

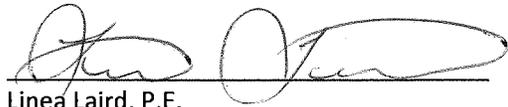
SR 99 Tunnel Project Parking Mitigation Plan

July 24, 2012

Executive Leadership Endorsement

The Washington State Department of Transportation (WSDOT) and the Seattle Department of Transportation (SDOT) developed this **Parking Mitigation Plan** to off-set the loss of short-term, on-street parking in the central waterfront and Pioneer Square neighborhoods that will occur during construction of the SR 99 tunnel. The Parking Mitigation Plan detailed in this report is the consensus recommendation of the AWV Parking Stakeholder Group.

We are committed to implementing this plan to minimize SR 99 tunnel construction impacts to businesses and help maintain the vitality of the central waterfront corridor and the Pioneer Square neighborhood as a major commerce hub and tourist destination. The plan fits within WSDOT and SDOT's continued partnership on the larger Alaskan Way Viaduct Replacement (AWVR) Program, which includes replacing the Elliott Bay Seawall, removing the remaining section of the Alaskan Way Viaduct, rebuilding the Alaskan Way surface street, and re-establishing the city street grid at both ends of the SR 99 tunnel.



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1. OVERVIEW

1.1. Introduction

Construction activities have commenced for the SR 99 Tunnel Project. A significant impact of tunnel construction is the removal of on-street parking under the viaduct, primarily along the waterfront and in Pioneer Square. Businesses that rely on short-term, on-street parking (spaces that are restricted to four hours or less) are feeling the effects of this loss as customers and visitors choose other neighborhoods to spend their time and money. It is critical that the loss of short-term parking be mitigated to minimize the impacts to businesses and neighborhoods.

In August 2011, the Federal Highway Administration (FHWA) signed the Alaskan Way Viaduct Replacement Project Record of Decision. This document concluded the project's environmental process and approved construction of a tunnel to replace the Alaskan Way Viaduct along the central waterfront. In the document, WSDOT committed to providing up to \$30 million to mitigate for the loss of short-term parking during SR 99 tunnel construction between 2011 and 2018. WSDOT and SDOT worked with a group of stakeholders to develop appropriate parking mitigation strategies. In June 2012, the package of strategies was unanimously endorsed by the AWV Parking Stakeholder Group. Those strategies are detailed in this report.

The SR 99 Tunnel Project is one element of a larger Alaskan Way Viaduct Replacement Program where WSDOT, City of Seattle, King County and the Port of Seattle are planning street, transit, seawall and waterfront improvements. This parking mitigation plan fits within WSDOT and SDOT's continued partnership on the larger program and will have benefits beyond SR 99 tunnel construction.

1.2. Who is on the AWV Parking Stakeholder Group?

The AWV Parking Stakeholder Group consists of property owners, managers, business owners and other entities that operate in Pioneer Square and on the waterfront. Since August 2011, WSDOT and SDOT have met at least bi-monthly with the workgroup to present mitigation strategies, construction updates and related information, and in turn, the workgroup has provided valuable feedback to the team. Meetings will continue with the workgroup to monitor the effectiveness of the implemented strategies and to adjust the plan if needed to improve effectiveness. Workgroup members include:

- Pioneer Square Alliance
- Pike Place Market
- Downtown Seattle Association
- Ivar's
- Argosy Cruises
- Seattle Aquarium
- McKinnon Furniture
- Martin Smith, Inc.
- Public Stadium Authority
- CenturyLink Field
- Seattle Mariners

1.3. What is the goal of the Parking Mitigation Plan?

The goal of the plan is to retain customers of the central waterfront and Pioneer Square businesses by making sure that short-term parking is:

- Available,
- Proximate,
- Safe, and
- Affordable.

1.4. Summary of Plan Recommendations

Table 1 presents a summary of the recommended strategies along with each strategy's objective, desired outcome, and monitoring methods.

Table 1. Summary of SR 99 Tunnel Project Parking Mitigation Plan

Goal of the AWW Parking Mitigation Plan: Retain customers of the Central Waterfront and Pioneer Square businesses by making sure that short-term parking is: *Available, Proximate, Safe, and Affordable.*

Goal of the Monitoring Plan: Evaluate the effectiveness of the AWW parking mitigation strategies in supporting “business as usual” on the Central Waterfront and Pioneer Square. Data—both quantitative and qualitative—will be collected and reviewed with the Stakeholders to determine if strategies need to be adjusted to better meet the mitigation plan goals.

Strategy	Objective	Desired Outcome	Monitoring Method	Monitoring Measures
1. Parking Garages <i>Build new or acquire existing parking garages</i>	<i>Increase parking supply for short-term users</i>	<ul style="list-style-type: none"> Additional parking provided for customers and visitors 	<ul style="list-style-type: none"> Financial pro-forma analysis 	<ul style="list-style-type: none"> Number of net new parking spaces for public use. Cost per space Proximity to Pioneer Square and Central Waterfront destinations Timing of garage construction and impact to existing parking spaces
2. Private Garage Partnerships <i>Partner with private garages to provide a low parking rate for short-term stays.</i>	Reduce the price to park short-term (less than four hours) in off-street parking facilities that are proximate to Pioneer Square and the Central Waterfront. Set a uniform hourly parking rate that is competitive with on-street parking (\$3 - \$4/hour).	<ul style="list-style-type: none"> Pioneer Square and Central Waterfront customers use the program’s parking facilities Utilization of spaces increases (as does garage revenue) so that monthly fee paid to the operators can decrease over time. 	<ul style="list-style-type: none"> Participating parking operators report average utilization by length of stay on a monthly basis. Consultant team collects utilization and duration data quarterly 	<ul style="list-style-type: none"> Spaces in program Distribution of spaces Total cost of program Cost per space Change in utilization Customer perception
3. Marketing <i>Market parking availability and preferred travel routes.</i> <i>Support existing neighborhood marketing programs.</i>	Existing customer are educated on locations and travel routes to reach affordable parking that serves Pioneer Square, the Central Waterfront and stadium events.	<ul style="list-style-type: none"> Customers perceive they can still visit Pioneer Square, the Waterfront and sports stadiums during construction and that parking is affordable and easy to find once they’re there. Customer counts in neighborhoods and at major destinations are at pre-construction levels. Parking spaces are well utilized at participating facilities. 	<ul style="list-style-type: none"> Downtown Seattle Association (DSA) four-county regional survey is repeated in 2012 and bi-annually thereafter. DSA organizes and repeats previous pedestrian counts on an annual basis. Additional locations identified and included. Stakeholders share customer counts. Potential sites to measure include Klondike Museum, Underground Tour, Ivar’s, and the Seattle Aquarium. Consultant team collects data quarterly 	<ul style="list-style-type: none"> Customer perception about parking Pedestrian volumes at key locations Customer volumes at key visitor destinations Impressions on web sites Parking utilization at participating facilities
4. Physical Improvements <i>Make physical improvements to facilities and key walking routes.</i>	Make physical improvements within key facilities and to walking paths that access facilities to increase safety and enhance the customer experience.	<ul style="list-style-type: none"> Positive public perception of parking facilities. Existing customers find participating facilities clean and safe. Customers easily connect through the construction area on well-lit and well-signed walking routes. Pedestrian counts are at pre-construction levels. 	<ul style="list-style-type: none"> DSA four-county regional survey is repeated in 2012 and bi-annually thereafter. Consultant team performs customer intercept surveys at participating facility pedestrian access points to assess perceptions of facilities and walking routes. DSA organizes and repeats previous pedestrian counts on an annual basis. Additional locations identified and included. 	<ul style="list-style-type: none"> Customer perception about safety and attractiveness of parking facilities and walking routes Pedestrian volumes at key locations Parking utilization at participating facilities

Table 1 (cont.). Summary of SR 99 Tunnel Project Parking Mitigation Plan

Strategy	Objective	Desired Outcome	Monitoring Method	Monitoring Measures
5. Temporary On-Street Parking <i>Temporarily increase on-street parking</i>	<i>Temporarily increase parking supply within public right-of-way on Alaskan Way where possible during construction.</i>	<ul style="list-style-type: none"> • More parking available for customers and visitors. 	<ul style="list-style-type: none"> • City evaluates pay station data quarterly to determine utilization and average parking duration. • Survey business in area to determine if commercial vehicles have adequate staging and parking within reasonable proximity. 	<ul style="list-style-type: none"> • Number of spaces provided • Cost per space for time available • Utilization
6. Shuttle <i>Shuttle visitors between key destinations and parking</i>	<i>Make it easier for visitors to park once and reach multiple destinations in Pioneer Square and the Central Waterfront. Also allows visitors to park farther from these destinations, which increases available supply for visitors.</i>	<ul style="list-style-type: none"> • Customers perceive they can still visit Pioneer Square, the Waterfront and sports stadiums during construction. • Customers can park once and reach destinations that are not proximate to that parking. • The shuttle becomes and “experience” unto itself. 	<ul style="list-style-type: none"> • Shuttle operator provides ridership data with detailed counts performed periodically to determine ridership by time of day and day of week. • Consultant team performs customer intercept surveys on shuttle and at key destinations to assess who is using system, their perception of it, and if improvements are needed. 	<ul style="list-style-type: none"> • Ridership • Cost per rider • Public awareness and perception about the shuttle service
7. Wayfinding <i>Improve wayfinding to destinations and parking</i>	<i>Improve ability for motorists and pedestrians to reach destinations and parking in Pioneer Square and along the Central Waterfront.</i>	<ul style="list-style-type: none"> • Motorists can easily find parking with less circulating around street system. • Customers find convenient walking routes to destinations. 	<ul style="list-style-type: none"> • Consultant team performs customer intercept surveys to determine utility of wayfinding system. 	<ul style="list-style-type: none"> • # of Signs installed/removed • Public perception • Ease of use • Change in parking utilization
8. e-Park <i>Expand e-Park Program to Pioneer Square and Central Waterfront</i>	<i>Help customers find available and proximate parking through City’s e-Park program, which provides parking guidance and real-time information about spaces in off-street facilities. Install e-Park signs, upgrade software, and install counting systems as needed to incorporate facilities into the program.</i>	<ul style="list-style-type: none"> • Motorists can easily find parking with less circulating around street system. 	<ul style="list-style-type: none"> • Consultant team performs customer intercept surveys to determine user perceptions of system. • e-Park participants provide utilization data quarterly. 	<ul style="list-style-type: none"> • Public perception • Ease of use • Change in parking utilization at e-Park facilities
9. Smart Phone App <i>Parking Application for Smart Phones</i>	<i>Provide visitors with up-to-the-minute parking information by integrating off-street parking facility locations, rates, and hours of operations, with the real-time parking availability in the e-Park system in a smart phone application.</i>	<ul style="list-style-type: none"> • Motorists can easily find parking with less circulating around street system. 	<ul style="list-style-type: none"> • Consultant team performs customer intercept surveys to determine utility of App. • Count App downloads 	<ul style="list-style-type: none"> • Public perception • Number of App downloads
10. On-Street Parking Policies <i>Change on-street parking policies and practices to increase parking turnover.</i>	<i>Increase on-street parking use through changes to policies and practices that optimize parking occupancy and turnover and enhance customer service.</i> <ul style="list-style-type: none"> • Add time-limits or paid parking on Sundays or during events to generate turnover • Limit disabled placard and plate parking to 4-hours to generate on-street parking turnover • Extend on-street time limits to 4-hour in lower-demand areas to allow longer visitor stays • Explore variable rates for events and different times of day to achieve target occupancy 	<ul style="list-style-type: none"> • More on-street parking is available for customers with increased turnover. 	<ul style="list-style-type: none"> • City evaluates pay station data quarterly to determine utilization and average parking duration. • DSA four-county regional survey is repeated in 2012 and bi-annually thereafter. 	<ul style="list-style-type: none"> • On-street parking utilization for affected periods • Public perception about on-street parking
11. Special Event Programs <i>Implement special programs to increase customer demand</i>	<i>Improve customer service through special offerings such as validation programs and valet services to encourage customers to visit area businesses.</i>	<ul style="list-style-type: none"> • More customers visit area businesses. 	<ul style="list-style-type: none"> • Businesses track customer volumes • Project team performs customer perception surveys • Project team interviews businesses about perception of events 	<ul style="list-style-type: none"> • Number of customers/vehicles served • Cost per customer served • Customer perception • Business perception

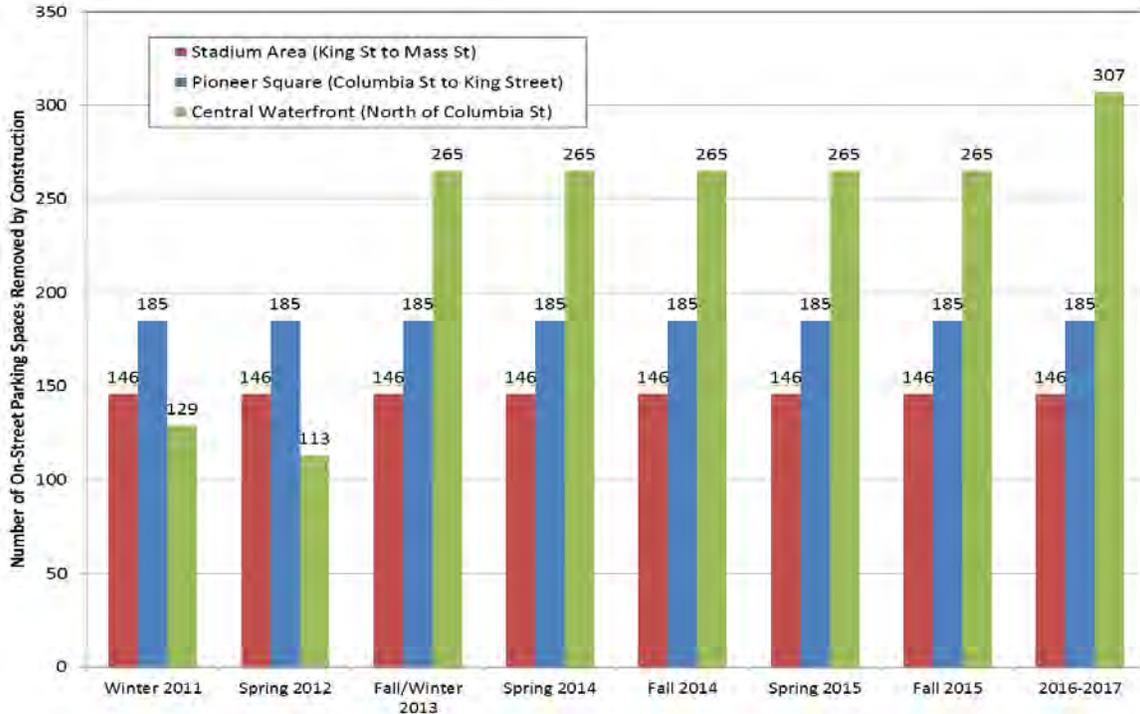
2. PARKING SUPPLY

2.1. How many on-street parking spaces will be removed by construction?

Figure 1 shows the number of short-term, on-street parking spaces on the waterfront and in Pioneer Square that will be removed to construct the larger Alaskan Way Viaduct Replacement Program, including the SR 99 Tunnel Project, Elliott Bay Seawall, new Alaskan Way surface street, and city street grid connections at the south end of the tunnel. Program impacts are shown here to provide the full context in which the SR 99 Tunnel Project parking mitigation strategies will be implemented. The affected areas include curbside parking along surface Alaskan Way west of the viaduct and parking located under the viaduct. This reflects only the spaces that would be removed by construction, and does not include new spaces that have or will be added.

Pioneer Square (which for the purpose of this parking analysis is defined as the area between Columbia Street and S King Street) has lost 185 short-term parking spaces; the central waterfront (defined as the area from Columbia Street north to Virginia Street) will lose an estimated 265 parking spaces beginning in fall 2013 when construction begins on the seawall. The highest parking loss in this area (307 spaces) will occur in 2016 when the viaduct is demolished. The stadium area south of S King Street has lost 146 short-term parking spaces due to construction of the South Holgate Street to South King Street (H2K) Viaduct Replacement Project (a separate project from the SR 99 Tunnel Project). Overall, the total number of short-term spaces lost to construction will peak at **638 spaces**.

Figure 1. On-Street Parking Spaces Removed During Construction of AWVR Program (Pre-Mitigation)



Source: Parking inventories performed by SDOT and confirmed by Heffron Transportation. The number of spaces lost estimated from construction plans for various phases. Represents short-term parking (spaces that are restricted to time limits of 4 hours or less) that will be removed along Alaskan Way between Massachusetts Street and Virginia Street. Does not reflect new parking that could be added.

2.2. How many existing off-street parking spaces are available in the area?

There are off-street parking lots and garages located within the central waterfront and Pioneer Square neighborhoods. Table 1 summarizes 15 key locations west of Second Avenue between Virginia Street at the Pike Place Market and S King Street in Pioneer Square. The table does not include parking facilities at Bell Street Harbor Pier, CenturyLink Field or Safeco Field. The 15 parking facilities listed have a total parking supply of over 4,200 spaces. The Puget Sound Regional Council (PSRC) periodically surveys parking utilization of garages in Seattle; its latest survey was performed in fall 2010. At that time, over 1,500 parking spaces were available during the weekday morning hours (from 8:30 to 11:30 A.M.) and about 1,300 parking spaces were available during the weekday afternoon (1:00 to 3:30 P.M.)

Table 2. Off-Street Parking Facilities Near Central Waterfront and Pioneer Square

Facility Name/Identifier	Street Address	# Spaces	Available Parking per PSRC Fall 2010 Survey ^a	
			Morning	Afternoon
Pike Place Market Garage	1531 Western Ave	540	316	282
Hillclimb Garage	1422 Western Ave	150	n/a ^b	n/a
Surface Lot at Western & Union	1400 Western Ave	45	13	6
Surface Lot at Western & University	1301 Western Ave	70	31	19
Harbor Steps Garage	1200 Western Ave	635	55	35
Watermark Tower Garage	1108 Western Ave	121	46	29
Waterfront Place	1009 Western Ave	204	125	148
Surface Lot at Western & Spring	1101 Western Ave	130	65	25
Commuter Garage	811 Western Ave	158	n/a	n/a
Norton Building Garage	800 First Ave	289	89	74
1 st & Columbia (US Bank) Garage	723 First Ave	703	290	272
Butler Garage	114 James St	435	173	147
Pioneer Square Garage	74 S Jackson	160	n/a	n/a
Merrill Place Garage	76 S King St	125	24	31
505 First Ave S Garage	505 First Ave S	445	279	231
Total		4,210	1,506	1,299

a. Source: PSRC, 2010 Parking Survey Data (collected September 2010). Surveys were performed Monday thru Thursday from 8:30 to 11:30 A.M. (morning) and 1:00 to 3:30 P.M. (afternoon). "Available Parking" represents the parking supply of each facility minus the number of vehicles counted by the PSRC.

b. n/a = Not available. No utilization data were available in the PSRC database.

3. PARKING MITIGATION STRATEGIES

Many mitigation strategies were evaluated for this program (See Appendix A). Those that are included in the plan are detailed below. It is noted that one of the strategies—a waterfront shuttle—was evaluated in detail, but is not included in the plan, at the recommendation of the AWW Parking Stakeholder Group. However, the details about that option are included below as information.

For each strategy, detail is provided about the objective, costs, implementation steps and tracking measures. The tracking measures are further described in the Monitoring Plan (see Section 5).

3.1. Build and acquire parking garages

Strategy Objective: *Provide incentive to build new or acquire existing garages for short-term public parking.*

Description: This strategy would create a “parking mitigation bank” for the purpose of helping to fund the construction of, or acquisition of, garages for short-term public parking. Funding for up to three projects would be provided to spread the benefit among the north waterfront, central waterfront, and Pioneer Square.

WSDOT will consider various types of projects for use of the parking mitigation bank funding. This could include public-private partnerships for a mixed-use development with publicly-available parking, or partnerships with a non-profit or public entity to build or buy a garage.

Cost Estimate: A budget of \$15 million has been set aside for the parking mitigation bank. WSDOT will establish criteria for use of these funds including the expected number of stalls and operational requirements.

Implementation Steps:

1. Evaluate partnership opportunities and legal requirements.
2. For the central waterfront element, WSDOT’s Public-Private Partnerships Office will develop a Request for Information (RFI) for interested development parties followed by a Request for Proposals (RFP).
3. Evaluate proposals and perform independent pro forma analysis, if needed.

Tracking Measures:

- Number of net new parking spaces for public use
- Cost per space
- Proximity to Pioneer Square and central waterfront destinations
- Timing of garage construction and impact to existing parking spaces

3.2. Partner with private parking facilities

Strategy Objective: *Reduce the price to park short-term (less than four hours) in off-street parking facilities that are proximate to Pioneer Square and the central waterfront. Set a uniform hourly parking rate that is competitive with on-street parking. Improve lighting and aesthetics of garage facilities to enhance customer safety and experience.*

Description: This strategy would encourage short-term parkers to use off-street parking by offering a parking fee that is competitive with the price of on-street parking. Many customers may now avoid using off-site parking because of high short-term parking rates, uncertainty about rates when entering a garage, or confusion since each garage sets its own rates. This program is intended to create a uniform rate for stays of four hours or less to improve affordability and predictability—the target rate at program implementation is \$3 per hour (inclusive of parking taxes). The program will be marketed to increase customer awareness of off-street parking opportunities.

Until short-term demand increases—through marketing (see Strategy 3) and customers becoming familiar with off-site facilities—parking facility operators would likely lose money by reducing their current short-term parking rate to the preferred rate. Therefore, the operators will likely require an incentive to adopt a rate that is less than their current rate structure. Targeted facilities include:

Location	Spaces	Location	Spaces
1st & Columbia	70	Pioneer Square Garage	45
Watermark Tower	40	Occidental Square Lot	15
Waterfront Place	40	Pioneer Square Lots	40
Pike Place Market	45	Bell Street Garage	70
Merrill Place	50	Hillclimb Garage	40
		Total All	455

Some of the facilities targeted for this program are now operated as commuter garages, and lack amenities needed to attract and retain an infrequent user such as a customer of a local business. Garage improvements that may be needed to enhance customer safety and perception will be reviewed, and if needed, negotiated for each facility’s contract requirements. In addition, it is recommended that all facilities be included in the City’s e-Park system that will guide new users to these facilities and alert them about the number of spaces available. The garage partnerships should include incentives to install the e-Park signs (already purchased by the City), as well as install equipment to track garage occupancy (see Strategy 8).

Cost Estimate:

Annual Cost for short-term rate reductions = \$700,000

Agreements will be negotiated annually with facility operators based on results (see performance measures). Facilities may be added or eliminated.

Incentive payments for each garage will vary and depend on whether the facility has capacity available or if long-term parking would need to be displaced to accommodate short-term parking. The latter would likely require a higher incentive payment since garage operators would lose existing income associated with displacement and may need to re-market those spaces once the program ends.

Total Cost for Garage Enhancements: \$400,000

Garage enhancements needed to improve the customer perception and safety in the targeted facilities will be negotiated with the rate payers. Cost sharing of improvements or payment reductions will be used to maximize the benefit.

Implementation Steps:

1. Execute contracts with off-street parking facilities to secure short-term parking (four hours or less) at a rate of \$3/hour inclusive of sales and commercial parking taxes.
2. Negotiate installation of e-Park signs and equipment, as well as physical improvements (if needed) as part of garage agreements.
3. Design internal and external sign programs and obtain permits and approval from Pioneer Square Preservation Board, as needed.
4. Add program garages to marketing campaign and maps.

Tracking Measures:

- Spaces in program, total cost of program, cost per space
- Distribution of spaces to serve the Pioneer Square and central waterfront neighborhoods
- In-person intercept surveys to determine if Pioneer Square and central waterfront customers use these facilities
- Net change in parking use for stays of four hours or less (measured quarterly)

3.3. Marketing

Strategy objective: *Retain existing customers and attract new ones by marketing the availability of parking near businesses and attractions in Pioneer Square, along the central waterfront, near the sports stadiums and in Pike Place Market during construction of the SR 99 tunnel.*

Description: Members of the Parking Marketing Subgroup will work together to promote the availability of parking in targeted neighborhoods that are affected by SR 99 tunnel construction. They will do this in a number of ways, including but not limited to:

- Developing a parking brand and messaging;
- Testing brands and messaging for effectiveness;
- Building a parking web page, purchasing media and creating parking collateral;
- Investigating a smart phone application that allows easy access to parking information (*see Strategy 9*);
- Utilizing earned media to publicize parking mitigation strategies and activities;
- Creating and distributing a user-friendly parking marketing toolkit to businesses and attractions;
- Conducting door-to-door outreach to assist businesses in establishing links to the parking web page; and
- Working with neighborhood groups to identify opportunities to coordinate with and expand existing neighborhood marketing and advertising efforts.

Marketing activities will be presented and discussed at monthly AWW Parking Stakeholder Group meetings. A marketing plan for April 2012 through April 2013 is presented in Appendix A. Marketing plans will be developed each year.

Cost Estimate: A budget of \$750,000 per year has been established. Costs will vary each year depending upon the marketing plan and strategies.

Implementation Steps:

1. Continue to update the marketing plan and develop an accompanying communications/media plan. The communications/media plan should include activities that can be implemented by the businesses and stakeholders in the affected neighborhoods.
2. Test key messages, brand concepts and communications channels for reaching the target audiences.
3. Give updates at the AWW Parking Stakeholder Group meetings in order to gather feedback on marketing strategies and activities.
4. Update the marketing plan and communications/media plan quarterly to reflect lessons learned and current schedule.

Tracking Measures:

- Customer counts and revenue at major neighborhood destinations.
- Pedestrian counts in the target neighborhoods.
- Customer perception, measured through existing surveys and questionnaires conducted by neighborhood businesses and attractions.
- Utilization increases at parking facilities in the targeted neighborhoods.
- Number of website impressions and amount of earned media coverage.
- Number of businesses/attractions that integrate parking marketing information/collateral into their websites, media, marketing, correspondence, front desk operations, lobbies, etc.

3.4. Improve key walking routes within public rights of way

Strategy Objective: *Make physical improvements to walking paths that access facilities to enhance the customer experience.*

Description: This strategy includes improvements to walking routes along public rights of way. The top priority elements will be implemented in 2012 per the direction of the Stakeholder Group. The other elements will be evaluated for implementation in 2013 or beyond.

Improvements to be implemented in 2012:

- At the Pike Place Market Garage: Construct new and upgrade existing pedestrian walkway linking Alaskan Way to the garage elevator; add pedestrian and motorist wayfinding signage; add pedestrian-scale lighting.
- On University Street: Add pedestrian scale lighting along north sidewalk between Alaskan Way and Western Avenue. Improve crosswalk markings at the University Street/Western Avenue intersection. Add wayfinding elements and public art.
- Repaint crosswalks across Alaskan Way between Yesler Way and the Pike Street Hill Climb.

Additional improvements that could be implemented in 2013:

- Along Alaskan Way Trail: Add pedestrian-scale lighting along path between Spring Street and Pike Street Hill Climb.
- Add pedestrian-scale lighting at corners of intersections under the viaduct north of Madison Street (intersections south of Spring Street will be upgraded by AWV program).
- On Columbia Street: Add pedestrian-scale lighting along south side between Alaskan Way and First Avenue. Consider murals or other art in the section adjacent to the First and Columbia Garage.
- Improve connections from First Avenue in Pioneer Square to the Waterfront, if needed.
- On Western Avenue at Columbia Street and Marion Street: Add curb bulbs to corners to enhance pedestrian crossing of Western Avenue.
- During holiday season, consider installing holiday-themed lighting along key walking routes.

Cost Estimate: A budget of \$350,000 is targeted; up to \$100,000 in 2012 and \$250,000 in 2013.

Implementation Steps:

1. Form design team of WSDOT and SDOT staff to design improvements in public right of way.
2. Coordinate with Pike Place Market public improvements and wayfinding program.
3. Create or amend construction contracts to complete improvements.

Tracking Measures:

- Pedestrian counts along key walking routes
- Public perception through customer and intercept surveys

3.5. Create temporary on-street parking

Strategy Objective: *Temporarily increase parking supply within public right of way on Alaskan Way where possible during construction.*

Description: Where possible, create temporary, on-street parking spaces in available Alaskan Way right of way. New spaces were added in May 2012, when approximately 66 spaces were built by removing the waterfront trolley tracks between Spring and Pike streets and repaving the right of way. These new spots are metered and limited to four hours. They will be in place until late 2013 when Elliott Bay Seawall construction is expected to begin. Additional spaces (12) were also created after the Seattle City Light utility relocation was completed and spaces under the viaduct were restriped. SDOT and WSDOT will continue to look for opportunities to add spaces wherever practical as construction continues.

Cost Estimate:

Creating the new spaces between Spring and Pike streets cost \$350,000. Beyond that, a placeholder budget of \$400,000 is identified for future parking opportunities.

Implementation Steps:

1. First project to add parking to Alaskan Way was completed in mid-May 2012.
2. As construction on AWV program continues, evaluate opportunities to add short-term parking where practical. Determine number of spaces and cost of those opportunities.

Tracking Measures:

- Number of spaces provided
- Cost per space for time available
- Utilization

3.6. Create a waterfront shuttle

Note: *This option was evaluated, but was not recommended for the final mitigation plan. The shuttle had been included in the original analysis because King County Metro had proposed to eliminate existing public bus service (Route 99) along the Waterfront. However, that service is being retained. Details about the shuttle are included in this plan to inform the decision making process.*

Strategy Objective: *Make it easier for visitors to park once and reach multiple destinations in Pioneer Square and the central waterfront. Also allows visitors to park farther from these destinations, which increases available supply for visitors.*

Description: This strategy would connect key destinations in Pioneer Square and along the waterfront via a shuttle, including underutilized parking facilities. It would allow customers to park once and then use a shuttle to reach multiple destinations. The service was evaluated for a summer season shuttle—operating from May 1 through September 30, at 10-minute headways from 10:00 A.M. to 10:00 P.M., plus a holiday season shuttle operating from mid-November through New Year's Day, at 10-minute headways from noon to 7:00 P.M.

Cost Estimate: The annual operating cost for the shuttle is based on the above seasonal service days and headways. It is expected that the shuttle would operate 153 days during the summer plus 45 days during the holidays, for a total of about 2,150 hours of service. Three shuttles would need to be in service simultaneously to achieve 10-minute headways. Private shuttle operations are estimated to cost roughly \$50 per operating hour. Therefore, the annual costs are estimated at about \$325,000 per year.

Capital costs may also be incurred for items such as pedestrian landings at stops, signage, fare collection equipment, a wrap on the shuttle to enhance visibility and market presence, and other items. The actual costs of these elements will not be known until further design and planning is performed; a placeholder capital budget of \$500,000 was assumed.

Additional marketing would be needed for the shuttle. An estimated budget of \$150,000 per year is recommended.

Implementation Steps:

This mitigation strategy is not included in the plan.

3.7. Improve wayfinding to destinations and parking

Strategy Objective: *Improve ability for motorists and pedestrians to reach destinations and parking in Pioneer Square and along the waterfront.*

Description: Design a comprehensive wayfinding system that adds to, supplements and or replaces existing wayfinding efforts to connect visitors with neighborhood destinations and parking. Include e-Park as the parking wayfinding element for motorists. Inventory existing wayfinding elements, identify out-of-date or inaccurate signs for correction or removal, and develop new strategies and signs. Include sign maintenance and reevaluation in implementation scope.

Cost Estimate:

- Plan: \$70,000; three to four month effort for inventory, stakeholder involvement, planning, design, cost estimates
- Implementation and Maintenance Budget: \$300,000
 - Pedestrian wayfinding poles, signs and map updates
 - Sign removals
 - Annual evaluation for map content, sign accuracy

Implementation Steps:

1. Develop scope of work and RFP to select consultant.
2. Prepare plan and engage community in determining priorities to add, change, or remove signs.
3. Implement top priority recommendations identified in community process.
4. Review and implement lower priority recommendation, if needed.

Tracking Measures:

- Project metrics including signs installed, changed or removed
- Public perception surveys regarding ease of use

3.8. Expand e-Park program to Pioneer Square and Central Waterfront

Strategy Objective: *Help customers more quickly find available and proximate parking through the City's e-Park program, which provides parking guidance and real-time information about spaces in off-street facilities. Remove barriers to entry for Pioneer Square and central waterfront garages that would not typically enter the program by installing e-Park signs and counting systems, and upgrading software as needed.*

Description: e-Park is the City's electronic parking guidance system. It uses variable message signs along key access routes into downtown to guide customers to available parking. The system expects to promote better use of existing off-street parking in the Pioneer Square and central waterfront neighborhoods. By more quickly directing motorists to available off-street spaces, it will result in reduced congestion, lost time from circling for parking, and improved customer satisfaction. Parking availability data can be linked to smart phone and in-car navigation applications. The data can also be used to evaluate parking facility utilization for the Plan's monitoring effort.

e-Park Program Details: A parking guidance system was identified in the 2008 Center City Parking Program as a key strategy to address on-street parking impacts from waterfront construction projects. An e-Park pilot was launched in September 2010 with over 4,500 spaces in six garages and five dynamic message signs (DMS). The project has so far validated the accuracy of the technology and overall ability of the program to operate in garages with different parking management software systems. System-wide utilization is higher for the first three months of 2012 over 2011 and website hits have increased 150 percent for the same time period.

Expansion is occurring in 2012 and will incorporate approximately 10 additional parking garages (see Figure 2 for expansion candidates). The build-out phase targets the Pioneer Square and central waterfront neighborhoods; approximately 60 percent of candidate garages targeted in the expansion are located within three blocks of parking removed for the SR 99 Tunnel Project.

Cost Estimate: The cost to install e-Park monitoring equipment and dynamic message signs at garages is estimated at \$17,000 each, or \$170,000 for 10 garages. The City's annual cost to operate the e-Park system is estimated at \$200,000 per year, and funding has been requested through the City Council for 2013 and 2014. The operational budget for this strategy includes \$100,000 per year starting in 2015. This is an estimate of the proportional share of operating costs for garages in the Pioneer Square and waterfront neighborhoods.

Implementation Steps:

1. Incorporate waterfront and Pioneer Square parking facilities into e-Park program.
2. Get approval for e-Park signs (or modified signs) in historic districts.
3. Install e-Park signs and counting equipment.

Tracking Measures:

- Number of participating garages
- Change in parking utilization of e-Park program garages
- Public awareness of brand and program purpose through surveys

Figure 2. Candidate e-Park Locations



Existing e-Park Garages

GARAGE	ADDRESS
1 Pacific Place	1612 6th Avenue
2 3rd and Stewart	1619 3rd Avenue
3 Pike Place Market	1531 Western Avenue
4 Washington State Convention Center	800 Convention Place/ 1300 Hubbell Place
5 Washington Athletic Club	1409 6th Avenue
6 PSP/Cobb	315 Union Street

Proposed Other Candidates

GARAGE	ADDRESS
O West Edge Garage	200 Pike Street
P 2nd and Union Garage	1400 2nd Avenue
Q Olympic Garage	415 Seneca Street
R Central Library	1000 4th Avenue
S Wells Fargo Building	310 Madison Street
T 4th and Madison Building	925 4th Avenue
U Seattle Municipal Tower	700 5th Avenue
V Union Station Garage	820 4th Avenue S

Proposed Waterfront & Pioneer Square Candidates

GARAGE	ADDRESS
A Bell St. Harbor Pier	2323 Elliott Ave
B Hillclimb Garage	1422 Western Ave
C Harbor Steps Garage	1200 Western Ave
D Watermark Tower Garage	1108 Western Ave
E Waterfront Place	1011 Western Ave
F Commuter Centre	809 Western Ave
G 1st and Columbia	723 1st Ave
H Millennium Tower	719 2nd Avenue
I Butler Garage	114 James
J Pioneer Square Garage	74 S Jackson
K Merrill Place Garage	76 S King
L 505 1st Avenue South	505 1st Ave S
M Stadium/Exhibition Center Garage	1000 Occidental Ave S
N Seattle Mariners Ballpark Garage	1250 1st Avenue South

3.9. Parking application for smart phones

Strategy Objective: *Provide visitors with up-to-the-minute parking information by integrating off-street parking facility locations, rates, and hours of operations, with the real-time parking availability in the e-Park system in a smart phone application. This would be developed in conjunction with the marketing program.*

Description: Commission development and maintenance of a smart phone application, in multiple formats, that integrates real-time parking availability and location data about off-street parking. Incorporate regular data verification into annual maintenance program.

Cost Estimate:

- \$100,000 for initial development plus \$10,000 per year for maintenance.

Implementation Steps:

1. Review apps that have been developed for other cities, and determine desired features.
2. Prepare a RFP/RFQ for an app designer.
3. Contract with designer for development and implementation.
4. Implement marketing strategy.
5. Ensure accuracy of content data through regular updates.
6. Inform customers about the App through the Plan's marketing component.

Tracking Measures:

- Number of apps downloaded
- Customer awareness of app, measured through existing business and destination surveys

3.10. Change on-street parking policies and practices

Strategy Objective: *Increase on-street parking use through changes to policies and practices that optimize parking occupancy and turnover, and enhance customer service.*

- *Add time-limits or paid parking on Sundays or during events to generate turnover*
- *Limit disabled placard and plate parking to four hours to generate on-street parking turnover*
- *Extend on-street time limits to four hours in lower-demand areas to allow longer visitor stays*
- *Explore variable rates for events and different times of day to achieve target occupancy*

Description: Changes to existing on-street parking policies could make parking more consistently available for short-term customers. For example, parking is currently free and unrestricted on Sundays, and is often occupied all day by downtown employees or event attendees. If paid or time-limited (but still free) parking were in effect on Sundays, more spaces could be available for customers who stay within the time limit. The time limits in various areas will be monitored to determine if they are serving customer and visitor needs. For example, the time limit for most parking in the central waterfront area was extended from two-hours to four-hours in 2011. Pioneer Square, however, still has two-hour limits, which may not be sufficient for some trips. Another policy change that may increase short-term parking availability is implementation of a four-hour time limit for disabled-permit parking.

Another change would be to allow variable parking rates by time of day, to better match parking price with demand. For this to be possible, new technology would need to replace existing pay stations to allow parking rates to change by time of day and by day of week. For example, mornings, evenings and Sundays could have a lower per-hour rate than weekday peak parking demand hours. A special rate could be set for days on which there are events.

The City's 2012 implementation of pay-by-phone technology will allow on-street parking customers to pay for their parking, and extend parking time, through their smart phones. This will be an alternative to using the pay stations. Typically, pay-by-phone systems allow for the creation of user accounts that facilitate validation of on-street parking.

Cost Estimate:

- Central waterfront Sunday time-limited parking costs: \$100,000. \$70,000 for signs and graphics; \$35,000 to \$45,000 to provide enforcement through the end of 2012.
- Four-hour time limit for disabled-permit parking: \$50,000 for signs in Pioneer Square
- Added four-time time limit: \$38,000 for signs in Pioneer Square edge area

Implementation Steps:

1. Changes to policies (e.g., Sunday restrictions and changes to disabled parking) require City Council approval, and may require additional analysis.
2. Sunday restrictions require enforcement, and will require changes to current enforcement deployment and may increase personnel needs.

Tracking Measures:

- On-street parking utilization for affected periods
- Visitor awareness of Sunday time limits and perception of change as a customer improvement

3.11. Implement programs for special events

Strategy Objective: *Improve customer service through special offerings such as a special event validation program to increase customer demand or valet service to increase parking supply during high-demand periods.*

Description: Implement promotions such as validated parking or valet services during special events. For example, a special promotion was implemented for Mother's Day 2012 to provide free parking to customers of area restaurants and attractions such as the Seattle Aquarium. That one-day promotion had extensive pre-event marketing with signs, table-top banners, and other collateral. The event was deemed a success by the participating businesses, and lessons learned will be applied for future events that will be planned in consultation with the AWW Parking Stakeholder Group. Future events could be targeted towards different business groups or neighborhoods such as the Western Avenue furniture stores and Pioneer Square arts events.

Cost Estimate: An annual budget of \$70,000 has been established for special event promotions, which is expected to cover the costs associated with two special events per year.

Implementation Steps:

1. Work with Stakeholder Group to identify special event opportunities and the type of promotion that might attract customers.
2. Develop plan (including marketing and logistics) for each event individually.
3. Monitor success of event through surveys, business interviews, and customer use.

Tracking Measures:

- Number of customers served
- Cost per customer served
- Increase in parking supply through valet
- Customer perception through surveys

4. MONITORING PLAN

Performance of the recommended parking mitigation strategies will be regularly monitored to determine if the package of strategies are meeting the program's intended goal of retaining customers to Pioneer Square and waterfront businesses. Data that will be collected to monitor various elements are defined below. Figure 3 presents the schedule for elements of the monitoring plan. Reports summarizing monitoring results will be prepared quarterly.

4.1. Parking Garage Utilization

Partnerships with several parking facilities will be created to encourage short-term customers (four hours or less) to park off street. In addition, wayfinding improvements will be made to direct customers to garages with available space. The following data will be provided by participating parking operators each quarter to assess the performance of these programs:

- Number of parking spaces in the partnership program
- Utilization of all spaces in partnership facilities (to assess overall parking availability)
- Number of vehicles that parked for four hours or less (to assess program's ability to attract short-term parking)
- Number of garages and spaces served by e-Park
- Utilization of all spaces in the e-Park program
- PSRC biennial parking utilization survey

4.2. Customer Perception

Customer perceptions and knowledge about parking mitigation programs will be collected with a variety of customer survey types. These are described below:

- **Garage customer intercept surveys:** In-person surveys will be developed to ask customers who visit Pioneer Square and/or the waterfront about various elements of the parking mitigation plan. This could include questions about where customers parked, how long they spent looking for parking, their familiarity with parking garage options in the area, and ideas to improve the experience. Surveys should be performed during the peak summer season.
- **DSA Four-County Survey:** The Downtown Seattle Association conducts a bi-annual survey of residents in the four-county region to understand how Puget Sound residents view downtown Seattle. Past surveys have found that ease and price of parking are the top reasons why people chose to go to other regional destinations. The results of the 2011 survey will be compared to future results to assess the effectiveness of the parking mitigation program.
- **Website impressions:** The team will track visits to program websites to determine their utility and customer response to marketing campaign milestones. These data can be tracked monthly (or as needed to assess special or seasonal promotions).
- **Number of smart phone app downloads:** Once a smartphone app is available, the number of downloads will be tracked to determine customer use and knowledge about the app.
- **Business links to website:** Businesses that link or utilize web materials will be tracked.

4.3. Customer Activity

One of the measures of success for the Parking Mitigation Plan is that customer counts and revenue at major neighborhood destinations remain at the same levels as before construction began. Several mechanisms are available to track customer activity in the neighborhood:

- **DSA Pedestrian Counts:** The DSA performs one-day pedestrian counts in August and December of each year (and sometimes in April) at 17 key locations throughout downtown. Three locations where historic counts are available to track pedestrian activity are:
 - Pioneer Square – First & Yesler
 - Waterfront – Alaskan & Seneca
 - Waterfront – Alaskan Way & Pike Street Hillclimb
- **Customer counts at businesses:** Customer count data will be requested for key destinations in each neighborhood. Candidate locations include:
 - Pioneer Square – Klondike Museum, Underground Tour
 - Waterfront – Ivar’s Restaurants, Seattle Aquarium, Argosy
 - Western Avenue – McKinnon Furniture
 - Pike Place Market – to be determined
- **Waterfront business data:** Four organizations on the waterfront regularly interview customers and track customer counts and travel modes. Data that these organizations track will be incorporated into this monitoring plan.

4.4. On-Street Parking Utilization

The number of on-street parking spaces will change during the course of construction as spaces are either removed to accommodate construction activities or temporary spaces are added where additional space becomes available. In addition, some of the mitigation strategies related to City parking policies (e.g., Sunday parking restrictions) may require before and after studies to determine how on-street parking is being utilized. The availability and use of on-street parking will be tracked with the following:

- **Number of on-street parking spaces:** The inventory of on-street parking within the study area will be documented at least once per year, or in advance of major changes.
- **Sunday parking utilization and duration surveys:** Sunday parking surveys will be performed to assess potential effects of implementing parking restrictions. Studies performed in April 2012 establish a baseline against which post-implementation data can be measured.
- **Pay Station statistics:** SDOT’s pay stations can report various statistics about the use of pay stations. SDOT currently tracks total transactions/day, average paid duration and paid occupancy.

4.5. Special Promotions

The success of occasional promotional events will be tracked by determining number of customers served and their perception of the event obtained through surveys. Business perceptions will also be gathered through surveys or in-person interviews.

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Element	Measure	Applicable Strategy*	2012			2013				2014				2015			
			2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q	1st Q	2nd Q	3rd Q	4th Q
Parking Garage Tracking	Number of Spaces in Program	1, 2, 8	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
	% of Spaces Utilized	1, 2, 8	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
	PSRC Parking Data	2		√									√				
	Number parked for 4 hours or less	2	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
	Cost of program/cost per space	1, 2, 8	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
	Number of e-Park participants	8		√	√	√	√	√	√	√	√	√	√	√	√	√	√
Customer Perception	Customer intercept surveys	2, 4, 7, 8, 9		√				√					√				√
	DSA Four-County Biennial Survey	All		√									√				
	Web-site impressions	3	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
	Number of Smart Phone App Downloads	9					√	√	√	√	√	√	√	√	√	√	√
	Businesses that integrate information	3	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Customer Activity	DSA Pedestrian Counts	All		√	√			√	√		√	√		√	√		√
	Customer counts at businesses	All	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
	Waterfront Business Tracking (Donegan)	All	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
On-Street Parking Utilization	Number of On-Street Parking Spaces	5, 10		√				√					√				√
	Sunday Parking Survey on Waterfront	10	√		√	(Post-survey if Sunday restrictions are changed)											
	Sunday Survey in Other Neighborhoods	10			√		(Post-survey if Sunday restrictions are changed)										
	Pay Station Statistics	5, 10	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√
Special Promotions	Number of Customers Served	11		√	(As needed, after event)								√				√
	Customer perception	11		√	(As needed, after event)								√				√

- * Strategy Reference**
1. Parking Garages
 2. Private Garage Partnerships
 3. Marketing
 4. ROW Improvements
 5. Temporary On-Street Parking
 6. Shuttle (not recommended)
 7. Wayfinding
 8. E-Park
 9. Parking App
 10. On-Street Parking Policies
 11. Special Event Programs

5. BUDGET ALLOCATION

WSDOT and SDOT worked with the Parking Stakeholder Advisory Workgroup to evaluate all of the mitigation strategies and determine how the \$30 million mitigation fund should be allocated. This process was informed by metrics that estimated the “cost per space” for new or repurposed parking spaces. The cost per space was also annualized with long-term investments to build new parking or make capital improvements having a longer service life (20 years) compared to short-term programs that will be in effect until construction is complete (five or fewer years).

Tables 3 and 4 summarize the Budget Allocation and the Cost per Space metrics.

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Table 3. SR 99 Tunnel Project Parking Mitigation Plan - Budget Allocation

June 11, 2012

CASH FLOW ESTIMATE

ACTIONS	2011 (Actuals)	2012	2013	2014	2015	2016	Subtotal	Total
1 Parking Garages			\$5,000,000	\$5,000,000	\$5,000,000		\$15,000,000	\$15,000,000
2 Garage Partnerships								\$2,870,000
a. Short-term rate payments		\$370,000	\$700,000	\$700,000	\$350,000	\$175,000	\$2,295,000	
b. E-park signs and equipment at garages		\$170,000					\$170,000	
c. Physical improvements to garages	\$5,000	\$200,000	\$200,000				\$405,000	
3 Marketing Program	\$238,800	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$3,988,800	\$3,988,800
4 Public ROW Improvements (Sidewalks, lighting, curb bulbs, etc.)		\$100,000	\$250,000				\$350,000	\$350,000
5 Temporary On-Street Parking		\$350,000	\$100,000	\$100,000	\$100,000	\$100,000	\$750,000	\$750,000
6 Waterfront Shuttle								\$0
7 Wayfinding Improvements		\$70,000	\$100,000	\$100,000	\$50,000	\$50,000	\$370,000	\$370,000
8 E-Park Operations					\$100,000	\$100,000	\$200,000	\$200,000
9 Parking App			\$100,000	\$10,000	\$10,000	\$10,000	\$130,000	\$130,000
10 Changes to on-street parking restrictions (e.g., Sunday restrictions)		\$200,000	\$100,000	\$100,000			\$400,000	\$400,000
11 Special event programs		\$70,000	\$70,000	\$70,000	\$70,000	\$70,000	\$350,000	\$350,000
12 Administration	\$77,800	\$270,000	\$220,000	\$220,000	\$170,000	\$170,000	\$1,127,800	\$1,127,800
13 Contingency*		\$445,700	\$1,326,600	\$1,232,200	\$1,153,600	\$305,300	\$4,463,400	\$4,463,400
Total	\$321,600	\$2,995,700	\$8,916,600	\$8,282,200	\$7,753,600	\$1,730,300	\$30,000,000	\$30,000,000

* Contingency has been allocated proportionately to the other costs in each year. Actual allocation of the contingency will depend on need.

Table 4. SR 99 Tunnel Project Parking Mitigation Plan - Summary of Equivalent Benefit (Cost per Parking Space Provided)

July 16, 2012

GOAL/ MITIGATION PROGRAM ELEMENT	Total Budget Allocation	Notes	Equivalent Parking	Cost per Space	Years of Service*	Cost per Space per Service Year
INCREASE PARKING SUPPLY						
1 Build New Parking Garages	\$10,000,000	Build two new garages with 250 to 300 spaces each	500	\$20,000	20	\$1,000
1 Repurpose Commuter Parking	\$5,000,000	Repurpose existing garage in Pioneer Square	435	\$11,500	20	\$575
5 Add Temporary On-Street Parking	\$750,000	First phase of implementation (removing trolley tracks) netted 66 new spaces.	66	\$5,300	3	\$1,767
10 Changes to on-street parking restrictions (Sunday)	\$400,000	First phase of work (for \$200,000) could add 530 short-term Sunday parking along Waterfront and Western Avenue (between Columbia and Virginia Streets).	530	\$800	5	\$160
INCREASE UTILIZATION OF EXISTING PARKING						
2 Garage Partnerships	\$2,870,000					
a. Short-term rate payments	\$2,295,000	Seven facilities targeted for rate program that had 1,125 spaces available during peak weekday times.	1,125	\$2,000	5	\$400
b. E-park signs and equipment at garages	\$170,000	Improves access to ten Pioneer Sq and Waterfront facilities (including Port/Art Institute garage). These facilities have over 4,000 parking spaces, of which about 1,330 spaces are available for new users on weekday afternoons; more are available on weekends.	1,330	\$100	5	\$20
c. Physical improvements to garages	\$405,000	Internal and access upgrades recommended for two primary facilities: 1st & Columbia (with 700 spaces) and Pike Place Market Garage (with 540 spaces). Other facilities could also be upgraded.	1,240	\$300	20	\$15
3 Marketing Program	\$3,988,800	Increases utilization of existing parking facilities.	1,330	\$3,000	5	\$600
7 Wayfinding Improvements	\$370,000	Improves access and wayfinding to Pioneer Square and Waterfront destinations and parking.	1,330	\$280	5	\$56
8 E-Park Operations	\$200,000	Same as 2.b. above	1,330	\$200	5	\$40
9 Parking App	\$130,000	Improves access to all Pioneer Sq and Waterfront facilities.	1,330	\$100	5	\$20
11 Special event programs	\$350,000	Based on Mother's Day preliminary data, estimate each event could attract 300 to 400 parkers. High estimate of \$70k assumed.	300	\$230	n/a	n/a
IMPROVE CONNECTIONS BETWEEN PARKING AND DESTINATIONS						
4 Public ROW Improvements (Sidewalks, lighting, curb bulbs, etc.)	\$350,000	Improves access and safety between visitor destination areas and parking facilities at 1st and Columbia, PPM Garage, Hill Climb Garage, Watermark Tower and Western Avenue surface lots. Also improves lighting for new on-street spaces. Combined, these facilities have 1,780 spaces.	1,780	\$200	5	\$40
6 Waterfront Shuttle	\$0	Not applicable. Shuttle not in current plan.				

* Capital improvements that would add or upgrade parking facilities assumed to have a service term of 20 years; other improvements assumed to have a service term of 5 years unless construction would remove improvement sooner.

APPENDIX A
**Strategies Evaluated for
SR 99 Tunnel Project Parking Mitigation Plan**

Mitigation Strategies Evaluated During Stakeholder Process

Parking mitigation strategies that meet the goals of the program—available, proximate, safe, and affordable—were evaluated and discussed with the AWV Parking Stakeholder Group. The following lists the strategies that were evaluated; the recommended strategies were presented in the report.

AVAILABLE: Increase Parking for Customers

- Build a new parking garage
- Buy or lease an existing garage
- Use pricing strategies to encourage short-term parking and discourage long-term parking
- Shuttle employees and/or customers between key destinations and parking
- Implement “stacked” or “tandem” parking with valets
- Inform customers about available parking with technologies such as e-Park and smart phone applications
- Change policies related to on-street parking (e.g., longer duration, Sunday restrictions, disabled permit restrictions)
- Provide temporary metered parking on Alaskan Way where feasible, after traffic is detoured under the Viaduct
- Create new permanent metered street parking

PROXIMATE: Reduce travel time to find parking facility and reach ultimate destination

- Provide motorist wayfinding signs to find parking facilities
- Provide tools to help customers research parking locations before leaving home
- Provide pedestrian wayfinding from parking facilities to key neighborhood destinations
- Use valet services that have a drop-off/pick-up location close to businesses

SAFE: Make customers feel safe within parking facilities and along routes between the facilities and key neighborhood destinations

- Improve walking routes to and from parking facilities
- Improve lighting in garage and along walking routes
- Increase security personnel and/or equipment at parking facilities and vicinity
- Increase activity at parking locations

AFFORDABLE: Make short-term parking affordable for customers

- City controls parking facility and sets desired rate
- Pay private garage operators to achieve desired rate
- Increase turnover through marketing to reduce cost of desired rate
- Implement validation program(s) to reduce the cost to customers

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APPENDIX B
**Marketing Plan for
SR 99 Tunnel Project Parking Mitigation Plan**



SR 99 Tunnel Project

Parking Mitigation Marketing Plan April 2012 - April 2013

The Situation

Construction is underway to replace the central waterfront section of the Alaskan Way Viaduct with a bored tunnel beneath downtown. Neighborhoods adjacent to the construction zone, such as Pioneer Square and the central waterfront, will be affected by construction activities for several years. Impacts include traffic detours, street closures and parking removal.

There has been and will continue to be extensive media coverage of the tunnel project and related construction activities. Media attention may discourage customers from visiting businesses and attractions adjacent to the work zone because they perceive it's too difficult to reach these neighborhoods and find parking.

Marketing Goal

The goal of this plan is to retain existing customers and attract new ones by marketing the availability of parking near businesses and attractions in Pioneer Square, along the central waterfront, near the sports stadiums and in Pike Place Market during construction of the SR 99 tunnel.

The geographic areas to be addressed with this marketing plan include:

- Central waterfront from the west side of First Avenue to Elliott Bay, and from Bell Street Cruise Terminal to the Seattle Ferry Terminal, including Western Avenue south of Pike Street to the Pike Place Market.
- Pioneer Square Historic District.
- Sports stadiums area north of S. Atlantic Street.

Marketing Objectives

The goal of the marketing plan will be achieved through the following objectives, which may be prioritized differently to meet the needs of the specific neighborhood affected by construction:

1. Educate existing customers on how to reach Pioneer Square, the central waterfront, Pike Place Market and the sports stadiums during construction, including how to find affordable, safe, short-term parking in close proximity to specific destinations.
2. Coordinate with and support existing neighborhood marketing efforts and events, and related projects; provide parking and travel information to individual businesses and major destinations.
3. Entice existing and new customers by highlighting reasons to visit, including SR 99 tunnel construction (e.g., tunnel groundbreaking, delivery of boring machine, project tours).

Parking Mitigation Strategies

WSDOT and SDOT will implement a range of mitigation strategies to ensure that short-term parking is available, in close proximity, and safe and affordable. Strategies that should be supported by this marketing plan include:

- Provide incentives to build new or acquire existing garages for short-term public parking.
- Partner with private garages to provide a low, short-term parking rate.
- Make physical improvements to key garages and walking paths to increase safety and enhance the customer experience.
- Create temporary on-street parking, where possible.
- Improve wayfinding to neighborhood attractions and parking facilities.
- Expand the e-Park program to Pioneer Square and the central waterfront.
- Change on-street parking policies and practices.
- Develop a parking application for smart phones.

Marketing Strategies

- Provide marketing that is targeted to each neighborhood and support existing brand and marketing efforts.
- Test marketing messages for effectiveness prior to implementation.
- Provide targeted information that can be easily integrated into existing communications (i.e., not stand alone messages, images).
- Show customers multiple routes to reach the neighborhoods and where to find safe, affordable parking.
- Focus travel routes and parking locations on the east side of Alaskan Way, so customers are not driving through construction.
- Utilize businesses and attractions as a way to reach customers – at the counter, through existing communication channels, etc.
- Improve signs from major routes into the city identifying neighborhood destinations through the construction zones.

- Provide one central location for customers and businesses to find information about travel routes (multi-modal), parking availability, areas of construction, etc. Information should be accessible from a variety of platforms, including mobile devices.
- Utilize an integrated and balanced approach of both earned and purchased media.
- Attract parking garages to the low-rate program by highlighting the marketing efforts/opportunities.

Target Audiences

- Existing customers of businesses (retail and professional) in Pioneer Square, Pike Place Market, on the waterfront and near the stadiums.
- Customers and employees of major tourist attractions (i.e., hotels, Seattle Aquarium, Pike Place Market, Underground Tour, Space Needle, Seattle Center, Bell Street Cruise Terminal, Seattle Ferry Terminal).
- Seattle visitors that plan to take a cruise, attend a convention or just stay in a hotel.
- Baseball, soccer, football (professional and college), concert and special event attendees.
- Metropolitan Improvement District (MID) ambassadors.

The target audiences may vary depending on the neighborhood, time of year and destination.

Brand Concept

A brand will be developed that communicates parking availability in the affected neighborhoods. Key elements of the brand will include:

- A simple, internationally recognized parking icon that takes advantage of existing branding, as appropriate.
- Identification of all parking in the neighborhoods, regardless of price.
- Unique identifiers for garages with special rates and e-Park garages.

After the brand has been developed and tested, it will be used on signage, web pages, collateral material, social media and other marketing materials.

Key Messages

- There is available and affordable parking during construction of the SR 99 tunnel.
- It's business as usual in [DESTINATION] so know before you go. Find the easiest way to get there and where your parking spot is waiting for you.
- Be the first to know. Visit [DESTINATION], and watch our waterfront/city/tunnel take shape.

Measures of Success

- Customer counts and revenue at major neighborhood destinations are at the same levels as before construction began. Candidate destinations include:
 - Pioneer Square – Klondike Museum, Underground Tour
 - Waterfront – Ivar’s Restaurants, Seattle Aquarium, Argosy
 - Western Avenue – McKinnon Furniture
 - Pike Place Market - TBD
- Pedestrian counts in the target neighborhoods are at the same levels as before construction began. Downtown Seattle Association conducts pedestrian counts at 17 sites throughout downtown in August and December of each year. Future pedestrian counts at the following locations will be compared to counts completed prior to construction to assess the effectiveness of the marketing program.
 - Pioneer Square – First Avenue and Yesler Way
 - Waterfront – Alaskan Way and Seneca Street
 - Waterfront – Alaskan Way and the Pike Street Hillclimb
- Customers perceive they can visit Pioneer Square, the waterfront and sports stadiums during construction, and there is affordable parking that is easy to find.
 - Downtown Seattle Association conducts a bi-annual survey of residents in a four-county region to understand how Puget Sound residents view downtown Seattle. Past surveys have found that ease and price of parking are the top reasons why people chose to go to other regional destinations. The results of the 2011 survey will be compared to future results to assess the effectiveness of the marketing program.
 - Business or major destination surveys – Seattle Aquarium, Klondike Museum, Argosy, etc.
- Utilization increases at parking facilities in the targeted neighborhoods.
- Number of website impressions and amount of earned media coverage.
- Number of businesses/attractions that integrate parking marketing information/collateral into their websites, media, marketing, correspondence, front desk operations, lobbies, etc.

April 2012 –April 2013 Marketing Activities

The following marketing activities will take place over the next year to meet the objectives of this marketing plan (a more detailed work plan will be prepared to support implementation, with input from the marketing subgroup):

Ongoing/Planning

- Develop a communication and media plan that takes into account planned marketing activities over the next 12 months and can be utilized by the businesses and other stakeholders in the affected areas.
- Test key messages and communication channels for reaching the target audiences.
- Hold monthly marketing meetings with representatives from the Downtown Seattle Association, Alliance for Pioneer Square, Waterfront Historic Association, Pike Place Market and the sports stadiums.
- Update marketing plan, and communication and media plan quarterly to reflect lessons learned and schedule changes.

Objective 1: Educate existing customers on how to reach Pioneer Square, the central waterfront, Pike Place Market and the sports stadiums during construction, including how to find affordable, safe, short-term parking in close proximity to specific destinations.

- Develop a web page that contains information about parking (location, price and availability); travel routes and modes to reach the parking; and interesting events or facts about SR 99 tunnel construction. Use One Bus Away as a model.
 - Conduct search optimization and other analytics to determine best web address, search terms, etc.
 - Identify geographic boundaries of web page.
- Investigate a smart phone application that allows easy access to the web page.
- Place paid advertising for launch of web page.
- Develop collateral that can be used by businesses and major attractions to distribute parking information to existing and new customers.
- Utilize earned media to publicize parking mitigation strategies, including:
 - New on-street parking on Alaskan Way
 - Garages participating in the low-rate program
 - Re-routing of Alaskan Way
 - New wayfinding signs
 - Expanded e-park program
- Conduct training sessions for DSA's MID ambassadors so they can provide information about parking and travel routes to the affected neighborhoods.
- Work with Google, Inrix and others to provide accurate information to travelers after changes are made to travel routes (i.e., Alaskan Way detour).
- Integrate information regarding how customers and visitors can use public transit as an alternative to driving if applicable to neighborhood.

Objective 2: Coordinate with and support existing neighborhood marketing efforts and events, and related projects; provide parking and travel information to individual businesses and major destinations.

- Create and distribute user-friendly toolkit for businesses and major attractions to link to or access web page, provide parking information to customers, etc.

- Conduct door-to-door outreach to assist businesses in establishing links to web page.
- Attend neighborhood events to provide information and respond to questions on how to access web page.
- Place collateral in major tourist destinations, including the Convention Center and hotels.
- Work with neighborhood organizations and event hosts to provide tailored collateral and information to support major events, including:
 - First Thursday Art Walks in Pioneer Square
 - Seattle Maritime Festival on the waterfront
 - Mother’s Day events on the waterfront
 - Cruise ship season
 - First Mariner’s home game, and day games
 - Seattle Sounder’s games
 - University of Washington graduation
 - Waterfront Whimsea Family Day
 - DSA’s Summer Events Guide
 - Classic Weekend on the waterfront
 - Rock ‘n Roll Marathon
 - “Sunday strolls” and similar events on the waterfront
 - Pioneer Square Fire Festival
 - Save the Date: Wedding on the Waterfront
 - Arrival/opening of Seattle Great Wheel on Pier 57
 - UW Husky football games at CenturyLink Field
 - Seattle Seahawks games
 - Trail to Treasure tours
 - Seafair events
 - Summer concerts in Pioneer Square
 - Seattle Marathon 10k Run for the Next 50
 - Halloween on the waterfront
 - Pioneer Square community tree lighting

Objective 3: Entice existing and new customers by highlighting reasons to visit, including SR 99 tunnel construction (e.g., tunnel groundbreaking, delivery of boring machine, project tours).

- Utilize earned media to advertise tunnel construction activities that will give customers another reason to visit neighborhoods, including:
 - Milepost 31 First Thursday speaker series
 - Beginning of tunnel launch pit excavation
 - Arrival of tunnel boring machine model at Milepost 31
 - Installation of viewing platform above excavation area
 - Arrival of tunnel boring machine
 - Public tours of tunnel machine assembly
 - Human interest stories, such as profiles of the tunnel boring machine operator, and other construction team members

- Purchase advertising to promote public events associated with tunnel construction.
- Work with neighborhood groups to identify opportunities to extend the reach or length of major events by partnering with SR 99 tunnel construction events.
- Work with neighborhood groups to identify opportunities to coordinate with and expand existing neighborhood marketing and advertising efforts.
- Coordinate with Elliott Bay Seawall and Waterfront Seattle projects to utilize earned media that will give customers another reason to visit impacted neighborhoods, including:
 - Waterfront/seawall kiosk installation on the waterfront
 - Waterfront Seattle concert series
- Help businesses create SR 99 tunnel construction-related promotions (i.e., cocktail naming contest, etc.)
- Work with Convention Center and hotels to attract tunnel industry conventions to Seattle.

April 2012 –April 2013 Calendar of Activities

Date	Activity	Objective
April 2012	Develop communication and media plan	Ongoing/Planning
April 2012	Test key messages and communication channels	Ongoing/Planning
April 2012	Pitch media story: Milepost 31 guest speaker series	Entice
May 2012	Pitch media story: New on-street parking along Alaskan Way; re-routing of Alaskan Way	Educate
May 2012	Contact online travel information providers to update travel routes on waterfront	Educate
May 2012	Develop construction-related promotions plan	Entice
May 13, 2012	Mariner's home opener	Coordinate/Support
June 2012	Launch parking web page	Educate
June 2012	Pitch media story: New parking web page, added garages to low-rate program	Educate
June 2012	Pitch media story: tunnel launch pit excavation begins	Entice
June 2012	Pitch media story: TBM model arrives at Milepost 31	Entice
June 2012	Place paid advertising about launch of web page, tunnel launch pit excavation, arrival of TBM model	Educate and Entice
June 9, 2012	University of Washington graduation	Coordinate/Support
June 10, 2012	Waterfront Whimsea Family Fun Day	Coordinate/Support
June 15-17	Classic Weekend, Father's Day	Coordinate/Support
June 23	Rock 'n Roll Marathon	Coordinate/Support

Date	Activity	Objective
June 2012	Distribute “toolkit” for linking to parking web page	Coordinate/Support
June 2012	Finalize collateral; place at major tourist destinations	Educate
June 2012	Conduct MID ambassador training session	Educate
June 2012	Conduct door-to-door outreach with toolkit information	Coordinate/Support
June 2012	Attend neighborhood events to provide update on marketing program, web page, etc.	Coordinate/Support
June 2012	DSA’s Summer Events Guide	Coordinate/Support
July 2012	Launch app for web page	Educate
July 7, 2012	Pioneer Square Fire Festival	Coordinate/Support
July 22, 2012	Save the Date: Wedding on the Waterfront	Coordinate/Support
July/August	Seafair events	
July 25, 2012	Mariner’s day game	Coordinate/Support
July 2012	Launch of Seattle Great Wheel at Pier 57	Coordinate/Support
July 2012	Trail to Treasure tours	Coordinate/Support
Aug. 2012	Waterfront Seattle concert series	Coordinate/Support
Aug 11, 2012	Summer concerts in Pioneer Square	Coordinate/Support
Aug. 25, 2012	Seattle Marathon 10k Run for the Next 50	Coordinate/Support
Oct. 2012	Conduct door-to-door outreach with toolkit information	Coordinate/Support
Oct. 31, 2012	Halloween on the waterfront	Coordinate/Support
Nov. 2012	Attend neighborhood events to provide update on marketing program, web page, etc.	Coordinate/Support
Dec. 6, 2012	First Thursday and Community Tree Lighting	Coordinate/Support
Dec. 2012	Pitch media story: Installation of viewing platform above excavation area	Entice
Dec. 2012	Place paid advertising about viewing platform	Educate and Entice
April 2013	Pitch media story: Tunnel boring machine arrives, assembly begins, public tours	Entice
TBD	Pitch media story: expanded e-Park program	Educate
TBD	Pitch media story: new wayfinding signs	Educate
Ongoing	Monthly marketing meetings	Ongoing/Planning
Quarterly	Update marketing, communications, and media plans	Ongoing/Planning