CHALLENGE SEATTLE

Working together for a better future

An opportunity to become a global leader in transportation

The Seattle region is a major player in the global economy. We lead in many areas – technology, global health, commerce, aerospace and more – that are powering the 21st century. We have had a powerful influence on the world and we are still inventing every day.

But with this success also comes real challenges. Our transportation system is in crisis. As one of the fastest growing regions in the world, our aging infrastructure and systems are not keeping pace with demand and our tools to manage traffic are becoming out-of-date. We must act now to support our growing population and maintain our quality of life.

How will we measure success?

Reliability: average travel time and variability on key commuting routes

Safety: number of fatalities and serious accidents

Equity: proportion of income of residents/families spending on their transportation needs

Environmental: CO2 reductions based on vehicles

Business: percent of single-occupancy vehicle transit by employees of major employers

Taking Action

Seattle's transportation system is used by all, and our current crisis must be solved by all. By working together, exploring new technology and setting metrics for accountability, Challenge Seattle is ready to be a good partner and lead on this issue.

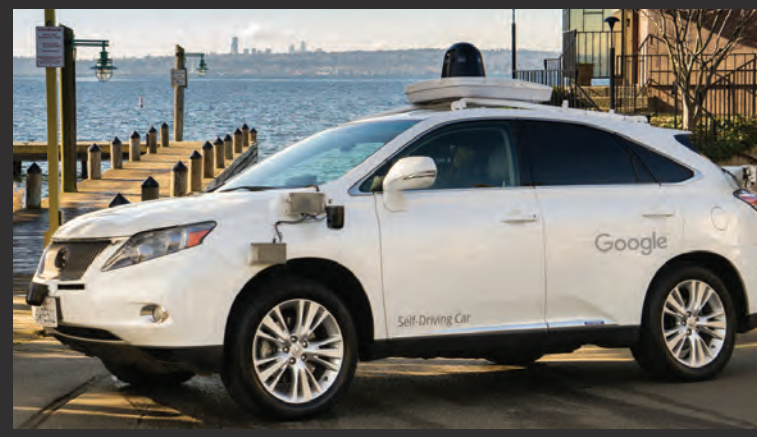
We are committed to acting in areas where we can provide expertise, insight and resources. We are committed to thinking creatively about solving our transportation challenges. And we are committed to taking action.

Create a Mobility Innovation Center

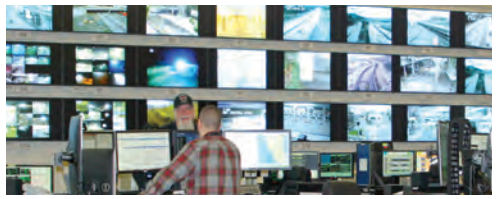
This cross-sector center will allow us to apply our expertise in technology and innovation to finding transportation solutions. Housed at the University of Washington, the Center will be comprised of mobility experts who tackle specific challenges, using applied research and experimentation to bring new innovations to our regional transportation system. Our primary metric for this strategy will be the number of solutions generated and put into prototype or practice.

35% by 2035

We are setting a goal of no more than 35% of Challenge Seattle employees commuting via single-occupancy vehicles by 2035. This means 2 out of 3 people will travel to work via public transit, bike, carpool, walk and means other than driving alone. We will work toward this goal by deploying programs within our companies to support multiple modes of transportation and facilitate employee commutes.



Collaborative Strategies



We will partner with the public sector, our colleagues in the business community and with the public to create a smart transportation system that we can all use for years to come. We will experiment, take good risks and learn. We will test emerging innovations and collaborate with our public sector colleagues on implementation.

We have identified six strategies for improving our current transportation system and creating a technology-focused, forward-looking, user-centric model. Taking action against these strategies will impact our transportation system and our region in tangible ways. It will also require a never-before seen level of collaboration. We are up to the challenge and look forward to working together to implement these strategies for our region.

1 INTERSTATE 5

Create an I-5 corridor for the 21st Century

Most of I-5 looks the same as it did when it opened in 1967, and it shows its age. We must develop solutions to improve this north-south corridor: deploying new technologies to help reduce traffic on I-5; developing multi-modal options for commuters; addressing known choke-points with targeted improvements; and improving incident response.

We can turn I-5 into an intelligent highway, to move people and freight more efficiently and prepare us for the autonomous vehicles and emerging technologies of the future.

For Example...

SanDAG in San Diego operates as an integrated corridor management system that includes highways, toll roads, arterials, and public transit to maximize capacity and throughput in the area.

Measuring Success

Getting where you're going quickly and reliably is the best indicator of a modernized I-5 corridor. Therefore, one primary performance metric will be WSDOT average and reliable travel times along key routes during peak hours.

2 INTEGRATION

Coordinated operations and planning

Bringing data, information, and transportation decision-makers together is the first step toward a unified system that allows users to travel reliably and predictably. Sharing data and analytics to plan and schedule system components will optimize performance of the system, prioritize limited resources, and support effective last-mile planning.

An operations center for ongoing integration between all transportation agencies would allow the system owners to coordinate planning and work together on traffic incident responses to minimize system user impact.

For Example...

The Los Angeles Metro system operates a regional integrated intelligent transportation system that allows real-time information exchange and coordination between Metro, Caltrans, the L.A. Department of Transportation, California Highway Patrol, and surrounding transit agencies.

Measuring Success

We will track the percentage of regional agencies and organizations with shared operations and service planning based on common data and metrics, shared system operations, collaborative incidence response, and shared route and service planning.

3 USER FOCUSED

Manage the system with all users in mind

Information should be presented so that all users – whether a commuter, delivery truck, or service provider – have one source for real-time data, for planning their transit in and around Seattle. Once a route and mode are chosen, payment systems should be coordinated so that all users can pay and access their accounts easily, using a single card or mobile device.

In this region, we developed the ORCA card to bring together multiple transit options in one system. Now is the time to take that approach further. We must build a new model that is forward-looking and able to adapt to the new systems, modes, and technologies of the future without requiring a major overhaul.

For Example...

London's Oyster Card provides users with a smart card that can be used to travel on buses, the tube, trams, light rail, the London Overground rail system, and even most National Rail services. The Bay Area's Clipper Card is an all-in-one payment system for bus, metro, ferry, train, and even some urban parking garages.

Measuring Success

We will measure the number of integrated payment method and track the prevalence of mobile applications with real-time traveler information.

Getting the Fundamentals Right

4 PROACTIVELY MAINTAIN ASSETS

Maintaining our transportation assets requires periodic investments to maintain safety and structural soundness. Planning ahead for timely and proactive maintenance ensures that important updates can be made to extend the life of existing assets, with minimal disruption. Regular upgrades can also offer opportunities for integrating new technologies, improved user experiences or smarter services.

Measuring Success

We will track our region's performance using existing metrics on the percentage of infrastructure that is in satisfactory or good condition.

5 ESTABLISH A SUSTAINABLE FUNDING MODEL

Seattle areas transportation resources are currently funded in a variety of ways; however, there is great variability in the frequency and amount of funding available for specific needs. We should evaluate whether we need to change the way we fund transportation, taking lessons from funding models in other aspects of life, such as public utilities. With a sustainable funding model in place, the region can undertake appropriate planning and investments to maximize safety, efficiency, user convenience, and the long-term health of the system.

Measuring Success

Funding stability is critical to maintaining an innovative transportation system. We will measure stability in terms of the year-over-year volatility in total funding and the proportion of funding coming from predictable sources.

6 INTEGRATE LAND USE AND TRANSPORTATION PLANNING

Historically transportation planning has reacted to development patterns, struggling to respond where growth occurs. As housing costs drive more working families to consider affordable options outside the urban core, it places an increased burden on them to get to their jobs. Land use and transportation agencies must coordinate planning and policy development more closely to ensure workers at all income levels can reach employment centers affordably and efficiently.

Measuring Success

Integrated land use and transportation planning is about accessibility. We will measure this by evaluating the walk, bike, and transit scores of neighborhoods reported by walkscore.com.

Imagine if…

Alaska Airlines was the first airline to offer boarding passes on mobile devices and flight status alerts. They navigated international security protocols, complex air traffic control schedules and the TSA to offer something that makes life easier for fliers. What if we applied a similar approach to Seattle area transportation?

Starbucks re-invented the coffee break with a whole new business concept and is now re-inventing mobile payment. What if we created a unified mobile pay technology for multiple modes of transportation? JPMorgan Chase allows customers to access their accounts by phone. If they can manage personal privacy, multiple mobile platforms and the swirling complexities of banking regulations, how can they help their employees have a more predictable commute to and from downtown Seattle?

Expedia can aggregate and sort through myriad flight schedules to offer the best travel options for customers. What if we had a technology that would give customized recommendations on travel route, based on location and real-time information?

By harnessing the minds at **Amazon** that brought us one-hour delivery of anything, at **Zillow** that lets us shop for a house online and at **Nordstrom** who brought us the idea of "smart" fitting rooms, we will work to improve the transportation infrastructure of our region.

About Challenge Seattle

Challenge Seattle is a private sector initiative led by many of the region's CEOs working to address issues that our region faces, which will determine the future, for our economy and for our families. Challenge Seattle is led by Chris Gregoire and comprised of several of the region's most prominent businesses including Alaska Airlines, Amazon, Bill and Melinda Gates Foundation, Boeing, Chateau St Michelle, Costco, Expedia, JP Morgan Chase, Madrona Venture Partners, Microsoft, Nordstrom, PATH, Puget Sound Energy, REI, Starbucks, Weyerhaeuser and Zillow.

The initiative was created to ensure that our region thrives as one of the most innovative, vibrant and globally competitive regions in the world, by recognizing the uniqueness of our people, our culture and our pioneering companies.

Challenge Seattle has four goals:

1. Providing our children the opportunity through education to compete for the jobs of the future right here in Washington State;
2. Developing world-leading infrastructure that drives our future growth and vitality and improves quality of life;
3. Creating and maintaining good jobs while preserving our values; and
4. Telling the Seattle story here and around the world.

For more information, visit www.challengeseattle.org.