



Seattle  
Department of  
Transportation

# MAYOR HARRELL'S RECOMMENDED SEATTLE TRANSPORTATION PLAN

A Vision for the Future of Transportation in Seattle

February 2024

## Part I



# IN 2044, SEATTLE IS AN EQUITABLE, VIBRANT, AND DIVERSE CITY WHERE MOVING AROUND IS SAFE, FAIR, AND SUSTAINABLE



Seattle streets, sidewalks, bike lanes, and bridges are well-maintained and ready for the future



Seattle travel options respond to climate change







In Seattle we address transportation-related inequities



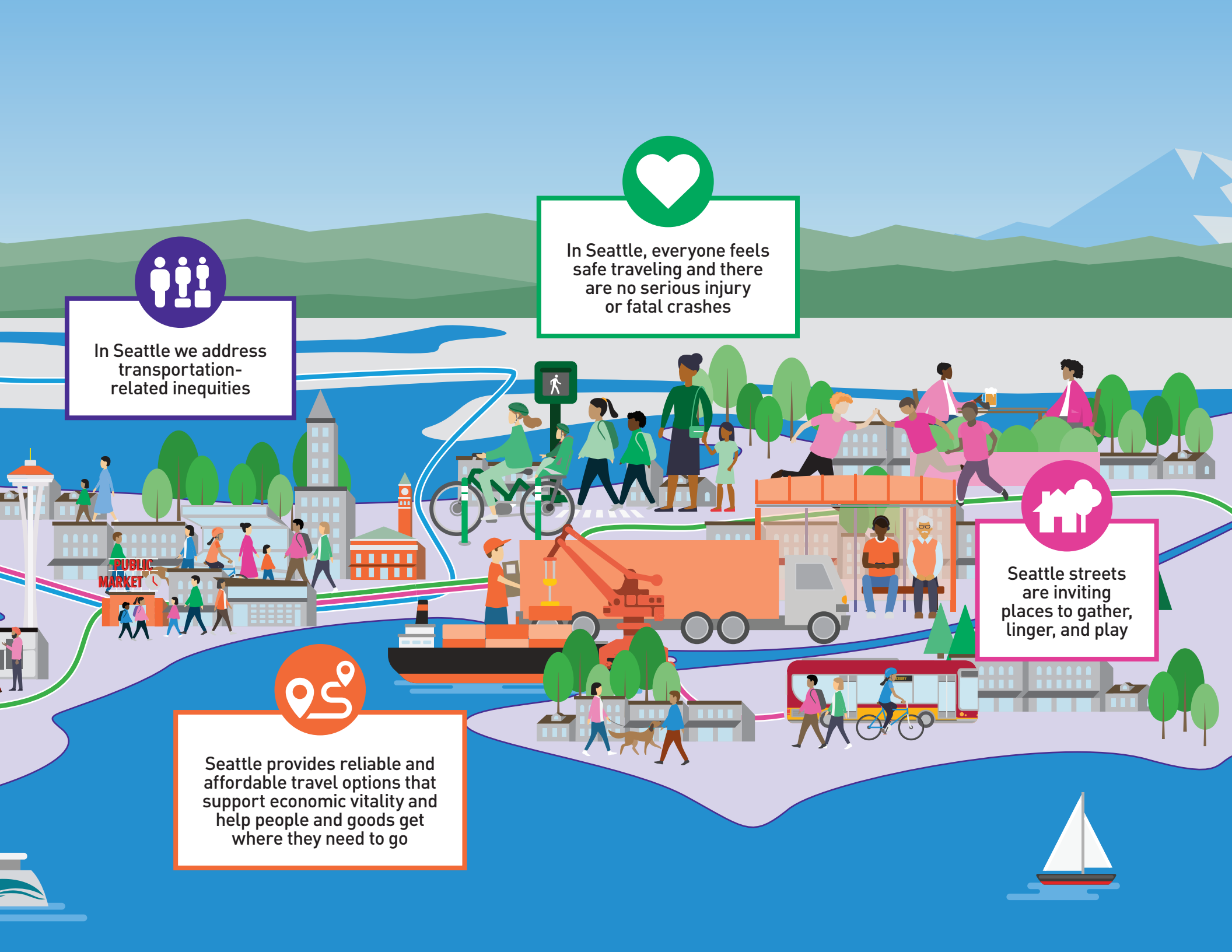
In Seattle, everyone feels safe traveling and there are no serious injury or fatal crashes



Seattle streets are inviting places to gather, linger, and play



Seattle provides reliable and affordable travel options that support economic vitality and help people and goods get where they need to go





**Bruce Harrell**  
Mayor

Seattle,

As Mayor, I have worked tirelessly with staff to make real our One Seattle vision. We built the systems, teams, and trust needed to drive change, and now we are moving forward together.

The Seattle Transportation Plan is one important piece of our city’s long-term vision for the future. Together with the One Seattle Comprehensive Plan Update, we are taking a comprehensive approach to shaping the next 20 years of Seattle’s streets and public spaces. We are creating a Seattle where families, workers, neighbors, and visitors can travel, live, work, shop, and play together. From safer routes to schools, parks, transit, and community gathering spaces to proactively maintaining our streets, sidewalks, and bridges, we are laying out a comprehensive vision for a transportation system that serves everyone.

As we plan for meaningful transportation investments in the years to come, we also continue efforts to revitalize downtown, address homelessness with urgency and compassion, provide support for our small businesses to succeed, significantly reduce greenhouse gas emissions from transportation, build a more sustainable future for the city, and enhance the vibrancy of our neighborhoods.

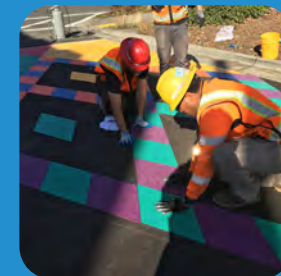
We envision a vibrant, equitable, and diverse Seattle—where moving around is safe, fair, and sustainable.

I believe that we can accomplish more when we work together. The Seattle Transportation Plan puts our shared values of cooperation, inclusion, and unity into real action toward tangible improvements – like transit and freight priority lanes and welcoming community and mobility hubs – for the place we love and call home.

When we unite around our common values, including making Seattle a safe, livable, sustainable, and more equitable city, the possibilities are endless. Together, we will make our vision a reality across all our streets, sidewalks, and public spaces.

Thank you,

Mayor Bruce Harrell







**Greg Spotts**  
*SDOT Director*

Seattle,

The Seattle Transportation Plan sets forth a holistic vision for the future of our transportation system, informed by consultation with thousands of people who live, work, and play in Seattle. It represents the first time our city has created a unified transportation plan incorporating all modes of travel.

Many government processes take place at a table—whether in-person or online. Creating the STP was different because our staff was determined to bring the table to people who didn't know there was an opportunity to participate. Using innovative methods from our Transportation Equity Framework, we convened conversations in multiple locations and languages with a diverse set of residents, community members, and businesses who hadn't previously been involved in such a process. We were honored to meet with community members across social identities, languages, and cultural experiences. We held focus groups with our city's indigenous and immigrant communities, hearing themes that included honoring the city's ecosystem, improving safety for our most vulnerable travelers, and repairing past transportation planning decisions that have separated communities rather than bringing people together.

The STP builds upon the foundation of our existing plans and initiatives, including many community-led neighborhood plans. The STP identifies new ways to improve safety, equity, and sustainability, bringing forward a more walkable, bikeable, and transit-friendly Seattle. The plan identifies important updates to pedestrian, bicycle, transit, and freight networks; potential investments to transform how we move and gather; and ways to improve how travel modes work together. This plan works hand-in-hand with the One Seattle Plan to guide city decisions about growth strategies to ensure economic vitality, where we locate housing and jobs, and where and how we invest in transportation, utilities, parks, and other public assets.

Thank you for helping us to develop a plan that will guide the next 20 years of investment in our streets.

SDOT Director Greg Spotts









# GOALS FOR SEATTLE

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## SAFETY



*Prioritize safety for travelers in Seattle, with no serious injury or fatal crashes*

## EQUITY



*Co-create with community and implement restorative practices to address transportation-related inequities*

## SUSTAINABILITY



*Respond to climate change through innovation and a lens of climate justice*

## MOBILITY & ECONOMIC VITALITY



*Provide reliable and affordable travel options that help people and goods get where they need to go*

## LIVABILITY



*Reimagine city streets as inviting places to linger and play*

## MAINTENANCE & MODERNIZATION



*Improve city transportation infrastructure and ready it for the future*



# We asked you to co-create the STP with us, and thousands of you stepped forward to provide your input!

Through engagement, you provided a lot of feedback on the future of transportation in Seattle, which allowed for co-creation of the STP. What we heard from you directly influenced the plan.

The STP describes our collective vision for Seattle's transportation system. It includes key moves we'll make to achieve the vision, how we'll prioritize needs and seek funding to implement the plan, and the way we'll track our progress.





## What we heard

**These quotes represent the most common themes we heard. More detailed summaries of what we heard can be found in Part II of this plan.**

“I feel so inspired when I read through the key moves section, but I am very concerned about the pace and likelihood of implementation. We need it to be as quick as possible.”

“[Transportation] should be affordable to everyone, in that everyone should be able to use transit, walk, or bike cheaply.”

“We need fast, safe, affordable transit that doesn’t require walking more than a few blocks to a hub.”

“Improve our public transit network and, more importantly, prioritize non-motorists with our street space. Create more bike and transit lanes on our main corridors, removing general travel lanes and on-street parking when necessary to do so. It must be safe and convenient to use these services”

“The streets belong to the people, and we should be optimizing them for people to enjoy! On some streets, this certainly means prioritizing throughput, but that doesn’t make sense for all streets.”

“Pay attention to the majority who want safer, more equitable, more climate resilient ways to move around Seattle.”

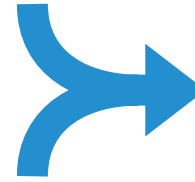
“Maintenance is the unglamorous but incredibly important job that makes our city tick.”

“People-scale, diverse, and livable communities provide equity by default. More housing, employment, recreation, and business opportunities for all!”

“[Accommodate] freight and commercial traffic, especially north of the ship canal. [Have] sufficient alternate traffic corridors in case of an emergency, i.e., earthquake and/or tsunami.”

“When good planning and engagement is done, there should be a fast track to change.”

“Equity should be at the center of every initiative. Improving transportation options/safety in neighborhoods that have adequate transportation/safety is great, but it should come after improving areas that have been historically ignored.”



## How we used your feedback



**Policy direction that reflects city values**  
Policy Guidance



**Maps that show us where to make improvements**  
Investment Networks



**Programs and projects to improve the transportation system**  
Program and Project Identification



**Information on how we will conduct future community outreach**  
Engagement



**Guide for where and what we invest in**  
Prioritization



**Strategy for how we pay for and implement the plan**  
Implementation Strategy



**Targets that track progress**  
Performance Measures





Westlake Ave N

The **Jim Henson** Exhibition  
Imagination Unlimited

MoPOP.org

SMITH TOWER  
MUSEUM OF POP CULTURE  
MUSEUM OF FUTURE  
MUSEUM OF CONTEMPORARY ART  
MUSEUM OF HISTORY & CULTURE





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## PART II: TECHNICAL REPORT

Part II provides more detail on how we can advance the plan's key moves and achieve our goals. The report includes an overview of the network integration process along with 8 functional elements.

## APPENDIX A: Project Summary Sheets

## APPENDIX B: Community Organization Reports & Community Engagement Summaries

## APPENDIX C: Performance Metrics









# 1

## VISION



## VISION STATEMENT

**Seattle is an equitable, vibrant, and diverse city where moving around is safe, fair, and sustainable. All people and businesses can access their daily needs and feel connected to their community.**

*The STP Vision Statement is a result of a yearlong conversation with people throughout Seattle.*





# INTRODUCTION

The City of Seattle is re-envisioning the next 20 years of transportation: a future where thoughtful investments make travel safer, equitable, reliable, sustainable, and affordable for everyone who visits, works, and calls Seattle home. 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. Through the STP, we will build on a foundation of prior plans to harmonize and balance the needs of all people, addressing today's challenges and preparing for those of tomorrow.

We developed the STP in close collaboration with the One Seattle Comprehensive Plan update (2024)—our city's 20-year growth strategy. It will guide the growth of housing and jobs, and where and how we invest in transportation, utilities, parks, and other public assets. The STP provides more detailed direction for how we will align transportation system investments to support broader city goals for equity, housing affordability, access to economic opportunity and education, climate change, and more.

The Vision Statement on the previous page is informed by the One Seattle Comprehensive Plan's vision. Concepts of investing in community while creating a more equitable, livable, sustainable, and resilient city as we grow are core to the One Seattle vision. Together, the STP and the One Seattle Plan provide an integrated transportation, land use, and growth strategy for Seattle's future.

**The STP is a plan to connect us to nature, people, and opportunity, a plan to provide reliable travel options, a plan to reimagine streets as welcoming for people, and an opportunity to come together as One Seattle.**



We want the STP to meet the needs of communities of color and those of all incomes, ages, and abilities. To broaden and deepen the reach of our engagement, we worked with community-based organizations to invite more people to the table and help form this plan.

We heard from thousands of people in community meetings, through online forums, in one-on-one conversations, on our multilingual phone line, and in many more places. Your ideas shaped the STP. You will see your voice and your neighbors' voices reflected in this plan. By taking part in the creation of this plan, you have helped us envision a transportation system that will work better for everyone.

Working with communities, we identified 6 plan goals organized around the themes of safety, equity, sustainability, mobility and economic vitality, livability, and maintenance and modernization. Collectively, they support the long-range vision of a city that is equitable, vibrant, and diverse; a city where moving around is safe, just, and sustainable; and a city where people and businesses can access their daily needs and feel connected to their community. "Key moves" are cross-cutting strategies designed to advance one or more of the plan's 6 goals.

New policies defined in the One Seattle Comprehensive Plan will guide how we implement the key moves. These policies relate to how we allocate space on streets as we improve them, how we'll strive to reduce vehicle miles traveled, and how we'll deliver projects that maximize the number of people who are served by city streets and sidewalks.

**At the Seattle Department of Transportation (SDOT), we will organize our work around the STP's vision and goals to design, operate, and maintain city streets. We are proud to steward your transportation system, so it meets the challenges of today and tomorrow.**









# GOALS AND KEY MOVES

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## SAFETY



### Lead with Safety

**Goal:** Prioritize safety for travelers in Seattle, with no serious injury or fatal crashes

- **S1:** Reduce vehicle speeding to increase safety
- **S2:** Concentrate safety investments where fatal and serious injury collisions occur most or are at a higher risk of occurring
- **S3:** Make all journeys safer from departure to destination, especially for people traveling outside the protection of a vehicle
- **S4:** Provide safer routes to schools, parks, transit, community gathering spaces, and other common destinations
- **S5:** Support public safety through maintenance of critical access routes and planning for a climate resilient network

## EQUITY



### Transportation Justice is Central

**Goal:** Co-create with community and implement restorative practices to address transportation-related inequities

- **TJ1:** Center the voices of communities of color and underrepresented groups in planning and decision-making processes
- **TJ2:** Address inequities in the transportation system by prioritizing investments for impacted communities
- **TJ3:** Remove cost as a barrier so everyone can take the trips they need to make
- **TJ4:** Support shifts toward non-punitive transportation enforcement approaches that reduce harm and enhance public safety on city streets

## SUSTAINABILITY



### Climate Action

**Goal:** Respond to climate change through innovation and a lens of climate justice

- **CA1:** Improve neighborhood air quality and health outcomes by promoting clean, sustainable travel options
- **CA2:** Green city streets with landscaping and street trees to better handle changing climate
- **CA3:** Foster neighborhood vitality and improved community health
- **CA4:** Support the transition from fossil fuel to electric vehicles for personal, commercial, and delivery trips
- **CA5:** Advance mobility management strategies to encourage walking, biking, and transit trips



## MOBILITY & ECONOMIC VITALITY



### Connect People and Goods

**Goal:** Provide reliable and affordable travel options that help people and goods get where they need to go

- **PG1:** Create seamless travel connections
- **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
- **PG5:** Manage curbspace to reflect city goals and priorities

## LIVABILITY



### Streets for People, Places We Love

**Goal:** Reimagine city streets as inviting places to linger and play

- **PP1:** Reallocate street space to prioritize people, creating enjoyable places that also facilitate goods delivery and mobility
- **PP2:** Create welcoming community and mobility hubs
- **PP3:** Co-create and enhance public spaces for playing and gathering to improve community health
- **PP4:** Activate and maintain public spaces to create a welcoming and age-friendly public realm

## MAINTENANCE & MODERNIZATION



### Streets that Work, Today and in the Future

**Goal:** Improve city transportation infrastructure and ready it for the future

- **MM1:** Maintain our streets, sidewalks, and bridges and incorporate planned safety and network improvements with maintenance work
- **MM2:** Reduce neighborhood disparities in the quality of streets, sidewalks, public spaces, and bridges
- **MM3:** Ready city streets for new travel options and emerging trends and technologies





# WHY WE NEED THIS PLAN

While solving the most urgent challenges today, we must also consider how the transportation system will evolve to meet the growing demands of tomorrow.

We need a roadmap to guide actions and investments into cross-cutting transportation solutions that align with city values and achieve our shared vision for the future.

This plan will help us:

- protect people
- invest in equity
- cultivate green transportation
- integrate our land use and transportation strategies
- support economic vitality
- expand affordable access
- evolve and innovate with emerging trends
- reflect community priorities

*“There is nothing wrong with driving, but building and maintaining an entire city to encourage, subsidize, and expedite its mass use is ... inequitable, unsafe, and a massive strain to the city’s budget.”*

*Anonymous Contributor Online Engagement Hub*



*We need this plan to...*

## PROTECT PEOPLE

Through our engagement process, you told us making safe journeys is your top priority. This includes a sense of personal safety and the identification of opportunities for automated enforcement programs to address unintended consequences and work towards creating non-financial, restorative-based alternatives enforcement. We see nearly 10,000 crashes a year, resulting in an average of 28 people dying and nearly 180 people seriously injured between 2020 and 2022. These are friends, neighbors, and family members.

Together, we can make the changes necessary to protect people traveling on city streets, paths, and sidewalks. This plan will help prioritize investments to reduce these outcomes.

### We will focus on delivering safety interventions with demonstrated effectiveness in locations where they are most needed.

In 2015, we set a shared goal to end traffic deaths and serious injuries. Traffic deaths for people walking, rolling, and biking have been increasing. It is people in our most vulnerable communities—traveling without multi-ton vehicles for protection—who are bearing a disproportionate burden. Unsafe travel speeds, multiple lanes of traffic, and a lack of bike lanes have been identified as common characteristics of high-crash streets.

This plan will guide us to redesign streets with targeted solutions that support safe behaviors by all travelers. In some cases, this could look like narrower streets, slower speeds, and traffic signal improvements. In others, it means more frequent and visible crossings and adding protected bike lanes on the busiest streets. We'll also need to partner with community members to design solutions that reflect city values and prioritize the most vulnerable communities.

*I am a single parent and my kids are often responsible for their own transportation to and from activities. It would be better and safer for them if there was more traffic calming and protected bike lanes.”* Survey Participant *Transportation Challenges Survey*



### Community Voices

- Over 60% of people surveyed said that **safety is one of their top two challenges** while getting around Seattle.

*We need this plan to...*

## INVEST IN EQUITY

Our priorities are directly reflected in the way we design streets and invest resources. Transportation must be affordable, accessible, and just—we believe transportation is an essential right for all people. An equitable transportation system must meet the needs of communities of color and people of all incomes, ages, and abilities.

Black, Indigenous, and People of Color (BIPOC) and low income communities, as well as seniors and disabled people, continue to carry an outsized burden from transportation that contribute to social and physical harm, including disproportionate rates of illness, death, social isolation or poverty. From historic disinvestment and freeways that destroyed and divided communities, to higher rates of traffic enforcement or pollution and community health impacts like asthma and cancer, the most impacted are the most vulnerable. We are dedicated to reconciling our history of systemic racism, exclusionary planning, and erasure of Coast Salish Native and Indigenous culture in our transportation system.

This plan plays a critical role in identifying the most impactful actions we can take to reverse damage caused to communities from our transportation system, repair trust with people who have been most harmed, and protect the rights of all community members to have safe and equitable access to opportunities. We will use this plan to apply an equity lens to everything we do, in alignment with our Transportation Equity Framework (TEF) that was co-created with community.

When considering investment priorities, our Race and Social Equity index provides a starting point to identify equity priority areas. We'll make sure people who have been underserved have a voice and a seat at the table. And we'll move at the speed of trust by demonstrating a commitment to equity through meaningful engagement and intentional investments. We must be accountable to the impacts of our transportation system, and we'll continue working to prevent and mitigate transportation projects, both past and present, from contributing to future harm.

### Rising costs have cascading effects on low-income and underserved communities, many of whom are dependent on the transit network.



As housing costs continue to rise, many low-income residents are moving farther outside the city in search of affordable housing.



More often than not, affordable housing is lacking near transit-rich areas, and low-income populations are more likely to be transit-dependent.



Transit does not run late enough into the night to meet the needs of late-shift workers, many of whom are low-income people of color.



Living far from high-quality transit leads to increased auto dependence and increased commute times.



Longer trips mean higher costs to commute—for fuel, insurance, maintenance, and in terms of time lost.



Mismatches between where people want to work and where they can afford to live make it difficult to find jobs and for employers to find much-needed workers.

**More transit options and more affordable housing near community and mobility hubs will improve the lives of many in our city's most vulnerable populations.**



We need this plan to...

## CULTIVATE GREEN TRANSPORTATION

Seattle embraces its natural beauty and values community health. Transportation emissions make up 61% of the city’s harmful greenhouse gas emissions, and we can do better.

**61%**  
of emissions come from transportation (in 2020)

**90%**  
of transportation emissions come from gasoline (2008 - 2020)

As Seattle continues to grow, we find ourselves a long way from meeting our goals to reduce greenhouse gas (GHG) emissions from transportation. We all have the ability to make meaningful change, as transportation is the largest GHG emission contributor in Seattle.

**9 of 10** personal trips will be zero-emission by 2030 (3 out of 10 for freight trips)

By **2050** we plan to have an entirely carbon-free transportation system

Making progress means making it safe, easy, and affordable for people to get where they need to go without relying on a car. It means electrifying city fleets, making transit convenient and reliable, and supporting other ways of sharing a ride. And it also means expanding the tree canopy and designing streets to handle bigger storms and protect water quality.

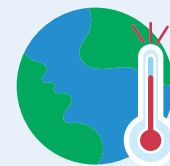
When we invest in an equitable and resilient transportation system, the benefits go far beyond reducing emissions. Seattle’s Green New Deal aims to create jobs and advance an equitable transition from fossil fuels by prioritizing investments in communities historically underserved and impacted by economic, racial, and environmental injustices. This plan helps us invest in climate actions today, so we can improve the health and vitality of communities and Seattle’s natural environment for generations to come.

**We protect future generations as we rapidly accelerate response to climate change.**

## Seattle has always been a leader in climate action.

### And we still have more to do.

- **2013** Seattle adopts its first Climate Action Plan
- **2017** A New Mobility Playbook is developed to promote new mobility options
- **2018** The Seattle Climate Strategy serves as an update to the 2013 Climate Action Plan
- **2021** Transportation Electrification Blueprint is released to help us achieve our goal of a decarbonized transportation system
- **2022** A Transportation Equity Framework (TEF) is created to guide us toward an equitable transportation system
- **2022** Seattle’s Green New Deal sets aside millions to advance an equitable clean energy transition
- **2023** The city’s Climate Change Response Framework (CCRF) is developed to describe a climate action agenda for transportation



Since 2008, transportation emissions have remained flat, even though we added more than 250,000 new residents. While this is a positive trend, the city remains very vulnerable to the impacts of climate change, and we are committed to doing more.



*We need this plan to...*

## INTEGRATE OUR LAND USE AND TRANSPORTATION STRATEGIES

A growing city requires more places for people to live. As housing in Seattle becomes more dense, the transportation network must keep up with increased demand, providing mobility and access for everyone who needs it. The STP and its partner effort, the One Seattle Comprehensive Plan, attempt to make that access more equitable, where housing, employment, and goods and services can be within closer reach of a growing population. This means matching the right type of mobility programs and projects with the city's evolution over the coming decades.

Seattle is projected to grow to nearly 1 million people over the next 20 years, up from about 750,000 today. With 7 out of 10 new jobs in the region projected for Seattle, population growth will continue to increase the demand for housing—especially homes that are more affordable. In this next era of growth—over 100,000 more homes and about 160,000 new jobs—we can plan to integrate land use and transportation investments that allow us to achieve a more prosperous, more fair, and healthier city.

To handle this growth, we must use our limited streets wisely. Seattle has reached a stage where widening streets is rarely an option or desired. As neighborhoods become denser and more of us call Seattle home, we need to make more efficient use of our streets by investing in options that move more people more efficiently. Walking, rolling, biking, and riding transit supports business and commercial needs, allowing necessary driving trips to occur—including those that deliver goods and services to our neighborhoods. One Seattle projects a future of complete communities—where many everyday needs are locally accessible.

Locating new homes, essential destinations, and transportation options closer together creates a city where people can easily choose from multiple travel options. This results in less frequent driving, especially for short distances, and helps us advance our sustainability goals. The STP considers 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.

**100,000**  
new homes are  
expected to be built in  
Seattle by 2044

**158,500**  
new jobs are  
forecast for  
Seattle by 2044

**about 7 out  
of 10**  
new jobs in King County  
will be in Seattle by  
2044

**Decisions today will shape the transportation choice, reliability, and access of people living in Seattle now and those moving here over the next 20 years.**



*We need this plan to...*

## SUPPORT ECONOMIC VITALITY

Transportation plays a vital role in urban and regional economic development. Well-planned transportation systems promote vibrant employment centers while also protecting our environment and supporting social well-being. In Seattle, these systems not only connect the city to surrounding communities in the Puget Sound region, but to the rest of the state, the country, and the world (via our seaports and airports). Seattle's advantageous geographic location, featuring a deepwater seaport along with an extensive and well-connected network of streets and railroads, has established the city and the surrounding region as a major economic hub.

From time immemorial, before colonization and the founding of the city of Seattle, our area has been a gathering place for people and resources. The STP recognizes this rich history of our region's economy, which has shaped—and will continue to shape—Seattle's history and culture. Today's maritime, manufacturing, warehousing, transportation, and delivery businesses continue this essential role and we must incorporate them into our transportation planning and operations.

Together, the ports of Seattle and Tacoma make up the 7th largest port in the United States. According to a 2023 strategic analysis of Seattle's maritime, manufacturing, transportation, and warehousing industries, about a third of jobs in King County are directly or indirectly tied to freight. Investments in our freight system is critical to maintain and advance these economic foundations, and to support the on-going boom in home deliveries. Thriving local economies need reliable and predictable access, not just for people in cars and trucks, but for those moving on foot or two wheels, and for new types of sustainable goods movement.

The STP provides strategies that can promote and enhance economic vitality by connecting people and goods to places they need to go, enabling businesses to thrive through innovation, and attracting visitors while promoting a high quality of life. In concert with changing land uses as Seattle grows, reliable transportation networks are needed to keep our economy moving.

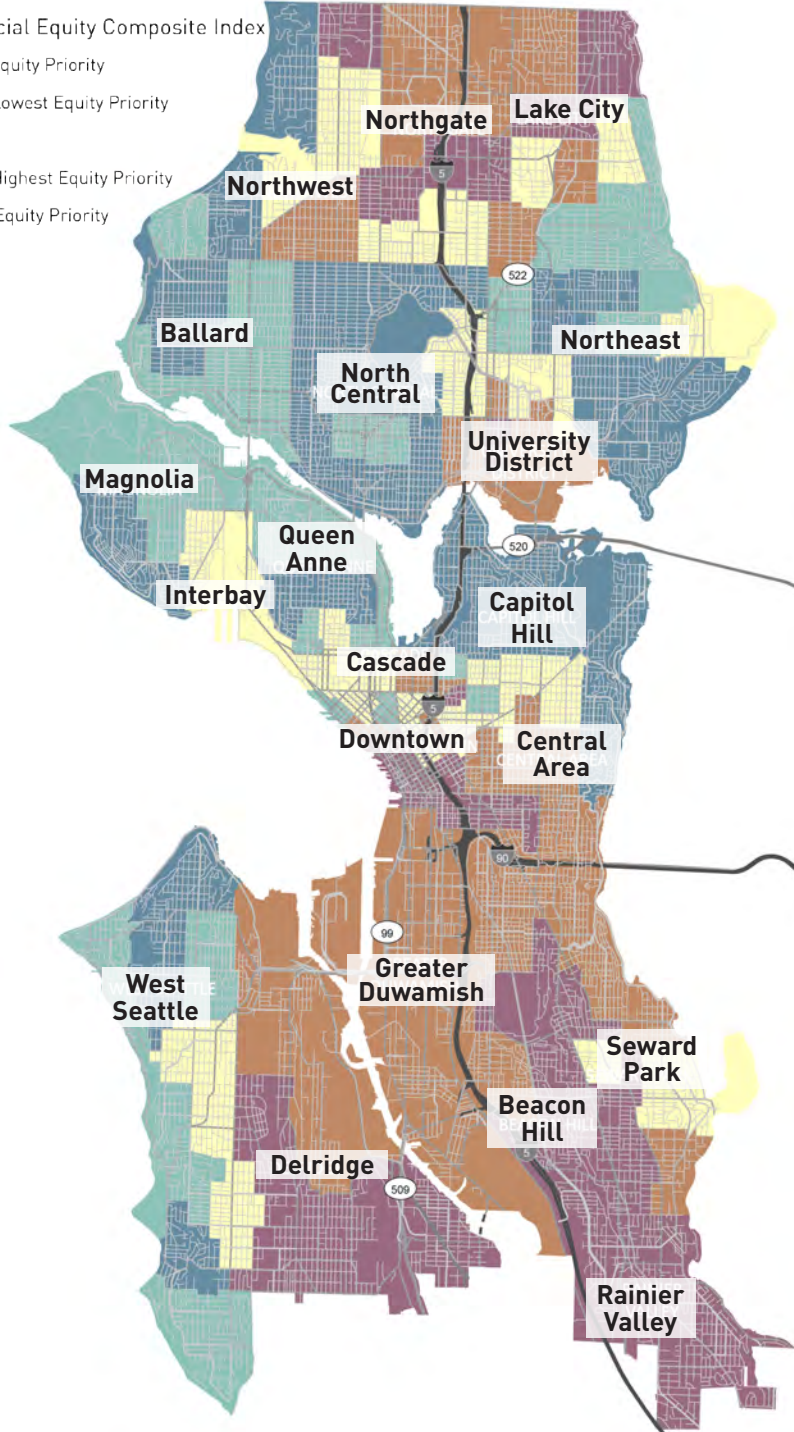
**Transportation is the lifeblood of the city and region.**

## A healthy transportation network promotes economic vitality in a variety of ways:

- **Public Investment:** The City stimulates the local economy through the planning of infrastructure projects, such as public transit development, street maintenance and modernization, and public space construction. All of these investments create jobs, contributing to local economic development and healthy employment rates and income levels.
- **Attracting Capital:** Investors seek areas where the transportation network supports the smooth flow of goods and services, reducing operational costs and increasing the overall attractiveness of the region for business activities.
- **Labor Access:** Transportation facilitates the movement of workers, consumers, and goods, allowing businesses to access markets, customers, and labor. Improved accessibility can attract businesses to an area, leading to further economic development and vitality.
- **Technological Innovation:** Seattle has become a home to major technology companies as we grow beyond our roots in manufacturing and trade. The technology sector relies heavily on the movement of skilled workers. A well-functioning transportation system helps attract and retain talent.
- **Tourism and Economic Development:** An effective transportation system, including our airports, highways, and public transit systems, is crucial for bringing visitors into Seattle efficiently and sustainably, and in facilitating their movement between attractions, hotels, our popular cruise terminals, and other points of interest.
- **Local Neighborhood Economies:** The transportation network extends from our ports, warehouses, and distribution hubs to our neighborhoods where we shop, eat, and gather. As Seattle grows, we will continue to be a city of neighborhoods where predictable access to goods and services is critical to maintain the high quality of life and vibrant public realms that we all cherish.

Racial and Social Equity Composite Index

- Lowest Equity Priority
- Second Lowest Equity Priority
- Middle
- Second Highest Equity Priority
- Highest Equity Priority



We need this plan to...

## EXPAND AFFORDABLE ACCESS

This plan is needed to enable people to get to where they need to go, regardless of how much money they have in their pocket. Cars are expensive to own and operate, requiring fuel and maintenance that not everyone can afford. And while they often save people time, cars also have significant costs to the environment through pollution and emissions, along with external costs to our health and safety. Walking, rolling, biking, and taking transit are the most affordable ways to move in Seattle, both as a portion of peoples' incomes, as well as their cost to the environment.

We can make it more affordable and time-competitive to access everyday services and activities by expanding travel options, improving availability, and reducing costs for our neighbors who need it most. Removing barriers to life without a car will also leave people with more money to afford housing and other opportunities. By investing in actions that enhance and expand the most affordable ways to move around—and that make them more convenient—we can provide more low-cost options for people to make the trips that matter to them.

**14%**

of the average Seattle household budget is spent on transportation (2021)

**94%**

of average transportation costs are spent on buying and maintaining private vehicles (2021)



### Community Voices

- 16% of Black respondents and 17% of Native Hawaiian/Pacific Islander respondents in our Phase 1 survey said **cost** was a challenge, compared with only 8% of respondents citywide
- While tabling at the annual Boo bash community event in Rainier Beach, we heard from multiple parents who said they would like to **make sure cost is not a barrier** to getting around in Seattle.

*The Racial and Social Equity Index combines information on race, ethnicity, and related demographics with data on socioeconomic and health disadvantages to identify where priority populations live.*



*We need this plan to...*

## EVOLVE AND INNOVATE WITH EMERGING TRENDS

Seattle has always been a center of innovation. From private industry to major institutions to local community organizations, we work together on solutions to solve all manner of challenges. When it comes to transportation, we have a unique opportunity to tap into the innovative spirit of the Puget Sound region and pursue smart, co-created, and affordable mobility solutions.

Travel patterns can change quickly. On a day-to-day basis, people adapt in real-time to traffic collisions or construction closures by choosing alternate routes. Similarly, we must be agile and adapt to changing travel behaviors and emerging trends, whether that means new electric scooter share services, autonomous vehicles, a sudden shift to remote work, or increased demands for e-commerce deliveries.

This plan will help make our transportation system dynamic and account for these types of changes, whether anticipated or not. When we innovate with programs, like **Healthy Streets** in neighborhoods, we embrace innovation by using our streets as a testing ground to see what works, collaborating with local communities along the way. An innovative approach will also help us prepare for new realities, as more people work from home, travel at alternate times, transition to cleaner vehicles and embrace electric mobility devices, or have deliveries made to their doorstep. As more innovative transportation options continue to emerge, this plan will guide our preparation and reactions to emerging mobility and technology trends, so we can shape them to be solutions that are equitable and in alignment with our shared goals.

## Healthy Streets help support changing travel behaviors and priorities.

We introduced Healthy Streets in 2020 during the COVID-19 pandemic as a way for people to get outside safely, access essential services like grocery stores and pharmacies, and stay active in neighborhoods throughout the city. Healthy Streets are open for people walking, rolling, biking, playing, and accessing their homes, and closed to passthrough traffic.

The goal of this program is to open up more space for people rather than cars—improving community and individual health. Healthy Streets can include:

- Traffic safety features like easier crossings at busy streets, speed humps to slow down people driving, and sign and pavement markings to help people find their way
- Neighborhood activities like hopscotch and basketball (that would otherwise require a street closure permit)
- Intersections with traffic circles and street murals to discourage people from driving on Healthy Streets, unless they have to (for example, if they live on that street)



**47%**

of people in Seattle worked from home in 2021  
(2nd among large cities)

**+\$390 billion**

additional dollars were spent on national e-commerce sales from 2019 to 2021 (+60% change)

*I'm excited to see a plan that transforms our streets to prioritize people ... and creates new funding streams for innovations in mobility that help people get where they need to go efficiently."*

Survey Participant STP Vision Survey

We need this plan to...

## REFLECT COMMUNITY PRIORITIES

City streets are a constant buzz of activity. They accommodate most travel needs, create places for people to gather, and support local businesses.

**The space streets occupy is called the public right-of-way.** It is the area where sidewalks, curbs, on-street parking, and travel-ways exist.

Stewarding this space is SDOT’s primary job, and we are constantly seeking to incorporate more travel options and enhance public space. Space is limited, so if we want to add something new—like wider sidewalks, a protected bike lane, a loading zone, or a transit lane—it often requires something else be compressed or moved.

You’ve made it clear that rights-of-way should reflect community values and priorities. In response, this plan includes an integration strategy to support consistent decisions that advance shared, long-term goals and key moves.

### Essential functions of the right-of-way



*...please prioritize people walking, people on bikes, and transit ... [This makes] a cleaner, quieter, more pleasant city.*

Anonymous Contributor *Online Engagement Hub*

## Public right-of-way serves many different functions.

The right-of-way has a big job, and it doesn’t just move cars and trucks! Seattle’s right-of-way serves 6 primary functions:

Function	Definition	Examples
<b>MOBILITY</b>	Movement for people, goods, and emergency response	Sidewalks, bus or streetcar lanes, bike lanes, general purpose travel lanes (includes freight), right- or left-turn lanes
<b>ACCESS FOR PEOPLE</b>	People arrive at their destination, or transfer between different ways of getting around	Bus or rail stops, bike parking, curb bulbs, passenger load zones, short-term parking, taxi and ride-share zones, accessible parking spaces
<b>ACCESS FOR COMMERCE &amp; EMERGENCY RESPONSE</b>	Goods and services reach their customers and markets and emergency responders access buildings and people	Commercial, truck and general load/unload zones, utilities, and emergency responder staging
<b>ACTIVATION</b>	Offers vibrant social spaces	Food trucks, public art, street festivals, outdoor dining, street furniture, block parties
<b>GREENING</b>	Enhances aesthetics and environment health	Plantings (boulevards, street trees, planter boxes), rain gardens, and bioswales
<b>STORAGE</b>	Provides storage for vehicles or equipment	Bus layover, vehicle and bicycle parking, reserved spaces (e.g., for police or other government use), construction





# PLACE A STICKER ON WHAT YOU WOULD LIKE TO SEE IN SEATTLE'S TRANSPORTATION SYSTEM

- 1. **1** **Improve sidewalks**  
Improve sidewalks with better lighting, benches, and trees. Add more crosswalks and pedestrian crossings.
- 2. **2** **Improve bike lanes**  
Add more bike lanes and improve existing ones. Add more bike racks and repair stations.
- 3. **3** **Improve wheelchair accessibility**  
Improve wheelchair accessibility on sidewalks, bike lanes, and public transit. Add more ramps and elevators.
- 4. **4** **Improve stroller accessibility**  
Improve stroller accessibility on sidewalks, bike lanes, and public transit. Add more ramps and elevators.
- 5. **5** **Improve skateboard accessibility**  
Improve skateboard accessibility on sidewalks, bike lanes, and public transit. Add more ramps and elevators.
- 6. **6** **Improve scooter accessibility**  
Improve scooter accessibility on sidewalks, bike lanes, and public transit. Add more ramps and elevators.
- 7. **7** **Improve bicycle safety**  
Add more bike lanes and improve existing ones. Add more bike racks and repair stations.
- 8. **8** **Improve pedestrian safety**  
Add more crosswalks and pedestrian crossings. Add more streetlights and better lighting.
- 9. **9** **Improve bicycle safety**  
Add more bike lanes and improve existing ones. Add more bike racks and repair stations.
- 10. **10** **Improve bicycle safety**  
Add more bike lanes and improve existing ones. Add more bike racks and repair stations.
- 11. **11** **Improve bicycle safety**  
Add more bike lanes and improve existing ones. Add more bike racks and repair stations.
- 12. **12** **Improve bicycle safety**  
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- 13. **13** **Improve bicycle safety**  
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- 14. **14** **Improve bicycle safety**  
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- 15. **15** **Improve bicycle safety**  
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- 16. **16** **Improve bicycle safety**  
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- 17. **17** **Improve bicycle safety**  
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- 18. **18** **Improve bicycle safety**  
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- 19. **19** **Improve bicycle safety**  
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- 20. **20** **Improve bicycle safety**  
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- 21. **21** **Improve bicycle safety**  
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- 22. **22** **Improve bicycle safety**  
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- 23. **23** **Improve bicycle safety**  
Add more bike lanes and improve existing ones. Add more bike racks and repair stations.





# WHO IS THIS PLAN FOR?

Seattle is made up of people from all walks of life. The diversity of communities, industries, and the natural environment are among the city's greatest assets and should be celebrated. Diversity makes Seattle more innovative and productive, makes life more interesting and vibrant, and can build empathy and connection with others.

Diversity also challenges SDOT to be responsive to a vast array of transportation needs, as each year millions of people with their own unique mobility patterns and nuanced preferences live, work, and visit the city. Reaching consensus can be hard, and finding transportation solutions that make everyone happy can be even harder. That's why we need this plan.

## Transportation is a universal need but is not one-size-fits-all.

How a person experiences the transportation system is determined by a variety of factors and can differ starkly from others sharing the same streets. Social identity—including age, race, ethnicity, social class, income, gender,

and physical or cognitive abilities—shapes the transportation experience. Factors like whether a person is a caregiver for family members, the nature of their occupation and employment status, and which travel options they use to get around all can heavily influence their experiences.

Interactions with other people and the built environment vary greatly depending on whether a person is walking, biking, rolling, traveling by bus, train, car or truck, or enjoying a public place. This can affect one's exposure to safety risks, or conversely, the risk they may pose to others.

Streets provide vital connections. Even someone who never leaves home still needs emergency responders to reach them in times of crisis, for utility workers to access their location, the courier to reach their mailbox, or freight deliveries to be made at nearby stores that serve them. The complex logistical operations and needs of businesses and service providers are immensely different from the needs of individuals. A robust transportation plan considers this range of users to ensure access to daily goods and services and supports the vitality of neighborhoods, business districts, and the economy.





## To build a transportation system that truly works for all, this plan gives special consideration to people who are more susceptible to transportation's negative impacts.

While this plan is built to serve everyone, we often focus on the experiences of the most vulnerable users and communities. But who exactly are we referring to when we use these terms?

Vulnerable users and communities are people and groups who have experienced a greater share of negative impacts from the transportation system.

**Vulnerable users** refers to people who face more physical risk when they use the transportation system. Data shows Seattle's most vulnerable transportation users tend to be people who are unhoused, communities of color, low-income communities, children, older adults, and people with disabilities. In terms of crash risk, vulnerable users are more physically exposed to risk while traveling outside the protection of a motor vehicle, such as people walking or biking.

**Vulnerable communities**, as defined by the Transportation Equity Framework (TEF), includes those identified as vulnerable users and expands to further include groups of people that have been excluded and/or underinvested in by government institutions, including people with low-incomes, immigrants and refugees, LGBTQIA+ people, women, formerly incarcerated individuals, people who use a wheelchair, people with visual or hearing impairments, and people at risk of displacement.

For both vulnerable users and communities, factors such as monetary cost, threats to personal safety (whether real or perceived), or caretaking duties can significantly alter how or when they travel, what routes they take, and whether their journey is convenient or enjoyable. These differences have been, and in many cases continue to be, poorly accounted for in the design

of the city's transportation system due to historic investments and street designs that tend to favor cars, commuters, and male travel patterns.

## Inclusivity results in better transportation experiences for everyone.

This plan serves everyone. Data and community input provide a deeper understanding of the spectrum of user needs and obstacles that people need SDOT's help to overcome. While developing the Seattle Transportation Plan, we heard about the transportation experiences of thousands of individuals and community groups, employers and retailers, couriers and deliverers, emergency responders, and countless others.

The STP reflects diverse needs, challenges, and vulnerabilities, alongside SDOT's responsive actions in the form of "key moves" (strategies), projects, and programs. Ultimately, implementation of the STP will address the needs of vulnerable users and communities through the prioritization and allocation of resources to high-need communities and the thoughtful design and configuration of Seattle's streets.

We all face obstacles getting around the city, from traffic and fender benders to icy sidewalks, delayed buses, or crowded trains. However, it's important to recognize the magnitude of challenges that people face are not equal. SDOT has an obligation to respond equitably and balance the unique and disparate needs of the incredible range of travelers we serve.









# BUILDING ON A STRONG FOUNDATION

## SDOT'S ROLE

How you get around is of the utmost importance to us. Nearly 27% of Seattle's land is made up of streets, curbs, sidewalks, and public spaces in the right-of-way. It's a limited amount of space to move a rapidly growing city of people and goods.

Beyond filling potholes and helping buses and freight deliveries run on time, we also pave streets, adjust traffic signals, create enjoyable public spaces, operate and maintain bridges, and build a network of bike lanes and sidewalks to serve people of all ages and abilities. It is SDOT's role to regulate, permit, and manage this complex system in concert with our goals. During emergencies, we focus on our mission-essential functions, which are to maintain operations, mitigate hazards, issue permits, and disseminate critical information.

Our work is centered on a transportation system that provides safe and affordable access to places and opportunities for all people regardless of their age, size, or ability.

**We do this best when we partner with community to better understand your needs and priorities.**

*Nothing would make me happier than SDOT ... listening to that public commentary by people who are desperate for Seattle to be and do better."*

Anonymous Contributor *Online Engagement Hub*

## City transportation goals can't be accomplished without many partners.

We must partner with other agencies and private transportation service providers to help us create a more complete and effective travel experience. SDOT partners include, but are not limited to:

- Washington Department of Transportation (WSDOT)
- Port of Seattle
- Northwest Seaport Alliance
- King County Metro
- Sound Transit
- Community Transit
- Kitsap Transit
- Pierce Transit
- Neighboring jurisdictions
- Access Transportation
- Railway operators
- Amtrak
- Washington State Ferries
- King County Marine Division
- Seattle Lake Union Seaplane Base
- King County International Airport (Boeing Field)
- USDOT and federal partners

The range of transportation services operated by these partners include buses, light rail, commuter rail, ferries, water taxis, planes, trains, cargo terminals, and more. The City is responsible for the Seattle Streetcar and Seattle Monorail systems, along with the city's street network.



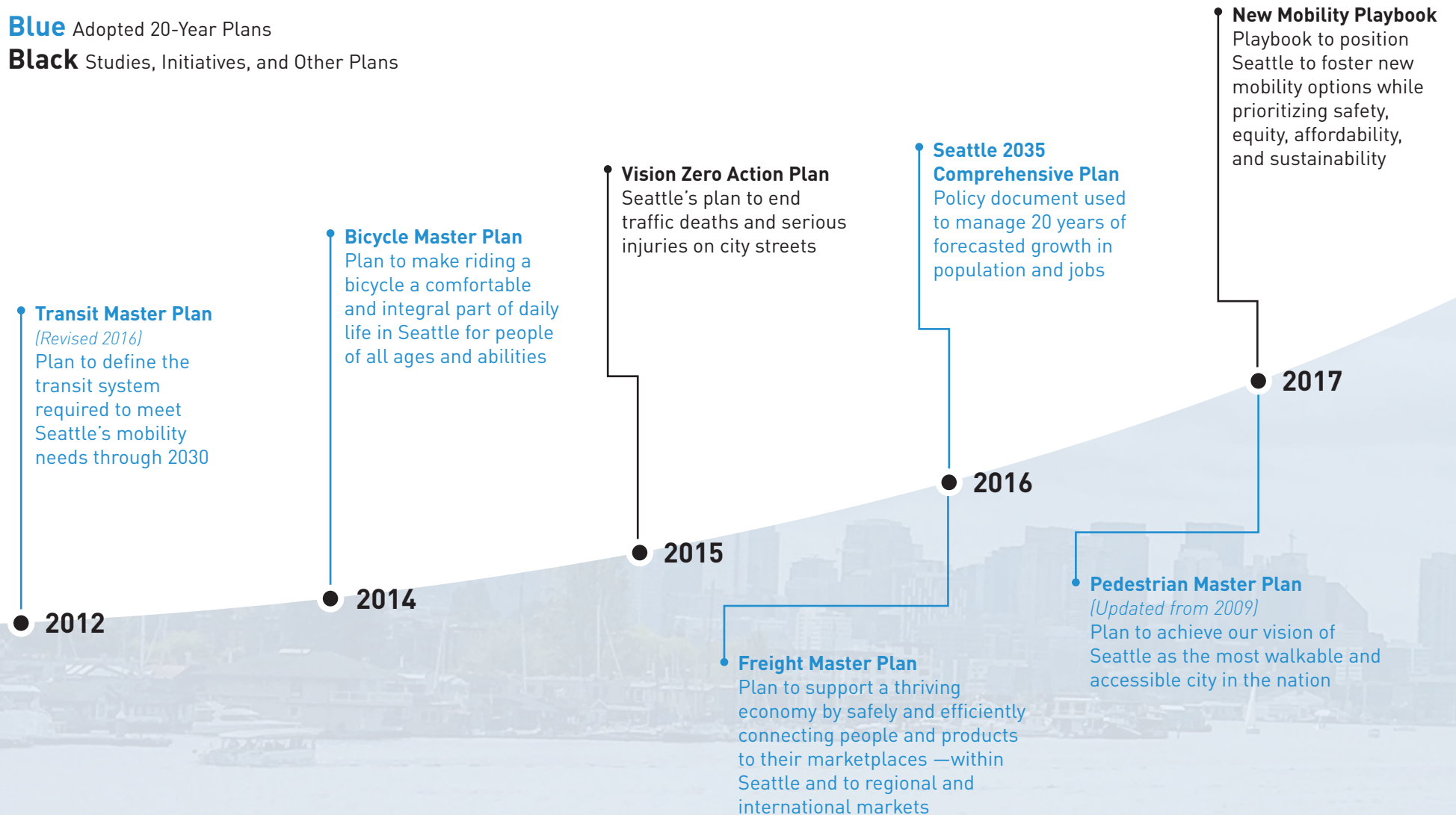
# A FOUNDATION OF TRANSPORTATION PLANS AND INITIATIVES

The STP addresses mobility and economic vitality, access, and public space needs in a single document. The plan builds upon prior citywide modal plans, which address individual forms of travel like walking, biking, transit, and freight movement and have been formally adopted by Seattle City Council. It also advances other studies, initiatives, and multimodal neighborhood and subarea plans we have developed to guide Seattle's transportation system.

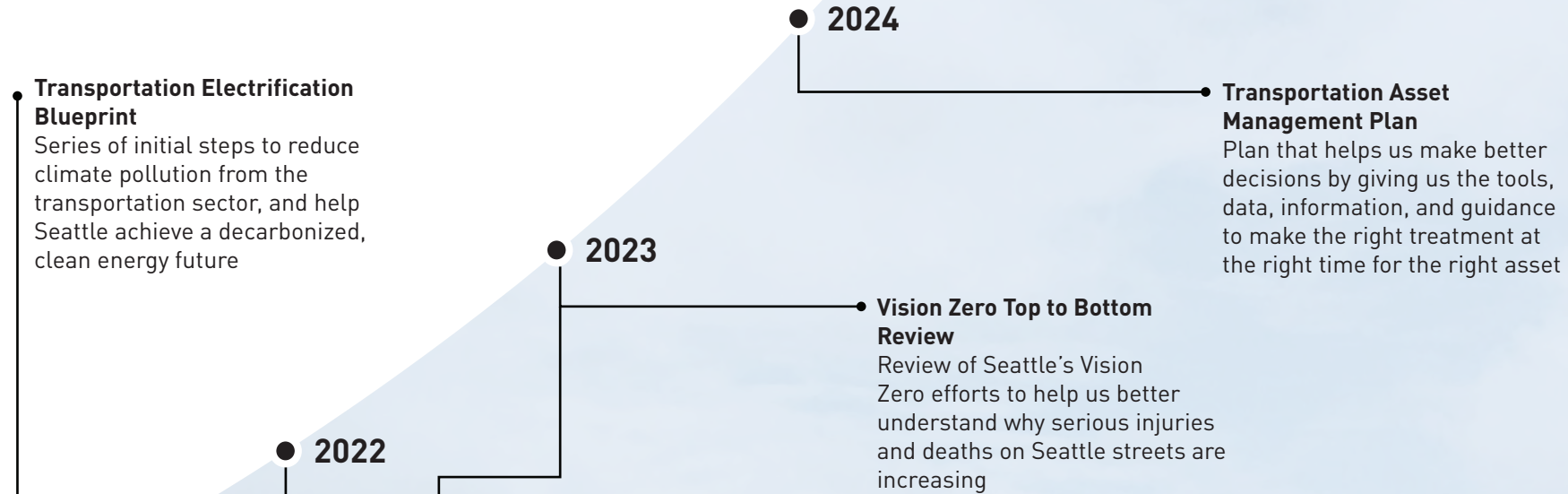
The timeline below shows many of these adopted plans and initiatives.

**Blue** Adopted 20-Year Plans

**Black** Studies, Initiatives, and Other Plans







## The STP includes new ways to accelerate progress on the things that matter most.

The STP identifies important updates to modal plans, potential investments to transform how we move and gather, and integration strategies to improve how travel options work together. It also introduces new topics to address ongoing and emerging needs, including:

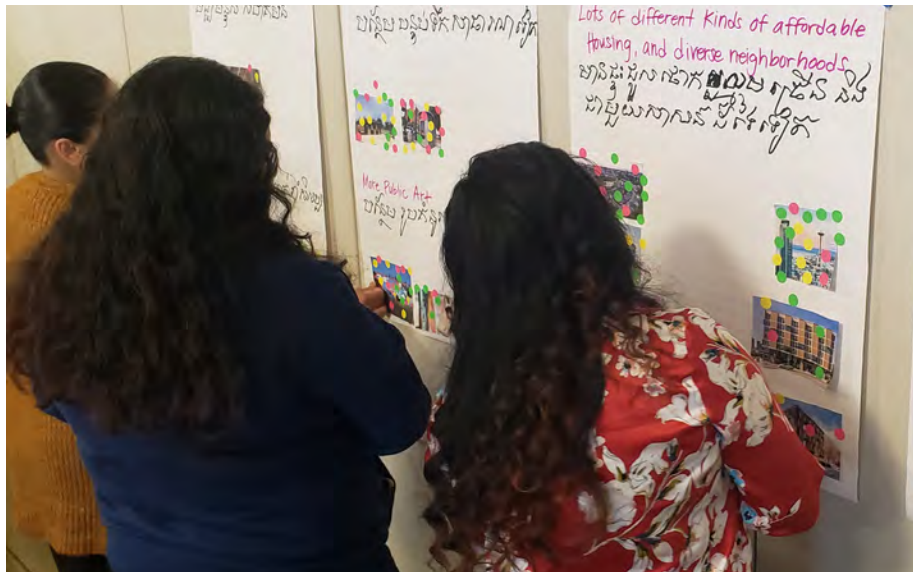
- **New Mobility:** Encourage mobility services like taxi/ride-hail and bike and scooter sharing services that are shared, electric, and driven by real-time data and describe approaches to permitting and management of automated vehicles
- **People Streets and Public Spaces:** Identify places where we can make improvements to encourage people to gather, play, rest, walk, roll, and connect
- **Vehicle Travel:** Create a dedicated functional element that addresses driving in Seattle, how we can reduce reliance on vehicles for many types of trips, and the importance of the vehicle network for emergency response and goods movement
- **Curbside Management:** Identify opportunities to further integrate curbside management policies and programs into broader SDOT mobility and goods movement initiatives. Create successful outcomes at the curb to improve safety and quality of life and reduce climate pollution

# HOW WE WILL USE THIS PLAN

The STP is comprehensive. It is an aspirational, vision-based document that will guide SDOT's daily work. We will use it to design, operate, and maintain Seattle's transportation system, in alignment with our core values and available resources.

## We at SDOT will use the STP to:

**Identify future transportation improvements, remaining nimble and responsive to your needs.** The STP has allowed us to build better relationships with people in Seattle and opened doors for people to contribute to city planning. The key moves in Chapter 3 are strategies that you helped us refine. We will implement these strategies to realize the STP vision, which you also helped create. For years to come, we will closely reference what we've heard from you and your neighbors about transportation needs to plan our work.



**Evaluate how programs and projects support our shared vision and track progress.** The STP values provide a framework to guide big decisions. The values are supported by goals, key moves, and performance measures. We will use these measures to track progress towards realizing our collective transportation vision.

**Develop a plan to fund transportation in the future.** In recent years, the annual SDOT Budget has been over \$700 million with 20-30% of our expenditures coming through the Levy to Move Seattle, which Seattle voters approved in 2015. This levy expires in 2024, but the city's transportation needs do not. We will always need to maintain the streets, bridges, sidewalks, and public spaces we have now.

However, we know—and you've also told us—that we need to make new investments so travel is safer, more reliable, and more affordable, and so public spaces are more welcoming places where you can build connections with your neighbors. The STP provides a menu of potential transportation system investments for the next 20 years. We will use it to create a long-term funding strategy so we build the projects, implement the programs, and maintain the transportation assets that Seattle needs.

*The ultimate goal should be to invest in infrastructure that provides people the options to get out of cars and into buses, trains, bikes, and sidewalks."*

Engagement Hub Comment Fall 2022













# 2

## SHAPED BY COMMUNITY

## ENGAGEMENT AT A GLANCE

Throughout STP engagement, we reached thousands of people—to build awareness, hear feedback, and co-create the future vision of transportation in Seattle.

**78,000+**

Individual data points collected through STP engagement

**9,000+**

People engaged at outreach events for the STP

**130+**

Community events that the STP team attended

**94**

Meetings and briefings

**60,000+**

Total visits to the online engagement hub

**8,000+**

Comments placed on the interactive maps

**9,000+**

Responses to surveys

**170+**

Social media posts

# CO-CREATING WITH COMMUNITY

## COMMUNITY ENGAGEMENT APPROACH

To create the Seattle Transportation Plan, we sought to include the voices of all types of community members, particularly underrepresented people who are Black, Indigenous, or people of color (BIPOC); people who are LGBTQ+, intersex, or asexual; people living in poverty; immigrant and refugee communities and people who do not speak English at home; young people; older adults; and people with disabilities. We believe everyone's voice should be heard.

We committed to listening, meeting people where they are, and working to address the needs of those who have historically been left out of planning processes and decision-making about the city's transportation system. We built upon traditional public engagement tools and partnered with community-based organizations with existing relationships in communities to listen and create a plan that reflects the values and needs of everyone. We continuously adjusted how we engaged with community during the STP process to create a seat at the table for everyone, alongside communities and organizations already familiar with city planning processes.

We will continue to invest in transformational relationships with community as we strive to work at the speed of trust. We will do this through meaningful ongoing engagement as a demonstration of our commitment to equity.

*The community needs to feel like it's a priority and that engagement leads to meaningful change."*

Anonymous Contributor *Online Engagement Hub*



**We designed the engagement approach so people could participate at any point in the process, knew how to provide feedback, understood how it is used in the STP, and had confidence their voices were heard.**

The STP launched in May 2022 and had three phases of engagement. This engagement helped us **co-create** the plan with community.



STP engagement focused on 5 equitable strategies for connecting with the community. See Appendix B for more details on the engagement phases, what we heard from community members, and each of the engagement strategies below.

1. Building awareness
2. Community-led engagement
3. Citywide engagement
4. Events and meetings
5. Joint workshops



*What this project helps us realize is that—yes, we can speak our mind and we are entitled to enjoy those kinds of beautiful spaces in our neighborhoods too”*

*Resident Khmer Community of Seattle King County (KCSKC) Celebration Event*

# EQUITABLE ENGAGEMENT

## 1 BUILDING AWARENESS

We used many tools to build awareness about the STP. We wanted everyone to have the opportunity to learn about the plan and know how and when to share their feedback with us. We used a variety of digital and printed tools to spread the word. Digital tools included English and translated ads in local media outlets, on social media, and articles and blog posts from SDOT. Printed tools included distributing business cards, fact sheets, flyers, flip books, posters, yard signs, and ads in printed media.

## 2 COMMUNITY-LED ENGAGEMENT

We worked with community-based organizations and our compensated Community Liaisons to broaden and deepen the reach of our engagement with people who have traditionally been left out of city planning processes.

### Community-Based Organizations (CBOs)

CBOs work closely with the communities they serve, often providing educational services and gathering spaces, fostering community connections, and advocating on their behalf. These organizations were paid by SDOT and worked directly with the STP team to engage their communities throughout this plan.

### Community Liaisons

The Department of Neighborhoods Community Liaison (CL) program helps the city do a better job engaging and serving historically underrepresented communities, such as refugee communities, seniors, youth, and people with disabilities. Liaisons working on the STP represented many communities, including Somali, Filipino, Spanish, Mandarin Chinese, Vietnamese Cham, the unhoused, and people with disabilities. They have represented the STP at many events throughout the project process, helping us communicate with their communities—including with people whose primary language is not English.



### 3 CITYWIDE ENGAGEMENT

To connect with people across Seattle, we used the STP online engagement hub, which provided a variety of ways to engage. The hub was the portal to access all digital engagement activities for the STP.

### 4 EVENTS AND MEETINGS

To achieve the STP engagement goals, we wanted to “meet people where they are.” This meant visiting local grocery stores, farmers markets, community meetings, festivals, and more. We monitored who we were hearing from in our outreach efforts and pivoted our approach numerous times to make sure we were hearing from as many people as possible and from groups that are representative of the populations we serve. We prioritized attending events and meetings in neighborhoods that typically have lower participation and underrepresented voices.

### 5 JOINT WORKSHOPS

The STP team gathered members of boards, commissions, workgroups, and advisory committees to discuss and contribute to the STP. These joint workshops brought together representatives from different advisory and planning boards to discuss how the city could achieve its goals. In addition to members of the public—who were able to attend and observe the workshops.

**Listening to communities is the most important part of defining the vision for the future of transportation in Seattle. We focused on co-creating the STP with them and designed engagement opportunities to make that happen.**

*STP’s online engagement hub is distinctive in the breadth of possibilities it presents for engagement. Residents can complete a survey, use a mapping tool to identify areas of concern or for improvement, request that the engagement team meet with their organization, contact the engagement team using email or voicemail, or leave a general comment.”*

The Urbanist











# 3

## KEY MOVES

# THE KEY MOVES

Key moves are strategies that advance the STP's 6 goals. Each goal describes desired long-term aims of this plan organized around a set of central themes: safety, equity, sustainability, mobility and economic vitality, livability, and maintenance and modernization. The acceleration of positive change requires that Seattle continues to employ tried-and-true strategies and invest in new strategies that align with community goals and expectations. Transformational change also requires successful collaboration with other city departments, transportation agencies, industry, businesses, non-profits, neighborhoods, advocates, and residents to realize the STP vision.

## SAFETY



### Lead with Safety

**Goal:** *Prioritize safety for travelers in Seattle, with no serious injury or fatal crashes*

- **S1:** Reduce vehicle speeding to increase safety
- **S2:** Concentrate safety investments where fatal and serious injury collisions occur most or are at a higher risk of occurring
- **S3:** Make all journeys safer, from departure to destination, especially for people traveling outside the protection of a vehicle
- **S4:** Provide safer routes to schools, parks, transit, community gathering spaces, and other common destinations
- **S5:** Support public safety through maintenance of critical access routes and planning for a climate resilient network

## EQUITY



### Transportation Justice is Central

**Goal:** *Co-create with community and implement restorative practices to address transportation-related inequities*

- **TJ1:** Center the voices of communities of color and underrepresented groups in planning and decision-making processes
- **TJ2:** Address inequities in the transportation system by prioritizing investments for impacted communities
- **TJ3:** Remove cost as a barrier so everyone can take the trips they need to make
- **TJ4:** Support shifts toward non-punitive transportation enforcement approaches that reduce harm and enhance public safety on city streets

## SUSTAINABILITY



### Climate Action

**Goal:** *Respond to climate change through innovation and a lens of climate justice*

- **CA1:** Improve neighborhood air quality and health outcomes by promoting clean, sustainable travel options
- **CA2:** Green city streets with landscaping and street trees to better handle changing climate
- **CA3:** Foster neighborhood vitality and improved community health
- **CA4:** Support the transition from fossil fuel to electric vehicles for personal, commercial, and delivery trips
- **CA5:** Advance mobility management strategies to encourage walking, biking, and transit trips



## MOBILITY & ECONOMIC VITALITY



### Connect People and Goods

**Goal:** Provide reliable and affordable travel options that help people and goods get where they need to go

- **PG1:** Create seamless travel connections
- **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
- **PG5:** Manage curbspace to reflect city goals and priorities

## LIVABILITY



### Streets for People, Places We Love

**Goal:** Reimagine city streets as inviting places to linger and play

- **PP1:** Reallocate street space to prioritize people, creating enjoyable places that also facilitate goods delivery and mobility
- **PP2:** Create welcoming community and mobility hubs
- **PP3:** Co-create and enhance public spaces for playing and gathering to improve community health
- **PP4:** Activate and maintain public spaces to create a welcoming and age-friendly public realm

## MAINTENANCE & MODERNIZATION



### Streets that Work, Today and in the Future

**Goal:** Improve city transportation infrastructure and ready it for the future

- **MM1:** Maintain our streets, sidewalks, and bridges and incorporate planned safety and network improvements with maintenance work
- **MM2:** Reduce neighborhood disparities in the quality of streets, sidewalks, public spaces, and bridges
- **MM3:** Ready city streets for new travel options and emerging trends and technologies



# Lead with Safety

*Prioritize safety for travelers in Seattle, with no serious injury or fatal crashes*

SAFETY

We launched Vision Zero in 2015, an initiative to eliminate traffic deaths and serious injuries. It aims to focus on the most effective ways to reduce harm while creating a culture of care and dignity for all travelers. However, serious injuries and deaths on Seattle streets are on the rise. We must respond and do more to protect people traveling on city streets.

We need to rethink and even undo historic street design to achieve Vision Zero. We're working to encourage slower speeds, reduce conflict points between travelers, and center the safety of people walking, biking, and rolling. People should be able to safely get anywhere they need to go, including but not limited to schools, transit stops, parks, and other common destinations. The Seattle Transportation Plan builds on existing efforts and identifies actions that will enable us to make more vigorous progress toward Vision Zero through a "Safe System" framework.

Other safety considerations include the need for emergency response vehicles to readily navigate city streets so that emergency responders can reach and serve people in crisis. Safety is woven into every aspect of this plan.

To lead with safety, we will:

- Reduce vehicle speeding to increase safety
- Concentrate safety investments where fatal and serious injury collisions occur most or are at a higher risk of occurring
- Make all journeys safer, from departure to destination, especially for people traveling outside the protection of a vehicle
- Provide safer routes to schools, parks, transit, community gathering spaces, and other common destinations
- Support public safety through maintenance of critical access routes and planning for a climate resilient network



## What We Heard from You

We heard your thoughts on how best to enhance safety in Seattle. We **used this feedback (and more) to craft the key moves on the following pages.**

- Asian and Latinx communities emphasized **prioritizing safety** for all people, especially people **walking and rolling** (92%+ compared to 84% citywide)
- Students at Franklin High School cited **safety as key** to STP success
- In the Central District, nearly a quarter of comments mentioned **Rainier Ave as being unsafe and difficult to cross** on foot or bike (24% of comments in the area)
- 91% of people surveyed support giving people **more options** for getting where they need to go **safely** and on time
- People in the LGBTQIA+ community at Trans Pride Seattle frequently mentioned they would feel safer in public spaces if there was **better lighting** at transit stops and **more separation between vehicles** and people walking or biking
- Several seniors in the Vietnamese community expressed feeling unsafe on buses and light rail and while waiting for transit
- We recognize Complete Streets suggests that corridors should carry multiple modes, but **we believe that separating modes is an important safety tactic**



*Lead with Safety***S1: Reduce vehicle speeding to increase safety**

Slow streets save lives. Nine out of 10 pedestrians survive when hit by a vehicle traveling at 20 mph, but only 5 out of 10 survive at 30 mph, and only 1 out of 10 survive at 40 mph. Reducing vehicle speeding will make city streets safer and more vibrant, and it will advance transportation justice by making safety improvements in communities that continue to endure the legacy of discriminatory practices. We need a multifaceted approach for people driving to change their habits and travel more slowly in the city. We are committed to pursuing additional reliable travel choices to help minimize travel impacts from increased delay.

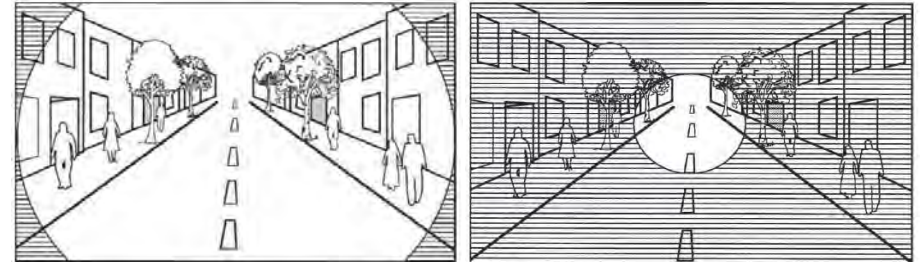
Goals addressed by this move:

**To Make this Move We Will:**

- Design all streets using context-appropriate traffic calming treatments that are proven to reduce speeds and encourage people driving to travel at the posted speed limit. This should include strategies to narrow the street, coordinate traffic signs and signals, and plant street trees. (Supports TEF 40.1 and 43.4)
- Implement traffic calming strategies, such as traffic circles, chicanes, or speed humps, cushions, and tables. Pair strategies with programs that deliver educational campaigns to reduce speeding. (Supports TEF 43.4)
- Reduce posted speed limits where appropriate, consistent with national guidance and best practices. (Supports TEF 43.4)
- Continue collecting travel speed data and use it to measure progress in reducing speeding. (Supports TEF 43.4)
- Coordinate with the Washington State Department of Transportation to address safety challenges where their roadways impact the city street network. (Supports TEF 43.4)

**Transportation Equity Framework**

Since early 2019, SDOT has worked with a Transportation Equity Workgroup (TEW), whose members represent Black, Indigenous, People of Color, and vulnerable communities. The TEW developed a Transportation Equity Framework (TEF) that includes values, strategies, and tactics that SDOT could advance to create a more equitable transportation system. The STP supports many TEF tactics and referenced the ones that many key moves and actions advance.

*Field of Vision...*

...at 15 MPH

...at 30 to 40 MPH



Speed cushions on 15th Ave S between Atlantic & Massachusetts help to slow traffic.

## Lead with Safety

# S2: Concentrate safety investments where fatal and serious injury collisions occur most or are at a higher risk of occurring

More crashes occur on arterials, which are major streets that carry large volumes of traffic, than on neighborhood streets. These crashes are more likely to be serious and even fatal. In fact, 93% of pedestrian deaths in Seattle occur on arterials, and 80% are on arterials with more than one lane in each direction. To achieve the STP safety goal, we need to make proactive safety enhancements across the city.

Based on analyses of collisions that have already occurred, we have a solid, data-backed understanding of conditions that may contribute to higher crash risks. We will focus safety investments where fatal and serious injury collisions are concentrated, using strategies proven to effectively address specific risk-factors and collision causes. We'll also work to holistically identify high-risk locations and proactively make improvements to help prevent collisions from happening, rather than rely solely on collision data after the fact.

And we'll continue to innovate and use technology, including sensors at intersections to predict where crashes are most likely to happen. These tools capture "near-misses" that frighten people—even when it's just a close call. By employing proactive and innovative approaches, we will reduce collisions at locations where people may be most at risk.

Goals addressed by this move:



## To Make this Move We Will:

- Incorporate Vision Zero and Safe System approaches into every project and program, including proactive safety improvements for citywide implementation. (Supports TEF 40.1, 40.6, 43.4, and 43.5)
- Prioritize safety improvements at locations that are on the high-injury network, have high levels of travel stress, or are identified through the Seattle Bicycle and Pedestrian Safety Analysis. (Supports TEF 40.1, 40.2, and 43.4)

- Accelerate implementation of research-backed improvements that are proven to make streets safer for everyone, including but not limited to leading pedestrian intervals (LPIs) at signals, arterial traffic calming, and road diets. (Supports TEF 40.1 and 43.4)
- Make people walking, biking, and rolling more visible by improving sight lines at intersections through treatments such as curb bulbs, intersection daylighting, and refuge islands, with a focus on High Injury Corridors. (Supports TEF 40.1 and 43.4)
- Expand opportunities to more safely cross busy arterials by installing enhanced crossings, improved lighting, and other treatments. (Supports TEF 40.6)
- Pilot and evaluate new and emerging safety treatments in locations where proven interventions are infeasible or do not address the identified safety issues. (Supports TEF 43.4)

## A Safe System approach incorporates the following principles:

- Humans make mistakes:** People will inevitably make mistakes and decisions that contribute to crashes, but the transportation system can be designed and operated to accommodate human mistakes and avoid death and serious injuries when a crash occurs.
- Humans are vulnerable:** Human bodies have physical limits for tolerating crash forces before death or serious injury occurs; it is critical to design and operate a transportation system that accommodates physical human vulnerabilities.
- Responsibility is shared:** All people are vital to preventing fatalities and serious injuries on city streets, including governments at all levels, industry, non-profit/advocacy, researchers, and the traveling public (except children). Those designing the system hold greater responsibility.
- Safety is proactive:** We should proactively identify and address safety issues in the transportation system, rather than waiting for crashes to occur and reacting afterwards.
- Redundancy is crucial:** All parts of the transportation system need to be strengthened, so that if one part fails, the other parts still protect people.



*Lead with Safety***S3: Make all journeys safer, from departure to destination, especially for people traveling outside the protection of a vehicle**

Safety is an important contributor to quality of life: from stepping out the door to arriving at a destination, and the journey in between. This means feeling safe on all streets and sidewalks, waiting comfortably at transit stops, having a safe journey both inside and outside of a personal vehicle, and safely reaching any destination, whether it's home, work, school, or elsewhere.

We will seek to make trips safer for all people traveling in Seattle, from beginning to end. As we invest in maintenance and construction activities, we'll leverage those opportunities to deliver safety improvements that prioritize people who walk, bike, roll, and take transit. In addition to addressing speeds and high-crash locations (see Key Moves S1 and S2), we'll reduce conflicts between travelers and support shifts toward lighter-weight vehicles. Heavier vehicles, not only speed, are a key factor in pedestrian fatalities.

We will use context sensitive design solutions tailored to the type of street, transportation needs, land uses, and activities. That could mean adding crossing, speed and operations improvements to better integrate users in one area or creating dedicated and separated facilities in a different area. We will also work with partners to make the system feel welcoming and safe for users such as through lighting upgrades, clear transit information, and services like ambassadors.

Goals addressed by this move:

**To Make this Move We Will:**

- Construct new sidewalks, enhanced crossings, bike lanes for all ages and abilities, and multi-use trails where there are gaps or opportunities for new connections, prioritizing places with the greatest safety concerns. (Supports TEF 40.1 and 43.4)
- Provide dedicated places for people to walk, bike, or roll safely separated from vehicles by using context appropriate treatments, such as protected bike lanes or "complete street" corridors, especially on major truck routes. (Supports TEF 56.5)

- Harness funding and opportunities when private development occurs to build planned new network facilities and prioritize mobility for people walking, biking, and rolling when construction occurs. (Supports TEF 43.4)
- Upgrade existing facilities for people walking, biking, and rolling to be safer and accessible for people of all ages and abilities. (Supports TEF 7.1, 40.1 and 43.4)
- Enhance both real and perceived safety for riders at transit stops and station areas through investments in design features such as lighting and shelters, as well as frequent and reliable services that limit late-night wait times. Advocate for work that supports physical, mental, and emotional safety of transit riders. (Supports TEF 7.1, 42.1, and 45.1)
- Support programmatic activities and partnerships to reduce the size and weight of vehicles used for personal trips, transit, and urban goods movement. Heavier vehicles are a key factor in pedestrian fatalities. (Supports TEF 40.6)
- Coordinate with freight, passenger rail, and light rail partners on safety improvements at rail crossings.
- Expand safety education for all travelers. (Supports TEF 40.6, 43.2, and 43.3)



Crews painting a green bicycle lane

## Lead with Safety

# S4: Provide safer routes to schools, parks, transit, community gathering spaces, and other common destinations

Seattle is home to many destinations that enrich people's lives, including schools, parks, local businesses, and cultural destinations. Travel to these places should be a safe and comfortable experience for everyone, but particularly for people walking, biking, and rolling. Throughout the development of this plan, we heard about the challenges people face in accessing these destinations. Improvements that make it easier and safer to reach these destinations using sustainable travel options will bolster physical and mental health, improve air quality, enable local businesses to thrive, and strengthen sense of place.

Goals addressed by this move:



## To Make this Move We Will:

- Construct the networks for walking, biking, transit, and People Streets and Public Spaces as outlined in this Plan. (Supports TEF 40.1 and 43.4)
- Make investments near light rail stations and busy transit stops that make it safer to walk and bike to transit. (Supports TEF 40.1, 40.2, and 43.4)
- Develop station access plans for future light rail stations and enhance the experience and quality of existing facilities that connect people walking, biking, and rolling along and across major transit corridors. (Supports TEF 40.1, 40.2, and 43.4)
- Serve every public school with an all ages and abilities bicycle facility. (Supports TEF 43.4 and Executive Order 2022-07)
- Expand low-stress neighborhood connections to common destinations (local businesses, parks, schools, transit stops, community centers, etc.) for people walking, biking, and rolling through programs like permanent Healthy Streets (Supports TEF 43.4 and Executive Order 2022-07)
- Work with Seattle City Light to install new pedestrian-scale lighting to make people walking more visible to people driving vehicles and to increase personal safety. (Supports TEF 40.1 and 43.4)



Enhanced pedestrian crossing location and protected bike facility along Linden Ave



Seattle Bike Bus event helps kids get to school on a neighborhood greenway.



*Lead with Safety***S5: Support public safety through maintenance of critical access routes and planning for a climate resilient network**

In addition to enabling people to get around for everyday needs, our streets provide access in emergency events. SDOT's essential functions include maintaining mobility for key arterials and bridges and communicating critical transportation information. This helps first responders to effectively access people in the event of an emergency or natural disaster. How we design our public streets and rights-of-way can also help in our adaptation to climate change, helping us be more resilient in the face of storms, water conditions, and other changes.

To make this move, we will work to improve the resiliency of the transportation system—its ability to recover and maintain performance after a disruption—by preparing and adapting for disruptive events, such as a natural disaster or severe weather event, which may be more likely because of climate change. During snowstorms, we'll continue to help clear and de-ice downtown sidewalks and protected bike lanes, and provide safer conditions at bus stops, public stairways, and pedestrian overpasses and bridges. SDOT's Winter Weather Readiness and Response team works around the clock to clear 12,000 miles of critical streets for buses and emergency services. By promoting drainage or water retention features in street designs, we help manage stormwater during major rainfall or storm surge events to mitigate flooding.

During a crisis event, support for vital freight and goods movement can help preserve the ability to meet essential needs, such as medical care, food, and fresh water. In coordination with regional, state, and federal partners, we'll work to address disruptions to the links in our supply chains, including ports, manufacturing and industrial centers (MICs), logistics services and warehouses, distribution centers, and "last mile" deliveries.

Goals addressed by this move:

**To Make this Move We Will:**

- a. Work with first responders on multi-modal street design and curb management strategies to understand access and incident response options.
- b. Continue to develop street designs and curb management strategies that reduce injury collisions and reduce the need for associated emergency response.
- c. Continue to coordinate with King County and the State to identify key corridors and destinations for access during a catastrophic emergency. Support access to highway transportation routes including "seismic lifelines" and National Highway System (NHS) routes best suited to establish post-disaster emergency supply chains.
- d. Regularly update SDOT's Continuity of Operations Plan (COOP) that identifies strategies for maintaining vital functions and services following a disaster including providing access to designated emergency routes and the National Highway System.
- e. Continue to conduct emergency preparedness trainings and exercises for SDOT staff to comply with the National Incident Management System (NIMS) that supports effective communication and prompt multijurisdictional emergency response. (Supports TEF 39.1, 39.2, and 39.4)
- f. Work with other City departments and federal regulators to support prompt incident response times through operational or land use strategies, such as use of smaller emergency response vehicles that better fit in urban environments and increased service coverage by adding fire stations or battalions.
- g. Plan for and invest in infrastructure to mitigate transportation disruptions from severe weather and climate impacts that result from precipitation, sea level rise, and related flooding and inundation. Planning efforts should include consultation with federally recognized Tribes and community-based outreach with urban Native communities to consider culturally relevant landscaping to help mitigate impacts. (Supports TEF 56.6)



# Transportation Justice is Central

*Co-create with community and implement restorative practices to address transportation-related inequities*

SDOT's work is guided by our Transportation Equity Framework (TEF), which was developed in partnership with community. It calls for amplifying the voices of community members through inclusive decision-making and co-creation, and by prioritizing investments that make it safer, easier, and more affordable to get around in the places that have traditionally received fewer resources.

Our transportation system today does not serve everyone equally. Black, Indigenous, and People of Color (BIPOC) communities, people with disabilities, and people with lower incomes often pay a higher price to get where they need to go—whether that means absolute or relative monetary costs, time spent on long commutes, or costs to the health and welfare of themselves, their families, and their neighborhoods. These costs are further compounded by displacement due to high costs of living and limited access to affordable housing and high-quality transit.

Climate change is posing the greatest threat to communities least responsible for it—to groups that we have historically underserved. Through climate justice, we can focus our investments so the benefits of climate action are provided to those most disproportionately impacted by climate change, while the burdens and responsibilities for addressing it are taken on by groups and communities who can more easily afford to do so. Climate justice is necessary to achieve transportation justice.

To affirm that transportation justice is central, we will:

- Center the voices of communities of color and underrepresented groups in our planning and decision-making processes
- Address inequities in the transportation system by prioritizing investments for impacted communities

- Remove cost as a barrier so everyone can take the trips they need to make
- Support shifts toward non-punitive transportation enforcement approaches that reduce harm and enhance public safety on city streets



## What We Heard from You

We heard your thoughts on how best to center transportation justice in Seattle. **We used this feedback (and more) to craft the key moves on the following pages.**

- 86% of people surveyed prioritized a racially equitable and socially just transportation system
- 81% of people surveyed prioritized preventing displacement of people who have been underserved or who have lower incomes
- 93% of people surveyed prioritized creating a transportation system that is affordable for everyone
- South Park and Greater Duwamish residents are more likely to prioritize affordability for travel (94% compared to 75% citywide)

*“The need for reliable and affordable public transportation is crucial in ensuring our community can access the means to get to their livelihoods at any given hour.”*

Eunice How *The Asian Pacific American Labor Alliance*



*Transportation Justice is Central***TJ1: Center the voices of communities of color and underrepresented groups in planning and decision-making processes**

One Seattle means everyone touched by the transportation system has a hand in shaping the future of our city and how we get around it. The people most affected by transportation investments are entitled to participate in the decision-making processes that determine what, when, and where those investments are made. Given the challenges for various members of our underserved communities, we must continue to repair damaged relationships by making sure their participation directly informs transportation plans, policies, programs, and investments. We achieve this through close collaboration and partnerships with people living and working in the most impacted communities, as well as the community-based organizations (CBOs) representing them. We must also coordinate across City departments to be efficient, intentional, and respectful when asking community members to share their valuable time and energy to participate in policy decisions.

Goals addressed by this move:

**To Make this Move We Will:**

- Implement the Transportation Equity Framework (TEF) to grow transparency, accountability, and shared power when making transportation decisions with community members. (Supports TEF 3.6)
- Feature community voices in planning documents.
- Continue to build and maintain relationships with vulnerable communities and underrepresented groups. (Supports TEF 3.6, 29.1, 41.6, 42.1, and 56.2)
- Meet early and often to provide opportunities to influence projects during the initial phases of the development process. (Supports TEF 3.4 and 14.3)
- Build trust and capacity within organizations that prioritize our vulnerable communities and advocate to improve conditions for people who walk, bike, and roll. Learn from leaders active in these spaces. (Supports TEF 3.6 and 31.4)

- Normalize the practice of making decisions about policies and right-of-way allocations with input from vulnerable communities. (Supports TEF 3.6, 19.1, and 25.4)
- Use a collaborative planning approach that uplifts community priorities to identify opportunities for People Streets and Public Spaces in their neighborhoods. (Supports TEF 3.6 and 17.4)
- Support the transportation-related needs of local businesses owned by members of vulnerable communities and their commuting employees. Provide accessible and culturally relevant information about SDOT services. (Supports TEF 16.1, 17.1, and 21.2)
- Compensate community partners for their valuable work to connect and communicate with their networks and uplift community-driven initiatives. (Supports TEF 1.1, 13.4, 31.4, and 37.1)
- Include representation of our region's Coast Salish art, language, and culture in the Seattle transportation system. Support efforts to consult with federally recognized tribes to standardize policies for project and artist selection and a processes to solicit feedback from the greater Native community. (Supports TEF 11.2)



*Mural installation on a Healthy Street in the Little Brook neighborhood with artwork by Romel Belleza*

## Transportation Justice is Central

# TJ2: Address inequities in the transportation system by prioritizing investments for impacted communities

How we choose to invest limited resources says a lot about our values. When we commit to repairing the damage done to communities by the transportation system, it requires prioritizing transportation investments that alleviate inequities still felt today. In some neighborhoods, this means restoring connections where places were divided by freeways, rail, and industry. In other cases, it can mean subsidizing services such as free or low-cost transit passes, or funding safety improvements where the highest number of preventable traffic injuries and deaths are occurring.

Impacted communities include places where people live, as well as places where people work, learn, shop, access services, and recreate. Our BIPOC communities, people with lower incomes, and geographically displaced people often face barriers to access employment, including those who work within our manufacturing and industrial centers (MICs). Our region's MICs are essential to Seattle's economy, providing jobs to thousands of people, many of which offer family-wage incomes and are accessible without a college degree.

To support safe and reliable access for people who work in employment centers, we can provide well-maintained streets that help them do their jobs and also keep them and other travelers safe. Through a combination of community and employee-based engagement and data analysis, we can identify where the most severe impacts are occurring and focus resources where they're most urgently needed. By demonstrating action with on-the-ground transportation solutions, we will work together to repair trust and build safe connections to opportunities and employment centers for the most affected communities.

Goals addressed by this move:



## “Do not displace people with little or no political clout”



Legacy of Equality Leadership & Organizing survey participant

### To Make this Move We Will:

- Prioritize transportation investments that benefit people and local businesses who currently and historically experience high transportation burdens and those at high risk of displacement.
- Support safe, reliable access to and through employment centers and MICs for BIPOC, low-income and displaced workers, such as increased or late-night transit services or well-lit overnight parking for truck drivers. (Supports TEF 12.1 and 13.2)
- Collaborate with municipal, county, regional, and state transportation partners to consider the transportation needs of people who have been displaced from Seattle.
- Engage regularly with local businesses owned by our vulnerable communities to hear their concerns around transportation project impacts and displacement, and co-create transportation, public space, and permitting solutions. (Supports TEF 12.1, 14.3, and 15.2)
- Identify actions to address inequities experienced by vulnerable community members who walk, bike, and roll, and provide capacity-building support to BIPOC-led organizations that focus on increasing active transportation. (Supports TEF 31.4)
- Support efforts to build cross-agency capacity to honor Tribal sovereignty through culturally relevant education and trainings on topics such as federal American Indian law, as well as policies and procedures for upholding Tribal sovereignty and respectfully engaging with Tribal Nations.
- Develop policies to prevent and mitigate transportation projects, both past and present, from contributing to future displacement. (Supports TEF 12.1)
- Implement improvements to make traveling in Seattle more accessible for everyone, such as curb ramps, accessible pedestrian signals, accessible parking, and accessible transit stops.
- Partner with other departments and agencies to deploy anti-displacement programs, investments, tools, and mitigation efforts. (Supports TEF 12.1, 13.2, and 13.7)
- Conduct and implement racial equity assessments at the program level. (Supports TEF 19.3, 19.4 and 20.2)



*Transportation Justice is Central***TJ3: Remove cost as a barrier so everyone can take the trips they need to make**

Mobility is a human right and critical to a healthy economy. People living with the impacts of poverty and housing displacement are often burdened with longer commutes, fewer mobility options, and fewer nearby opportunities to enhance their quality of life. They are also more likely to live in areas with environmental justice concerns, and places that are more vulnerable to the impacts of climate change. When cost is removed as an obstacle to accessing things like good paying jobs, education, medical services, local businesses, parks, cultural events, or even friends and family, people can benefit from more equal footing. We need to invest in transportation cost-burdened communities to expand the menu of low-cost mobility options like walking, biking, and taking the bus or light rail.

Goals addressed by this move:

**To Make this Move We Will:**

- Construct the walking, biking, and transit networks outlined in this plan. Expanding access to these affordable mobility options makes it easier to get around without the expense of automobiles. These networks provide 24/7 access, benefiting people who need to travel outside 8 AM to 5 PM, especially those who are low-income people of color, and those who rely heavily on public transportation. (Supports TEF 19.1)
- When a capital project is underway in a community, incorporate supplemental programs to help community members transition to sustainable travel options like walking, biking, and taking transit. For example, when installing a bike lane, consider partnering with a local bike shop on helmet distribution.
- Enhance programs that provide free or reduced travel fares and fees for low-income households. (Supports TEF 32.1, 46.2, 46.3, and 52.4)



*The City of Seattle is partnering with the Seattle Housing Authority (SHA) to provide free unlimited-use ORCA cards to all residents who are living in SHA-owned and managed housing through December 2026*

***The free ORCA card allow[s] me to go to doctor appointments, shopping, school, and training programs without worrying about how I will get there.”***

*Yesler Terrace Resident*

Transportation Justice is Central

## TJ4: Support shifts toward non-punitive transportation enforcement approaches that reduce harm and enhance public safety on city streets

How we enforce the rules of the road requires complex equity considerations. While enforcement is one tool for encouraging safe behaviors and efficient mobility, contact with law enforcement can carry significant financial burdens, and physical or psychological distress for vulnerable communities. Inequitable fees and fines disproportionately impact BIPOC communities and carry outsized impacts on people with low incomes. For a person who can't afford it, a parking ticket can turn into late fees and debt, loss of vehicle access, or even warrants and jail-time for unpaid fees, directly impacting their ability to access employment and daily needs.

At the same time, failure to enforce parking and street regulations can result in unsafe conditions, system inefficiencies, and lack of access to nearby businesses and residences. For example, bus-only lanes improve the travel time and reliability of transit. If vehicles violate the use of bus-only lanes, it undermines these outcomes. Automated traffic safety cameras have evidence-based safety benefits, achieving between 20-50% collision reductions, which can directly benefit BIPOC communities where some of Seattle's highest collision streets are located. Cameras also reduce racial profiling and prevent potentially violent police encounters. However, installing them in BIPOC neighborhoods could unintentionally cause the same people to be disproportionately subjected to tickets and fines relative to other neighborhoods, which is counter to our equity goals.

To achieve an equitable transportation system, we must design safer streets and self-enforcing systems to reduce reliance on traditional in-person enforcement. We'll support efforts across partner agencies and City departments to advance non-punitive outcomes and income-based fines, including alternatives that are accessible to people with disabilities. Any future policy or action related to automated enforcement should build on our existing work to understand equity impacts of automated enforcement.

Goals addressed by this move:



*Fare enforcement makes people feel unsafe. Many folks have anxiety seeing fare enforcement, even if they have paid.”*

*Anonymous Contributor CBO Engagement*

### To Make this Move We Will:

- a. Prioritize street designs and infrastructure changes to create self-enforcing streets and curb regulations that encourage safe behaviors and reduce the need for enforcement. (Supports TEF 43.5 and 43.6)
- b. Identify and support implementation of existing non-punitive alternatives to traffic violation fines and fees. Coordinate with community-based organizations to recommend new or revised enforcement alternatives, with accessible options for people of all abilities, such as restorative justice measures, community service, positive reinforcement, or online traffic safety classes. (Supports TEF 42.2)
- c. Support community-based organizations and legislators to revise or remove punitive pedestrian crossing laws (i.e., jaywalking) that result in harm to BIPOC communities. (Supports TEF 43.2)
- d. Avoid reliance on enforcement to fund transportation projects and programs. Revenue generated by punitive enforcement should be additive and should be prioritized for investment in transportation options and safety improvements that can reduce or prevent the need for enforcement. (Supports TEF 34.1 and 44.2)
- e. Develop a policy for automated traffic safety cameras and potential expansions informed by recommendations from the racial equity analysis conducted in partnership with community to address concerns and mitigate harms, while continuing to solicit feedback from community and other stakeholders. (Supports TEF 44.1)
- f. Continue to explore automated safety cameras on bus-only lanes to improve transit speed and reliability.
- g. Improve enforcement of existing regulations that support reliable mobility and safety, including those that keep bike lanes and pedestrian zones clear, deter improper use of transit-only lanes, and discourage speeding, especially in school zones. (Supports TEF 43.5)
- h. Collaborate with the Seattle Police Department on parking enforcement for compliance with curb and right-of-way regulations. (Supports TEF 43.6)
- i. Explore programs to deter Disabled Parking Permit abuse to provide predictable and reliable availability of parking spaces for people with disabilities. (Supports TEF 43.6)









# Climate Action

*Respond to climate change through innovation and a lens of climate justice*

Over the past decade, investments in sustainable mobility options like transit, walking, biking, and scooter share have paid dividends. On a per capita basis, greenhouse gas (GHG) emissions from transportation fell by 24% from 2008 to 2018. However, as Seattle has grown, we are a long way from meeting our climate goals: reducing transportation emissions by 82% between 2008 and 2030 and having a carbon neutral transportation system by 2050. Transportation is the largest GHG emission contributor in Seattle and the area where we at SDOT and the community have the most influence to make meaningful change. Bold improvements through innovative approaches are needed to reach climate targets.

Through community engagement, we heard demands to accelerate SDOT's climate response. We are prepared for this moment and have set a strong foundation already, through our Climate Change Response Framework. Much of the necessary work is an expansion or acceleration of what we're already doing. When coupled with new, innovative strategies like creating low-pollution neighborhoods and expanding a growing mix of zero-emissions travel options, we can meet the moment and do our part in preserving the Seattle we love.

Our climate response is multi-faceted and will advance other STP goals. Executing the strategies in this plan can rapidly reduce GHG emissions and vehicle miles traveled, make walking, biking, and taking transit the norm, reduce the number and severity of traffic crashes, and realize concurrent benefits with cleaner, healthier, safer, and more economically vibrant neighborhoods.

**Now is the time to mobilize and accelerate climate response.**

To respond to climate change, we will:

- Improve neighborhood air quality and health outcomes by promoting clean, sustainable travel options
- Green city streets with landscaping and street trees to better handle changing climate
- Foster neighborhood vitality and improved community health
- Support the transition from fossil fuel to electric vehicles for personal, commercial, and delivery trips
- Advance mobility management strategies to encourage walking, biking, and transit trips



## What We Heard from You

We heard your thoughts on how best to take climate action in Seattle. **We used this feedback (and more) to craft the key moves on the following pages.**

- 94% of people surveyed prioritized creating a transportation system that **reduces pollution** and **improves air quality**
- 81% of people surveyed wanted to improve the transportation system so Seattle is **prepared for disasters** and times of crisis
- 55% of people surveyed prioritized helping more people use **electric vehicles**, such as adding public charging stations
- Students in the West Seattle High School Earth Club recommended **promoting low-emission delivery vehicles**



## Climate Action

## CA1: Improve neighborhood air quality and health outcomes by promoting clean, sustainable travel options

Emissions from cars and trucks burning fossil fuels have severe effects on local air quality and people's health. Historically disadvantaged neighborhoods bear the biggest brunt of unhealthy air. We can make neighborhoods healthier places—especially historically disadvantaged neighborhoods—by making it easier to take fewer trips by car. As Seattle becomes more walkable, bikeable, and transit-friendly, we can realize better individual and community health outcomes through use of active transportation options, cleaner air, less noise pollution, and reduced traffic deaths and serious injuries. With increasingly people-friendly neighborhoods, we will re-balance the transportation system so low-emission choices are available and attractive.

Goals addressed by this move:



### To Make this Move We Will:

- Expand beyond employer-based travel demand management programs to include residential and neighborhood-based strategies that encourage non-driving travel choices for all trips. (Supports TEF 36.3)
- Expand public education campaigns to encourage biking, using e-mobility, walking, rolling, and taking transit. (Supports TEF 31.1)
- Develop and expand programs that incentivize sustainable alternatives to driving for large events, and as a primary congestion mitigation tool during major construction projects. (Supports TEF 19.2)
- Support increased transit service through co-investments with agency partners so the transit network takes people where they want to go.
- Encourage transit-oriented development through alignment of land use policies with other City departments. (Supports TEF 19.1)
- Pursue programs and code changes to reduce and manage the supply of off-street parking in more areas of the city and for more land uses beyond residential development.
- Operate the transportation system—signals, markings, signage, and right-of-way allocation—to encourage sustainable travel choices (walking, biking, taking transit, and for moving goods). (Supports TEF 19.1)



People riding a streetcar in Seattle



An electric trolley bus at the Jackson St transit hub



## Climate Action

# CA2: Green city streets with landscaping and street trees to better handle changing climate

The benefits of planting trees, landscaping with natural elements, and installing permeable materials in and along streets go beyond visual appeal—they are a core strategy for climate resiliency in cities worldwide. Street trees are proven to combat the heat island effect of cities that are otherwise covered in concrete and asphalt. They also help absorb GHG emissions, keeping them out of the atmosphere and lessening their devastating effects on climate. Native vegetation protects water quality through stormwater management, lessens urban flooding, and also improves air quality. Enhanced greenspace improves the look and feel of neighborhoods, and green curb extensions and medians improve safety for those driving, walking, biking, and rolling. We will continue to focus on greening streets as part of SDOT's climate response, with regular and timely maintenance of these important assets so we continue experiencing their positive impacts and resiliency benefits for decades to come.

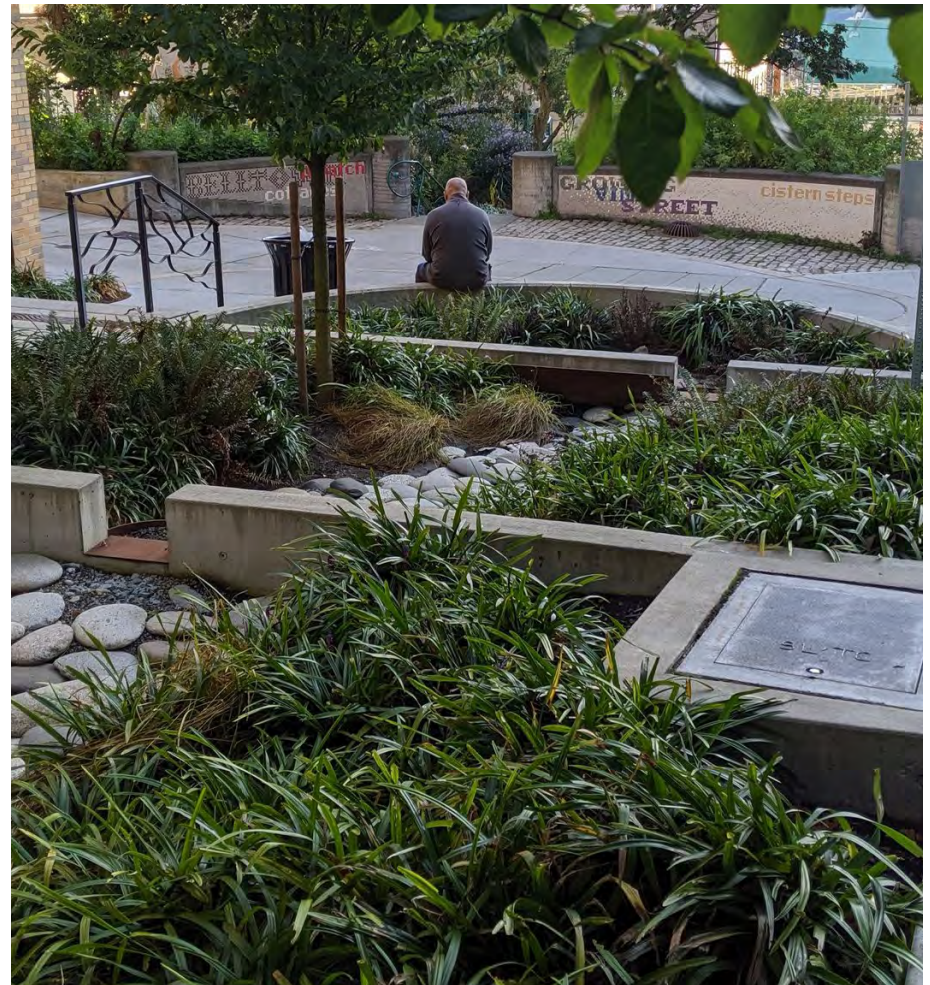
Goals addressed by this move:



## To Make this Move We Will:

- Encourage the maintenance and installation of green infrastructure—such as street trees, rain gardens, landscaping, natural drainage systems, bioswales, and pervious materials—as other improvements occur in the right-of-way. (Supports TEF 56.4)
- Seek opportunities to install green infrastructure in new public spaces and People Streets as streets are redesigned. (Supports TEF 19.7, 24.2, and 56.4)
- Prioritize tree planting and maintenance in historically under-invested communities, as we strive to increase tree canopy coverage citywide. (Supports TEF 56.6)
- Partner with local communities, including Tribal and urban Native communities, to co-create green landscape and urban forest improvements that increase resilience to climate impacts and protect cultural resources. (Supports TEF 24.2 and 56.4)

- Install green stormwater infrastructure on streets that already and will continue to flood frequently. Consider locations for de-paving projects that will expand green spaces and improve climate resiliency. (Supports TEF 23.2 and 56.5)
- Explore use of different pavement types, including lighter colors, to reduce urban heat island effects.
- Conduct Tribal consultation on shoreline street ends to address Tribal trust and treaty rights, habitat restoration, and cultural placemaking opportunities.



Green infrastructure on Vine Street



## Climate Action

## CA3: Foster neighborhood vitality and improved community health

Economically and socially vibrant neighborhoods can uplift the health of people who live, work, and play in them. We can improve health through climate response by making areas of the city low- or zero-emission zones. We'll promote walking, biking, electrified transit, and zero-emission goods delivery trips, co-creating innovative and workable solutions with communities. Benefits of these neighborhoods will include improved air quality, reduced noise pollution, fewer traffic crashes, deaths, and injuries, improved physical health through more comfortable walking and biking, more social activity in public spaces, and better conditions for local businesses and vibrant economies.

Goals addressed by this move:



### To Make this Move We Will:

- Co-create low-emission neighborhoods with communities so the benefits of cleaner air and safer streets are shared equitably. (Supports TEF 24.2)
- Work with local businesses in future low-emission neighborhoods to address delivery and access needs. (Supports TEF 21.2 and 24.2)
- Update code requirements to support creation of low-emission neighborhoods.
- Design for people-first streets to make sustainable travel choices the default and easy choice for neighborhood trips and to increase neighborhood business district activity.
- Incentivize mobility options that do not use fossil fuels for transit, personal and urban goods delivery vehicles, and shared mobility (such as e-bikes and scooters). (Supports TEF 31.1 and 36.2)
- Encourage neighborhood delivery hubs in partnership with local businesses to create central drop-off/pick-up locations for goods and services used by multiple delivery companies, retailers, and consumers.
- Create welcoming people-focused streets and spaces connecting to local destinations and at the heart of neighborhoods throughout Seattle. (Supports TEF 36.2)

“Car-free zones would encourage me to walk around more and would make me feel safer on my bike.”

Anonymous Contributor *Online Engagement Hub*

### Co-benefits of climate response

As we engage in climate response, we provide a wealth of benefits for the safety, health, and economic resiliency of Seattle's communities. Building physical activity into people's daily routines by improving active transportation, especially for short trips, improves overall physical and mental health, and therefore reduces healthcare costs over time. Climate response also allows us to accelerate revitalization efforts by providing more spaces for people to gather, linger and play. This brings direct economic benefits, such as increased retail sales, attraction of new businesses, and gathering of locals and tourists alike to Seattle's vibrant, walkable destinations.



Pike Street prioritized for people near Pike Place Market.

## Climate Action

# CA4: Support the transition from fossil fuel to electric vehicles for personal, commercial, and delivery trips

The transition to electric vehicles (EVs) will play a vital role in reducing GHG emissions, and we're committed to enabling this market shift through innovative pilots, partnerships, encouragement, and regulation. We'll support the rightsizing and electrification of personal, commercial, and delivery trips—and the vehicles that make those trips. We'll also need to install more public charging stations to fuel the growing number of EVs. And we don't just expect others to make this change; we'll lead by example by electrifying the City's vehicle fleets, too.

Vehicle electrification complements primary strategies to make city streets great places to walk, bike, and play. As such, projects, programs, and initiatives that deliver multimodal improvements will remain at the center of a climate response strategy. This advances co-benefits of safety that are so needed in Seattle—especially in historically disadvantaged neighborhoods. In the future, we'll make fewer trips by car or truck, but we'll make sure the ones we still need to make are electric.

Goals addressed by this move:



## To Make this Move We Will:

- Work with City departments to support the transition to electric vehicles (EVs) for all segments of transportation, including personal mobility, goods movement and services, and fleets and transportation network companies, through equitable incentives, grant opportunities, partnerships, and pilot programming. (Supports TEF 36.2)
- Establish a comprehensive policy for EV charging in the right-of-way, outlining preferred locations, standards, and requirements.
- Lead by example and transition to a 100% zero-emissions City fleet by 2030.
- Support city and transit agency partners as they pursue zero-emissions fleets, including through infrastructure that supports non-diesel buses, collaborative planning and streamlined permitting processes. (Supports TEF 36.2)

- Locate EV supportive infrastructure and charging facilities so they are safe, well-sited, and do not interfere with mobility or access for people traveling outside of personal vehicles.
- Support electrification of shared mobility and freight vehicles through programs that install charging infrastructure, offer focused incentives, and reduce reliance on large vehicles. (Supports TEF 36.2)
- Collaborate with the Port of Seattle and the Northwest Seaport Alliance (NWSA) on ways to support their goal of phasing out all emissions from all seaport activities, including drayage trucks. (Supports TEF 36.2)



City of Seattle, King County, and Tukwila officials at Metro's South Base charging facility grand opening event



## Climate Action

## CA5: Advance mobility management strategies to encourage walking, biking, and transit trips

Driving generates air, water, and noise pollution, collisions, and slower trips for people riding transit and for everyone during periods of heavy congestion. Using market mechanisms such as paid parking and vehicle pricing can improve air quality and public health, encourage low-emission travel options, and increase revenue available for transit, walking, and biking. And this move can provide a win-win: revenue generation to fund other key moves and improved health for individuals and communities using active transportation options, while prioritizing racial and social equity and climate benefits. More comfortable opportunities for walking and biking can further lead to local community and neighborhood benefits with vibrant public spaces, thriving local businesses, and better air quality. These strategies also represent a continuation of commitments by the city and region made over the last decade to explore a variety of equitable pricing mechanisms.

Goals addressed by this move:



### To Make this Move We Will:

- Expand the geography of and increase rates for paid on-street parking to encourage the use of less expensive and lower-pollution travel options.
- Continue to apply performance-based parking pricing rates and time limits to regulate on-street parking demand.
- Explore equitable demand management tools that could influence travel choices and create revenues to invest in sustainable transportation options, freight movement, and innovation. (Supports TEF 31.1)
- Work with regional partners as they explore pricing options that are equitable and do not put the city at a competitive economic disadvantage. (Supports TEF 18.4, 36.1)

*Tolls are a great way to nudge people to change their established decision-making patterns.”*

Anonymous Contributor *Online Engagement Hub*



*Paid on-street parking in a commercial business district*



# Connect People and Goods

*Provide reliable and affordable travel options that help people and goods get where they need to go*

Connecting people and goods where they need to go is a primary function of the transportation system, and it is a priority to make each and every trip as reliable, affordable, and safe as possible. Given the limited amount of street, sidewalk, and public space in a rapidly growing city and region, this is not always easy to accomplish. People's lives are complex, and getting from point a to point b should be predictable and efficient. In addition to moving people, the movement of goods and services keeps Seattle's local economy vibrant and connects us to the region and beyond.

For almost 100 years, cars and trucks have been the primary way that people and goods move around Seattle. While we recognize a continuing need for cars and trucks for many trip purposes, we will take advantage of efficient, shared, and sustainable travel options to increasingly meet more of the city's growing travel demands. We will do this by repurposing streets and public spaces to create a more balanced transportation system while supporting critical movement and access needs of large vehicles for transit, freight, and emergency response. The aim is to provide a seamless and reliable travel experience to connect people and goods within the city and the region.

To better connect people and goods, we will:

- Create seamless travel connections
- Make walking, biking, and rolling more convenient and enjoyable travel choices, especially for short trips
- Create world-class access to transit and support making service more frequent and reliable
- Support access to jobs, freight movement, and growth in deliveries
- Manage curbspace to reflect city goals and priorities



## What We Heard from You

We heard your thoughts on how best to move people and goods in and around Seattle. **We used this feedback (and more) to craft the key moves on the following pages.**

- 93% of people surveyed supported putting money toward transit to make it more convenient and reliable
- More than 90% of people surveyed wanted to take transit for longer trips across the city in the future
- Indigenous people (American Indian/Native Alaskan) referenced transit at a much higher percentage than citywide comments (21% compared to 7% citywide)
- Elders from the Vietnamese Senior Association were frustrated by inadequate bus frequency, and they often worry for their safety when waiting for and riding buses and trains
- Representatives from the North Seattle Industrial Association told us that maintaining a connected network of freight corridors was critical for the movement of goods throughout the city
- Black and Indigenous people were more likely to have prioritized a transportation system that supports a strong economy (over 80% compared to 70% citywide)
- 64% of people surveyed prioritized helping trucks deliver goods on time with less pollution
- Members of the Khmer community told us that their elders faced difficult language barriers that make getting around Seattle a challenge. Some were afraid to leave home for fear of getting lost.



## Connect People and Goods

### PG1: Create seamless travel connections

Longer trips, especially when transferring between different transportation options, can be challenging to navigate due to a range of obstacles. From the complexities of coordinating schedules, waiting for connecting services, finding vehicle parking, or navigating that first or last mile by walking, biking or rolling, there are many physical and logistical reasons that make connections a challenge. Having access to real-time information about schedules, travel times, pricing, and availability are critical for a smooth travel experience, whether it be on a bus, driving a car, reserving a shared scooter, or requesting a rideshare vehicle. When travelers must wait for transportation services, personal safety and security play a vital role in making comfortable trips.

To enable a more seamless and interconnected travel experience, we'll partner with other agencies and the private sector to make payments for travel easier and more affordable. When cost is a barrier, we'll support groups that need extra assistance. We'll also develop programs and build infrastructure to make connections easy at high-volume transportation hubs for people of all ages and abilities. As we make investments with an eye toward seamlessness, we will align this work with climate and equity goals. Through seamless connections, we'll enable a transportation system that is more balanced and multimodal.

Goals addressed by this move:



### To Make this Move We Will:

- Prioritize efficient and sustainable movement of people within limited street space and reallocate street and curbspace to maximize comfort, convenience, and directness for walking, biking, rolling, and transit. (Supports TEF 19.6 and TEF 43.4).
- Improve the experience of making travel connections, especially between transit and travel options—such as personal and shared bikes and scooters—used for first-/last-mile trips. (Supports TEF 35.2 and 45.3)
- Improve east-west mobility between neighborhoods and destinations, especially as additional north-south oriented light rail service launches and existing bus services are redeployed.

- Coordinate with regional partners to simplify trip planning, booking, and mobility payment options across public and private mobility services.
- Provide equitable transportation access through direct subsidies and tailored mobility services for disadvantaged populations, including people with mobility impairment or low income. (Supports TEF 32.1, 32.2, and 32.3)
- Expand the pedestrian wayfinding program, including at transit stations and stops, in collaboration with community and regional partners. (Supports TEF 48.1)
- Work with transit agencies and private partners so real-time data can help travelers make informed decisions.



Seamless transfers from bus to light rail at the Beacon Hill transit hub

**Integrate more signage options for limited-English speakers to get direction in their own languages including better graphic signage for non-English readers.”**

*Khmer Community of Seattle King County in partnership with Noio Pathways and KIMYUNITY Report Recommendation*

## Connect People and Goods

### PG2: Make walking, biking, and rolling more convenient and enjoyable travel choices, especially for short trips

For short trips of a few blocks or a few miles, it should be easiest to bike, walk, or roll to neighborhood destinations. Getting around by walking, biking, and rolling provides many benefits. These are zero-emissions and climate-friendly travel choices that allow us to experience neighborhoods at a human-scale, save money on transportation costs, stay physically and mentally healthy, and be mobile whether we're young, old, or in between.

We will continue to invest in pedestrian and bicycle networks, including physical infrastructure, supportive development requirements, and decisions that reallocate right-of-way to create a more balanced, people-friendly, and equitable transportation system—one that prioritizes access for people of all ages and abilities. Whether walking or rolling to schools, parks, local businesses, neighborhood centers, or beyond, we will strive to make these sustainable travel options the default choice for short neighborhood trips in Seattle.

Goals addressed by this move:



- e. Launch a citywide parking program for bicycles, scooters, and e-mobility devices, with a focus on community and mobility hubs, curbspace, and other locations.
- f. Update private development bike parking guidelines and code requirements for charging and storage to support and grow the use of e-bikes, larger cargo bikes, and scooters.

*This is my closest grocery store and I drive because the walking and biking conditions are so terrible with so much car traffic right next to me.”*

Anonymous Contributor *Transportation Challenges Interactive Map*

### Most trips within Seattle are relatively short, but we rely on cars for a large share of these short trips.



The average trip within Seattle is **2.2 miles**.



**41%** of trips in Seattle are **less than 1 mile**.

**73%** of trips in Seattle are **less than 3 miles**.



**2 out of 3** car trips within Seattle are **less than 3 miles**.

### To Make this Move We Will:

- a. Add, enhance, and maintain dedicated pedestrian spaces in the form of sidewalks, walkways, and shared streets with appropriate traffic calming to provide a safe and accessible pedestrian environment. (Supports TEF 56.8)
- b. Create new street crossing opportunities and enhance existing crossings to improve safety and access for people walking and rolling. Minimize the amount of time people wait to cross. (Supports TEF 40.5 and 40.6)
- c. Improve pedestrian lighting, especially along transit routes and where connections between different travel options are made. (Supports TEF 45.1)
- d. Grow the bike network and employ designs that reflect the needs and comfort level of people of all ages and abilities.

Source: SDOT's Climate Change Response Framework



## Connect People and Goods

## PG3: Create world-class access to transit and support making service more frequent and reliable

The transit system in Seattle and the region has grown significantly and will continue to do so over the horizon of this plan, especially as we recover from the COVID-19 pandemic. Increasing the number of people who use transit as a primary choice for travel is critical to reach climate goals, reduce dependence on driving, and improve safety for all travelers. To be a world-class transit city, we need to provide world-class access to transit by providing supportive infrastructure like sidewalks, crosswalks, lighting, real-time information, wayfinding, and easy transfers to and from transit.

One way we'll increase connectivity to transit stops and reliability of transit service—especially high-volume bus stops and light rail stations—is by prioritizing transit vehicle movement on city streets. We'll also continue to partner with regional transit providers to equitably expand transit service, with special attention to serving late-night and non-traditional travel hours and adapting routes and connections to reflect changing travel patterns. Through a major acceleration of transit lane installations and other travel time and reliability improvements, we will make transit the workhorse of the transportation system and the preferred choice for trips.

Goals addressed by this move:



### To Make this Move We Will:

- Partner with King County Metro to deliver SDOT's Frequent Transit Network target levels of bus service and service area coverage.
- Leverage planned light rail investments to serve more people traveling by transit through system expansions, redeployment of existing bus services to connect passengers to light rail, and expansion of bus services to new areas and markets to serve more riders, including those in underserved areas and travelers who would benefit from more east-west transit connections.

- Partner with Sound Transit to support delivery of future Link light rail expansions and improvements to Sounder commuter rail, including improved service frequency, construction of infill stations, and station access improvements.
- Create a continuous streetcar connection by linking the First Hill and South Lake Union streetcar lines through Downtown.
- Aggressively prioritize transit capital investments to create a connected, reliable network of transit priority lanes with service that operates 24/7, making connections to Link light rail and other regional services.
- Apply a transit performance policy to improve transit travel time and reliability through expanded use of transit lanes, queue jumps, transit signal priority, and other treatments to make transit a competitive travel choice for most trips.
- Improve transit access to underserved neighborhoods and populations through expansion of existing transit services, programs that reduce transit fares, and new private sector partnerships to provide first- and last-mile services. (Supports TEF 35.1)
- Enhance existing and create new community and mobility hubs, with connections to high-capacity transit services.
- Prioritize low-carbon travel options through seamless, direct walking and rolling connections to community and mobility hubs.
- Enhance transit stops and the experience of waiting at them in all types of weather and at all times of day through stop improvements implemented by transit partners and leveraged via private development. (Supports TEF 7.1)



Boarding a bus at a high-quality transit stop

## Connect People and Goods

### PG4: Support access to jobs, freight movement, and growth in deliveries

Seattle has long recognized the importance of freight and urban goods movement. These activities connect international networks and flows from our deep-water ports, through manufacturing and industrial centers (MICs), or out to regional logistics hubs. Our maritime, industrial, freight, shipping, supply chain, and logistics sectors depend on reliable access to a safe and functional freight network to connect MICs to the regional highway network. Maintaining and improving the freight network keeps valuable industry jobs within our city limits. We must also provide reliable travel options for employees to reach worksites, enabling job access especially for those with non-traditional working hours.

Freight movement in Washington is forecast to grow by 40% between now and 2050, alongside exponential growth in residential delivery trips due to post-pandemic consumer preferences and a growing regional population. It's more critical than ever to make sure these vital trips that keep the cogs of Seattle's economy turning continue to occur safely and equitably as we adapt streets for the 21st century.

We'll work to provide freight mobility and access within and between Seattle's MICs, intermodal hubs, the Port, and the interstate system—including a focus on enhanced east-west connections. We'll continue our work to identify consistent, predictable curb space at the curb for loading and unloading, and direct deliveries to off-street locations whenever safe and possible. Private sector partners will play a role too, innovating alongside us on more climate-friendly and efficient goods delivery, especially for first- and last-mile freight and urban goods deliveries in higher-density locations.

Most importantly, we'll continue to co-create freight mobility solutions with local partners and communities to improve access to jobs and preserve the valuable economic benefits generated by our trade, maritime, manufacturing, and other industry sectors. And we'll continue our efforts to prevent and mitigate negative impacts from the transportation of freight and goods on the health of communities.

Goals addressed by this move:



### To Make this Move We Will:

- a. Design the street network for safe and predictable movement of trucks, such as tractor trailers or drayage trucks, garbage trucks, box trucks, and cargo vans. Support integration with other travel options, in a manner consistent with safety, equity, and sustainability goals.
- b. Provide for critical access needs (mail and goods deliveries, solid waste pick-up, etc.) on-street when they cannot be accommodated off-street.
- c. Implement dedicated freight lanes and freight-and-bus lanes, pending successful results of a pilot project.
- d. Prioritize improvements in the freight network and safety improvements to freight vehicles to accommodate their interactions with other functions of the street and curb, particularly with people who are walking, biking, and rolling.
- e. In coordination with freight and rail partners, address the unique mobility and access needs of industrial freight in manufacturing and industrial centers (MICs) through planning, design, infrastructure investments, and operations activities that support efficient and reliable goods movement.
- f. Collaborate with private sector partners on pilots and programs that accelerate the shift of freight trips to more sustainable low- and zero-emissions vehicles, such as electric cargo bikes to replace a portion of last-mile deliveries made by larger vans and trucks in densely developed areas. (Supports TEF 36.2)
- g. Pilot and expand use of technologies that can improve predictability and accessibility for vehicle loading/unloading.
- h. Explore programs and incentives that encourage rightsizing of freight vehicles for an urban environment.
- i. Work with other agencies and private partners to provide real-time information to minimize travel time and optimize access for commuters and freight and urban goods vehicles.
- j. Provide low-tech and language-accessible information to businesses and communities about curbspace uses and how to make requests for load zones, parking, or other uses to improve health of local neighborhood economies. (Supports TEF 17.3).
- k. Preserve and enhance access to employment and mobility for freight and goods movement—especially east-west connections—between MICs, neighborhoods, accessing ports and working waterfronts, inter-modal facilities, and other key destinations.
- l. Expand efforts to work with employers and property managers to provide sustainable transportation options, education, and incentives to promote sustainable travel options for shift workers, non-peak hour commuters, small business employees, and workers in MICs.



## Connect People and Goods

### PG5: Manage curbspace to reflect city goals and priorities

Curbspace represents a significant portion of street space, and as Seattle has grown, we have seen demands for use of the curb grow and expand to a wider variety of uses like food vending, restaurant and café seating, passenger vehicle and on-demand ride loading, and bike and micromobility device parking. With a need to reduce miles driven to address climate change and increase safety outcomes, the view of the curb is changing in concert with city goals and priorities.

We will continue to actively manage valuable curbspace, especially in areas of high demand, through a combination of updated technology, data analysis, and regulations that prioritize reliable access for critical uses. We will identify opportunities to integrate curbside management policies and programs into wider initiatives so that curb uses are aligned with safety, equity, and sustainability goals. We will pursue programs and pilots that manage curb access and focus on uses desired by local communities and businesses, along with regulations and permitting to enhance critical building access needs and support thriving local neighborhood economies.

Goals addressed by this move:



### To Make this Move We Will:

- Recognize that the curb supports all essential functions of the right-of-way (mobility, access for people, access for commerce, activation, greening, and storage) and develop decision frameworks to prioritize these functions based on local area and system needs. (Supports TEF 21.2)
- Prioritize uses of the curb to address demands stemming from changes to more sustainable and efficient personal travel options and the evolving landscape of goods and service delivery over use as private car storage.
- Develop strategies and new tools to accommodate more types of curb uses, including parking for bikes and other small devices, parking for shared micromobility, dedicated car share space, transit layover space, employer shuttle stops, and other curb uses that support low-emission travel options. (Supports TEF 17.3)

- Work with communities to expand activated curb uses, including food truck vending, street cafes and parklets, event space, and more.
- Support local businesses and cultural activities through designated curb access zones such as passenger load zones to support cultural centers, venues, and events and loading zones for unique needs such as musician loading. (Supports TEF 17.3)
- Continue to use pricing mechanisms to manage on-street parking demands and improve access to adjacent uses (by turning over spaces).
- Increase the number of commercial vehicle loading zones to decrease the time freight and delivery drivers spend searching for parking. (Supports TEF 56.5)



*Evolving uses of the curb include food pick-up zones and cafe seating*



*Goods delivery on Pike St in Downtown Seattle*



# Streets For People, Places We Love

*Reimagine city streets as inviting places to linger and play*

A vibrant city is one where the streets, sidewalks, and public spaces hum with social and economic activity, and where people meet, linger, shop, and enjoy the beautiful city we live in. They are essential for circulation and access and also provide people opportunities to connect with each other and experience their city. They provide spaces for local businesses to grow through street activations and direct community connections. Investments in the public realm contribute to physical, social, environmental, and economic well-being, and when implemented equitably, can create intergenerational prosperity for historically underserved communities.

In response to the COVID-19 pandemic, several new programs were developed that created much needed public spaces, such as Café Streets and Healthy Streets. We will build on that momentum to create more places in the public realm for people of all ages and abilities to enjoy, including more shared, car-light and car-free streets that preserve access for goods delivery and emergency response, while allowing local businesses to thrive.

Currently, public spaces are not equitably distributed in Seattle, with some neighborhoods having far fewer than others. This plan will make it easier to create public spaces in the right-of-way by establishing a bigger and more inclusive structure for delivering these opportunities.

To create streets for people and places we love, we will:

- Reallocate street space to prioritize people, creating enjoyable places that also facilitate goods delivery and mobility
- Create welcoming community and mobility hubs
- Co-create and enhance public spaces for playing and gathering to improve community health
- Activate and maintain public spaces to create a welcoming and age-friendly public realm



## What We Heard from You

We heard your thoughts on how best to create great spaces for people in Seattle. **We used this feedback (and more) to craft the key moves on the following pages.**

- 83% of people surveyed prioritized street space to make more room for public spaces like outdoor dining, street markets, plazas, and more
- 91% of people surveyed supported moving as many people as possible in the least amount of space using buses, walking, biking, carpools, and more
- At the Lake City farmers market, “increase people-friendly streets” was the top choice among a draft list of key moves
- Participants with Sound Steps, a walking program for older adults, wanted to see more space for pedestrians and more people-friendly streets
- 80% of people surveyed prioritized creating a transportation system that **improves health and wellness**
- 90% of people surveyed wanted a transportation system that **promotes livability** by providing spaces for communities to **gather and connect** on city streets
- 96% of people surveyed prioritized creating a transportation system that people of all ages and abilities can use



## Streets For People, Places We Love

### PP1: Reallocate street space to prioritize people, creating enjoyable places that also facilitate goods delivery and mobility

Seattle is a growing city. As neighborhoods attract more people and businesses, we have an ever-expanding need and desire for spaces where people can gather, connect, and enjoy their built and natural environments. At the same time, street space is limited, so adding more public spaces and creating more people-focused streets with wider sidewalks, plazas, spaces for outdoor dining, street trees, and protected bike lanes requires that something be compressed or moved.

Repurposing street space can provide much needed open space in Seattle's denser neighborhoods and places for people to linger and interact with neighbors. They can also be places that prosper when activated and contribute to the health of local businesses and economy. Our manufacturing and industrial centers (MICs) are primarily job centers that require unique treatments. We heard hundreds of requests for us to reallocate street space for these types of uses, as well as the importance of ensuring that goods can still be delivered to businesses and residences.

Goals addressed by this move:



### To Make this Move We Will:

- Reallocate street space currently used for vehicle storage and general-purpose travel to support a variety of people-oriented uses, such as gathering, playing, walking, and biking in strategic locations. (See PG3 and PG4 for transit and freight uses). (Supports TEF 43.4 and 56.5)
- Implement car-free and car-light streets, such as Café Streets and Neighborhood Greenways, to reclaim public space for communities. (Supports TEF 17.4)
- Design streets and public spaces with consideration of goods, delivery and emergency access needs, while adjacent businesses prosper from an activated public realm.
- Update Seattle's Right-of-Way Improvements Manual (Streets Illustrated) to implement actions and strategies outlined in this Plan.



Space for people at Occidental Park in Pioneer Square



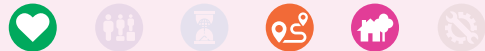
Goods delivery space is designated on Ballard Ave



## PP2: Create welcoming community and mobility hubs

By working with partners to create community and mobility hubs at light rail stations and where frequent transit services intersect, we will make accessing transit and connecting to a robust menu of other travel choices a seamless experience for all. Community and mobility hubs will be welcoming places for social interaction and human connection, especially at light rail stations. Hubs can include vibrant public spaces for gathering, shared streets when suitable, child-friendly activities, vending by local businesses, and public art. Over time, community and mobility hubs will grow to be more than just places where people connect to transit, but will become destinations in their own right, offering a unique sense of place and supporting economic vitality.

Goals addressed by this move:



### To Make this Move We Will:

- a. Work with partners to create a vibrant and welcoming public realm at community and mobility hubs to support community-oriented programming, such as markets, vending, performances, and recurring events.
- b. Improve walkability at every community and mobility hub by providing pedestrian infrastructure such as lighting, wayfinding, seating, and landscaping.
- c. Provide a safe and comfortable experience moving in and around community and mobility hubs. This includes better crossings and intersections, slower speeds and rightsized travel lanes, decluttered sidewalks, universal access, and more.
- d. Work to incorporate age-friendly public spaces at community and mobility hubs that work for older adults, children and their caregivers, including play-based learning activities that allow children to engage with the city and support their development.
- e. Partner with communities, Tribes, other agencies and organizations to design, construct, activate, and maintain community and mobility hubs.

*Add spaces that make it comfortable to wait around the hubs. Parklets, benches, outdoor cafes, etc.”*

*Anonymous Contributor Online Engagement Hub*



*Community space in Pioneer Square*



*Streets For People, Places We Love***PP3: Co-create and enhance public spaces for playing and gathering to improve community health**

Public spaces, such as plazas and park-like streets, have the potential to improve physical health, community health, mental health, and happiness. People of all ages, races, income levels, and abilities should have access to these spaces. However, public spaces are not currently distributed equitably, with some neighborhoods having far fewer than others.

We envision a major shift in how community public spaces are developed. Communities should be the ones to shape spaces in their neighborhoods. As such, People Streets and Public Spaces will be planned and implemented in close collaboration with communities. Efforts will be concentrated in equity-priority areas, high-density areas (as defined in the Comprehensive Plan), and areas with concentrations of multifamily housing.

Goals addressed by this move:

**To Make this Move We Will:**

- Work with communities to create People Streets and Public Spaces plans that identify projects, prioritizing underinvested and equity focus areas. (Supports TEF 17.4 and 45.6)
- Create Destination Streets to support walkable local business districts and economic development. (Supports TEF 21.2)
- Develop a network of park-like Strolling Streets that serve as “lungs” to protect air quality in denser communities and support climate resiliency in vulnerable neighborhoods through strategies such as installing green stormwater infrastructure, removing paving, adding trees, installing climate resilient landscaping, and more. (Supports TEF 24.2 and 56.6)
- Implement shared, car-light streets, such as Café Streets or Healthy Streets, and car-free streets to support the transition to a low-carbon transportation system and reduce chronic health disparities.

*Also, it's not just about going to a destination, it's about being somewhere. Columbia City had a temporary public square during the pandemic (The Patio). It was a thriving, community filled space all last summer. Now it parks 3 cars. Every urban village in Seattle should have a public square that rivals the best you see in Europe.”*

*Anonymous Contributor Online Engagement Hub*



*People walking along the enhanced waterfront promenade*

## PP4: Activate and maintain public spaces to create a welcoming and age-friendly public realm

Successful public spaces are defined by many characteristics, but a crucial one is that they are teeming with life and activity. This could include people eating at a street café, reading on a bench, talking to others while waiting for a bus, interacting with street vendors, participating in a fitness class, and more. Active public spaces help people feel safe and secure when they're out and about, and they naturally compel people to gather. Active public spaces are also fun, playful, and welcoming to our youngest and oldest community members, and can also be supportive of local businesses and neighborhood vitality. Proactive maintenance is critical so public spaces remain welcoming, high-quality, and fun locations to gather and socialize for people of all ages and abilities.

Goals addressed by this move:



### To Make this Move We Will:

- Better maintain public spaces through dedicated resources and continued partnerships with local communities and businesses, to reduce the burden of public space maintenance on historically underinvested communities. (Supports TEF 56.6)
- Activate public spaces with art in collaboration with community organizations.
- Implement seasonal street closures, recurring closures, night-time closures, or limited-time closures to vehicles.
- Reduce barriers to enable communities to program, activate, and manage their public spaces with uses that are authentic and meaningful to them. (Supports TEF 56.2 and 56.6)
- Partner with other City departments and agencies to better achieve public realm goals. (Supports TEF 3.4, 3.7, 7.4, 20.3, 26.6, 28.3, and 29.1)



Dancing on Bell Street during an activation event





Hot, fresh and yummy Japanese fish-trap'd waffles

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<b>41</b> to Lake City
<b>252</b> to Kingsgate
<b>257</b> to Kingsgate
<b>268</b> to Redmond
<b>311</b> to Woodinville Park & Ride



# Streets That Work, Today and in the Future

*Improve and maintain city transportation infrastructure and ready it for the future*

Maintaining and modernizing our transportation infrastructure is a core way we facilitate the movement of people and goods throughout Seattle. Well-maintained streets, sidewalks, signals, bridges, and other infrastructure are needed to keep us all moving. Intentional care for the condition of the transportation system brings many co-benefits. Street pavement that serves cars and trucks is the same surface that supports smooth transit operations, reliable deliveries, safe biking, and even surfaces for stable street crossings by people walking or rolling. Well-maintained streets, sidewalks, bridges, and other infrastructure make conditions safer for all travelers—especially those with limited mobility due to age and/or a disability.

By repairing the infrastructure we have today, we lower the cost of future maintenance and extend the life of current assets. This is especially true for our bridges, many of which are in need of major maintenance or even replacement. When we prevent infrastructure from falling into disrepair, we can even influence travel choices and encourage people to spend time in public spaces, meet neighbors, and shop at local businesses.

As we take care of the transportation system we have today, we must also look to the future. The technologies and systems we use to safely and efficiently operate streets—such as signals, cameras, and sensors—are constantly evolving. Updating them can help us operate the system more effectively, and sensors can help us monitor the structural health of infrastructure in real-time to aid in asset management.

Mobility is also changing, and with each passing year people and companies adopt innovative methods of personal and commercial transportation to get around more efficiently, sustainably, and enjoyably. We must prepare city streets for these new and emerging mobility options and technologies, while ensuring their equitable deployment.

To make sure streets work today, and in the future, we will:

- Maintain our streets, sidewalks, and bridges and incorporate planned safety and network improvements with maintenance work
- Reduce neighborhood disparities in the quality of streets, sidewalks, public spaces, and bridges
- Ready city streets for new travel options and emerging trends and technologies



## What We Heard from You

We heard your thoughts on how best to take care of streets and get Seattle ready for the future. **We used this feedback (and more) to craft the key moves on the following pages.**

- 97% of people surveyed prioritized a well-maintained transportation system
- 74% of people surveyed supported **upgrading technology** to help City staff **save time and make decisions** informed by good data
- 60% of people surveyed prioritized creating a transportation system that supports technological innovation

**The quality of city streets, sidewalks, bridges, public spaces, and more impacts the everyday travel experience for all of us.**



## Streets That Work, Today and in the Future

### MM1: Maintain our streets, sidewalks, and bridges and incorporate planned safety and network improvements with maintenance work

Maintaining the condition of streets, public spaces, sidewalks, bridges, stairs, areaways (retaining walls holding up sidewalks), curb ramps and other transportation infrastructure is always front and center. As stewards of our streets, we must seek to fix and maintain what we have and use our maintenance resources strategically given the scope of need. This includes engaging in proactive maintenance and using data collection to prioritize how we take care of our transportation assets, to maximize their utility in moving people and goods to, from, and through Seattle.

We can also leverage opportunities to modernize the transportation system to be safer, more accessible, and more sustainable while we are doing routine maintenance and replacement. For example, paving a street can be an opportunity to add bus, freight, or bike lanes, street trees, and pedestrian-friendly treatments to make the street more welcoming and safer for all travelers. We can use maintenance and replacement functions to co-create future transportation solutions with communities. This way, proactive and routine care of transportation infrastructure will continually improve the quality of city streets.

Goals addressed by this move:



#### To Make this Move We Will:

- Maintain our transportation infrastructure, including streets, sidewalks, and bridges serving the most users and on the high-injury network, in accordance with adopted budgets and resources.
- Strategically manage the life-cycle of our transportation assets as guided by our Transportation Asset Management Plan to achieve the best performance results for the preservation, improvement, and operation of infrastructure assets.
- Reduce the maintenance backlog by being proactive, leveraging technology to monitor asset conditions, and using data and lifecycle analyses to help identify when it's time for upgrades.

- Conduct proactive bridge and roadway structure maintenance, preservation, and replacement activities to increase the resiliency of vulnerable bridges and other vital connections as a priority with resources available. (Supports TEF 19.4)
- Collect feedback on asset conditions as part of community engagement on transportation system planning, design, and co-creation. (Supports TEF 45.6)
- Conduct asset maintenance in accordance with the priority investment and emergency response route networks, especially when investment supports walking, biking, transit, and freight. (Supports TEF 45.6)
- Modernize city streets by incorporating planned safety and network improvements into maintenance and replacement activities to not only improve the condition of transportation infrastructure and equipment, but also reduce dependence on driving, promote sustainable travel options, and support economic vitality. (Supports TEF 19.3)



Construction crew at work in West Seattle

*Streets That Work, Today and in the Future*

## MM2: Reduce neighborhood disparities in the quality of streets, sidewalks, public spaces, and bridges

Every neighborhood in Seattle deserves a well-maintained transportation system. Historic disinvestment has created inequities in the quality of these resources across neighborhoods, including those that are residential, and those that are commercial/industrial. Going forward, we will prioritize maintenance projects and programs where they were neglected in the past, causing disrepair and deficiencies that are perpetuated today. When we improve assets in neighborhoods that have experienced historic neglect, the people who live and work there also benefit from increased safety, more comfortable travel, reduced air and noise pollution, a healthier environment for local businesses, and better access to local resources and services. Taking steps to balance benefits of the transportation system more fairly is pivotal to building an equitable system for all.

Goals addressed by this move:



### To Make this Move We Will:

- Conduct a racial equity assessment of the maintenance needs of existing assets in neighborhoods that score high on the city's Race and Social Equity Index. (Supports TEF 19.3)
- Equitably distribute resources for maintenance and improvements in neighborhoods that have been historically or are currently underserved. (Supports TEF 3.3 and 19.4)
- Identify, and permit where necessary, public spaces that can be activated, programmed, and maintained in collaboration with local communities. (Supports TEF 24.1 and 24.2)
- Study the potential for an income-based, cost-sharing sidewalk repair program for low-income property owners. (Supports TEF 38.2 and 38.6)



SDOT's Pothole Rangers are well-equipped to maintain streets in every neighborhood.



South Park street art along 8th Ave S embraces the colorful memorials and expressive costumes that are part of Day of the Dead



## Streets That Work, Today and in the Future

### MM3: Ready city streets for new travel options and emerging trends and technologies

The transportation landscape is changing quickly, and we'll continue to see an evolution in travel choices and supportive technologies influenced by the market and changing consumer preferences. To prepare for new mobility options or device types, we must make sure streets are well positioned to accommodate new technologies, advance transportation goals, and serve the needs of communities. It's also our responsibility to work to mitigate potential negative impacts from these changes and prioritize safety, equity, and climate response.

Successful adaptation of city streets to address emerging trends and new technologies requires that we work with a wide variety of partners and communities to anticipate and shape future mobility solutions. We will coordinate major projects with partner agencies on efforts like working with King County Metro on weight limits for electric buses and what it means for bridge loads and paving needs to accommodate heavier vehicles. We'll also continue to operate and engage within a shifting legislative and regulatory environment so we can understand, collaborate with, and manage many forms of new and emerging mobility.

Goals addressed by this move:



#### To Make this Move We Will:

- Collect, monitor, and use data to inform changes to the transportation system. (Supports TEF 13.2 and 29.1)
- Anticipate and leverage innovative transportation technologies so they are shaped to meet community values and goals, including safety, equity, and climate response.
- Proactively work with public, private, and academic sector partners to collaboratively develop transit and mobility solutions for the future. (Supports TEF 46.2)
- Coordinate with relevant partner agencies on projects of regional and statewide significance within the City of Seattle, such as the I-5 Master Plan, Lid I-5, or high-speed rail corridors.

- Adapt streets for new and evolving forms of mobility devices such as commercial or private cargo bikes, e-scooters, personal delivery devices, low-speed electric vehicles, and others to create more travel options. (Supports TEF 19.2)
- Develop and maintain up-to-date asset data, including digital inventories of physical assets like curbspace, load zones, and bike and scooter parking locations. (Supports TEF 20.1)
- Use information infrastructure (e.g., data from sensors and traffic control systems) to manage travel flows, inform the traveling public, monitor the conditions of streets and bridges, and promote use of more efficient and sustainable travel options.
- Research and develop policies to manage the evolution toward connected and autonomous vehicles, recognizing that government and industry must partner to deliver their anticipated benefits safely.
- Explore ways to build trust with BIPOC communities and improve the accuracy of demographic and other data that inform transportation investments and decision-making. For instance, this could include respect for data sovereignty and alternative data collection approaches, such as an Indigenous research methodology that empowers community members to lead research, data analysis and interpretation.



Shared mobility options lined up along Occidental Ave S









# 4

## AN INTEGRATED PLAN

# CONNECTING TRANSPORTATION TO OUR GROWTH STRATEGY

The One Seattle Comprehensive Plan defines the city's overall growth strategy for the next 20 years. It includes policies for land use, housing, economic development, climate, and transportation, among other growth management policies. Whereas the Comprehensive Plan establishes the city's guiding transportation policies, the STP operationalizes the policies by aligning the STP vision, goals and key moves to the Comprehensive Plan, and by identifying transportation programs and large capital projects to support projected growth and land use changes. Together, the STP and Comprehensive Plan work to advance intertwined community values toward a more livable and equitable future.

By integrating the land use and transportation planning processes, we can tailor investment in transportation services and infrastructure to support our growth strategy. This allows for better coordination between multiple city departments responsible for various aspects of growth and transportation, leading to more integrated and cohesive decision-making.



## One Seattle Comprehensive Plan

Establishes policies and guiding principles, including the Transportation Element, to support the City's 20-year vision and growth strategy

## Seattle Transportation Plan

Identifies key moves (strategies) to advance our 20-year transportation vision and operationalize the policies set forth by One Seattle

## STP Implementation Plan

Bounded by fiscal constraints, will identify priority programs and projects for investment



## HOW THE STP SUPPORTS THE COMPREHENSIVE PLAN

The STP supports the Comprehensive Plan by integrating appropriate transportation improvements into different land use contexts. In areas where we guide new growth—around future light rail or RapidRide corridors, and in emerging centers within existing neighborhoods—transportation investments need to come hand-in-hand with new housing and employment development. The following pages describe what types of services, operational strategies, and improvements the STP envisions for different areas. A subsequent table provides an at-a-glance reference of the expected level of transportation networks and services in 2044 by land use context.

### Commercial / Mixed Use Areas: high density

In the highest density, most urban areas of the city—Downtown and downtown adjacent neighborhoods (including First Hill/Capitol Hill, South Lake Union, and Uptown), the University District, and Northgate—improvements to light rail and frequent transit service are essential to accommodate our growing city. These areas are not only important urban areas for Seattle, but to the region as well. To improve the pedestrian environment, we need to maintain and, in some cases, enhance the existing sidewalk network. We'll need to increase and improve the number of safe crossings, too. Bicycling improvements will provide access to a continuous network of all-ages and abilities (AAA) bikeways. Major Truck Streets enable freight to serve these locations. To improve public space and people-focused places, we need to include a mix of planned “destination” and “strolling” types of streets, while exploring “shared” street concepts. To make efficient use of the curb in these areas, we'll actively manage it to support a variety of uses, including loading and parking. For people driving vehicles, freeways, major highways, and principal arterials provide good connections between centers. Within these dense, mixed-use centers, the organization and function of the streets are intended to support businesses, housing opportunities, and social connections in addition to mobility.

### Commercial / Mixed Use Areas: medium density

In the next tier of urban density, in places from Fremont to Lake City, Mt Baker to West Seattle Junction, and increasingly from Othello to Roosevelt, or Crown Hill to Westwood-Highland Park, transportation services, operations, and investments required will be similar to those in the regionally significant centers. There are a few slight differences between them. These areas are served by both Major and Minor Truck Streets. And they are primarily connected by principal arterials and only occasionally by freeways or state highways.

### Commercial / Mixed Use Areas: low density

Many existing low density, primarily residential areas will evolve into “complete communities” with more urban places as part of Seattle’s growth strategy. To align with the directed growth in these places, investments in frequent bus transit are a priority. Investments may also include community and mobility hubs. For pedestrians, we will maintain and, in some cases, enhance our sidewalk infrastructure. Where there are no sidewalks, we aspire to install a complete and safe network for walking. We’ve also planned for more improved crossings along arterials. These areas will be connected to the bikeway network by all-ages and abilities facilities and will be served by at least one Major or Minor Truck Street. People Streets and Public Spaces will likely be integrated as part of future light rail transit station areas, with a mix of planned “destination” and “strolling” types of streets. Curbs will be actively managed; most parking will be paid or time limited in appropriate settings. We will maintain and enhance the road network, ranging from principal arterials to minor arterials or major collector streets, to improve vehicle connections within and between these evolving areas.

## Residential Areas

As primarily residential areas grow, enhanced public and shared connecting (e.g., on-demand) services could support access to major transit lines. For pedestrians, in areas that currently don't have any sidewalks, we aspire to have a complete and safe walking network. To increase safety for people walking, more enhanced crossings on arterials are planned in these areas. To improve opportunities for biking, AAA bikeways will be no more than a quarter mile from all homes. In some cases, School Streets, Healthy Streets, or other elements of low-pollution neighborhoods may later be woven into the urban fabric of these areas. To manage parking and curbside access, restricted parking zones (RPZ) will be expanded as appropriate. We'll also maintain and enhance arterial and residential streets as needed to improve safety, mobility, and access within and between neighborhoods.



## Industrial Areas

In manufacturing and industrial centers (MICs)—the Ballard-Interbay-Northend (BINMIC) and Greater Duwamish MIC—freight mobility and access are emphasized. In these locations, goods from all over the world are shipped into and out of Seattle, underpinned by a strong manufacturing and distribution industry that historically has shaped the Seattle we know today. These uses depend on our streets for the reliable and efficient transport of goods to power our local and regional economy. Moving freight is complex, but safety for all people—whether driving trucks, biking to jobs, or walking to a transit stop—comes first and foremost. As our land uses evolve and Seattle grows, the STP will continue to promote strategies that keep goods and services moving while centering safety and transportation equity.







## PLANNED NETWORKS AND SERVICES BY LAND USE CONTEXT

Land Use Context	Transit	Freight and Urban Goods	Bicycle and E-Mobility	Pedestrian
<b>Commercial / Mixed Use Areas: High Density</b>	<ul style="list-style-type: none"> <li>Light rail service</li> <li>Frequent bus service</li> <li>Community and mobility hubs</li> </ul>	<ul style="list-style-type: none"> <li>Served by a Major Truck Street</li> </ul>	<ul style="list-style-type: none"> <li>Connected by a continuous network of All Ages and Abilities (AAA) bikeways</li> </ul>	<ul style="list-style-type: none"> <li>Sidewalks along most block faces</li> <li>Enhanced crossings at most intersections</li> </ul>
<b>Commercial / Mixed Use Areas: Medium Density</b>	<ul style="list-style-type: none"> <li>Light rail service</li> <li>Frequent bus service</li> <li>Community and mobility hubs</li> </ul>	<ul style="list-style-type: none"> <li>Served by a Major or Minor Truck Street</li> </ul>	<ul style="list-style-type: none"> <li>Connected by a continuous network of AAA bikeways</li> </ul>	<ul style="list-style-type: none"> <li>Sidewalks along most block faces</li> <li>Enhanced crossings at most intersections</li> </ul>
<b>Commercial / Mixed Use Areas: Low Density</b>	<ul style="list-style-type: none"> <li>Frequent bus service</li> <li>Community and mobility hubs</li> </ul>	<ul style="list-style-type: none"> <li>Freight access allowed; no freight network designations</li> </ul>	<ul style="list-style-type: none"> <li>Connected to the bikeway network by a AAA bikeway</li> </ul>	<ul style="list-style-type: none"> <li>Sidewalks along arterial block faces</li> <li>Aspirational: complete pedestrian network</li> <li>Enhanced crossings along arterials</li> </ul>
<b>Residential Areas</b>	<ul style="list-style-type: none"> <li>Aspirational: mix of bus, specialized, and/or on-demand service</li> </ul>	<ul style="list-style-type: none"> <li>Freight access allowed; no freight network designations</li> </ul>	<ul style="list-style-type: none"> <li>Located within 0.25 miles of a AAA bikeway</li> </ul>	<ul style="list-style-type: none"> <li>Aspirational: complete pedestrian network</li> <li>Enhanced crossings along arterials</li> </ul>
<b>Industrial Areas</b>	<ul style="list-style-type: none"> <li>Light rail service</li> <li>Frequent bus service</li> <li>Community and mobility hubs</li> </ul>	<ul style="list-style-type: none"> <li>Served by a Major Truck Street, Last-Mile Connectors, and the Over-Legal Network</li> <li>Connected to the state highway system by a Major Truck Street</li> <li>Served by commercial railroad</li> </ul>	<ul style="list-style-type: none"> <li>Connected to the bikeway network by a AAA bikeway</li> </ul>	<ul style="list-style-type: none"> <li>Aspirational: complete pedestrian network</li> <li>Enhanced crossings at most arterial intersections, especially within 0.5 miles of a light rail station</li> </ul>

*\*New and Emerging Mobility may serve all areas of the city.*



Land Use Context	People Streets & Public Spaces	Vehicle	Curbside
<b>Commercial / Mixed Use Areas: High Density</b>	<ul style="list-style-type: none"> <li>• Destination and Strolling Streets and potential Shared Streets</li> <li>• Potential Low-Pollution Neighborhood concepts</li> <li>• Plaza and Shoreline Street Ends</li> <li>• Priority area for PSPS neighborhood study</li> </ul>	<ul style="list-style-type: none"> <li>• Connected by Interstates, Freeways, and/or Principal Arterials</li> <li>• Streets are designed for safe and steady vehicle travel</li> <li>• Served by Tier 1 Fire routes</li> <li>• Streets serve many types of vehicles including goods delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Actively manage all curbside with critical access needs</li> <li>• Most parking is paid or time limited</li> </ul>
<b>Commercial / Mixed Use Areas: Medium Density</b>	<ul style="list-style-type: none"> <li>• Destination and Strolling Streets and potential Shared Streets</li> <li>• Potential Low-Pollution Neighborhood concepts</li> <li>• Plaza and Shoreline Street Ends</li> <li>• Priority area for future PSPS neighborhood study</li> </ul>	<ul style="list-style-type: none"> <li>• Connected by Principal Arterials</li> <li>• Streets are designed for safe and steady vehicle travel</li> <li>• Served by Tier 1 Fire routes</li> <li>• Streets serve many types of vehicles including goods delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Actively manage all curbside with critical access needs</li> <li>• Most parking is paid or time limited</li> </ul>
<b>Commercial / Mixed Use Areas: Low Density</b>	<ul style="list-style-type: none"> <li>• Destination and Strolling Streets</li> <li>• Potential Low-Pollution Neighborhood concepts</li> <li>• Plaza and Shoreline Street Ends</li> </ul>	<ul style="list-style-type: none"> <li>• Connected by Principal Arterials, Minor Arterials, or Major Collectors</li> <li>• Streets are designed for safe and steady vehicle travel</li> <li>• Streets serve many types of vehicles including goods delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Actively manage all curbside with critical access needs</li> <li>• Most parking is paid or time limited, where appropriate</li> </ul>
<b>Residential Areas</b>	<ul style="list-style-type: none"> <li>• Strolling and Shared Streets, such as School Streets and Healthy Streets</li> <li>• Potential Low-Pollution Neighborhood concepts</li> <li>• Plazas and Shoreline Street Ends</li> </ul>	<ul style="list-style-type: none"> <li>• Connected by arterial and non-arterial streets</li> <li>• Streets are designed for safe and steady vehicle travel</li> <li>• Streets serve many types of vehicles including goods delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Manage curbside loading for residential needs</li> <li>• Address parking impacts from nearby major traffic generators with restricted parking zones, as appropriate</li> </ul>
<b>Industrial Areas</b>	<ul style="list-style-type: none"> <li>• Shoreline Street Ends</li> </ul>	<ul style="list-style-type: none"> <li>• Connected by Interstates, Freeways, and/or Principal Arterials</li> <li>• Streets are designed for safe and steady vehicle travel</li> <li>• Served by Tier 1 Fire routes</li> <li>• Streets serve many types of vehicles including goods delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Actively manage all curbside with critical access needs</li> </ul>

Streets serve many functions. They provide for mobility, access for people and commerce, activation, landscaping and street trees, and storage.

Streets enable goods and services to reach local businesses and people.

Streets provide a place to park your bike and explore a new neighborhood.

Sidewalks offer a place to rest and catch up with a friend.

Streets provide access for people to arrive at their destinations.

Streets offer shade in the summer and help make Seattle climate-resilient.

Streets move a lot of people and goods from point A to point B every day.





# THE STP ELEMENTS

## INTEGRATED TRANSPORTATION

While Seattle continues to grow as envisioned in the One Seattle Comprehensive Plan, an integrated system of transportation investments and options is needed. New residents and jobs will put more pressure on the city's finite amount of street space. We need to be smart about how this limited space keeps people and goods moving, allows access to destinations, and enhances spaces for people. Seattle's streets must serve multiple essential functions, including: mobility, access for people and commerce, activation, landscaping and street trees, and storage.

To realize the transportation vision expressed in this plan, all 6 essential street functions must work together—and do so in a manner that is safe, equitable, and climate-friendly. The STP follows a consistent approach for how we prioritize the use of limited street space, aligning our eight elements and their priority investment network maps. It builds on previous plans that address multimodal transportation needs within various neighborhoods and subareas, as well as specific plans for pedestrian, bicycle, transit, and freight systems. Significantly, the STP encompasses additional mobility, access, and place elements to guide the city's transportation future.

The STP is based on fundamental commitments that:

- Put safety first on every street and at every intersection.
- Prioritize streets differently than in the past. While personal vehicles have a place, we will prioritize space-efficient travel options for moving people (transit, biking, walking, and rolling).
- Support the essential access and community health functions streets provide, such as delivery of goods and services, curb access, people streets, and public spaces.
- Accelerate implementation of critical network connections, especially for people walking and biking.
- Manage the transportation system's capacity and reliability to meet climate targets, encouraging more people to ride transit, walk, and bike.
- Consider the unique needs of local communities when making decisions about streets.
- Allocate needed functions across a corridor composed of several streets or alleys.

### New Policy Guidance Will Influence the STP

Several policies detailed in the One Seattle Comprehensive Plan (2024) have relevance for how we will make the key moves and meet the 6 essential street functions of an integrated transportation system. These policies include:

- 1) When new projects are installed, consider how the right-of-way can be allocated to provide necessary space for walking, rolling, biking, transit, and people streets and public spaces, while maintaining vehicular (including freight) mobility and critical access needs.
- 2) Deliver projects and programs that accelerate and scale reductions in vehicle miles traveled in line with sustainability goals.
- 3) Consider and measure project impacts and benefits on all travelers, not just those in vehicles, through measures that consider impacts on transit, active transportation facilities, and all people using a corridor.

*I want to be able to move quickly from one neighborhood to another without driving. We need complete networks of safe bike routes, accessible sidewalks and trails, and convenient, safe, and reliable mass transit."*

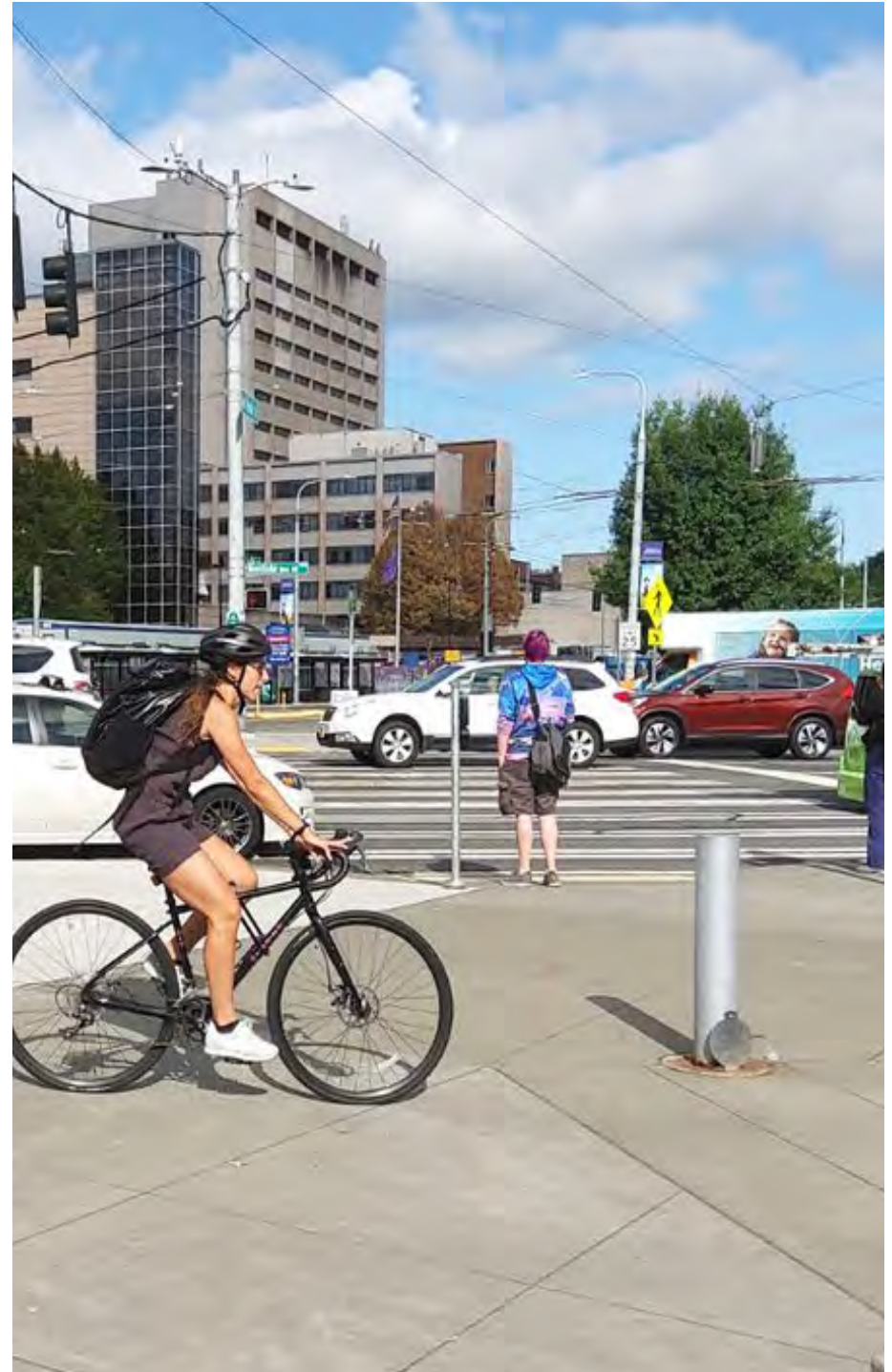
Anonymous Contributor *Online Engagement Hub*

To continue to improve the travel experience for everyone, we need to be organized to deliver projects and programs that make sustainable travel options an easy choice. We need safe streets with connected sidewalks and crossings. We need public spaces for people to linger and socialize. We need a system of bike lanes for people of all ages and abilities that connect us to the places we want to go. We need frequent, reliable transit that has priority on congested streets. And we need freight, urban goods, and service providers to get to their destinations reliably. We need an integrated system that works for everyone. The STP provides the basis for determining how we integrate, prioritize, and balance transportation system needs to meet the challenges of today and tomorrow.

While Part I of the STP focuses on integration and the cross-cutting nature of the key moves to achieve plan goals, Part II contains a dedicated chapter, or “element,” for discrete mobility options and essential street functions. The STP elements are long-term visions of what we aspire to achieve to support the plan’s overarching goals and key moves. Several of the functional elements contain maps that provide element-specific information on locations we will prioritize to implement the STP.

The 8 elements are:

- Transit
- Freight and Urban Goods
- Bicycle and E-Mobility
- Pedestrian
- People Streets and Public Spaces
- Vehicle
- Curbside Management
- New and Emerging Mobility







## TRANSIT

A transit-friendly city provides residents, workers, and visitors a network of frequent, accessible, understandable, and secure services. It has reliable connections between other transit services and travel options, neighborhoods, major job centers, and key destinations around the city and region. The ability for more people to use transit for more trips is critical to achieve the STP vision. A transit-friendly city has:

- Frequent service that allows people to use transit for most trips
- Reliable service that allows people to plan their trip with certainty
- A connected system with safe and secure transfers between transit lines and services
- Reliable first- and last-mile connections, so people can get to/from their transit stop and their final destination
- Accessibility for all, including fare programs that make it so cost is not a barrier to transit use and facilities are fully accessible for people of all abilities
- Readily available information to plan journeys
- Safe, secure, and connected stops and stations
- Clear and inviting spaces for pedestrians to access transit stops and stations

*Remember local access is extremely important to serve the transit dependent and to persuade those who drive to use transit and leave their vehicles at home.”*

*Survey Participant Transportation Challenges Survey*

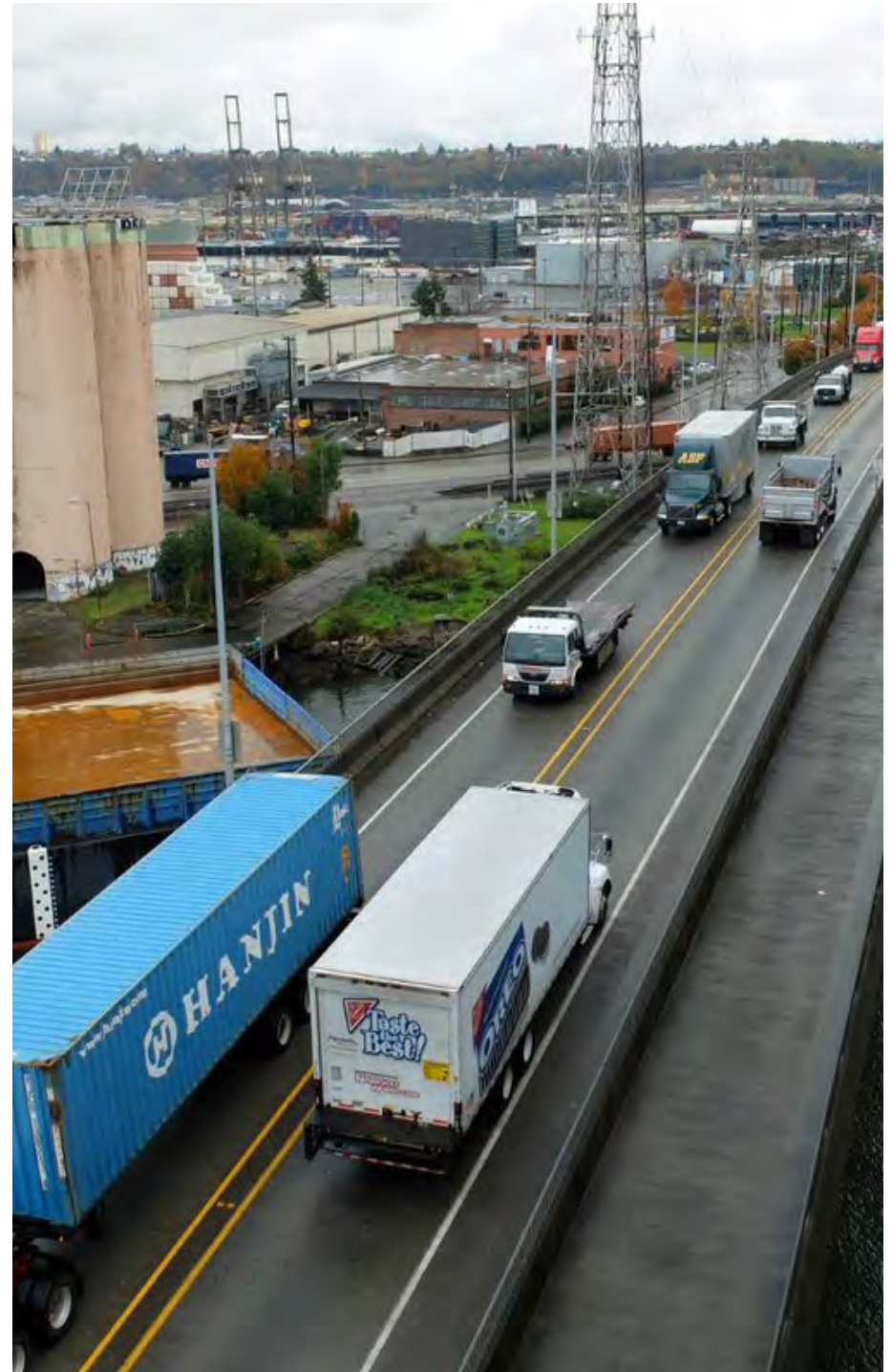
## FREIGHT AND URBAN GOODS

The Freight and Urban Goods Element establishes a blueprint to guide freight mobility investments intended to increase reliability and safety, support economic vitality, and address freight-related impacts on the local residential and business communities. The STP thinks broadly about how goods move to, from, and within the city. Freight transportation is essential for the health of city's economy and quality of life for its residents, workers, and visitors. A Seattle where freight and urban goods are managed effectively includes:

- Streets that allow safe and reliable transport of goods
- Reliable connections between manufacturing and industrial centers, local business districts, the port, intermodal transfer facilities, and regional rail and highways
- Reductions in environmental impacts (especially emissions and noise) on communities adjacent to industrial lands that historically have been underserved
- Major Truck Streets that allow for safe truck movements and integration with other travel options
- The ability to adapt to changing trends and increased demands for urban goods and e-commerce parcel deliveries in neighborhoods
- Electrification of freight vehicles and increased use of small vehicles for urban goods delivery, where effective
- A safe and hospitable environment for the many workers who support local and regional goods movement

*Reduce the use of private vehicles and there will be more roadway for deliveries. Create public squares that can be accessed for delivery via retractable bollards. Create delivery times when the transportation network is less under load."*

Survey Participant *Phase 2A Survey Results*





## BICYCLE AND E-MOBILITY

A bikeable city is one where people ride bikes because it's a convenient, affordable, fun, safe, and healthy choice. In a bikeable city, people biking and using e-mobility (electric-powered bicycles and other devices, such as trikes, scooters, and mopeds) experience a Seattle where:

- People of all ages and abilities ride bicycles and use e-mobility as part of daily life
- A network of connected and well-maintained bike facilities get people from where they live to the places they need to go
- Everyday destinations such as parks, schools, transit, and shops are easily accessible by bicycles and e-mobility devices
- There are enjoyable and safe places to ride a bicycle or use an e-mobility device
- There is secure bike parking at destinations for a variety of bike and e-mobility device sizes
- Intuitive and inviting design makes people feel comfortable and confident navigating the network
- Biking is accepted and supported as a viable and attractive way to travel

*I get around primarily via bicycle and walking. Our basic bike network has improved but there are significant gaps and most bike lanes in the city are unprotected and unbuffered.”*

Survey Participant *Transportation Challenges Survey*







## PEDESTRIAN

Walkability and accessibility are at the core of strong, healthy communities. When people walk because it is a convenient and fun choice, it has the added benefits of improved individual physical health, community social health, environmental health, and neighborhood economic health. A walkable city provides a connected, age-friendly network of sidewalks, walkways, paths, staircases, and pedestrian crossings. It includes:

- Direct connections to key destinations, including convenient and safe ways for people of all ages and abilities to cross the street
- Clear and inviting spaces for people walking to move along every street at all hours of the day and night, including safe and barrier-free sidewalks or walkways on streets with low vehicle volumes and speeds at or below 25 mph
- Compact neighborhoods with transit, schools, jobs, and services within walking distance
- Streetscapes that include amenities for people, including benches, sidewalk cafes, pedestrian lighting, trees, vegetation, and public art
- Places of respite that invite conversation, encourage connection with nature, and provide places to play
- Proactive maintenance to ensure accessibility for all, including people using wheelchairs and other mobility devices

*My neighborhood has no sidewalks and I am near NW 85th St with few crosswalks/lighted intersections that would encourage cars to slow down.”*

Survey Participant *Transportation Challenges Survey*





## PEOPLE STREETS AND PUBLIC SPACES

City streets are not just for mobility—they are also places for people to enjoy a leisurely stroll, take a brisk walk to a local business or bus stop, connect with a friend or neighbor, or grab a coffee and people-watch. Streets are for children and older adults, for interacting with people from other walks of life, for watching birds and enjoying the fresh air, or for voicing opinions and exercising first amendment rights. The People Streets and Public Spaces element presents a framework for how we can better and more equitably use streets to strengthen places and communities. People Streets include Destination Streets, Strolling Streets, and Shared Streets, while Public Spaces include Plazas and Shoreline Street Ends. The network helps create:

- Human-scale spaces that heighten people’s experience as they move through the city
- Spaces to gather, play, linger, connect with each other, support local commerce, and experience community life
- More equitable distribution of high-quality people streets and public spaces across the city
- Green streets and public spaces with trees, shade, greenery, and resilient landscaping
- Support for healthy business districts, physical health for individuals, and social health for communities
- Car-light or car-free spaces that reclaim auto-oriented street space for people while preserving access for goods delivery and emergency response

*I want to see fully pedestrianized street space that can be used as a plaza, outdoor seating, gathering space, or place one can spend time without spending money.”*

*Anonymous Contributor Online Engagement Hub*

## VEHICLE

For decades, Seattle was designed around the automobile, and many people drive because of this legacy. While achievement of the STP's goals calls for a lower percentage of trips taken in private automobiles, it also provides for safe travel for people who need to drive, including those with limited alternatives, emergency responders, utility service providers, freight and goods delivery, and more. The STP's vision for the vehicle system is one that finds balance with other street functions. In the context of this plan's goals, a coordinated vehicle strategy will:

- Support effective regional travel and maintain critical connections to concentrations of regional employment, medical, and other regional centers
- Prioritize safety of all people on city streets—particularly the most vulnerable travelers outside of vehicles—in street design and operations, including reduced vehicle travel speeds
- Rebalance street space to support multiple essential function priorities (including mobility, access, and placemaking) and to achieve safety and climate goals
- Support the city's growth strategy and reduce climate impacts through fewer vehicle miles traveled and electrification of cars and trucks
- Promote effective movement of goods and transit that share general purpose space on streets
- Address impacts to emergency response mobility and critical building access needs as other modal priorities are advanced

*The streets and side streets in my neighborhood are in poor condition and repair, although I live near 2 busy arterials. My first priority is for streets and sidewalks to be maintained in good condition and repair.”*

Anonymous Contributor *Online Engagement Hub*





## CURBSIDE MANAGEMENT

The curb is a finite, valuable public resource and a necessary element of the transportation system, especially in Seattle's busiest neighborhoods. For decades, what was once often car storage via on-street parking is now a flexible space for a variety of essential street functions. It is the place where people often transfer between mobility options, such as at a bus stop or a passenger load zone, to then walk to their destination. The curb is also where loading/unloading of goods occurs to support local businesses; where critical building services needs like trash pick-up are addressed; and where emergency responders stage their vehicles. Along with increased curbside loading demands associated with e-commerce growth, so too has demand increased for curbspace uses for people, such as outdoor dining and more street trees and landscaping to improve the beauty and environmental functions of streets. In a high-demand, urban environment, the curb is one of the most dynamic public spaces. If managed well, the curb can provide:

- Reliable access for delivery services to drop goods and parcels and for critical building access needs
- Demand management for curb use in business districts (e.g., time limits, pricing, restricted uses) while encouraging people to consider transit, walking and biking instead
- Leveraging of new technologies to aid prioritization, pricing, and enforcement of curbspace
- Support for electrification (vehicle charging) and smaller vehicles in denser neighborhoods
- Space to support public life and local businesses, including food vending and outdoor dining
- Secure parking and loading access for people with limited mobility consistent with the Americans with Disabilities Act

*Since curb space and access needs vary in neighborhood commercial districts, businesses and affected neighbors should be involved in decision-making around any access restrictions in their community."*

Survey Participant Phase 2A Survey Results







## NEW AND EMERGING MOBILITY

With each passing year, we see new forms of transportation emerge and gain momentum. People are adopting innovative technology to travel more quickly, efficiently, and sustainably and using app-based systems to make decisions about travel. New and emerging mobility is a blanket term that describes forms of transportation that use technology to improve efficiency, access, and user experience. New and emerging mobility includes on-demand and shared passenger vehicles, e-bikes, and scooters of all sizes, as well as digital infrastructure and technology to support passenger movement and urban goods delivery.

The STP's approach for new and emerging mobility is to facilitate a seamless network of sustainable transportation and urban delivery options that provide safe, affordable, and accessible mobility and access to all. To accomplish this, we will work collaboratively with providers, regional partners, and community members.

The New and Emerging Mobility element of the Seattle Transportation Plan presents a foundation for how we can leverage technology, innovation, and partnerships to support city and community goals. The element outlines how new and emerging mobility should be incorporated into the city's transportation ecosystem. It recommends strategies and programs that are needed to make new and emerging mobility deployment successful, sustainable, and beneficial to communities across Seattle.

*Emphasize e-bikes and smarter buses/trollies, rather than self-driving cars.”*

*Anonymous Contributor Online Engagement Hub*













# 5

## IMPLEMENTATION STRATEGY

# INTRODUCTION

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The Seattle Transportation Plan is a 20-year blueprint to improve conditions for all people who use city streets for mobility through the city, access to places and jobs, movement of goods and service delivery, and for social opportunities in public plazas and other street spaces. This chapter discusses how we will incrementally deliver the STP in coming years.

The STP implementation strategy consists of:

- **Program and project identification**—examples of programs and programmatic actions that will help to deliver on STP goals as well as a list of large stand-alone capital projects that advance STP goals and that will require significant funding and potential agency partnerships
- **Prioritization framework**—a method to identify project and program investments that best advance the STP vision, goals, and key moves
- **Funding opportunities**—an assessment of a variety of current and potential funding opportunities to inform how well they align with various projects and program needs
- **Delivery processes**—a discussion of how we can speed up our work and leverage partnerships to implement the STP
- **Future implementation plan development**—a commitment to co-create the first STP Implementation Plan in 2025, after our financial position is clearer, with regular updates to follow
- **Performance measures**—a framework to track our progress towards STP goals

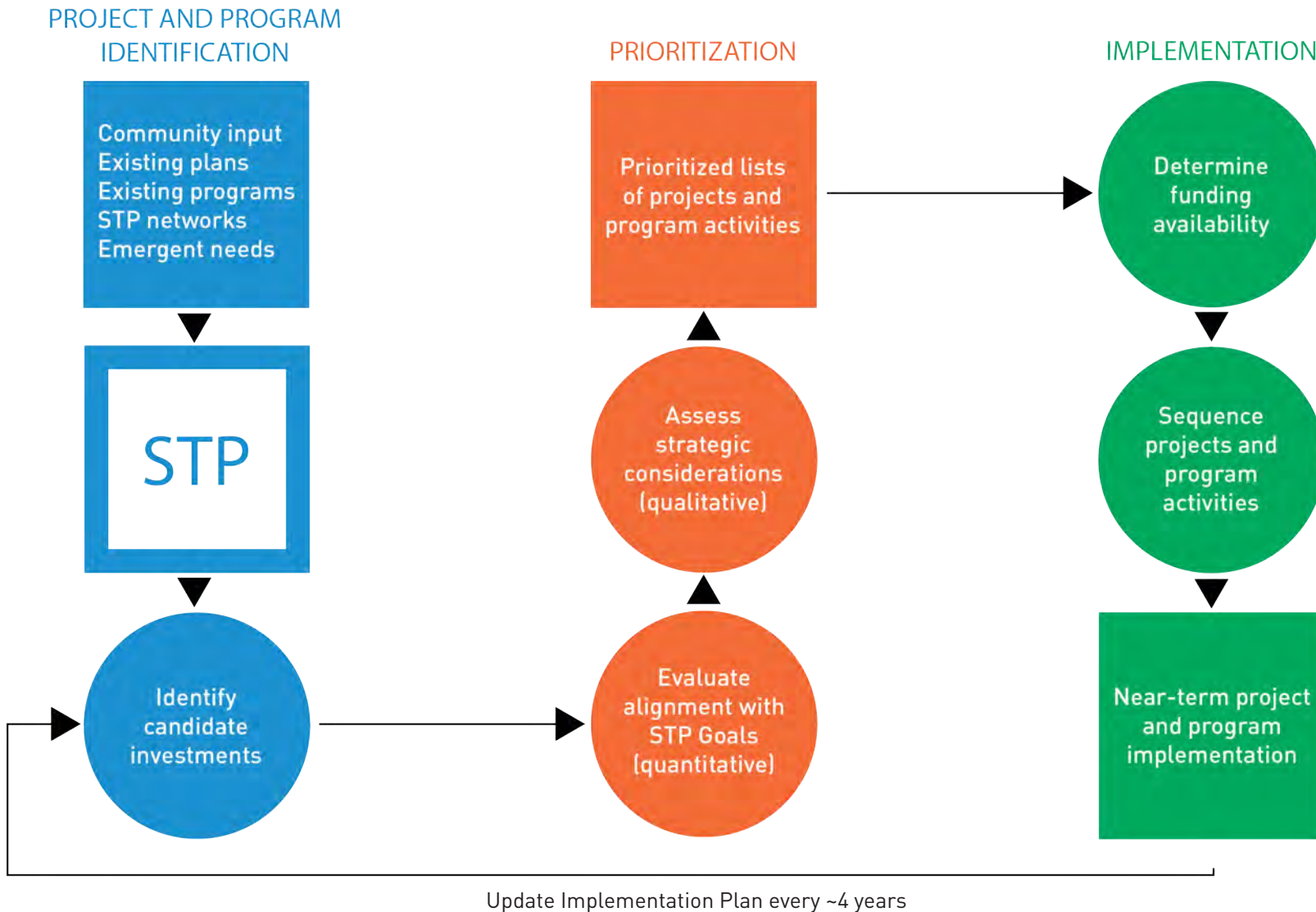
As time goes on, we'll need to update the 20-year STP to reflect changing conditions and evolving needs. We will commit to updating the STP periodically in alignment with Comprehensive Plan updates, future funding measures and related requirements, and other updates to capital and transportation facilities plans required by the State of Washington. Our approach to updates will remain centered on community input in concert with our core values.





# IMPLEMENTATION OVERVIEW

The STP identifies projects and programs to achieve our vision; how we prioritize them through a set of criteria; and how available funding dictates which of the prioritized projects and programs can be implemented in any given time period. The graphic below provides an overview of STP implementation steps.



# PROGRAM + PROJECT IDENTIFICATION

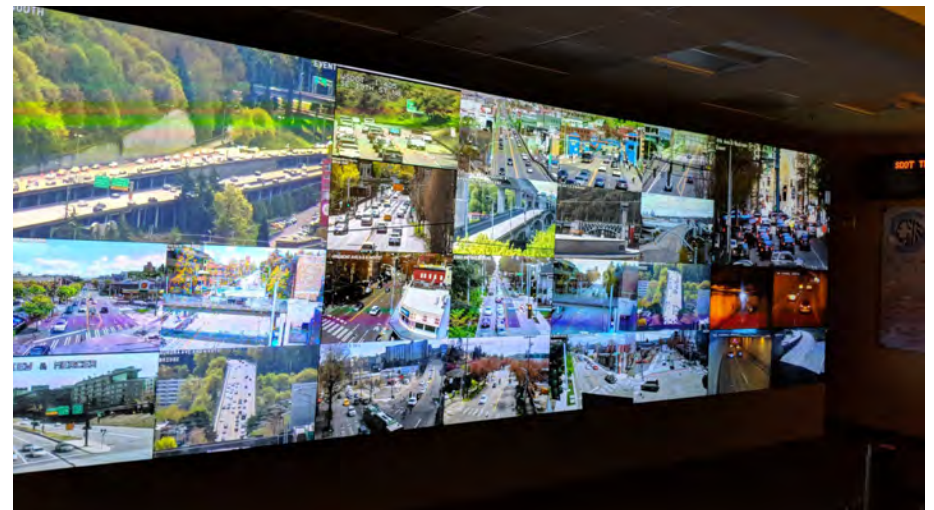
Implementing the STP starts with identifying the types of programs and projects that would best advance the STP’s vision and goals. A majority of the work SDOT does – from planning to designing to installing to maintaining to communicating – is delivered through a range of programs and activities. From permitting a change to the way a street is used to helping low-income populations access transit, SDOT provides a slate of services to Seattle’s residents, employees and visitors on a daily basis.

The STP’s functional elements, detailed in Part 2, identify programs and link them to the vision, goals, key moves, and actions that are outlined here in Part 1. Programs represent a majority of the day-to-day work that SDOT delivers and include items ranging from construction of new infrastructure to supportive programming that helps people use it. The functional elements identify future program activities for implementation based on emergent issues and STP goals, community input gathered during STP engagement efforts, and internal discussions with SDOT program managers. Program components include existing programs, expansion of existing programs to include new functions, and entirely new programs. As needs evolve over the life of this plan, programs too will evolve.

In addition to programs, the STP project list presents a companion to our core work in the form of large capital projects that would be transformative in nature and that would be delivered as discrete projects (i.e., not through a program). These projects are defined as large because they would likely cost approximately \$10 million or more. Many of these projects are multi-modal and would create “Complete Street” corridors that seek to meet the needs of all travelers across a series of streets within a corridor, rather than on a single street. Several projects would require extensive coordination with our City and regional partners, such as Seattle Public Utilities, Seattle City Light, WSDOT, Sound Transit, and King County Metro.

STP projects were identified through an evaluation of data inputs (e.g., corridors with high instances of vehicle speeding and on the High Injury Network); existing project lists (such as projects previously identified in neighborhood and small area studies and the Move Seattle Strategic Plan); community input heard during STP engagement activities; interviews with a wide variety of SDOT subject matter experts; road and paving conditions; leveraging other transportation investments (e.g., light rail expansion and future bus investments); and the updated modal networks presented in the element chapters in Part II of the STP.

Each project is briefly summarized later in this chapter, and in more detail in Appendix A on project-specific summary sheets, with information about scopes of work, conceptual cost estimates, and how the projects can help achieve STP goals.





# WHAT WE DO AT SDOT



## PROGRAMS TO DELIVER THE STP

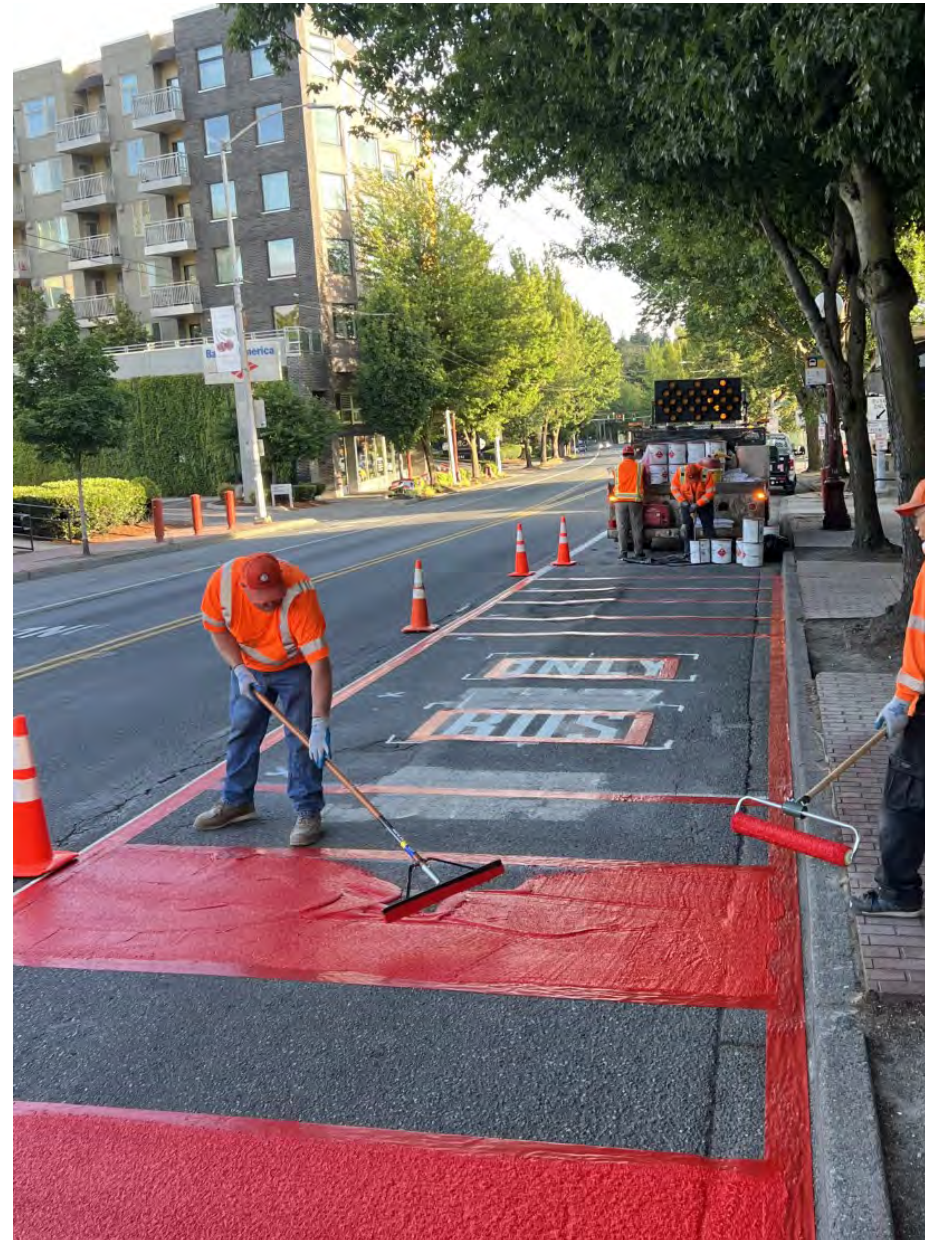
Beyond large-scale capital projects (\$10 million or more), there is a significant portfolio of smaller projects and ongoing activities that SDOT provides today, or could provide in the future, to meet the STP goals. These portfolios touch many aspects of Seattle's streets and public spaces, from signal maintenance to transit subsidy programs, from pothole repair to rapid-action bikeway installation. Programs represent a sizable portion of the day-to-day work that SDOT does to make it safe, comfortable, and convenient for people and goods to get around Seattle. Programs that deliver the STP vision will be a mix of existing, evolved, and new actions.

While one-time large capital projects typically have an extended life of 20 years or more, ongoing annual programs invest in spot improvements, other small capital projects, and a variety of activities to maintain infrastructure, improve safety, and encourage use of our transportation system. The level of program investments over the 20-year STP planning horizon will be contingent on available resources and funding, and will align with our values-based prioritization framework.

How we organize our program activities will be based on several factors:

- Type of program: capital programs, encouragement and education programs, services or subsidy programs, maintenance and operations programs
- Programs by STP value: re-framing our program activities to organize around our key moves and core values of safety, equity, sustainability, mobility and economic vitality, livability, and maintenance and modernization
- Programs by purpose: safe routes to school, transit spot improvements, freight efficiency improvements, and others

The degree to which we expand existing programs to include new activities or create new programs will depend upon our financial position. Beginning in 2025, we will periodically develop STP Implementation Plans that identify planned program activities and connect them back to the STP's key moves and implementing actions.





## Safe Routes to School Program

Safe Routes to School is a successful existing SDOT program that will continue as we move forward to implement the STP. Under this program, we improve safety in areas around schools to encourage more kids to walk and bike. The program implements a range of strategies built around seven “E”s: equity, environment, education, empowerment, encouragement, engineering, and evaluation. Equity is infused into each of the other six categories as we continue our commitment to take a racial justice-driven approach to promote more active travel among students.

The program implements a range of physical improvements and support for kids to walk and bike, such as:

- New sidewalks and crosswalks
- Planting strips, stop signs, raised crosswalks, and other traffic calming solutions to slow vehicles to appropriate speeds
- New curb bulbs and other accessibility improvements, helping kids and adults alike
- Operational changes such as new signals and limitations on vehicle access, including through new School Street designations
- Amenities at and around schools such as bike racks and traffic gardens, which provide a playful, scaled-down environment where kids can learn biking skills and street safety
- Empowerment programming like “bike buses” and Walk to School Days



## LARGE CAPITAL PROJECTS TO ADVANCE THE STP

The STP project list is expansive and aspirational. It includes a variety of transformational projects (each estimated to cost more than \$10 million) that could be pursued to implement the STP. Given available resourcing and funding, the list of projects implemented over the 20-year STP planning horizon will be shorter and will be narrowed down using our prioritization framework (see discussion in this chapter). Appendix A contains summary sheet descriptions for all projects on this list.

ID #	Project Name	Description	Modes Served
1	1st Ave N   Comfortable Connections	Connect people biking to the Northgate Link light rail station, complementing the improvements made in 2021 to this area when the station opened	Pedestrian, bike
2	1st Ave S   Multimodal Improvements	Improve a major freight and transit route, which also serves as an important connection for other modes	Pedestrian, transit, freight, car
3	3rd Ave   Multimodal Improvements	Improve a critical link in Seattle's transit network	Pedestrian, transit
4	4th Ave S   Multimodal Improvements	Improve safety for people walking and rolling, support reliable transit service, and improve freight mobility	Pedestrian, transit, freight, car
5	5th Ave   Multimodal Improvements	Improve public spaces and make it easier and safer to walk, roll, and bike along parts of 5th Ave	Pedestrian, bike, car
6	8th Ave S   Multimodal Improvements	Make walking and rolling, as well as freight movement, safer and more reliable	Pedestrian, bike, freight, car
7	12th Ave   Multimodal Improvements	Improve the connection between Little Saigon, First Hill and Capitol Hill for people walking, rolling, biking, taking transit and for freight vehicles	Pedestrian, bike, freight, car
8	14th Ave NW   Multimodal Improvements	Connect people using the Ballard Link light rail station to the Burke Gilman Trail, nearby neighborhood greenways and protected bike lanes, and schools, and make streets and public spaces around NW Market St safer and more enjoyable for people walking, rolling, biking, and visiting local businesses	Pedestrian, bike, car
9	15th Ave NE   Multimodal Improvements	Connect people walking, rolling, and biking between Shoreline and NE 125th St and improve access to the new Link light rail stations on NE 130th St and NE 148th St	Pedestrian, bike, transit, freight, car
10	15th Ave W & Elliott Ave W   Multimodal Improvements	Hand in hand with the opening of the Ballard Link light rail station, improve connections to local businesses and neighborhoods for people walking, rolling, and taking transit, and improve reliability for freight vehicles	Pedestrian, transit, freight, car
11	16th Ave SW   Multimodal Improvements	Improve safety for people walking, rolling, biking, and taking transit to and from South Seattle College	Pedestrian, bike, transit, car
12	23rd Ave   Multimodal Improvements	Build on work funded by the Levy to Move Seattle on 23rd Ave to improve safety and predictability for people traveling along this busy street	Pedestrian, transit, freight, car
13	35th Ave SW   Multimodal Improvements	Improve a major street that connects many West Seattle neighborhoods	Pedestrian, bike, transit, car
14	NE 47th St   Pedestrian and Bicycle Bridge	New bridge to connect people walking, rolling, and biking between the University District and Wallingford, linking people to nearby neighborhood greenways and providing a safe alternative to traveling across I-5 that avoids vehicle traffic	Pedestrian, bike



ID #	Project Name	Description	Modes Served
15	N 50th St/Green Lake Way N/Stone Way   Intersection Redesign	Improve this five-way busy intersection in North Seattle with more protection for people walking, biking, and rolling; a roundabout or turn restrictions for smoother movement through the intersection; and supports to streamline freight travel	Pedestrian, bike, freight, car
16	N 85th St + NE 65th St   Transit+	Along a future RapidRide corridor, make improvements to street design and pedestrian infrastructure to better serve people walking, rolling, and taking transit	Pedestrian, bike, transit, freight, car
17	N 130th St   Multimodal Improvements	Improve connections for people walking, rolling, biking, and taking transit on N 130th St and in surrounding neighborhoods	Pedestrian, bike, transit, freight, car
18	NE 145th St   Comfortable Connections	Make it easier and safer for people to access reliable transit at nearby Link light rail stations and bus stops	Pedestrian, car
19	SW Admiral Way   Transit+	Capitalize on the opening of the West Seattle - Ballard Link Extension project, which will result in redirecting the RapidRide H Line to Admiral and Alki neighborhoods and provide more reliable transit access to these areas	Pedestrian, bike, transit, freight, car
20	Airport Way S   Multimodal Improvements	Improve the experience of people walking and rolling along Airport Way S and better support transit and freight travel	Pedestrian, transit, freight, car
21	SW Alaska St Link light rail station   Multimodal Improvements	Improve access to the future Link light rail station in West Seattle's Alaska Junction	Pedestrian, bike, freight, car
22	Alki Trail   Comfortable Connections	Improve Alki Trail, one of Seattle's most popular multiuse trails	Pedestrian, bike
23	Aurora Ave N   Multimodal Improvements	In collaboration with WSDOT and King County Metro, improve safety and transit access on Aurora Ave N from the SR 99 Tunnel to NE 145th St	Pedestrian, transit, freight, car
24	Mt. Baker Station   Multimodal Improvements	Better support people walking, rolling, and taking transit in and around the Mt. Baker neighborhood, improving access to the Link light rail station, bus transfer center, Franklin High School, and more	Pedestrian, bike, transit, car
25	Ballard Bridge	Major investment in Ballard Bridge to extend the life of the existing bridge or replace the bridge	Pedestrian, bike, transit, freight, car
26	Ballard to Northgate   Multimodal Improvements	Reimagine the route for people walking, rolling, biking, and taking transit from Ballard to Northgate and improve access to the new Ballard Link light rail station	Pedestrian, transit, freight, car
27	Ballard to U District   RapidRide Coordination	Support King County Metro's upgrade of Route 44 to RapidRide, which will connect Ballard, Wallingford, and the U District	Pedestrian, transit, freight, car
28	Boren Ave   Multimodal Improvements	Reimagines Boren Ave as a safer, more reliable, and more pleasant connection through First Hill and the Denny Triangle	Pedestrian, transit, freight, car
29	Burke Gilman Trail   Comfortable Connections	Upgrade the Burke Gilman Trail to more comfortably and safely connect people walking, rolling, and biking on one of the region's most popular trails with destinations along their route	Pedestrian, bike
30	Burke Gilman Trail Missing Link	Multi-use trail connecting the two existing sections of the Burke-Gilman Trail in Ballard	Pedestrian, bike
31	California Ave SW   Multimodal Improvements	Improve mobility and safety on California Ave SW, connecting West Seattle neighborhoods from north to south	Pedestrian, bike, transit, car
32	Center City Connector	Join the South Lake Union and First Hill Streetcar lines to create a seamless connection with 5 miles and 23 stations of streetcar service to access hundreds of destinations, including Pike Place Market, Colman Dock, and First Hill, along with four direct connections to Link light rail	Pedestrian, transit, car

ID #	Project Name	Description	Modes Served
33	Chief Sealth Trail   Comfortable Connections	Improve sections of the Chief Sealth Trail to more comfortably and safely connect people walking, rolling, and biking in South Seattle	Pedestrian, bike
34	Chinatown-International District Station   Multimodal Improvements	Streamline connections and make walking, rolling, and biking near the Chinatown-International District Link light rail station safer and more accessible	Pedestrian, bike, transit, car
35	Denny Way   Multimodal Improvements	Improve Denny Way for people walking, rolling, and taking transit	Pedestrian, transit, freight, car
36	Dravus St   Multimodal Improvements	Improve W Dravus St, connecting people walking, rolling, biking, taking transit, and making deliveries along a major east-west street	Pedestrian, bike, transit, freight, car
37	East Marginal Way   Multimodal Improvements	In collaboration with WSDOT, improve East Marginal Way, which serves as a major freight corridor and connection for people between the West Seattle Bridge Trail, downtown, and the SODO neighborhood	Pedestrian, transit, freight, car
38	Eastlake to Rainier Beach   Transit+	In partnership with King County Metro, support the new RapidRide connection from Eastlake to Rainier Beach with improvements on Beacon Ave S, Broadway, and 10th Ave E	Pedestrian, bike, transit, car
39	Elliott Bay Promenade and Seawall	Extend the waterfront promenade and reconstruct the seawall north along the Elliot Bay waterfront from Virginia to Broad St	Pedestrian, freight, car
40	Elliott Bay Trail   Comfortable Connections	Build a new trail for people walking, rolling, and biking from the existing Elliot Bay Trail to the future Interbay Link light rail station	Pedestrian, bike
41	Fauntleroy Way SW   Multimodal Improvements	Complement new connections in West Seattle, specifically improving the route for people walking, rolling, biking, and taking transit between Morgan Junction, Lincoln Park, and the Fauntleroy Ferry Terminal in West Seattle	Pedestrian, bike, transit, freight, car
42	Fauntleroy Way SW Boulevard   Multimodal Improvements	Improves a busy street that welcomes people into West Seattle from the West Seattle Bridge and will connect people to the new Link light rail station on SW Avalon Way, fulfilling a commitment made as part of the Levy to Move Seattle	Pedestrian, bike, transit, freight, car
43	W Garfield St   Comfortable Connections	Build a new staircase and/or improved trail connection along W Garfield St/Queen Anne Greenway connecting the Queen Anne neighborhood to the future Smith Cove Link light rail station	Pedestrian, bike
44	Georgetown to Beacon Hill   Comfortable Connections	Better connect people from Beacon Hill to Georgetown, linking neighborhoods across I-5 with a bicycle route for people of all ages and abilities along either S Lucille St or S Albro Pl	Pedestrian, bike, transit, car
45	S Graham St   Transit+	Improve access for people walking, rolling, biking, and taking transit to and from the future Graham St Link light rail station	Pedestrian, bike, transit, car
46	Greenwood & Phinney   Transit+	In partnership with King County Metro, upgrade this transit-rich corridor to improve bus reliability and accessibility	Pedestrian, bike, transit, freight, car
47	Harbor Island   Freight and Pedestrian Improvements	Streamline freight movement on Harbor Island while making improvements for people walking and rolling	Pedestrian, freight, car
48	Harrison St and Mercer St   Transit Improvements	Improve transit in the busy South Lake Union neighborhood, making buses more reliable and accessible and serving the future South Lake Union Link light rail station	Pedestrian, transit, freight, car



ID #	Project Name	Description	Modes Served
49	Highland Park Way   Comfortable Connections	Improves the connection for people walking, rolling, and biking between Delridge, Highland Park, and the Duwamish Regional Trail by widening the sidewalk on Highland Park Way so it serves as a multi-use trail with improved stormwater drainage	Pedestrian, bike
50	Holgate St Bridge	Build a new bridge on Holgate St that allows people to travel across all modes over train tracks, eliminating hours of vehicle idling and carbon emissions, and improving safety	Pedestrian, bike, freight, car
51	Interbay Station and South Ship Canal   Comfortable Connections	Create a new route for people walking, rolling, and biking to connect to important destinations like the Interbay station, Seattle Pacific University, and Fisherman's Terminal	Pedestrian, bike
52	Jackson St   Multimodal Improvements (Rainier Ave S to 31st Ave S)	Improve the connection between downtown and the Central District for people walking, rolling, and taking transit	Pedestrian, transit, freight, car
53	S Jackson St   Transit+ (1st Ave S to Rainier Ave S)	In partnership with King County Metro, make transit more reliable and accessible on S Jackson St	Pedestrian, transit, car
54	James St   Multimodal Improvements	Make it easier and safer for people to walk, roll, and access transit on James St	Pedestrian, transit, car
55	Lake City Way   Multimodal Improvements	In collaboration with WSDOT and King County Metro, modernize Lake City Way to safely connect people and goods to surrounding neighborhoods and to reliable transit on this future RapidRide corridor	Pedestrian, transit, freight, car
56	Lake City Way to Northgate   Transit + Multimodal Improvements	In collaboration with WSDOT, improve the connection between two busy neighborhoods for people walking, rolling, biking, and taking transit	Pedestrian, transit, freight, car
57	Lake Washington Blvd	Improve safety and comfort for all modes along one of Seattle's signature Olmsted Boulevards	Pedestrian, bike, car
58	Leary Way NW   Multimodal Improvements	Better support freight and transit mobility, as well as create a safe biking route along Market St, Leary Way, and 17th Ave NW	Pedestrian, bike, transit, freight, car
59	S Lucile St   Multimodal Improvements	Repave S Lucile St and redesign the street to better support freight movement, and implement Intelligent Transportation System improvements to make traveling along this busy street more efficient, safe, and predictable	Pedestrian, freight, car
60	NW Market St   Multimodal Improvements	Create a comfortable and safe connection between the Ballard Link light rail station and businesses, restaurants, and destinations in the heart of Ballard	Pedestrian, transit, freight, car
61	Martin Luther King Jr. Way   Multimodal Improvements (E Madison St to S McLellan St)	Safety connect people walking, rolling, biking, and taking transit through the heart of the Central District	Pedestrian, bike, transit, freight, car
62	Martin Luther King Jr. Way   Multimodal Improvements (Rainier Ave S to city limits)	Improve travel for people walking, rolling, biking, and taking transit, as well as support reliable freight travel to ensure goods are delivered	Pedestrian, bike, transit, freight, car
63	Northlake Retaining Wall	Repair the retaining wall on N Northlake Way along Lake Union, and will make it more resilient in the event of an earthquake	Pedestrian, freight, car
64	SW Orchard St and Dumar Way SW   Comfortable Connections	Improve the connection for people walking, rolling, and biking between Delridge and Highland Park, and the Duwamish Regional Trail by constructing a multi-use trail and improving stormwater drainage	Pedestrian, bike
65	Pike Place   Event Street	Prioritize people walking and rolling around Pike Place while enabling efficient and reliable delivery of goods and access to Pike Place Market	Pedestrian

ID #	Project Name	Description	Modes Served
66	Pike-Pine   Multimodal Improvements	Extend previous improvements in this area to the east, better supporting access for people walking, rolling, and biking to destinations like shops, restaurants, and cultural centers in the area, and complete the connection between two community hubs: Capitol Hill and Pike Place Market	Pedestrian, bike, transit, car
67	Rainier Ave S   Multimodal Improvements	In partnership with Sound Transit and King County Metro, transform Rainier Ave S to connect people walking, rolling, biking, and taking transit, while supporting goods delivery, between South Seattle, the Judkins Park Link light rail station, and Downtown	Pedestrian, bike, transit, car
68	Rainier Valley   RapidRide Coordination	Support King County Metro's upgrade of Route 7 to RapidRide, to connect Downtown through the Chinatown-International District to the Rainier Valley	Pedestrian, transit, freight, car
69	SW Roxbury St   Comfortable Connections	Improve travel on SW Roxbury St for people walking, rolling, and taking transit	Pedestrian, bike, transit, freight, car
70	Sand Point Way NE   Multimodal Improvements	In partnership with WSDOT, improve Sand Point Way NE, a key connection between the University of Washington Link light rail station and Magnuson Park	Pedestrian, bike, transit, freight, car
71	Ship Canal   Pedestrian-Bicycle Crossing Study	Take the first step in building a connection for people walking, rolling, and biking across the Ship Canal, connecting trail systems from the South Ship Canal Trail to the Burke Gilman Trail and beyond	Pedestrian, bike
72	South Lake Union   People Streets and Public Spaces	Improve walking, rolling, biking, and enjoying public space on Terry Ave, Thomas St, and Harrison St in South Lake Union, with improved connections to the Seattle Streetcar, the Seattle Center, and the Denny and South Lake Union Link light rail stations	Pedestrian, bike, car
73	South Park   Comfortable Connections	Make important and safe walking, rolling, and biking connections within South Park, and to nearby neighborhoods	Pedestrian, bike, transit, freight, car
74	Southwest to Southeast Seattle   Transit+	Improve the transit and freight connection between and within Southwest and Southeast Seattle	Pedestrian, bike, transit, freight, car
75	S Spokane St   Multimodal Improvements	Complete a key biking connection between E Marginal Way, the Duwamish Trail, and the SODO Trail, and make improvements for freight travel and pedestrian safety	Pedestrian, bike, freight, car
76	Sylvan Way SW   Comfortable Connections	Improve the connection for people walking, rolling, and biking between Delridge and Highland Park by constructing a multi-use trail and improving stormwater drainage, with improvements to better support transit and freight movement	Pedestrian, bike, car
77	U District/Lake City NE   Multimodal Improvements	In collaboration with WSDOT and King County Metro, improve transit accessibility and reliability from Lake City Way to the University of Washington Link light rail station	Pedestrian, transit, car
78	University Bridge   Comfortable Connections	Better connect people biking from Eastlake to Capitol Hill and the U District with a bicycle route for all ages and abilities between the University Bridge and Harvard Ave E	Bike
79	Virginia St & Stewart St   Multimodal Improvements	Prioritize safe access to reliable transit for people traveling on Virginia and Stewart St	Pedestrian, bike, transit, car
80	West Seattle to Rainier Valley   Transit+	Improve transit access and reliability from West Seattle to the Rainier Valley	Pedestrian, bike, transit, car
81	E Yesler Way   Multimodal Improvements	Improve connections on E Yesler Way for people traveling across modes	Pedestrian, bike, transit, car



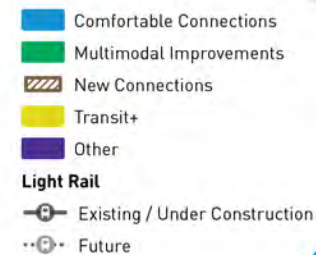
## Project Types

The STP recommended project list includes five types of large capital projects to upgrade arterial streets and major connections.

- **Comfortable Connections:** These projects involve improving connections to make walking, rolling, and biking more comfortable. They may include widening trails or sidewalks and adding or improving infrastructure like lighting or curb ramps. A few of these projects include extending connections by adding new infrastructure for people walking, rolling, and biking to improve an important connection. Many of these projects would include an investment in stormwater infrastructure.
- **Multimodal Improvements:** These corridor improvements would rebuild the entire right-of-way to better serve the planned modal networks. This may involve upgrading streets to better withstand the weight of trucks and buses, adding bike and e-mobility lanes, and/or constructing sidewalks.
- **New Connections:** These projects include studies and potential connections that currently do not exist and would be a new connector in the network.
- **Transit+:** These projects support upcoming transit improvements. They may include bus lanes, or other strategies to improve transit reliability. The projects may include transit stop amenities and pedestrian upgrades.
- **Other:** These are projects that either need to be further defined or are identified for specific upgrades that do not fit neatly into the other categories.

## POTENTIAL CAPITAL PROJECTS

Appendix A contains detailed, full-page descriptions



# STP PROJECTS IN MOTION

While many of the STP’s proposed projects are new, several are already in motion! SDOT and our partners are designing and delivering transformative improvements as we work to realize the vision of safe, equitable, and climate-friendly streets.

## Rainier Ave S Multimodal Improvements and RapidRide Transit Service

The transformational Rainier Ave S project has delivered major multimodal investment between South Seattle, the future Judkins Park light rail station, and Seattle’s Center City—and more changes are on the way. The corridor serves Metro Route 7, which is one of Seattle’s busiest bus routes. In Fall 2023, significant improvements included:

- A bus-only lane was added on the southbound side of Rainier Ave S between S Bayview St and S Forest St to improve transit travel time and reliability
- Several intersections received new curb ramps, repaired sidewalks and driveways, new crosswalks, and bicycle and pedestrian improvements

These investments greatly improved conditions on Rainier Ave S, and the STP reflects plans to further transform this signature corridor in South Seattle. Notably, Route 7 will be upgraded to become Metro’s RapidRide R line.



*The STP project for Rainier Ave S could include:*

- Freight and transit capital and operational enhancements
- Frequent transit service (as part of RapidRide partnership with King County Metro)
- Numerous new enhanced crossings
- A bikeway for all ages and abilities on Rainier Ave S or as part of a complete corridor on complementary routes
- Paving improvements that provide maintenance and modernization of this key corridor





## E Marginal Way Corridor Improvements

E Marginal Way is a major freight route that provides access to the Port of Seattle terminals, rail yards, industrial businesses, and the Duwamish Manufacturing and Industrial Center (MIC). It is a vital route for freight and a critical last-mile connector to many of these destinations. It also functions as a key north-south corridor for personal mobility for people walking, biking, driving, and accessing transit. In 2023, we finalized designs for improvements in the north section of the corridor, from S Atlantic St to S Spokane St. The STP project list envisions further improvements to E Marginal Way, stretching south from S Spokane St as far as the intersection with 1st Ave S.

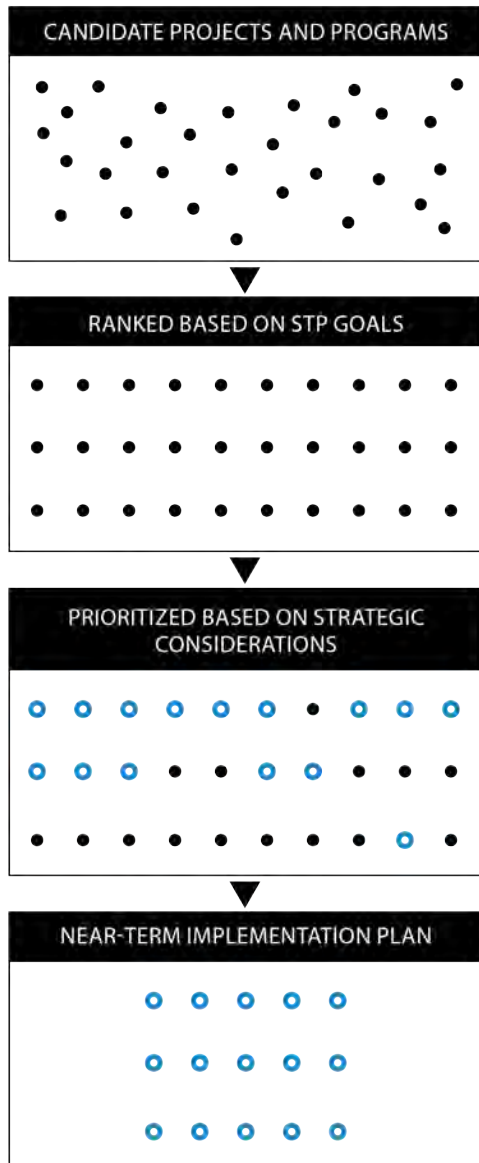
*Improvements to E Marginal Way are partially funded, and the STP envisions additional investments that could include:*

- Redesign the street to better support freight vehicles, including potential freight-only lanes
- Repair and widen sidewalks
- Improve bus stops and crossings
- Implement intelligent transportation system (ITS) improvements to make travel along this busy street more efficient, safe, and predictable

These improvements to E Marginal Way will enhance conditions for everyone, including people driving trucks, walking, biking, and accessing transit. It recognizes the need to efficiently move goods to vital access points. Additionally, improved conditions will allow for safer and more comfortable non-driving trips in the context of a key freight corridor.



Visualizing the Prioritization Process



**Drawn From:**

- STP Networks
- Community input
- Other plans and programs
- Vision Zero
- Sound Transit 3
- Climate Change Response Framework
- Transportation Equity Framework

**Quantitative Assessment of:**

- Safety
- Equity
- Sustainability
- Mobility & Economic Vitality
- Livability
- Maintenance & Modernization

**Qualitative Assessment of:**

- Legal requirements
- Grant fitness
- Leveraging opportunities
- Existing commitments
- Community support
- Timing of related or partner investments
- Emergent needs

**Aligned with Available Funding:**

- Prioritized set of projects
- Prioritized set of program activities
- Updated every ~4 years

# PRIORITIZATION FRAMEWORK

Full implementation of all STP-identified projects and programs across the city will require more funding than is currently available. Consequently, project completion will take many years, extending beyond the STP’s 20-year horizon. A prioritization framework is needed to narrow the focus of city investments to a realistic set of projects and programs that are most impactful.

A prioritization framework outlines a method to evaluate transportation projects and programs for their potential to achieve the STP vision. This important plan component relies on a combination of quantitative and qualitative data to assess how well potential investments advance plan goals.

During public engagement to develop this plan, we received community input on how much emphasis should be placed on different goals and criteria when evaluating potential project and program investments. Of the 6 goals, 72% of respondents said safety was “more important” to emphasize for prioritization. Over the 20-year life of the plan, it is likely that decisions on how to weight goals will change based on current contexts and emergent issues at the time of prioritization.

Many goals can be addressed concurrently; for example, a project to maintain and modernize an aging bridge can be an opportunity to re-allocate street space to improve safety outcomes and promote climate-friendly travel options. These complex considerations are central to prioritization, and through regular implementation evaluation and planning updates, we can focus investment on appropriate sets of prioritized projects and programs.





## Supporting Economic Vitality

There are many ways that an investment prioritization framework anchored to STP goals works to support economic vitality. Each goal uniquely contributes to economic activities that keep our city's goods and services moving and available, enable employees to access jobs, and contribute to healthy environments.

- We will evaluate the condition of our assets and make maintenance and modernization investments that improve their health for the long-run.
- The way we prioritize our asset maintenance and preservation will center equity and improve safety, while allowing important local, regional, state, national, and international commerce to continue to function efficiently.
- As we prioritize sustainability, we will consider ways we can partner with private industry to decarbonize the freight sector and advance towards a carbon-free transportation system.
- A livable city is one where goods and services are available and convenient, so our goal of livability will be tethered to strategies that allow neighborhood economies to thrive.
- Finally, projects and programs that center mobility will be focused on not just moving people, but on moving goods and services and providing access to jobs. In this way, the concept of economic vitality is centered as a core pillar of the STP and keeping Seattle moving.

*Transportation supports a thriving economy and quality of life through goods delivery, and access to jobs and recreation and the plan should include strategies and key moves to achieve economic prosperity.”*

*Comment letter*

## INITIAL PROJECT PRIORITIZATION

Based on an initial application of the prioritization framework, we grouped the large capital projects into 3 tiers. These tiered lists presented below reflect how well projects advance the STP goals, as well as how they are positioned to address qualitative considerations. The latter assesses things such as timing to align with forthcoming major regional transit investment, leveraging of related projects (to save time or money), available funding opportunities, and a range of community input. The tiering analysis reflects conditions at the time of STP publication and, moving forward, we will periodically reprioritize projects. It is likely that some projects in lower tiers may be advanced as circumstances change and new needs or opportunities emerge. Funding availability will help determine how many projects can be implemented over the life of the STP.

### Highest Tier

ID #	Project Name
2	1st Ave S   Multimodal Improvements
3	3rd Ave   Multimodal Improvements
4	4th Ave S   Multimodal Improvements
9	15th Ave NE   Multimodal Improvements
12	23rd Ave   Multimodal Improvements
13	35th Ave SW   Multimodal Improvements
17	N 130th St   Multimodal Improvements
18	NE 145th St   Comfortable Connections
20	Airport Way S   Multimodal Improvements
23	Aurora Ave N   Multimodal Improvements
25	Ballard Bridge
30	Burke Gilman Trail Missing Link
34	Chinatown-International District Station   Multimodal Improvements
38	Eastlake to Rainier Beach   Transit + Multimodal Improvements
42	Fauntleroy Way SW Boulevard   Multimodal Improvements
52	Jackson St   Multimodal Improvements (Rainier Ave S to 31st Ave S)
53	S Jackson St   Transit + Multimodal Improvements (1st Ave S to Rainier Ave S)
61	Martin Luther King Jr. Way   Multimodal Improvements (E Madison St to S McLellan St)
67	Rainier Ave S   Multimodal Improvements
68	Rainier Valley   RapidRide Coordination

### Middle Tier

ID #	Project Name
10	15th Ave W & Elliott Ave W   Multimodal Improvements
21	SW Alaska St Link light rail station   Multimodal Improvements
28	Boren Ave   Multimodal Improvements
31	California Ave SW   Multimodal Improvements
32	Center City Connector
35	Denny Way   Multimodal Improvements
37	East Marginal Way   Multimodal Improvements
39	Elliott Bay Promenade and Seawall
41	Fauntleroy Way SW   Multimodal Improvements
45	S Graham St   Transit + Multimodal Improvements
46	Greenwood & Phinney   Transit + Multimodal Improvements
47	Harbor Island   Freight and Pedestrian Improvements
48	Harrison St and Mercer St   Transit Improvements
54	James St   Multimodal Improvements
58	Leary Way NW   Multimodal Improvements
60	NW Market St   Multimodal Improvements
62	Martin Luther King Jr. Way   Multimodal Improvements (Rainier Ave S to city limits)
65	Pike Place   Event Street
73	South Park   Comfortable Connections
74	Southwest to Southeast Seattle   Transit + Multimodal Improvements
81	E Yesler Way   Multimodal Improvements



### Lowest Tier

ID #	Project Name
1	1st Ave N   Comfortable Connections
5	5th Ave   Multimodal Improvements
6	8th Ave S   Multimodal Improvements
7	12th Ave   Multimodal Improvements
8	14th Ave NW   Multimodal Improvements
11	16th Ave SW   Multimodal Improvements
14	NE 47th St   Pedestrian and Bicycle Bridge
15	N 50th St/Green Lake Way N/Stone Way   Intersection Redesign
16	N 85th St + NE 65th St   Transit + Multimodal Improvements
19	SW Admiral Way   Transit + Multimodal Improvements
22	Alki Trail   Comfortable Connections
24	Mt. Baker Station   Multimodal Improvements
26	Ballard to Northgate   Multimodal Improvements
27	Ballard to U District   RapidRide Coordination
29	Burke Gilman Trail   Comfortable Connections
33	Chief Sealth Trail   Comfortable Connections
36	Dravus St   Multimodal Improvements
40	Elliott Bay Trail   Comfortable Connections
43	W Garfield St   Comfortable Connections
44	Georgetown to Beacon Hill   Comfortable Connections
49	Highland Park Way   Comfortable Connections
50	Holgate St Bridge
51	Interbay Station and South Ship Canal   Comfortable Connections
55	Lake City Way   Multimodal Improvements
56	Lake City Way to Northgate   Transit + Multimodal Improvements
57	Lake Washington Blvd
59	S Lucile St   Multimodal Improvements
63	Northlake Retaining Wall
64	SW Orchard St and Dumar Way SW   Comfortable Connections
66	Pike-Pine   Multimodal Improvements

ID #	Project Name
69	SW Roxbury St   Comfortable Connections
70	Sand Point Way NE   Multimodal Improvements
71	Ship Canal   Pedestrian-Bicycle Crossing Study
72	South Lake Union   People Streets and Public Spaces
75	S Spokane St   Multimodal Improvements
76	Sylvan Way SW   Comfortable Connections
77	U District/Lake City NE   Multimodal Improvements
78	University Bridge   Comfortable Connections
79	Virginia St & Stewart St   Multimodal Improvements
80	West Seattle to Rainier Valley   Transit + Multimodal Improvements



# FUNDING OPPORTUNITIES

## FUNDING CONSIDERATIONS

Achieving our community’s vision by delivering priority projects and programs depends on available funding. We rely on many funding sources to pay for operating, maintaining, replacing, expanding, and modernizing our transportation system. These funding sources have varying degrees of restrictions on how they can be used. While a few funding sources are flexible, most have at least a few restrictions or are highly restricted. It is important to note that the restricted nature of the funding reflects the legislature or voter-intent for those funds.

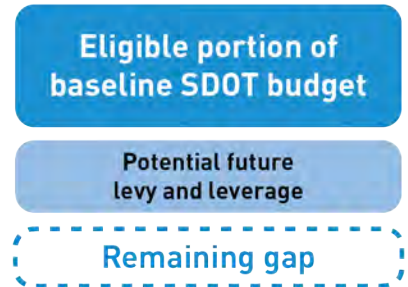
For example, the City has historically levied a 0.15 percent sales tax within Seattle boundaries to support access to and use of transit. This is a voter-approved measure, and SDOT works diligently to ensure that the funding source is only spent on the legally allowable purposes as was the intent of the voters. Additionally, some fees or taxes must be spent in the same parts of the city where they were collected (e.g., Landscape Conservation and Local Infrastructure Program proceeds). And, if we are awarded a grant from the state or federal government or some other contribution from a partner agency, those funds are typically tied to a very specific project or site.

SDOT will continue to use this tapestry of funding sources to support the projects and programs that our community values the most and align our investments with the STP vision. The following sections describe in greater detail funding opportunities that we see, constraints we are mindful of, and why leveraging partnerships for success is so important to deliver the STP’s vision.

### COST TO FULLY IMPLEMENT STP



### AVAILABLE FUNDS TO IMPLEMENT STP





## FUNDING SOURCES

The STP is a 20-year plan, making it difficult to identify all potential future implementation funding sources across this time horizon. However, the City already uses many known funding sources, and there is a universe of currently known additional sources (or entirely new sources) that could supplement the currently available funding.

The most significant city funding sources that currently support transportation include:

- Property tax levies
- Sales tax revenues
- Commercial parking tax revenues
- Automated traffic enforcement camera revenues
- Transportation network company tax revenues
- Federal and State grants
- Partnerships with key stakeholders like Sound Transit, King County, and the Port of Seattle
- City General Fund
- Bond proceeds
- Real estate excise taxes
- Motor vehicle excise taxes
- Vehicle license fees
- Street use and occupation, permit review, and other developer fees

Of note, Seattle voters approved the Levy to Move Seattle in 2015, providing \$930M over 9 years. We delivered many signature capital projects and numerous programs, such as the Lander Street Overpass and the Transit Spot Improvement program. This funding source allowed us to leverage more than \$500 million from grants and other agency partnerships, further stretching our dollars.

In addition to these existing sources, there are additional transportation funding options the City could consider pursuing or supporting at the State level. For example, the State collects tolls on various bridges, and they also charge people driving alone who want to use high-occupancy vehicle (HOV) lanes on freeways. With the ongoing loss of gas tax revenues due to adoption of electric vehicles, the State Legislature is considering a road user charge based on vehicle miles traveled as a replacement fund source. We will coordinate with regional partners through the Puget Sound Regional Council (PSRC) on this and other potential mobility management and funding solutions. It is important to note that any new funding sources will require time to develop and implement and will likely not be available in the short term to support our work.

Given the reality of funding restrictions and availability, as discussed above, we are building an iterative and multi-faceted transportation funding plan to enable us to adapt to changing financial conditions. Over the 20-year life of the STP, the availability of funding will determine how quickly we can deliver on its vision through projects and programs.

## LEVERAGING PARTNERSHIPS FOR SUCCESS

In addition to funding sources being restricted to varying degrees, SDOT and the City have varying degrees of control over the funding sources. For example, City property tax levies are approved by Seattle voters, while some portion of the sales tax can be imposed by City ordinance. Further, there are other funding sources that are allocated. For example, the State Motor Vehicle Fuel Tax (aka the Gas Tax) is allocated by the State based on population.

In order to fill gaps in our funding and to leverage the funding that we have, we proactively pursue grants and partnerships on an ongoing basis. While these sources can be highly unpredictable, they can be powerful ways to increase investment in our community.

Implementing the STP will take all of us. Seattle and the region are home to civic innovators, philanthropic organizations, private industry and employers, institutions, community organizations, and government partners. Collectively, they bring the financial capital, mobility and technology solutions, and influence needed to enable Seattle to flourish and grow by fostering collaboration and creating synergy. We will work with and help to organize partners and align interests so we can grow our limited dollars as we invest in our streets and public spaces.



### Examples of Effective Partnerships

In many cases, our local funds make grants or partnerships possible. Funds that we can control (like levy funds) often unlock the funds that we can't directly control (like grants). Below are examples of past, current, and potential future investments leveraged by strong partnerships.

- **Climate Pledge Arena development:** we partnered with arena developers on a package of street improvements that make it easier to walk, bike, and take transit to the site while mitigating the impacts of event-day congestion
- **FIFA World Cup event planning:** we are partnering with the private sector, civic organizations, and a range of agency partners to showcase our new waterfront, stimulate our local economy, and pilot new, sustainable ways to get around
- **Reconnect South Park study:** as we consider a potential modification or closure of SR 99 in South Park, we are coordinating with the State—who owns the roadway—and co-creating solutions with the local community, all in line with federal priorities to reconnect communities divided by urban highways
- **Safety Improvements to Martin Luther King Jr Way:** we partnered with Sound Transit on safety improvements in the MLK light rail corridor in South Seattle to advance Vision Zero safety priorities, leveraging significant investment through USDOT federal grants
- **Lid I-5 planning study:** we are collaborating with local partners, including WSDOT and a range of community stakeholders, on a potential project with regional and state significance to create more green space and development opportunities within our central business district and transform a portion of Downtown Seattle
- **Piloting e-cargo bike solutions:** In partnership with the University of Washington's Urban Freight Lab and C40 Cities, we're working with regional stakeholders, private sector operating partners, and an international organization that facilitates climate action partnerships to pilot new concepts for decarbonized last mile delivery



# DELIVERY PROCESS

## ACHIEVING RAPID PROGRESS

Notwithstanding available funding, we consistently heard during STP outreach that achieving rapid progress to transform our transportation system in service of STP goals is a high priority. In fact, 95% of respondents favored a future of rapid progress in which we make transformational changes to our transportation system.

While the level of funding available is the biggest influence on how much we can achieve over the STP's 20-year horizon, there are actions we can continue to take that speed up implementation of the STP. Actions we can take include:

- Continue streamlining internal project development and review processes
- Find further efficiencies in our procurement procedures, such as expanding internal crew delivered projects and/or working to lift State bid limits, all while continuing to prioritize contract awards for women and minority owned businesses
- Be open and collaborative partners with external parties, such as Sound Transit, King County Metro, WSDOT, and others, to advance project delivery
- Leverage our robust STP community engagement to advance project design and implementation by remaining true to the STP values
- Co-create projects within the guardrails of our STP, using clear project management and decision-making that makes us less likely to “go back to the drawing board”
- Constantly understand, anticipate, and seek solutions around constraints such as inflated construction costs, labor shortages, and other challenges



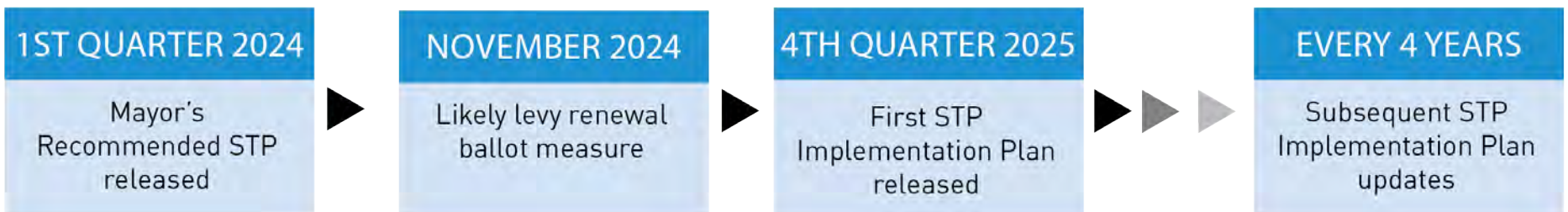


# FROM IMPLEMENTATION STRATEGY TO IMPLEMENTATION PLAN

This chapter summarizes our strategy to implement the 20-year STP. It includes information on a prioritization framework for an identified list of transformative projects and program activities.

**By the end of 2025, SDOT will create the first of several STP Implementation Plans that identify near-term priorities over the next several years.** It will be informed by anticipated available funding and will align with our 6-year Capital Improvement Plan (CIP) that is adopted by City Council as part of the budget process.

The STP Implementation Plan will be updated every 4 years, which will allow us to make adjustments contingent on our financial position, emergent needs, and continued engagement with community. The STP Implementation Plan will be comprehensive and is intended to replace modal master plan implementation plans developed by many programs across SDOT in the past.





## IMPLEMENTATION STRATEGY CO-CREATION

As we developed this implementation strategy, we relied on the same model of co-creation with community that was used to define the STP goals, assess transportation needs across the city, and identify specific projects or programs to meet those needs. We invited everyone who uses city streets to participate. This included individuals, people representing various communities and user groups, neighborhoods, businesses, transportation agency partners, and others. We asked relevant questions around what the plan's priorities should be to build, operate, and maintain Seattle's transportation system, what combination of funding sources should be pursued to diversify and stabilize long-term funding, and how to best measure progress to achieve the plan's vision.

As we move forward beyond adoption of the STP, we will continue a process of co-creation. Community input will be used to shape a potential levy renewal proposal for voters to have their say on the November 2024 ballot. Once our financial picture is clearer, we will develop our first STP Implementation Plan in 2025. Thereafter, we will commit to update the STP Implementation Plan approximately every 4 years. We pledge to continue with a lens of co-creation and equitable engagement that occurred during the development of the STP.

*.... many of my neighbors are low income, learning English, and/or offline and may not be able to advocate for themselves. I'd suggest looking at the least developed/most historically underfunded areas for investment"*

Anonymous Contributor *Online Engagement Hub*



# PLAN PERFORMANCE MEASURES



Performance measures are a tool to track whether project and program investments are effectively helping to achieve STP goals around safety, equity, sustainability, mobility and economic vitality, livability, and maintenance and modernization. They provide transparency and accountability to measure progress in plan implementation and achievement of its goals.

Table 1 presents top-tier performance measures for the STP. The pages that follow provide additional information for each measure, including a description and identification of key moves and actions within the STP that can be particularly impactful to achieve the measure.

Ideally, plan performance measures are outcome focused, such as zero traffic fatalities, and contribute towards more than one goal. For example, a reduction in greenhouse gas emissions can reduce health disparities due to air pollution, make it more enjoyable to gather outdoors in public spaces, and improve safety outcomes through fewer vehicle crashes as more people choose walking, biking, and taking transit rather than driving.

Additionally, each of the 8 elements in Part II of this plan contains performance measures to monitor how well investments are advancing specific STP goals and key moves. These measures are often more focused on a single element and are not as cross-cutting. Also, they may be more output-based (rather than outcome-based), such as “increase the amount of tree canopy within our right-of-way” and “increase percentage of households living within a 10-minute walk of frequent transit.”

While all metrics in Table 1 will be tracked at a citywide scale, it will be important to track several metrics by demographics and/or geography so that SDOT can pivot as needed to meet our equity goals over the next 20 years. The table indicates which metrics will be tracked using the city’s Race and Social Equity Index<sup>1</sup> (RSEI) and/or race. RSEI combines information on race, ethnicity, and related demographics with data on socioeconomic and health disadvantages to identify census tracts where priority populations make up relatively large proportions of neighborhood residents.

<sup>1</sup> <https://data.seattle.gov/dataset/Racial-and-Social-Equity-Composite-Index-Current/w3kz-xmq>



Table 1: STP Performance Measures

Measure	Baseline	Desired Trend	Target	Track Measure by RSEI <sup>1</sup> and/or Race	Alignment with STP Goals					
					Safety	Equity	Sustainability	Mobility & Economic Vitality	Livability	Maintenance & Modernization
Number of traffic-related deaths	30 deaths (2022)	Towards zero	Zero traffic-related fatalities by 2030	Yes						
Number of traffic-related serious injuries	226 serious injuries (2022)	Towards zero	Zero traffic-related serious injuries by 2030	Yes						
Greenhouse gas emissions from vehicle trips	2.169 mtCO <sub>2</sub> e <sup>2</sup> (estimated, 2018)	Towards zero	Net-zero by 2050	No						
Vehicle miles traveled (VMT)	6.170 billion (2018)	Decrease	37% reduction in VMT by 2044 relative to baseline (2018)	No						
Percent of people walking, biking, or riding transit (all trips)	34% of all trips by walk, bike, or transit (estimated, 2019)	Increase	63% of all trips by walk, bike, transit by 2044	Yes						
Households within a 10-minute walk via sidewalks or 5-minute ride via AAA <sup>3</sup> bikeway of frequent transit <sup>4</sup>	34%	Increase	68% of households by 2044	Yes						
Percent of household income dedicated to transportation	13% for a typical household in the region (2022)	Maintain or decrease	Below 15% through 2044	Yes						
Key infrastructure in state of good repair - good to fair condition	Good and Fair Condition (2020) Bridges - 84% Arterial Pavement - 65% Non-Arterial Pavement - 68% Sidewalks - 53% <sup>5</sup> Traffic Signal Assemblies - 60%	<i>Individual asset condition trends and targets to be set based on forthcoming Transportation Asset Management Plan</i>		Yes						

1 Race and Social Equity Index

2 Metric tons of carbon dioxide equivalent

3 All ages and abilities

4 Frequent transit service defined as any transit service with 10-minute or better headways available every day. For bikeway access, this measure only considers Link light rail service.

5 Percentage reflects sidewalks in good or better condition. Sidewalks rated on a scale of very poor, poor, fair, good, excellent.

## STP PERFORMANCE MEASURES: TRAFFIC DEATHS AND SERIOUS INJURIES

- **Measure:** Number of traffic-related deaths
- **Description:** Reductions in traffic-related deaths indicate that we are centering safety for the most vulnerable travelers in the design and operation of city streets.
- **Baseline:** 30 Fatalities (2022)
- **Target:** Zero traffic-related fatalities by 2030
- **Representative STP actions** to move toward the target:
  - S2a: Incorporate Vision Zero and Safe System approaches into every project and program, including proactive safety improvements for citywide implementation. (Supports TEF 40.1, 40.6, 43.4, and 43.5)
  - S2c: Accelerate implementation of research-backed improvements that are proven to make streets safer for everyone, including but not limited to leading pedestrian intervals (LPIs) at signals, arterial traffic calming, and road diets. (Supports TEF 40.1 and 43.4)
  - S3d: Upgrade existing facilities for people walking, biking, and rolling to be safer and accessible for people of all ages and abilities. (Supports TEF 7.1, 40.1, and 43.4)
  - TJ2e: Identify actions to address inequities experienced by vulnerable community members who walk, bike, and roll, and provide capacity-building support to BIPOC-led organizations that focus on increasing active transportation. (Supports TEF 31.4)

- **Measure:** Number of traffic-related serious injuries
- **Description:** Reductions in traffic-related serious injuries indicate that we are centering safety for the most vulnerable travelers in the design and operation of city streets
- **Baseline:** 226 Serious injuries (2022)
- **Target:** Zero traffic-related serious injuries by 2030
- **Representative STP actions** to move toward the target:
  - S2a: Incorporate Vision Zero and Safe System approaches into every project and program, including proactive safety improvements for citywide implementation. (Supports TEF 40.1, 40.6, 43.4, and 43.5)
  - S2c: Accelerate implementation of research-backed improvements that are proven to make streets safer for everyone, including but not limited to leading pedestrian intervals (LPIs) at signals, arterial traffic calming, and road diets. (Supports TEF 40.1 and 43.4)
  - S3d: Upgrade existing facilities for people walking, biking, and rolling to be safer and accessible for people of all ages and abilities. (Supports TEF 7.1, 40.1, and 43.4)
  - TJ2e: Identify actions to address inequities experienced by vulnerable community members who walk, bike, and roll, and provide capacity-building support to BIPOC-led organizations that focus on increasing active transportation. (Supports TEF 31.4)



## STP PERFORMANCE MEASURES: GREENHOUSE GAS EMISSIONS (GHG) AND VEHICLE MILES TRAVELED (VMT)

- **Measure:** Greenhouse gas emissions from vehicle trips
- **Description:** Building on successful reductions in per capita greenhouse gas emissions from transportation, we will continue to pursue a net-zero emission transportation system. Responding to climate change also helps realize concurrent goals of creating healthier neighborhoods, safer streets, and thriving local economies.
- **Baseline:** 2.169 mtCO<sub>2</sub>e (estimated, 2022)
- **Target:** Net-zero by 2050
- **Representative STP actions** to move toward the target:
  - CA3a: Co-create low-emission neighborhoods with communities so the benefits of cleaner air and safer streets are shared equitably. (Supports TEF 24.2)
  - CA4a: Support the transition to electric vehicles (EVs) for all segments of transportation, including personal mobility, goods movement and services, and fleets and transportation network companies, through equitable incentives, grant opportunities, partnerships, and pilot programming. (Supports TEF 36.2)
  - PG3i: Prioritize low-carbon travel options through seamless, direct walking and rolling connections to community and mobility hubs.
  - PG4c: Implement dedicated freight lanes and freight-and-bus lanes, pending successful results of a pilot project.
  - PP3d: Implement shared, car-light streets, such as Café Streets and Healthy Streets, and car-free streets to support the transition to a low-carbon transportation system and reduce chronic health disparities.

- **Measure:** Vehicle miles traveled (VMT)
- **Description:** To meet our climate and affordability goals, our transportation system must support peoples' ability to walk, bike, roll and take transit more frequently and reduce the miles they drive. While some trips will need to remain driving trips (due to family and job needs, displacement from transit-rich areas, etc.), reducing our VMT and electrifying remaining vehicle trips that we must take will accelerate our path towards a net zero transportation system
- **Baseline:** 6.170 billion (2018)
- **Target:** 37% reduction in VMT by 2044 relative to baseline (2018)
- **Representative STP actions** to move toward the target:
  - CA1e: Encourage transit-oriented development through alignment of land use policies with other City departments. (Supports TEF 19.1)
  - CA5c: Explore equitable demand management tools that could influence travel choices and create revenues to invest in sustainable transportation options, freight movement, and innovation. (Supports TEF 31.1)
  - PG1a: Prioritize efficient and sustainable movement of people within limited street space and reallocate street and curbspace to maximize comfort, convenience, and directness for walking, biking, rolling, and transit. (Supports TEF 19.6 and TEF 43.4)
  - PG3e: Aggressively prioritize transit capital investments to create a connected, reliable network of transit priority lanes with service that operates 24/7, making connections to Link light rail and other regional services.
  - PG5b: Prioritize uses of the curb to address demands stemming from changes to more sustainable and efficient personal travel options and the evolving landscape of goods and service delivery over use as private car storage.

## STP PERFORMANCE MEASURES: TRAVEL MODE SHARE AND ACCESS TO FREQUENT TRANSIT NETWORKS

- **Measure:** Percent of people walking, biking, or riding transit
- **Description:** A greater percentage of people walking, biking, and taking transit indicates that we are providing the safe, accessible, affordable, and comfortable transportation options necessary to meet our transportation safety, equity, and climate goals.
- **Baseline:** 34% of all trips by walking, biking, transit (2019)
- **Target:** 63% of all trips by walking, biking, transit by 2044
- **Representative STP actions** to move toward the target:
  - CA1g: Operate the transportation system—signals, markings, signage, and right-of-way allocation—to encourage sustainable travel choices (walking, biking, taking transit, and for moving goods). (Supports TEF 19.1)
  - PG2a: Add, enhance, and maintain dedicated pedestrian spaces in the form of sidewalks, walkways, and shared streets with appropriate traffic calming to provide a safe and accessible pedestrian environment. (Supports TEF 56.8)
  - PG2d: Grow the bike network and employ designs that reflect the needs and comfort level of people of all ages and abilities.
  - PG3a: Partner with King County Metro to deliver SDOT’s Frequent Transit Network target levels of bus service and service area coverage.

- **Measure:** Households within 10-minute walk via sidewalks or 5-minute ride via AAA bikeways of frequent transit
- **Description:** Transit has the potential to move increasingly greater numbers of Seattle travelers in a more accessible, equitable, affordable, and safer transportation system. To make getting around as easy and reliable as possible, frequent transit service needs to be in reach of everyone.
- **Baseline:** 34% of households (2023)
- **Target:** 68% of households by 2044
- **Representative STP actions** to move toward the target:
  - S4b: Make investments near light rail stations and busy transit stops that make it safer to walk and bike to transit. (Supports TEF 40.1, 40.2, and 43.4)
  - PG1b: Improve the experience of making travel connections, especially between transit and travel options—such as personal and shared bikes and scooters—used for first-/last-mile trips. (Supports TEF 35.2 and 45.3)
  - PG3b: Leverage planned light rail investments to serve more people traveling by transit through system expansions, redeployment of existing bus services to connect passengers to light rail, and expansion of bus services to new areas and markets to serve more riders, including those in underserved areas and travelers who would benefit from more east-west transit connections.
  - PP2c: Provide a safe and comfortable experience moving in and around community and mobility hubs. This includes better crossings and intersections, slower speeds and rightsized travel lanes, decluttered sidewalks, universal access, and more. (Supports TEF 45.6)



## STP PERFORMANCE MEASURES: INCOME SPENT ON TRANSPORTATION AND INFRASTRUCTURE CONDITION

- **Measure:** Percentage of household income dedicated to transportation
- **Description:** Keeping the cost of transportation low enables greater mobility, especially for those who have long commutes, limited travel options, and fewer nearby opportunities to support their quality of life. Low cost indicates that our transportation system supports mobility as a human right and is a critical foundation for a healthy economy.
- **Baseline:** 13% for a typical household in the region (2022)
- **Target:** Below 15% through 2044
- **Representative STP actions** to move toward the target:
  - TJ3a: Construct the walking, biking, and transit networks outlined in this plan. Expanding access to these affordable mobility options makes it easier to get around without the expense of automobiles. These networks provide 24/7 access, benefitting people who need to travel outside 8 AM to 5 PM, especially those who are low-income people of color, and those who rely heavily on public transportation. (Supports TEF 19.1)
  - TJ3c: Enhance programs that provide free or reduced travel fares and fees for low-income households. (Supports TEF 32.1, 46.2, 46.3, and 52.4)
  - PG1e: Provide equitable transportation access through direct subsidies and tailored mobility services for disadvantaged populations, including people with mobility impairment or low income. (Supports TEF 32.1, 32.2, and 32.3).
  - PG3g: Improve transit access to underserved neighborhoods and populations through expansion of existing transit services, programs that reduce transit fares, and new private sector partnerships to provide first- and last-mile services. (Supports TEF 35.1)

- **Measure:** Key infrastructure in state of good repair (good or fair condition)
- **Description:** The condition of our physical infrastructure directly impacts how reliably people and goods are able to move safely through our city. This is a critical measure that helps move valuable goods and services safely and efficiently throughout our ports, airports, manufacturing and industrial centers, commercial corridors, and neighborhood business districts. Regular maintenance of our infrastructure also provides the opportunity to evaluate and update our streets to support more seamless walking, biking, transit, and freight movement.
- **Baseline:** Assets in good or fair condition (2020):
  - Bridges - 84%
  - Arterial Pavement - 65%
  - Non-Arterial Pavement - 68%
  - Sidewalks - 53% (good or better)
  - Traffic Signal Assemblies - 60%
- **Target:** Assets in good or fair condition by 2044:
  - *Individual asset condition targets to be set based on forthcoming Transportation Asset Management Plan*
- **Representative STP actions** to move toward the target:
  - PG2a: Add, enhance, and maintain dedicated pedestrian spaces in the form of sidewalks, walkways, and shared streets with appropriate traffic calming to provide a safe and accessible pedestrian environment. (Supports TEF 56.8)
  - MM1a: Use asset maintenance and replacement opportunities to not only improve the condition of transportation infrastructure and equipment, but to also enhance safety, reduce dependence on driving, promote sustainable travel options, and support economic vitality. (Supports TEF 19.3)
  - MM1d: Conduct asset maintenance in accordance with the priority investment and emergency response route networks, especially when investment supports walking, biking, transit, and freight. (Supports TEF 45.6)
  - MM2b: Equitably distribute resources for maintenance and improvements in neighborhoods that have been historically or are currently underserved. (Supports TEF 3.3 and 19.4)







# GLOSSARY

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- **ADA:** Americans with Disabilities Act
- **All Ages and Abilities (AAA):** Bicycle and e-mobility facilities that people of all ages and abilities feel comfortable using. They provide low-stress biking conditions and focus on safety.
- **Bioswale:** A type of green infrastructure. Bioswales are channeled depressions or trenches that receive rainwater runoff and have vegetation and organic matter to slow water infiltration and filter out pollutants.
- **BIPOC:** Stands for Black, Indigenous, and all People of Color (BIPOC). It is a term to make visible the unique and specific experiences of racism and resilience that the Black/African Diaspora and Indigenous communities have faced in the structure of race within the United States. BIPOC is a term that both honors all people of color and creates opportunity to lift up the voices of those communities.
- **Built environment:** Human-made structures such as buildings, streets, and infrastructure that make up the physical spaces where we live and work.
- **Business improvement area (BIA):** Districts where stakeholders control and fund the maintenance, improvement, and promotion of their commercial district. All stakeholders are required to pay a share that goes toward funding for the entire district.
- **Climate Action Plan:** The Seattle Climate Action Plan, originally adopted in 2013, is a coordinated strategy to reduce citywide greenhouse gas emissions while supporting vibrant neighborhoods, economic prosperity, and racial and social equity.
- **Climate Change Response Framework (CCRF):** Released in 2023, the CCRF is SDOT's approach toward addressing climate change through a lens of reducing emissions from vehicle tailpipes. The CCRF primarily focuses on strategies that make it easier to walk, roll, bike and take transit, while also acknowledging the need to electrify personal and commercial vehicle trips at scale.
- **Community and mobility hubs:** Places of connection that bring together transportation options, community spaces, and travel information into a seamless, understandable, and on-demand travel experience. They are located with major transit facilities and places and may feature People Streets and Public Spaces (PSPS) elements.
- **Community Liaison:** The Community Liaison (CL) program began in 2009 to help the city do a better job engaging with and serving historically underrepresented communities, such as BIPOC communities, refugee communities, seniors, youth, and people with disabilities.
- **Community-based organizations:** These are trusted community builders and leaders.
- **Comprehensive Plan:** A 20-year vision and roadmap that guides city decisions on where to build new jobs and houses, how to improve the transportation system, and where to make capital investments such as utilities, sidewalks, and libraries.
- **E-mobility:** Personal and shared electric-powered bicycles, scooters, and other electric-powered devices.
- **EV:** Electric vehicle
- **Frequent Transit Network (FTN):** Buses, trains, and other forms of transit that arrive every 15 minutes or less. The FTN sets aspirational frequency targets alongside a transit corridor map illustrating how frequency targets are proposed to be distributed throughout the city. The FTN enables people to travel with confidence in a timely arrival every day of the week.
- **GHG:** Greenhouse gas emissions

- **Healthy Streets:** Streets for people walking, rolling, biking, and playing. They are closed 24/7 to pass-through traffic. People driving who need to get to homes and destinations along Healthy Streets retain access and can still drive on these streets.
- **Key moves:** A series of strategies across the 6 STP core values that explain how the goals of the STP can be achieved. The key moves represent an integrated view of our complex transportation system, touching multiple elements.
- **Levy to Move Seattle:** Approved by voters in 2015, the Levy provides \$930 million in funding—roughly 30% of the City’s transportation budget—over 9 years to maintain and improve the transportation system.
- **LGBTQIA+:** LGBTQIA+ refers to the lesbian, gay, bisexual, transgender, queer, intersex, and asexual communities, as well as other non-heterosexual and non-cisgender identities.
- **Low-emission neighborhood:** Low-emission neighborhoods, sometimes called low-pollution neighborhoods, prohibit or restrict the types of vehicles allowed within an area and encourage zero- and low-emission travel options like walking, biking, electric vehicles, and deliveries by e-cargo bike. Implementation of these concepts will vary by neighborhood and are co-created with local communities.
- **Manufacturing and Industrial Centers (MICs):** Designations that are defined in the City’s Comprehensive Plan as home to the city’s thriving industrial businesses. The Greater Duwamish Manufacturing and Industrial Center and the Ballard Interbay North Manufacturing Industrial Center contain most of Seattle’s industrial land.
- **Micromobility:** Small, low-speed transportation devices. They are convenient for traveling short distances or the beginning or end of trips. They include bikes and scooters.
- **Multimodal:** Refers to the various ways people use the transportation system, such as walking, riding a bike, taking transit, or driving a truck or personal automobile. It can also refer to a journey that employs more than one mode, such as walking to the bus stop and then taking a bus to a final destination. The vast majority of individual trips involve more than one mode.
- **New mobility:** New forms of transportation that use technology to improve efficiency, access, and experience. Examples of new mobility include shared bikes and scooters, rideshare apps like Uber and Lyft, and microtransit.
- **New Mobility Playbook:** A plan adopted by SDOT in 2017 that provides policies and strategies for the city to adopt new transportation technologies and forms of mobility while prioritizing safety, equity, affordability, and sustainability.
- **OPCD:** Office of Planning and Community Development
- **PSPS (Streets and Public Spaces) Element:** PSPS is an integrated strategy to recognize streets as more than places for mobility; they are destinations and community focal points; creating great experiences and places for people to connect, enjoy a leisurely stroll, access transit and support local businesses, and utilize *public space* for relaxation or fitness. The PSPS element prioritizes public art, seating, play and games, trees and green infrastructure, and flexible space for vendors and gatherings. PSPS implementation is born of inclusive, community-driven processes that inform design, programming, and long-term stewardship.
- **Public space:** Places that are open and accessible to all people, including the public right-of-way (e.g., streets, sidewalks, squares, parks, and plazas that are not privately owned).
- **Race and Social Equity (RSE) Index:** A tool produced by the Office of Planning and Community Development to aid in the identification of city planning and investment priorities.
- **Right-of-way (ROW):** A strip of land legally established for the primary purpose of public travel by pedestrians and vehicles.



- **Road diet:** Physical changes to the right-of-way that decrease vehicle volumes and speeds and reallocate space toward non-motorized modes, such as walking and biking. Examples include curb bump-outs, pedestrian refuge islands, narrowed lanes, street cafes, and street trees and landscaping.
- **Rolling:** A form of travel that includes low-speed, wheeled mobility devices that use the pedestrian network. Examples include wheelchairs and strollers.
- **SDOT:** Seattle Department of Transportation
- **Seattle's Green New Deal:** The Green New Deal is a City Council resolution with goals to make Seattle pollution-free by 2030; prioritize investments in communities historically harmed by economic, racial, and environmental injustice; promote economic opportunity and access to stable, well-paying jobs; and transition to a clean energy economy.
- **STP:** Seattle Transportation Plan
- **TNC:** Transportation network company (e.g., Uber and Lyft)
- **Transportation Electrification Blueprint:** Adopted in 2021, the Transportation Electrification Blueprint is a framework for Seattle to reduce its transportation-related greenhouse gas emissions, with a primary focus on electrification of personal trips, shared mobility, goods delivery, travel by the city fleet, and the installation of electrical charging infrastructure.
- **Transportation Equity Framework:** A roadmap for SDOT decision-makers, employees, stakeholders, partners, and the greater community to collaboratively create an equitable transportation system. The TEF addresses the disparities that exist within the transportation system due to institutional racism.
- **Underrepresented groups:** Folks whose identities and lived experiences are not proportionately represented in planning and policy decisions.
- **USDOT:** United States Department of Transportation
- **VMT:** Vehicle miles traveled
- **Vulnerable communities:** Communities that have historically and currently been erased, intentionally excluded, and/or underinvested in by government institutions. SDOT's Transportation Equity Program and Transportation Equity Workgroup include:
  - BIPOC communities
  - Low-income communities
  - Immigrant and refugee populations
  - Native communities
  - People living with disabilities
  - LGBTQIA+ people
  - People experiencing homelessness or housing insecurity
  - Women and female-identifying populations
  - Youth
  - Aging adults
  - Individuals who were formerly incarcerated
  - Displaced and/or high-risk displacement neighborhoods

- **Vulnerable traveler:** As defined in City Code, “a pedestrian, a person riding an animal, or a person operating or riding any of the following on a public way: a farm tractor or implement of husbandry, without an enclosed shell, a bicycle, an electric-assisted bicycle, an electric personal assistive mobility device, a moped, a motor-driven cycle, a motorized foot scooter, or a motorcycle.” The STP intentionally uses the term “vulnerable traveler” instead of “vulnerable user” to better reflect that people travel in the public way.
- **WSDOT:** Washington State Department of Transportation





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