

**North Link Connections Reduction and Redeployment Report**

March 9, 2021



**King County**

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## II. Proviso Text

Ordinance 19210<sup>1</sup>, Section 113, Metro Transit Department, Proviso P6

“Of this appropriation, \$5,400,000 shall not be expended or encumbered until the executive transmits a North Link connections mobility project redeployment report and a motion that should acknowledge receipt of the report and a motion acknowledging receipt of the report is passed by the council. The motion should reference the subject matter, the proviso's ordinance number, ordinance section and proviso number in both the title and body of the motion. The report shall:

A. Identify any King County-funded transit service hours in the North Link connections mobility project service area ("the project area") that are proposed to be reduced or redeployed to other areas of King County by the North Link connections mobility project service change proposal;

B. Describe the proposed timeline and process for King County council approval for any proposed reduction of service hours or redeployment of transit service hours from the project area to other areas of King County, as well as how any proposed redeployment of service hours would be consistent with adopted policy, specifically the King County Metro Service Guidelines adopted through Ordinance 18301, or as amended hereafter, and the METRO CONNECTS long-range plan adopted through Ordinance 18449, or as amended hereafter; and

C. Analyze the equity impact of the proposed North Link connections mobility project service change and describe how equity impact would be analyzed for any future proposed redeployment of transit service hours on priority populations as identified in the mobility framework recommendations summary that was adopted through Motion 15618, which include people of color, households with low incomes, foreign-born households or individuals with disabilities.

The executive shall electronically file the North Link connections mobility project redeployment report and the motion required by this proviso by April 1, 2021, or with the North Link connections mobility project service change ordinance if that ordinance is transmitted before April 1, 2021, with the clerk of the council, who shall retain an electronic copy and provide an electronic copy to all councilmembers, the council chief of staff and the lead staff for the mobility and environment committee, or its successor.”

## III. Executive Summary

In 2019, Metro began planning its third major mobility project since 2010 to integrate bus service with the opening of new Link light rail stations. The North Link Connections mobility project has taken an equity-centered approach to develop this service change proposal that prioritizes voices of historically unserved or underserved populations. The project’s approach is informed by King County’s Equity and Social (ESJ) Strategic Plan, and Metro’s Mobility Framework, Strategic Plan, and Service Guidelines to promote a more racially just King County.

Consistent with Metro’s Service Guidelines to reduce service duplication, the Executive is proposing a reduction of 46,875 King County-funded annual transit service hours in the North Link Connections mobility project area. The proposed reduction of duplicative service would implement an equitable and necessary reduction in service resources that is consistent with the adopted 2021-2022 budget and minimizes the impact on transit customers. This reduction amount reflects the service hours needed to operate the segment of Route 41 bus service between Northgate and downtown Seattle that new Link light rail service will replace. Service hours from other proposed route changes, including deletions or

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<sup>1</sup> [Link to Ordinance 19210](#)

reorientations to Link stations instead of downtown Seattle, are proposed to remain in the project area. This service change proposal proposes no redeployment of King County-funded transit hours outside of the North Link Connections project area. If the proposed reduction is not approved, offsetting reductions may need to be implemented systemwide during the biennium or potentially face a much larger service funding gap in the future. The proposed timeline and process for Council approval of this proposed reduction is as part of the North Link Connections proposed legislation, which will be transmitted on March 9<sup>th</sup>, 2021 for the Council's consideration along with Metro's September 2021 service change.

The North Link Connections service change proposal was developed to respond to community-identified needs, centering on priority populations. In partnership with the project's Mobility Board of community members representing priority populations who live, work, and travel in the area, and a Partner Review Board of area stakeholders, the service changes proposed address the following themes identified by community:

- Transfers should be between frequent services where possible, especially during midday, night, and weekends.
- Improve transit connections to/from major community assets and important destinations (urban centers, hospitals, universities, etc.).
- Provide fast and reliable bus connections to Link light rail so travel times are better than or similar to what is experienced today.
- Improve east-west and crosstown connections.
- Provide reliable service all-day and especially during the busiest times of day.
- Provide transit connections that are safe, convenient, and easy to understand for all riders.

In addition to addressing needs identified by priority populations, the North Link Connections service change proposal has the following impacts on equity priority areas (EPAs) that have the highest proportion of priority populations:

- Increases the number of transit trips in EPAs, compared other parts of the project area.
- Prioritizes service reductions due to fewer available resources from the new Seattle Transportation Benefit District measure outside of EPAs.
- Improves travel times between EPAs and new Link stations, the University of Washington, and many other locations.

Throughout each phase of this project, equity was at the center of how Metro approached engagement, performed analysis of community feedback and planning data, and developed recommendations and service concepts with community.

## IV. Background

### Department Overview:

Founded in 1973, King County Metro Transit (Metro) is one of the nation's 10 largest transit agencies. Prior to the pandemic, Metro provided more than 125 million passenger rides annually on a wide range of services, including approximately 200 bus routes, Dial-a-Ride Transit (DART), the Seattle Streetcars, paratransit service for people with disabilities (Access), a commuter vanpool program, and the King County Water Taxi. The American Public Transportation Association named Metro the Outstanding

Public Transportation System of the Year in 2018, recognizing its innovative leadership in mobility services, green practices, and programs for customers with low incomes.

### **Historical Context:**

King County Metro Service Guidelines<sup>2</sup> provide policy guidance for Metro’s evaluation, design, addition, reduction, and modification of mobility services. The King County Council adopted Metro’s original service guidelines in 2011, which were informed by work of the 2010 Regional Transit Task Force (RTTF). The RTTF recommended that Metro adopt transparent, performance-based guidelines for planning service that emphasize productivity, social equity, and geographic value. The County revised the Service Guidelines in 2012 and 2013.

In 2009, King County Council adopted Ordinance 16520<sup>3</sup> approving changes to Metro-funded bus service to integrate with the 2009-2010 implementation of Sound Transit Link light rail service between SeaTac/Airport and Westlake Station. Following Council adoption of the Service Guidelines and subsequent updates, Metro implemented one previous restructure to integrate with a Sound Transit Link light rail extension. In 2015, King County Council adopted Ordinance 18133<sup>4</sup> approving changes to Metro-funded bus service in 2016 to integrate with the extension of Link light rail service from Westlake Station to the University of Washington Station, referred to as the U-Link extension.

### **Current Context:**

In 2019, Metro began the North Link Connections planning and community engagement effort to improve mobility in north King County in an equitable and community-driven way. This effort is coordinated with the opening of three new Link light rail stations in north Seattle. The integration of Metro’s bus system with Link light rail will advance more equitable outcomes by offering current and future Metro customers fast, frequent, and reliable connections to jobs, education, recreation, and other opportunities.

Metro, like the whole King County community, is experiencing significant challenges due to the COVID-19 pandemic. Metro transit services are operating at about 85 percent of pre-COVID service levels as of September 2020. As Metro works to balance temporary and longer-term service cuts with the need to serve customers who rely on public transportation as an essential service, major losses in revenue mean that Metro will need to reduce service to align with available resources. Metro’s 2021-2022 biennial budget currently identifies a need to reduce approximately 140,000 annual King County-funded service hours in the biennium. In addition, the 10-year financial plan identifies additional substantial reductions in service needed by 2025 based on current revenue projections.

King County’s Equity and Social Justice (ESJ) Ordinance<sup>5</sup> directs the County to consider equity and social justice impacts and opportunities in all decision-making to increase fairness and opportunity for all people, particularly for people of color, people with low or no income, and limited English-speaking populations. In 2016, King County launched its 2016-2022 Equity and Social Justice Strategic Plan<sup>6</sup>. This plan calls on King County to ensure that the transit system responds to community needs, build an

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<sup>2</sup> [Link to Metro Service Guidelines, 2015 Update](#)

<sup>3</sup> [Link to Ordinance 16520](#)

<sup>4</sup> [Link to Ordinance 18133](#)

<sup>5</sup> [Link to Equity and Social Justice ordinance 16948](#)

<sup>6</sup> [Link to King County Equity and Social Justice Strategic Plan, 2016-2022](#)

intentional equity focus in transportation service delivery and planning, and improve transportation access through equity-centered engagement.

King County Metro's Strategic Plan for Public Transportation<sup>7</sup> identifies the mission, vision, and goals for public transportation in the county, as well as objectives, strategies, and measures used to move toward the vision. The latest update to the Strategic Plan was adopted by King County in April 2016. The update reflects feedback from public meetings, the King County Council, the Regional Transit Committee, and advisory recommendations from the 2015 Service Guidelines Task Force and Access to Transit Study.

In 2015, the County convened a Service Guidelines Task Force to consider further refinements and updates to Metro's Service Guidelines. The Task Force developed recommendations for improving King County's transit system through collaboration among King County, stakeholders with diverse backgrounds and perspectives, partner cities, and regional decision-makers. The King County Council adopted the 2015 update in April 2016.

The Service Guidelines provide policy guidance for what circumstances should prompt restructures, and what goals and considerations should be used in their development. Among several goals identified for restructures, the Service Guidelines direct on page 26 that "[u]nder service reduction conditions, service restructures will have an added goal of an overall net reduction in the service hours invested." The Service Guidelines also direct Metro on how to reduce service when necessary, including ways to minimize impacts such as restructuring service.

### **Report Methodology:**

The report contents and analysis were developed by Metro Service Planning and Community Engagement staff. The report was drafted by Graydon Newman (Service Planning), with support, including development of attached appendices from Nicole Aguirre (Service Planning), Shelby Cramer (Community Engagement), Ted Day (Service Planning), Colette Flanagan (Service Planning), Melissa Gaughan (Service Planning), Maha Jahshan (Community Engagement), Brand Koster (Service Planning), Ryan Miller (Service Planning), Dave VanderZee (Service Planning), and Ella Williams (Service Planning).

Service Planning staff developed service hour estimates using Metro's automatic vehicle location system data and internal operations data. Equity impacts were evaluated as part of the North Link Connections mobility project equity impact review by:

- centering on and engaging with historically un- or underserved populations to ensure that feedback and themes received from these communities guides service decisions;
- documenting how proposed service changes are responsive to themes and specific input gathered from community engagement with priority populations, including people of color, low income individuals, disabled people, linguistically diverse people, and immigrant/refugee populations;
- analyzing U.S. census demographic data in the project area;
- assessing impacts of the proposed service changes on estimated travel times at 9 AM, 12 PM, and 8 PM weekdays between major centers, community assets linked to King County's defined determinants of equity, and equity priority areas (EPAs), defined as U.S. census block groups with high proportions of priority populations; and

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<sup>7</sup> [Link to King County Metro Transit Strategic Plan for Public Transportation, 2011-2021](#)

- evaluating the change in the number of transit service trips serving EPAs due to the proposed service changes.

Informed by King County’s Equity and Social (ESJ) Strategic Plan and the Mobility Framework, the North Link Connections Mobility Project prioritized outreach and engagement with identified priority populations whose voices have traditionally not been included or considered in the decisions that end up affecting them disproportionately. Community engagement activities that informed the equity analysis in this report were launched in July 2019 and concluded in December 2020. Engagement activities included in-depth engagement and service concept co-creation with the project Mobility Board, comprised of compensated community members; contracted outreach with local community-based organizations; and engagement with the general public (online and in-person), jurisdictions, major stakeholders, Metro bus operators, community stakeholder groups, and businesses.

Details on equity analysis and public engagement methodologies can be found in the appendix to this report.

## V. Report Requirements

Responses to the proviso requirements are provided below. Responses are organized to be consistent with listing order in the proviso.

### A. King County-Funded Service Hours Proposed for Reduction/Redeployment

To reduce service duplication and make equitable and necessary reductions in the 2021-2022 biennium with the least impact on customers, the Executive is proposing a reduction of 46,875 King County-funded annual transit service hours in the North Link Connections mobility project area. This proposed reduction to duplicative service would implement a necessary reduction in service expenditures, consistent with the adopted 2021-2022 budget, with minimal impact on current and future transit customers. If the proposed reduction is not approved, offsetting reductions may need to be implemented systemwide during the biennium or potentially face a much larger service funding gap in the future. These service hours currently fund Route 41 operations between Northgate Transit Center and downtown Seattle, via I-5. With the extension of Link light rail to the future Northgate Station, Link will fully replace the Route 41 as a fast, frequent, and reliable primary connection between these two centers. Service hours that fund Route 41 operations between Northgate and Lake City are proposed to remain in the project area. In addition, King-County funded service hours from other routes in the project area that are proposed to be discontinued or connect to Link instead of operating in downtown Seattle are also proposed to remain in the project area. The North Link Connections mobility project service change proposal proposes no redeployment of King County-funded transit hours outside of the project area.

Consistent with the Service Guidelines guidance on service reductions and restructures and the ESJ Strategic Plan direction to invest where needs are greatest, this proposed reduction is an opportunity for Metro to make a necessary service reduction while minimizing impacts on customers. This proposed reduction allows Metro to maintain investment where needs are greatest, including areas and communities within the North Link Connections mobility project area.

Figure 1. Proposed North Link Connections Service Network



## B. Proposed Timeline and Process for Approval of Proposed Reduction

The timeline and process for King County Council approval of the proposed reduction of hours identified in Section A would be the same as, and included as part of, the Council’s review of the North Link Connections mobility project service change ordinance proposal. This proposed legislation will be transmitted on March 9<sup>th</sup>, 2021 for the Council’s consideration as part of Metro’s September 2021 service change.

## C. Equity Impact of Proposed North Link Connections Mobility Project

The North Link Connections mobility project centered priority populations in each component of the project, including community engagement, data analysis, and service planning. The service changes proposed by this project were driven by community feedback and engagement that focused on the voices of priority populations, and were supported by data analysis on project area demographics, potential transit travel time changes, bus service level analyses, and access to community assets including but not limited to libraries, hospitals, food banks, and community centers.

Metro reached out to a diverse range of community members and stakeholders from identified priority populations using approaches that intended to provide participants with meaningful ways to engage and influence the decision-making process. Table 1 provides a summary of engagement activities.

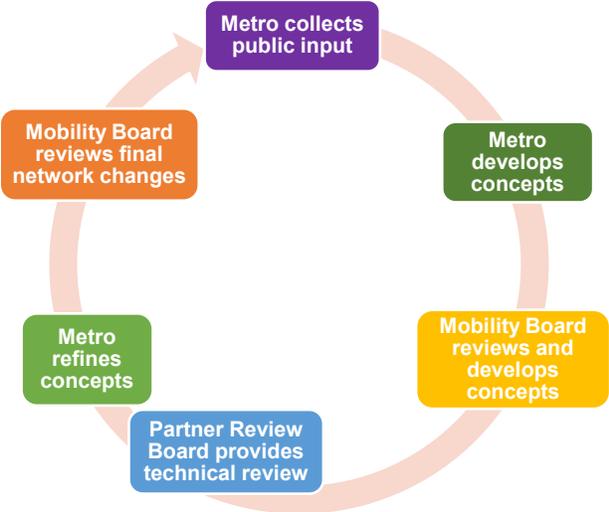
Table 1. Summary of Engagement Activities

Group	Description and Activities
<b>Mobility Board</b>	Metro recruited community members from priority populations who live, work, or travel in the area to help Metro develop bus service changes and new mobility options as well as advise on ways Metro can engage with the community. Participants were compensated for their work. <i>8 Mobility Board meetings or workshops held</i> <i>12 Mobility Board members</i>
<b>Partner Review Board</b>	Board included representatives from jurisdictions and major institutions in the project area, leaders of community-based organizations, and representatives from partner transit agencies to review and provide comment on service concepts developed by the Mobility Board and Metro and provided guidance on both engagement opportunities and implementation plans. <i>5 Partner Review Board meetings held</i> <i>10 events in partnership with partners</i> <i>20 Partner Review Board Members</i>
<b>CBO Partnerships</b>	Metro contracted with local community-based organizations (CBOs) to host listening sessions/focus groups in their communities to share changes being considered and ask for feedback on service concepts. <i>2 CBO partnerships (Hopelink, University District Food Bank)</i>
<b>Metro Bus Operators</b>	Operators were consulted on draft service network concepts, were made aware of how their feedback is reflected in the concept, and were compensated for their time spent participating. <i>100 operators engaged</i>

<p><b>General Public</b></p>	<p>Metro and Partners coordinated a unified effort to engage the public about network concept.</p> <p><i>20+ hours of on-board engagement</i></p> <p><i>241,768 transit alerts sent</i></p> <p><i>6 languages (Arabic, traditional Chinese, Korean, Russian, Spanish, Vietnamese)</i></p> <p><i>Virtual Open house/town halls: 1000+ attendees</i></p> <p><i>Postcards/Mailers: 1,500</i></p> <p><i>Rack cards: 6,000 in 7 languages</i></p> <p><i>Community open houses/town halls: 1000+ attendees</i></p> <p><i>20,000+ Webpage views</i></p>
<p><b>Stakeholder Groups</b></p>	<p>Metro and Partners coordinated a unified effort to engage public about network concept.</p> <p><i>30 community-based organizations</i></p>
<p><b>Jurisdictional and Council</b></p>	<p>Metro coordinated with and briefed jurisdictions and Council Members to get their feedback on draft service network concepts, as well as support engagement with offices and their constituent/resident network and channels to ensure they are engaged in providing feedback on the proposed concept.</p> <p><i>95 community and jurisdictional partners hosted events and briefings attended</i></p>
<p><b>Business/Institution</b></p>	<p>Metro partnered with businesses to engage with their employee/customer network and channels to ensure they were engaged in providing feedback on the proposed concept.</p> <p><i>3 + meetings held</i></p> <p><i>Businesses &amp; institutions invited to participate in Partner Review Board</i></p>

The North Link Connections project team collaborated with the project’s Mobility Board of community representatives and Partner Review Board of area stakeholders to develop service concepts that responded to community feedback, illustrated in Figure 1.

Figure 2. Service Concept Development Process



Proposed service changes are designed to respond to six key themes heard from priority populations throughout the project. Table 1 outlines the key project themes, examples of recommended changes developed to address themes, and associated outcomes in how transit service meets community needs. In each theme area, proposed changes are designed to recognize community needs.

Table 2. Key Themes and Outcomes

Key Theme	Examples of recommended changes	Summary of Key Network Outcomes
<b>Transfers should be between frequent services where possible, especially during midday, night, and weekends.</b>	Increased span of service on new Route 79; Weekend service added on Route 31; revised connection of Route 75 between Northgate Station and Lake City; improved frequency on Shoreline local routes	Frequent and improved local routes oriented around new light rail stations offer new and better transfer connections
<b>Improve transit connections to/from major community assets and important destinations (urban centers, hospitals, universities, etc.).</b>	New and revised routes 302, 303 and 322 providing a direct connection between North King County and First Hill; new and revised routes 64 and 320 providing a direct connection between Northeast Seattle / SR-522 Corridor and SLU; Routes 31 and 32 extension to Seattle Children's Hospital	Better transit connectivity to Seattle Children's, First Hill hospitals, and Northwest Hospital  Generally improved travel times to get to/from major centers including the University District and UW, South Lake Union, and many major community destinations in north King County
<b>Provide fast and reliable bus connections to Link light rail so travel times are better than or similar to what is experienced today.</b>	Connecting Routes 301 and 304 to Northgate Station	Most Shoreline, North Shore communities, and north Seattle have better access to new light stations than they would today
<b>Improve east-west and crosstown connections.</b>	Routes 31 and 32 extension along NE 45 <sup>th</sup> St to Seattle Children's Hospital; new Route 79 in NE Seattle along NE 75 <sup>th</sup> St & NE 55 <sup>th</sup> St; new Route 20 between Lake City, and Green Lake; Route 331 improved peak-period frequency	New connections to jobs, community destinations, and light rail stations on NE 45 <sup>th</sup> and 75 <sup>th</sup> Streets in Seattle  Improved east-west connections during peak morning and afternoon travel times between Shoreline and North Shore communities
<b>Provide reliable service all-day and especially during the busiest times of day.</b>	Connecting SR-522 service to Link for improved travel time reliability	Better connections to light rail and more reliable service between downtown Seattle and south King County on Link
<b>Provide transit connections that are safe, convenient, and easy to understand for all riders.</b>	Improved connections at U District Station via NE 43rd St and University Way NE (The Ave)	Simplified bus route network in Shoreline and North Seattle

Metro also evaluated service level and travel impacts of the proposed service changes on areas with a high proportion of priority populations, as defined through Metro's Mobility Framework. These equity priority areas (EPAs) are U.S. census block groups within the project area that have the highest proportion of people of color, low-income individuals, disabled people, linguistically diverse people, and immigrant/refugee populations, as compared to the whole county. Due to reduced funding levels from the 2020 Seattle Transportation Benefit District funding measure, the North Link Connections service network contains fewer service hours than the March 2020 baseline network that it is compared to in these analyses.

Analysis of some impacts, such as trip changes, focused on areas north of downtown Seattle to exclude expected impacts of fewer bus trips serving downtown due to reorientation of bus service to Link stations. Link trips were included in the trip change and travel time analysis, however the higher capacity, speed, and reliability of Link trips made it difficult to compare bus-only areas to those with bus and Link.

**Change in total number of transit trips for block groups outside of downtown Seattle (north of Denny Way):**

- Equity priority areas would experience an increase in transit service (+1.8% in total trips), compared to a reduction in transit trips (-2.6% in total trips) in block groups with fewer priority populations.
- Transit service increases in EPAs were highest in the peak travel period, such as the morning commute period, and in the evenings, measured at 8PM.
- During the midday, EPAs would have a significantly smaller reduction in service levels (-1.7% in total trips), compared to block groups with fewer priority populations. Due to a net reduction in project area resources with the assumed removal of City of Seattle funding, the number of midday transit trips in for all block groups north of Denny is reduced slightly over pre-COVID service levels.

**Travel time impacts:**

- Travel times generally improved between EPAs in the project area and the Northgate, Roosevelt, and University District Link light rail stations and surrounding areas.
- Travel times improved between downtown Seattle and EPAs in Greenwood/Bitter Lake, along Greenwood Ave N just north of N 105<sup>th</sup> St, and Haller Lake
- Travel times between EPAs in North Shore communities and areas such as Green Lake, Greenwood, and Ballard generally improved. Travel times between EPAs in North Shore communities and downtown Seattle remained the same or slower, however integration with Link light rail provides more reliable travel times.
- Midday travel times improved between most EPA's in the project area and the University of Washington.

Additional detail on equity impacts and how community feedback was incorporated into the service change proposal at each phase of the project can be found in Appendix A: North Link Connections Mobility Project Equity Impact Review and Recommendation Development Report.

## VI. Conclusion

The North Link Connections mobility project proposal will offer current and future Metro customers fast, frequent, and reliable connections to jobs, education, and other opportunities and will advance more equitable outcomes. Consistent with King County's True North and Values to promote racial justice, and informed by the County's ESJ Strategic Plan and Metro's Mobility Framework, this project prioritized equity and social justice in its community outreach, analysis, and service planning.

The project proposes a reduction of 46,875 King County-funded service hours, with no proposal for redeployment outside of the project area. This reduction is proposed to minimize impacts of necessary service reductions in the 2021-2022 biennium, consistent with policy direction on service reductions and restructures in Metro's Service Guidelines. The extension of Sound Transit Link light rail to Northgate represents a major service investment and mobility improvement in North King County. Consistent with the King County Equity and Social Justice Strategic Plan goal to invest where needs are greatest, the proposed reduction allows Metro to maintain investment where needs are greatest, including areas and communities within the North Link Connections mobility project area.

The North Link Connections mobility project proposal also offers a network that responds to feedback and themes identified by priority populations, while integrating Metro bus service with three new Link light rail stations. The mobility project's equity analysis describes how the proposal is responsive and accountable to voices of those historically unserved or underserved, and how the proposed service network impacts areas with high proportions of priority populations and important destinations identified by those communities.

## VII. Appendix

Attached appendix includes:

- Appendix A: North Link Connections Mobility Project Equity Impact Review and Recommendation Development Report

**North Link Connections Mobility Project: Equity Impact Review and  
Recommendation Development Report**

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March 9, 2021



Prepared by  
King County Metro Service Planning  
January 2021





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## Executive Summary

### Report Purpose

The Equity Impact Review and Recommendation Development Report outlines the equity-centered approach Metro took as part of the North Link Connections Mobility Project, including to:

- Evaluate existing conditions of transit service and needs in the project area;
- Engage with historically un(der)served communities within the project area to propose improvements to the transit network;
- Summarize transportation priorities and recommendations from the community;
- Propose changes to transit service in the project area based on community priorities and recommendations; and
- Evaluate the impacts of proposed changes to transit service on historically un(der)served populations within the project area.

### Recommendations, Themes and Outcomes

This document also describes how Metro used a three-phased community engagement process to develop—in collaboration with community—a set of recommended changes to transit service in north King County. This includes clearly mapping how the feedback from the community was incorporated into specific service proposals to deliver improved outcomes. The development of recommendations takes into account planned changes of partner agencies, including Link light rail and Sound Transit Express bus routes.

The proposed changes in the service change ordinance are designed to reflect six key themes heard from priority populations throughout the project. Table 1 below outlines the key project themes, examples of recommended changes developed to address themes, and associated outcomes in how transit service meets community needs. In each theme area, proposed changes are designed to recognize community needs. These theme areas can also be used to guide future investments and decisions if more resources are available in the future, as outlined in the final section of this report.

Figures 1 and 2 below show the transit network before implementation of the proposal and how the network would look after the proposal is implemented.



Figure 2. Proposed transit network



Table 1. Key Themes and Outcomes

Key Theme	Examples of recommended changes	Summary of Key Network Outcomes
<b>Transfers should be between frequent services where possible, especially during midday, night, and weekends.</b>	Increased span of service on new Route 79; Weekend service added on Route 31; revised connection of Route 75 between Northgate Station and Lake City; improved frequency on Shoreline local routes	Frequent and improved local routes oriented around new light rail stations offer new and better transfer connections.
<b>Improve transit connections to/from major community assets and important destinations (Urban Centers, Hospitals, Universities, etc.).</b>	New and revised routes 302, 303 and 322 providing a direct connection between North King County and First Hill; New and revised routes 64 and 320 providing a direct connection between Northeast Seattle / SR-522 Corridor and SLU; Routes 31 and 32 extension to Seattle Children's Hospital	Better transit connectivity to Seattle Children's, First Hill hospitals, and Northwest Hospital.  Generally improved travel times to get to/from major centers including the University District and UW, South Lake Union, and many major community destinations in north King County.
<b>Provide fast and reliable bus connections to Link light rail so travel times are better than or similar to what's experienced today.</b>	Connecting Routes 301 and 304 to Northgate Station	Most Shoreline, North Shore communities, and north Seattle have better access to new light stations than they would today.
<b>Improve east-west and crosstown connections.</b>	Routes 31 and 32 extension along NE 45 <sup>th</sup> St to Seattle Children's Hospital; new Route 79 in NE Seattle along NE 75 <sup>th</sup> St & NE 55 <sup>th</sup> St; new Route 20 between Lake City, and Green Lake; Route 331 improved peak-period frequency	New connections to jobs, community destinations, and light rail stations on NE 45 <sup>th</sup> and 75 <sup>th</sup> Streets in Seattle.  Improved east-west connections during peak morning and afternoon travel times between Shoreline and North Shore communities.
<b>Provide reliable service all-day and especially during the busiest times of day.</b>	Connecting SR-522 service to Link for improved travel time reliability	Better connections to light rail and more reliable service between downtown Seattle and south King County on Link.
<b>Provide transit connections that are safe, convenient, and easy to understand for all riders.</b>	Improved connections at U District Station via NE 43rd St and University Way NE (The Ave)	Simplified bus route network in Shoreline and North Seattle.

## Summary Impacts on Equity Priority Areas

Metro evaluated impacts of the proposed changes on areas with a high proportion of priority populations, as defined through the Mobility Framework. These equity priority areas (EPA) are census block groups within the study area that have the highest proportion of people of color, low income individuals, disabled people, linguistically diverse people, and foreign-born populations, as compared to the whole county. Analysis of some impacts, such as trip changes, focused on areas north of downtown Seattle, to exclude expected impacts of reorienting service to Link to serve downtown.

The analysis compares the proposed network and includes all Metro-funded service, which does not include hours funded through the Seattle Transit Benefit District (STBD) in the project area or approximately 47,000 Metro-funded annual service hours directly duplicative of Link light rail, to a baseline of March 2020 scheduled service, which does not reflect changes made due to the impacts of COVID-19.

Change in total number of transit trips for block groups outside of downtown Seattle (north of Denny Way):

- Equity priority areas would experience an increase in transit service (+1.8% in total trips), compared to a reduction in transit trips (-2.6% in total trips) in block groups with fewer priority populations.
- Transit service increases in EPAs were highest in the peak travel period, such as the morning commute period, and in the evenings, measured at 8PM.
- During the midday, EPAs would have a significantly smaller reduction in service levels (-1.7% in total trips), compared to block groups with fewer priority populations. Due to a net reduction in project area resources with the assumed removal of City of Seattle funding, the number of midday transit trips in for all block groups north of Denny is reduced slightly over pre-Covid service levels.

Travel time impacts:

- Travel times generally improved between EPAs in the project area and the Northgate, Roosevelt, and University District Link light rail stations and surrounding areas.
- Travel times improve between downtown Seattle and EPAs in Greenwood/Bitter Lake, along Greenwood Ave N just north of N 105<sup>th</sup> St, and Haller Lake.
- Travel times between EPAs in North Shore communities and areas such as Green Lake, Greenwood, and Ballard generally improved. Travel times between EPAs in North Shore communities and downtown Seattle remained the same or slower, however integration with Link light rail provides more reliable travel times.
- Midday travel times improved between most EPA's in the project area and the University of Washington.

Access to frequent service:

- Access to frequent service remains largely unchanged in the project area. No EPAs lost access within ¼ mile of frequent transit service—defined as service that operates every 15-minutes or better throughout the day, and at least every 30 minutes on weekends.

- Link light rail replaces and provides four times the capacity of frequent Route 41, while also operating frequent all day service.

More information on impacts to EPAs can be found in the Final Service Concept Summary and Metrics section page 41.

### Equity Impact Review

As part of King County’s commitment to equity and social justice in all aspects of planning for, and delivering services, the North Link Connections Mobility Project conducted an Equity Impact Review throughout all phases the project, including a future post-implementation phase. The Equity Impact Review process merges empirical (quantitative) data and community engagement findings (qualitative) to inform planning, decision-making and implementation of actions which affect equity in King County.

In order to develop and inform project goals, evaluation methods, engagement strategies, and decision-making frameworks throughout the project, the project team relied on guidance from the [King County Equity & Social Justice Strategic Plan](#). In addition to the established guidance from the King County Equity and Social Justice Strategic Plan, the project team took an iterative approach to evaluating project impacts, using the latest data sources and guidance from Metro’s [Mobility Framework](#), with a focus on the recommendation to provide additional transit service in areas with unmet need.

Table 2. EIR Phase and Report Content Crosswalk

Equity Impact Review Phase	Relevant Documentation in this Report
Phase 1: Scope. Identify who will be affected.	Chapter I. Impacted Neighborhoods, Stakeholders, and Demographic Groups Chapter II. Public Engagement Strategy Appendix B: North Link Connections Mobility Project Equity Impact Review and Existing Conditions Report
Phase 2: Assess equity and community context.	Chapter I. Impacted Neighborhoods, Stakeholders, and Demographic Groups Chapter II. Public Engagement Strategy Chapter III. Community Recommendations and Priorities Appendix A: Public Engagement Report Appendix C: Phase II Equity Impact Review Summary Appendix D: Phase III Equity Impact Review Summary
Phase 3: Analysis and decision process.	Chapter III. Community Recommendations and Priorities Chapter IV. Service Concept Decision Matrix Chapter V. Final Service Concept Summary and Outcomes Appendix A: Public Engagement Report Appendix C: Phase II Equity Impact Review Summary Appendix D: Phase III Equity Impact Review Summary
Phase 4: Implement. Are you staying connected with communities and employees?	Chapter I. Post-Implementation Evaluation and Engagement Strategy Chapter II. Success Metrics

Phase 5: Ongoing Listening. Listen, adjust, and co-learn with communities and employees.

Chapter III. Additional Needs Identified  
Chapter VI. Lessons Learned

## Project Purpose

### Project Background

In 2021, Sound Transit will open three new Link light rail (Link) stations in north Seattle, extending from the current terminus at University of Washington – Husky Stadium to Northgate Transit Center (Northgate Station). In order to prepare for the extension of Link light rail service to Northgate, respond to changing mobility needs, and improve mobility and access for historically underserved populations, Metro initiated the North Link Connections Mobility Project in north King County. The project focused on transit service within communities in north Seattle, Shoreline, and the North Shore communities of Lake Washington – Bothell, Kenmore, and Lake Forest Park (see Figure 3).

This mobility project produced a proposal for bus service changes, developed in partnership with community, that connect people to three new light rail stations, respond to changing transportation needs, and improve mobility and access for historically underserved populations. Metro coordinated closely with partner agencies Sound Transit, the City of Seattle, Community Transit, and the Washington Department of Transportation. Informed by Metro policy guidance, this project centered planning and engagement on those whose needs are greatest through the following project goals:

- Improve mobility for historically un(der)served populations.
- Equitably inform and engage with current and potential customers traveling in the project area.
- Deliver integrated service that responds to Link expansion and meets customer needs.

This project is planned for implementation in September 2021, at the nearest service change after the opening of Sound Transit's Northgate Link Extension.

### Project Scope

As part of the North Link Connections Mobility Project, Metro evaluated and considered changes to over 30 routes. The routes included in the project were identified because they currently serve at least one of the three new Link stations that will open in 2021, are currently scheduled in direct coordination with a route serving at least one of the new stations, have substantial potential ridership overlap with routes that serve the future stations, or operate within ½ mile of one of the three new Link stations. The proposed changes varied based on community feedback, and alignment with stated project goals, and project budget.

Routes within the project scope included: 5X, 26, 31, 32, 40, 41, 44, 45, 48, 49, 62, 63, 64, 65, 67, 70, 71, 73, 74, 75, 76, 77, 78, 301, 303, 304, 308, 309, 312, 316, 330, 331, 345, 346, 347, 348, 355, 372, 373 and Sound Transit Express 522.

Proposed changes would impact Metro services in the following jurisdictions:

- Bothell
- Kenmore
- Lake Forest Park
- Seattle
- Shoreline



## King County Policy and Requirements

### King County Metro Strategic Plan for Public Transportation (2011 – 2021)

Metro's Strategic Plan includes Goal 2: Human Potential, to provide equitable opportunities for people from all areas of King County access the public transportation system, and Goal 7: Public Engagement and Transparency, to promote robust public engagement that informs, involves, and empowers people and communities. Strategies 2.1.2, 7.2.1, and 7.2.2 direct Metro to design services to meet the needs of communities experiencing historic and current underinvestment or inequities and provide clear and transparent documentation of the decision-making process.

### King County Equity and Social Justice Ordinance and Strategic Plan

King County's Equity and Social Justice (ESJ) Ordinance directs the County to consider equity and social justice impacts and opportunities in all decision-making to increase fairness and opportunity for all people, particularly for people of color, people with low or no income, and limited English-speaking populations.

In 2016, King County released an [Equity and Social Justice Strategic Plan](#). This document is a blueprint for action and change that guides the County's pro-equity policy direction, decision-making, planning, operations and services, and workplace practices in order to advance equity and social justice within County government and in partnership with communities.

### Theory of Change: Investing Upstream

King County's Equity and Social Justice Theory of Change promotes investment in approaches that are pro-equity and upstream, where needs are greatest. Moreover, adopting this theory of change ensures that the County's strategies are consistently evaluated based on their equity outcomes, not just their intent.

### Pro-Equity Policy Agenda: Transportation

The King County Equity and Social Justice Strategic Plan includes a pro-equity policy agenda aimed at expanding access to opportunity and determinants of equity.

The Transportation and Mobility chapter includes directives for how King County will focus efforts to advance transportation equity through investing in service improvements.

### Determinants of Equity

The [King County Equity and Social Justice Ordinance](#) (16948) identifies 13 determinants of equity. These determinants are the social, economic, geographic, political and physical conditions in which people in King County live, learn, work and play and are the basis for a fair and just society.

Evaluating these determinants in a project area, such as access to community assets linked to these determinants, helps develop a baseline evaluation and understanding of equity conditions.

### King County Metro Service Guidelines

King County Metro's [Service Guidelines](#) outlines circumstances where Metro should restructure transit service, including Sound Transit Link light rail expansion. The Service Guidelines direct Metro to consider

several service design consideration when restructuring transit service, including focusing frequent service on the service segments with the highest ridership and route productivity, creating convenient opportunities for transfer connections between services, and matching capacity to ridership demand to improve the productivity and cost-effectiveness of service.

The Service Guidelines also directs that Metro strive to engage with key stakeholders and the general public to understand the needs of transit riders and potential riders, such as those with limited English proficiency, low-income and homeless populations, youth, minorities, people with disabilities, elderly people, and those who are currently unserved or underserved by transit. The Service Guidelines also direct Metro to consider social equity in setting target service levels on corridors and in prioritizing service additions and reductions.

### King County Metro Mobility Framework

In 2019 and 2020, Metro, in collaboration with the King County Metro Mobility Equity Cabinet, set out to develop a [mobility framework](#) that would inform Metro policy and planning. Key recommendations from the initial Mobility Framework Report include focusing on [investing in service where needs are greatest](#).

The Mobility Framework recommends that Metro provide additional transit service in areas with unmet need, defined as areas with high density; a high proportion of low-income people, people of color, people with disabilities, and members of limited English speaking communities; and limited mid-day and evening service. The Mobility Framework also recommends Metro adapt its adopted policies to meet this need and to ensure regular and ongoing evaluation of the needs of these areas.

Throughout the planning and evaluation process, the project team adapted methodology, engagement strategies and decision-making to reflect recommendations from the King County Mobility Equity Cabinet and the Mobility Framework.

## Applying the ESJ Framework to this Project

### Measuring Baseline Conditions

The project area spans from downtown Seattle to border with Snohomish County, including the cities of Seattle, Shoreline, Lake Forest Park, Kenmore, and Bothell. There is a total of 89 census tracts in the project area with a total population of about 442,628 residents.<sup>1</sup> As of March 2019, there were 248,995 housing units, of which 217,089 were within ¼ mile of any transit service while 153,543 were within ¼ mile of frequent transit service.<sup>2</sup> Major employers include schools such as the University of Washington – Seattle and Bothell campuses, and hospitals, such as the University of Washington Medical Center, Seattle Children’s Hospital, among others on First Hill and elsewhere. Many residents of the project area of the population speak languages other than English at home, including Spanish, Chinese, Arabic,

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<sup>1</sup> 2014-2018 ACS 5-Year Estimates

<sup>2</sup> Defined as a trip every 15-minutes or better.

African languages such as Amharic, Hindi, Korean, Vietnamese, other Asian languages such as Laotian, Thai, or Khmer, and Tagalog.<sup>3</sup>

Table 3. Project Area Demographics

People of color	154,924
Foreign-born population	93,793
Population living below 200% of the federal poverty line	99,292
People living with a disability	24,084
Limited English-speaking population	10,200
Spanish-speaking population	17,081
Average median household income	\$91,912

This area is currently served by King County Metro, Sound Transit, and Community Transit buses as well as Sound Transit’s Link light rail. There are 42 routes in the project scope, representing about 1.1 million annual hours of service. There are other routes outside of the project scope in the area, including the RapidRide D and E Lines, as well as Sound Transit and Community Transit services.

More detail about baseline conditions can be found in *Appendix B: North Link Connections Mobility Project Equity Impact Review and Existing Conditions Report*.

### Equity Analysis Data

The project used multiple data sources to evaluate baseline conditions, the potential impacts of proposed alternatives, and the final network recommendation. The project incorporated ongoing equity analysis and reporting into the service planning and network design process to monitor progress on the defined equity goals. This includes locations of community assets, family-wage jobs, concentrations of households, and demographic data. At the end of each phase of the project, an Equity Impact Review Phase Summary was developed to document quantitative and qualitative data, new analysis methodologies, and refined network concepts, similar to the Final Service Concept Summary and Metrics section below. The *Equity Impact Review and Existing Conditions Report, Phase II Equity Impact Review Summary, and Phase III Equity Impact Review Summary* can be found attached (*Appendices II-IV*).

### Equity Priority Areas

The scope area in these jurisdictions is defined by U.S. census block groups, a subset of census tracts, served by routes identified through the process above. The study area includes 89 tracts and 309 block groups. The block group level equity priority areas are identified in Figure 4.

Equity priority areas (EPA) are census block groups within the study area with a high proportion of priority populations, as defined through the Mobility Framework. This includes people of color, low income individuals, disabled people, linguistically diverse people, and immigrant/refugee populations. These priority block groups were areas for focused evaluation and equity review. This indicator is rooted in the King County Equity and Social Justice Strategic Plan, the Determinants of Equity, and the Mobility

<sup>3</sup> More than 5% of any census tract in the project area speak these languages at home, per the American Community Survey (ACS) 2015 dataset. Languages and language categories are defined by the ACS.

Framework; while King County explores the 13 determinants and subsequent indicators, people of color, low-income individuals, and individuals with limited-English proficiency persistently face institutional barriers to opportunity. EPAs are given a score on a scale of 1-5, with 1 representing areas with the lowest proportion of priority populations and 5 representing areas with a highest proportion of priority populations within the county as a whole. There are 16 block groups with an EPA score of 5 and 79 block groups with an EPA score of 4. These areas represent the North Link Equity Priority Areas and a population of 177,594.

### Community Assets

The Community Asset Inventory was developed by King County Metro’s Service Planning team. This dataset provides the locations of place-based community assets that are linked to King County’s defined [determinants of equity](#) and have available spatial data. These assets include affordable and subsidized housing, medical facilities, schools, community centers, libraries, grocery stores and shopping centers, places of worship, and social service centers. Project area community assets are shown in Figure 5.<sup>4</sup> Metro used this data to develop recommendations for alternative pathways and areas where increased service frequency is needed. This dataset is referenced throughout the decision summaries in the Service Concept Decision Matrices section below.

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<sup>4</sup> Figure 5 shows all community assets, excluding places of worship and ORCA vendor locations.





## Public Engagement Strategy

Informed by King County’s ESJ Strategic Plan and the Mobility Framework, the North Link Connections Mobility Project prioritized outreach and engagement with those whose voices have traditionally not been adequately included or considered in the decisions that end up affecting them disproportionately. By engaging and collaborating with those with the greatest need in developing the transit network, Metro can provide service to get the most folks to what and whom they care about.

The North Link team centered equity, public input, and service design best practices in decision making and recommendations for a preferred network concept. Metro staff will continue building relationships with historically underrepresented groups. That includes people affected by racism, bias, poverty, linguistic diversity, disability, or immigration. Metro is committed to conduct grassroots, inclusive, and accessible public engagement process while navigating the limitations of the new reality of social distancing and public health guidance. More detailed information about Public Engagement Strategy is available in a Separate North Link Connections Mobility Project Public Engagement Report.

## Community Recommendations and Priorities

Through each phase of public engagement, north King County communities consistently shared that their transit priorities are related to quick and easy transfers, improved crosstown connections, improved connectivity to and from community resources like schools, urban centers, and hospitals; that service be reliable and safe; and that the connections provided to Link light rail offer competitive travel times to what was offered before COVID-related service reductions. Additionally, focused engagement with the project’s Mobility Board revealed that language access and wayfinding, specifically in and around Link light rail stations, is especially important.

## Service Concept Decision Matrix

Metro developed each service change recommendation by evaluating service design best practices, the project’s equity goals, and public input. To better compile feedback, we divided the project area into various geographies and service types based on ridership patterns, the existing transit network, and the proposed transit network:

- Shoreline, north Seattle peak – page 18
- Shoreline local service, Northgate – page 21
- University District, Wallingford, Green Lake – page 25
- SR-522 – page 30
- Northeast Seattle – page 34

In the following section, changes for each route and/or service area are presented in a concept evaluation matrix, as described below.

Table 4. Sample Service Concept Decision Matrix

Community Input	Service Design	Equity
<ul style="list-style-type: none"> <li>• What public input did Metro hear on the proposed network concept?</li> <li>• What mobility needs informed the development of this concept?</li> <li>• Does this concept address the Mobility Board’s prioritized needs?</li> <li>• How did the public respond to this option at virtual community events and online surveys?<sup>5</sup></li> </ul>	<ul style="list-style-type: none"> <li>• Does this option meet Metro’s services design guidelines and industry best practices?</li> </ul>	<ul style="list-style-type: none"> <li>• Does this option meet Metro’s goal to improve transit access and mobility for people of color, people with low or no income, and limited English-speaking populations?</li> <li>• Does the service change concept improve service for an equity priority area?</li> <li>• Does the service change concept enhance transit access from priority areas to family-wage jobs and community assets in the peak, midday, and at night?</li> <li>• Does the service change concept better serve nearby community assets, subsidized housing, and jobs?</li> </ul>

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<sup>5</sup> Refer to Appendix A: Public Engagement Report.

Shoreline, North Seattle Peak Service Proposal

Table 5. Shoreline, North Seattle Peak Service Decision Matrix

Key Feedback Themes	Recommended Changes:				
	Replace Routes 5X and 355 with Route 16X between downtown Seattle and NE 145th St in Shoreline via Greenwood Ave N.	Reorient Routes 301 and 304 to Northgate Station. Provide additional bidirectional peak frequency on Route 301.	Delete Route 316, improve peak frequency on Route 26, 345, and 346. Improve connections to Link light rail via Routes 26, 45, 345, and 346.	Replace Routes 301 and 304 in Richmond Beach/Richmond Highlands with new Route 302.	Create new Route 302 to serve First Hill via Northgate Station, coordinate with Route 303.
Transfers should be between frequent services where possible, especially during midday, night, and weekend periods.		X	X	X	X
Improve transit connections to/from major community assets and important destinations (urban centers, hospitals, universities, etc.)		X		X	X
Provide fast and reliable bus connections to Link light rail so travel times are better than or similar to what's experienced today.		X	X	X	X
Improve east-west and crosstown connections.		X		X	
Provide reliable service all-day and especially during the busiest times of day.	X	X	X	X	X
Provide transit connections that are safe, convenient, and easy to understand for all riders.	X		X		



**Recommendation:** Replace Route 5X with Route 16X between downtown Seattle and NE 145th St.

Community Input	Service Design	Equity
Priority population survey respondents expressed concerns about missed direct connection between downtown Seattle/UW and north Greenwood/Shoreline Community College.	Simplifies service by distinguishing between Route 5, a local service between Shoreline and downtown Seattle, and Route 16X, an express service between Shoreline and downtown Seattle.	In Phase II, Route 16X was proposed to terminate at N 130th St, however Route 16X is recommended to extend north to N 145th St to better serve equity priority areas around Haller Lake.

**Recommendation:** Reorient Routes 301 and 304 to Northgate Station and provide additional bidirectional peak frequency on Route 301.

Community Input	Service Design	Equity
Survey respondents expressed split support between being able to use Link (faster, more reliable) and new transfers (crowding, wait time/walk or roll time). They expressed concerns about traffic around new Northgate Station (I-5 exits). They also expressed worry about weather, bus shelters, and the overall transfer environment at Northgate Station. There was general support for connection to Link but concerns about transfers/traffic and ability to make an easy or good connection.		By shortening Routes 301 and 304, prioritize resources for reinvestment in equity priority areas and for connections to/from community assets.
Mobility Board supportive of increased bidirectional frequency on Route 301 during the peak period.		Increase bidirectional peak frequency to/from equity priority areas near Aurora Village Transit Center, North City, and Bitter Lake.

**Recommendation:** Delete Route 316, and improve bidirectional peak frequency on revised Route 26, and Routes 345 and 346.

Community Input	Service Design	Equity
Survey respondents supported these changes because they find that peak-only routes make the system more confusing. They said that frequency (increases, frequent routes) was high priority for transit in general.	Simplifies service design by having one all-day service rather than a peak-only and a midday/evening service.	By deleting Route 316, prioritize resources for reinvestment in equity priority areas and for connections to/from community assets, like Green Lake Park and Northwest Hospital.

**Recommendation:** Replace Routes 301 and 304 with new Route 302 in the Richmond Beach/Richmond Highlands neighborhood in Shoreline.

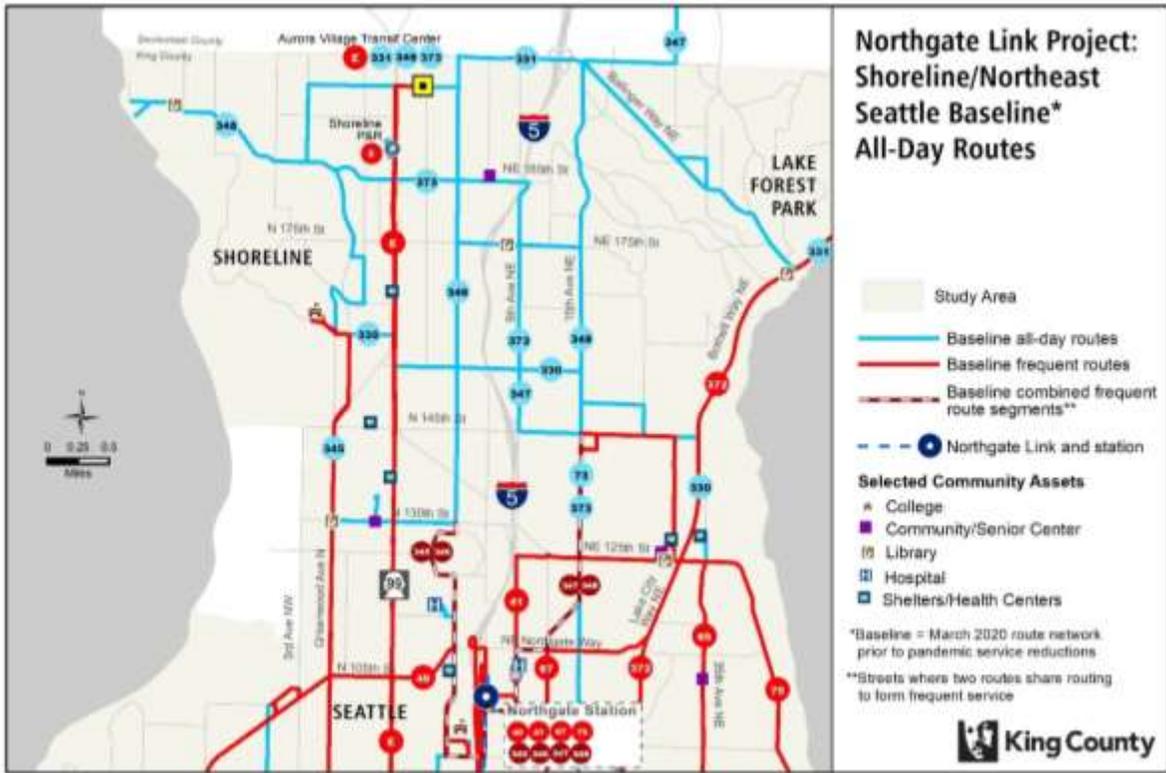
**Recommendation:** Create new Route 302 to serve First Hill via Northgate Station, coordinate with revised Route 303.

Shoreline Local Service, Northgate Service Proposal

Table 6. Shoreline Local Service, Northgate Service Decision Matrix

Key Feedback Themes	Recommended Changes:			
	Improve peak frequency on Routes 331, 345, 346, 347, and 348.	Delete Route 373, expand hours and improve peak frequency of Route 73. Revise Route 73 to directly serve Roosevelt Station via Roosevelt Way NE and 12th Ave NE.	Delete Route 77, improve peak frequency on Routes 73, 347, and 348.	Delete Route 41 between Northgate Station and downtown Seattle, service provided by Link light rail.
Transfers should be between frequent services where possible, especially during midday, night, and weekend periods.	X	X	X	
Improve transit connections to/from major community assets and important destinations (urban centers, hospitals, universities, etc.)	X		X	
Provide fast and reliable bus connections to Link light rail so travel times are better than or similar to what's experienced today.	X	X	X	X
Improve east-west and crosstown connections.				
Provide reliable service all-day and especially during the busiest times of day.	X	X	X	
Provide transit connections that are safe, convenient, and easy to understand for all riders.	X	X	X	X

Figure 7. Shoreline Local Service, Northgate Proposed Network



The use of the information in this map is subject to the disclaimer contained herein. Users are responsible for their own use of the information. The information is provided as a service to the public and is not intended to be used for any other purpose. The information is provided as a service to the public and is not intended to be used for any other purpose. The information is provided as a service to the public and is not intended to be used for any other purpose.

**Recommendation:** Improve peak frequency on Routes 331, 345, 346, 347, and 348 to every 20 minutes.

Community Input	Service Design	Equity
Survey respondents highly supportive of increased peak frequency, as frequent transit is a high priority.		Improves peak access to Link light rail for equity priority areas near Aurora Village Transit Center, North City, Haller Lake, Jackson Park, and Olympic Hills.
		Improves peak access to community assets, like Northwest Hospital.

**Recommendation:** Delete Route 373, expand hours and improve peak frequency of Route 73. Revise Route 73 to directly serve Roosevelt Station via Roosevelt Way NE and 12th Ave NE.

Community Input	Service Design	Equity
Majority of survey respondents supportive of the changes, especially the increases in peak frequency.	Simplifies service design by having one all-day service rather than a peak-only and a midday/evening service.	Improves peak access to Link light rail for equity priority areas near Jackson Park and Olympic Hills at Roosevelt Station.
Some survey respondents expressed concern about the deletion of Route 373 and the lost direct connection between Aurora Village Transit Center and the University District. This same connection will be served more frequently by Route 301 and Link.		

**Recommendation:** Delete Route 77, improve peak frequency on Routes 73, 347, and 348.

Community Input	Service Design	Equity
Majority of survey respondents supportive of the changes, especially the increases in peak frequency.	Simplifies service design by having one all-day service rather than a peak-only and a midday/evening service.	Improves peak access to Link light rail for equity priority areas near Jackson Park and Olympic Hills at Roosevelt Station (Route 73) and Northgate Station (Routes 347, 348).

**Recommendation:** Maintain Routes 40 and 67 as they currently operate.

- In Phase II, we proposed shifting Route 40 to NE Northgate Way rather than Meridian Ave N by North Seattle College. Most survey respondents were supportive of whichever pathway was fastest to/from Northgate Station, however due to pavement conditions on NE Northgate Way, Route 40 is recommended to stay on Meridian Ave N/College Ave N to access Northgate Station.

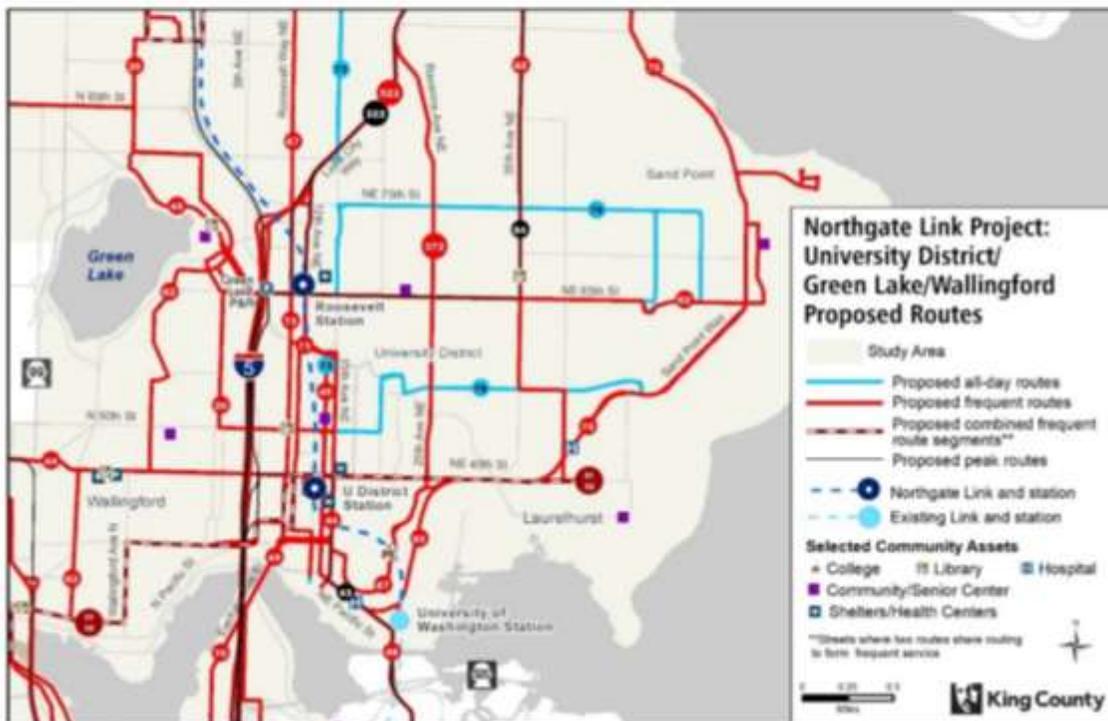
- In Phase II, we proposed shifting Route 67 to serve U District Station via University Way and NE 43rd St. Based on stakeholder feedback, it was clear that many people use Route 67 to access the U District Food Bank on Roosevelt Way NE. In Phase III, we proposed maintaining the existing pathway using Roosevelt Way NE, which was supported by most survey respondents.

University District, Wallingford, Green Lake Service Proposal

Table 7. University District, Wallingford, Green Lake Service Decision Matrix

Key Feedback Themes	Recommended Changes:					
	Create new Route 20 to serve the Northgate Station, Green Lake, and University District, as well as connect to Link light rail at U District Station.	Reorient Routes 31 and 32 to NE 45th St to create a new east-west pathway between the University District and Sand Point Way NE.	Connect Routes 75 and 45 and reorient Route 45 to serve NE Stevens Way on the University of Washington campus.	Revise Routes 44, 49, 70, and 372 in the University District to connect to Link light rail at U District Station.	Revise Route 48 to terminate at University Heights on NE 50th St.	Replace Route 74 with new Route 79 between View Ridge and the University District.
Transfers should be between frequent services where possible, especially during midday, night, and weekend periods.	X	X		X		
Improve transit connections to/from major community assets and important destinations (urban centers, hospitals, universities, etc.)	X	X	X		X	X
Provide fast and reliable bus connections to Link light rail so travel times are better than or similar to what's experienced today.	X	X	X	X		X
Improve east-west and crosstown connections.	X	X	X			X
Provide reliable service all-day and especially during the busiest times of day.	X	X	X			
Provide transit connections that are safe, convenient, and easy to understand for all riders.	X	X	X	X	X	X

Figure 8. University District, Wallingford, Green Lake Proposed Network



**Recommendation:** Reorient revised Route 26 to serve the University District and connect to Link light rail at U District Station.

Community Input	Service Design	Equity
Priority population survey respondents supportive of maintaining connection between Green Lake and Northgate Station. This was also a priority for the Mobility Board.		By shortening Route 26, prioritize reinvestment of resources into peak frequency improvements in both directions on Route 26 and other all-day connections to/from community assets and in equity priority areas.
Current riders in Wallingford concerned about loss of direct connection to downtown Seattle.		

**Recommendation:** Reorient revised Routes 31 and 32 to NE 45th St to create a new east-west connection between the University District and Seattle Children's Hospital on Sand Point Way NE.

Community Input	Service Design	Equity
Survey respondents appreciate the new east-west service, new connection between Wallingford/Fremont and Link light rail (U-Dist Station), and direct connection to U-District Station, U-Village, and Seattle Childrens Hospital. Also, some support for disconnecting the Rt-31/32 with the Route 75 to improve reliability.		Improves east-west connections to/from community assets in University Village and Seattle Children's Hospital.
During Phase II, some community members expressed concern about having fewer transit options connecting to the heart of the University of Washington's campus along NE Stevens Way. This recommendation disconnects Routes 31 and 32 from Route 75, which will remain on NE Stevens Way.		

**Recommendation:** Connect Routes 45 and 75 in the University District and reorient Route 45 to serve NE Stevens Way on the University of Washington campus.

Community Input	Service Design	Equity
Priority population survey respondents expressed overall support for change on Route 45 to the main part of UW's campus.		Through-routing provides new east-west connection between NW Seattle and Seattle Children's Hospital.
Some survey respondents expressed concern about loss of direct access to the University of Washington Medical Center, but survey respondents generally expressed overall support for this change.		
During Phase II, some community members expressed concern about having fewer transit options connecting to the heart of the University of Washington's campus along NE Stevens Way. This recommendation shifts Route 75 back to serve NE Stevens Way.		

**Recommendation:** Revise Routes 44, 49, 70, and 372 in the University District to connect to Link light rail at U District Station.

Community Input	Service Design	Equity
Mobility Board expressed support for these changes as they create easy transfers between bus-bus and bus-Link.	Use of new westbound pathway on NE 43rd St provides direct connection to Link light rail at U District Station.	

**Recommendation:** Revise Route 48 to terminate at University Heights on NE 50th St.

Community Input	Service Design	Equity
During Phase I and Phase II, survey respondents and stakeholder engagement expressed the need for better connections between the northern end of University Way and U District Station.	Extending Route 48 north to University Heights alleviates layover concerns further south in the University District.	Improves connections to/from community assets in the University District, such as University Heights Center.

**Recommendation:** Replace Route 74 with new Route 79 between View Ridge and the University District.

Community Input	Service Design	Equity
Both the community and the Mobility Board emphasized the need for new and better east-west connections.	Route 74 between the University District and downtown Seattle is duplicative of Link.	New Route 79 provides new east-west access to community assets in Wedgwood, like grocery stores, as well as a new connection to Roosevelt Station.
Community asked for reliable, all-day connections to Link light rail.		
Close to half of survey respondents support Routes 74/79 due to stronger connections to Link and new east-west connection on NE 75th St.		

**Recommendation:** Maintain Routes 45 and 62 as they currently operate.

- In Phase II, we proposed changes to Route 45 in Green Lake and Greenwood. We heard from community members through the survey and in neighborhood group meetings that the connection on N 85th St and between the University District to Loyal Heights was very important to current riders. In Phase III, we proposed keeping Route 45 as it currently operates and there was strong support from community.
- No changes were proposed for Route 62. Throughout the project, we heard how important it was to maintain existing east-west connections along NE 65th St, and between Wallingford/Fremont to downtown Seattle.

SR-522 Service Proposal

Table 8. SR 522 Service Decision Matrix

Key Feedback Themes	Recommended Changes:			
	Replace peak-only Routes 308, 309, and 312 with Route 320 to South Lake Union via Northgate Station and Route 322 to First Hill via Roosevelt Station.	Replace Route 41 between Lake City and Northgate Station with a revised Route 75 via NE 125th St and 5th Ave NE.	Replace revised Route 75 with new Route 20 between Lake City and Northgate Station via NE Northgate Way and Lake City Way NE.	Replace Route 63 with Routes 302, 303, and 320 from Northgate Station.
Transfers should be between frequent services where possible, especially during midday, night, and weekend periods.	X		X	
Improve transit connections to/from major community assets and important destinations (urban centers, hospitals, universities, etc.)	X	X	X	X
Provide fast and reliable bus connections to Link light rail so travel times are better than or similar to what's experienced today.	X		X	X
Improve east-west and crosstown connections.	X	X		
Provide reliable service all-day and especially during the busiest times of day.	X	X		X
Provide transit connections that are safe, convenient, and easy to understand for all riders.	X	X	X	



**Recommendation:** Replace Routes 308, 309, and 312 with new Route 320, between Kenmore and South Lake Union via Northgate Station, and new Route 322, between Kenmore and First Hill via Roosevelt Station.

Community Input	Service Design	Equity
From the survey, general support for this change because it adds flexibility for travelers (Link or direct connection to First Hill). Concerns about all-day service from ST Route 522 and "dead zones" in between stops.	Route 308 performed in the bottom 25% of both productivity measures (rides/platform hour and passenger miles/platform miles) in the 2020 System Evaluation.	Provides Lake City, an equity priority area, multiple peak routes to connect to Link at either Northgate Station or Roosevelt Station and areas not served by Link (South Lake Union, First Hill).
Concerns about increased travel time to downtown Seattle from stopping at Roosevelt Station/Northgate Station. Concerns about transferring to/from Link.	Route 312 is duplicative of Link between Roosevelt Station and downtown Seattle.	

**Recommendation:** Replace Route 41 between Lake City and Northgate Station via revised Route 75 on NE 125th St and 5th Ave NE.

Community Input	Service Design	Equity
Majority of survey respondents support the connection to Northgate via NE 125th St.		Prioritizes a frequent, all-day connection between equity priority areas in Lake City and Olympic Hills/Jackson Park and Northgate Station.
Priority population survey respondents supportive of the change to NE 125th St but emphasize the need for continued all-day service on NE Northgate Way and Lake City Way.		

**Recommendation:** Replace revised Route 75 with new Route 20 between Lake City and Northgate Station on Lake City Way NE and NE Northgate Way.

Community Input	Service Design	Equity
Priority population riders and Mobility Board members identified the need for maintaining service on the current Route 75 pathway on Northgate Way and Lake City Way and that without a replacement for that segment, getting to/from Northgate will be more difficult with fewer options.		Prioritizes a frequent, all-day connection between equity priority areas in Lake City and Olympic Hills/Jackson Park and Northgate Station.
		Maintains an all-day connection to community assets along NE Northgate Way, such as Idris Mosque.

**Recommendation:** Replace Route 63 with Route 303 and new Routes 302 and 320 from Northgate Station.

Community Input	Service Design	Equity
Survey respondents expressed overall support for this change.	Majority of boardings on Route 63 were at Northgate Station, where Routes 302 and 303 provide similar connections to First Hill.	By replacing Route 63, resources were prioritized for reinvestment in all-day connections to/from community assets and equity priority areas.

**Recommendation:** Maintain Route 330 as it currently operates.

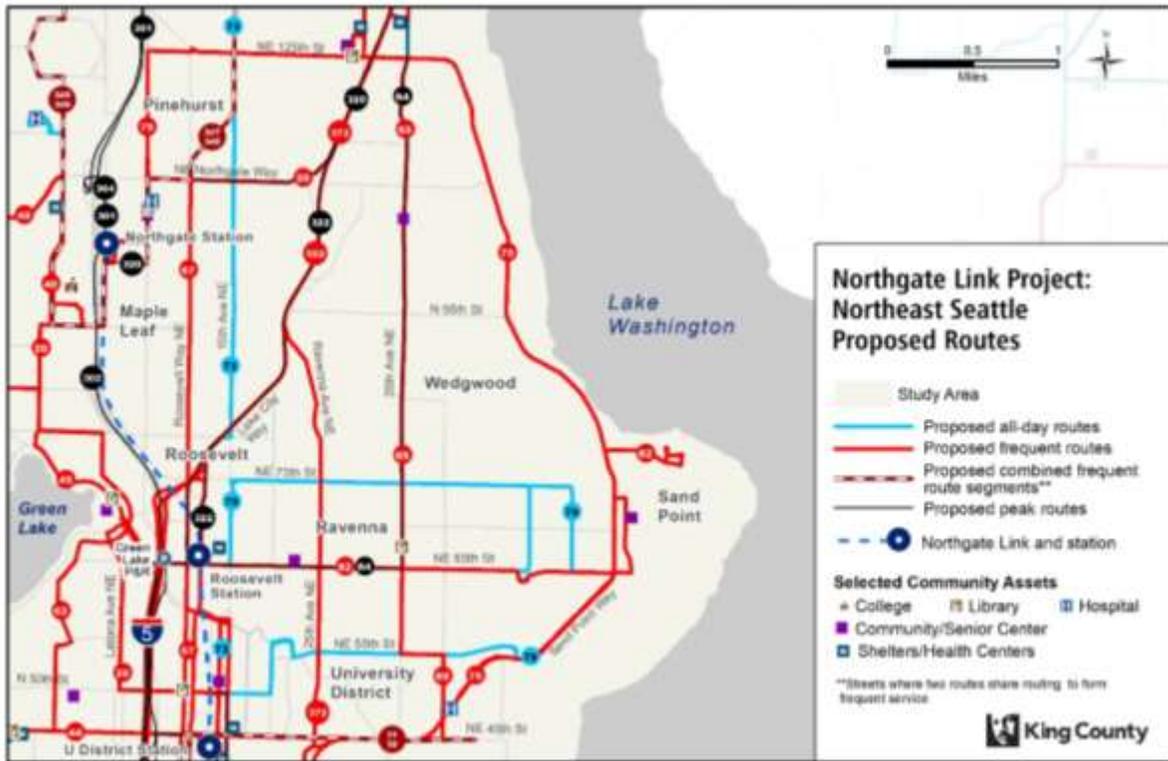
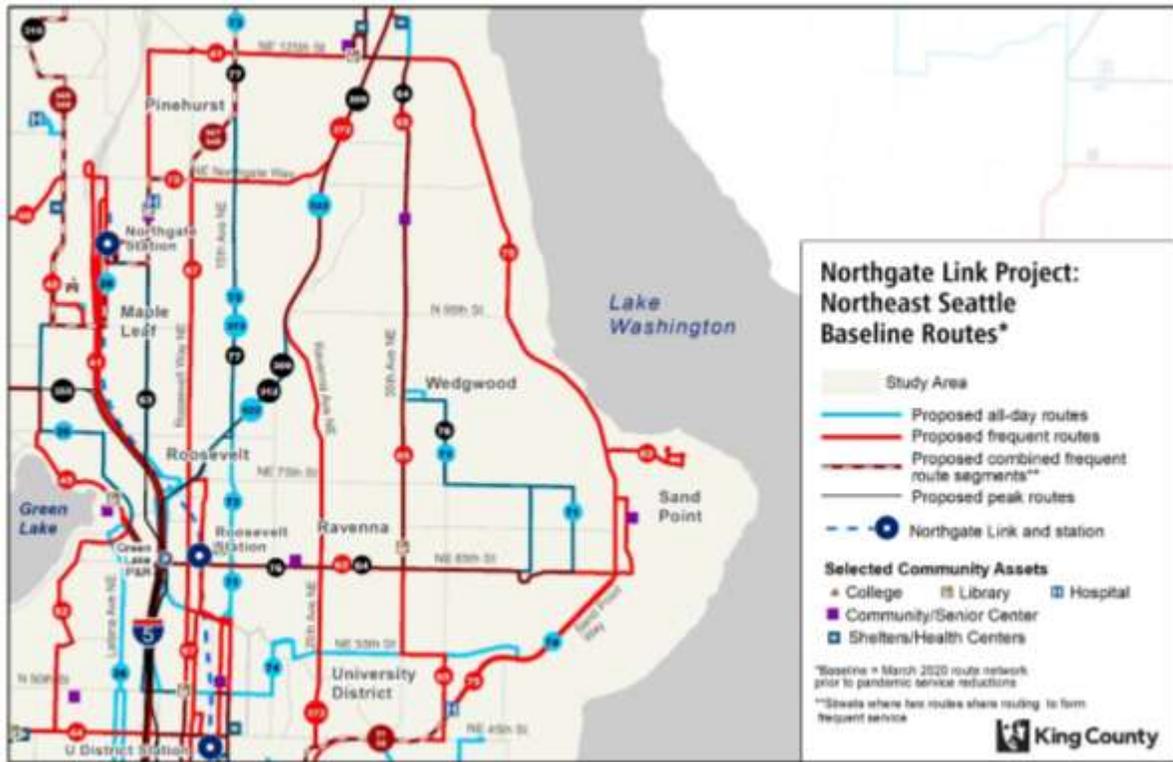
- No changes were proposed for Route 330. Throughout the project, we heard how important it was to maintain existing east-west connections, especially along NE 145th St.

Northeast Seattle Service Proposal

Table 9. Northeast Seattle Service Decision Matrix

Key Feedback Themes	Recommended Changes:	
	Replace Routes 71, 74, 76, and 78 with new Route 79.	Revise Route 64 to start on 35th Ave NE in Wedgwood. Revise Route 64 to better serve the core of South Lake Union, provide new connection to First Hill from Roosevelt Station via Route 322.
Transfers should be between frequent services where possible, especially during midday, night, and weekend periods.	X	
Improve transit connections to/from major community assets and important destinations (urban centers, hospitals, universities, etc.)	X	
Provide fast and reliable bus connections to Link light rail so travel times are better than or similar to what's experienced today.	X	X
Improve east-west and crosstown connections.	X	X
Provide reliable service all-day and especially during the busiest times of day.	X	X
Provide transit connections that are safe, convenient, and easy to understand for all riders.	X	X

Figure 10. Northeast Seattle Proposed Network



**Recommendation:** Replace Routes 71, 74, 76, and 78 with new Route 79, which provides a new east-west connection on NE 75th St and replaces Route 74 between View Ridge and the University District. Route 79 is frequent in both directions during the peak and provides local service during the rest of the day.

Community Input	Service Design	Equity
Both the community and the Mobility Board emphasized the need for new and better east-west connections.	Route 74 between the University District and downtown Seattle is duplicative of Link.	New Route 79 provides new east-west access to community assets in Wedgwood, like grocery stores, as well as a new connection to Roosevelt Station.
Community asked for reliable, all-day connections to Link light rail.		
Close to half of survey respondents support Routes 74/79 due to stronger connections to Link and new east-west connection on NE 75th St.		

**Recommendation:** Shorten Route 64 to start on 35th Ave NE in Wedgwood; revise Route 64 to better serve the core of South Lake union. New Route 322 provides a connection between Roosevelt Station and First Hill.

Community Input	Service Design	Equity
In Phase I, the Mobility Board emphasized the need for better access to emerging transit markets, like South Lake Union, and strengthening connections to hospitals and medical centers, like those on First Hill.	By shortening Route 64, resources were reinvested in other all-day routes, such as revised Route 74, new Route 79, and revised Route 75.	By shortening Route 64, resources were prioritized for reinvestment in all-day connections to/from community assets and equity priority areas.
Survey respondents expressed overall support for the changes to revised Route 64.	The majority of Route 64 ridership is on 35th Ave NE. The peak connection between Jackson Park and downtown Seattle is better served by increased peak frequency on Routes 73, 347, and 348.	

**Recommendation:** Maintain Route 65 as it currently operates.

- No changes were proposed for Route 65. Throughout the project, we heard how important it was to maintain existing connections, especially along 35th Ave NE.

## Final Service Concept Summary and Metrics

Planners focused on a new analytical approach to evaluate the impact of the proposed network using a tool called Reach Map Compare analyses in NetPlan, a software product from developer HASTUS, that integrates scheduling and planning data. This tool compares travel times between a baseline and a proposed network; for North Link, March 2020 service as scheduled served as the baseline compared to the North Link proposed network.

The baseline includes all scheduled service for March 2020 and does not reflect the impact of COVID-19 or suspensions. The proposed network includes all Metro-funded service, without prior STBD investments or approximately 47,000 annual service hours of Metro-funded resources that are directly duplicative of Link light rail. Both the baseline and proposed network include Link light rail service, with the baseline reflecting existing stations served and the proposed network adding service at U District, Roosevelt, and Northgate Stations. This comparison captures the impacts of the proposed changes for the majority of riders, rather than comparing the final proposed network to a network with suspensions and/or reductions due to COVID-19.

Planners developed a series of Reach Map Compare analyses, analyzing travel times changes to and from major origins and destinations in the study area, focusing on community assets, transit hubs, or locations within equity priority areas. Maps that are destination maps show areas a rider can leave from and reach the destination location by the designated time, with a maximum 60-minute travel time and with two or fewer transfers. Maps that are origins show areas a rider can reach from that location with a maximum travel time of 60-minutes and with two or fewer transfers.

Planners reviewed each of the Reach Map Compare analyses, identified major themes and takeaways, and highlighted the impact on equity priority areas. These themes and takeaways – along with representative Reach Map Compare analyses – are below.

### Impact on Equity Priority Areas

As noted above, the origins and destinations for the Reach Map Compare analyses focused on community assets, transit hubs, and locations within equity priority areas. Based on the equity priority areas as shown in Figure 4, we have grouped findings based on geographic proximity.

#### *Kenmore/Bothell Equity Priority Areas*

- Travel times improved to all three new Link light rail stations in the proposed network.
- Travel times from equity priority areas around the Kenmore Park and Ride improved to Greenwood, Crown Hill, and Ballard in the proposed network.
- There are slower travel times in the proposed network from these areas to downtown Seattle during the peak period.

#### *North City/Aurora Village Equity Priority Areas*

- Travel times improved from Aurora Village Transit Center to Northgate Station and Roosevelt Station during the peak period.
- There are improved travel times to the University District from Aurora Village in the midday period.

- Travel times to/from the North City equity priority areas saw improvements during the peak period but remained mostly the same during other times of day.

#### *Richmond Highlands/Greenwood Ave N Equity Priority Areas*

- Travel times improved to all three new Link light rail stations.
- Travel times to downtown Seattle from equity priority areas along Greenwood Ave N just north of N 105<sup>th</sup> St improved.
- Travel times to most other locations remained mostly the same.

#### *Northgate/Bitter Lake/Jackson Park Equity Priority Areas*

- During the peak period, travel time to Northgate and surrounding neighborhoods improved to downtown Seattle, the University District, most areas east of I-5, and parts of Bellevue.
- Travel times to/from Kenmore improved to these neighborhoods during the peak period.

#### *Lake City Equity Priority Areas*

- Travel times from Lake City to Roosevelt Station improved in the proposed network.
- Travel times improved to the University District.
- For parts east of Lake City Way NE, travel times stayed mostly the same or increased to downtown Seattle.

#### *University District/Green Lake Equity Priority Areas*

- Travel times improved to Northgate Station. Travel times to other new Link light rail stations remained the same.
- There are significant travel time improvements between Shoreline and the University District in the peak periods in the proposed network.
- Travel times from Kenmore to Green Lake improved during the peak period.
- Travel times in the neighborhood directly around Roosevelt Station to downtown Seattle improved in the proposed network.

#### *Downtown Seattle Equity Priority Areas*

- Travel times from downtown Seattle improved to areas around the three new Link light rail stations in north Seattle in the peak period. Travel times from Kenmore increased in the peak period.

### Major Themes and Takeaways

#### *Themes*

- The three new Link light rail stations (Northgate Station, Roosevelt Station, and U District Station) improve travel times and access to/from and within north Seattle and south King County.
- Strong integration between Metro and Sound Transit services at these three new Link light rail stations and other Link stations further south, improves transfer opportunities and travel times to destinations throughout King County.

- Travel times to/from downtown Seattle and North Shore King County communities remain the same or are slower than March 2020 during the peak periods. While travel times are slower for these types of trips, integration with Link light rail provides more reliable travel times.

#### *Takeaways*

- The extension of Link light rail to Northgate Station and the integration of Metro service at each new Link light rail station provides improved access between north King County and southeast Seattle, as well as parts of south King County, like Burien and Renton.
- The proposed network improves east-west connections during the peak period between Shoreline and Kenmore/Bothell/Woodinville (Route 331), and Greenwood and University Village/Seattle Children’s (Routes 45/75 through-route).
- There are significant travel time improvements between Shoreline and the University District in the peak periods in the proposed network.
- Travel times are the same or slower than March 2020, though there are more transfer opportunities, between:
  - Kenmore/Bothell/Woodinville (SR-522) and downtown Seattle.
  - Kenmore/Bothell/Woodinville (SR-522) and West Seattle and Queen Anne. This is primarily due to a transfer penalty of not having a one-seat ride into downtown (via previous configurations of ST Route 522 or Route 312) to make a transfer to these markets.

#### *Representative Reach Map Compare Analyses*

The figures below are representative Reach Map Compare analyses used to develop the above themes and takeaways. These are either all community assets, major transit hubs, or are within an equity priority area for the project.

- Northgate Station – Destination – 9AM
- Roosevelt Station – Destination – 9AM
- Kenmore Park and Ride – Origin – 9AM
- Seattle Central Library – Destination – 9AM
- University of Washington Husky Union Building (HUB) - Destination – 12PM

Figure 11. Travel Time Changes Traveling to Northgate Station at 9AM Weekdays

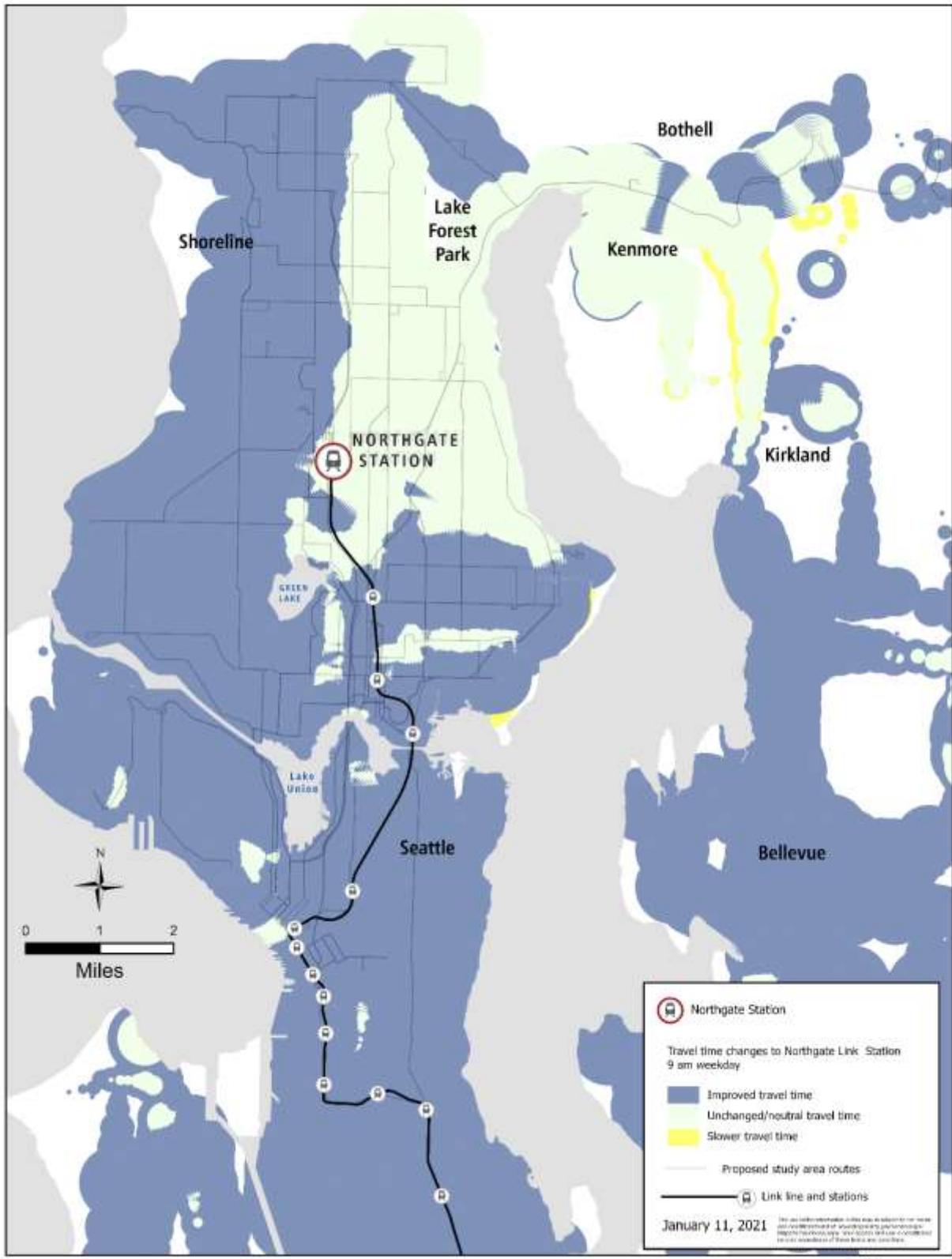


Figure 12. Travel Time Changes Traveling to Roosevelt Station at 9AM Weekdays

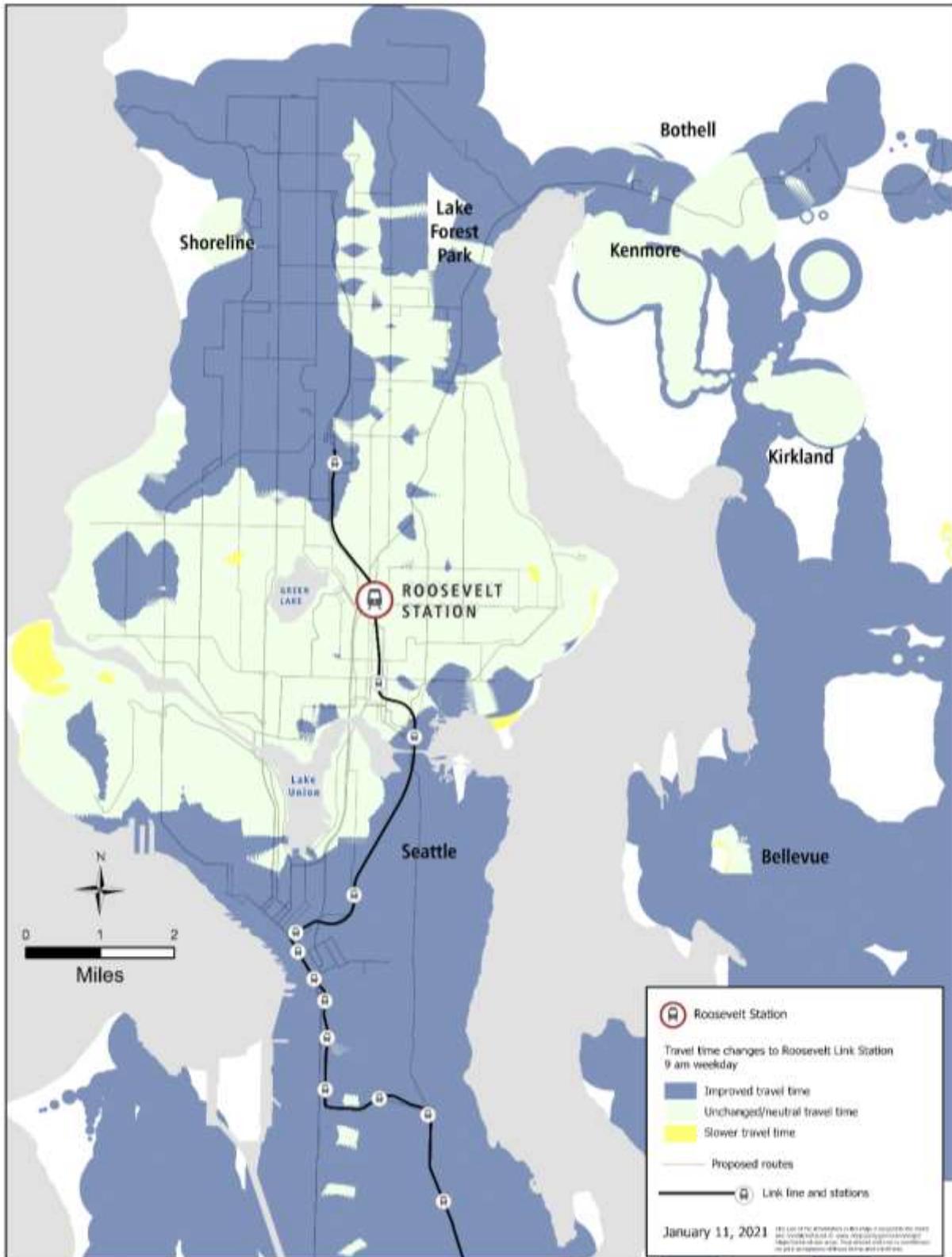


Figure 13. Travel Time Changes Traveling from Kenmore Park-and-Ride at 9AM Weekdays

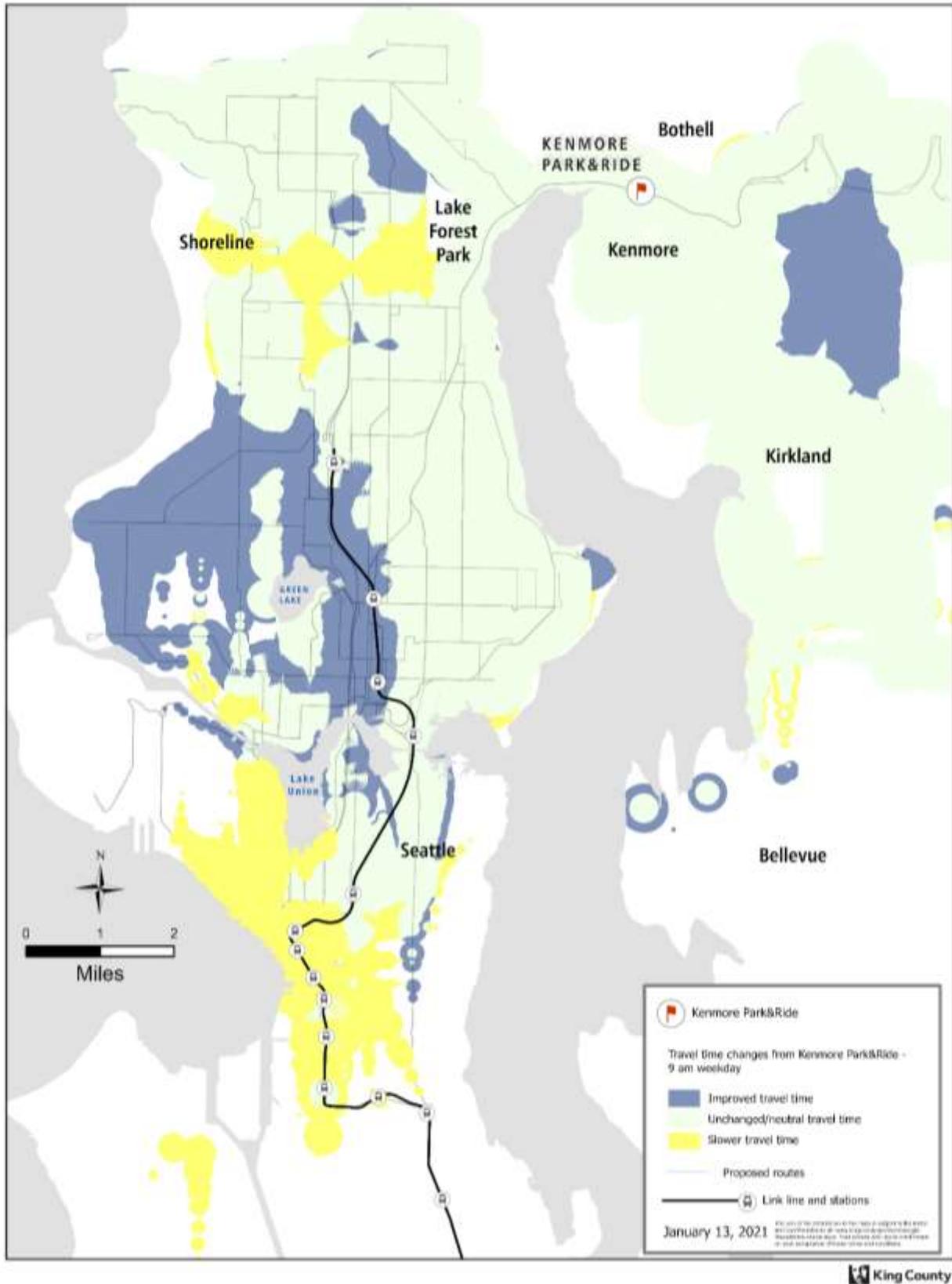


Figure 14. Travel Time Changes Traveling to Seattle Central Library at 9AM Weekdays

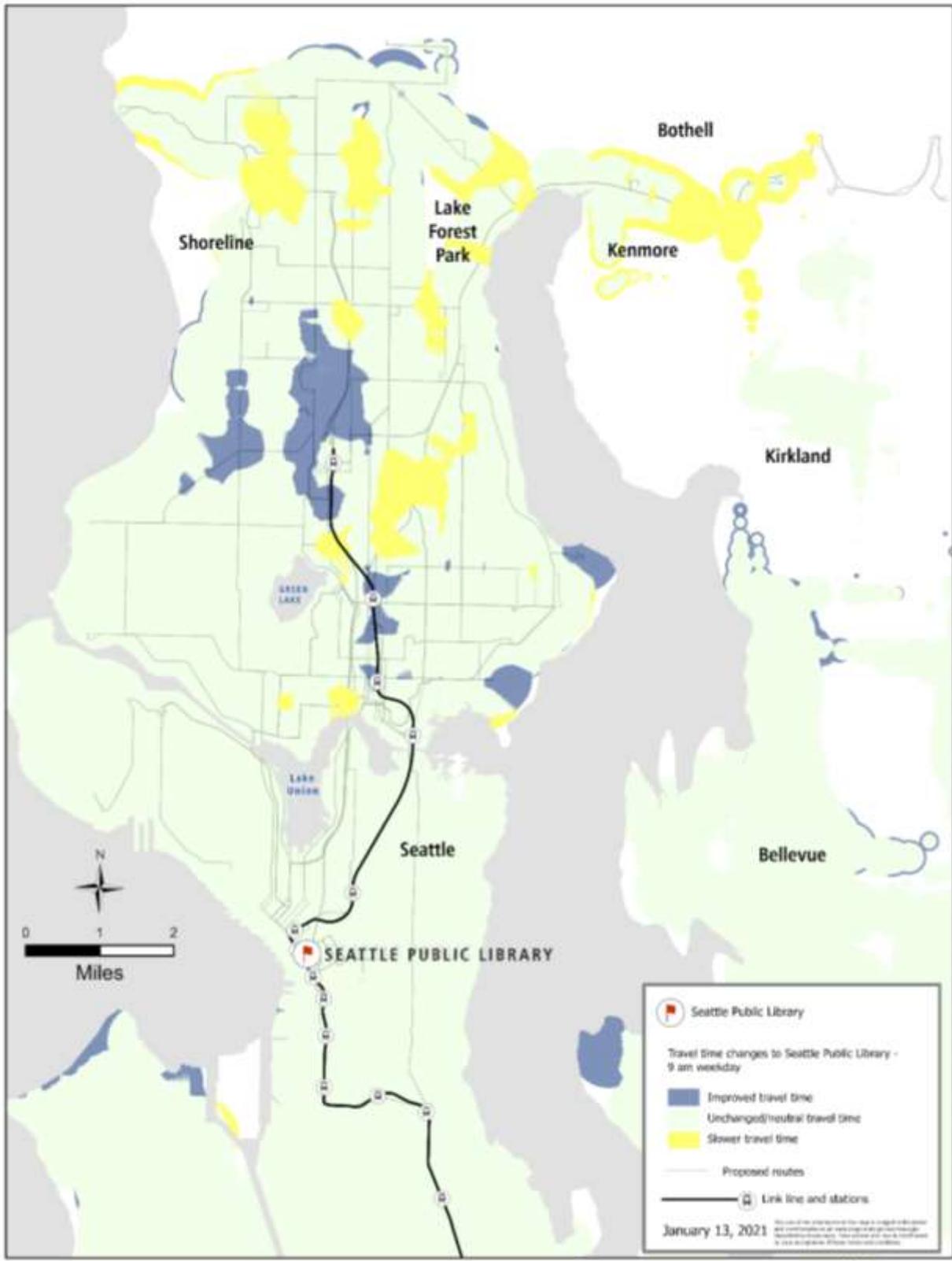
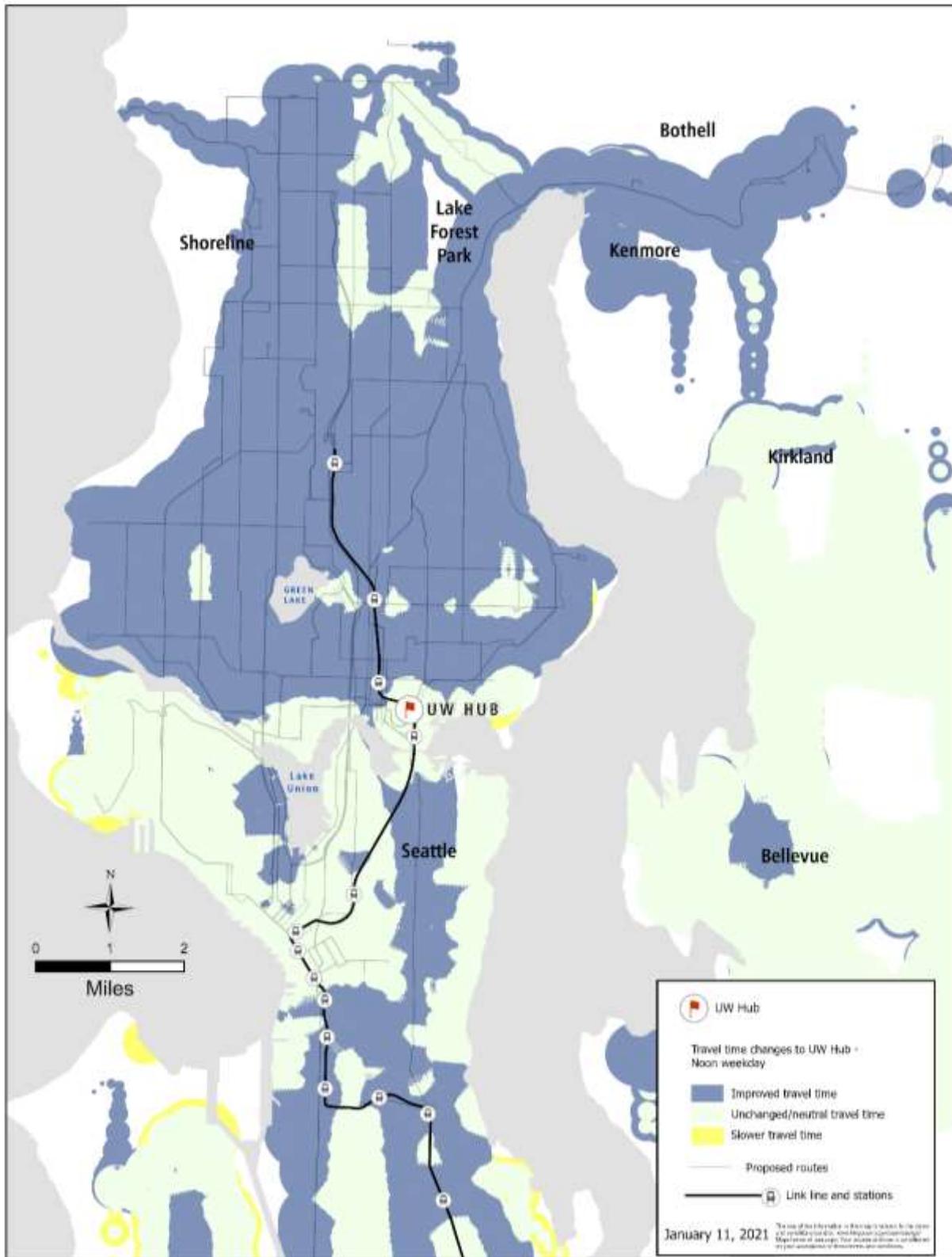


Figure 15. Travel Time Changes Traveling to UW HUB at 12PM Weekdays



## Area Specific Highlights

### *Shoreline/north Seattle peak*

- As destinations, South Lake Union and First Hill saw improved travel times from north Seattle and north King County throughout the day.
- Travel times in the AM peak to/from Aurora Village Transit Center and to/from the SR-522 corridor were faster due to Route 331 peak frequency improvements during the peak periods.
- Travel times are similar to existing travel times for trips to central downtown in the AM peak period. In cases where travel times experience a slight increase due to connecting to Link light rail, riders can expect improved service reliability with Link, resulting in more consistent travel times.

### *Shoreline local/Northgate*

- Travel times to most places in the project area improved to/from Northgate Station. Travel times remained the same to/from northeast Seattle and the SR-522 corridor.
- Northwest Hospital saw improved connectivity during the off-peak time periods. This is primarily a result of Metro integrating our service with Link and other Metro services at these new stations and other stations throughout Links alignment.
- In the midday, the Shoreline area saw some improved travel times to the east, along the SR-522 corridor toward Woodinville and Bothell due to improved frequency of the ST Route 522 from every 30 to 15 minutes (during the midday period) and Metro and ST's bus integration with the three new Link light rail stations.
- As a destination, South Lake Union and First Hill saw improved travel times from north Seattle and north King County during peak and off-peak periods.
- Travel times to Northgate Station from areas to the west improved during the AM Peak, likely due to improved peak-hour frequency on Routes 345, 346, and 348.
- Northgate Station as a destination in the AM peak period, saw improved travel times from all parts of center city Seattle, due frequent all-day service in downtown Seattle and the new Link light rail extension.
- Travel times are shown to have increased in the proposed network, when compared to March 2020 to/from Belltown and West Seattle in the AM peak period. This is most likely due to a change in trip start times, as frequencies did not change during this time period.

### *University District, Wallingford, Green Lake*

- Shoreline, Kenmore, Bothell have faster peak and midday access to Green Lake and the University District and medical services in the area due to integration of bus services with Link light rail at the three new Link stations.
- Areas in south King County, like Burien, Renton, and Kent, have faster all-day access and one less transfer to the University District due to the Link light rail extension.
- Travel times from Magnolia to the center of campus at the University of Washington has increased, due to increased walk distance to UW Husky Union Building (HUB) from Route 31.
- Travel times improved to Roosevelt Station and the Greenwood Fred Meyer, with most areas of Seattle having improved access to these community assets. In cases where travel times

remained the same or experienced a slight increase due to connecting to Link light rail, riders can expect improved service reliability with Link, resulting in more consistent travel times.

#### *SR-522*

- Travel times to the Seattle Central Library are generally the same, with some slower travel times to Bothell and Woodinville in the AM peak period likely due to the reorientation of ST Route 522 to Roosevelt Station.
- Faster access to north Ballard, Holman Road area, and improved travel-time to downtown Ballard throughout the day.
- Travel times are the same or slightly slower to downtown Seattle and West Seattle.
- Travel times to Shoreline, especially the Richmond Beach neighborhood, improved in the peak periods.
- Travel times from Kenmore Park and Ride improved during the peak period to Crown Hill, Greenwood, Ballard, and upper Wallingford/Fremont.

#### *Northeast Seattle*

- Travel times to/from northeast Seattle (west of I-5 and south of NE 145<sup>th</sup> St) generally improved or remained the same throughout the day with the proposed network.

#### *Trip Change by Block Group*

As a secondary analysis, planners looked at the trip change by block group in the 8am hour, the 12pm hour, and the 8pm hour using the March 2020 service change as scheduled compared to the proposed network. Figures 16 through 18 show the block groups with more trips in the proposed network and the block groups with fewer trips in the proposed network, including whether or not each block group is an equity priority area as defined above.

Of the 309 block groups in the project area, 294 block groups had trips in both the baseline and proposed networks. For the purposes of this analysis, planners split the project area into two geographies: downtown Seattle block groups, which includes all project area block groups south of Denny Way, and north Seattle and north King County block groups, which includes all project area block groups north of Denny Way. Block groups in the downtown Seattle group saw compounded impacts from the removal of STBD resources, peak service, and some all-day frequent routes, like Route 41. Route 41 would be replaced with frequent service provided by Link light rail between Northgate and downtown Seattle, which under the proposed service levels on Link light rail, will provide up to four times the passenger capacity of Route 41 as well as provide frequent service all day. Many of the trips for peak and all-day service were replaced with high-frequency, high capacity Link light rail. Therefore, the focus of this analysis is on the neighborhoods in north Seattle and north King County, north of Denny Way.

In total, equity priority areas in north Seattle and north King County would see an increase in trips by approximately 1.8%, while non-priority block groups, those with lower equity priority area scores, saw a reduction in trips of approximately 2.6%. Increases in transit trips in equity priority areas were highest in the peak (8am) and evening (8pm) periods. With fewer resources in the project area, midday trips (12pm) see a decrease in a block groups compared to the baseline, however equity priority areas see a decrease of 1.7%, while non-equity priority areas see a reduction of approximately 4.9%. This

comparison shows that the number of trips increased in equity priority areas, or reductions were mitigated by prioritizing maintaining existing service in equity priority areas.

While reductions in the number of trips affects both equity priority areas and non-equity priority areas, access to frequent service remains largely unchanged throughout the entire project area. Out of 14 frequent routes in the project scope, only one route—Route 41—was eliminated and replaced with frequent service provided by Link light rail between Northgate and downtown Seattle. The project area retains the 13 other frequent routes and adds frequent service with the extension of Link light rail to Northgate. While the reduction of STBD-funded service did reduce frequency across several routes in the project area, no equity priority area lost access within  $\frac{1}{4}$  mile of frequent service—defined as service that operates every 15-minutes or better throughout the day, and at least every 30 minutes on weekends.

Figure 16. Trip Gains/Losses by Block Group at 8am

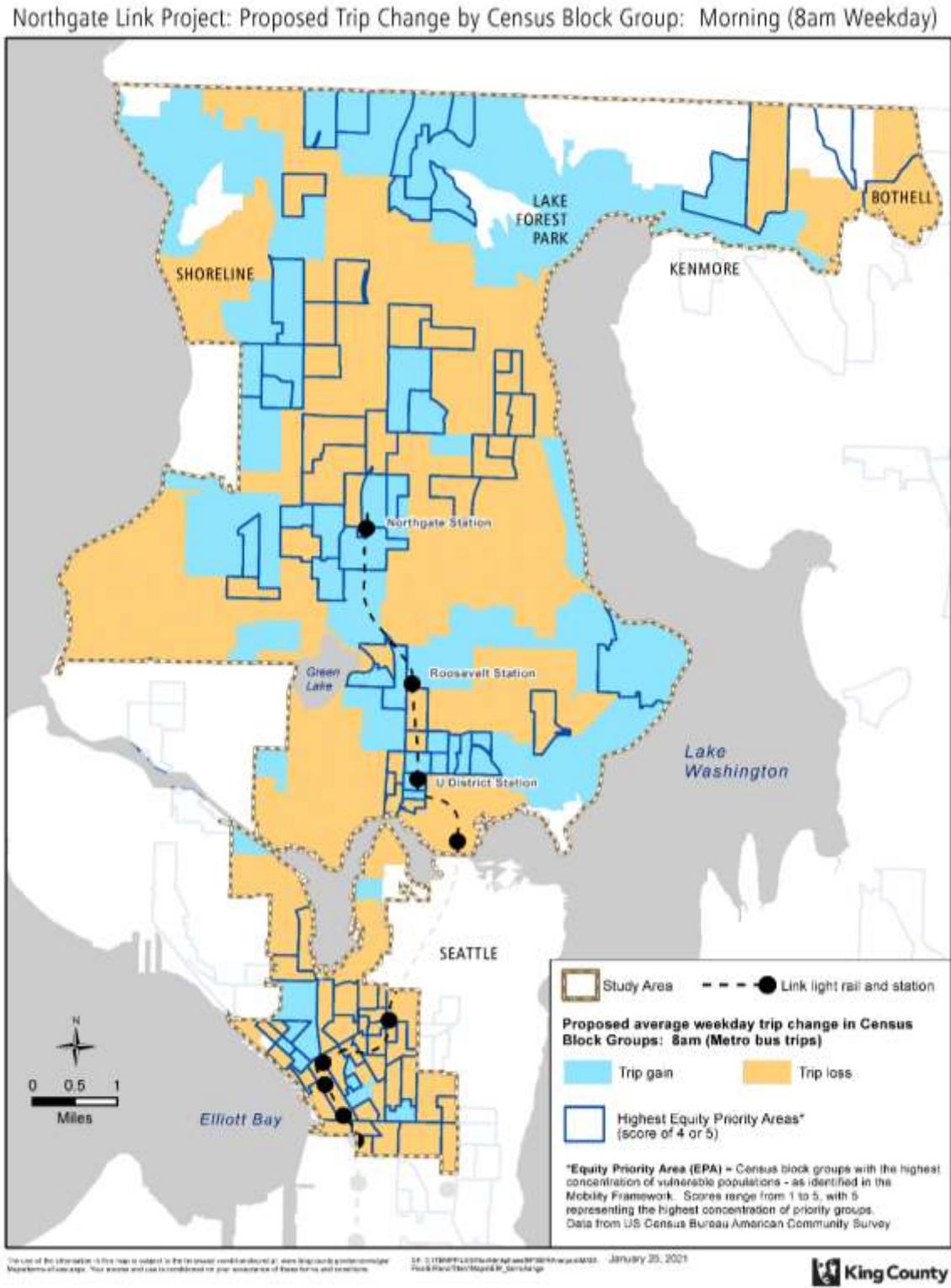


Figure 17. Trip Gains/Losses by Block Group at 12pm

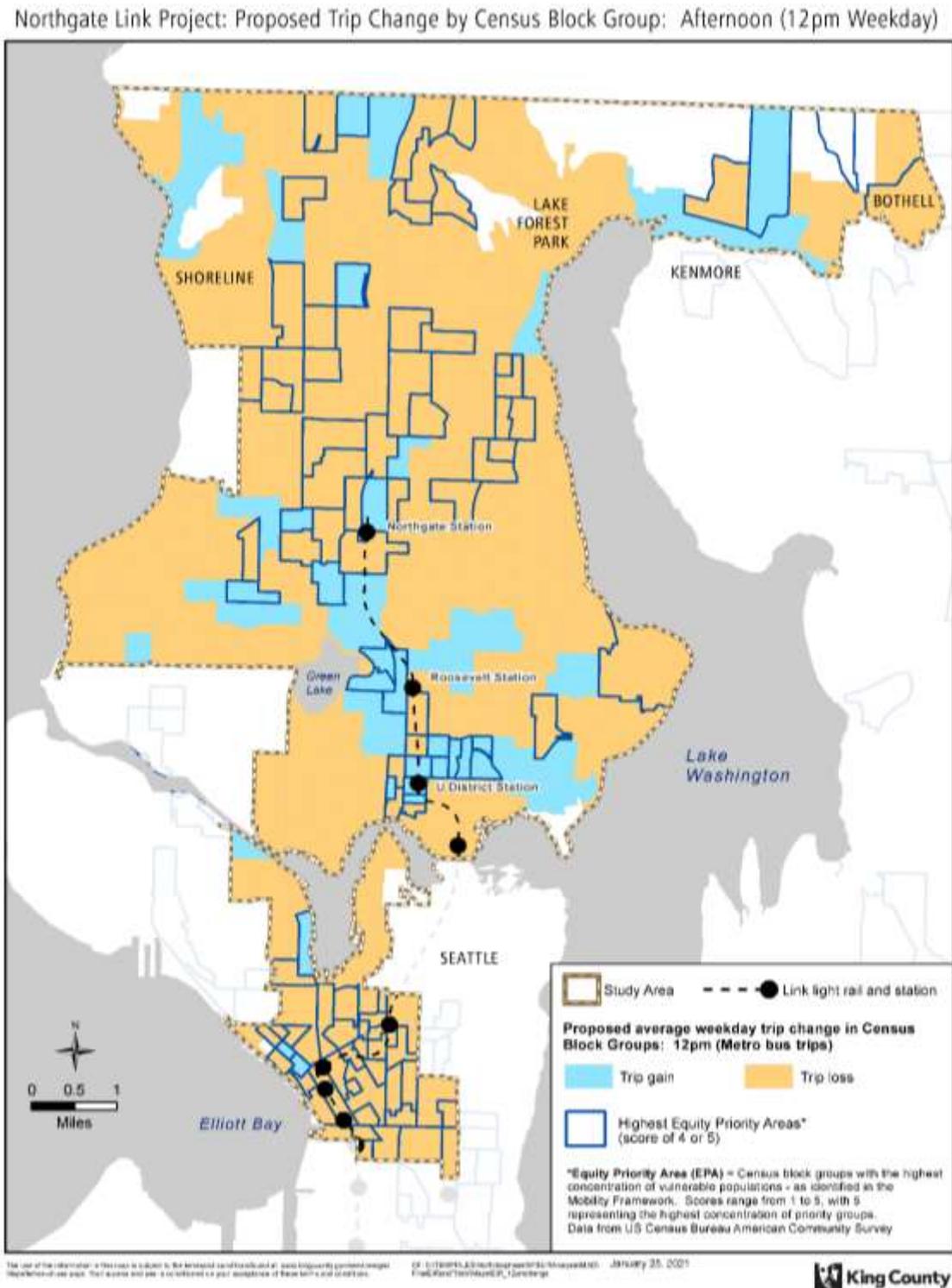
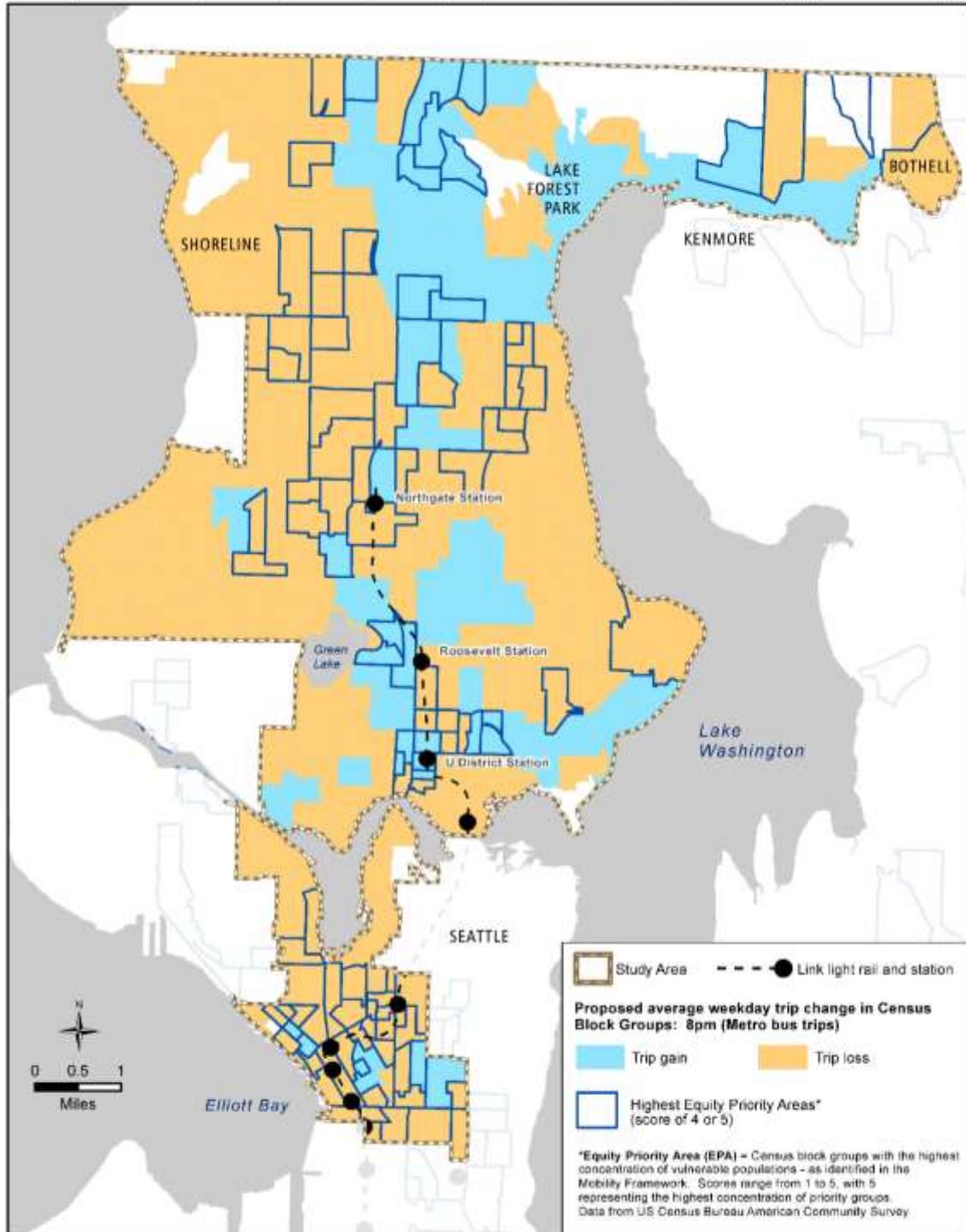


Figure 18. Trip Gains/Losses by Glock Group at 8pm

Northgate Link Project: Proposed Trip Change by Census Block Group: Evening (8pm Weekday)



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## Lessons Learned

Throughout the project, methodologies, data, and approaches changed depending on available data and analysis tools. The North Link Connections Mobility Project team documented lessons learned as new processes were established, in evaluation of both qualitative and quantitative evaluation methods. This list is not meant to be a definitive, complete accounting of the lessons learned during this project, but to highlight some of the most important lessons and to address process changes based on ongoing learning.

### Community Engagement

- The use of virtual meetings allowed for a greater quantity of external stakeholder briefings and listening sessions for a given amount of staff time compared with all in-person meetings.
- There needed to be a better understanding of the time required for certain types of tasks such as travel time analyses to better integrate that work into outreach.
- The COVID-19 pandemic created constraints on the methods of outreach available, affecting who we heard from through outreach. As a result, Metro will have to take special care to acknowledge the weaknesses of the tools we had to rely more heavily on (such feedback mechanisms which required an internet connection) and take steps such as looking more heavily at the qualitative feedback we've heard through community-based organizations and weighting the voices of people of color, low-income people, and linguistically diverse people more heavily in our analysis of the results from those online tools.
- During stakeholder interviews, service planners should attend along with community engagement staff.
- Intentional, equitable outreach/engagement requires more time and additional resources.
- Metro should check in regularly with jurisdictions to update planners and elected officials on planned community engagement activities in corresponding areas, and to discuss potential collaboration.

### Internal Processes

- To better exemplify the goals of the EIR, intentionally establish structures of shared power and responsibility in development of the equity impact review and related processes at the beginning of future projects.
- Integrate across teams early in the process within Metro (e.g. Sound Transit integration team in Transit Route Facilities).
- Continue regular core team meetings to coordinate engagement strategy and project milestones.
- We do not have the final answers when it comes to equity analyses. The EIR is an iterative process, meaning the approach and outputs change as we learn from the community and available quantitative and qualitative data. The North Link EIR evolved from the Renton-Kent-Auburn Area Mobility Plan (RKAAMP) EIR, and future mobility projects, such as the East Link Connections Mobility Project will, continue to evolve to respond to changes in approach that fit each project's specific context, along with updates to the EIR process as new data and policy direction inform the process. Future project teams will be able to build off the learning that

occurred during this project and RKAAMP, and further evolve the EIR process to fit their unique communities and circumstances.

- To better address questions from senior leadership at Metro, the Executive, and the King County Council, there should be an easily quantifiable aspect to feedback during all phases of the project.

## Post-Implementation

Assessing EIR processes is a critical step to improving future service changes and engagement processes. Once the service changes take place, Metro will complete a post-implementation review of the EIR process that incorporates feedback from community-based organizations, the Mobility Board, internal team members, and external partner staff, identifying any emerging service issues or unanticipated equity impacts. This will help inform ongoing and future mobility projects and their EIR processes.

### Post-Implementation Evaluation and Engagement Strategy

After the conclusion of the North Link project, Metro will review of each phase of the project and incorporate lessons learned into future projects.

Community Engagement will connect with the Mobility Board, the Partner Review Board, the community, operators, and community-based organizations to gather feedback on the service change process, new routes/connections, and other community transit priorities. These findings will be used to identify high-level themes to be addressed through further engagement or service changes. Community Engagement and service planners will also coordinate on potential solutions to the issues identified, such as additional public educational materials or training, additional street teaming, or other non-service change solutions. Service-related issues may be addressed through the March 2022 or September 2022 service changes.

If necessary, service planners will work with Community Engagement and Customer Information to develop materials to assist riders during the transition to the new network and possible use of new services (connections to Link light rail). This will include material development, work with partner CBOs, the Mobility Board, and individual interactions through street teaming. This process is expected to be less involved than the September 2021 service change.

### Success Metrics

As part of post-implementation, Metro will evaluate the success of the changes. A key recommendation from the Mobility Framework includes identifying metrics to measure success, continually improve, and regularly report on engagement metrics. Metro will continue to engage with the community, partners, elected officials, and other key community stakeholders, such as the project's Mobility Board to evaluate and gauge community response to the proposed changes to the transit network, as well as to evaluate success metrics. This would also include customer satisfaction surveying and other technical analyses.

Preliminary post-implementation success metrics may include:

- Ridership in equity priority areas, as well as the entire project area;

- Performance of routes that provide the most service to equity priority areas (high opportunity score), as well as all routes in the project area:
  - Ridership,
  - Productivity (rides per service hour),
  - On-time performance or headway adherence,
  - Crowding; and
- Customer satisfaction

### Identification of Additional Needs

In this project, the following needs were identified for future near-term investments by the Mobility Board and Partner Review Board. These needs will be used to inform future service changes including planning work for service restructures around the Lynwood Link Extension and Stride BRT service on SR522.

- Improve east-west service between Lake City and Loyal Heights; proposed as Route 61 during Phase II engagement but removed from the proposal due budget constraints.
- Improve night-owl service, especially for hospital workers at the University of Washington Medical Center and Seattle Children’s Hospital.
- Improve midday and evening frequency across the system.
- Add weekend service on routes that do not have it, such as proposed new Route 79.
- Add frequency on routes in Shoreline to support recently approved updates to their zoning code to promote transit-supportive land uses.
- Improve service along Lake City Way NE south of NE 145<sup>th</sup> St once Sound Transit’s Stride bus rapid transit (BRT) is implemented in conjunction with opening of Lynnwood Link Extension and the Shoreline South/NE 145<sup>th</sup> St Station; additionally, need for local service along with local service stop-spacing to serve areas that will not be served by future Stride BRT.

### Appendices

- A. North Link Connections Mobility Project Public Engagement Report
- B. North Link Connections Mobility Project Equity Impact Review and Existing Conditions Report
- C. North Link Connections Mobility Project Equity Impact Review Phase II Summary
- D. North Link Connections Mobility Project Equity Impact Review Phase III Summary



# North Link Mobility Plan

## Public Engagement Report

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Prepared by

King County Metro Partnerships & Engagement

January 2021

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## Executive Summary

### Context

The Project area provides a vital mobility pathway for those who live and work in King County to access family-wage jobs and essential goods and services in Northgate and Downtown Seattle. Public transportation is an important service that contributes to a community's overall health if it is designed to meet the needs of its most vulnerable users. Metro recognizes this reality and is dedicated to improving access to transit and providing excellent public transportation for all communities, but especially for historically un(der)served populations<sup>1</sup> who are disproportionately impacted by transit inequities.

With the construction of three new Link light rail stations in North King County, Metro has a wonderful opportunity to take proactive and meaningful steps towards improving mobility in the project area in an equitable and community-driven way. The integration of Metro's current bus service options with Link light rail will offer current and future Metro customers fast, frequent, and reliable connections to jobs, education, and other opportunities and will advance more equitable outcomes for all.

Informed by King County's Equity and Social (ESJ) Strategic Plan and the Mobility Framework, the North Link Connections Mobility Project prioritized outreach and engagement with those whose voices have traditionally not been included or considered in the decisions that end up affecting them disproportionately. By engaging and collaborating with those with the greatest need to develop a transit network, Metro can provide service to get the most folks to what and whom they care about.

The North Link Connections Mobility Project's community engagement process was guided by project goals (improve transit access and mobility; ensure an equitable engagement process; support equitable transit-oriented development), the County's ESJ Strategic Plan, and to be flexible and responsive to community needs. Metro staff have prepared a service network recommendation to the Executive for consideration and approval by the King County Council. Metro expects to implement the recommendation in 2021 in conjunction with Sound Transit's Link light rail station openings.

While the impact of the COVID-19 pandemic did not significantly affect the timeline of North Link, it impacted the method and strategies of engagement. As COVID-19 will have a lasting impact on Metro services and operations and our agency is working on the process of recovering and rebuilding to address the complex, cross-divisional

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<sup>1</sup> People of color, people with low- to no-income, people with limited English proficiency, immigrants and refugees, youth and seniors, people with mobility and visual disability, and any and all intersections of the aforementioned identities. Also referenced as "un(der)served communities".

issues, the North Link team worked and will continue to work closely with other projects and teams to ensure that the engagement and communication with the various communities was and will be streamlined and coordinated.

The North Link team centered equity, public input, and service design best practices in decision making and recommendations for a preferred network concept. Metro staff will continue building relationships with historically underrepresented groups. That includes people affected by racism, bias, poverty, linguistic diversity, disability, or immigration. Metro is committed to conduct a grassroots, inclusive, and accessible public engagement process while navigating the limitations of the new reality of social distancing and public health guidance.

## **Equity and Social Justice Approach**

The project area was defined by routes that may have potential for significant pathway, frequency, and/or span changes resulting from this project. The recommended changes are based on community feedback and alignment with stated project goals and project budget. The routes included in the project were identified because they currently serve at least one of the three new Link stations that will open in 2021, are currently scheduled in connection with a route serving at least one of the new stations, have substantial potential ridership overlap with routes that serve the future stations, or operate within one half mile of one of the three new Link stations.

The majority of planning effort and engagement was focused on the neighborhoods served by those routes. Potential changes were considered to Metro services in the following jurisdictions with varying levels of impact: Bothell, Kenmore, Lake Forest Park, Seattle, Shoreline, and Woodinville. The project area includes 88 tracts, including seven tracts considered priority tracts for equitable engagement and outcomes. They are identified in Figure 1. Priority tracts are those within the project area with a King County Equity Score of four or greater, which is a county-wide metric assessing concentration of historically underserved populations by census tract. This includes linguistically diverse individuals, people of color, and lower income individuals. Priority tracts were areas for focused evaluation, engagement, and equity review. The indicators used to define priority populations and those who face institutional barriers to service are rooted in the King County Equity and Social Justice Strategic Plan and The Determinants of Equity. King County explores the 13 determinants and subsequent indicators, people of color, low-income individuals, and linguistically diverse individuals persistently face institutional barriers to opportunity.

The North Link Connections project area referred to generally as “north King County” includes north Seattle neighborhoods (i.e. University District, Wallingford, Sand Point, Wedgewood, part of Ballard, Greenwood/Green Lake, Lake City, Roosevelt, Maple Leaf, etc.), Bothell, Kenmore, Lake Forest Park, Shoreline, and Woodinville. It can also be defined by the Metro routes within this proposal.



According to the American Community Survey 2015 dataset, the following languages are spoken by greater than 5% of the population of a census tract (over the age of 5

years old) in the project area. The listed languages and categories of languages are defined by the American Community Survey.

- Spanish
- Chinese (e.g., Mandarin, Cantonese, and Toishanese)
- Arabic
- African languages (e.g., Somali, Amharic, Tigrinya, and Oromo)
- Hindi
- Korean
- Vietnamese
- Other Asian Languages (e.g., Laotian, Thai, Khmer)
- Tagalog

These data informed the engagement team’s overall decisions related to translation of marketing, outreach, and engagement materials. Other considerations Metro considered were the languages spoken by Mobility Board members, Community Based Organizations (CBOS) with whom Metro partnered, events attended, and similar factors. Additionally, community research was conducted to form a holistic understanding of translation needs. This included conversations with CBOs that provide services to historically underserved populations in the study area. This the additional language information, Russian language needs also informed the project’s translation and interpretation.

## Planning and Engagement Goals

<b>Goal 1. Build authentic and lasting relationships with historically un(der)served populations in project area.</b>	
<b>Strategy</b>	<b>Tactics</b>
<ul style="list-style-type: none"> <li>• Engage in equitable community-driven service network concept development</li> <li>• Develop transparent outreach/engagement (OE) and decision-making process</li> <li>• Inform the communities who reside and use transit in the North Seattle/North King County area about engagement opportunities</li> <li>• Focus majority of time and resources engaging with historically un(der)served populations</li> <li>• Spend the majority of stakeholder engagement period connecting with organizations who are historically underrepresented in regional transit conversations. This includes reaching out to 30+ Community Based Organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Clearly communicated how and why changes to network were selected, proposed, and recommended citing community feedback, Service Planning guidelines, King County ESJ Strategic Plan</li> <li>• Proactively shared information and engagement opportunities in a variety of ways (transcreated written, illustrative, word of mouth, social media)</li> <li>• Went to the community                             <ul style="list-style-type: none"> <li>- Attended pre-arranged meetings/events</li> <li>- Partnered with Public Transit Educators to assist in outreach to immigrant/refugee/people of color and English Language Learning</li> </ul> </li> </ul>

<p>(CBOs) and places of worship focused on serving immigrant/refugee/people of color, low income, youth, homelessness, and LGBTQIA communities.</p>	<p>communities</p> <ul style="list-style-type: none"> <li>• Updated and followed up with council staff, community groups and individuals, and other partners</li> <li>• Recruited members of Mobility Board from historically disadvantaged populations</li> <li>• Contracted with local CBOs to host listening sessions in their communities to communicate changes and ask for feedback</li> </ul>
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**Goal 2. Final changes are designed in partnership with historically un(der)served communities in order to build a strong transit network that links transit and development, and increases access and mobility especially for people of color, people with low- to no-income, people with linguistic diversity, immigrants and refugees, people with limited mobility, and any intersections of the aforementioned identities.**

<b>Strategy</b>	<b>Tactics</b>
<ul style="list-style-type: none"> <li>• Conduct community-led decision making</li> <li>• Continue connecting with organizations who are historically underrepresented in regional transit conversations. This includes reaching out to 30+ Community Based Organizations (CBOs) and places of worship focused on serving immigrant/refugee/people of color, low income, youth, homelessness, and LGBTQIA communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Transcreated/Translated outreach and engagement materials into project area languages</li> <li>• Conducted in-language engagement - e.g. in-person focus groups, surveys, translated online surveys with these populations to provide for their participation in the process</li> <li>• In addition to an American Community Survey 2015 dataset analysis, conducted community research to better understand language needs in the study area. This research included conversations with community-based organizations that provide services to historically underserved populations in the study area in order to gather recommendations for languages to consider not mentioned in area studies. These specific recommendations and how they inform the communications approach are documented in the ordinance package.</li> <li>• Developed universal OE materials as needed</li> <li>• Convened and facilitated virtual Mobility Board workshops</li> <li>• Conducted stakeholder interviews</li> <li>• Attended virtual community meetings at a diversity of accessible locations pending</li> </ul>

	<p>COVID-19 updates</p> <ul style="list-style-type: none"> <li>• Developed a variety of methods of engagement</li> <li>• Provided a variety of spaces for engagement</li> </ul>
<p><b>Goal 3. Broader affected communities understand the service concept goals, Metro’s goals related to equitable outcomes, and how the service concept helps Metro advance equitable outcomes in the project area</b></p>	
<p><b>Strategy</b></p>	<p><b>Tactics</b></p>
<ul style="list-style-type: none"> <li>• Share and make visible the equitable and inclusive community-driven service network concept development</li> <li>• Develop transparent engagement and decision-making process</li> <li>• Inform and promote opportunities for the communities that reside and use transit in the North Seattle/North King County area to participate and give input.</li> <li>• Use print and digital communications to inform historically advantaged populations about changes being considered and opportunities to provide input</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively shared information and engagement opportunities in a variety of ways so they are open to the general public</li> <li>• Promoted opportunities to participate via media and social media</li> <li>• Provided content that could be shared via project area stakeholders and partners to promote participation</li> <li>• Attended virtual pre-arranged meetings/events (request to be added to agenda)</li> <li>• Updated and followed up with council staff, community groups and individuals, and other partners</li> </ul>

## Engagement Outcomes Overview

Metro values input from communities experiencing historic and current underinvestment or inequities, including those affected by racism, bias, poverty, linguistic diversity, disability, and/or immigration status. We reached out to a diverse range of community members and stakeholders from identified priority populations using approaches that intended to provide participants with meaningful ways to engage and influence the decision-making process.

### Summary of engagement activities

Group	Description, desired outcomes	Activities
<b>Mobility Board</b>	Metro recruited community members from priority populations who live, work, or travel in the area to help Metro develop bus service changes and new mobility options as well as advise on ways Metro can engage with the	<ul style="list-style-type: none"> <li>• Recruited 12 Mobility Board members</li> <li>• Facilitated 8 Mobility Board meetings or workshops</li> </ul>

	community. Participants were compensated for their work.	
<b>Partner Review Board</b>	Board included representatives from jurisdictions and major institutions in the project area, leaders of community-based organizations, and representatives from partner transit agencies to review and provide comment on service concepts developed by the Mobility Board and Metro and provided guidance on both engagement opportunities and implementation plans.	<ul style="list-style-type: none"> <li>• Recruited 20 Partner Review Board Members</li> <li>• Facilitated 5 Partner Review Board meetings</li> <li>• Hosted 10 events in partnership with partners</li> <li>• 10 letters of support for project written.</li> </ul>
<b>CBO Partnerships</b>	Metro contracted with local community-based organizations (CBOs) to host listening sessions/focus groups in their communities to share changes being considered and ask for feedback on service concepts.	<ul style="list-style-type: none"> <li>• Hopelink - engaged over 50 food bank visitors</li> <li>• University District Food Bank - conducted 4 focus groups, engaged 50+ clients</li> </ul>
<b>Metro Bus Operators</b>	Operators felt included and valued and aware of how their feedback is reflected in the draft service network concept and were compensated for their time spent in participating.	Engaged 100 operators through tabling events and two focus groups.
<b>General Public</b>	<ul style="list-style-type: none"> <li>• Metro and Partners coordinated a unified effort to engage public about network concept.</li> <li>• Public felt included, valued, and aware of how their feedback is reflected in the draft service network concept.</li> </ul>	<ul style="list-style-type: none"> <li>• 20+ hours of on-board engagement</li> <li>• Sent 241,768 transit alerts</li> <li>• Made engagement accessible in 6 languages (Arabic, traditional Chinese, Korean, Russian, Spanish, Vietnamese)</li> <li>• Facilitated virtual Open house/town halls: reaching 1000+ participants</li> <li>• Mailed : 1,500 postcards</li> <li>• Distributed rack cards: 6,000             <ul style="list-style-type: none"> <li>○ 3,000 English</li> <li>○ 2,000 Spanish</li> <li>○ 100 Chinese</li> <li>○ 100 Vietnamese</li> <li>○ 100 Arabic</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ 100 Korean</li> <li>○ 100 Russian</li> <li>● Community open houses/town halls: 1000+ attendees</li> </ul>
<b>Stakeholder Groups</b>	<ul style="list-style-type: none"> <li>● Metro and Partners coordinated a unified effort to engage public about network concept.</li> <li>● Stakeholders felt included and valued and aware of how their feedback is reflected in the draft service network concept.</li> </ul>	30 community-based organizations were invited to participate in all events and were provided customized information based on community. They were also updated throughout the process through emails, phone calls, and meetings as needed.
<b>Jurisdictional and Council</b>	<ul style="list-style-type: none"> <li>● Jurisdictions and Council Members will feel included and valued and aware of how their feedback is reflected in the draft service network concept.</li> <li>● Metro will partner with their respective offices to engage with their constituent/resident network and channels to ensure they are engaged in providing feedback on the proposed concept.</li> </ul>	<ul style="list-style-type: none"> <li>● Attended 95 community &amp; jurisdictional partners hosted events and briefings.</li> <li>● 5 Letters of support written by all jurisdictions in the project area.</li> </ul>
<b>Business/Institution</b>	<ul style="list-style-type: none"> <li>● Businesses felt included and valued and aware of how their feedback is reflected in the draft service network concept.</li> <li>● Metro will partner with businesses to engage with their employee/customer network and channels to ensure they are engaged in providing feedback on the proposed concept.</li> </ul>	<ul style="list-style-type: none"> <li>● 3 + meetings held</li> <li>● Businesses &amp; Institutions invited to participate in Partner Review Board</li> </ul>
<b>Online</b>	General public felt included and valued and aware of how their feedback is reflected in the draft service network concept.	Webpage viewed 20,000+ times
<b>Media</b>	<ul style="list-style-type: none"> <li>● Promotions were a key part of connecting with the community and driving them to participate at meetings and in surveys, featuring the trusted Link Connections umbrella brand and #Bus2Link.</li> <li>● General public felt included and aware of how their feedback is reflected in the draft service network concept.</li> </ul>	<ul style="list-style-type: none"> <li>● 20+ unique tweets from Metro or partners</li> <li>● 4 media briefings, 2 ethnic media briefings</li> <li>● 3 joint County announcements</li> </ul>

	<ul style="list-style-type: none"> <li>• Metro use different methods of media to ensure that public is informed on project and have ample opportunities and venues to provide their feedback.</li> </ul>	
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## Key feedback themes by phase and how it shaped our decision-making

Phase 1 Key Themes	Summary of Concepts in Phase 2
Improve east-west and crosstown connections	East-west service along several major corridors, including N 80 <sup>th</sup> St, NE 75 <sup>th</sup> St, NE 45 <sup>th</sup> St, Greenwood to Lake City
Service connections should be close together and understandable to customers	Improve connections at light rail stations, creating hubs around stations for bus-to-bus and bus-to-rail transfers
Improve weekend service and span of service(especially later at night)	Improve service to First Hill, U-District on nights and weekends, many shift workers around campus and hospitals; access to places of worship &community centers on weekends
Travel times that are better and/or more consistent than they are today	Connecting routes to light rail at Northgate and Roosevelt Stations to provide faster and more consistent travel times; shortening some routes to reduce variability of bus travel times
Improve connections to hospitals/medical facilities (Northgate, UW, First Hill, Seattle Children’s)	Provide east-west connection to Seattle Children’s Hospital, improve direct service to First Hill
Improve connection to South Lake Union/job centers	New service to South Lake Union, Northgate job center, connections to Aurora Village

Phase 2 Key Themes	Examples of Proposed Changes in Phase 3
Transfers should be between frequent services where possible, especially during midday, night, and weekends	Increased span of service on Route 74; Weekend service added on Route 31; Revised connection of Route 75 between Northgate Station and Lake City; improved frequency on Shoreline local routes
Improve transit connections to/from major community assets and important destinations (Urban Centers, Hospitals, Universities, etc.)	New Routes 322 and 361 connecting First Hill and SLU, Routes 31 & 32 extension to Seattle Children’s Hospital
Provide fast and reliable bus connections to Link light rail so travel times are better than or similar to what’s experienced today	Connecting Routes 301 and 304 to Northgate Station
Improve east-west and crosstown connections	Routes 31 & 32 extension to Seattle Children’s Hospital, Route 74 and New Route 79 in NE Seattle
Provide reliable service all-day and especially during the busiest times of day	Connecting SR522 service to Link for improved travel time reliability
Provide transit connections that are safe, convenient, and easy to understand for all riders	Improved connections at U-District Station via NE 43rd St

## Engagement Plan and Activities

### Public Engagement Approach



Using Metro’s “**Have a Say**” public involvement approach, Metro focused on listening to the mobility needs, learning about barriers and opportunities, being informed by hyper local communities about changing conditions that pose mobility challenges, and exploring benefits and tradeoffs of future mobility options with community members and

stakeholders. We worked to achieve equitable distribution of resources, and fair opportunity for all to influence decisions.

On all engagement efforts, Metro seeks to achieve the following goals:

#### Customized

The number of phases of engagement, what we asked, and how we asked were tailored to the size and scope of the potential changes and who might be affected.

- We use qualitative and quantitative data to inform the types of stakeholders to engage and appropriate methods to use.
- Where possible, we partner with community-based organizations, social service providers, local jurisdictions, and transportation agencies to expand our reach.

#### Equitable

We strive to inform and hear from all communities that might be affected in an equitable manner to improve determinants of equity through our work.

- Demonstrate process equity to create outcomes that achieve distributional equity and cross-generational equity.
- Ensure all stakeholders, particularly historically un(der)served and limited English-speaking populations, are afforded equitable consideration and meaningful opportunities to participate.
- Ensure people who will be affected can influence and help shape the final service change proposal and the public outreach process itself.

#### Informative

Information is clear, understandable, and accessible to all.

- Ensure project communities, stakeholders, and project partners understood the scope of the project and opportunities to participate and influence outcomes.
- Follow clear writing standards and translated where needed.

## Transparent

We described our input, planning, and decision-making process.

- Communicate the vision of METRO CONNECTS, our guiding vision for mobility.
- Appoint a Mobility Board (community advisory group) that is reflective of those who will be affected by the changes being considered and helped shape what was shared with the public and how at each stage.
- Demonstrate that community input is valued – reported back about what was heard and how input shaped the direction of the project and informed key decisions.
- Work with the community to explore options to mitigate any potentially undesired impacts and discover how to support riders through change.
- Provide guidance based on outreach and engagement to tailor other related project elements and needs (e.g., rider education and marketing).

## North Link Mobility Plan Engagement Goals

The public engagement goals for the North Link Mobility Connections Project included:

- Ensuring an equitable engagement process
- Improving transit access and mobility
- Supporting Equitable transit-oriented development

**Objective:** Ensure all stakeholders, particularly communities experiencing historic and current underinvestment or inequities and linguistically diverse communities, have demographic representation, receive equitable levels of engagement, and are afforded equitable consideration. This was done by:

- Engaging with area community-based organizations, schools, businesses, and faith-based organizations for stakeholder input, collaboration on community events, assisting with outreach and advertising to local community members.
- Engaging a diverse Mobility Board. The Mobility Board members included representative members of the communities who then helped to develop and review concepts and ideas for the North Link Connections Mobility Project.
- Engaging a Partner Review Board made up of local jurisdictional staff, representatives from area businesses, as well as leaders of educational institutions, and community-based organizations, who then helped review technical concepts for the North Link Mobility Connections.

**Outcome:** Project area priority populations, stakeholders, Mobility Board members and partners were able to influence project decisions and outcomes.

- Metro was able to gain valuable insights, opinions, and feedback about proposed changes throughout the process by supporting and developing an understanding of the scope and nature of the project, providing multiple channels for participation, and opportunities to give input on potential concepts.
- Metro worked to bridge communication barriers with individuals who cannot speak, understand, read, or write English fluently and/or address the communication needs for those with cognitive, vision, hearing, and/or speech impairments/disabilities in order to gain consistent feedback and input from communities experiencing historic and current underinvestment or inequities.
- Metro can recommend a preferred network concept, because it was directly influenced by the needs, feedback, and desired outcomes of the priority populations in the local communities, because of utilizing a decision matrix that centered equity, public input, and service design best practices in assessing concepts.

## Outreach and Engagement Tactics

Engagement tactics changed and evolved throughout the course of the project based on community feedback about the best way for Metro to engage and work with them. Outreach tools focused on distributing information to the public and engagement tools focused on collecting input to influence decisions and outcomes.

Tools for sharing information	Tools for collecting input
<ul style="list-style-type: none"> <li>• Press releases before major opportunities for input (survey)</li> <li>• Drafted and distributed communications printed materials such as fact sheets, flyers, and folios</li> <li>• Posters distributed to community-based organizations</li> <li>• Got information out through transit educators</li> <li>• Metro blog posts</li> <li>• Social media posts translated into Arabic, traditional Chinese, Korean, Russian, Spanish, Vietnamese</li> <li>• Webpage updates</li> <li>• Postcards</li> <li>• Paid media advertisements</li> <li>• Have A Say alerts</li> <li>• Regular emails to CBOs and individuals who signed up for project updates during Phase 1</li> <li>• Dedicated North Link webpage with proposed route maps</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder interviews with community-based organizations, schools, businesses, and faith-based organizations</li> <li>• Mobility Board, composed of community members in project area</li> <li>• Partner Review Board, composed of jurisdictional agencies and CBO leaders</li> <li>• One-on-one surveying and discussions at neighborhood events, libraries, and at local community asset locations</li> <li>• Online survey</li> <li>• Conducted onboard engagement, particularly in priority census track areas</li> <li>• In-language transit educators conducted intercept surveys at bus stop locations in project area</li> <li>• Focus groups with Metro bus operators who are experienced in project area routes</li> </ul>

Language, cultural tools for sharing information	Language, cultural tools for collecting input
<ul style="list-style-type: none"> <li>Translated printed materials for all community engagement events into Arabic, traditional Chinese Korean, Russian, Spanish, Vietnamese</li> <li>We also translated materials into Amharic and Ukrainian at the request of community partners</li> <li>Translated online materials and surveys, into 6 languages in Phases 1, 2, and 3</li> <li>CBOs sent out language relevant information to their constituents about online surveys and other opportunities to provide feedback</li> <li>Translated social media posts into 6 languages</li> </ul>	<ul style="list-style-type: none"> <li>Identified additional local CBOs that are led by/for people of color, those with disabilities and other prioritized populations</li> <li>Conducted engagement at local cultural community events, including in person surveying, one-on-one discussions</li> <li>Held Mobility Board meetings in accessible locations; included translated materials, text, presentations, and language translators as well as accessible printed materials for members with a vision and/or cognitive disability</li> <li>Provided bilingual staff members and addressed translation needs as requested at community meetings resulting in improved information accessibility by engaging with community in community</li> <li>Provided interpretation at all virtual meetings and town halls</li> </ul>

## Stakeholders and Partners

Below is a summary of how stakeholders and partners were engaged throughout the project timeline.

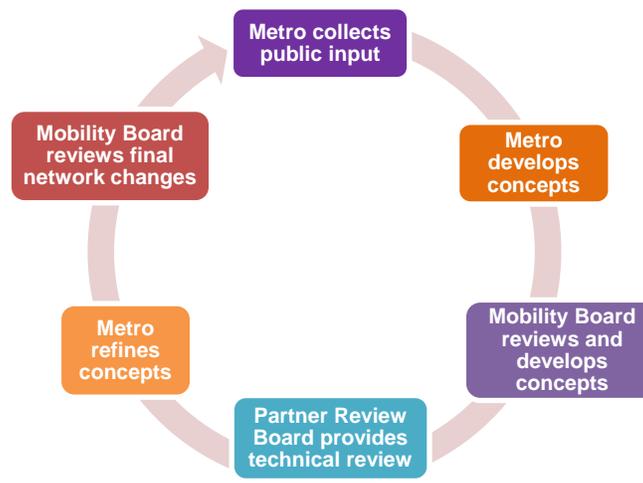


Image text: Metro collects public input, Metro develops concepts, Mobility Board reviews and develops concepts, Partner Review Board provides technical review, Metro refines concepts, Mobility Board reviews final network changes.

## **Community Organizations**

The North Link Mobility Connections Mobility Project team engaged with 30 community-based organizations by conducting stakeholder interviews to discuss community mobility needs and solicit feedback in response to service concepts. The North Link team conducted these stakeholder interviews in a variety of ways including in-person at the CBO location, over the phone, virtually, and via e-mail. This approach respected the need for relationship building and the limited capacity of these organizations to be able to manage engagement activities for a transit project. The project provided an opportunity for Metro Transit to build and foster relationships with community organizations in north King County that will facilitate further engagement for future projects and improve further community-centered decision-making.

In addition to the numerous stakeholder interviews with community-based organizations, Metro Transit partnered with three CBOs to support targeted and community-specific engagement activities. Metro Transit partnered with Hopelink, the University District Food Bank, and the Korean Community Service Center (KCSC). The CBO partnerships were an excellent means for continuous engagement throughout the project's lifetime.

The partnerships with Hopelink and the U-District Food Bank were each supported with a Memorandum of Understanding to ensure CBO staff were paid for their time and expertise. The partnership with the Korean Community Service Center (KCSC) was facilitated through North Link Mobility Board member Joomi Kim who was able to serve as a liaison between the North Link Connections engagement team and the KCSC client base. Unfortunately, due to COVID-19 restrictions, engagement with KCSC was interrupted.

## **Stakeholder Advisory Groups**

The project team formed two advisory groups, a Mobility Board and a Partner Review Board, designed to ensure that community members, local CBOs, and local government partners stayed engaged and informed, and had a mechanism to participate in discussions and provide input as the project team developed service design options, refined proposed routes, and selected preferred concepts.

### **Mobility Board**

Metro recruited members to be part of our Mobility Board for the North Link Connections Mobility Project. Metro looked for community members who live, work, or travel in the area to help Metro develop bus service changes and new mobility options as well as advise on ways Metro can engage with the community.

Metro aimed to convene a Mobility Board that equitably represented groups of people who have historically been largely left out of decision-making conversations related to transit and who are disproportionately affected by these decisions. These groups of

people include Black, Indigenous, and People of Color; people with physical and/or cognitive disabilities; people with low- to no-income; people experiencing homelessness or housing insecurity; immigrants and/or refugees; and English language learners or who are multilingual. Metro recognized that people can have multiple identities from which they experience both privilege and oppression, and we encouraged those who identify as coming from multiple un(der)served groups to apply to serve on the North Link Connections Mobility Board.

**Candidate Criteria**

- Lives, works, or travels within affected communities (including but not limited to north Seattle, U-District, Shoreline, Bothell, Kenmore, and Lake Forest Park)
- Transit rider (bus service, rail, Water Taxi, Accessible Services, Community Van, VanPool, VanShare, etc.) or potential transit rider
- Non-agency / non-elected
- Contributes to demographic diversity
- Able to draw connections between racial equity, transportation issues, and access to opportunities

**Members**

Mobility Board members represent diverse communities and backgrounds including Latinx, Muslim, South Asian, LGBTQ, disabled, Korean, API, Iraqi, and African American communities. The members represent working professionals, students, and those with no- to low-income. Some have experience with homelessness and access issues. Some are avid transit riders and others are new to public transportation.

Board Member	Formal Affiliations	Geographic Area
<b>Aracelly Salazar</b>	None reported	Lake Forest Park/Kenmore/Bothell
<b>Andres Arjona</b>	None reported	Lake Forest Park/U District/Kenmore/Bothell
<b>Samir Junejo</b>	None reported	Shoreline
<b>Cassandra Armstrong</b>	43rd LD Democrats, Seattle Public Schools, King County Young Democrats	U District
<b>Joomi Kim</b>	Korean Community Center	Shoreline
<b>Claudia Lawrence</b>	Seattle Against Slavery	North Seattle area
<b>Janice Tufte</b>	Omar Farooq Masjid, The Bosnian Mosque, King County Libraries. Healthcare for the Homeless HCHN Seattle- King County I serve on the Consumer Advisory Board, Governing Council, Chair of the Program Evaluation Committee and also am on the HCHN Executive Committee.	Northgate/Lake City/Aurora Village/Shoreline/Lake Forest Park
<b>Preston Sahabu</b>	University of Washington, Nathan Hale High	U District/Lake City

	School	
<b>Andrew Sang</b>	UW U-Pass Student Advisory Board	U District/Lake City/Ravenna
<b>Christina Sargent</b>	None reported	
<b>Mohammad Akmoosh</b>	Iraqi Community in Washington State	North King County area
<b>Cheryl Harrison</b>	Metro Transit Advisory Commission	Lake City

### Partner Review Board

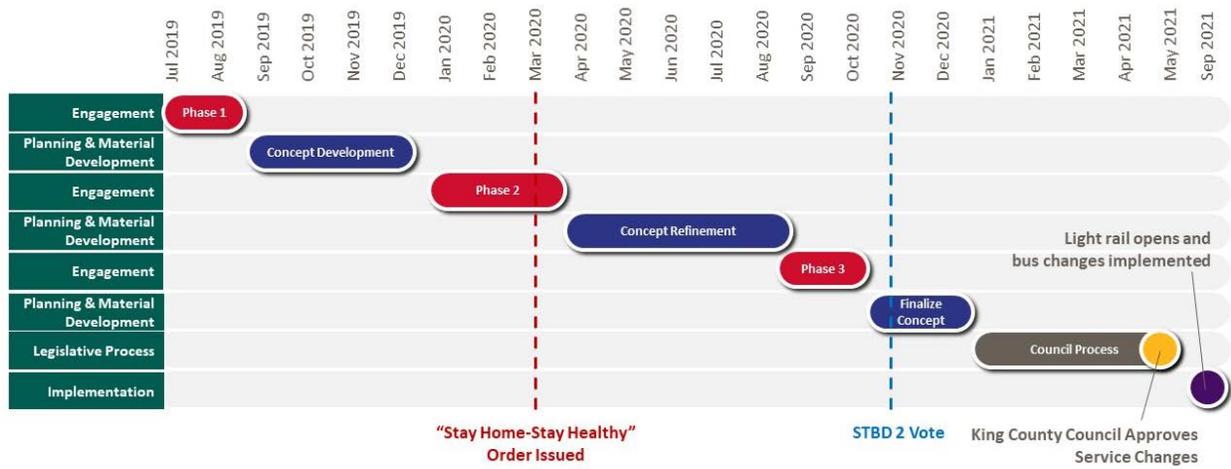
In addition to Metro’s individual engagement with project partners and stakeholders, this team served as a concept review board of external stakeholders. The board included representatives from jurisdictions and major institutions in the project area, leaders of community-based organizations, and representatives from partner transit agencies. The Partner Review Board’s primary role was to review and provide comment on service concepts developed by the Mobility Board and Metro and provide guidance on both engagement opportunities and implementation plans to ultimately result in successful adoption and implementation of the service change. The Partner Review Board provided an opportunity to engage with other project partners and take a more holistic view of the project as the sum of these many parts.

### Members

Partner Agencies	CBOs	Institutions	Jurisdictions
<ul style="list-style-type: none"> <li>• WSDOT</li> <li>• Sound Transit</li> <li>• Community Transit</li> <li>• SDOT</li> </ul>	<ul style="list-style-type: none"> <li>• King County Immigrant &amp; Refugee Commission</li> <li>• City of Seattle Immigrant and Refugee Commission</li> <li>• Transportation Choices Coalition</li> <li>• Hope Link/North King County Mobility Coalition</li> <li>• U District Partnership</li> <li>• Solid Ground</li> <li>• Literacy Source</li> <li>• Sierra Club</li> </ul>	<ul style="list-style-type: none"> <li>• UW Seattle</li> <li>• UW Bothell</li> <li>• Seattle Children’s</li> <li>• North Seattle Community College</li> <li>• Shoreline Community College</li> </ul>	<ul style="list-style-type: none"> <li>• City of Seattle</li> <li>• City of Kenmore</li> <li>• City of Shoreline</li> <li>• City of Bothell</li> <li>• City of Lake Forest Park</li> </ul>

### Timeline

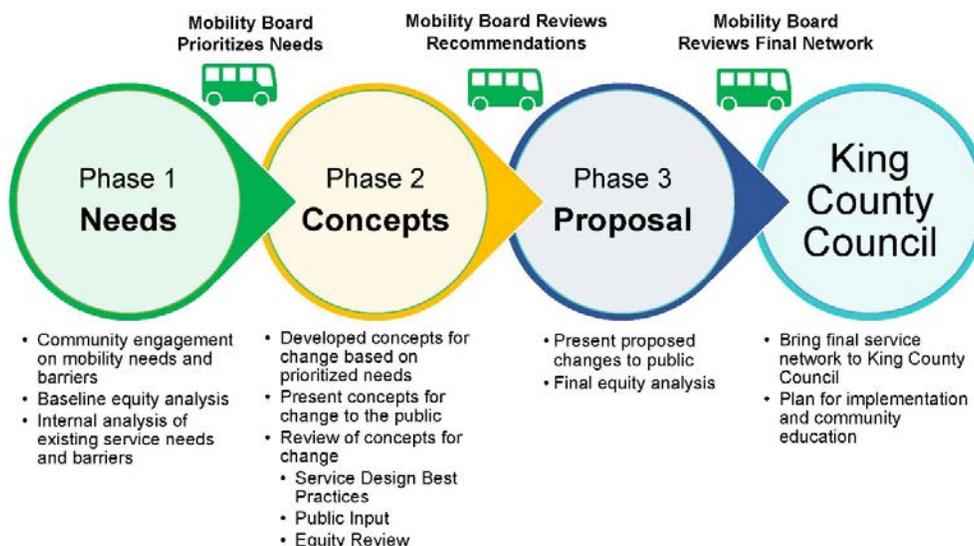
The North Link Mobility Connections Project launched in Summer 2019 with services planned for implementation with Metro’s September 2021 service change.



<h3>Phase 1: Needs Assessment</h3>	<ul style="list-style-type: none"> <li>• Introduce North Link Connections Project</li> <li>• Form and convene Mobility and Partner Review Boards</li> <li>• Gather input on transit needs and priorities</li> <li>• Meet with stakeholders and community-based organizations to shape engagement strategies</li> </ul>
<h3>Phase 2: Draft Network &amp; Check for Understanding</h3>	<ul style="list-style-type: none"> <li>• Report back to stakeholders and community on what we heard and how the draft network was informed by feedback</li> <li>• Convene Mobility and Partner Review Boards</li> <li>• Continue engaging with stakeholders and community to refine network changes</li> </ul>
<h3>Phase 3: Proposed Network &amp; Final Adjustments</h3>	<ul style="list-style-type: none"> <li>• Report back on additional feedback we received and how the transit network was informed by feedback from Phase 2</li> <li>• Engage with stakeholders and community on unresolved issues from Phase 2 to find solutions together</li> <li>• Demonstrate how community feedback shaped the final network draft.</li> </ul>

## Engagement Phases

The North Link Mobility Connections Project also piloted a flexible and phased planning process. This allowed for concept development to be influenced by ongoing equity analysis inputs and engagement findings, stakeholder conversations, and the co-creation of a service network with the Mobility Board. This model de-emphasized survey feedback and led with input from traditionally underrepresented populations.



### Phase 1 Engagement

Project Phase: Needs & Priorities  
Outreach Phase: Exploring Options and Priorities  
July 2019-September 2019

#### What are the needs, priorities, and opportunities to improve?

Phase 1 was focused on listening, learning, and building relationships and a mutual understanding to develop shared goals. During the first phase of community engagement, Metro focused on creating relationships with community-based organizations (CBOs) in north King County, introduced the project to community members, and gathered feedback on needs and priorities for transit service. Staff worked to:

- Inform the community about the project scope and vision.
- Learn about community priorities.
- Begin conversations about any related service restructuring or expected transit integration and explore potential tradeoffs.

- Develop recommendations for preferred concepts.

The project was introduced to internal and external stakeholders. The project team learned about existing conditions, issues, and needs through analysis, equity review, local jurisdiction coordination, and community engagement. This phase concluded with an intensive workshop with the Mobility Board to discuss needs and priorities across the project area and possible solutions.

### Community & Stakeholder Engagement

- Learn about community priorities through community organization interviews, interactive mapping .
- Build relationships with local jurisdictions, community organizations, and major stakeholders.
- Inform the community about the project scope and vision.
- Begin conversations about any related service restructuring or expected transit integration, explore potential tradeoffs.
- Engage Mobility Board in developing concept ideas and priorities.

### Equity

- Provide equity analysis of the current baseline service network.

### Government Relations

- Introduce local jurisdictions to project and begin to build relationships.
- Hold technical workshops for primary jurisdictions.
- Brief King County Councilmembers on project background and goals.

## **How we listened to community**

### ***North Link Connections Mobility Board***

In August 2019, Metro staff finished recruitment of and contracting with twelve community members to serve on the North Link Connections Mobility Board. The Board was convened for two evening meetings at the Lake City Community Center and one full-day network planning workshop at the Bitter Lake Community Center. In these meetings and workshops, Mobility Board members participated in community building, introduced to the project and its goals, provided a foundation and introduction to transit service planning, provided feedback related to transit needs and priorities, and collaborated in the development of a draft transit network.



Image description: North Link Connection Mobility Project Mobility Board members at their first workshop, Lake City Community Center.



Image description: Metro staff Dave VanderZee guides Mobility Board members Cheryl, Christina, and Preston through a service planning exercise. All four of them are seated at a table, with Dave on one side facing the camera, and on the other side of the table the three Board members' backs are to the camera.



### ***North Link Connections Partner Review Board***

Metro convened the first Partner Review Board meeting where community agreements were established for how the agencies and organizations present should work together. They included being present and engaged, coming prepared, being conscious of how one shows up to the meeting and how one takes up space, looking for opportunities for success (and reframing challenges), problem solving, lifting up the voices not at the table, and showing up for community.

### ***Community Conversations***

Staff and Mobility board members held a total of 62 conversations – one-on-one or at community events and meetings. They used a conversation guide to collect feedback.

### ***Community-Based Organization Engagement***

Hopelink, a community-based organization partner, conducted in-person surveys with 48 visitors to their Shoreline food bank location.

Respondents indicated they preferred more frequent bus service, with 34 respondents rating 11-15 minutes bus frequency the highest among the choices 5-10 minutes, 11-15 minutes, 16-20 minutes, and 21-30 minutes. Only 31% of the respondents indicated a willingness to take up to three buses (two transfers) to reach their destination; 69% would only consider taking the bus if they had one or zero transfers (two or one bus) to reach their destination.

Even though the majority of the Hopelink survey respondents indicated a dislike for journeys that require more than one transfer, 75% of the respondents would consider taking the bus if they are able to connect to Link light rail. While that information is somewhat at odds with their transfer preference, it does align with other feedback we heard from the public that travel time is prioritized above number of transfers.

Highlights from Hopelink engagement:

- “My commute by car is about 25 minutes. I would consider using public transit really only if my commute was similar. Turning a 50-minute round trip commute into 2 hours (1 hour each way) would not entice me to use public transit. However, if light rail got me to work within, say 10 minutes of my commute by car, I might be willing to try it.”
- “I work 3.5 miles from my residence. I need to walk about 1/2 mile to catch a bus that will require a transfer to get to my workplace. If I can drive to work in 10-15 minutes versus taking two buses that take me 45-60 minutes to arrive at work, there is no contest about which option I prefer.”
- “I have to cross the Snohomish county line to get home from work and go to most appointment[s] so I can't bus to work, leave for a medical appointment and return to work by using the buses. It takes too long.”

### *Community or jurisdictional partner-hosted events and briefings*

Metro met with city councils, jurisdictions, and other groups to introduce the project and provide initial feedback on the outreach approach and project phases. (See Exhibit B for complete list.)

### *Stakeholder interviews*

Metro conducted stakeholder interviews with staff from the following organizations to gather feedback to inform the proposal creation.

#### U-District Partnership

UDP aims to foster and sustain a vibrant, diverse and health neighborhood for the common good. They focus on fostering urban vitality, economic development and providing a clean and safe neighborhood for the people they serve. They provide services to individual groups and convene them, but they don't advocate for specific design plans or where buses should go on the streets. They see themselves as a grassroots organization for folks who are transit oriented. In the past they pushed for a campaign to put buses on Brooklyn Street and pushing Sound Transit to change design.

#### Iraqi Community Center of Washington

Their community consists mostly of folks from Iraq and Syria, but they have some Algerian and Egyptians. They offer translation services, senior programming, after school programming, case management, early learning, support for folks experiencing homelessness, and transit education.

They partner with Hopelink to have a satellite site up north for families. They often take their clients to Seattle and teach them how to use transit and help with ORCA card enrollment and loading.

They offer monthly workshops on the school system and navigating transit and housing systems.

#### U-District Food Bank

University District Food Bank operates a walk-in food bank four-days a week to individuals and families from across Northeast Seattle. They offer food and toiletries, baby formula and diapers, pet food, and connections to important community resources to residents of zip codes 98102, 98103, 98105, 98112, 98115, and 98125. Customers may visit once per week during any of our open hours. They also provide additional support through home deliveries and other offsite programs. University Food Bank acts as a Hub of service for communities.

They refer folks to other services and ORCA LIFT. They hold a job fair readiness program with HopeLink and were part of the District Let's Go program to get RFP to provide ORCA vouchers.

### Korean Community Service Center

The Korean Community Service Center is a non-profit organization founded by volunteers in 1983. KCSC strives for the betterment of the Korean Community as a whole, as well as surrounding communities by providing community and social services for the Korean American population in the state of Washington. KCSC is committed to empowering educating and inspiring Korean American youth and families through counseling, education, and other services. KCSC provides bilingual and cultural services to Korean families.

Services provided are: Individual and Family Counseling, Pro Bono Legal Counseling, Parenting Classes, Youth Leadership Programs, Immigrant Assistant Services, Translation Services, and Information and Assistance Services.

### Coptic Orthodox Community in Washington State

There is a large Coptic community in the North King County and Snohomish County area. Roughly around 3,000 individuals between both churches. A lot of the congregation are newcomers who rely heavily on governmental assistance and the church provides them with navigation services as well as spiritual services. The church has two locations in Lynnwood and one in Kirkland. Both are near the freeway. Congregants travel from all parts of the state for services as well. Some of the seniors use Access or DART to get to weekly church services or Sunday service.

### Additional informal community-based organization and stakeholder conversations

Community engagement staff conducted informal conversations with representatives from various organizations who did not speak on behalf of the organization formally but shared their personal experience and the clientele they served.

- Denise Louie Education Center
- ACRS
- Community Psychiatric Clinic
- Lake City Collective
- Transit Advisory Board
- Transit Advisory Commission
- Ravenna and Lake City Neighborhood Alliance

General themes across community-based organization and stakeholder conversations were related to reliability, span of service, safety, fares, and crosstown connections (east-west). Transit education and wayfinding was also an important issue. A lot of people rely on the I-5 Corridor to get to and from direct service locations located in the south part of King County even though they live in the north. Layover space is a concern in Lake City specifically.

### General Public

Metro launched a **project webpage** on July 1, 2019. The project webpage included an **embedded interactive Google map and public comment form** for visitors to drop pins and indicate areas of concern, route-specific transit needs, and network priorities. This tool also encouraged respondents to engage with other comments they encountered, whether to agree or disagree and enter into a dialogue. The form received over 400 comments and the tool was visited over 4,000 times.

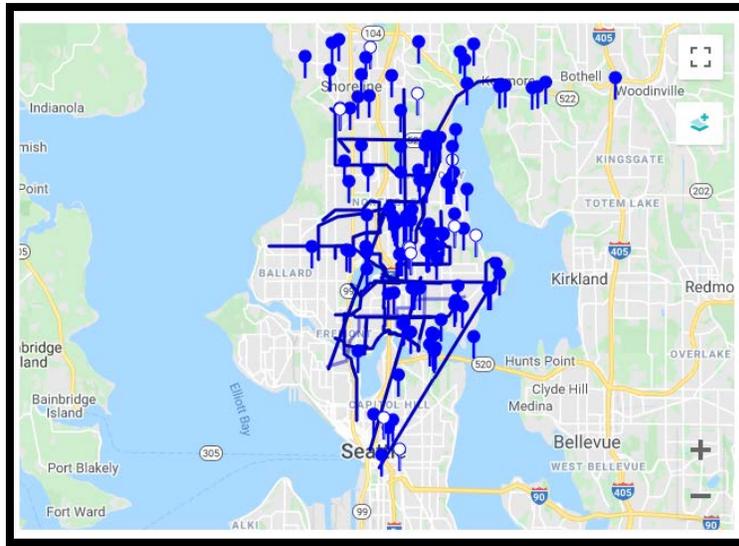
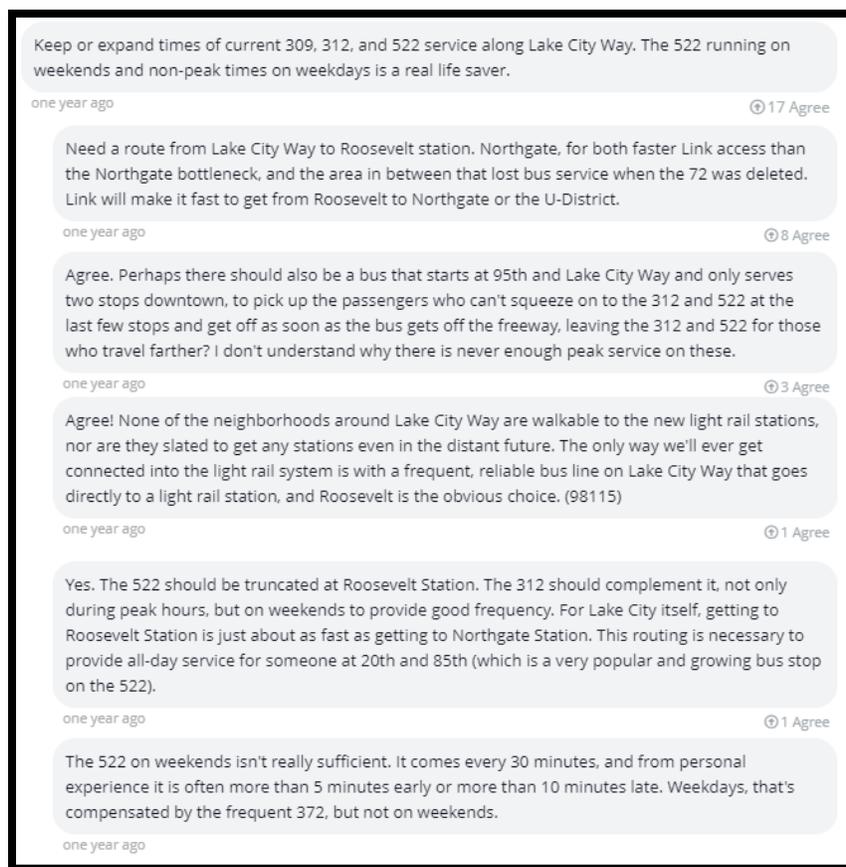


Image description: Google map of north King County with hundreds of blue pins indicating routes or locations in the project area that have corresponding feedback.



Imagine description: Screenshot of some comments and conversation among respondents.

## How we responded to Phase 1 feedback in Phase 2

There were many common concerns and priorities across stakeholder and community groups, the general public, and our Mobility and Partner Review Boards. The following table describes those key themes and how they were addressed as Metro launched the second phase of engagement which sought feedback on concepts for changes to bus service.

Key Theme	Summary of Concepts in Phase 2
Improve east-west and crosstown connections	East-west service along several major corridors, including N 80 <sup>th</sup> St, NE 75 <sup>th</sup> St, NE 45 <sup>th</sup> St, Greenwood to Lake City
Service connections should be close together and understandable to customers	Improve connections at light rail stations, creating hubs around stations for bus-to-bus and bus-to-rail transfers
Improve weekend service and span of service(especially later at night)	Improve service to First Hill, U-District on nights and weekends, many shift workers around campus and hospitals; access to places of worship &community

	centers on weekends
Travel times that are better and/or more consistent than they are today	Connecting routes to light rail at Northgate and Roosevelt Stations to provide faster and more consistent travel times; shortening some routes to reduce variability of bus travel times
Improve connections to hospitals/medical facilities (Northgate, UW, First Hill, Seattle Children’s)	Provide east-west connection to Seattle Children’s Hospital, improve direct service to First Hill
Improve connection to South Lake Union/job centers	New service to South Lake Union, Northgate job center, connections to Aurora Village

## Phase 2 Engagement

Project Phase: Draft Service Network  
 Outreach Phase: Advancing Preferred Concepts  
 January 2020 – March 2020

### Feedback gathering on draft network. Understanding of trade-offs. What did we miss? What did we get right?

In between engagement Phases 1 and 2, the project team developed preliminary concepts for service changes in partnership with the Mobility Board that responded to the needs identified during the first phase of community engagement and, specifically, the input from priority populations across the project area. These concepts showcased possibilities for the future service.

In Phase 2 of engagement, the community was invited to review and provide feedback on network change concepts for the project area. In addition, the community had the opportunity to amplify community concerns and interests to Metro. Based on feedback about the engagement process itself from phase one, during phase two, Metro engaged with community members at existing community events, provided translated materials at outreach events and online, and continued to build relationships with CBOs. The goals of the engagement in phase two were to:

- Reflect on outcomes and feedback from Phase 1 engagement.
- Present updated concepts.
- Explain how designs evolved and what influenced the updated concepts.
- Discuss solutions to concerns posed by community members and address perceived negative outcomes.
- Seek feedback to further refine and optimize concepts.
- Identify opportunities for further changes that would improve the proposal or mitigate negative impacts prior to finalizing the preferred concept.

### Community & Stakeholder Engagement Activities

- Reconvened Partner Review Board meeting with local jurisdictions, major institutions, and community organizations to review input from Mobility Board.

- Reflected on outcomes and feedback from Phase I engagement.
- Developed a plan for targeted, equitable engagement in Phase II to seek feedback to further refine and optimize concepts.
- Explained how designs evolved and what influenced the updated concepts.
- Developed and distributed a survey to further refine priorities or needs.
- Checked in with Mobility Board members over the summer. At the conclusion of this phase, review and finalize the draft service network with the Mobility Board.

### Equity

- Developed concept based on input from equity-focused outreach on needs and priorities.
- Conducted equity analysis of draft network.
- Revised outreach and engagement strategy based on community feedback.

### Government Relations

- As needed, provided project briefings and updates at local jurisdiction councils.
- Brought the draft service network to local jurisdictions for comments and review.

### **How we listened to community**

Metro provided the community opportunities to review and provide feedback on network change concepts for the project area. Engagement opportunities also provided another opportunity for the public to continue to amplify concerns and interests to Metro. Below is a summary of the key themes heard:

- If a current one-seat ride changes into a two- or three-seat ride and transfers increase overall, they must be quick and easy to make and understand, friendly transfer environment.
- Support for connections between neighborhoods west of I-5 and neighborhoods east of I-5 (e.g. route 61 connection between Lake City and Green Lake)
- Concern related to accessing inner University of Washington campus via bus.
- Continued support for improving connections to and from emerging job centers (e.g. South Lake Union, Interbay)

- Improve night and weekend service to access schools and hospitals (shift workers at University of Washington, First Hill, Seattle Children’s Hospital)

### ***Mobility Board***

Metro re-convened and facilitated the Mobility Board on December 11, 2019 and March 3, 2020 to provide feedback on the network concepts. At these meetings members:

- Reviewed the proposed service concepts and changes by subarea
- Provided feedback from on how well the concepts align with priority needs by subarea
- Advised on specific subarea changes where Metro’s technical analysis did not result in a clear priority change
- Worked in geographic area groups to provide a report out on their discussions, guided by the following prompts:
  - What themes came up in your conversation?
  - Where were places of agreement or disagreement? What service changes are you most excited about?

### ***Partner Review Board***

Metro convened the Partner Review Board on December 12, 2019 and February 21, 2020. In these meetings, staff provided the Partner Review Board the opportunity to:

- Understand the North Link Mobility Plan
- Understand the transportation mobility needs and priorities for the North Link area, identified through engagement and technical analysis.
- Provide feedback to Metro on whether concept alternatives meet identified transportation mobility needs and issues that need to be considered in building a transit service network in North Link Mobility Project area.

### ***Community-Based Organization Engagement***

The University District (U-D) Food Bank designed and facilitated four in-person focus groups with a total of 37 participants. The U-D Food Bank was able to recruit visitors to their food bank as well as others in their community with whom they have established relationships. While we did not receive complete demographic data from the participants, all focus group participants did have low- to no-income (most having a yearly household income of 25k or less).

The focus groups aimed to understand the participants’ use of transit (before COVID-related service reductions) including what routes they regularly ride, what their transfer

experience is like, how/if they pay for transit, and how they felt about the first round of network changes.

Key takeaways from this engagement include the following:

- Concern accessing transit for senior and disabled riders.
- Crosstown connections should be improved.
- Weekend service should be improved.
- Positive reaction to changes to the Routes 23, 31, 44, 45, 49, 61, 67, 70, 79.

Memorable quotes:

- “75 connection from heart of Lake City to Northgate it is removed but 61 exactly replaces it and it’s more convenient because it takes me to north Seattle college where I teach.”
- “Cross city buses would be helpful sometimes to get in the 26 is good because it cuts through neighborhoods and it picks up a lot of the neighborhood people.”
- “I think this is great for the 70 and the 49, there is the 45 along there. The changes are great because I currently must walk and now, I wouldn’t have to. Yeah, I have a question for the Link. Its extending next year. I am excited that I came to this group to eat potato chips and hear the news about the station that’s opening right by my house! So good! I’m stoked on it!”
- “I find that the only thing that really bothers me is the bus on the weekends and that is when it has a restricted schedule which sucks.”

Additionally, the focus group participants provided feedback and asked questions which cannot necessarily be addressed by this project’s scope but should be highlighted. They include the following.

- Customer information tools like trip planning are challenging to access.
- Cost to use transit is inconsistent depending on what type of fare media a rider uses.
- The transfer window should be extended to account for the average increase in transfers for the rider.

### **General Public**

In addition to targeted stakeholder and community-based organization engagement and engagement with our Mobility and Partner Review Boards, Metro also published an **online survey translated in the six languages** in order to inform the general public in the project area about the first draft of the network changes, to collect their feedback on those changes, and to inform them of the other ways they are able to share their feedback.

The survey was **open for five weeks and received over 6,000 comments from almost 5,000 respondents**. It was divided into five areas which were then sorted into three broader geographies to facilitate analysis:

- NE Seattle / First Hill & South Lake Union (areas 1, 2, & 5)
- U-District / Green Lake / Wallingford / Fremont (areas 1 & 2)
- Northgate / Shoreline / First Hill & South Lake Union (areas 3 & 4)

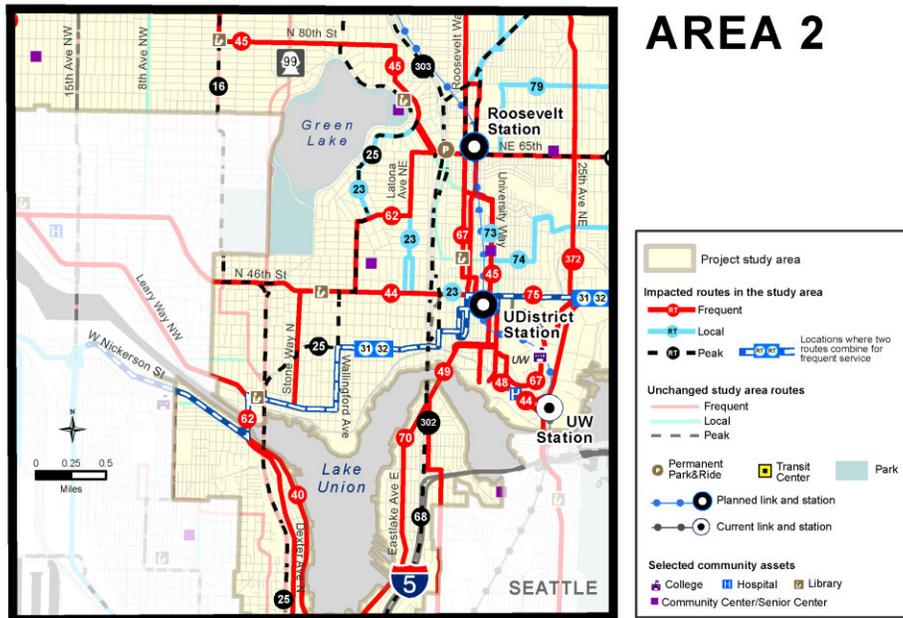
The survey solicited tolerance of Phase 2 concepts for change in five areas. The survey gave context to the public by sharing that the maps shared below were based on the feedback from the community and the guidance from our Mobility Board. A general map was shared of the proposed ideas for how buses could move in and out of the area when the U District, Roosevelt, and Northgate Station Link light rail stations open to meet the needs identified by the community in the first phase of engagement. Then, the survey was divided up in the five areas below and there was a brief explanation of the proposed changes, their tradeoffs, and tailored questions for this set of changes.

The project area was broken into five subareas:

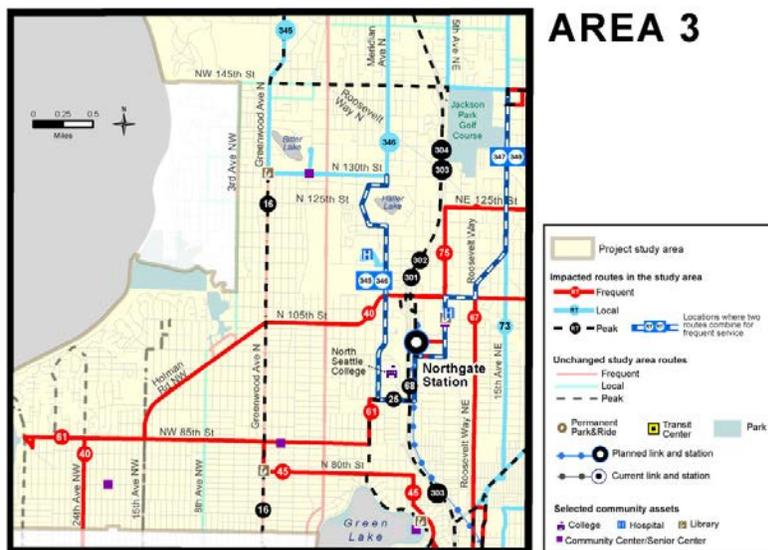
- **Area 1:** Buses to/from northeast Seattle connect at Roosevelt Station and University District Station



- **Area 2:** Buses to/from Wallingford and Green Lake neighborhoods would connect at Roosevelt Station and University District Station



- **Area 3:** East to west service connects at Northgate Station.

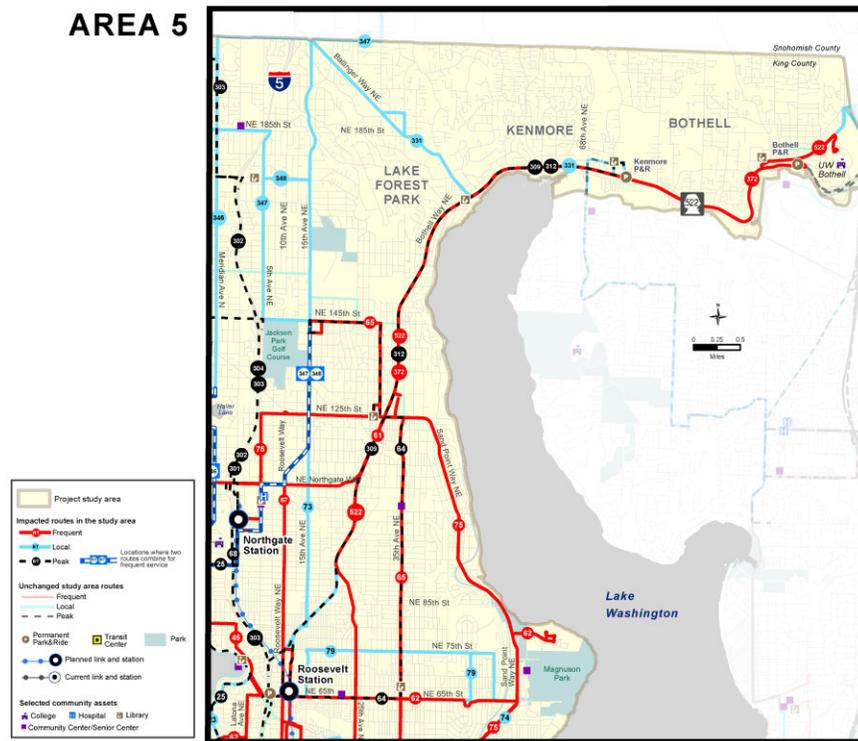


- **Area 4:** Buses from Shoreline and north Seattle that currently (pre-COVID) go to downtown Seattle are directed to Northgate Station instead (to transfer to Link light rail).



- **Area 5:** Direct Lake City, Sound Transit route 522, and Maple Leaf service to Roosevelt Station

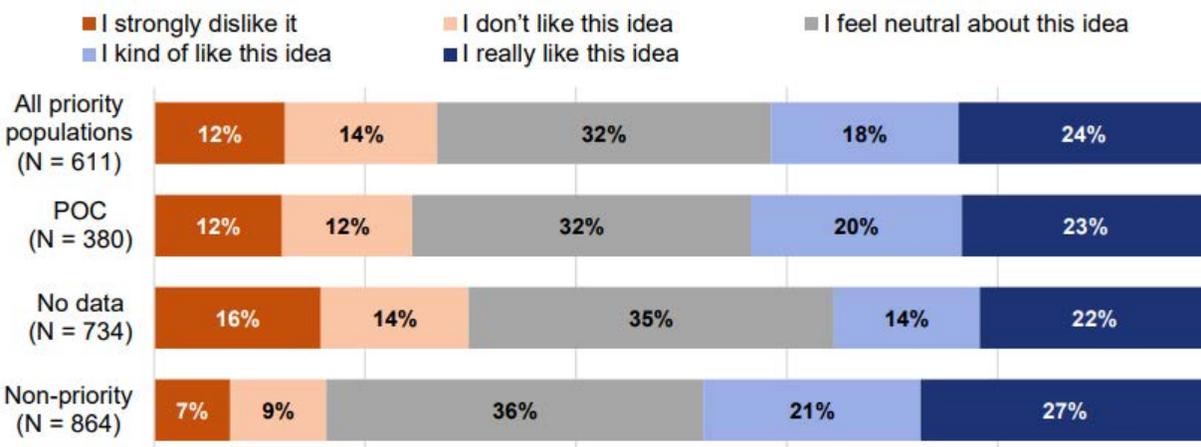
**AREA 5**



**NE Seattle / First Hill & South Lake Union (areas 1, 2 & 5)**

*Area 1. “How do you feel about this idea?”*

Base: all respondents to area 1



\*Priority population = Community of color, low-income, and/or have a disability.

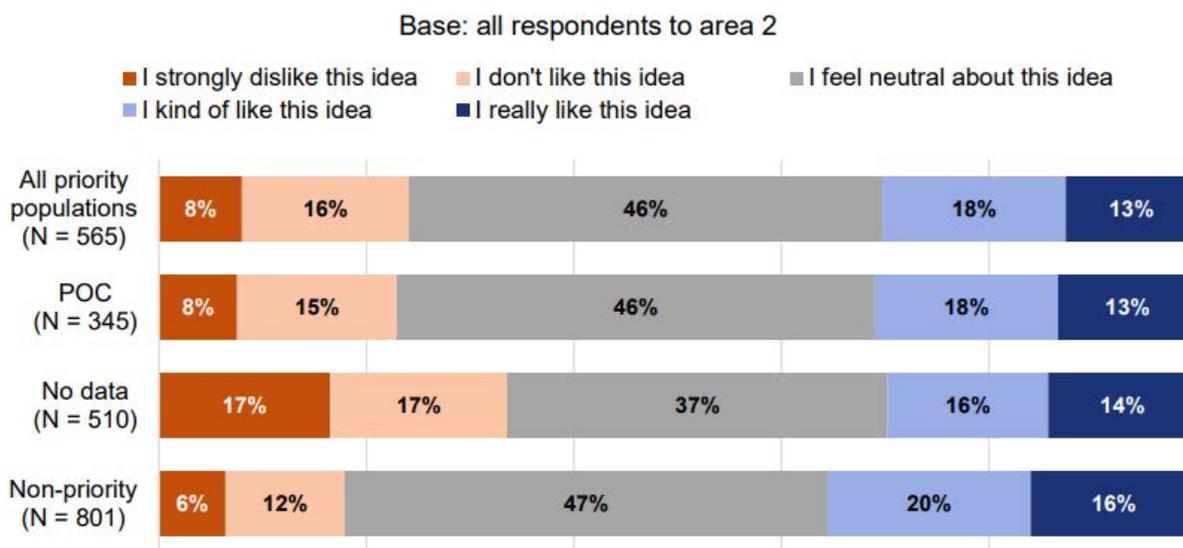
Forty-two percent of priority participants like the changes in **Area 1**. There was a roughly even split of priority respondents who were neutral about (32%) and dislike (28%) the idea. The top concern among both priority participants (58%) and non-priority

participants (60%) is that service will be less convenient. The second largest concern is longer travel time. This is a concern for both priority participants (38%) and non-priority participants (43%).

Priority population qualitative feedback highlight:

- “I’m very concerned about bus service to elementary schools. These plans are very driven by working commuters. Children who live within one mile of their elementary school do not get yellow bus service. Many people, like me, take my kids to school on Metro to View Ridge Elementary and continue on to work. Reducing public service to public schools is concerning and will make a terrible impact on youth. I don’t know how I’m going to get my kids to school and then get to work by relying on the 65 and/or 79 and then the light rails. This does not serve the public at all. I’d like to be reassured that buses will route to elementary schools. I also believe that public schools should have their fare waived if metro is the only option for them. One mile away is a very large distance. Too much risk to make little elementary school kids walk to school.”

*Area 2. “How do you feel about this idea?”*



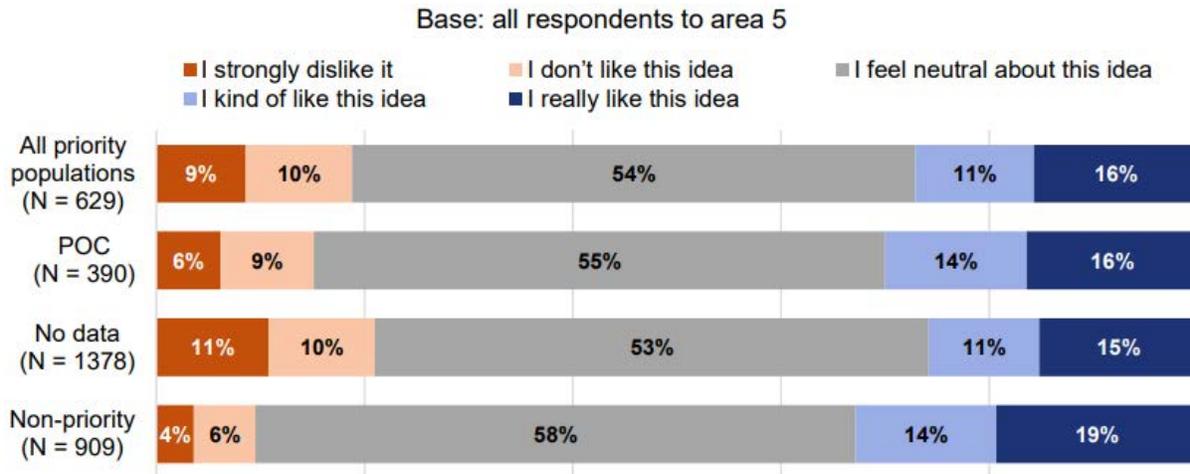
\*Priority population = Community of color, low-income, and/or have a disability.

Most priority respondents (46%) were neutral about the changes for **Area 2**. Thirty-one percent liked the idea and 24% disliked it. The top three concerns for the priority participants were less convenient service (70%), the lack of transit in the area (49%), and longer travel times (37%). These are also the top three concerns for non-priority participants.

Priority population qualitative feedback highlight:

- “I’m concerned about service in Wallingford along Route 26 that goes toward downtown. The 26 provides service to areas in between Route 62 (and also faster service to downtown) and routes in the U District.”

*Area 5. “How do you feel about this idea?”*

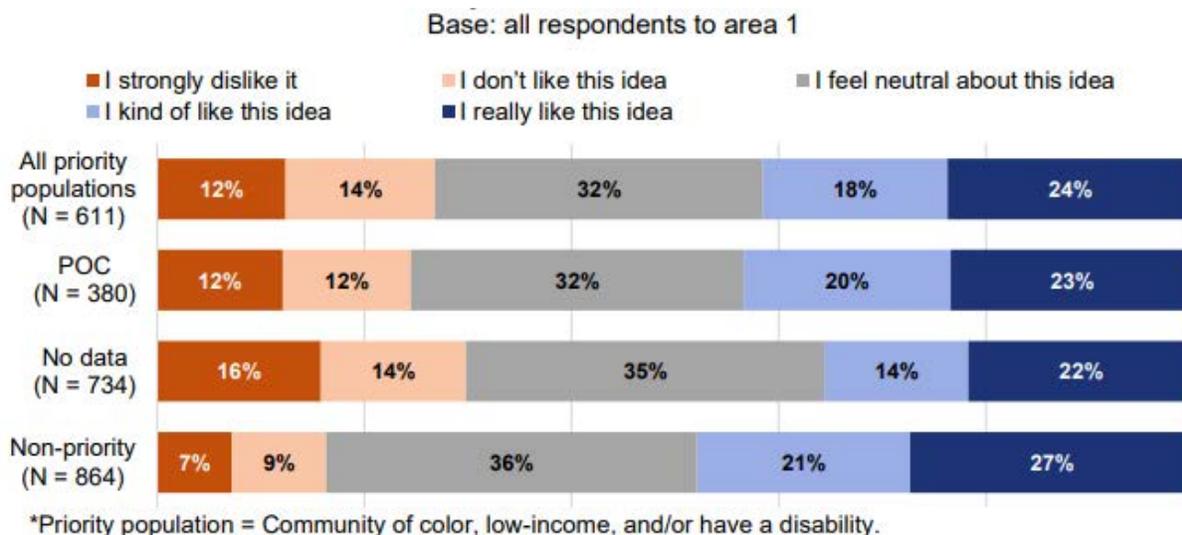


\*Priority population = Community of color, low-income, and/or have a disability.

Most priority respondents (54%) were neutral about the changes for **Area 5**. 27% liked the idea and 19% disliked it. The top concern for priority participants is a 46% tie between longer travel times and less convenient service, yet 21% said that they think service will be more convenient.

**U-District / Green Lake / Wallingford / Fremont (areas 1 & 2)**

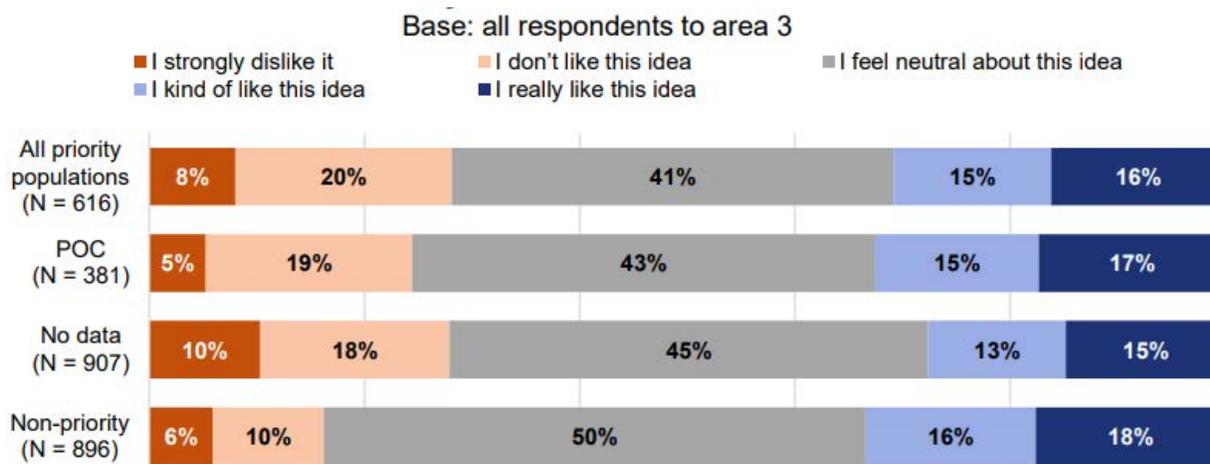
*Area 1. “How do you feel about this idea?”*



Forty-two percent of priority participants like the changes in **Area 1**. There was a roughly even split of priority respondents who were neutral about (32%) and dislike (28%) the idea. The top concern among both priority participants (58%) and non-priority participants (60%) is that service will be less convenient. The second largest concern is longer travel time. This is a concern for both priority participants (38%) and non-priority participants (43%).

**Northgate / Shoreline / First Hill & South Lake Union (areas 3 & 4)**

*Area 3. “How do you feel about this idea?”*

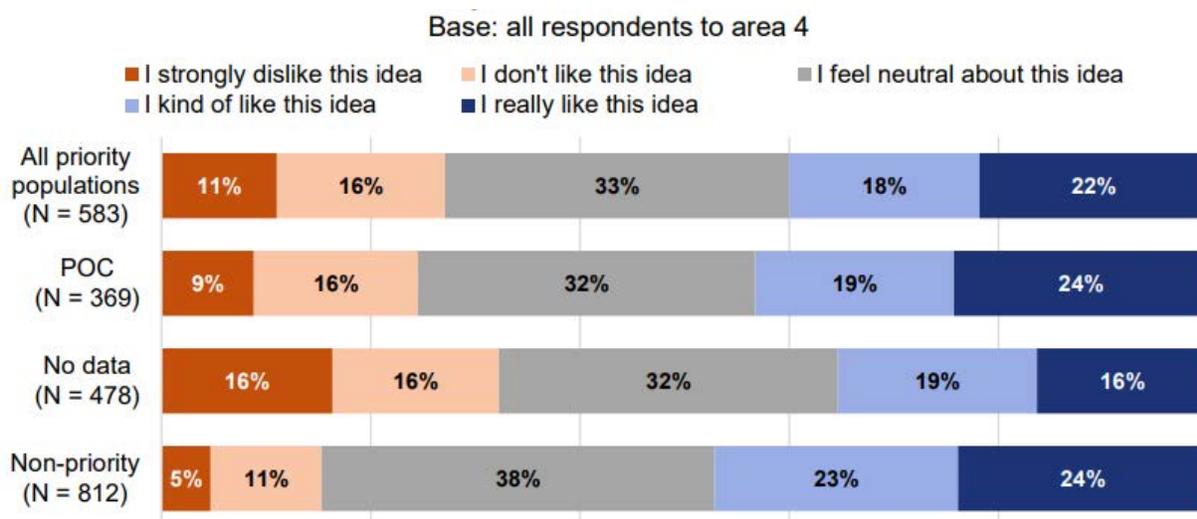


Forty-one percent of priority participants felt neutral about the changes in **Area 3**. There was a roughly even split of priority respondents who dislike (28%) and like (31%) the idea. Priority participants were most concerned about lack of convenient service (54%), lack of transit/proposed extend transit (38%), and longer travel times (37%).

Priority population qualitative feedback highlight:

- “I love the little tweak to the 40's route, to meet the other Northgate Way routes at 5th. It's such a small thing but it should make a big difference to east-west connections. The 61 is pretty sweet too.”

*Area 4. “How do you feel about this idea?”*



Priority population responses were mixed and somewhat positive about the changes for Area 4. 40% liked the idea, 33% were neutral, and 27% disliked it. The top concerns for priority participants are longer travel times (42%), less convenient service (38%), and transferring (25%).

**Neighborhood Council presentations**

In addition to briefing and having dialogue with city staff from Shoreline, Bothell, Kenmore, and Lake Forest Park, Metro staff attended eleven neighborhood councils around north Seattle to inform neighborhood community leaders about the project, learn more about their transit needs and priorities, and listen to how they feel about the first proposal of the transit network. They are listed below.

Neighborhood Group	Concerns	Priorities/Positive feedback
Greenwood	Fare payment inconsistencies, transit education, transfers and connections, and transfer environment especially for riders with mobility needs.	Direct connection to Northgate that opens up more connections to other parts of the county including downtown Seattle and SeaTac Airport, improved east-west

		connections, improved bus service to job centers and hospitals
Haller Lake	<ul style="list-style-type: none"> <li>The connection to Northgate Station on routes 345 and 346 will not be as direct as possible due to traveling by North Seattle College.</li> <li>East-west service along N 130<sup>th</sup> St.</li> </ul>	Improved frequency to Northgate Station during peak periods to make connecting to Link light rail
Cedar Park	Transfers for those with mobility needs	New route 61 – easier to travel west of I-5
Matthews Beach	<ul style="list-style-type: none"> <li>Transit connections to Northgate are indirect due to having to travel through Lake City.</li> <li>Loss of connection to the center of the UW Campus and the UW Medical Center.</li> </ul>	Connections to Link light rail will make traveling to south County a lot easier
Meadowbrook	<ul style="list-style-type: none"> <li>There is no direct connection to Northgate from the middle of the Meadowbrook community.</li> <li>Outside of peak periods, the only direct connection to Link from 35th Ave NE is in the U. District and not at Roosevelt or Northgate.</li> </ul>	<ul style="list-style-type: none"> <li>New route 61 – easier to travel west of I-5</li> <li>Improved frequency on Route 522 allows riders to connect to Link light rail and get to downtown Seattle more easily.</li> </ul>
Victory Heights	Canceled due to COVID	
Laurelhurst	Canceled due to COVID	
Maple Leaf	Canceled due to COVID	
Northeast District Council	Canceled due to COVID	
Northgate	Canceled due to COVID	
University District	Canceled due to COVID	

***University of Washington Transit Open House***

The University of Washington Seattle provided a venue and marketing for a transit open house on March 4, 2020 to inform the neighborhood and university community (students, staff, faculty) of the proposed changes and engage directly with the public.



**How we responded to Phase 2 feedback in Phase 3**

The themes below are based on the community feedback we heard in phase two that helped shape the revisions for the proposed revisions for phase three.

Key Theme	Examples of Proposed Changes in Phase 3
Transfers should be between frequent services where possible, especially during midday, night, and weekends	Increased span of service on Route 74; Weekend service added on Route 31; Revised connection of Route 75 between Northgate Station and Lake City; improved frequency on Shoreline local routes
Improve transit connections to/from major community assets and important destinations (Urban Centers, Hospitals, Universities, etc.)	New Routes 322 and 361 connecting First Hill and SLU, Routes 31 & 32 extension to Seattle Children's Hospital
Provide fast and reliable bus connections to Link light rail so travel times are better than or similar to what's experienced today	Connecting Routes 301 and 304 to Northgate Station
Improve east-west and crosstown connections	Routes 31 & 32 extension to Seattle Children's Hospital, Route 74 and New Route 79 in NE Seattle
Provide reliable service all-day and especially during the busiest times of day	Connecting SR522 service to Link for improved travel time reliability
Provide transit connections that are safe, convenient, and easy to understand for all riders	Improved connections at U-District Station via NE 43rd St

(See Exhibit B for a complete list of partners engaged in Phase 2.)

## Phase 3 Engagement

Project Phase: Final Service Network

Outreach Phase: Refine Service Network Concept

September 2020 – November 2020

### Address any unresolved issues and unanswered questions

In phase three of engagement, the community was invited to review and provide feedback on a proposed network for the project area. In addition, the community had the opportunity to amplify community concerns and interests to Metro. Based on feedback about the engagement process itself from phase two, during phase three, Metro engaged with community members at existing community events, provided translated materials at outreach events and online, and continued to build relationships with CBOs. The goals of the engagement in phase three were to:

- Reflect on outcomes and feedback from Phase 2 engagement.
- Present updated concepts.
- Explain how designs evolved and what influenced the updated concepts.
- Discuss solutions to concerns posed by community members and address perceived negative outcomes.
- Seek feedback to further refine and optimize concepts.
- Identify opportunities for further changes that would improve the proposal or mitigate negative impacts prior to finalizing the preferred concept.

### Community & Stakeholder Engagement Activities

- Reconvened Partner Review Board meeting with local jurisdictions, major institutions, and community organizations to review input from Mobility Board.
- Reflected on outcomes and feedback from Phase I engagement.
- Developed a plan for targeted, equitable engagement in Phase II to seek feedback to further refine and optimize concepts.
- Explained how designs evolved and what influenced the updated concepts.
- Developed and distributed a survey to further refine priorities or needs.
- Checked in with Mobility Board members. At the conclusion of this phase, review and finalize the draft service network with the Mobility Board.

### Equity

- Developed concept based on input from equity-focused outreach on needs and priorities.

- Conducted equity analysis of draft network.
- Revised outreach and engagement strategy based on community feedback.

### Government Relations

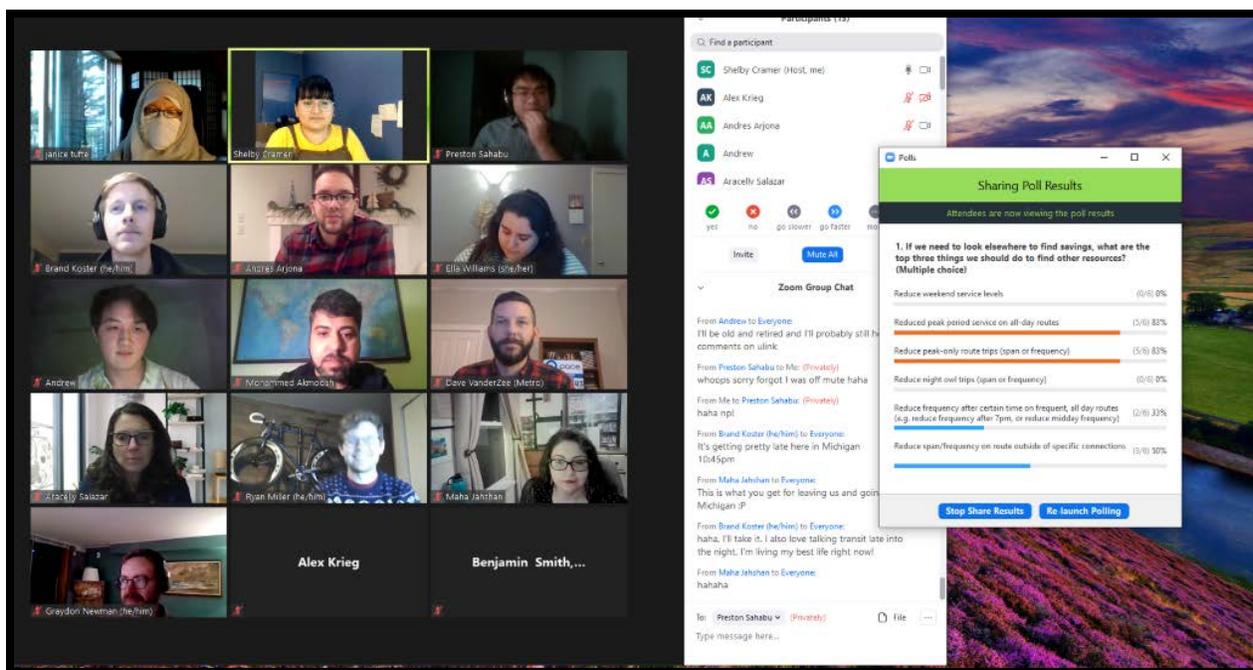
- As needed, provided project briefings and updates at local jurisdiction councils.
- Brought the draft service network to local jurisdictions for comments and review.

### **How we listened to community**

#### *Mobility Board*

Metro convened the Mobility Board virtually on August 5, 2020 and December 17, 2020. In these meetings, staff:

- Shared Metro’s final proposed network for the Fall 2021 service change with the Mobility Board.
- Documented feedback from the Mobility Board on the proposed set of changes.
- Discussed unresolved issues: proposed changes to the Route 26 and the Route 61.
- Shared next steps and process leading toward King County Council for review and approval.
- Discussed opportunities for Mobility Board members to stay involved and informed.



### **Partner Review Board**

Metro convened the Partner Review Board virtually on September 3, 2020 and January 12, 2021. In these meetings, participants:

- Reviewed the final network proposal based on Mobility Board recommendations.
- Prepared for the next steps in finalizing the proposal and bringing it to the King County Council for review and approval.
- Provided input on possible speed & reliability and access to transit projects, and ideas for the project’s Implementation Outreach and Communications Plan.
- Reflected on the process and shared feedback to inform future Partner Review Boards.

### **Virtual Town Hall**

The North Link team partnered with Councilmember Dembowski, Councilmember Zahilay, and Councilmember Kohl-Welles to host a transit-focused town hall that discussed the North Link Connections project. Over 1,000 multilingual mailers were sent out to inform residents of north King County and the Councilmembers’ districts about the event, and over 600 people attended. There was live English closed captioning, and translation and interpretation were offered in seven languages: Arabic, Amharic, traditional Chinese, Korean, Russian, Spanish, and English.

## دار البلدية الافتراضية

14 أكتوبر الساعة 6:00 مساءً

هناك ثلاث محطات للسكك الحديدية الخفيفة ستأتي إلى بفرصة لتحسين Metro شمال سياتل العام القادم وستمتنع في Metro وترغب King County جودة انتقالك في شمال سماع تعقيباتك على شبكة النقل العام للاستمرار في تحسين أثناء Metro النقل في منطقتنا. سنناقش أيضًا كيف تتأقلم جائحة كوفيد-19.



Councilmember  
Girmay Zahilay



Councilmember  
Rod Dembowski



Councilmember  
Jeanne Kohl-Welles



وسيشمل خدمات الترجمة الفورية Zoom سينعقد اجتماع دار البلدية عبر

## 가상 타운홀

10월 14일 저녁 6시

내년 북부 시애틀까지 새로운 경전철 정차역이 3곳 추가 되면서, Metro는 King County 북부로의 이동을 개선할 수 있게 되었습니다. Metro는 지역의 대중교통을 지속적으로 개선하기 위해 대중교통 네트워크에 대한 귀하의 피드백을 듣고자 합니다. 또한, Metro가 COVID-19 팬데믹에 어떻게 적응할 것인지에 대해서도 논의할 예정입니다.



Councilmember  
Girmay Zahilay



Councilmember  
Rod Dembowski



Councilmember  
Jeanne Kohl-Welles



타운홀 논의는 Zoom을 통해 진행되며 통역 서비스도 제공됩니다.

### General Public

There were 2,635 respondents of the final North Link Connection Mobility Project survey, 759 of whom identified as being in one or more of the priority populations.

Forty five percent regularly ride Link light rail, 30% Route 41, 20% Route 40, and 20% Sound Transit Route 522. (Respondents were able to mark more than one route they regularly ride.)

Priority populations include those who identify as Black, Indigenous, or a Person of Color; as disabled or having a disability; having a household income of less than

\$75,000 per year; primarily speaking an language other than English; and/or those who are experiencing homelessness or are unhoused.

When considering taking transit, the features most important to riders who identified being part of a priority population ranked between 1 and 5, with 1 being the most important and 5 being the least important, are charted below.

**Ranked prioritization of transit features**

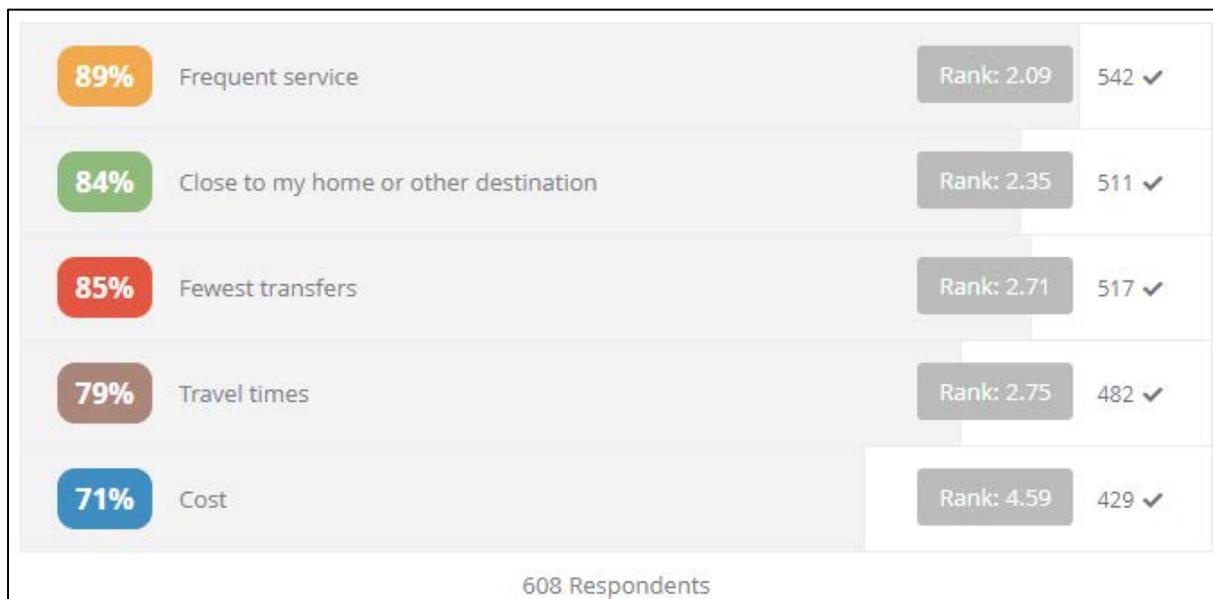


Image text: 89% Frequent Service, rank 2.09; 84% Close to my home or other destination, rank 2.35; 85% Fewest transfers, rank 2.71; 79% Travel times, rank 2.75; 71% Cost, rank 4.59

For all survey respondents, the only difference in this question was the travel time was more important than the number of transfers a person might have to take to get to their destination (ranking of 2.65 for travel time and 2.70 for fewest transfers).

Additionally, for respondents who identified as disabled or having a disability (n=132), frequent service was still the highest ranked feature of transit (rank 2.14, 91% of respondents chose this as their top priority of the features listed).

Due to the number of routes and changes being proposed in this final iteration of the north King County Metro transit network, the survey and much of the other engagement was divided into geographies. Accordingly, the following highlights are separated into geographies.

Shoreline/north Seattle peak

Fifty-seven percent of those within a priority population who provided feedback for this geography (n=311) agreed that changes proposed for the Shoreline/north Seattle peak service does provide fast and reliable bus connections to Link so that travel times are

better than or similar to what is experienced today (pre-COVID), and 30% supported the changes proposed to the routes 16 and 373 (n=234). Another third (32%) of the respondents did not support the changes to the route 16 because it removes the direct connection between the University District and Greenwood Avenue North. This does align with how fewer transfers are prioritized above travel time for priority populations.

### Shoreline local service

For Shoreline local service, respondents within a priority population indicated that they support the changes to the Route 40 (59%) whereas 53% of all survey respondents indicated they support the changes to the Route 40. Forty percent of those priority population respondents (n=202) support the change to the route 40 because they value the travel time to get to Northgate Station in order to make other connections either to Link light rail or to other fixed route options. For all survey respondents who answered questions for this geography (n=447), they supported the change for the same reason.

Many comments related to this topic also shared their desire for increased frequency which corresponds to overall transit priorities: “More frequency would help because it takes so long to get from Shoreline to Northgate. Sometimes it’s 30 minutes and that’s just too long with all of the stops.”

While more than half of the respondents within a priority population supported the changes to the route 40, slightly more thought the route could be further improved. Below is a table of the routes within this geography (Shoreline local service) that respondents thought could be further improved. (Note: respondents could select more than one route that should be improved.)

*Routes in the Shoreline local service that could still be improved*

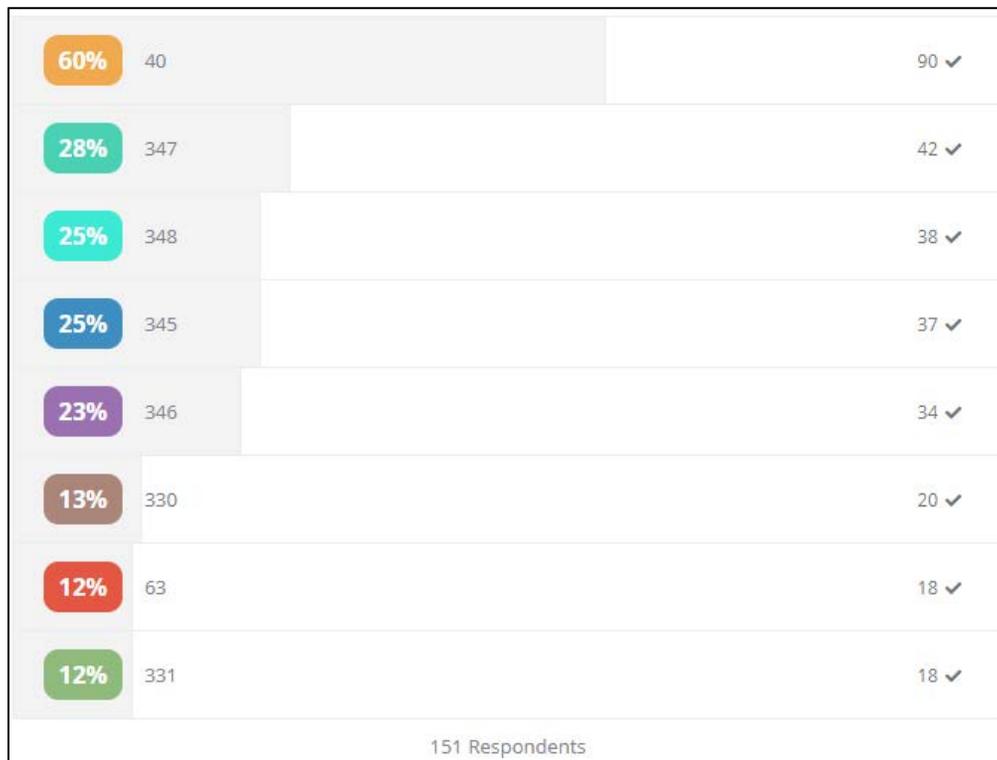


image text: 60% indicated the route 40 can still be improved, 28% the route 347, 25% the route 348, 25% the route 345, 23% the route 346, 13% the route 330, 12% the route 63, 12% the route 331

SR-522, Kenmore, Bothell, Lake Forest Park, Lake City

For this area, 65% of respondents within a priority population (n=418) indicated no opinion on the removal of the Route 61 from the Phase 3 network due to maintaining Route 45 to Loyal Heights. Eight percent did not support this change. These data align with those from all survey respondents (66%, 7% respectively) with an n of 963. While the majority of all survey respondents indicated no opinion on this change, there was disappointment from several Mobility Board members when the removal of the Route 61 was presented to them. Many did concede that the Route 45 continuing to Loyal Heights was an acceptable compromise.

The replacement of the Route 41 between Northgate Transit Center (NTC) and downtown Seattle with Link light rail was a consistent topic of tension throughout the project. As the project went on, however, familiarity and tolerance of the idea of transferring to Link light rail to get to/from downtown Seattle from/to Northgate Transit Center grew among the public. In interactions between Metro staff and members of the public at the start of engagement, many were vocal about their dependence on the Route 41 and insistence that its path from NTC to downtown Seattle be maintained. In the final phase of engagement, support of and indifference to the replacement grew. Of those respondents within a priority population (n=466) 69% indicated support or

indifference to this change. Support was due to the proposed change in the Route 75’s pathway which would provide an all-day connection between Lake City and Northgate Station.

While there is significant support for the proposed changes in this area for Routes 41, 312, and ST 522, respondents also indicated the need for further improvement. Below is the breakdown for priority population respondents.

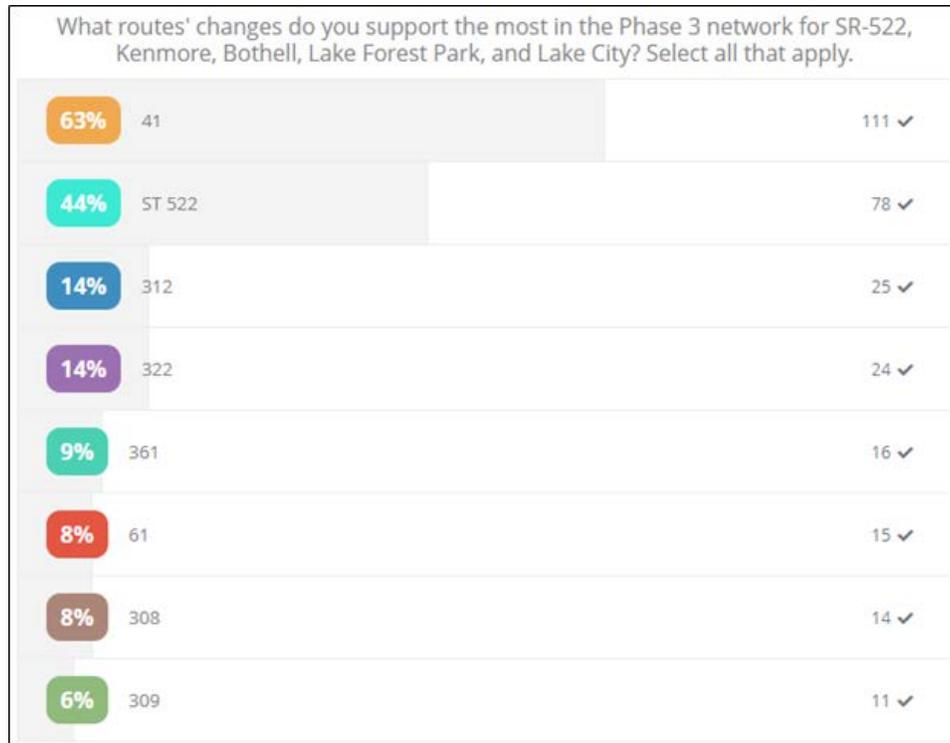


Image text: Chart title says “What routes’ changes do you support the most in the Phase 3 network for SR-522, Kenmore, Bothell, Lake Forest Park, and Lake City? Select all that apply.” Sixty-three percent indicated the Route 41, 44% ST 522, 14% Route 312, 14% Route 322, 9% Route 361, 8% Route 61, 8% Route 308, and 6% Route 309.

Northeast Seattle, Wedgwood, Sand Point

For this area, the Phase 2 network included a shift of the Route 62 in the Tangletown area of Wallingford. The Phase 3 proposal was to reverse that change due to changes needed to pavement conditions along portions of N/NE 56<sup>th</sup> St and NE 65<sup>th</sup> St. Fifty-six percent of priority population respondents (n=470) and 59% of all respondents had no opinion on this change.

Another shift back to its existing pathway in this area was for the Route 67 and its through-route partner, Route 65. Eighty-three percent of priority population respondents indicated that they either support this change to the Routes 67 and 65 or they indicated no opinion.

In this area, 45% of priority population respondents supported the changes proposed to the Route 75, 33% the Route 62, and 30% the Route 65 (respondents were able to select more than one route). Frequencies for many routes was still unknown at the time of this survey, so many comments related to routing like, “Less milk run roads to take.”

There were some respondents who did share their needs regarding frequency as well as , like, “Please run these buses more often during midday. Routing is good, but they don’t run often enough” and “Higher frequency during work week as 62 touches upon a lot of white-collar neighborhoods. I am in favor of eliminating the connections to View Ridge as a trade-off.”

### U-District, Wallingford, Green Lake

Community feedback gathered during Phase 2 indicated little support for the proposed Routes 23 and 25. In response to this feedback, the Phase 3 network proposal removed Routes 23 and 25 and replaced with a revised Route 26 which serves Northgate, Green Lake, Tangletown, and U-District Station. Twenty-seven percent of the 448 priority population respondents supported this amendment and 47% had no opinion.

A comment in support of this change to the Route 26: “I live right next to a 26 stop and have to go to UW everyday for work, as well as the train when I need to go downtown or to the airport, so I very much support this change.”

A comment opposed to the revised Route 26: “I very much oppose changing 26 not connecting with Aurora and then downtown. It serves via a stop on Aurora the Seattle Center with all its theaters and also the hockey arena.”

In Phase 2 there was also concern about the removal of Routes 31, 32, and 75 from Stevens Way NE in the University of Washington campus. In response to this feedback, Phase 3 proposed to disconnect the Routes 31 and 32 from the Route 75, so the Route 75 and connect with the Route 45 and travel through campus. Seventy-five percent of respondents within a priority population (n=380) indicated support of this change or no opinion.

Though the majority of all respondents indicated either support for or indifference to all of the proposed changes within this area, many of the comments for this area related to traffic implications of the transit changes, travel time for commuters, neighborhood transit, and the transfer experience. The following are a sample of comments:

*“Buses still get stuck in traffic despite the minor changes”*

*“Neighborhood connectivity is more important than connecting to the link stations!”*

*“Still an issue with the non improvement in transit ride times from Wallingford to South Lake Union.”*

*“Increase bus capacity and number of buses serving this route. Pre-pandemic it was always super busy and packed and often skipped pick-ups due to overcrowded buses on the route. During the pandemic it is still busy.”*

*“I include walking time in total transit time. Metro's estimated walking times are appropriate for fairly good walkers, but I often can't go this quickly. I'm not so disabled that Access is an appropriate option for me. I can't see how transferring from the 26 to light rail to another bus line to get to Belltown is going to be faster or more convenient than the current route.”*

## Exhibits

### **A. Surveys**

Full survey questions and results are available upon request as a .CSV file

## B. Community Partners

### Stakeholder list

Organization	Populations Served
<b>Immigrant/Refugee/PoC (People of Color)/Seniors</b>	
Literacy Source (Partner Review Board)	English Language Learners (ELL)/Immigrant/Refugee
Interim CDA	Seniors/PoC/Immigrant/Refugee/Low-income
ACRS	Seniors/PoC/Immigrant/Refugee/Low-income
International Community Health Services (IChS)	Seniors/PoC/Immigrant/Refugee/Low-income
United Indians of All Tribes Foundation	Seniors/Native/American Indian
Immigrant and Refugee Comm - King County	ELL/Immigrant/Refugee
Immigrant and Refugee Comm - City of Seattle (Partner Review Board)	ELL/Immigrant/Refugee
Eritrean Cultural Civic Center	East African
Washington Immigrant Solidarity Network	ELL/Immigrant/Refugee
African Women Business Alliance	African Women
Arab Center of Washington	Middle Eastern
Immigrant Families Advocacy Project (UW)	ELL/Immigrant/Refugee
Korean Community Service Center	ELL/Immigrant/Refugee
Muslim Community Resource Center & Muslim Housing Services	General
Iraqi Community Center of Seattle	Middle Eastern
UW Asian/Pacific American Law Student Association	Asian Pacific Islander
Somali Health Board	Somali Community
UW Chinese American Law Students Association	Asian Pacific Islander
Aljoya Senior Living in Thornton Place (North Seattle)	Seniors in North Seattle
Shoreline Lake Forest Park Senior Center	Seniors in Shoreline/Lake Forest Park
Hope Eritrean Social Services	East African
Indians in Seattle Group (Bothell, Kenmore, Seattle)	South Asian
<b>Places of Worship</b>	
Indonesian Presbyterian Church	Indonesian Community
Seattle Mennonite Church	General
Bethel Ethiopian Church of Seattle	East African
Lake Forest Park Presbyterian Church	Lake Forest Community
University Lutheran Church	General
Idris Mosque	Muslim Community in North King County
Muslim Association of Puget Sound (MAPS)	Muslim Community in East King County
St Matthew Parish (Roosevelt Latinx Church)	Latinx Population
Intercommunity Peace & Justice Center	General/Latinx Community
Seattle Onnuri Church	Korean community in Lake Forest Park
St Mary's Coptic Orthodox Church & St George's Coptic Orthodox Church	Egyptian and East African communities
Prince o Peace Church, Bethell Lutheran Church, Shoreline United	Shoreline Community
Kenmore Bothell Interfaith Group <ul style="list-style-type: none"> <li>• Bahai of Snohomish County</li> <li>• Bothell United Methodist church</li> </ul>	Kenmore and Bothell Communities

<ul style="list-style-type: none"> <li>• Catacomb Churches</li> <li>• Christian Family Fellowship</li> <li>• Church of Jesus Christ Latter Day saints</li> <li>• Emmanuel Presbyterian Church</li> <li>• First Church of Christ</li> <li>• First Lutheran Church of Bothell</li> <li>• Islamic Center of Bothell</li> <li>• Northlake Lutheran Church</li> <li>• NorthShore Community Church</li> <li>• Sikh Centre of Seattle</li> <li>• St. Brendan Catholic Church)</li> </ul>	
<b>General/Homelessness/LGBTQ+/Advocacy</b>	
Puget Sound Sage	Transit Equity for Low-income/POC/General
Treehouse	Foster Youth- King County
Seattle GoodWill	King County/Snohomish
Transportation Choices Coalition	General
Solid Ground (Partner Review Board)	Low-income/POC
North Helpline	People experiencing homelessness/low-income
YouthCare	LGBTQIA+ youth/youth experiencing homelessness
Sound Generations	Senior services in King County
Wonderland Child & Family Generations	Special Needs Children Services (based in Shoreline)
Aurora Commons	General
Friends of Youth	Youth
Mary's Place North	Low-income/people experiencing homelessness
Northgate Tent Town	People experiencing homelessness
Children's Home Society	Children and Families
Roots Young Adult Shelter	Youth experiencing homelessness
Lutheran Community Services NW	Low income/Immigrant/Refugee
Community Psychiatric Clinic	Low income/mental health
Catholic Community Services NW	Low income/Immigrant/Refugee
Hopelink/North King County Mobility Coalition	Seniors/disability community/low-income
Outdoors for All	General
Urban Hands	General
Low Income Housing Alliance	Low Income
Mom's Rising	Mothers and Children
Abused Deaf Women's Advocacy Services	Survivors/disability community
WorkSource North Seattle	General
Sierra Club (Partner Review Board Member)	North King County
U District Partnership (Partner Review Board Member)	U District
ReVisioning Northgate	Northgate
Senior Centers <ul style="list-style-type: none"> <li>• Lake Forest Park</li> <li>• Montlake Terrace</li> <li>• Edmonds</li> <li>• NorthShore</li> <li>• Shoreline</li> <li>• Kenmore</li> </ul>	Seniors in North King County

• Bothell	
AARP Seattle Chapter	Seniors
Compass Housing/King County Housing Authority	Shoreline
Sierra Club	Greater Seattle area
North Urban Human Services Alliance (NUHSA)	Social and health services in North King County
<b>Neighborhood Groups/Advisory Boards</b>	
King County Transit Advisory Commission	Transit riders in King County
Lake City Neighborhood, Alliance, Lake City Collective, Lake City Community Center, Build Lake City Community Center	Lake City Neighborhood
Seattle Transportation Advisory Board	Transit riders in Seattle
Northgate Community Center and Neighborhood Council	Northgate Neighborhood
Ukrainian Association, Indian Association, Prince of Peace	Shoreline
Mercer Corridor Stakeholder Group	South Lake Union
D5 Stakeholder Neighborhood Group	D5 Neighborhood Group
Facebook: POC Shoreline Group & Bothell Community Group	Shoreline and Bothell Neighborhoods
Northwest District Council	Northwest Seattle
Greenwood Neighborhood Council	Greenwood Neighborhood
Northeast District Council	Northeast Seattle
Squire Park Neighborhood Council	Central Seattle Neighborhood
Laurelhurst Neighborhood Council	Laurelhurst Neighborhood
Maple Leaf Neighborhood Council	Maple Leaf Neighborhood
Roosevelt Neighborhood Council	Roosevelt Neighborhood
Fremont Community Council	Fremont Neighborhood
Greenways Group	General Seattle
U District Neighborhood Council	U District Neighborhood
Pinehurst Neighborhood Council	Pinehurst Neighborhood
Haller Lake Neighborhood Council	Haller Lake Neighborhood
<b>Unions</b>	
SEIU 925	UW service workers, Admin workers
SEIU 1199	UW healthcare
Teamsters	General
WFSE	Classified Workers at North Seattle College
SEIU 775	Health Care Workers
<b>Institutions</b>	
Shoreline Community College	Shoreline
North Seattle College	North Seattle
UW Bothell/Cascadia College (Student Engagement & Activities) (Partner Review Board)	Bothell and East King County
UW Seattle (LGBTQ Center, Office of Minority Affairs, Women’s Center, GEAR UP program) (Partner Review Board)	General
Schools Districts (Seattle, Northshore, Shoreline, Lake Washington)	Varies
King County Libraries & Seattle Libraries	Varies

Seattle Housing Authority & King County Housing Authority	Varies
<b>Major Employers</b>	
Seattle Children's Hospital (Partner Review Board Member)	North Seattle/General
Amazon	General Seattle Area
Microsoft	East King County/General
Boeing	General Puget Sound Region
<b>Government Agencies</b>	
Seattle Department of Transportation (Partner Review Board)	Seattle
Sound Transit (Partner Review Board)	General Puget Sound Region
Community Transit (Partner Review Board)	Snohomish County
City of Shoreline (Partner Review Board)	Shoreline
City of Bothell (Partner Review Board)	Bothell
City of Lake Forest Park (Partner Review Board)	Lake Forest Park
City of Kenmore (Partner Review Board)	Kenmore
Port of Seattle (Partner Review Board)	General King County

### **Mobility Board Community & Stakeholder Engagement**

Mobility Board members during each phase of the project engaged with their local communities. This included hosting 1-1 sessions to explain proposal, share the survey and project materials with community members. In phases one and two some of the community members tabled at local events as well.

### **Community-Based Organization (CBOs) Partnerships**

Metro contracted with two local CBOs to host listening sessions/focus groups in their communities to communicate changes and ask for feedback on service concepts. The CBOs convened focus groups and conducted in-person surveys in the beginning of Phase 2. The CBO contacts also planned further in-person engagement activities like focus groups, community conversations, and surveys to gather feedback on the Phase 3 network; however, halfway through Phase 2 engagement, there were County- and state-wide gathering restrictions due to the COVID-19 pandemic and CBOs halted non-essential in-person interactions.

Metro contracted with:

- Hopelink serving North King County low-income and immigrant populations
- U District Food Bank serving low-income populations and people experiencing homelessness

Reports created and data collected by Hopelink and the University District Food Bank are available upon request.

## **Community Meetings and Events**

### Metro Bus Operators

- North Base Focus Group and Tabling at Base
- Ryerson Base Tabling at Base

### General Public/Community Groups

- North King County Mobility Coalition
- King County Transit Advisory Commission
- Seattle Transit Advisory Board
- Iraqi Community Center of Washington
- Literacy Source Maple Leaf Neighborhood Council
- Seattle Transit Advisory Board
- Haller Lake Neighborhood Council
- NE Seattle Neighborhood Council
- D5 Community Meeting
- Greenwood Neighborhood Council
- Pinehurst Neighborhood Council
- Laurelhurst Neighborhood Council
- Green Lake Neighborhood Council
- Roosevelt Neighborhood Council
- Victory Heights Neighborhood Council
- Revitalizing Northgate
- Aljoia Community
- Lake City Neighborhood Council
- Greenways Community Group
- Mercer Corridor Group
- Squire Park Neighborhood Council
- Fremont Neighborhood Council
- East Lake City Collaborative
- City of Seattle Immigrant and Refugee Commission
- King County Immigrant and Refugee Commission
- Korean Community Service Center
- Coptic Orthodox Community in Washington State
- Lake City Neighborhood Alliance
- Denise Louise Education Center
- ACRS
- Community Psychiatric Clinic

### **Stakeholder Group Meetings and Presentations**

- U District Partnership Board Meetings
- UW Seattle Transportation Committee Meeting

- UW Transportation Open House
- Virtual Open House for UW Community
- Lunch & Learn with Seattle Children’s Staff
- Seattle Children’s Staff Meetings
- UW Bothell/Cascadia Staff Presentation
- University District Food Bank
- Shoreline Community College
- Seattle Colleges Virtual Open House for Shoreline Community College
- Virtual Open House for Shoreline Neighborhoods with City of Shoreline

### **Jurisdictional and Council Meetings and Presentations**

- King County Councilmember Dembowski
- King County Councilmember Kohl-Welles
- King County Councilmember Zahilay
- King County Councilmember Balducci
- King County Councilmember Upthegrove
- King County Councilmember McDermott
- King County Councilmember Lambert
- King County Central Staff Meetings
- City of Seattle Councilmember Strauss
- City of Seattle Councilmember Juarez
- City of Seattle Councilmember Pederson
- City of Seattle Councilmember Lewis
- SDOT, WSDOT, ST, CT Coordination Meetings
- City of Bothell
- City of Kenmore
- City of Lake Forest Park
- City of Shoreline
- Port of Seattle

### **Tabling Events and Public Meetings**

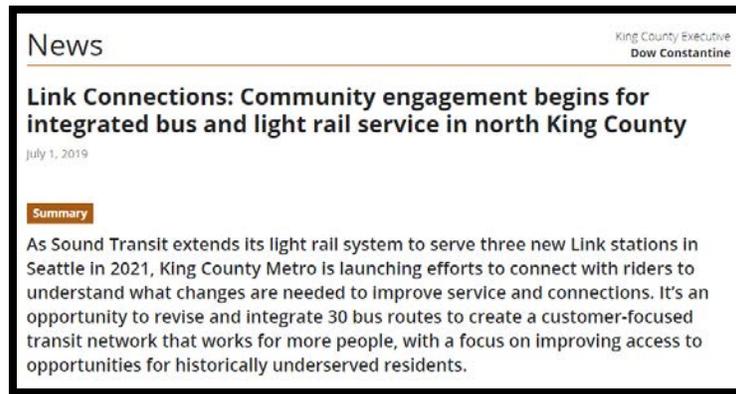
- LGBTQ+ North Seattle Housing Fair
- Maple Leaf Summer Social
- Arab Festival of Seattle Picnic
- Seattle Arab Festival
- Celebrate Shoreline
- Magnuson Community Resource Fair
- Lake City Farmers Market
- Lake City Community Senior Meal
- University District Farmers Market
- SDOT Open House for 43rd Street Electrification
- Street teaming at Bus stops

- Virtual Town Hall with CM Dembowski, Kohl-Welles, and Zahilay
- Virtual Open House for Northgate Station
- Virtual Open House for Roosevelt Station
- Virtual Open House for U District Station

## C. Sample Notifications by Phase

### Phase 1

#### Media Release and Briefing



#### Social Media

- 7/1/2019 - Twitter - Executive Constantine



- 7/2/2019 – Twitter

**King County Metro** @kcmetrobus

Our community engagement efforts will help us understand what [#Bus2Link](#) changes are needed to improve service and connections as [@SoundTransit](#) prepares to open 3 new Link light rail stations in Seattle 2021.

Details here [▶ bit.ly/324UYaz](https://bit.ly/324UYaz)

7:29 AM · Jul 2, 2019 · Twitter for iPhone

10 Retweets 10 Likes

Impressions: 9,981  
Engagements: 170  
Link clicks: 24

- 7/12/2019 – Twitter

 **King County Metro** @kcmetrobus

Join us 11am-3pm Saturday July 13 at the LGBTQ+ North Seattle Housing Fair. We're available to listen & learn from the community for #bus2Link & North Link Connections project. w/ LGBTQ @Allyship at Maple Leaf Lutheran Church. FB Event: [facebook.com/events/6393627...](https://facebook.com/events/6393627...) #LGBTQNorthSeattle



4:13 PM · Jul 12, 2019 · Twitter Web App

View Tweet activity

2 Retweets 4 Likes

Impressions: 5,392  
Engagements: 96  
Link clicks: 3

Rack card

### التغيير قادم، نحتاج إلى مساعدتك!

ثلاث محطات سلك جديد خفيفة في الطريق للتشغيل وستتمتع Metro بفرصة تحسين جودة انتقالك في شمال مقاطعة King

المدن المشمولة: Bothell، Kenmore و Lake Woodinville، Shoreline و Seattle و Forest Park

الطرق المتأثرة:

,71 ,67 ,65 ,64 ,63 ,62 ,45 ,41 ,32 ,31 ,26 ,308 ,304 ,303 ,301 ,78 ,77 ,76 ,75 ,74 ,73 ,348 ,347 ,346 ,345 ,330 ,316 ,312 ,309 ,373 ,372 ,355

- ♦ تعقد شركة Metro مناقشات مع المنظمات حول احتياجات النقل. صيف 2019
- ♦ وستساعد المنظمات شركة Metro في اتخاذ القرارات في خريف 2019
- ♦ وإنجاز الخطط في ربيع 2020
- ♦ ودخول التغييرات حيز التنفيذ في 2021

لمزيد من المعلومات يُرجى الاتصال بـ

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[www.kingcounty.gov/metro/northlink](http://www.kingcounty.gov/metro/northlink)

Arabic

### Change is Coming & We Need Your Help!

There are three new light rail stations coming and Metro has the opportunity to improve how you travel in north King County

**Cities involved:** Bothell, Kenmore, Lake Forest Park, Seattle, Shoreline, and Woodinville

**Affected routes:** 26, 31, 32, 41, 45, 62, 63, 64, 65, 67, 71, 73, 74, 75, 76, 77, 78, 301, 303, 304, 308, 309, 312, 316, 330, 345, 346, 347, 348, 355, 372, 373

Summer 2019

Metro talks with communities about transit needs.

Fall 2019

Communities will help Metro make decisions

Spring 2020

Finalize plans

2021

Changes take effect

**For more information, please contact**

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mjahshan@kingcounty.gov; 206-263-2456  
Shelby Cramer  
scramer@kingcounty.gov; 206-263-1109  
[www.kingcounty.gov/metro/northlink](http://www.kingcounty.gov/metro/northlink)

Phase 2

Media Release and Briefing

Department of Transportation

## Transportation news

### Link Connections: Proposals for bus and light rail integration in north King County driven by community guidance

January 22, 2020

Summary

As Sound Transit extends its light rail system to serve three new Link stations in 2021 (U District, Roosevelt, and Northgate), King County Metro is releasing initial proposals for updating bus service to integrate with the new stations. These concepts were created with the help of a community-based Mobility Board, and broader public feedback on service needs and priorities.

## Social Media

- 1/23/2020 - Twitter - Councilmember Kohl-Welles

 **Jeanne Kohl-Welles**  
@KCKKohlWelles

Do you live in the North End? @kcmetrobus is seeking feedback on a proposed new bus network creating stronger connections to Sound Transit's future Link light rail stations opening in North Seattle in 2021. Click the following link to take the survey:  
[kingcounty.gov/depts/transport...](https://kingcounty.gov/depts/transportation/)



9:22 AM · Jan 23, 2020 · Twitter Web App

3 Retweets 2 Likes

 **Grace** @GHuangWA · Jan 23, 2020  
Replying to @KCKKohlWelles and @kcmetrobus  
thanks Jeannel shared w/my neighborhood FB group :)

- 1/22/2020 - Twitter

 **King County Metro**  
@kcmetrobus

Link Connections: New proposals for bus & Link light rail integration in north King County were driven by community guidance

We want to hear what you think about proposed changes for three dozen routes

📄 Details and survey: [kingcounty.gov/depts/transportation/](https://kingcounty.gov/depts/transportation/)

#Bus2Link       



ALT

King County, WA and 2 others

4:21 PM · Jan 22, 2020 · Twitter Web App

||| View Tweet activity

8 Retweets 4 Quote Tweets 21 Likes

Impressions: 18,242  
Engagements: 942  
Link clicks: 459

- 1/27/2020 – Twitter

 **King County Metro** @kcmetrobus  
Survey: Live in North Seattle, UDistrict, Shoreline, Bothell, Kenmore or Lake Forest Park? Ride these ? 26, 31, 32, 40, 41, 44, 45, 48, 49, 62, 63, 64, 65, 67, 70, 71, 73, 74, 75, 76, 77, 78, 301, 303, 304, 308, 309, 312, 316, 345, 346, 347, 348, 355, 372, 373, ST 522  
[#bus2link](#)

 **King County Metro** @kcmetrobus · Jan 22, 2020  
Link Connections: New proposals for bus & Link light rail integration in north King County were driven by community guidance  
We want to hear what you think about proposed changes for three dozen routes  
[Details and survey: kingcounty.gov/depts/transportor...](#)  
[#Bus2Link](#)



8:40 AM · Jan 27, 2020 · Twitter for iPhone

[View Tweet activity](#)

11 Retweets 18 Likes

Impressions: 19,664  
Engagements: 69

### Phase3

### Media Release and Briefing

Transportation news Department of Transportation

#### Link Connections: Metro seeks feedback on future bus and Link light rail integration in north King County

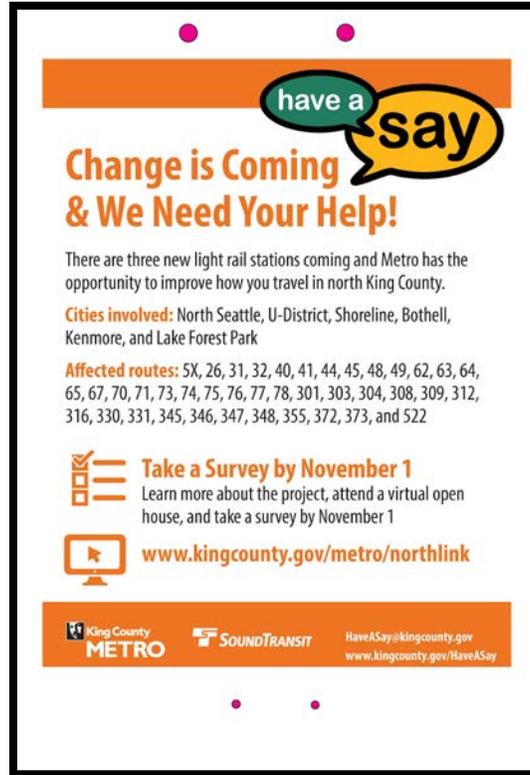
September 10, 2020

**Summary**

King County Metro is seeking a final round of public feedback on concepts for updating bus service to integrate with three new Sound Transit Link Light rail stations in 2021. These concepts were developed with the help of a community-based Mobility Board and were informed by broader public feedback on service needs and priorities.

### **Bus stop “Have a Say” survey/info signs**

Have A Say bus stop signs were posted at over 30 stops for routes with high ridership and at transit hubs like the Northgate Transit Center.



### **Multilingual mailer/postcard**

A mailer translated into the six project area languages (Arabic, traditional Chinese, English, Korean, Spanish, and Vietnamese) was mailed to 2,000 project area residents to inform them of the opportunities to share their feedback regarding proposed network changes.

## Change is Coming & We Need Your Help!



There are three new light rail stations coming and Metro has the opportunity to improve how you travel in north King County.

**Cities involved:** North Seattle, U-District, Shoreline, Bothell, Kenmore, and Lake Forest Park

**Affected routes:** 5X, 26, 31, 32, 40, 41, 44, 45, 48, 49, 62, 63, 64, 65, 67, 70, 71, 73, 74, 75, 76, 77, 78, 301, 303, 304, 308, 309, 312, 316, 330, 331, 345, 346, 347, 348, 355, 372, 373, and 522

**Changes take effect in 2021**

 **Take a Survey by November 1**  
Learn more about the project, attend a virtual open house, and take a survey by November 1

 [www.kingcounty.gov/metro/northlink](http://www.kingcounty.gov/metro/northlink)

  
**Link Connections**  
**North Link**

  
**King County METRO**  
Moving forward together

  
**SOUNDTRANSIT**

## [www.kingcounty.gov/metro/northlink](http://www.kingcounty.gov/metro/northlink)



**¡El cambio se acerca y necesitamos tu ayuda!**  
Obtén más información acerca del proyecto y participa en una encuesta antes del 1 de noviembre

**變更即將來臨，我們需要您的協助！**  
詳細瞭解此項目並參加調查 截至 1月11日

**다가오는 변화에 여러분의 도움이 필요합니다!**  
프로젝트 상세 정보를 확인하고 1월 11일까지 설문 조사에 참여하세요

**Sắp Có Thay Đổi & Chúng Tôi Cần Sự Giúp Đỡ Của Quý Vị!**  
Hãy tìm hiểu thêm về dự án & thực hiện khảo sát trước ngày 11 tháng 1

التغيير قادم، ونحن في حاجة إلى مساعدتك  
تعرف على المزيد حول المشروع وشارك في استطلاع الرأي بحلول  
11 من نوفمبر

KSC-TR-0824  
201 S Jackson St  
Seattle, WA 98104-3856

PRSR STD  
US POSTAGE  
**PAID**  
Seattle, WA  
Permit No 6966

### Social Media

- 10/26/20 – Twitter



Impressions: 5,346  
Engagements: 22  
Link clicks: 6

- 10/26/20 – Facebook



Reach: 789  
Engagements: 7

- 10/26/20 – Facebook (Spanish)



Reach: 580  
Engagements: 1

- 10/26/20 – Facebook (Chinese)



Reach: 789  
Engagements: 7

- 10/26/20 – Facebook (Vietnamese)



Reach: 719  
Engagements: 0

- 10/27/20 – Sharing the Facebook event – Facebook



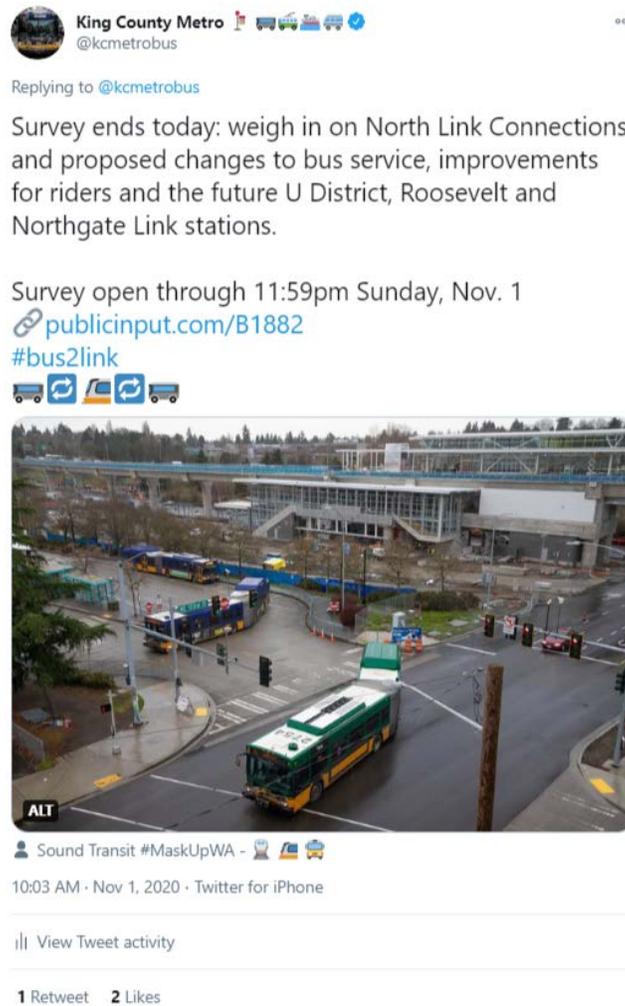
Reach: 481  
Engagements: 1

- 10/28/20 – Survey Reminder – Facebook



Reach: 1,357  
Engagements: 18

- 11/1/20 – Twitter



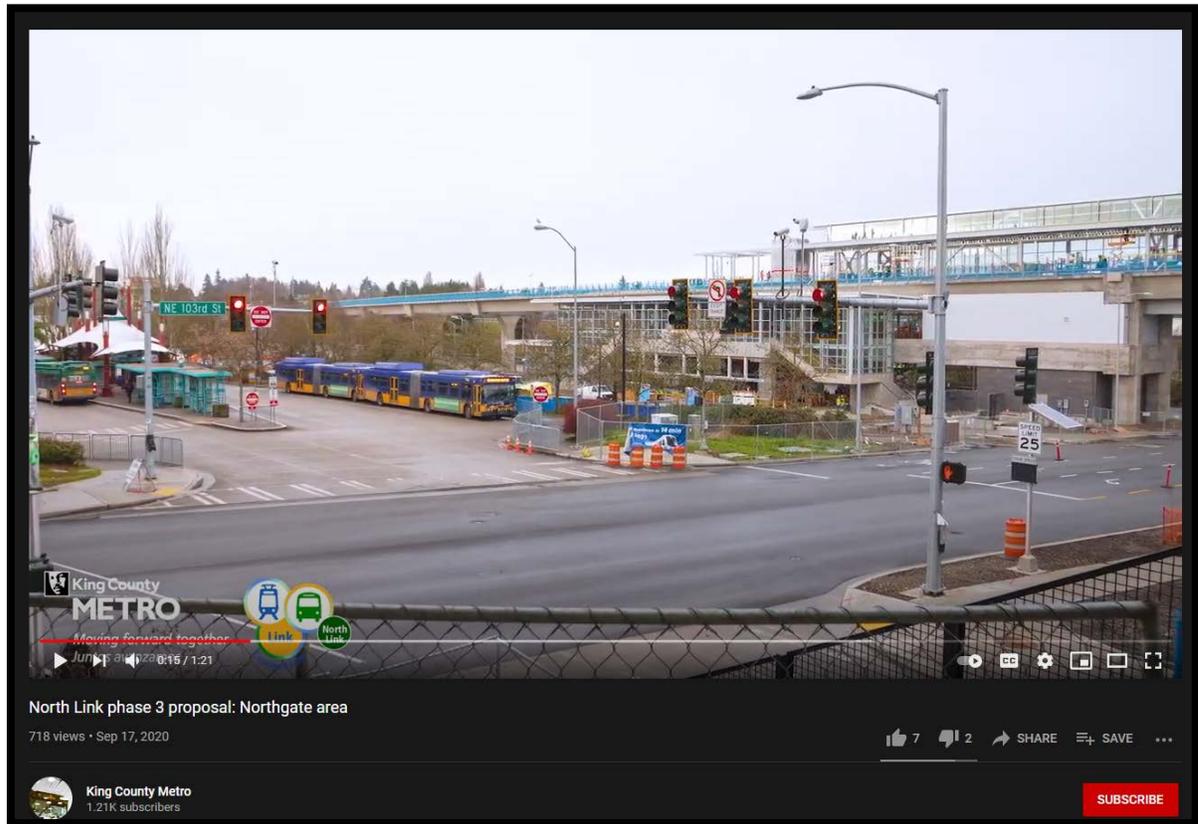
Impressions: 2,942  
Engagements: 39  
Link clicks: 16

- North Link Connections: Roosevelt Station live town hall, Facebook broadcast
  - Post Reach – 883
  - Reactions, Comments & Shares – 14
  - Peak live viewers – 11
- North Link Connections: Northgate Station live town hall, Facebook broadcast
  - Post Reach – 611
  - Reactions, Comments & Shares – 6
  - Peak live viewers – 10

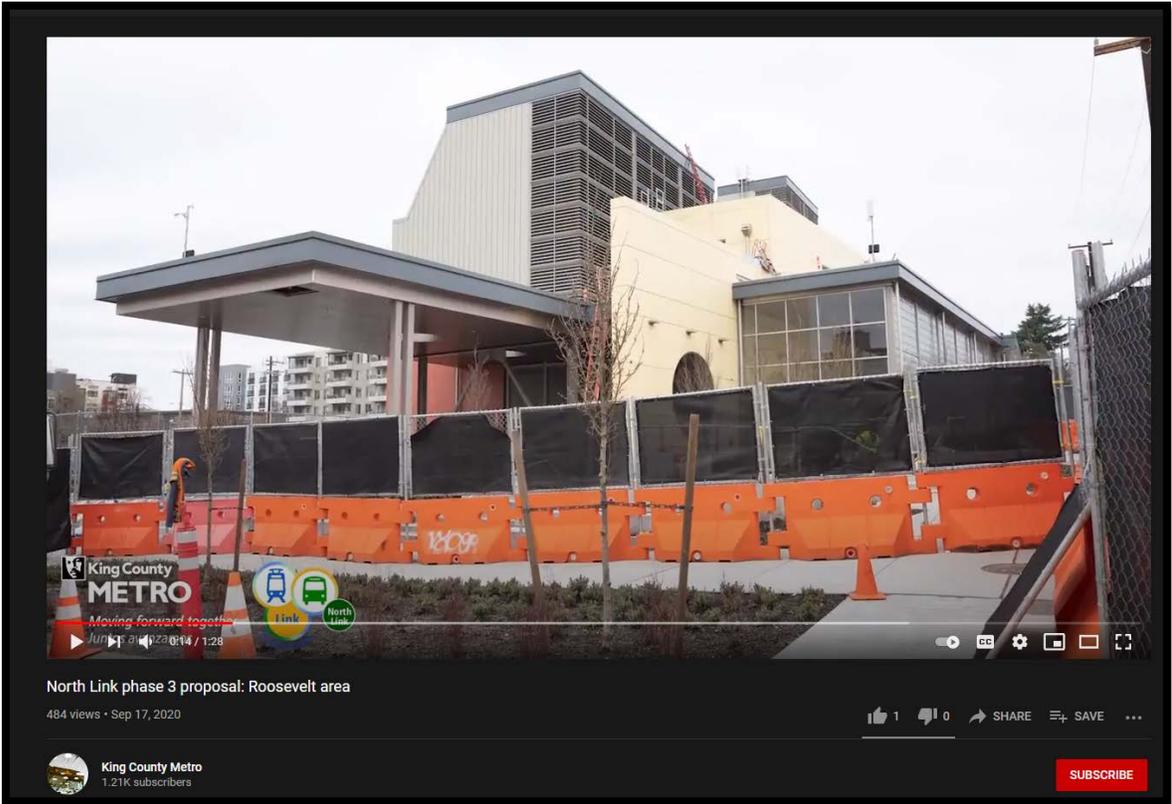
### YouTube Videos

COVID-related public gathering restrictions and community feedback prompted the creation of three YouTube videos. Although there were a number of virtual open houses to learn about the proposed changes and to share feedback, the videos offered the public an opportunity to hear directly from Metro service planners about the project and about each new Link light rail station specifically that was not tied to a date and time and did not expire.

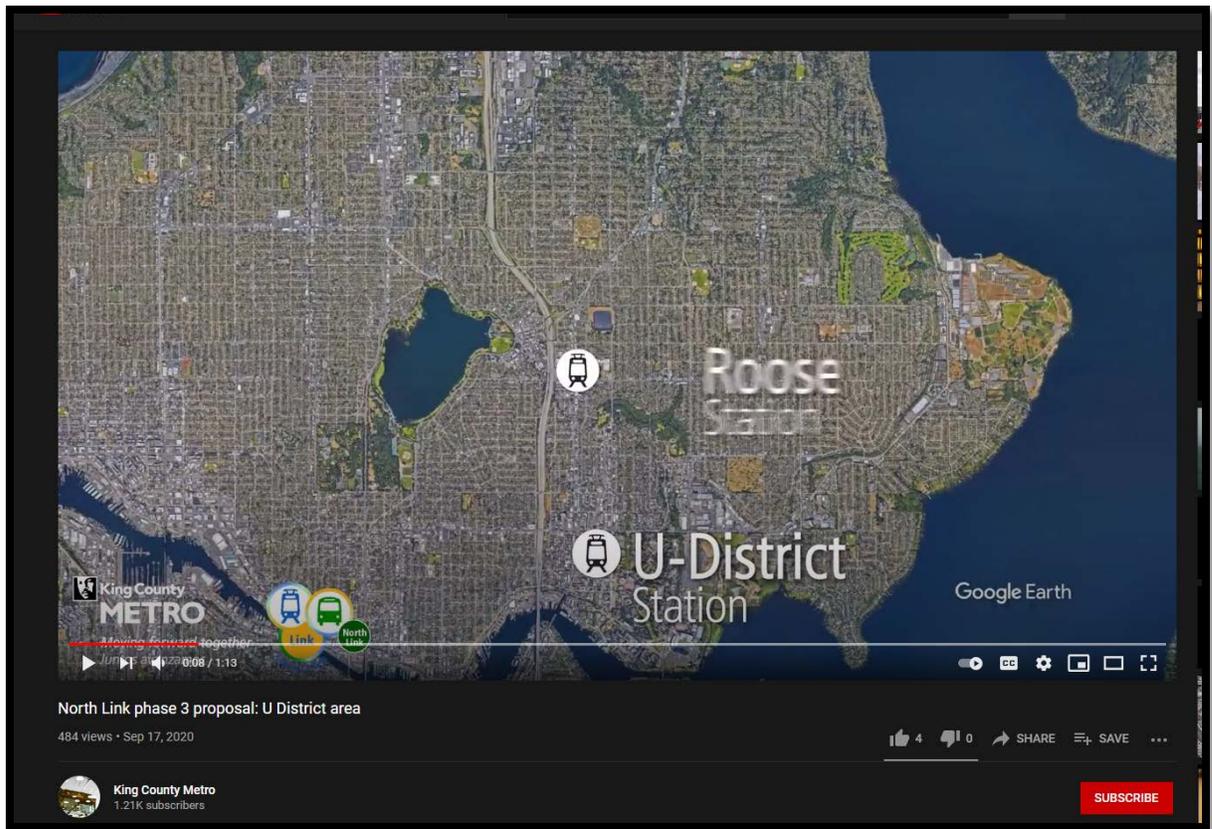
[Northgate Station Area North Link Proposal Overview](#) (718 views)



[Roosevelt Station Area North Link Proposal Overview](#) (484 views)



[U District Station Area North Link Proposal Overview](#) (484 views)



## D. Local Media Coverage

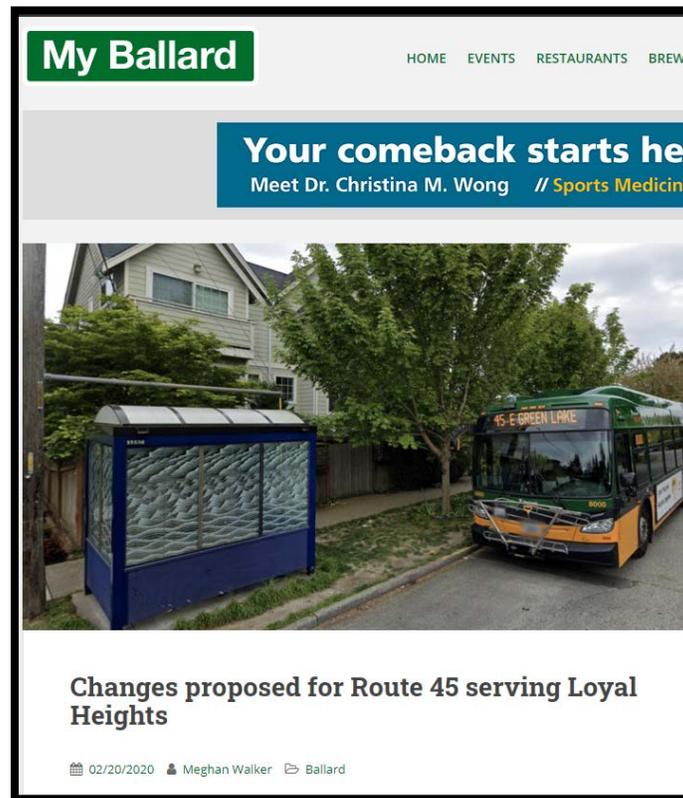
### [City of Shoreline](#)

The screenshot shows the City of Shoreline website's news section. The header includes the city logo and navigation links for SERVICES, OUR CITY, BUSINESS, GOVERNMENT, and I WANT TO... A search icon is also present. On the left, a sidebar menu lists various categories, with 'News' highlighted. The main content area features a news article titled 'Metro needs your input on proposed route changes for North Link Connections Mobility Project'. The article includes a post date of 01/23/2020 10:23 am and a brief introduction stating that Metro has an opportunity to improve its transit network in north King County with the opening of three new Link light rail stations in 2021. It mentions that feedback gathered during Phase 1 helped Metro better understand the mobility needs and priorities in north King County. A list of themes identified from the feedback is provided, including improving east-west connections, ensuring travel time, improving connections to hospitals and medical facilities, and improving connections to new markets. The article also mentions that during Phase 2, Metro wants to hear feedback on the proposed changes and provides a link to the survey. Below the article, there is a section titled 'Current network' with a link to a map showing bus routes.

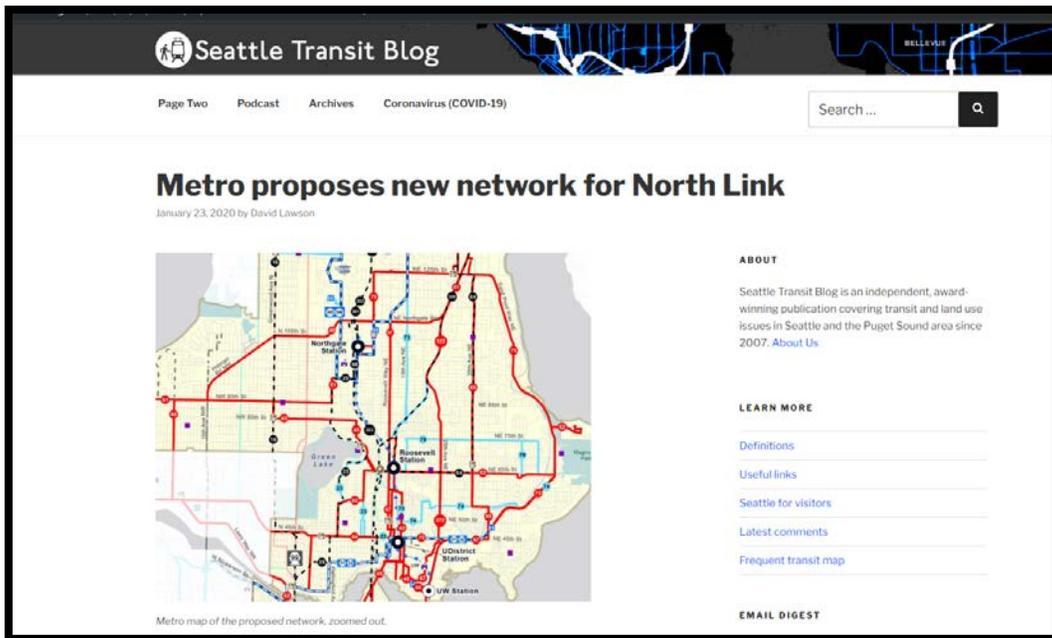
### [Green Lake & Wallingford Safe Streets Blog](#)

The screenshot shows a blog post from the Green Lake & Wallingford Safe Streets website. The header includes the organization's logo and navigation links for HOME, ABOUT, and 45TH ST BRIDGE. The post is dated February 21, 2020, and is titled 'Metro's North Link Connections Mobility Project'. The text explains that in preparation for the new light rail stations opening in 2021, King County Metro is planning to change and add new bus routes to better access the U District, Roosevelt, and Northgate stations. It states that Metro is currently taking feedback via an online survey and provides a link to learn more on Metro's project webpage. The post concludes by inviting readers to leave a comment to share their thoughts on the proposal. At the bottom of the post, there are two small maps: one showing the area around Northgate Station and another showing the area around U District and Roosevelt.

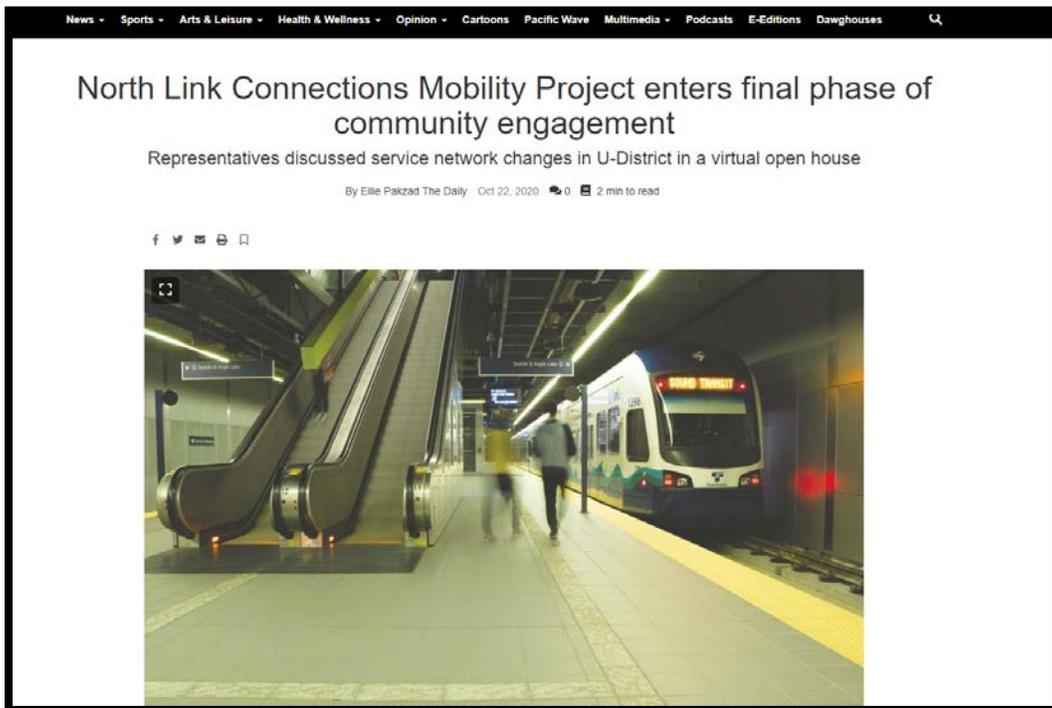
[My Ballard](#) article



[Seattle Transit Blog](#)



[University of Washington - The Daily](#)



## E. Examples of Print and Digital Ads

- Korean Weekly Ad



- Spanish North Link Open House Digital Ad

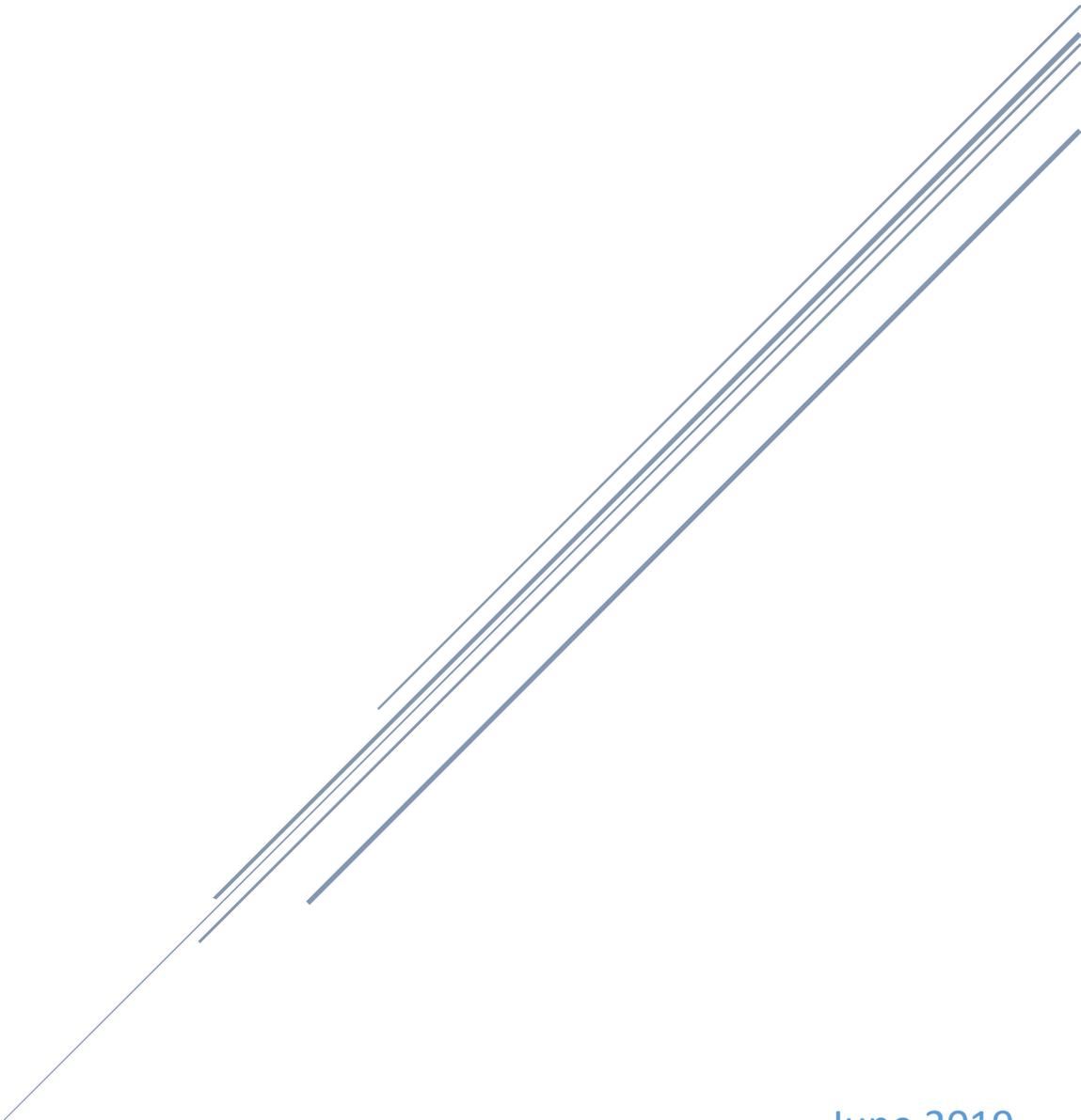


- Instagram Spanish Ad



# NORTH LINK CONNECTIONS MOBILITY PROJECT

Equity Impact Review & Existing Conditions Report



June 2019

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## Intended Purpose & Audience

The purpose of this document is to provide project information and background data—including baseline data on equity metrics for Metro-provided mobility services within the project scope area. The existing conditions (effective March 2019) outlined in this report represent the baseline against which Metro will measure changes. The report includes technical data and metrics and is intended for an audience that includes staff from project partners, internal and external stakeholders, the project Mobility and Advisory Boards, as well other interested parties.

## Project Background

In 2021, Sound Transit will open three new light rail stations in north Seattle, extending from the current terminus at University of Washington – Husky Stadium to Northgate Transit Center. In order to prepare for the extension of Link light rail service to Northgate, respond to changing mobility needs, and improve mobility and access for historically underserved populations, Metro is initiating a mobility project in north King County generally serving communities within north Seattle, Shoreline, and the North Shore communities of Lake Washington. The project will deliver an updated mobility network that integrates with and complements Sound Transit Link light rail. The project will be done in coordination with Sound Transit, the Seattle Department of Transportation (SDOT), the University of Washington, Community Transit, and many other partners. The updated mobility network will be implemented in 2021 at the soonest service change after the opening of light rail service at Northgate, Roosevelt, and University District Stations.

The project goals include:

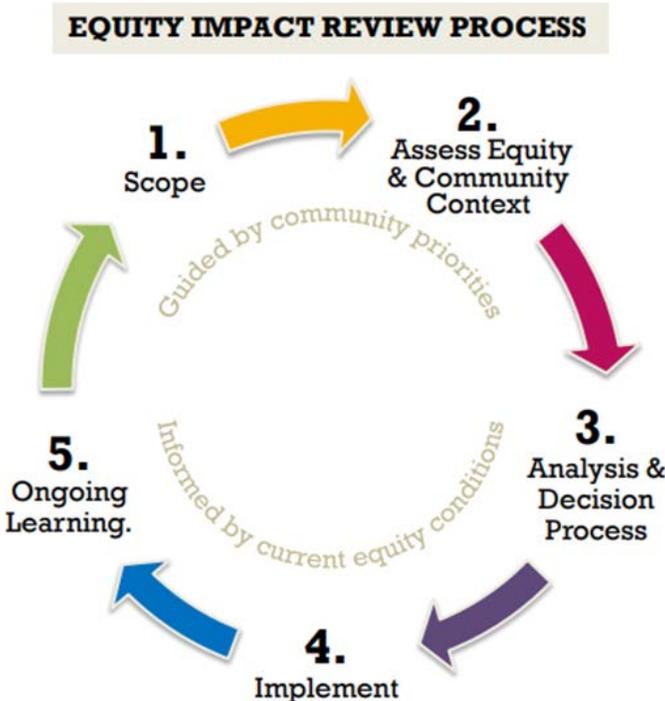
- 1. Improve mobility for historically underserved populations, centering on people of color**
  - a. Increase accessibility to community assets for priority populations
  - b. Increase accessibility jobs, especially family wage jobs, for priority populations
  - c. Increase access to frequent service for priority populations
- 2. Equitably inform, engage, and empower current and potential customers traveling in the project area**
  - a. Employ an equity-focused approach to planning & decision making
  - b. Evaluate project using an Equity Impact Review (EIR)
- 3. Deliver integrated service that responds to Link expansion and meets customer needs**
  - a. Minimize duplication of Metro service with Link light rail (e.g. Route 41)
  - b. Improve connections to Link, including development of facilities that support easy, comfortable, and convenient transfers between modes
  - c. Redesign existing fixed-route service to respond to current and future mobility needs, consistent with the METRO CONNECTS service network vision
  - d. Plan for changes that encompass the full range of Metro mobility services including fixed-route, flexible service, ridesharing, and Accessible services

The above goals reflect the project’s overall approach and desired outcomes for all riders. Goals 1 and 2 will be measured through the Equity Impact Review (EIR) process, as outlined in subsequent sections. This is because these goals center on priority populations, which include people of color, low-income individuals, and individuals with limited-English proficiency, and have been historically disadvantaged and underserved.

# Leading with Equity

King County Metro Transit recognizes the importance that access to transit has in helping support healthy communities by providing a way to travel throughout the county. People of color, low-income individuals, and individuals with low-English proficiency are disproportionately more likely to be reliant on transit and have historically not been as involved in decision-making about changes to transit service. County-wide, there are disparate health and wealth outcomes for communities of color and low income families and we are working to improve outcomes for communities which have historically been disinvested from and underrepresented. Metro is dedicated to improving access to transit and mobility for all King County residents and we are doing this by leading with race. This approach is informed by the King County Equity and Social Justice (ESJ) Strategic Plan. This Plan emphasizes that race and place heavily influence an individual’s outcomes in life, and directs the County to create solutions at the systems and structural level, including transportation. Parts of north Seattle and Shoreline, along with much of south King County, are specifically mentioned as needing evaluation for underinvestment in the Transportation and Mobility Chapter of this plan. Understanding access to Community Assets, and how it varies depending on where you live or work, is key to improving access to necessary services for historically disadvantaged communities.

# Equity Impact Review



# Guiding Principles and Goals

The Equity Impact Review (EIR) process is guided by Metro’s dedication to working with historically underrepresented communities to improve outcomes for low income populations and communities of

color. As Metro works to develop a standardized process to measure and report on decision-making processes and to respond to evolving community expectations and needs, this document will also evolve as the project moves forward, including updates to this narrative that outlines the EIR process.

## Goals

The goals outlined below were developed using our overall project goals and are directly tied to goals 1) Improve mobility for historically underserved populations, centering on people of color, and 2) Equitably inform, engage, and empower current and potential customers traveling in the project area. The EIR goals will guide our process and influence proposed outputs for this Mobility Project. Each will be measured using specific criteria, which are described in greater detail in their respective sections.

Project goals measured through the EIR include:

1. **Transit Access and Mobility:** Improve transit access to opportunity and determinants of equity for priority tracts with high concentrations of people of color, low-income, and limited-English proficiency populations. This reflects project goal 1.
2. **Linking Transit & Development:** Work with partners to support access to affordable, safe, transit-oriented housing and family wage jobs, and reduce displacement risk for communities of color, low-income, and limited English proficiency populations. This reflects project goal 1.
3. **Equitable Process:** Ensure equity in County practices through a public engagement process that informs, involves, and empowers historically underrepresented people and communities. This reflects project goal 2.

## Process

The Equity Impact Review (EIR) process merges empirical (quantitative) data and community engagement findings (qualitative) to inform planning, decision-making and implementation of actions which affect equity in King County.

The intent of the Northgate Link Mobility Plan EIR is to center equity in the service planning and decision-making process, drive development of equitable service concepts, and ensure that Metro is equitably engaging historically underserved populations.

The project will incorporate ongoing equity analysis and reporting into the service planning and network design process to monitor progress on the defined equity goals. In order to document this process and how we are working with community, Metro staff will add to this foundational knowledge in Chapter 1 as the need arises, such as a methodology shift or at a transition between project phases.

## Project Area & Priority Tracts

The project area was defined by routes that may have significant pathway, frequency, and/or span changes resulting from this project. The potential changes will range based on community feedback, and alignment with stated project goals, and project budget. The routes included in the project were identified because they currently serve at least one of the three new Link stations that will open in 2021; are currently scheduled in connection with a route serving at least one of the new stations, have substantial potential ridership overlap with routes that serve the future stations, or operate within ½ mile of one of the three new Link stations.

The majority of planning effort and engagement will be focused on the neighborhoods served by those routes. Potential changes could be made to Metro services in the following jurisdictions with varying levels of impact: Bothell, Kenmore, Lake Forest Park, Seattle, Shoreline, and Woodinville.

The scope area in these jurisdictions is defined by U.S. Census Tracts served by primary routes. The study area includes 88 tracts, including seven tracts that are considered priority tracts for equitable engagement and outcomes. They are identified in Figure 1.

Priority tracts are those within the study area with a King County Equity Score of four or greater, which is a county-wide metric assessing concentration of historically underserved populations by census tract. This includes individuals with limited English proficiency, people of color, and lower income individuals. Priority tracts will be areas for focused evaluation and equity review. This indicator is rooted in the King County Equity and Social Justice Strategic Plan and The Determinants of Equity; while King County explores the 13 determinants and subsequent indicators, people of color, low-income individuals, and individuals with limited-English proficiency persistently face institutional barriers to opportunity.

FIGURE 1: STUDY AREA

### North Link Connections Mobility Project: Study Area

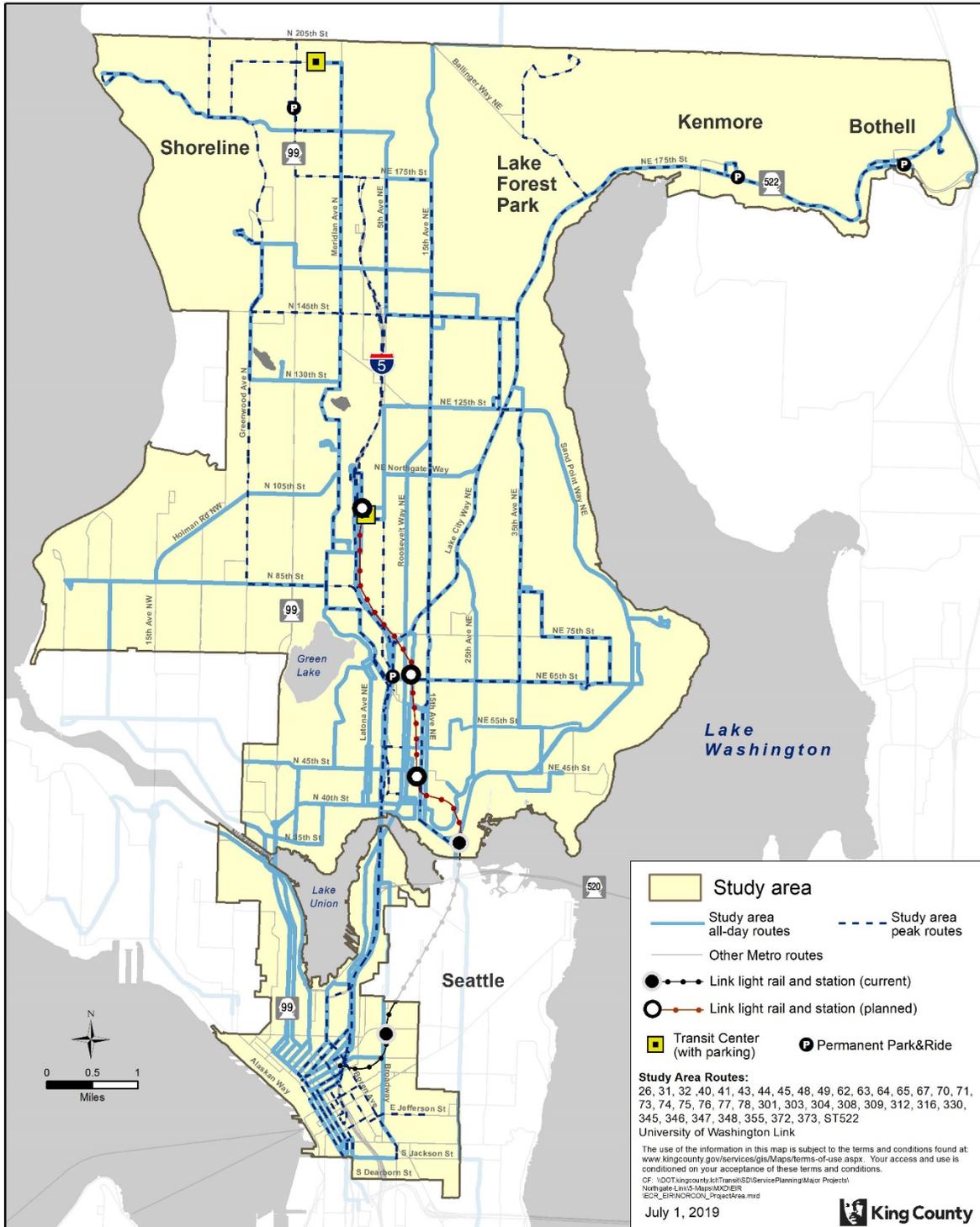
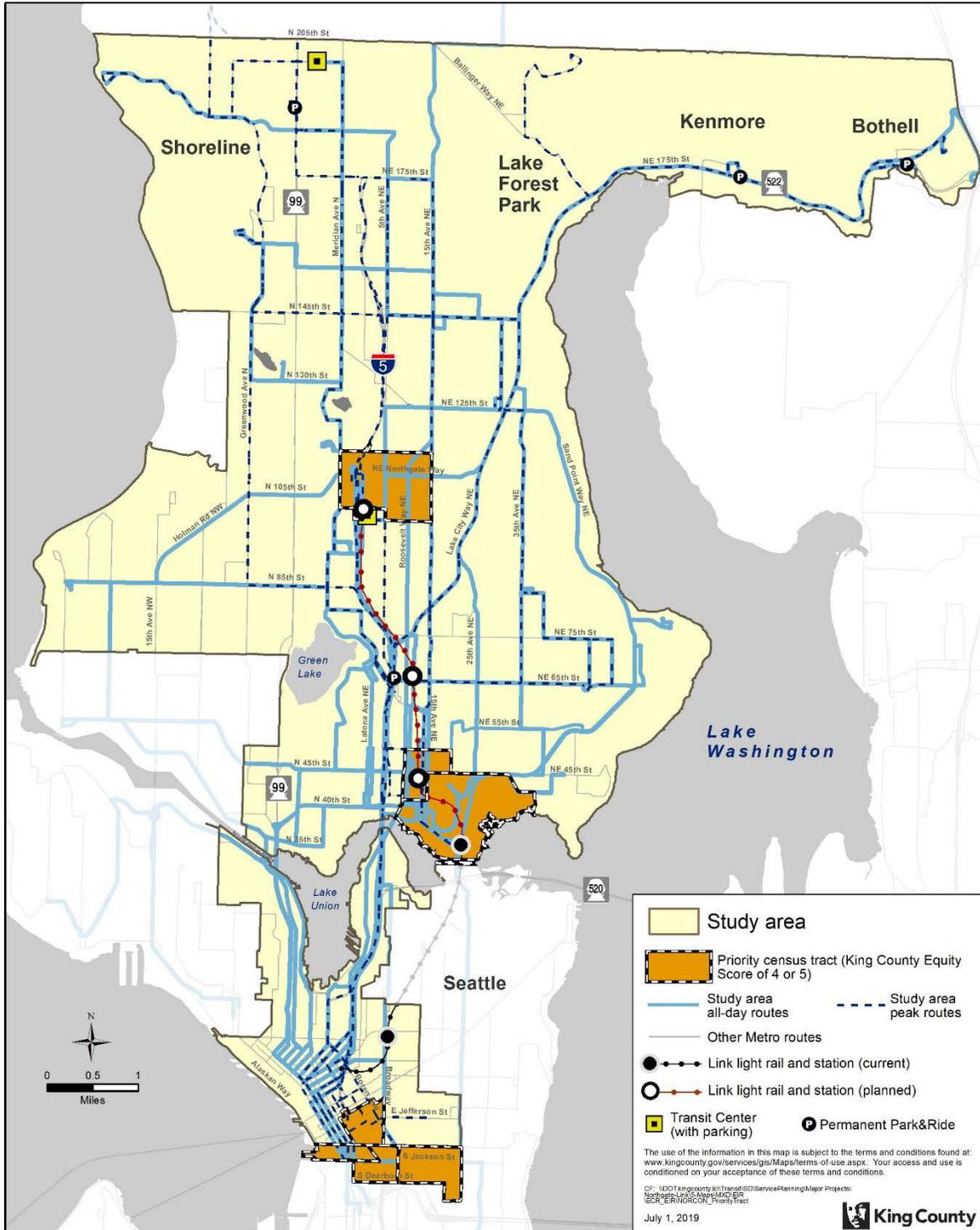


FIGURE 2: PRIORITY TRACTS

### North Link Connections Mobility Project: Priority Census Tracts



## Transit Access & Mobility

Improve transit access to opportunity and determinants of equity for priority tracts with high concentrations of people of color, low-income, and limited-English proficiency populations. This goal is tied directly to overall project goal 1) Improve mobility for historically underserved populations, centering on people of color, as each aspect in which this goal is measured reflects the sub-goals of Project Goal 1, focusing on increasing access to a) community assets, b) jobs, specifically family wage jobs, and c) frequent service for priority populations.

### Access to Family Wage Jobs & Community Assets

Improve transit access to opportunity and determinants of equity for priority tracts with high concentrations of people of color, low-income, and limited-English proficiency populations.

#### **Increase access to family wage jobs for priority tracts.**

Objective: For priority tracts, increase the number of jobs, including family wage jobs (>\$3,333 per month), accessible by transit in less than 60 minutes during peak and off-peak.

#### **Increase access to community assets for priority tracts.**

Objective: For priority tracts, increase the number of community assets accessible by transit in less than 60 minutes during the peak and off peak.

The Community Asset Inventory was developed by King County Metro's Service Planning team. This dataset provides the locations of place-based community assets that are linked to King County's defined [determinants of equity](#) and have available spatial data. Other community resources will be identified through project planning work and public outreach.

#### *Methodology*

1. Identify project area priority tracts, with a King County Equity Score of 4 or 5. Rank the priority tracts according to percent people of color.
2. Determine a set of origin points for the evaluation, one for each priority census tract in the project area. Origin points are based on the centroid of the highest population block group within each priority census tract.
3. Create a baseline 60-minute peak (7:00am – 8:00am), off-peak (12:30pm – 1:30pm) weekday, and night (9:00pm – 10:00pm) travel-shed using GIS and R for each tract.
4. Determine the quantity of family-wage jobs per person by priority tract within the baseline travel-sheds.
5. Determine the quantity community assets per person by priority tract within the baseline travel-sheds.

#### *Baseline analysis*

The existing level of access to community assets and family-wage jobs is documented in Figures 3 and 4.

FIGURE 3: PRIORITY TRACT ACCESS TO FAMILY WAGE JOBS

North Link Connections Mobility Project: Priority Census Tract Access to Family Wage Jobs

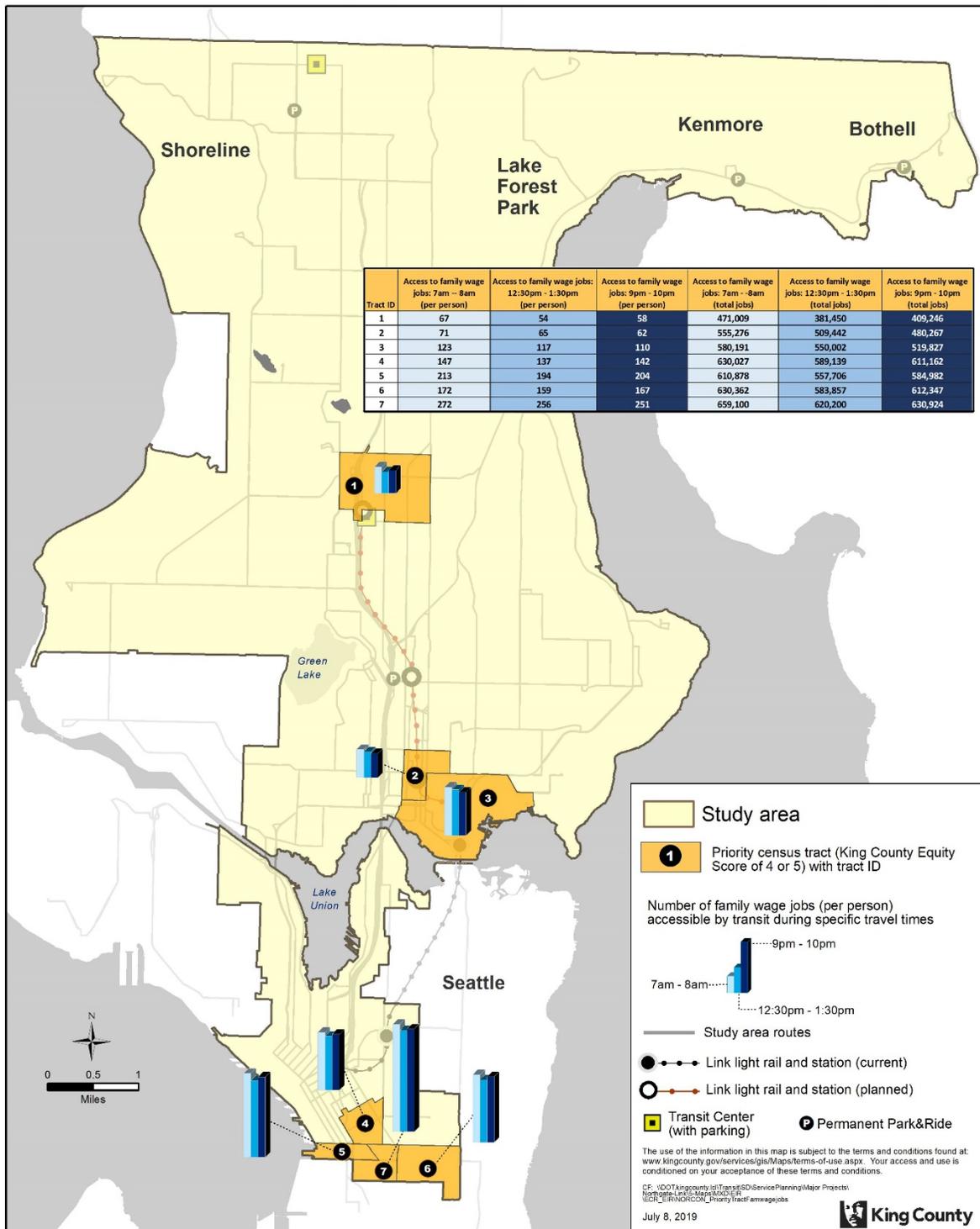
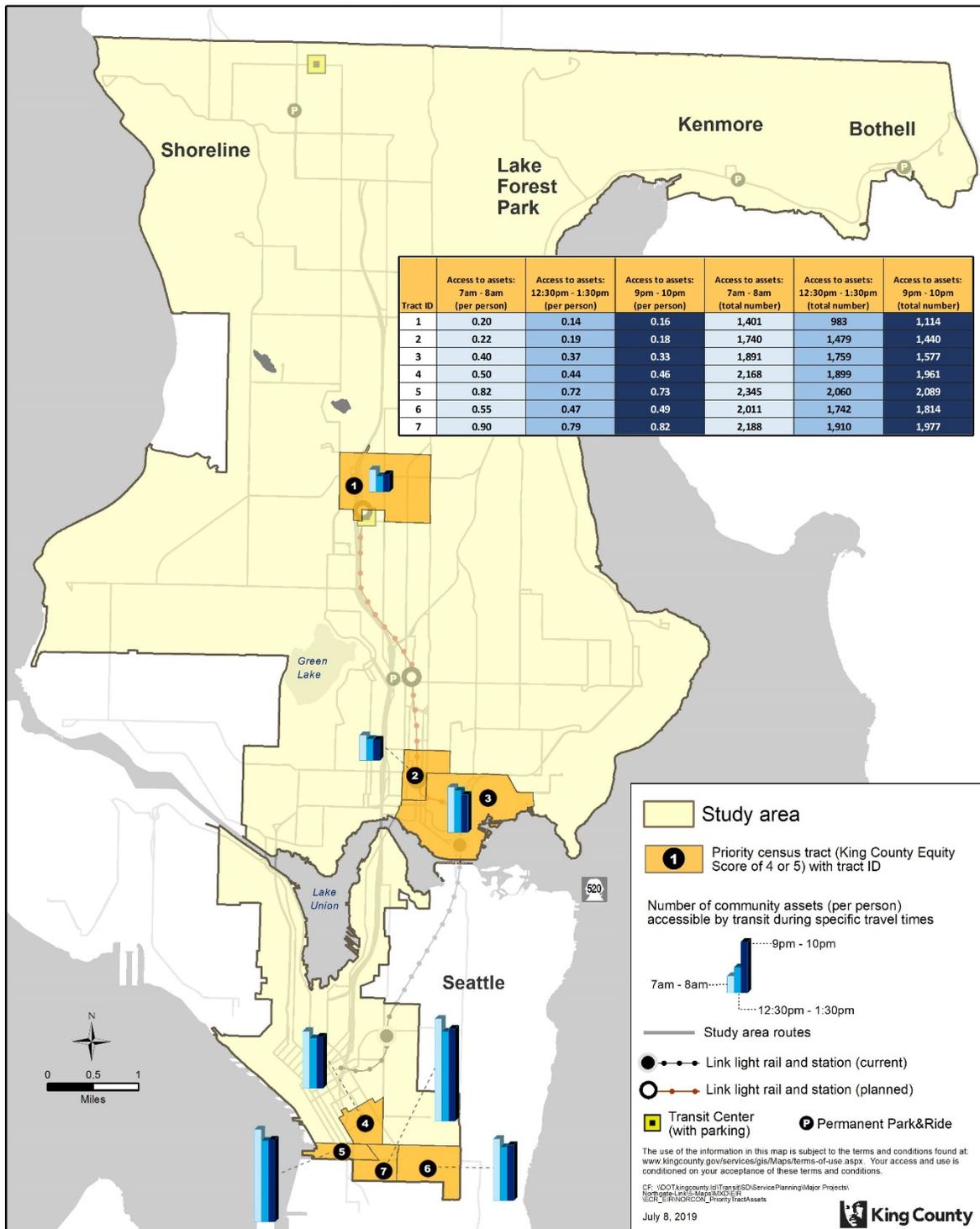


FIGURE 4: PRIORITY TRACT ACCESS TO COMMUNITY ASSETS

North Link Connections Mobility Project: Priority Census Tract Access to Community Assets



## Increased Walk Access to Frequent Transit for Priority Tracts

Objective: Increase number of households within ¼ mile walking distance of a stop served by frequent transit trips (15 minute or greater, all day service) in communities with higher proportions of people of color, low-income, and limited English proficiency populations.

### *Methodology*

1. Identify project area priority tracts, with a King County Equity Score of 4 or 5. Rank the priority tracts according to percent people of color.
2. Determine the number of households within a ¼ mile of an existing transit stop with peak service by census tract.
3. Determine the number of households within a ¼ mile of an existing transit stop with frequent service, by King County Equity Score.
4. Document the number of households in priority tracts within ¼ mile of an existing transit stop with frequent service.

### *All project tracts*

For the tracts within the project area, there are 217,019 household units within ¼ mile of any transit service and 153,543 household units within ¼ mile of frequent transit service. The distribution of access to frequent transit service is shown below.

### *Priority Tracts*

For the project's 7 priority tracts, there are 16,697 household units within ¼ mile of any transit service and 13,974 household units within ¼ mile of frequent transit service. Priority tracts are indicated as such in the table on the following page.

*Note: The census tract highlighted in blue is home to the University of Washington Seattle campus, including the majority of its dormitories. Dorms are not included in the King County Assessor's total household count and are thus excluded from this table. The individuals who live in these dorms, however, are included in the King County Equity Score analysis.*

Tract Number	EIR Score	Priority Tract	Number of Housing Units		
			Total	Within 1/4 mile of transit	Within 1/4 mile of frequent transit
53033009100	5	Yes	1,703	1,703	1,703
53033001200	4	Yes	4,312	4,024	3,981
53033005301	4	Yes	3,735	3,735	3,691
53033005302	4	Yes	8	8	8
53033008500	4	Yes	2,729	2,729	1,665
53033009000	4	Yes	2,445	2,307	835
53033009200	4	Yes	2,091	2,091	2,091
53033000100	3		4,128	3,627	3,627
53033000200	3		3,825	3,192	3,192
53033000401	3		4,259	4,196	-
53033000600	3		3,558	2,868	2,582
53033000700	3		2,451	2,210	2,182
53033001300	3		2,573	1,625	1,623
53033004302	3		1,638	1,447	1,037
53033005200	3		3,710	3,710	3,630
53033007402	3		4,268	4,268	4,268
53033008100	3		4,419	4,187	4,187
53033008400	3		5,184	5,184	5,087
53033008600	3		3,809	3,686	2,555
53033008700	3		2,193	2,022	895
53033020300	3		3,288	2,655	-
53033020401	3		1,642	1,109	-
53033020500	3		3,669	2,900	-
53033020700	3		1,806	1,451	-
53033021100	3		1,806	1,651	581
53033021700	3		3,545	1,178	1,178
53033000300	2		1,191	991	-
53033000402	2		2,399	1,965	93
53033001000	2		789	550	550
53033001100	2		1,103	970	875
53033001400	2		2,438	2,227	1,066
53033001701	2		2,247	2,121	1,336
53033001702	2		2,706	2,625	1,752
53033001800	2		3,811	1,302	1,107
53033001900	2		2,644	2,523	2,213
53033002100	2		1,708	1,230	1,216
53033002700	2		2,449	2,251	1,665
53033003600	2		5,224	5,224	4,954
53033004000	2		1,551	1,550	1,521
53033004301	2		1,503	1,502	1,350
53033004400	2		2,978	2,977	2,838
53033004900	2		4,122	4,117	2,925
53033005000	2		2,302	2,252	2,220
53033006600	2		2,483	2,282	1,882
53033006700	2		6,979	6,923	4,350

Tract Number	EIR Score	Priority Tract ID	Number of Housing Units		
			Total	Within 1/4 mile of transit	Within 1/4 mile of frequent transit
53033007200	2		8,930	8,930	7,548
53033007300	2		11,433	11,433	11,306
53033007401	2		3,913	3,913	2,391
53033007500	2		6,939	6,939	5,180
53033008001	2		5,549	5,549	1,324
53033008002	2		3,877	3,877	3,204
53033008200	2		3,970	3,970	2,830
53033008300	2		2,513	2,513	1,275
53033020200	2		2,224	1,624	-
53033020402	2		2,265	1,577	-
53033020600	2		1,377	1,240	-
53033020900	2		1,641	1,282	-
53033021000	2		2,394	1,808	-
53033021300	2		1,871	1,394	1,320
53033021600	2		2,227	450	175
53033021803	2		2,944	1,021	1,004
53033021804	2		2,684	1,606	1,381
53033000800	1		1,141	979	979
53033000900	1		802	696	696
53033001500	1		1,133	1,060	429
53033001600	1		1,923	1,564	883
53033002000	1		1,672	1,661	1,134
53033002200	1		2,334	1,456	1,254
53033002400	1		1,299	1,196	796
53033002500	1		1,255	989	829
53033002600	1		2,320	2,273	1,565
53033002800	1		2,269	1,242	461
53033002900	1		2,058	1,827	599
53033003000	1		2,735	2,287	793
53033003100	1		2,725	2,390	1,720
53033003800	1		1,031	936	936
53033003900	1		1,188	1,103	774
53033004100	1		3,126	2,261	974
53033004200	1		3,348	3,073	2,924
53033004500	1		1,038	1,026	399
53033004600	1		1,440	1,200	1,150
53033005100	1		1,626	1,614	1,578
53033005400	1		3,916	3,883	3,824
53033006000	1		3,011	2,717	2,081
53033006100	1		2,932	2,713	2,713
53033020100	1		1,438	839	-
53033020800	1		1,831	774	-
53033021400	1		1,477	378	294
53033021500	1		1,755	481	309
<i>Total:</i>			<i>248,995</i>	<i>217,089</i>	<i>153,543</i>

## Linking Transit & Development

Work with partners to support access to affordable, safe, transit-oriented housing and family wage jobs, and reduce displacement risk for communities of color, low-income, and limited English proficiency populations. This EIR goal is indirectly related to project goals 1) Improve mobility for historically underserved populations, centering on people of color, and 2) Equitably inform, engage, and empower current and potential customers traveling in the project area. We recognize that investments made in historically underserved communities may have unintentional consequences; this EIR process is designed to intentionally identify and address potential consequences by working with partners and the community.

## Linking Transit & Development

**Objective:** Work with partners to support access to affordable, safe, transit-oriented housing and reduce displacement risk for communities of color, low-income, and limited English proficiency populations.

### *Partner agencies:*

DCHS / KC TOD, local jurisdictions, Sound Transit, Community Transit, and others as identified.

### *Displacement Risk*

Using the Puget Sound Regional Council's Displacement Risk Tool, the project team identified tracts within the North Link Connections Mobility Project area that have higher displacement risk.

Concentrated displacement risk is shown in Figure 5. The identified areas will be shared with local jurisdiction and community partners to address risk and support the development of affordable, safe, transit-oriented housing.

### *Displacement Risk Tool*

The displacement risk tool was developed to identify areas at greater risk of displacement based on current neighborhood conditions.

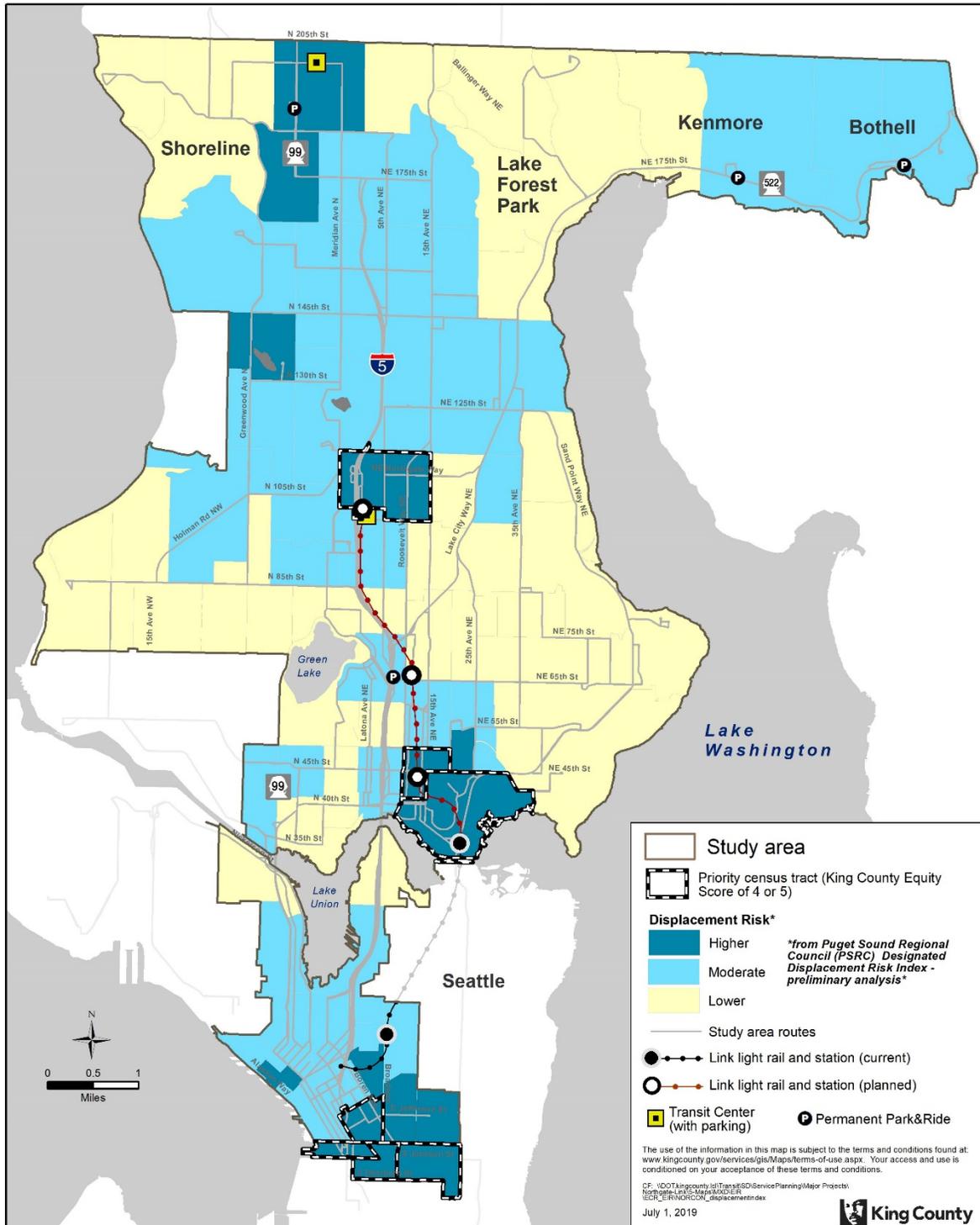
Displacement Risk is a composite of indicators representing five elements of neighborhood displacement risks: socio-demographics, transportation qualities, neighborhood characteristics, housing, and civic engagement. The data from these five displacement indicators were compiled into a comprehensive index of displacement risk for all census tracts in the region.

The Displacement Risk Index includes:

1. **Socio-demographics:** Race/ethnicity, English proficiency, Education attainment, Renters, Household income
2. **Transportation qualities:** Access to jobs by auto, access to jobs by transit, proximity to existing transit, proximity to planned transit
3. **Neighborhood characteristics:** Proximity to supermarkets, pharmacies, restaurants, proximity to schools, proximity to parks, proximity to high-income areas
4. **Housing:** Housing cost-burden, median rent, development capacity
5. **Civic engagement:** Voter turnout.

FIGURE 5: PSRC DISPLACEMENT RISK

### North Link Connections Mobility Project: PSRC Displacement Index



## Equitable Process

Ensure equity in County practices through a public engagement process that informs, involves, and empowers historically underrepresented people and communities. This goal corresponds with project goal 2) Equitably inform, engage, and empower current and potential customers traveling in the project area. This EIR document and process also serve as progress toward achieving project goal 2.

## Equitable Process

*Objective:* Build authentic and lasting relationships with historically underserved populations in project study area by engaging in equitable community-driven concept development, developing a transparent outreach/engagement (OE) and decision-making process, and focusing majority of time and resources engaging with historically underserved populations.

### *Methodology*

1. Conduct traditional OE activities including but not limited to tabling at community events and conducting on-the-street OE at bus stops, transit stations, and on buses in study area. Outreach and engagement activities will be attended based on known attendance of or marketing to historically underserved populations (e.g. Housing Fair for LGBTQ Allyship, Resource Fair hosted by Denise Louie Education Center).
2. Focus on in-person engagement activities in order to hear transit-related stories and experiences directly from community members with the understanding that the intersections of transit, housing, and equity are complex.
3. Spend the majority of stakeholder engagement period connecting with organizations who are historically underrepresented in regional transit conversations. This includes reaching out to 30+ Community Based Organizations (CBOs) and places of worship focused on serving immigrant/refugee/people of color, low income, youth, homelessness, and LGBTQIA communities.
4. Document feedback gathered from conversations and OE activities, create citations that indicate what pieces of feedback contributed or did not contribute to transit changes in study area and why. Ensure these citations are accessible to the public.
5. Partner with community-based organizations during the second phase of OE in order to build trust and relationships with communities.
6. Partner with Public Transit Educators to assist in outreach to immigrant/refugee/people of color and English Language Learning communities.
7. Communicate in a variety of ways (online, through CBOs, in-person, at events, ethnic media, social media, etc.) updates to the project throughout the project's lifespan.
8. Collaborate with a diversity of government agency and community organizations.
9. Continue to be present in the community by attending regular gatherings and community events during the project's lifespan and beyond.

*Objective:* Conduct community-led decision-making by centering the perspectives and voices of historically underserved populations.

### *Methodology*

1. Have open and continued dialogue with CBOs that provide services to historically underserved populations (specifically people of color, those with low- to no-income, English Language Learners or those who are Limited English Proficient, or individuals with disabilities).
2. Recruit Mobility Board members by gathering recommendations from CBOs that provide services to historically underserved populations.
3. Convene a Mobility Board comprised of community members who live, work, or travel in the study area and that equitably represents historically underserved communities.
4. Provide the resources to the Mobility Board as an entity and Mobility Board members as individuals to empower themselves to make transit decisions and advocate for their communities.

### Findings from Historically Underrepresented People and Communities

Community engagement findings from historically underrepresented communities will be identified separately and deliberately considered. Specific recommendations on project concepts will be documented and tracked across input methods.

### *Project Area Languages*

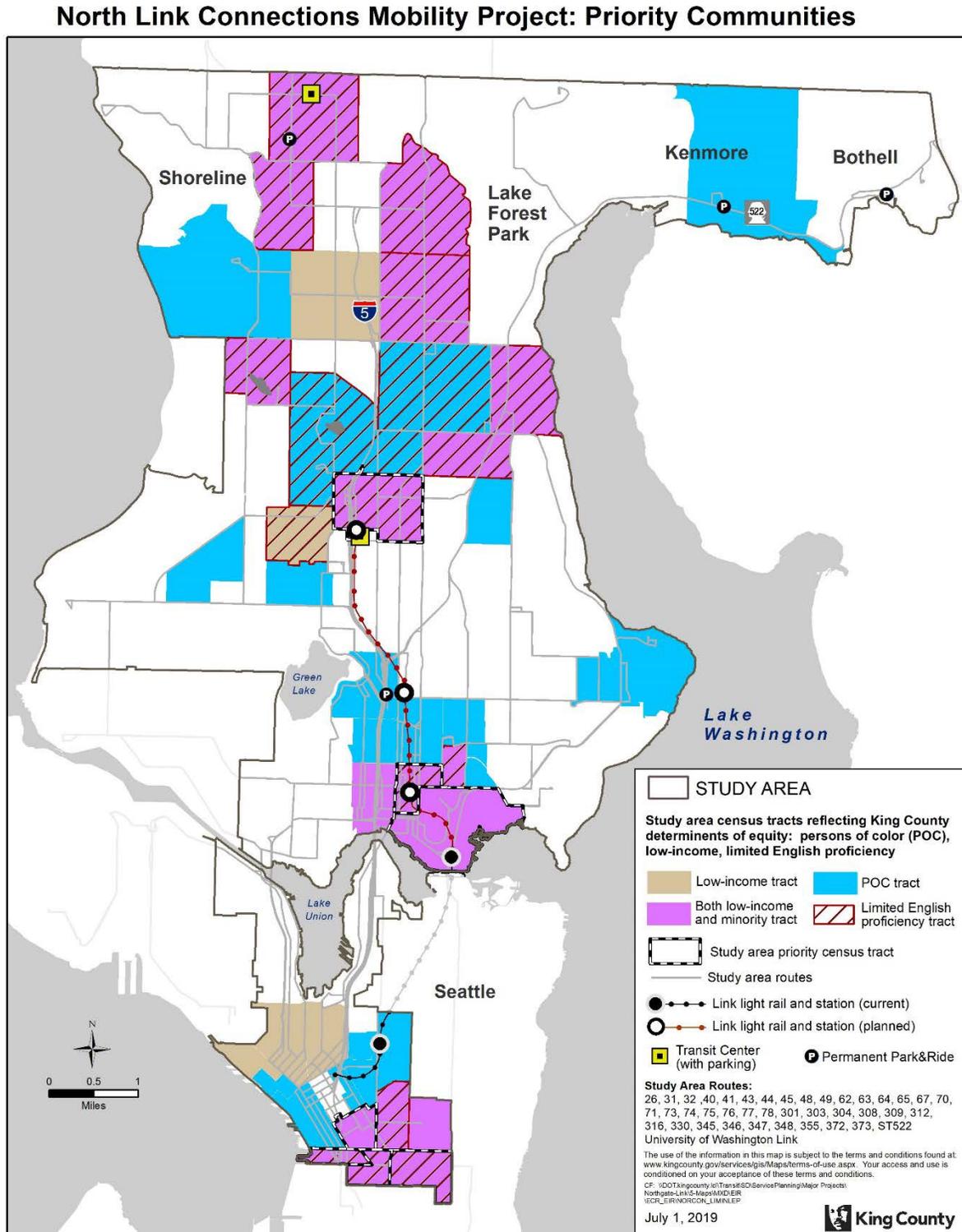
According to the American Community Survey 2015 dataset, the following languages are spoken by greater than 5% of the population of a census tract (over the age of 5 years old) in the project area. The listed languages and categories of languages are defined by the American Community Survey.

- Spanish
- Chinese (i.e., Mandarin, Cantonese, and Toishanese)
- Arabic
- African languages (i.e., Somali, Amharic, Tigrinya, and Oromo)
- Hindi
- Korean
- Vietnamese
- Other Asian Languages ( i.e., Laotian, Thai, Khmer/Cambodian)
- Tagalog

This will be kept in mind through translating project materials, designing inclusive engagement opportunities, and engaging with Community-Based Organizations with connections to these groups.

In addition to an American Community Survey 2015 dataset analysis, community research was conducted to better understand language needs in the study area. This research included conversations with community-based organizations that provide services to historically underserved populations in the study area in order to gather recommendations for languages to consider not mentioned in the list above. These specific recommendations and how they inform the communications approach will be documented.

FIGURE 6: PRIORITY COMMUNITIES



# Project Area Inventory

## Population and Employment Density

FIGURE 7: POPULATION DENSITY

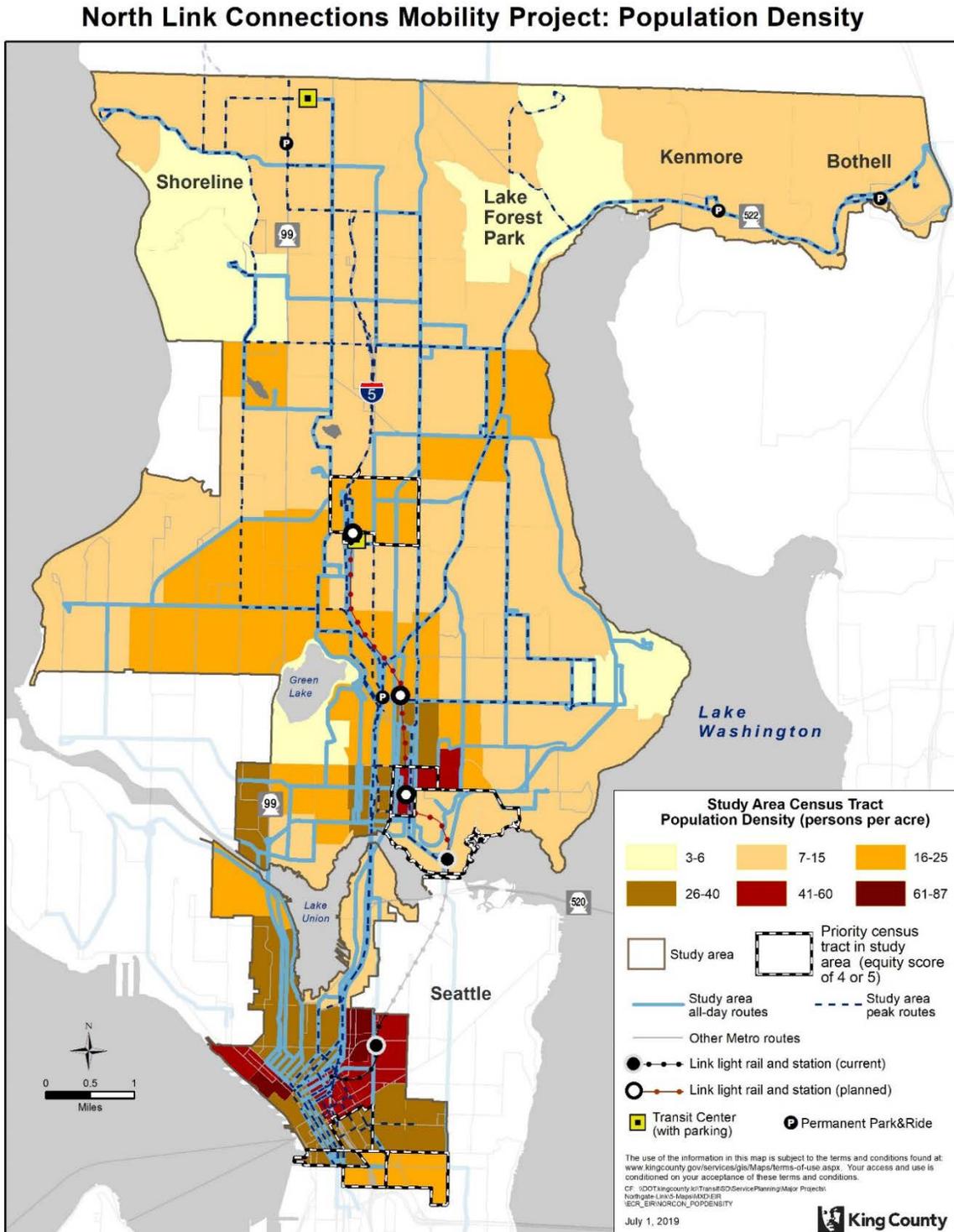
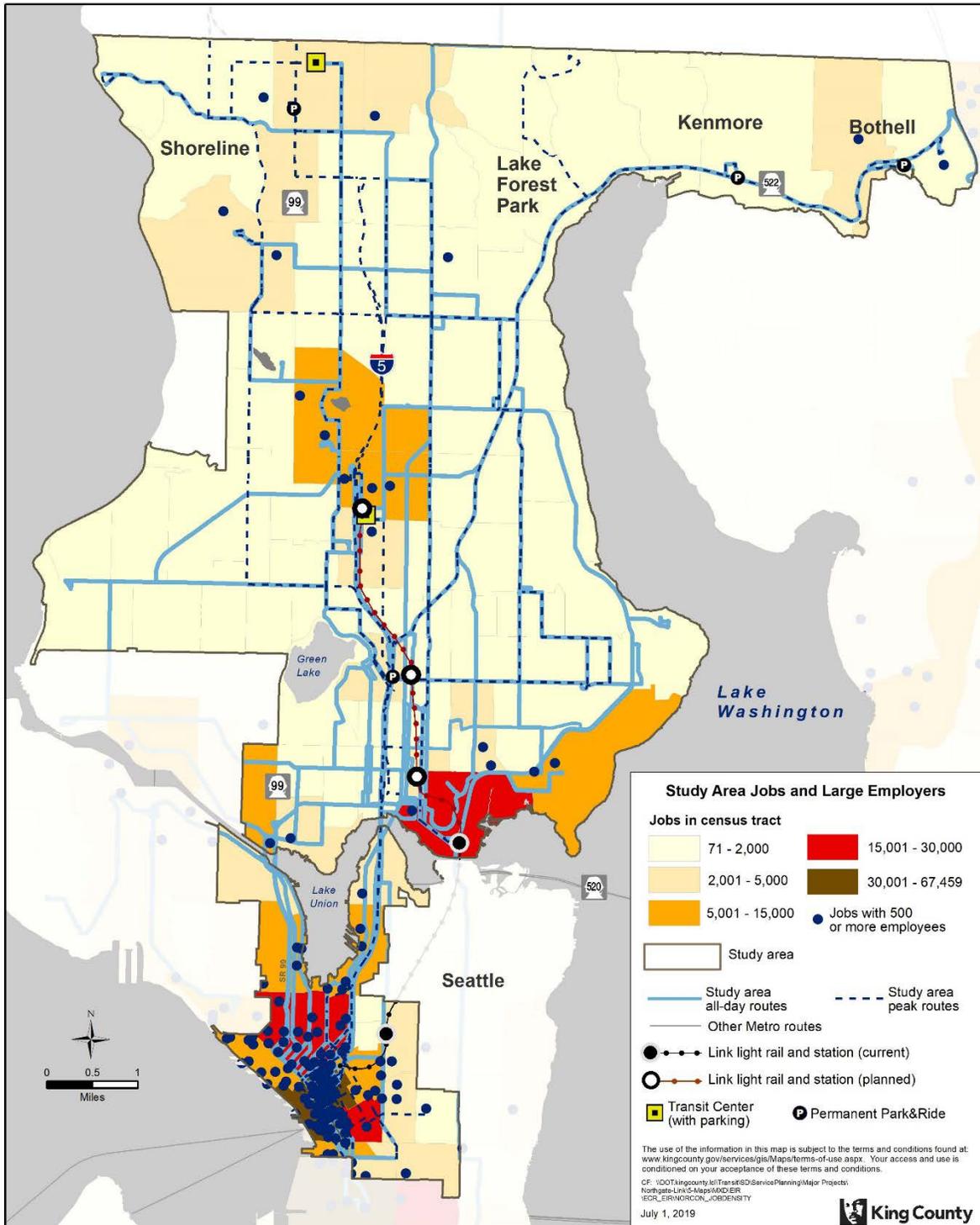


FIGURE 8: JOB DENSITY

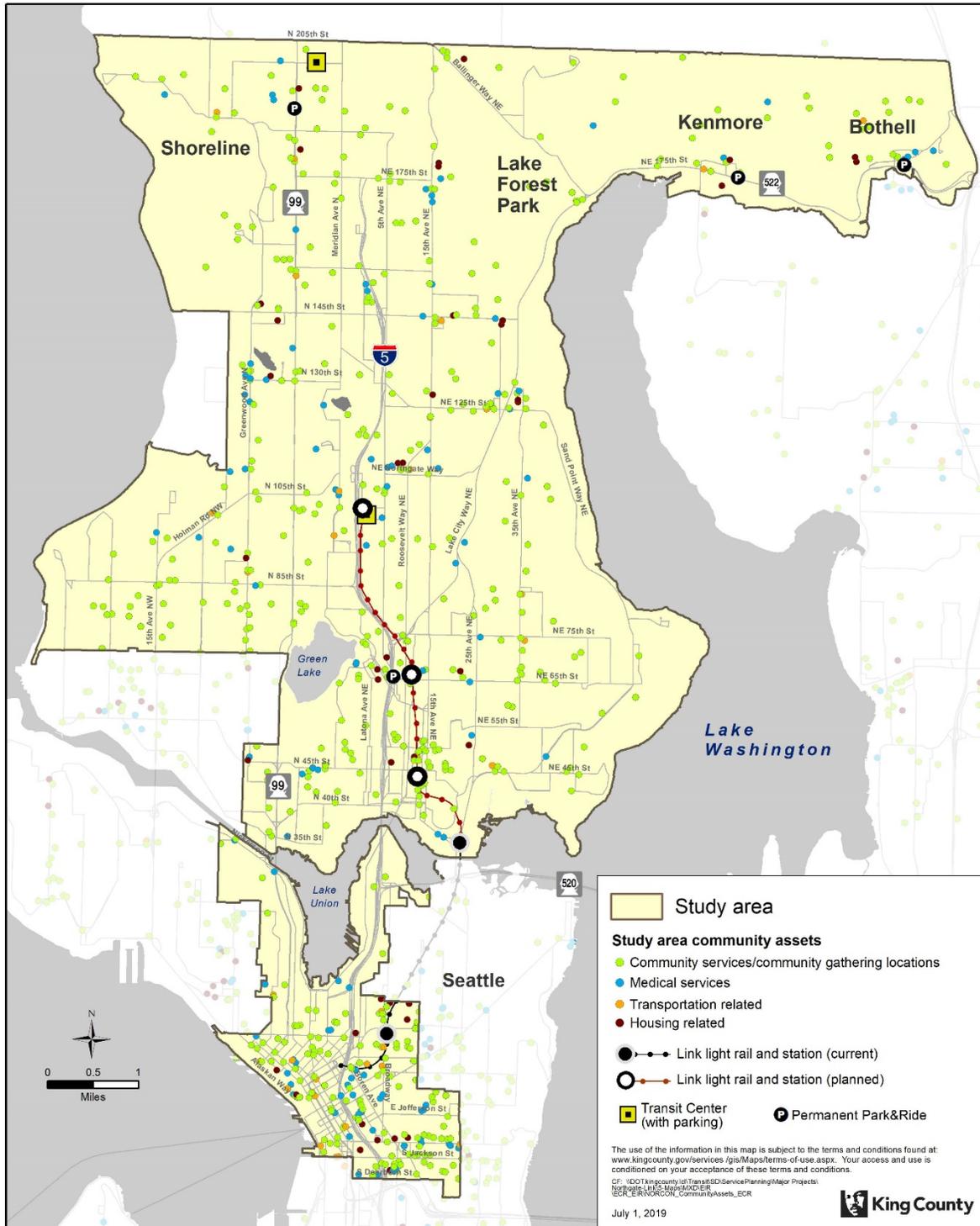
### North Link Connections Mobility Project: Job Density



# County Community Assets

FIGURE 9: PROJECT AREA COMMUNITY ASSETS

## North Link Connections Mobility Project: Community Assets



# Existing Mobility Services

## Fixed Routes

### Area Base Map – All-Day/Frequent Routes

FIGURE 10: PROJECT AREA ROUTES



## Route Details

The following information is from the 2018 System Evaluation, for service from March through June 2018.

### Productivity

Route	Designation	Peak		Off-Peak		Night	
		Rides / Platform Hour	Passenger Miles / Platform Mile	Rides / Platform Hour	Passenger Miles / Platform Mile	Rides / Platform Hour	Passenger Miles / Platform Mile
5	Urban	56.2	19.9	41.7	14.3	22.8	7.9
7	Urban	43.7	14.1	47.4	14.5	34.3	10.7
26	Urban	42.3	13.9	24.1	9.9	12.2	4.5
28	Urban	38.9	13.3	23.9	9	11.5	4.2
31	Urban	28.8	7.7	23.4	6.4	12.8	3.9
32	Urban	36.1	10.8	29.4	8.5	21	5.6
40	Urban	47	14.4	39.2	12.9	23.4	7.8
41	Urban	53.9	27.7	40.8	21.3	27.7	15.6
43	Urban	23.7	5.6	18.1	3.9	11.7	3.4
44	Urban	59.1	16.5	44.5	12.5	32.5	8.4
45	Urban	36.9	8.7	36.8	9.8	26.1	5.4
48	Urban	35.8	10.3	25.1	6.6	14.3	3.6
49	Urban	42.5	15.4	37.4	13.6	31.4	11.6
62	Urban	40.7	11.9	27.7	9.1	16.4	5.1
63	Urban	24.8	8.7	17.2	6.6		
64	Urban	26.2	8.7				
65	Urban	48.2	11.5	33.4	8.4	25.2	6.6
67	Urban	41.5	11.9	37.8	10.6	30.2	7.1
70	Urban	52.6	18	43.1	16.2	20.3	7.7
71	Urban	28	6.1	24.3	5.6	17.3	3.2
73	Urban	20.2	4.1	28.3	8.6	26.7	7.2
74	Urban	37.2	13.5	12	3.8		
75	Urban	38	9.6	30.2	7.3	21.3	5.1
76	Urban	38.7	15.2	18.9	8.8		
77	Urban	34.8	18.5				
78	Urban	17.9	3.6	15.4	3.2		
301	Urban	34.2	24.7	29.7	21.1		
303	Urban	28.4	14.8				
304	Urban	25.6	17.5				
308	Urban	21.3	13.8				
309	Urban	25.9	17.9				
312	Urban	31.9	18.4	21.1	10.7		
316	Urban	38.5	16.2				
330	Suburban	24.1	7	33.3	10.5		
331	Suburban	16.4	5.8	16.5	5.3		
345	Suburban	31.4	8.2	29	7.9	9.4	3.6
346	Suburban	28.2	2.8	23.1	7.4	11	4.5
347	Suburban	23.4	7.4	20.9	6.3	16.7	5.5
348	Suburban	23.3	6.2	22.2	5.8	17.1	5.7
355	Urban	27	10.4	23.8	8.1		
372	Urban	34.9	10.4	36.6	10.4	24.3	6.1
373	Urban	39.6	13.2	27.8	8.3		
						Top 25%	Bottom 25%

### Reliability

Route	% Late			
	All-Day	PM	Saturday	Sunday
5	24%	36%	27%	18%
7	19%	27%	19%	12%
26	21%	26%	28%	14%
28	19%	22%	26%	22%
31	13%	21%	20%	
32	14%	21%	16%	14%
40	18%	28%	28%	31%
41	11%	17%	7%	8%
43	17%	30%	12%	5%
44	11%	13%	15%	9%
45	10%	12%	9%	8%
48	12%	24%	16%	11%
49	11%	12%	11%	10%
62	23%	38%	21%	25%
63	30%	42%		
64	26%	41%		
65	9%	18%	9%	6%
67	13%	22%	14%	12%
70	19%	35%	23%	13%
71	6%	8%	5%	
73	8%	8%	3%	5%
74	4%	8%		
75	12%	17%	15%	9%
76	16%	19%		
77	10%	8%		
78	2%	6%		
301	14%	20%		
303	12%	22%		
304	16%	23%		
308	15%	31%		
309	12%	28%		
312	15%	29%		
316	14%	20%		
330	14%	27%		
331	12%	18%	11%	9%
345	7%	11%	7%	6%
346	2%	4%	3%	2%
347	6%	11%	10%	7%
348	12%	22%	9%	7%
355	29%	49%		
372	18%	20%	10%	7%
373	12%	20%		
		<i>Over Lateness Threshold</i>		

### Priority Needs (2018)

Route	Priority 1	Priority 2	Priority 3
5	400	750*	
26		450	13,200
28		150	
40		1,000	
41			
62		1,300	
63		400	
64		250	
74			40,900
301	400		
312	400		
330			3,100
331			9,800
345			5,800
346			9,300
348			6,500
355		400	
372			3,700
373			28,400
<i>Total:</i>	<i>1200</i>	<i>3950</i>	<i>120,700</i>
		*Hours for 5 & 5X	

Platform Hours (March 2019)

Route	Annual Platform Hours				2016-2017
	Weekday	Saturday	Sunday	Total	Change in Platform Hours
5	52,203	38,968	34,204	125,375	9
7	66,372	10,260	10,516	87,148	2
26	24,591	3,734	4,135	32,460	0
28	27,583	3,004	3,350	33,937	8
31	17,170	2,311	-	19,481	2
32	19,542	2,978	3,428	25,947	1
40	85,323	55,696	44,328	185,347	15
41	67,252	9,375	7,474	84,101	7
43	8,232	488	444	9,164	-1
44	45,012	7,036	6,830	58,878	11
45	47,417	7,392	7,903	62,713	9
48	50,732	8,233	7,234	66,199	15
49	43,040	7,282	6,533	56,854	1
62	62,382	9,428	10,588	82,397	8
63	7,608	-	-	7,608	3
64	7,659	-	-	7,659	2
65	37,387	4,830	4,162	46,379	22
67	37,413	4,573	3,744	45,729	28
70	55,084	6,768	7,376	69,228	9
71	12,971	2,406	-	15,377	2
73	6,103	2,311	2,038	10,452	-1
74	13,303	-	-	13,303	4
75	34,553	5,386	3,258	43,197	6
76	11,088	-	-	11,088	-4
77	9,524	-	-	9,524	2
78	3,519	-	-	3,519	0
301	12,215	-	-	12,215	-1
303	10,056	-	-	10,056	0
304	4,038	-	-	4,038	1
308	3,370	-	-	3,370	0
309	4,777	-	-	4,777	2
312	21,832	-	-	21,832	6
316	7,234	-	-	7,234	0
330	3,511	-	-	3,511	0
331	13,090	1,930	992	16,012	0
345	11,866	1,488	1,199	14,553	0
346	11,114	2,129	1,568	14,811	0
347	14,076	1,978	1,762	17,816	0
348	14,450	2,291	2,085	18,827	0
355	8,700	-	-	8,700	3
372	54,919	4,125	3,612	62,656	9
373	15,538	-	-	15,538	2

Frequency / Span of Service (March 2019)

Route	Areas Served	Headways			Span of Service
		Peak	Midday	Weekend	
5	Shoreline Community College to Greenwood to Downtown Seattle	5 to 20	15	10 to 20	All Day
7	Rainier Beach to downtown Seattle	8 to 15	10	15	All Day, includes Night Owl
26	(Express) Northgate to East Green Lake to Downtown Seattle	10 to 30	30	30	All Day
28	(Express) Broadview to Whittier Heights to Downtown Seattle	5 to 30	30	30	All Day
31	Magnolia to Fremont to University District	15 to 30	30	15 to 30	All Day
32	Seattle Center to Fremont to University District	15 to 30	20 to 30	15 to 30	All Day
40	Northgate TC to Fremont to Downtown Seattle	8 to 15	15	15 to 30	All Day
41	Lake City to Northgate TC to Downtown Seattle	5 to 15	10 to 15	15	All Day
43	University District to Montlake to Capitol Hill to Downtown Seattle	30	n/a	40 to 60	Peak Only
44	Ballard to Wallingford to the UW Station	8 to 20	10	12	All Day, includes Night Owl
45	Loyal Heights to UW Station	8 to 15	15	15	All Day
48	Mount Baker TC to University District	10	10	10 to 15	All Day, includes Night Owl
49	University District to Broadway to Downtown Seattle	12 to 30	12	12 to 15	All Day, includes Night Owl
62	Sand Point to Green Lake to Downtown Seattle	6 to 15	15	15	All Day
63	Northgate TC to First Hill	20 to 30	n/a	n/a	Peak Only
64	(Peak Hour Express) Jackson Park to First Hill	20 to 45	n/a	n/a	Peak Only
65	Jackson Park to Lake City to University District	10 to 30	10	15 to 20	All Day, includes Night Owl
67	Northgate TC to University District to Children's Hospital	10 to 30	10	15 to 20	All Day, includes Night Owl
70	University District to Eastlake to Downtown Seattle	6 to 25	10 to 15	15	All Day, includes Night Owl
71	Wedgwood to UW Station	30	30	30 (Saturday only)	All Day
73	Jackson Park to Cowen Park to UW Station	n/a	30	30	Midday & Evening only
74	Sand Point to Downtown Seattle	10 to 20	30	n/a	All Day, no evening
75	Northgate TC to Lake City to Sand Point to University District	10 to 15	15	15 to 30	All Day
76	Wedgwood to Downtown Seattle	12 to 30	n/a	n/a	Peak Only
77	North City to Downtown Seattle	10 to 30	n/a	n/a	Peak Only
78	Children's Hospital to UW Station	30 to 40	30 to 40	n/a	All Day
301	Aurora Village TC to Richmond Beach to Downtown Seattle	10 to 15	n/a	n/a	Peak Only

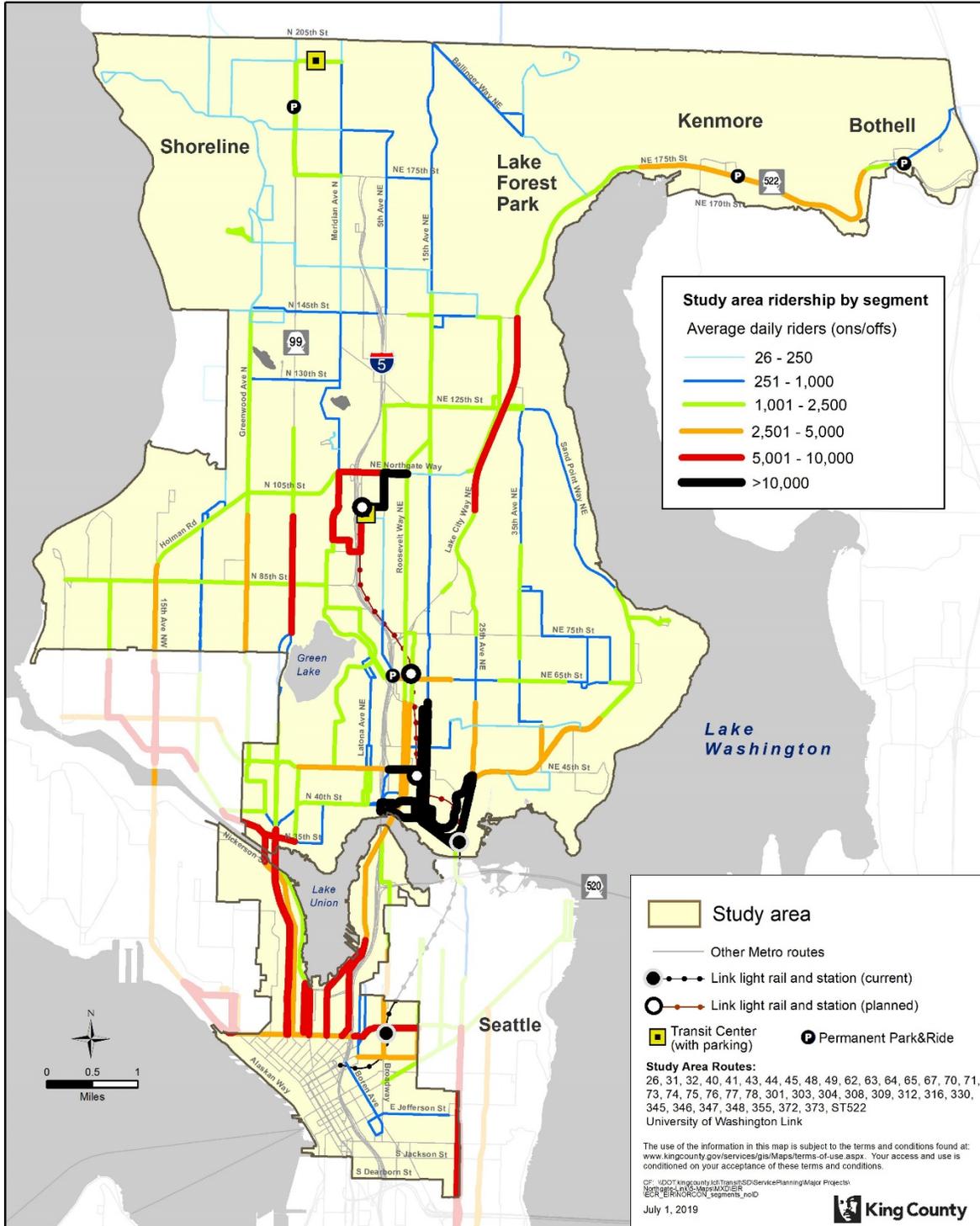
North Link Connections Mobility Project: Equity Impact Review – Appendix B

Route	Areas Served	Headways			Span of Service
		Peak	Midday	Weekend	
303	Shoreline P&R to First Hill	15 to 20	n/a	n/a	Peak Only
304	Richmond Beach to Downtown Seattle	20 to 30	n/a	n/a	Peak Only
308	Horizon View to Downtown Seattle	30 to 40	n/a	n/a	Peak Only
309	Kenmore P&R to First Hill	30	n/a	n/a	Peak Only
312	UW/Cascadia Campus to Downtown Seattle	5 to 20	n/a	n/a	Peak Only
316	Meridian Park to Downtown Seattle	10 to 30	n/a	n/a	Peak Only
330	Shoreline Community College to Lake City	60	60	n/a	All Day, no evening
331	Shoreline Community College to Aurora Village TC to Kenmore P&R	30	30	30	All Day, no evening
345	Shoreline Community College to Northgate TC	15 to 30	30	30	All Day
346	Aurora Village TC to Northgate TC	30	30	30 to 60	All Day
347	Mountlake Terrace TC to Northgate TC	30	30	30 to 60	All Day
348	Richmond Beach to Northgate TC	30	30	30 to 60	All Day
355	Shoreline Community College to Downtown Seattle	10 to 30	n/a	n/a	Peak Only
372	Bothell/Lake City to University District	5 to 30	15	15 to 30	All Day
373	Aurora Village TC to UW Station	10 to 30	n/a	n/a	Peak Only

Segment Analysis

FIGURE 11: RIDERSHIP SEGMENTS

North Link Connections Mobility Project: Study Area Ridership Segments



## Peak Analysis

Peak-only services are routes, including express variants of underlying local routes that operate only during the AM and PM peak periods. Peak-only services augment the all-day network and add value by providing more service, usually in one direction, at times of peak demand. Metro uses the results of the peak analysis when planning service and when reducing service. The analysis compares each route that operates only in the peak period to an underlying local alternative, if one exists. Each Route is measured on two metrics:

**Travel time:** Is the peak-only route  $\geq 20$  percent faster than the local alternative?

**Ridership:** Does the peak-only route have  $\geq 90$  percent of the local alternative's ridership during the peak hours?

Route	Description	Alternative Route(s) *	Ridership $\geq 90\%$ of alternative	Travel Time $\geq 20\%$ faster than alternative
63EX	Lake City - First Hill	67 to 70	No	Yes
64EX	Lake City - First Hill	76	No	Yes
76	Wedgwood - Seattle CBD	71 to Link	Yes	No
77	North City - Seattle CBD	373 to Link	Yes	Yes
301	Aurora Village - Seattle CBD	E Line	No	Yes
303	Shoreline - First Hill	None	Yes	Yes
304	Richmond Beach - Seattle CBD	348 to 41	Yes	Yes
308	Horizon View - Seattle CBD	331 to 522 EX	Yes	No
309	Kenmore - First Hill	522EX	No	Yes
312	Bothell - Seattle CBD	522EX	Yes	No
316	Meridian Park - Seattle CBD	26EX	Yes	Yes
355	Shoreline CC - University District - Seattle CBD	5	No	No

With the opening of the Northgate Link Extension, Metro anticipates that transferring to Link will provide a fast and reliable alternative to riding a peak-only route on I-5 into Downtown Seattle. Therefore, Metro will run the peak analysis for routes comparing travel time to those provided by Link. This analysis will help inform decisions on where to retain peak-only service.

## ORCA Taps by Route<sup>1</sup>

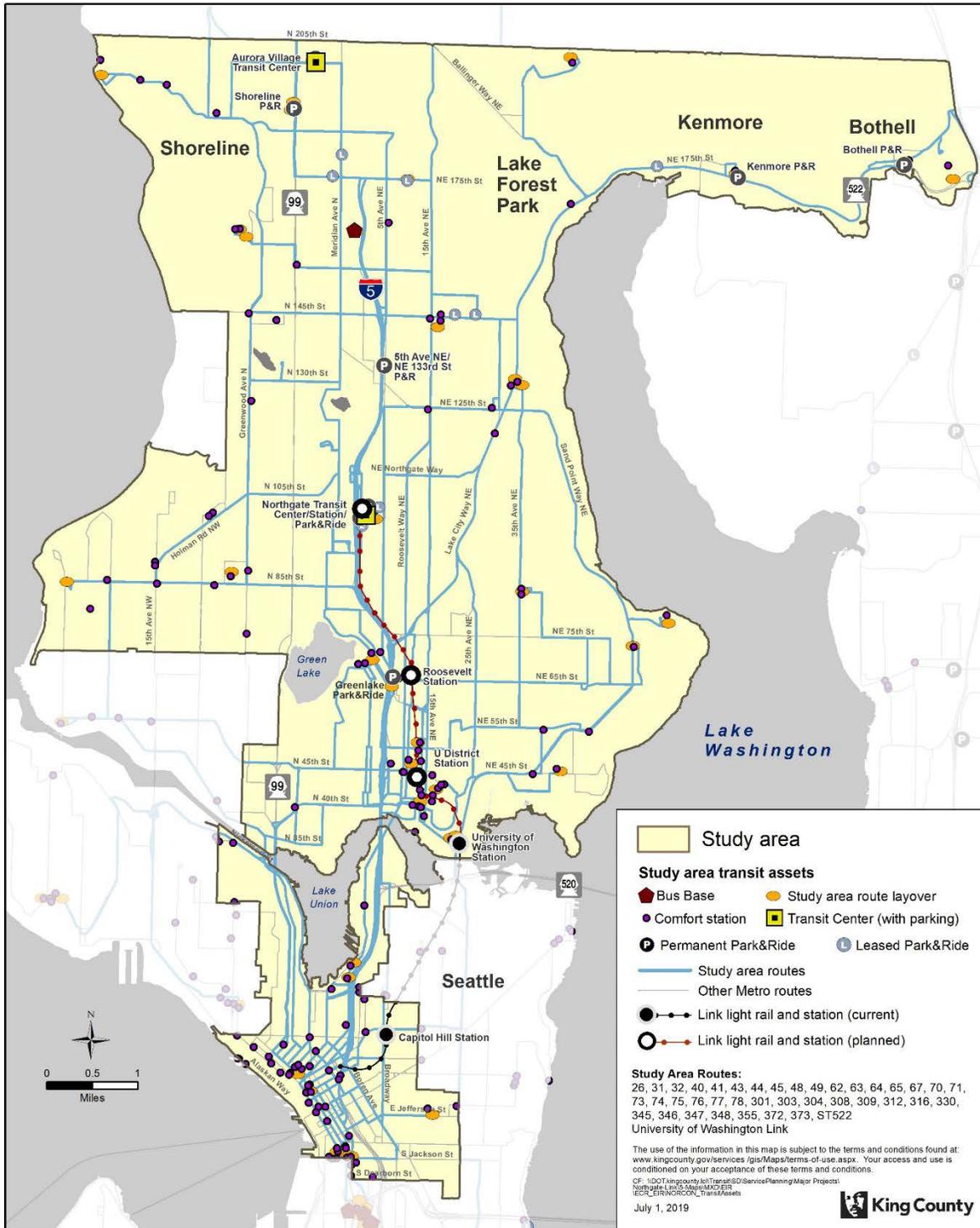
Route	Ridership	ORCA Boardings	% Utilization
304	402	403	100%
308	213	201	95%
303	1,158	1,092	94%
63	698	656	94%
309	474	442	93%
301	1,690	1,553	92%
64	784	720	92%
312	2,553	2,312	91%
76	1,595	1,437	90%
77	1,125	1,012	90%
316	1,153	1,027	89%
372	7,017	6,214	89%
43	639	556	87%
373	1,411	1,214	86%
355	992	841	85%
31	1,575	1,325	84%
74	1,336	1,116	84%
71	1,276	1,059	83%
28	3,233	2,667	83%
67	5,311	4,351	82%
32	2,437	1,966	81%
75	4,292	3,452	80%
26	2,887	2,294	79%
62	7,798	6,192	79%
73	1,067	839	79%
44	8,443	6,622	78%
70	8,266	6,479	78%
65	5,652	4,423	78%
45	6,611	5,120	77%
48	5,700	4,270	75%
49	6,282	4,617	73%
78	241	177	73%
40	12,181	8,897	73%
41	9,772	7,093	73%
5	8,232	5,702	69%
331	746	494	66%
346	1,089	701	64%
345	1,037	659	64%
348	1,221	731	60%
347	1,234	734	59%
7	11,159	5,563	50%
330	368	182	50%

<sup>1</sup> This data is from March through June of 2018.

# Transit Assets

FIGURE 12: PROJECT AREA TRANSIT ASSETS

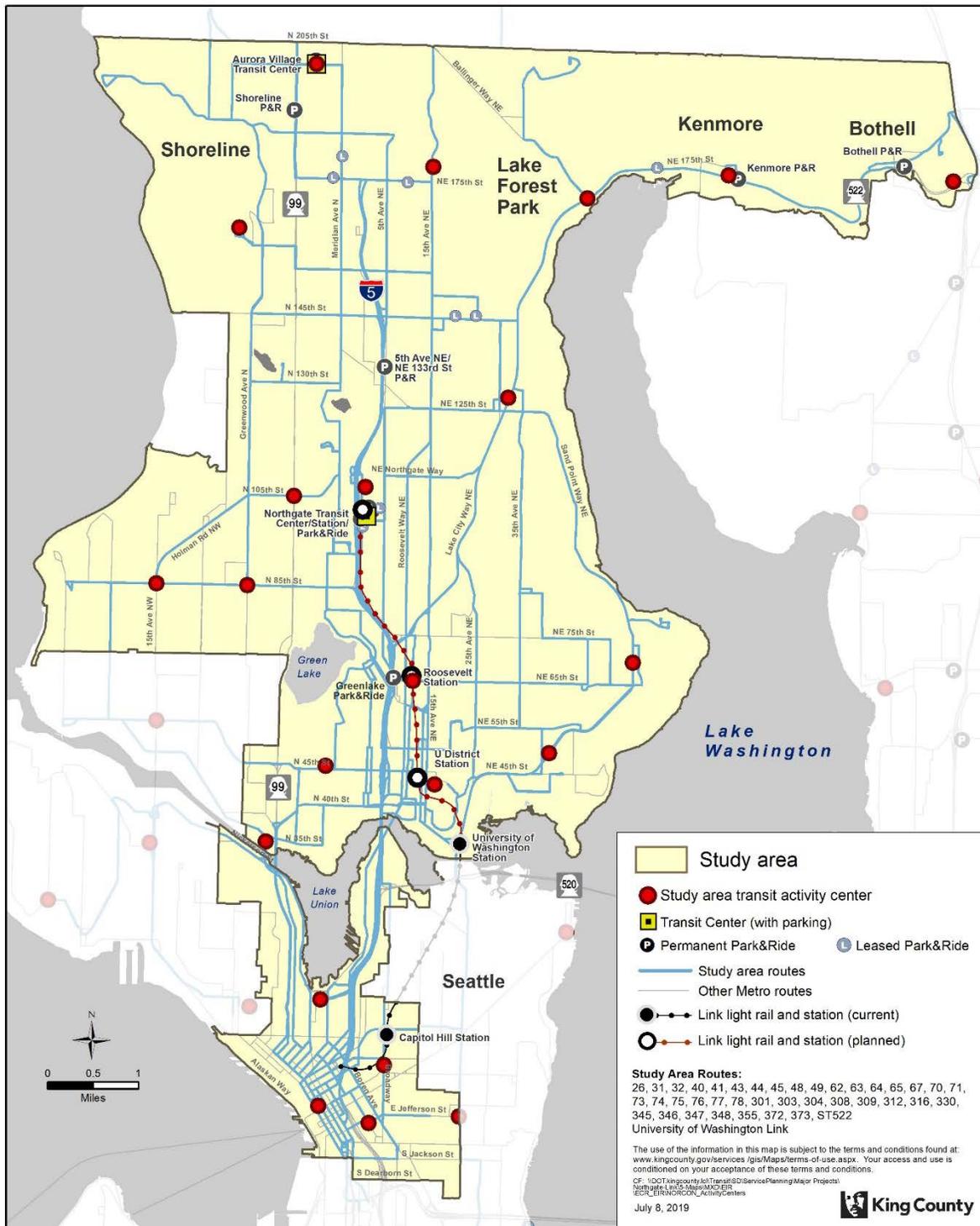
## North Link Connections Mobility Project: Transit Assets



# Activity Centers

FIGURE 13: PROJECT AREA TRANSIT ACTIVITY CENTERS

## North Link Connections Mobility Project: Transit Activity Centers

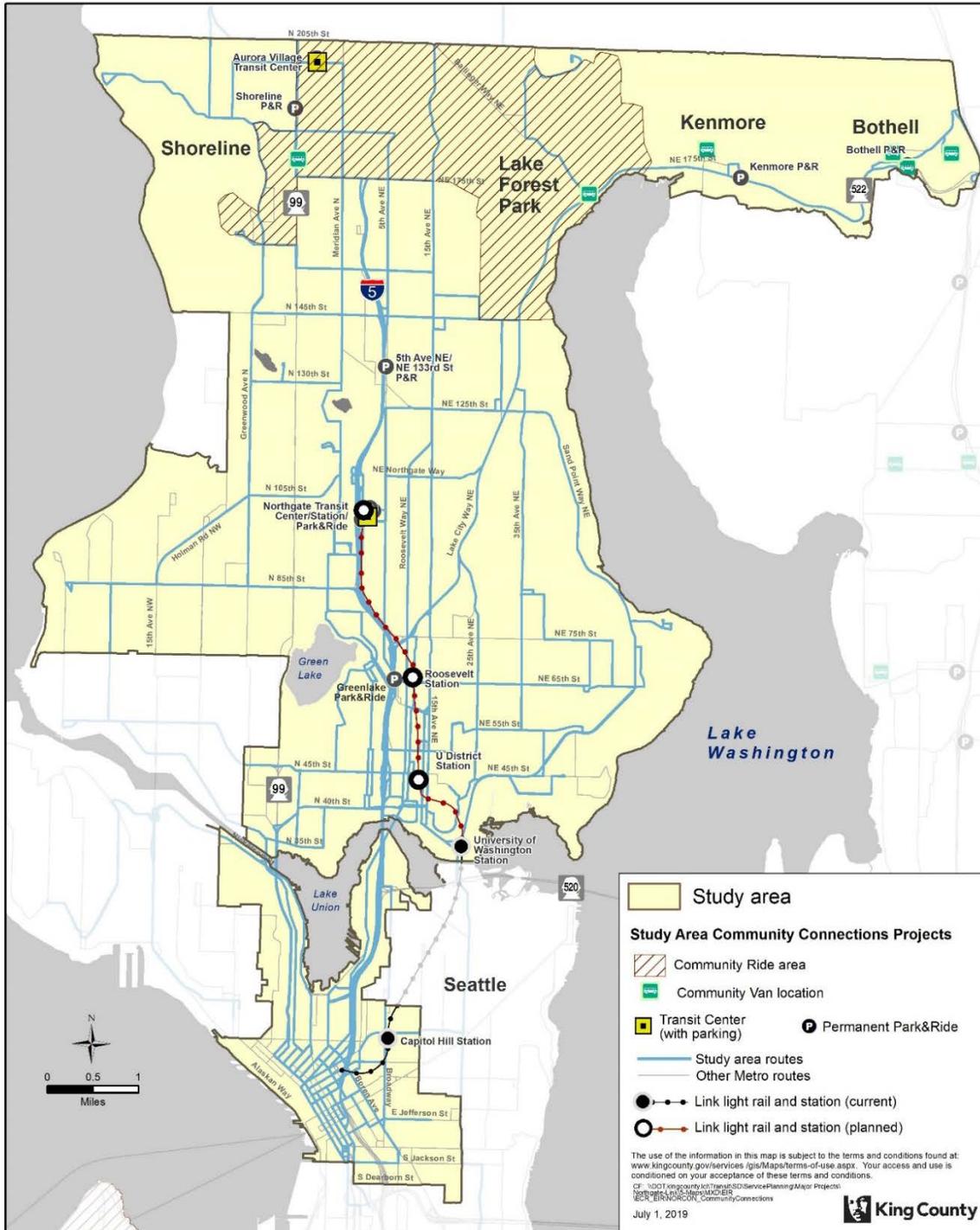


# Community Connections

## Existing Pilot Projects

FIGURE 14: PROJECT AREA COMMUNITY CONNECTIONS PROJECTS

### North Link Connections Mobility Project: Community Connections



## Ridership & Performance Data

### *Shoreline-Lake Forest Park Community Ride*

The Shoreline-Lake Forest Park Community Ride began in March 2019 and provides service in the evenings during the week, and on Saturdays and Sundays. The service area includes the Lake Forest Park Town Center, the Aurora Village Transit Center, the Shoreline Park & Ride, and Shoreline Community College. There is insufficient data to provide meaningful analysis as to its ridership at this phase. Ridership targets for this Community Ride are currently in development.

### *Shoreline-Lake Forest Park Community Van*

The Shoreline-Lake Forest Park Community Van launched in late February 2019. Vans are available at Lake Forest Park City Hall and at Hopelink in Shoreline. Riders coordinate rider with the Community Transportation Coordinator (CTC), who schedules the trip and connects riders with a volunteer driver. Between launch and May 2019, there have been a total of 33 completed trips. However, there is insufficient data to provide additional analysis as to its ridership at this phase. Ridership targets for this Community Van are currently in development.

### *Kenmore-North Kirkland Community Van*

The Kenmore-North Kirkland Community Van launched in late February 2019. Vans are available at Kenmore City Hall, Kirkland City Hall, and the North Kirkland Community Center. Riders coordinate rider with the Community Transportation Coordinator (CTC), who schedules the trip and connects riders with a volunteer driver. Between launch and May 2019, there have been a total of 5 completed trips. However, there is insufficient data to provide additional analysis as to its ridership at this phase. Ridership targets for this Community Van are currently in development.

### *Bothell-Woodinville Community Van*

The Bothell-Woodinville Community Van launched early in 2018, with vans available at Bothell City Hall, UW Bothell, and Woodinville City Hall. Riders coordinate rider with the Community Transportation Coordinator (CTC), who schedules the trip and connects riders with a volunteer driver.

	<b>Completed Trips</b>	<b>Boardings*</b>
2018 – Total	17	118
2019 – January -March	18	218

*\*One-way boardings*

## Access

Access provides paratransit services to Seattle, Shoreline, Lake Forest Park, Kenmore, and Bothell residents as required by the ADA, mirroring the Metro bus service days and hours of operation. In the North Link project area, Access Transportation services are provided Monday through Sunday by Transdev, contracted through King County Metro. Between March and August of 2018, Access provided 31,797 trips for 1,323 clients in Seattle, 11,502 trips for 500 clients in Shoreline, 1,225 trips for 4 clients in Lake Forest Park, 675 trips for 11 clients in Kenmore, and 459 trips for 15 clients in Bothell from within the project area.

For more Rideshare information visit [www.kingcounty.gov/accessible](http://www.kingcounty.gov/accessible).

## Vanpool

As of July 2019, there were 1,761 registered vanpools with origins or destinations in the North Link Connections Mobility Project area. These vanpools are operated by King County Metro Transit, Community Transit, Pierce Transit, Kitsap Transit, Intercity Transit, Island Transit, and Skagit Transit.

Agency	Registered Vanpool Groups
King County Metro Transit	1482
Community Transit	200
Pierce Transit	31
Kitsap Transit	25
Intercity Transit	12
Island Transit	6
Skagit Transit	5
<i>Total:</i>	<i>1761</i>

Origin cities with 10 or more registered Vanpools:

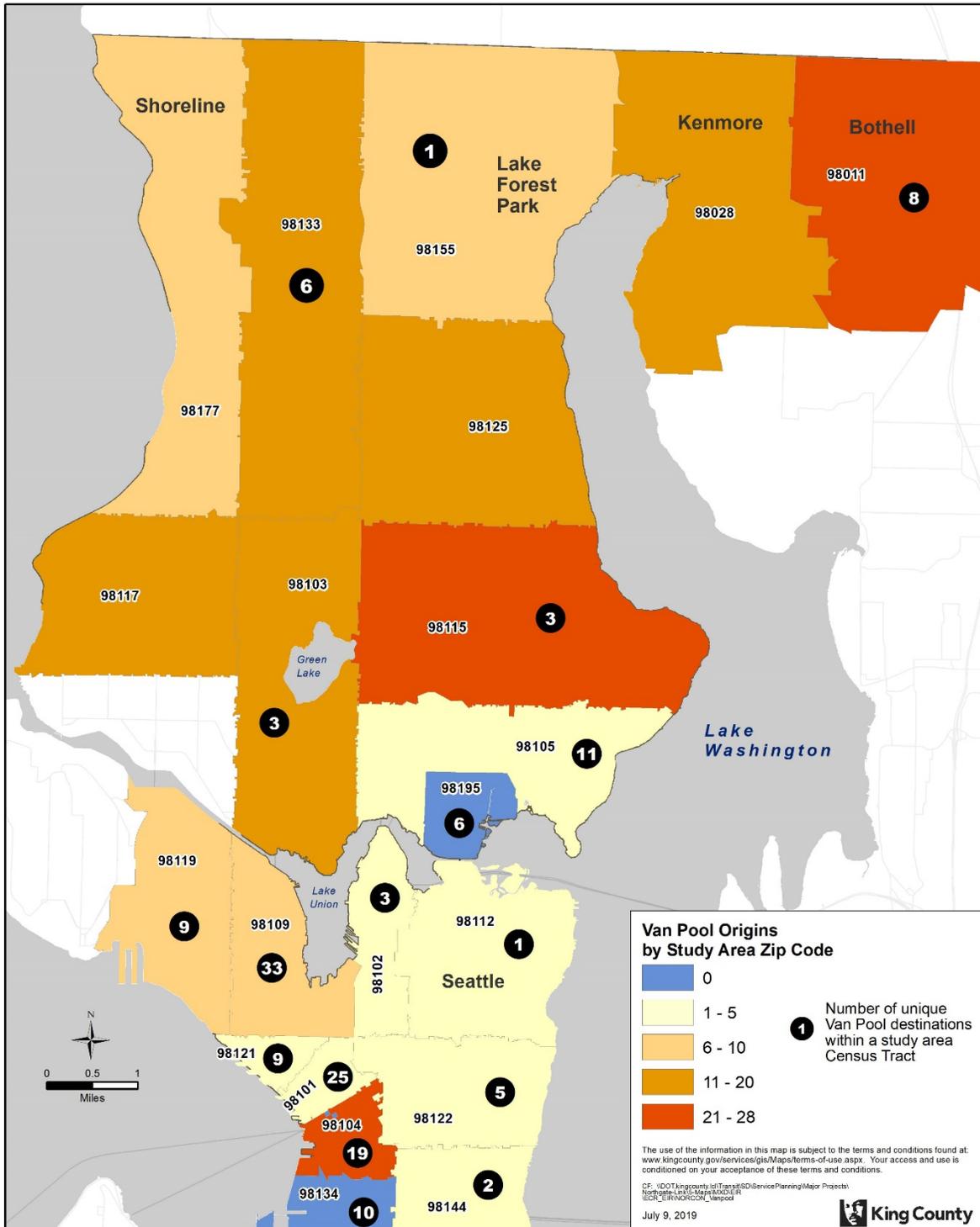
Origin City	Registered Vanpool Groups
Bothell	272
Seattle	207
Redmond	200
Bellevue	146
Sammamish	126
Issaquah	76
Lynnwood	66
Renton	64
Kirkland	48
Everett	41
Kent	32
Federal Way	28
Tacoma	22
Maple Valley	21
Snoqualmie	20
Auburn	19
Marysville	19
Port Orchard	19
Puyallup	18
Tukwila	17
Shoreline	16
Woodinville	15
Kenmore	14
Mill Creek	13
Edmonds	12
Lake Stevens	12
Seattle	12
Snohomish	12
Mountlake Terrace	10

Destination cities with 5 or more registered Vanpools:

Destination City	Registered Vanpool Groups
Seattle	992
Redmond	228
Bellevue	192
Everett	70
Issaquah	58
Renton	45
Kent	34
Bothell	28
Des Moines	17
Tukwila	13
Kirkland	12
Seattle	8
Snoqualmie	8
Federal Way	7
Olympia	6
Shoreline	6
North Bend	5

FIGURE 15: PROJECT AREA VAN POOL ORIGINS & DESTINATIONS

### North Link Connections Mobility Project: Van Pool Analysis



## Recent Mobility Investments

Route	Service Change	Description of Service Change
5	March 2018	Added 2 AM peak trips
	June 2018	Stop rebalancing
	September 2018	Added hours for reliability
	March 2017	Added 2 PM peak trips, Reliability improvement
	September 2017	Added night-owl trips, Reliability improvements, Comfort Station improvement
7	March 2018	Revised routing for non-throughouted 749s
	September 2018	Added hours for reliability, Added 1 AM Peak inbound trip
	March 2017	Comfort station improvement
	September 2017	Reliability improvements, Comfort Station improvement
26	March 2017	Added 1 AM Peak trip to relieve overcrowding
	September 2017	Reliability improvements, Comfort Station improvement
28	September 2018	Added 1 late night trip
	March 2017	Added 1 AM Peak trip to relieve overcrowding
	September 2017	Reliability improvements, Comfort Station improvement
31	March 2018	Added weekend service, throughouted w/ 75
	September 2018	Added 1 AM Peak trip, Extended span of service
	March 2017	Shifted 1 PM trip from 32
	September 2017	Reliability improvements, Comfort Station improvement
32	March 2018	Shifted 2 trips to 31
	September 2018	Extended span of service weekdays
	March 2017	Added 1 PM trip, Revised routing
	September 2017	Reliability improvements, Comfort Station improvement
40	June 2018	Added 2 PM peak trips
	September 2018	Revised routing for turn-backs, extended span of service
	March 2017	Added 2 PM peak trips, Comfort Station improvement
	September 2017	Added 1 AM trip and 2 PM trips
41	March 2019	Revised routing due to closure of DSTT, Added 2 Night Owl trips
	June 2018	Revised routing because of CPS closure
	September 2018	Increased weekday frequency, Revised routing because of CPS closure
	March 2017	Comfort station improvement, Added 1 AM trip, Added 1 PM trip
	September 2017	Extended 30-minute service to 18 hours on weekend, Reliability improvements, Comfort Station improvement
43	September 2018	Added 1 AM trip, Improved midday frequency
44	March 2017	Comfort station improvement
	September 2017	Added 1 AM trip and 2 PM trips
48	June 2018	Construction reroute
	March 2017	Comfort station improvement, Revised routing (normal)
	September 2017	Added night-owl trips
49	March 2017	Comfort station improvement
62	September 2018	Added outbound PM peak trip
	March 2017	Added 1 AM trip, Added 1 PM trip
	September 2017	Revised routing in downtown Seattle, Added 1 AM trip, Reliability improvements, Comfort Station improvement, Layover moved to S Jackson St

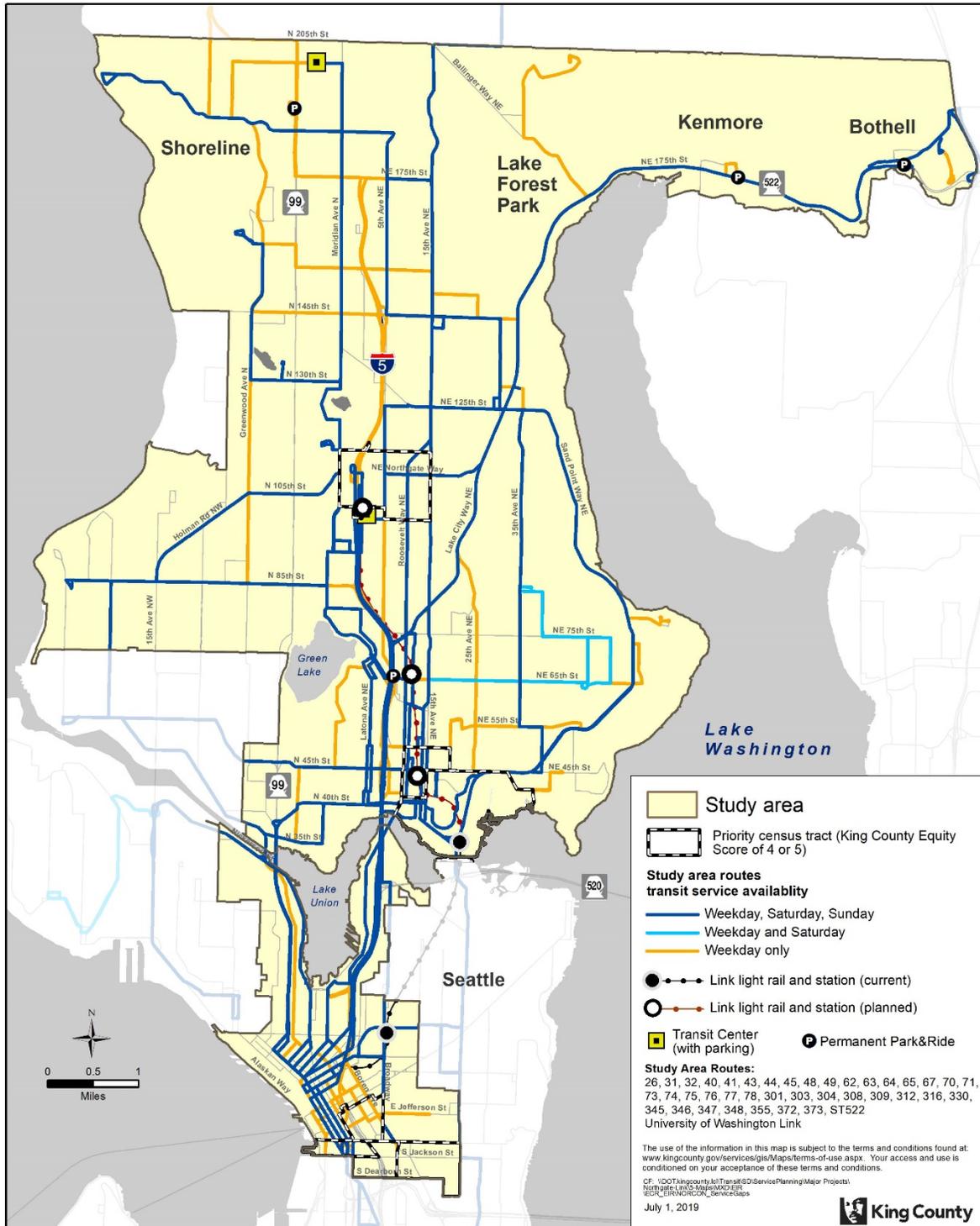
Route	Service Change	Description of Service Change
63	March 2018	Schedule adjustment
	September 2018	Added trip time for crowding, Added 1 PM Peak trip
	March 2017	Added 1 PM peak trip, adjusted AM trip to improve overcrowding
	September 2017	Reliability improvement, Comfort Station improvement
64	March 2018	Added PM peak trip
	September 2018	Added trip time for crowding
	March 2017	Added 1 PM peak trip, adjusted AM trip to improve overcrowding
65	March 2017	Extend 15-minute frequency later in the evenings on weekdays and Saturdays, Added 1 AM and 1 PM peak trip
	September 2017	Added night-owl trips, Improved weekday frequency
67	March 2017	Extend 15-minute frequency later in the evenings on weekdays and Saturdays, Added 1 AM and 1 PM peak trip
	September 2017	Added night-owl trips, Improved weekday frequency
70	March 2018	Added 2 AM peak trips, each direction
	June 2018	Added 2 AM peak trips, 1 PM peak trip for summer weekdays
	September 2018	Added hours for reliability, Increased weekday frequency
	March 2017	Add 1 AM and 1 PM peak trips to improve overcrowding, comfort station improvement, terminal change
	September 2017	Added night-owl trips, Reliability improvements, Comfort Station improvement
71	March 2017	Terminal change
73	September 2018	Convert 2 trips for 373
	March 2017	Comfort station improvement
74	March 2019	Revised routing due to the closure of DSTT
	March 2018	Added midday shuttle service
	June 2018	Revised routing because of CPS closure
	March 2017	Added AM peak trips to improve overcrowding, Schedule adjustment
75	March 2017	Added 1 PM peak trip
76	March 2019	Revised routing due to the closure of DSTT
	September 2018	Schedule adjustment for overcrowding
	September 2017	Terminal change
77	March 2019	Revised routing due to the closure of DSTT
301	March 2019	Revised routing due to closure of DSTT, Revised routing at NE 145th St/5th Ave NE
	September 2017	Added 1 AM trip in the southbound direction
303	March 2019	Revised routing at NE 145th St/5th Ave NE
	March 2017	Added hours to improve reliability, Terminal change
304	March 2019	Revised routing at NE 145th St/5th Ave NE
	March 2017	Added hours to improve reliability
	September 2017	Revised routing back to regular routing with completion of Yesler Way bridge project
308	March 2019	Revised routing due to closure of DSTT, Revised routing at NE 145th St/5th Ave NE
	March 2017	Added hours to improve reliability
309	March 2017	Added hours to improve reliability

Route	Service Change	Description of Service Change
<b>312</b>	March 2019	Added 1 AM Peak trip
	March 2018	Added 1 PM peak trip
	September 2018	Ended construction reroute in Bothell
	March 2017	Comfort station improvement, Add hours to improve reliability
<b>316</b>	March 2019	Revised routing due to the closure of DSTT
<b>330</b>	March 2017	Added hours to improve reliability, Terminal change
<b>331</b>	September 2018	Added evening service between Shoreline College/Northgate
	March 2017	Add hours to improve reliability
<b>345</b>	March 2017	Added hours to improve reliability
<b>346</b>	March 2017	Added hours to improve overcrowding
<b>355</b>	March 2017	Add hours to improve overcrowding and reliability
	September 2017	Revised routing north of N 145th St
<b>372</b>	June 2018	End construction reroute in Bothell
	September 2018	Added weekday outbound trip between Lake City/UWB
	March 2017	Extend 15-minute service later on weekdays, improve Sunday frequency, add 1 PM peak trip, schedule adjustment to improve overcrowding
<b>373</b>	September 2018	Added inbound AM trip, Added 2 trips converted from Route 73
<i>Route receiving STBD investments</i>		

# Service Gaps

FIGURE 16: PROJECT AREA SERVICE GAPS

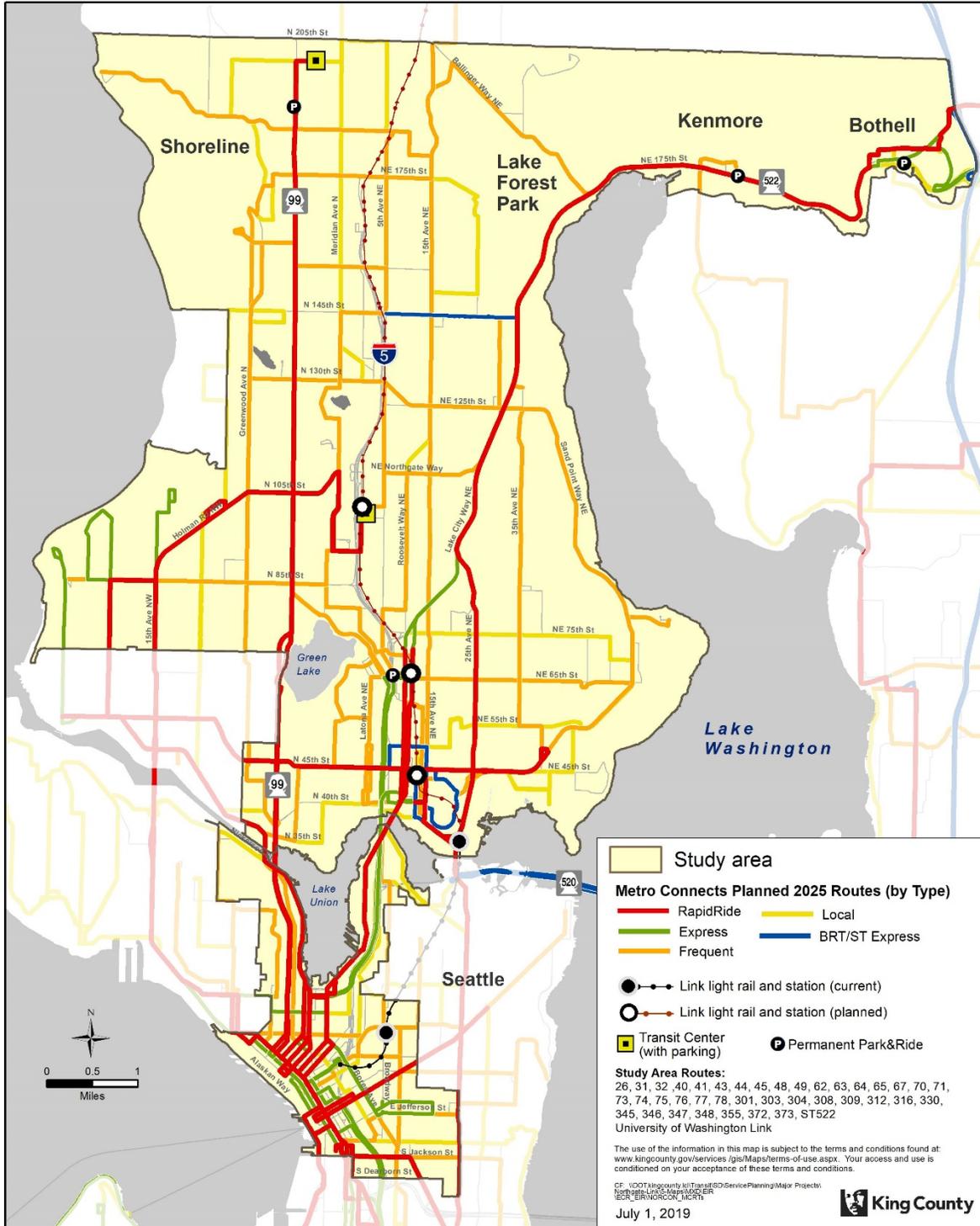
## North Link Connections Mobility Project: Service Gaps



# Metro CONNECTS – 2025 Network Vision

FIGURE 17: PROJECT AREA METRO CONNECTS 2025 NETWORK

## North Link Connections Mobility Project: Metro Connects 2025 Network



## Supporting Policy Documents

### King County Guiding Policy Documents

#### King County Equity and Social Justice Strategic Plan

The King County Equity and Social Justice (ESJ) Strategic Plan provides shared values that guide King County and King County Metro's work. We are dedicated to being: inclusive and collaborative; diverse and people focused; responsive and adaptive; transparent and accountable; racially just; and focused upstream and where needs greatest. The Transportation and Mobility chapter provides the framework for the Equity Impact Review process that intentionally brings an equity focus to the delivery of transportation services.

### King County Metro Transit Guiding Policy Documents

#### King County Metro Service Guidelines

King County Metro's Service Guidelines established policies that guide planning and operations of most Metro services, particularly fixed-route and alternative services. The Service Guidelines outline how ridership, performance, and reliability are measured and how those metrics impact potential restructures to service. The Guidelines also create triggers for those structures, thus giving way to Mobility Projects and the ability to adapt service to better suit community needs.

#### King County Metro Transit Sustainability Plan

The Transit Sustainability Plan outlines Metro's role in creating a sustainable, environmentally just, and equitable King County. Particularly relevant to this Mobility Project are the goals of reducing the need for driving alone, encouraging the use of more sustainable transportation choices, and increasing overall ridership to decrease vehicle miles traveled (VMT).

#### King County Metro Strategic Plan for Public Transportation 2011-2021

King County Metro's Strategic Plan highlights Metro's dedication to providing equitable opportunities for people to access public transportation and empower people and communities. In a rapidly growing region, Metro is responsible for adjusting and responding to ever evolving community needs. The goals of this Mobility Project are in line with established objectives in the Strategic Plan.

### METRO CONNECTS

As the long-range vision document for King County Metro Transit, METRO CONNECTS is the path toward a more integrated transit network that accommodates growth, promotes social equity, and protects our environment. This planned network allows Metro to plan for future network growth using a multitude of rider options, including Link light rail, RapidRide, Metro's frequent network, local service, and responsive transit.

## External Policy Documents

### City of Seattle Department of Transportation Transit Master Plan

The City of Seattle Department of Transportation (SDOT) is a strong partner to Metro, working on speed and reliability improvements and investing in service that benefits riders within the City. The Transit Master Plan (TMP) lays out the City's priorities to maintain a strong partnership with Metro, increase usability, visibility, and legibility of the system, and work with Sound Transit and Metro on establishing bus-priority corridors. SDOT's priorities are: 1) Continue Implementation of Bus Rapid Transit Network and Priority Bus Corridors; 2) Develop Center City Transit to Support Downtown Growth and Vitality; 3) Plan, Fund, and Build Priority High Capacity Transit Project; 4) Enhance Walk-Bike-Ride Access where Needs are Greatest; 5) Improve Transit Information and System Usability; and 6) Pursue Funding to Enhance Transit Service and Facilities.

### Sound Transit Service Implementation Plan 2019

Sound Transit operates the region's Link light rail system and provides many regional connections outside of King County. Metro and Sound Transit will be working closely together to ensure there is not duplication of service, especially with possible new connections with an expanding Link light rail system. Many routes that travel through downtown Seattle have already been impacted by Link expansion, through the end of joint operations in the downtown Seattle transit tunnel. Sound Transit is looking to evolve its ST Express service as conditions change to serve underserved areas of the County, in addition to its bus rapid transit, Stride, that is planned to be implemented along SR-522. Specifically, Sound Transit is considering the following in conjunction with the opening of Northgate Link:

- **Route 522 truncated at Roosevelt or Northgate Station**, operating all-day all-week service from the Link station to communities north and east of Lake Washington. Saved resources reinvested back into Route 522.
- **Route 542 truncated at U. District**; service between U. District and Green Lake P&R would be discontinued. Saved resources reinvested back into Route 542 between the U District and Redmond.
- **Route 586 U. District service discontinued** and service hours reinvested into service in the I-5 South corridor.

These are important considerations to keep in mind through the planning process of this project.

### Community Transit Development Plan 2017-2022

Like Sound Transit, Community Transit provides cross-county connections between Snohomish and King Counties, including downtown Seattle and the University District. Currently, their plans do not include connecting to Northgate Link. They project to integrate with Link light rail in 2023 with the opening of stations in Shoreline, Mountlake Terrace, and Lynnwood.

# North Link Connections Mobility Project

## Equity Impact Review – Phase II Summary

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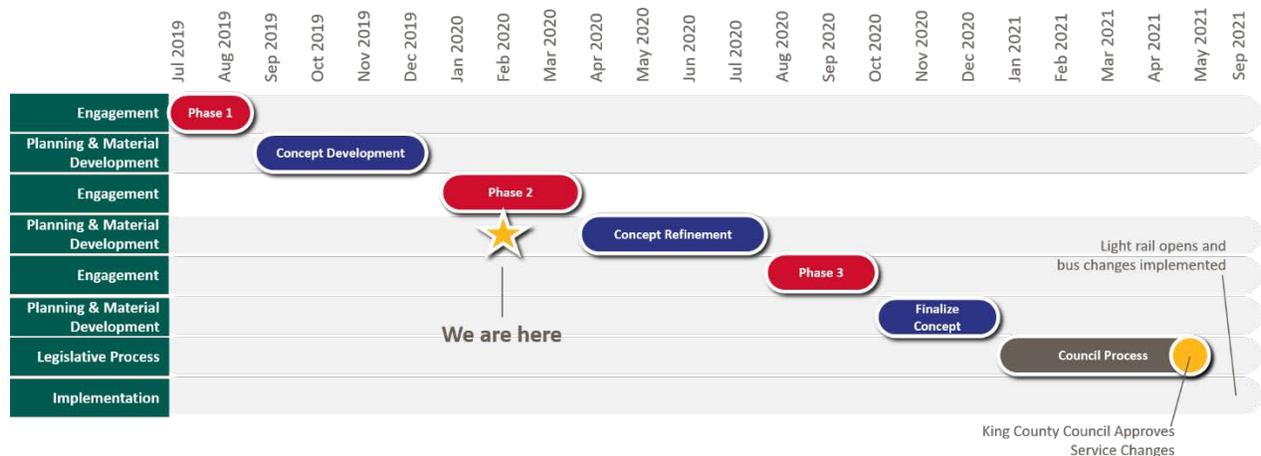
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## Introduction

The Phase II Equity Impact Review (EIR) Summary serves as a point-in-time analysis that reflects evolving methods. The project team recognizes that equity work requires an iterative process, and as we document and learn from our approach during Phase I, we continue to advance Phase II outreach and apply lessons learned to move forward.

As Sound Transit established more clarity in their capital timelines, we recognized the need to adjust our timeline to reflect the new expected Fall 2021 opening date of the Northgate Link expansion in north Seattle.

Figure 1: North Link Connections Mobility Project Timeline



As planners began network concept development, we recognized that the existing network had additional resources beyond what Metro currently invests. The Seattle Transportation Benefit District made significant investment in fixed-route service in the project area, however collection of these funds is set to expire before project implementation in September 2021.. Metro staff elected to propose a network concept that could be implemented without third-party funding. The proposed network also does not assume reinvestment of resources that are duplicative to the Link extension, consisting of a portion of Route 41. As a result, the proposed network concept shows a system with fewer resources than the existing network, limiting the ability to make a meaningful comparison to the baseline and does not tell the full story in terms of access to jobs and community assets via transit.

Planners also shifted away from an accessibility-based equity analysis, since the output and census tract-based scale of the Phase I analysis made it difficult to discern the magnitude and location of service change impacts. In lieu of this analysis, planners referred to the community asset map for the project area during network concept development, and did not meaningfully use the accessibility analysis from Phase I. Planners continue to push for an analysis that provides useable insight into the project area, priority populations, and areas of unmet need, which caused us to reevaluate the type of analysis conducted. Therefore, in Phase II, we conducted a frequency analysis using smaller geographies. This refined methodology is also a much more replicable process, as it is less time- and resource-intensive, and can be done for each unique geography within the project area, rather than just the project area as a whole.

Planners recognize there are significant limitations to relying on quantitative data: up-to-date data is rarely available in a timely manner, localized information is difficult to obtain or may not exist, and

quantitative data does not always align with lived experiences, especially for priority populations. As we move through this process, we are working to better integrate both quantitative, large-scale data with qualitative data that captures local, lived experiences.

### Role of the Equity Impact Review

The goals outlined in the Existing Conditions Report and Equity Impact Review developed for Phase I of the project provide a framework for the content of the EIR, however the role of the EIR is something that will continue to evolve as we further refine methodologies and processes. We hope that the EIR will be a process that will intentionally bring together both the quantitative Service Planning side of restructure projects with the community-led qualitative aspects that help Metro build relationships. Part of this evolution is responding to new information and approaches to equity. A prime example of this is the incorporation of the Mobility Framework areas of need into the Phase II analysis.

### Outreach

As part of Phase I outreach, Metro staff conducted interviews with Community-Based Organizations (CBOs), major stakeholders, and recruited a Mobility Board of community members.

#### Outreach Summary from Phase I

##### CBO-outreach:

The following is summarized feedback from Seattle Children’s Hospital, the University District Partnership, University District Foodbank, Korean Community Service Center, and Iraqi Community Center:

- Connections are important during off-peak and night, especially to community centers and services.
- Provide service on University Way NE for area residents.
- Provide and strengthen east-west connections between University of Washington main campus, Seattle Children’s, and University Village on NE 45<sup>th</sup> St.
  - Connection from northwest Seattle to Seattle Children’s Hospital.
- Transit access is important to provide to new housing development in University District, including on Brooklyn Ave NE.
- Maintain/improve access to food banks. This includes maintaining Route 67 access to U District Foodbank, creating a new connection between the University District Farmers’ Market and the Foodbank, and between U District Station to connect the Foodbank to Link light rail.
- Transfer points should be close together and legible to customers. This will help customers who may be carrying groceries or speak other languages.
- Weekend service is important to provide to places of worship, including Coptic churches in the surrounding areas.

##### Community Conversations (Mobility Board administered):

- Top barriers to riding transit: crowding, travel times not competitive, lateness/lack of reliability
- Top priorities: Competitive travel times, fares, service frequency

Major stakeholders:

*University of Washington – Seattle campus*

- Gap: span of service and travel time competitiveness are the major barriers. Specific times/locations/populations/issues include:
  - Shift workers at UW hospital
  - Pre-5am
  - Housing, food service workers
  - Montlake transfer still an issue
  - Routes along Pacific, but also by Central Campus need longer span to service 24-hr destinations
  - Weekend service, especially between U-District, for academic and non-academic trip purposes
- Priorities:
  - Connection to SLU
  - Connection to Eastside service (Routes 271 and 255) via 15<sup>th</sup> Ave NE
  - Connection to Harborview, SCCA, First Hill, Seattle Children's
  - Maintain local circulation in campus
  - Focus on frequent service to campus
  - Accommodate growth south of N 40<sup>th</sup> St, west of 15<sup>th</sup> Ave NE

Online Engagement Themes (generally in order of priority, higher to lower):

- Increase service and capacity of service along Lake City Way (309, 312, and 522), especially on weekends and non-peak times on weekdays
- Develop east-west crosstown route on NW 85<sup>th</sup> St and NW 65<sup>th</sup> St
- More frequency on Routes 347 and 348
- Provide good weekend connection between downtown and NE Shoreline
- Maintain direct connections between Shoreline and downtown Seattle
- Maintain frequent late-night connections to Link, all week
- Improve last mile connections, including around Northgate and Aurora Village Transit Centers (via flexible service like Via-to-Transit mentioned)
- Provide crosstown service on N 130<sup>th</sup> St/NE 125<sup>th</sup> St, at least from Greenwood to 35<sup>th</sup> Ave NE
- Link transfers need to be very convenient, and better than UW Station transfer
- Provide better connection between Maple Leaf and Link by adding stop on NE 95<sup>th</sup> St
- Provide connection between U-District Station and U-Village, Seattle Children's on N 45<sup>th</sup> St
- Provide early afternoon service from downtown Seattle to Shoreline
- Support METRO CONNECTS vision: frequent service on Latona Ave NE, rerouting off of Kirkwood Pl N in Tangletown, and robust all-directions connections at Roosevelt station, 3007 should replace 346
- Increase frequency for service to Link stations
- Ensure good connection between Richmond Beach and Northgate Station
- Increase frequency of Route 75, and provide connection to Shoreline (coordinate with Route 303)
- Provide connection between Fremont and Link (currently long walk on Routes 31 and 32)
- Connection between Lake City and Shoreline CC via NE 130<sup>th</sup> St

- NE Seattle commuter service should terminate at Northgate or Roosevelt Stations, and improve frequency/coverage
- Increase frequency and span on Route 309
- Send Route 40 to Northgate Transit Center instead of North Seattle College

### Mobility Board

The North Link Connections Mobility Project staff are guided in part by the lived experience and advice of a community member Mobility Board. Metro staff will convene this board several times throughout the life of the North Link project.

In previous community boards for transit projects, recruitment was done through a general call out to the public through transit alerts, a notice on the project webpage, and other similar tactics. With the North Link Mobility Board, Metro staff intended to be strategic with recruitment. The Mobility Board is meant to represent a variety of voices, but specifically voices from communities that have historically been left out of decision-making conversations related to transit and are disproportionately affected by these decisions. This meant conducting targeted recruitment to communities of color, indigenous communities, people with physical and/or cognitive disabilities, people with low to no income, people who are or have experienced homelessness or housing insecurity, immigrants or refugees, and English language learners.

#### *Application methodology:*

In June 2019 an online application was published and pushed out to the general public through a transit alert (email and text notification to Metro subscribers), a notice on the project webpage, and through various non-Metro publications (e.g. transit blog). Additionally, Metro staff contacted community-based organizations (CBOs) in the north Seattle and north King County area that provide services to the previously mentioned groups (communities of color, low-income communities, etc.).

Using a public engagement platform called PublicInput, Metro staff designed an online application to evaluate applicants.

Metro staff communicated the purpose of the Mobility Board, the time commitment from board members, and compensation. Staff requested recommendations for individuals who may be clients or visitors to their CBO and offered accommodations for individuals who may not have access to a computer or internet to complete the application. The accommodations included meeting in person to discuss the opportunity, speaking over the phone with or without an interpreter as needed, or for CBO staff to discuss the opportunity with potential candidates. The following organizations were contacted for targeted Mobility Board recruitment:

- Hopelink
- Lake City Collective
- Metro’s Transit Advisory Commission
- Outdoors for All
- Literacy Source
- United Indians of All Tribes
- Seattle Mennonite Church
- YouthCare
- Aurora Commons

Ultimately only two potential board applicants requested application accommodations.

Partner Review Board

Additional information on our Partner Review Board, members, and role will be in the Final EIR Summary.

How the proposed network reflects feedback

Change	Addresses themes:	Tradeoffs	Risks/Why
<b>Shoreline/North Seattle feeding into Northgate Station</b>	<ul style="list-style-type: none"> <li>• Improve east-west and across town connections</li> <li>• Travel time will either be faster or the same as now</li> <li>• Improve connections to hospitals/medical facilities (Northgate, UW, First Hill, Seattle Children’s)</li> <li>• Improve connection to South Lake Union</li> </ul>	The result of this proposed idea would be that service will be more reliable, but some people may have to take a bus and the Link light rail to get to Downtown Seattle.	Even though service might be more reliable, some people will have to take more than one option (bus and light rail) to get to Downtown Seattle. Additionally, time to get downtown will be the same or slightly longer.
<b>East-West service connecting to Northgate Station</b>	<ul style="list-style-type: none"> <li>• Improve east-west and across town connections</li> <li>• Travel time will either be faster or the same as now</li> <li>• Improve connection to South Lake Union</li> </ul>	The result of this proposed idea would mean less north-south bus service in the north Green Lake area, and that riders traveling to the south end of Downtown Seattle may experience a more reliable but longer overall travel time.	<ul style="list-style-type: none"> <li>• Less north-south service in North Green Lake area due to less service to Northgate.</li> <li>• Riders travelling to south end of Downtown Seattle may experience an increase in overall travel time.</li> </ul>
<b>Lake City/SR-522/Maple Leaf service connecting at Roosevelt Station</b>	<ul style="list-style-type: none"> <li>• Transfers are easy to understand and easy to make</li> <li>• Travel time will either be faster or the same as now</li> <li>• Improve connections to hospitals/medical facilities (Northgate, UW, First Hill, Seattle Children’s)</li> <li>• Improve connection to South Lake Union</li> </ul>	By removing service that is currently on 5th Ave NE in Maple Leaf we are able to better serve the SR 522 area and improve connections to the Roosevelt station area through other services. Some people may have to take a bus and the Link light rail to get to Downtown Seattle. Transferring when traffic is light may take a little longer, but transfers during the rush hours will be much faster and more reliable.	<ul style="list-style-type: none"> <li>• Service will be more reliable but travel to Downtown Seattle during busy times of day by using the bus and transferring to Light Rail versus one-seat ride on Routes 77/312/522 will be similar or a slightly longer.</li> <li>• Loss of all service on 5th Ave NE in Maple Leaf.</li> <li>• Very high ridership on SR-522 corridor means that there will continue to be crowding at times.</li> </ul>

<p><b>Green Lake/Wallingford service connecting at Roosevelt Station and U. District Station</b></p>	<ul style="list-style-type: none"> <li>• Improve east-west and across town connections</li> <li>• Transfers are easy to understand and easy to make</li> <li>• Travel time will either be faster or the same as now</li> </ul>	<p>By concentrating service on one street area, this will generally increase service but will result in less service on other roads. This will result in improved connections to Roosevelt, NE Seattle and U. District but might reduce service connections to the Aurora corridor.</p>	<ul style="list-style-type: none"> <li>• Because we will provide all day service, it will be fewer roads, there will be less service overall to these neighborhoods.</li> <li>• Getting to South Lake Union during less busy times of day will take longer because we will have fewer routes that run all day.</li> <li>* Instead we will have one route that is slower than an all-day express route</li> </ul>
<p><b>Northeast Seattle service connecting at Roosevelt Station and U. District Station</b></p>	<ul style="list-style-type: none"> <li>• Improve east-west and across town connections</li> <li>• Transfers are easy to understand and easy to make</li> <li>• Travel time will either be faster or the same as now</li> <li>• Improve connections to hospitals/medical facilities (Northgate, UW, First Hill, Seattle Children’s)</li> <li>• Improve connection to South Lake Union</li> </ul>	<p>This proposed change would result in less service through the center of UW, but new service along NE 45th street and UW’s northern edge of campus. By shifting bus resources from routes that duplicate Link and other bus routes we will be able to provide new and improved connections to Link.</p>	<ul style="list-style-type: none"> <li>• Less service through the center of UW Campus</li> </ul>

## Network Analysis

During network concept development, it became clear that the Phase I accessibility analysis did not provide as much utility as planners would have expected. This led to additional discussions amongst Metro staff about what sort of output would provide more detailed, specific information that could be integrated into the concept development process. Ultimately, it was decided that Metro staff would conduct a frequency analysis that examined the number of trips in a specific area.

After the Phase I analysis was complete, Metro published its Mobility Framework – a document co-created with community members which provided recommendations on how to advance equity through investing where needs are greatest across the entire county, including the North Link project area. This process identified specific census block groups, as areas of need, which have high proportions of priority populations with lower transit access to jobs and community assets. With the accessibility analysis built into this output, Metro staff decided that incorporating the Mobility Framework areas of need would be an appropriate next step in refining the EIR analysis.

The block groups identified as “areas of need” would serve as the basis for the frequency analysis in Phase II. Metro staff identified the number of trips in each block group in the project area and was able to compare priority areas (areas of need) with non-priority areas (all other block groups in the project area). Only project routes are included in this analysis to account for prioritization of available resources.

This analysis more acutely shows how available resources are distributed to serve areas with higher proportions of priority populations.

Maps of the analysis can be found on pages 9-11.

The analysis provides insight on how resources (bus trips) are allocated at a very high level. When considered alone, this shows that more resources are in areas of need compared to the rest of the project area. However, when looking at the maps a few things become apparent that the trips per hour average does not show at the network level:

- *There are large differences between individual and/or clusters of areas of need.* This signals that additional analysis should be done for these groupings of areas of need, particularly for areas in north Seattle and Shoreline.
- *There are significantly fewer trips in areas of need during the midday and evening time periods.* Trips are allocated much more heavily in the “typical” commute time period, the AM peak period between 7:00am and 8:00am. There are more than twice as many trips on average during this hour than during the evening in areas of need. This is based on a comparison between block groups, not to the project area as a whole.
- *There are still areas of need that have zero trips per hour in the evening time period.* This is an area where we will be cognizant of further community feedback we receive, as priority populations are more likely to need to travel during non-peak hours.

### Using this analysis

The EIR is a new process that is still in development, and planners are learning how to use this analysis framework. We want it to provide useful insight to produce more equitable outcomes for the communities we serve, while still being able to be used during the planning process. We believe that the questions this analysis raised will help guide and refine the process moving forward. Specifically, before we look to develop a final proposed network for Phase III, we hope to:

- Look further into the areas in north Seattle, while focusing less on areas of need in downtown Seattle. This is due to the availability of other resources not in the project, and thus not in our analysis, in this area. The number of trips in each area of need are not normally distributed, meaning that averages may be misleading to the project area as a whole.
- Look further into individual clusters of areas of need, specifically in Shoreline around the Aurora Village Transit Center and the North City neighborhood, and the University District in north Seattle. We will look further into whether the proposal matches the community needs identified in Phase I and Phase II of the project.
- If there is additional clarity on resources, we will use this analysis to help guide the allocation of those resources.
- Compare the final proposed network to the baseline in order to better understand the change in trips and/or accessibility between the baseline network and the proposed network.
- Adapt the methodology developed in the Mobility Framework to identify areas of need that are more in line with King County’s ESJ Strategic Plan by leading with race.

Figure 2: Trips per hour in AM peak period

**North Link Connections Mobility Project: Total Weekday Trips on Selected Routes in the Proposed Network - by Census Block Group: AM Peak Hour (7 AM - 8 AM)**

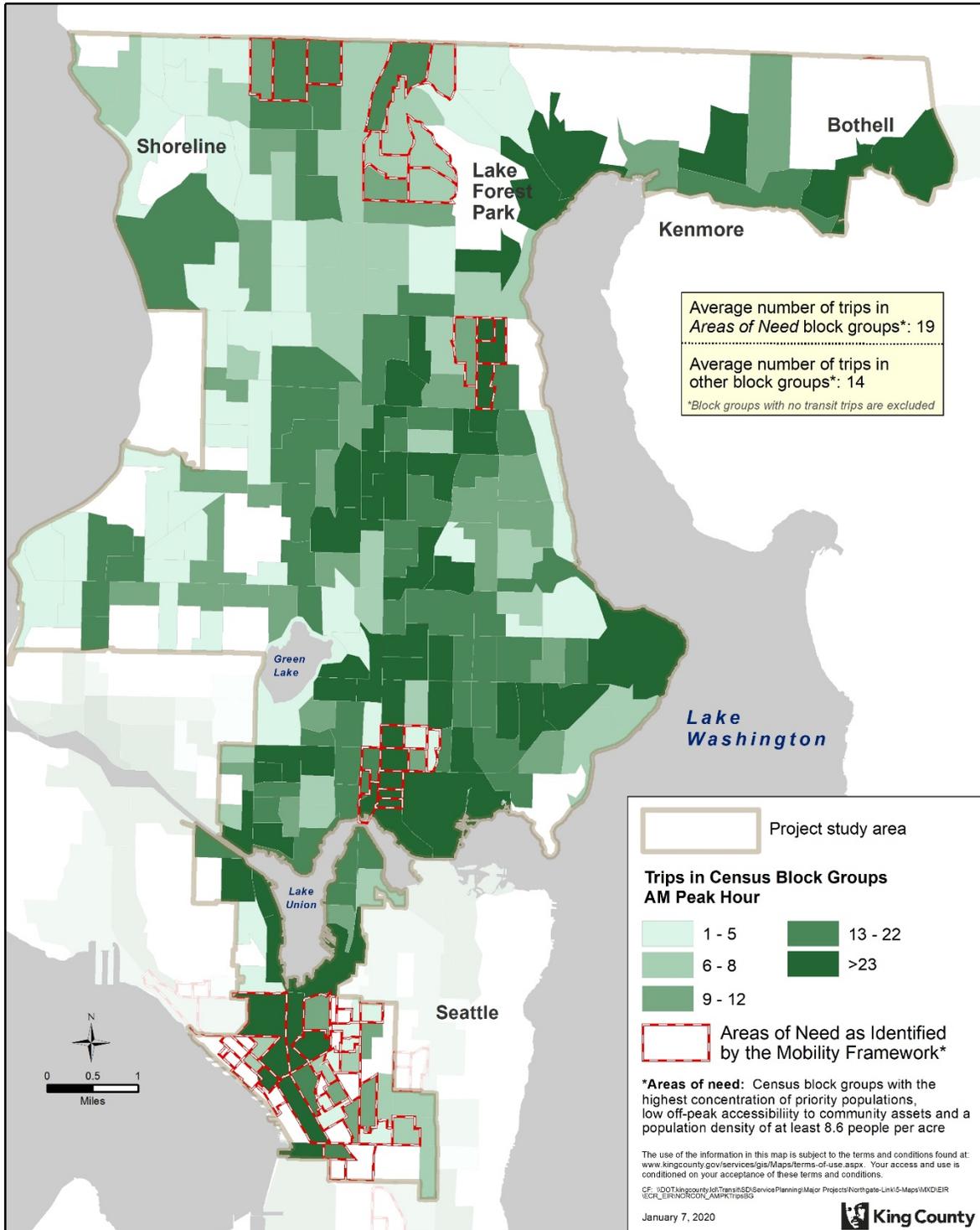


Figure 3: Trips per hour during midday period

**North Link Connections Mobility Project: Total Weekday Trips on Selected Routes in the Proposed Network - by Census Block Group: Mid-Day (12:30 PM - 1:30 PM)**

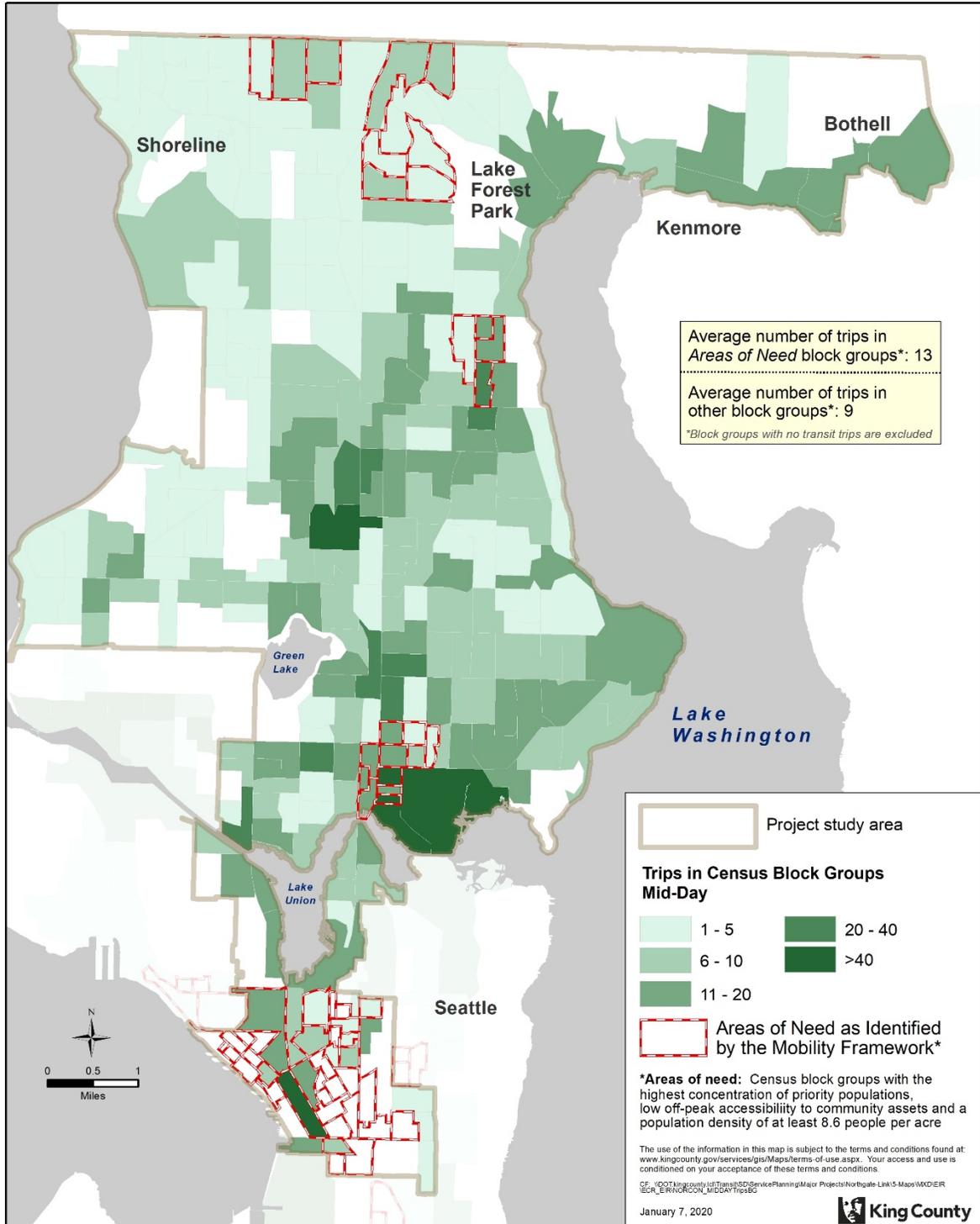
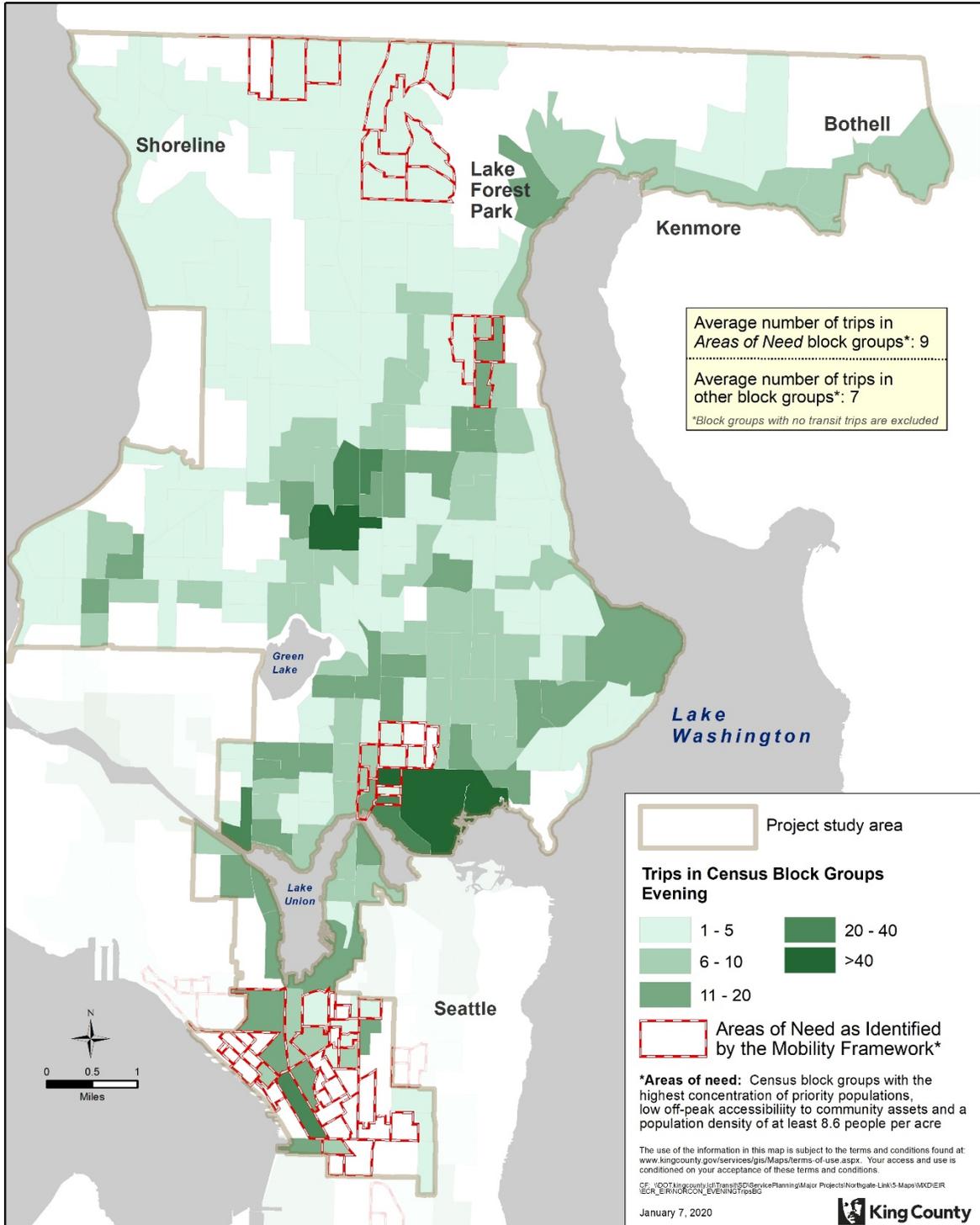


Figure 4: Trips per hour during evening period

**North Link Connections Mobility Project: Total Weekday Trips on Selected Routes in the Proposed Network - by Census Block Group: Evening (9 PM - 10 PM)**



## Update on Goals

The EIR Goals below have been updated slightly to reflect the change in methodology and adoption of work undertaken in the Mobility Framework. Because of this, the Phase 2 analysis of the proposed network does not parallel the Phase 1 analysis of the existing network and will not be comparable. This reflects the adaptive approach taken by Metro staff.

### Goal 1: Transit Access & Mobility

Improve transit access to opportunity and determinants of equity for block groups with high concentrations of people of color, low-income populations, and limited-English proficiency populations and low mid-day transit access to jobs and community assets. This update still reflects the Phase 1 goal 1.

By adopting the Mobility Framework areas of unmet need, Service Planners were able to look more closely at the specific geographies that had lower transit access to jobs and community assets. The areas outlined in red on pages 9-11 are the census block groups identified as areas of need in the Mobility Framework.

A full accessibility analysis will be completed later in the project.

### Goal 2: Linking Transit & Development

Work with partners to support access to affordable, safe, transit-oriented housing and family wage jobs and reduce displacement risk for people of color, low-income populations, and limited-English proficiency populations. This goal has not been updated and still reflects project goal 1.

Metro staff will continue to evaluate whether the PSRC displacement index is an appropriate measure of the impact of changes to bus routes, as the current methodology only includes access to high-capacity transit. While this does include bus rapid transit, it is unclear how PSRC defines BRT and if any of the changes are applicable to impact outcomes in this analysis. Many of the same measures are included in the Mobility Framework areas of unmet need analysis and may inherently already be under consideration with those block groups now functioning as priority areas in the EIR.

PSRC has not updated their displacement risk index since July 1, 2019. Based on the adoption of the Mobility Framework, Metro will reevaluate the applicability of this goal to the outcomes of the EIR.

### Goal 3: Equitable Process

Ensure equity in County practices through a public engagement process that informs, involves, and empowers historically underrepresented people and communities. This reflects project goal 2.

An update on Goal 3 will be in the Final EIR Summary.

## Next Steps

As outreach continues in Phase II and Phase III, the project team will continue to update and adjust our approach to the EIR, including documentation and final reports. We hope that by providing lessons learned and outlining our next steps that the North Link EIR process will contribute to advancing future EIR processes for Metro restructure projects.

## Lessons learned

This list is not meant to be a definitive, complete accounting of the lessons learned during this project, but to highlight some of the most important lessons and to address process changes based on this learning.

### Community engagement

- During stakeholder interviews, service planners should attend along with community engagement staff.
- Intentional, equitable outreach/engagement requires more time and additional resources.
- Identify Service Planner area/neighborhood leads to provide technical information to Community Engagement Planners and help in building trust with community.
- Allocate at least a month and a half before phase launch to prepare public facing materials which includes translation, interpretation, graphic design, etc.
- Check in regularly with jurisdictions to update planners and elected officials on planned community engagement activities in corresponding areas, and to discuss potential collaboration.

### Internal processes

- Community Engagement staff and Service Planning staff work together to identify information needs and framework to outline and format feedback.
- Establish clear roles and responsibilities.
- Establish clear process and documentation for Mobility Board compensation to avoid delays in payment.
- Early integration across teams within Metro (e.g. Sound Transit integration team in Transit Route Facilities).
- Continue regular core team meetings to coordinate engagement strategy and project milestones.
- We do not have the final answers when it comes to equity analyses. The EIR is an iterative process, meaning the approach and outputs change as we learn from the community and available quantitative and qualitative data.

### Communication with leadership

- In order to better address questions from senior leadership at Metro, the Executive, and the King County Council, there should be an easily quantifiable aspect to feedback during all phases of the project.

## Next steps

The North Link project team will continue to document lessons learned and incorporate new approaches during planning for Phase III of the project and the final EIR analysis. The Rent-Kent-Auburn Area Mobility Plan has been transmitted to the King County Council and feedback on that process will help shape how the North Link project moves forward. We will also continue to refine the methodology presented in the Mobility Framework in how it relates to the North Link project area and the EIR analysis.

# North Link Connections Mobility Project

## Equity Impact Review – Phase III Summary

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## Introduction

In early 2020, Metro launched the second of three community engagement phases to share an initial set of proposed changes to routes in the North Link Connections (North Link) Mobility Project area. This engagement phase was intended to be open from January through the end of March 2020. In early March, however, the emerging COVID-19 pandemic necessitated suspending all in-person engagement, resulting in a very sharp pivot to other engagement strategies that did not involve any in-person contact. While the pandemic required a major shift in engagement strategies, the project team was able to conclude Phase II on the original timeline at the end of March.

Over the spring and summer of 2020, the project team summarized the input and feedback received from the community to inform additional revisions and refinements to the initial concepts proposed in Phase II, continuing to center decision-making on input received from historically un(der) served populations. The project team continued to partner with the Mobility Board to guide revisions and prepare for a third and final phase of community engagement in the fall of 2020.

The COVID-19 pandemic ultimately did not alter the project timeline, but it did impact how the project team engaged community. In contrast to the focus on in-person engagement in Phase I and early Phase II, the project team shifted to online engagement beginning in March 2020. Engagement formats varied, but interactive virtual meetings were held to replicate benefits of in-person meetings. In some cases, this may have allowed community members to attend that could not have in an in-person format. As it became clear that the restrictions on in-person gatherings would remain in place, the project team planned for a third phase of engagement that would focus on virtual opportunities to listen to the community and gather input.

The pandemic also forced reevaluation of the project's budget assumptions. Due to decreased revenue projections, Metro was forced to immediately plan for service reductions throughout the system. The North Link project service resource budget had already accounted for a potential elimination of Seattle Transportation Benefit District and other third-party funding but did not include any further service reductions. In response to the projected revenue shortfalls, the project team developed multiple reduction plan scenarios with varying impacts to the North Link project area. Ultimately, King County elected not to implement new service reductions in 2021, but systemwide reductions would continue to be planned for implementation in 2022. Therefore, the project team assumed that the resources of the current Route 41, which wholly duplicate the Northgate Link extension, would be removed from the network to meet these service reduction targets.

Phase III of the project formally launched in late September 2020 and ran through the end of October. The overall project remains on schedule, as the project team makes final revisions to the proposal to make a final recommendation to the King County Council in the spring of 2020, with the implementation of a final approved proposal scheduled for September 2021.

## Role of Equity Impact Review

The goals outlined in the Existing Conditions Report and Equity Impact Review developed for Phase I of the project remain the framework for the content of the Phase III EIR Summary. The role of the EIR continues to evolve as we further refine methodologies and processes, through learning and the introduction of new analytical tools such as NetPlan's Reach Map Compare capability. The further

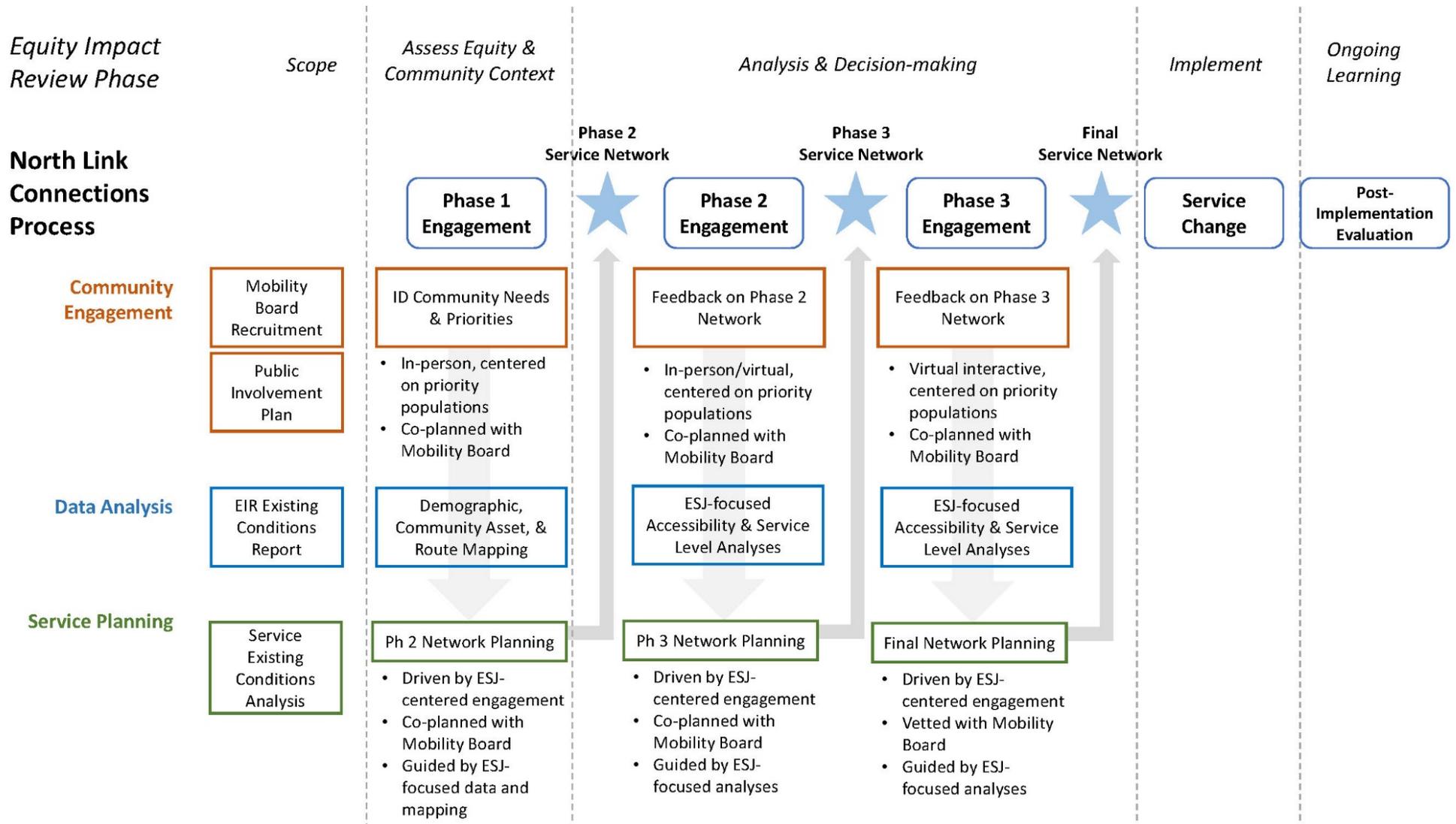
refinement of the Mobility Framework methodology and equity priority areas<sup>1</sup> also lends to the learning the North Link EIR has undertaken in how Service Planning can incorporate quantitative and qualitative data to build relationships with community and respond to community needs through mobility projects. As planners learn more, future projects may revisit and adjust project and EIR-specific goals to better reflect newer approaches to equity.

An overview of the North Link EIR process is shown in Figure 1.

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<sup>1</sup> Also known as: areas of need or areas of unmet need. These areas are determined using a combined weighted score measuring five population characteristics as identified in the Mobility Framework. These characteristics are measured through census data and are as follows: persons of color, poverty, limited English proficiency, disabled population, and foreign born population.

Figure 1: North Link EIR Overview



## Outreach & Engagement

For information on how outreach and engagement was conducted, including with our Mobility Board and agency partners, please see the final public engagement report.

### Themes

Following Phase II outreach and engagement activities and data summary reporting from the consultant PRR, Service Planning and Community Engagement project staff facilitated six intensive workshops with internal partner staff from Transit Route Facilities, Scheduling, Speed & Reliability among others, and external partner staff from SDOT, Sound Transit, and Community Transit. The goals of these workshops included identifying engagement feedback themes, summarizing route- or corridor-specific feedback from priority populations and using that information to inform the development of the Phase III network.

Throughout the community engagement process, several key themes emerged that informed revisions. As Metro distilled feedback from Phase II, centering on feedback from priority populations, the themes that emerged highlighted the importance of having reliable transit at all times of day, the need for better east-west connections, the importance of connections to hospitals as both services and major employment hubs, and the need for safe and convenient transit connections—especially between buses and trains at new Link light rail stations.

Several themes echoed and reinforced the themes heard in Phase I of the project. The themes played an important role in informing route revisions and guided the development of the proposed network.

Figure 2 below highlights the themes heard in Phase II, and examples of how they were used to shape revisions for the Phase III proposed network.

Figure 2: Outreach & Engagement Themes and Examples of proposed changes

Theme	Examples
Transfers should be between frequent services where possible, especially during midday, night, and weekends.	Increased span of service on Route 74; Weekend service added on Route 31; Revised connection of Route 75 between Northgate Station and Lake City; improved frequency on Shoreline local routes
Improve transit connections to/from major community assets and important destinations (Urban Centers, Hospitals, Universities, etc.).	New Routes 322 and 361 connecting First Hill and SLU, Routes 31 & 32 extension to Seattle Children's Hospital
Provide fast and reliable bus connections to Link light rail so travel times are better than or similar to what's experienced today.	Connecting Routes 301 and 304 to Northgate Station
Improve east-west and crosstown connections.	Routes 31 & 32 extension to Seattle Children's Hospital, Route 74 and New Route 79 in NE Seattle
Provide reliable service all-day and especially during the busiest times of day.	Connecting SR522 service to Link for improved travel time reliability;
Provide transit connections that are safe, convenient, and easy to understand for all riders.	Improved connections at U-District Station via NE 43rd St

### How the proposed network reflects feedback

The following table describes the feedback we received during Phase II for each route and the proposed changes in the Phase III network.

Figure 3: Decision Matrix for Phase 3 Proposed Network

Route	Feedback on the Phase II Proposed Network		Phase III Proposed Network Change/Outcome
	Community Feedback	Priority Population Feedback	
16		Concerns around access to Northgate and/or downtown from north Greenwood north of N 130th St. Concerns about walking further to/from the Bitter Lake area.	Route 16 is proposed to extend north to serve Greenwood Ave N at N 143 St from the Phase II proposal end at N 130th St. Bitter Lake is also Equity Priority Area in the project area.
23	Concerns about this pathway, frequency meeting rider needs.		Route 23 is removed from the Phase III network.
25	Concerns about this pathway, frequency meeting rider needs.		Route 25 is removed from the Phase III network and replaced with revised Route 26.
26	Concerns about no longer having this direct, express connection between Wallingford and downtown Seattle. Some are not sold that a connection to U District Station and light rail makes sense from a travel-time, intuitive navigation, and/or convenience standpoint.		Route 26 is proposed to be reintroduced in the Phase III network and reoriented to serve U District Station and the University District via Northgate Station and Greenlake area.
31	Concerns about the Route 31/32 no longer serving central UW Campus and the UW Medical Center. Concerns that the direct connection to U District Station via NE 45th St will increase door-to-door travel times for those using the Route 31/32 to access UW Campus and Medical Center. People also note that they wouldn't likely transfer from bus to rail at U District Station just to ride to UW Station to access destinations like the UW Medical Center.		Route 31 and Route 32 are proposed to no longer through-route with Route 75.

North Link Connections Mobility Project: Equity Impact Review – Appendix D

Route	Feedback on the Phase II Proposed Network		Phase III Proposed Network Change/Outcome
	Community Feedback	Priority Population Feedback	
32	Concerns about the Route 31/32 no longer serving central UW Campus and the UW Medical Center. Concerns that the direct connection to U District Station via NE 45th St will increase door-to-door travel times for those using the Route 31/32 to access UW Campus and Medical Center. People also note that they wouldn't likely transfer from bus to rail at U District Station just to ride to UW Station to access destinations like the UW Medical Center.		Route 31 and Route 32 are proposed to no longer through-route with Route 75.
40			After further evaluation, pavement conditions along NE Northgate Way between Meridian Way N and 5th Ave NE are not conducive to frequent transit operation. Route 40 is proposed to move from the Phase II pathway on NE Northgate Way to the existing pathway using Meridian Ave N and College Way N to access Northgate Station via North Seattle College.
44	Concerns about overcrowding with the new U District Station.		No change.
45	Some dislike the reorientation to N 80th St, some do not believe this is a viable pathway for transit operations. Some folks living west of Greenwood are concerned about the loss of a direct (one-seat) connection between Crown Hill/Loyal Heights and University District/UW.	Some level of difference between priority populations and non-priority populations in how many folks disliked the change (17% of priority populations/28% non-priority populations).	Route 45 is proposed to move from the Phase II pathway on Woodlawn Ave N and N 80th St to the existing pathway using E Greenlake Dr N and N 85th St to Loyal Heights. Additionally, Route 45 is proposed to move from the existing pathway on NE Pacific St to Stevens Way NE through the University of Washington campus. Route 45 and Route 75 are proposed to through-route, or connect, where they transition from one route to the other on the University of Washington campus.
48	Concerns from U District community and businesses about volume of buses on NE 43rd St and University Way NE.		Due to pavement conditions, transit volumes using the new NE 43rd St pathway should be lowered. Route 48 is proposed to move from the Phase II pathway on NE 43rd St and NE 45th St by U District Station to serve the existing pathway on 15th Ave NE.
49			No change.

North Link Connections Mobility Project: Equity Impact Review – Appendix D

Route	Feedback on the Phase II Proposed Network		Phase III Proposed Network Change/Outcome
	Community Feedback	Priority Population Feedback	
61	General support of the Route 61 and the new east/west connection from Lake City to Loyal Heights.	General support of the Route 61 and the new east/west connection from Lake City to Loyal Heights.	Route 61 is removed from the Phase III network and replaced with peak-only service on Route 361. Because Route 45 is proposed to move back to the N 85th St pathway, the area between Greenwood and Loyal Heights would have much higher service levels than designated through the Service Guidelines, therefore Route 61 was removed was from that section. The usability of a shortened Route 61, between Lake City and Greenwood, was questioned. Additionally, budget considerations required that planners revisit proposed frequencies of all new services. Therefore, a new concept was introduced in Phase III.
62			After further evaluation, pavement conditions along NE 65th St between Latona Ave NE and Ravenna Ave NE as well as NE 56th St are not conducive to frequent transit operation. Route 62 is proposed to move from the Phase II pathway on NE 56th St and NE 65th St between Latona Ave NE and Ravenna Ave NE to the existing pathway using Meridian Ave N and Woodlawn Ave N.
63	Concerns about removing peak-only service from 5th Ave NE - forcing folks to walk over to Roosevelt Way. This is especially a concern for people with limited mobility.	Concerns about people with disabilities who live along 5th Ave NE not having access to bus services at all.	No change.
64			Route 64 is proposed to begin southbound service and end northbound service on 35th Ave NE in Wedgwood rather than on NE 145th St in Jackson Park.
65	Concerns about taking service away from Roosevelt Way NE and 11th/12th Ave NE couplet through the University District. Folks question if every bus need to connect with Link light rail - if the Route 73 connects with the U District Station, dp Routes 65/67 have to?		No change.

North Link Connections Mobility Project: Equity Impact Review – Appendix D

Route	Feedback on the Phase II Proposed Network		Phase III Proposed Network Change/Outcome
	Community Feedback	Priority Population Feedback	
67	Concerns about taking service away from Roosevelt Way NE and 11th/12th Ave NE couplet through the University District. Folks question if every bus need to connect with Link light rail - if the Route 73 connects with the U District Station, dp Routes 65/67 have to?		Route 67 is proposed to move from the Phase II pathway using University Way NE to the existing pathway using Roosevelt Way NE in the University District.
68			No change.
70			No change.
73	People note that they wouldn't likely transfer from bus to rail at U District Station just to ride to UW Station to access destinations like the UW Medical Center.		Route 73 is proposed to extend to NE Pacific St and Montlake Blvd NE from the Phase II proposed terminal on 15th Ave NE at NE Pacific St.
74			Route 74 is proposed to no longer be through-routed or connected with Route 23, as Route 23 was removed from the Phase III network.
75	Concerns about the loss of the Route 75's current connection to UW Campus and the UW Medical Center. Concerns that changing the routing of the current Route 75 to directly connect to U District Station via NE 45th St will increase door-to-door travel-time to/from these major destinations. This is expressed by for Route 75 riders since they would have to either 1) walk/roll between NE 45th St/17th Ave NE or U District Station and these destinations; or 2) transfer to another route at U District Station.		Route 75 is proposed to no longer through-route with Routes 31 and 32 and instead is proposed to through-route, or connect, with Route 45. Route 75 is proposed to move from the Phase II pathway on NE 45th St to the existing pathway on Stevens Way NE through the University of Washington campus.
79	General support of this new east/west service along NE 75th St.		Route 79 is proposed to no longer be through-routed or connected with Route 23, as Route 23 was removed from the Phase III network.
301	With all 300 series routes - concerns about all services connecting to Link in the peak without providing direct connection to downtown Seattle.	Concerns about all services connecting to Link. There was also a comment expressing concern about how busy/congested Northgate Station will be with all the services connecting there.	No change.

North Link Connections Mobility Project: Equity Impact Review – Appendix D

Route	Feedback on the Phase II Proposed Network		Phase III Proposed Network Change/Outcome
	Community Feedback	Priority Population Feedback	
302	Desire for direct connections, concerns about transfer and travel-time. With 300 series routes - concerns about all services connecting to Link in the peak without providing direct connection to downtown Seattle.		No change.
303	With 300 series routes - concerns about all services connecting to Link in the peak without providing direct connection to downtown Seattle.		No change.
304	With 300 series routes - concerns about all services connecting to Link in the peak without providing direct connection to downtown Seattle.		No change.
309			Route 309 is removed from the Phase III network and replaced with Route 322 and Route 361.
312	Concern that transfer from 522/312 to Link light rail at Roosevelt will likely increase travel-times to downtown Seattle. The intersection of Lake City Way and 12th Ave NE/Roosevelt Way NE is a "choke-point" during commuter times. Express lanes in the peak time periods and direction provide a competitive advantage over Link. Concerns about this connection with Link when Link frequencies (and Route 522/312 frequencies) are lower outside of peak e.g. midday, night, weekend service less frequent.		Route 312 is removed from the Phase III network and replaced with Route 322 and Route 361.
322			Route 322 is new to the Phase III network and will provide peak-only service between Kenmore Park & Ride and First Hill via Roosevelt Station. Replaces Route 312 between Kenmore and Roosevelt Station.
330			No change.
331			No change.
345			No change.
346			No change.
347			No change.

North Link Connections Mobility Project: Equity Impact Review – Appendix D

Route	Feedback on the Phase II Proposed Network		Phase III Proposed Network Change/Outcome
	Community Feedback	Priority Population Feedback	
348			No change.
361			Route 361 is new to the Phase III network and will provide peak-only service between Kenmore Park & Ride and South Lake Union via Northgate Station. Serves majority of riders along NE Northgate Way between Lake City and Northgate Station as a peak-only service.
372			No change.
ST 522			No change.

## Network Analysis

Based on lessons learned from earlier phases of the North Link project, updated guidance on Metro’s equity priorities, and the availability of new tools, planners used two analytical approaches to evaluate the impact of the proposed network – one analyzing change in travel time and the other analyzing change in number of trips. To calculate changes in travel time from the March 2020 network and the proposed network, planners used a series of Reach Map Compare maps, analyzing travel time changes to and from major origins and destinations in the study area, focusing on community assets, transit hubs, or locations within equity priority areas. Planners also completed a trip change analysis that measured the percent change in the number of trips on study area routes for each census block group during the 8 AM to 9 AM, 12 PM to 1 PM, and 8 PM to 9 PM periods. The trip change analysis focused on identifying priority area block groups that either had above or below the median number of trips. This roughly equated to areas that saw increased, or decreased, levels of service in the proposed network.

It is also important to note that this phase of the analysis compared the proposed network to the transit network that was scheduled to operate in March 2020 as the baseline, while previous analyses used March 2019.

## Travel Time Analysis

Planners set out to develop a strategy and approach to analyzing the North Link Phase III network using lessons learned from previous phases of the North Link project, incorporating the Mobility Framework, and utilizing new software, NetPlan, a HASTUS product from GIRO. The approach planners ultimately landed on was to run Reach Map Compare analyses in NetPlan using locations in equity priority areas, new mobility hubs, and/or community assets as the origins and destinations of the analysis. The analyses provide travel time comparisons between the March 2020 transit network and the proposed Phase III September 2021 network for each of the selected origins and destinations at a designated time.

Planners ran a total of 36 Reach Map Compare analyses from 27 different origins and destinations within the project area. Each Reach Map Compare had either an origin or destination at 9 AM (AM peak period), Noon (Midday), or 8 PM (night) on weekdays. This means that for origins, a rider would leave from a designated origin at 9 AM and for destinations, a rider would arrive by 9 AM. From these origins and destinations, at the selected times of day, planners were able to see where travel times would improve, stay the same, or worsen if the Phase III network was implemented.

Planners reviewed each of the Reach Map Compare analyses and identified major themes and takeaways. These themes and takeaways – along with representative Reach Map Compare analyses – were then incorporated into the materials that planners will review when making refinements to the Phase III network to create a finalized network.

As part of the Network Analysis on the Phase III network, planners also documented lessons learned that are summarized below in the “Lessons Learned” section.

## Major Themes & Takeaways

### Themes

- The three new Link light rail stations (Northgate Station, Roosevelt Station, and U District Station) improve travel times and access to/from north Seattle and south King County.

- Strong integration between Metro and Sound Transit services at these three new Link light rail stations and other Link stations further south, improves transfer opportunities and travel times to destinations throughout King County.
- Due to the two themes above, there are slower travel times into downtown Seattle from north King County during the peak commuter periods. While travel times are slower for these trip types, the integration with Link light rail provides more reliable travel times.

#### *Takeaways*

- The extension of Link light rail to Northgate and the integration of Metro service at each station provides improved access between north King County and Southeast Seattle / South King County.
- The proposed network improves east-west connections during the peak period between Shoreline & Kenmore/Bothell/Woodinville (Route 331), and Greenwood and U-Village/Seattle Children's (Routes 45/75 through-route)
- Significant travel time improvements between Shoreline and the University District in the peak periods.
- Slower travel times (but more transfer opportunities) between:
  - Bothell/Woodinville (SR-522) and downtown Seattle
  - Bothell/Woodinville (SR-522) and West Seattle/Queen Anne. This is primarily due to a transfer penalty of not having a one-seat ride into downtown (via ST Route 522 or Route 312) to make a transfer to these markets.

#### *Reach Map Compares Reflecting Themes & Takeaways*

See Figures 4 – 8 for the following maps:

- Northgate Station – Destination – 9 AM
- Roosevelt Station – Destination – 9 AM
- Kenmore Park & Ride – Origin – 9 AM
- Seattle Central Library – Destination – 9 AM
- University of Washington Husky Union Building (HUB) – Destination – 12 PM

Figure 4: Travel time changes to Northgate Station on weekdays at 9 AM

### Travel time changes: to Northgate Link Station - Weekday 9AM

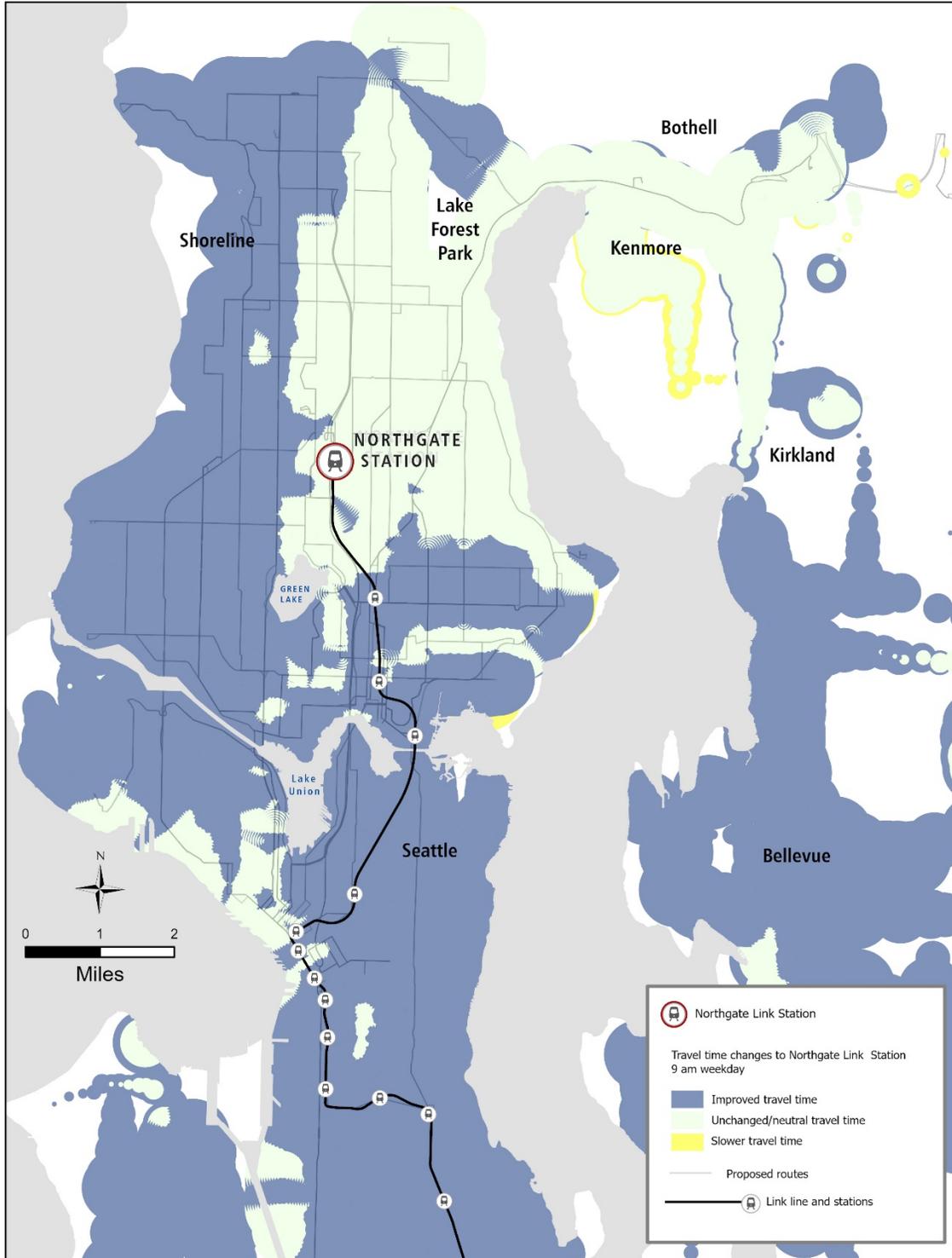


Figure 5: Travel time changes to Roosevelt Station on weekdays at 9 AM

### Travel time changes: to Roosevelt Link Station - Weekday 9AM

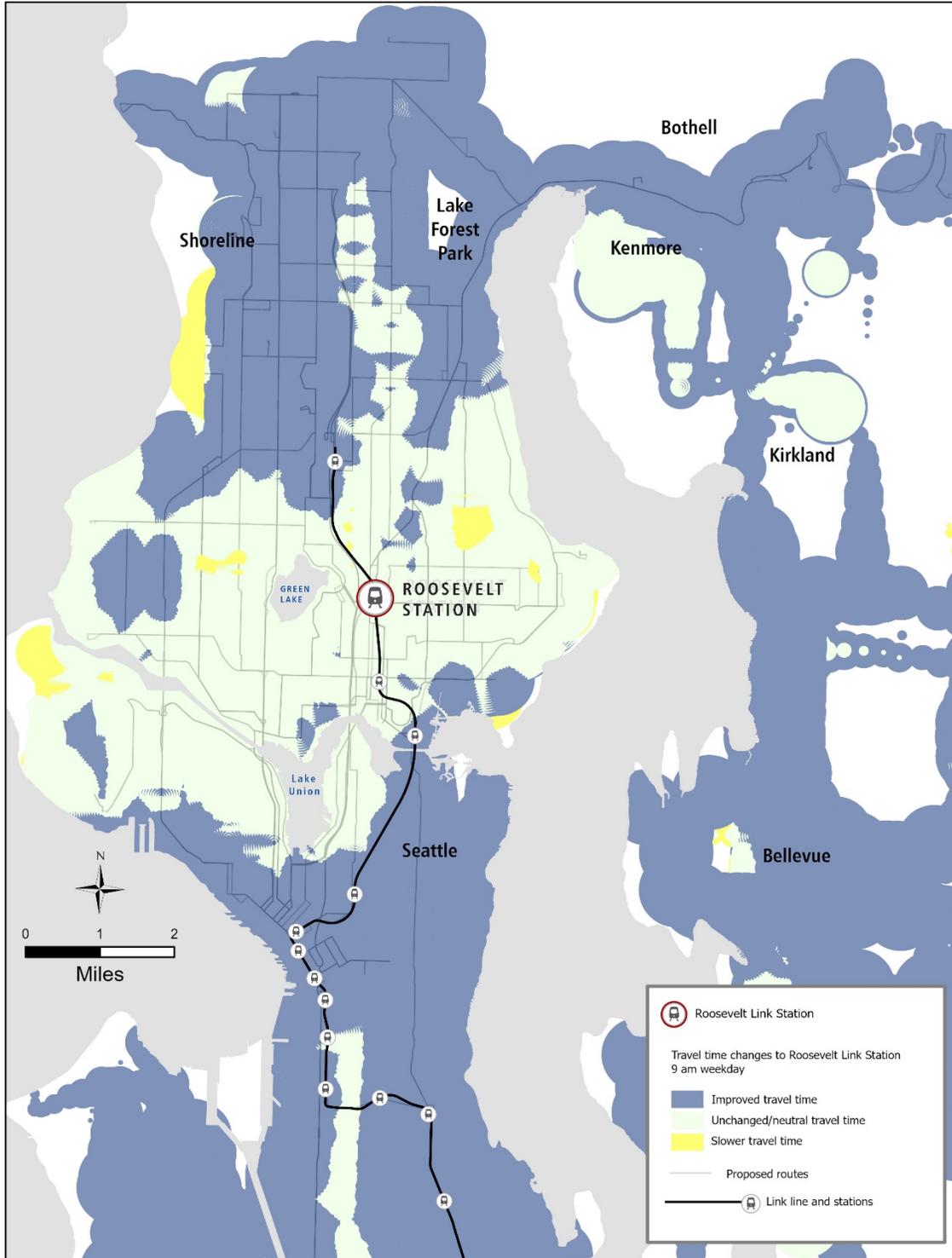


Figure 6: Travel time changes from Kenmore Park & Ride on weekdays at 9 AM

### Travel time changes: From Kenmore Park&Ride - Weekday 9AM

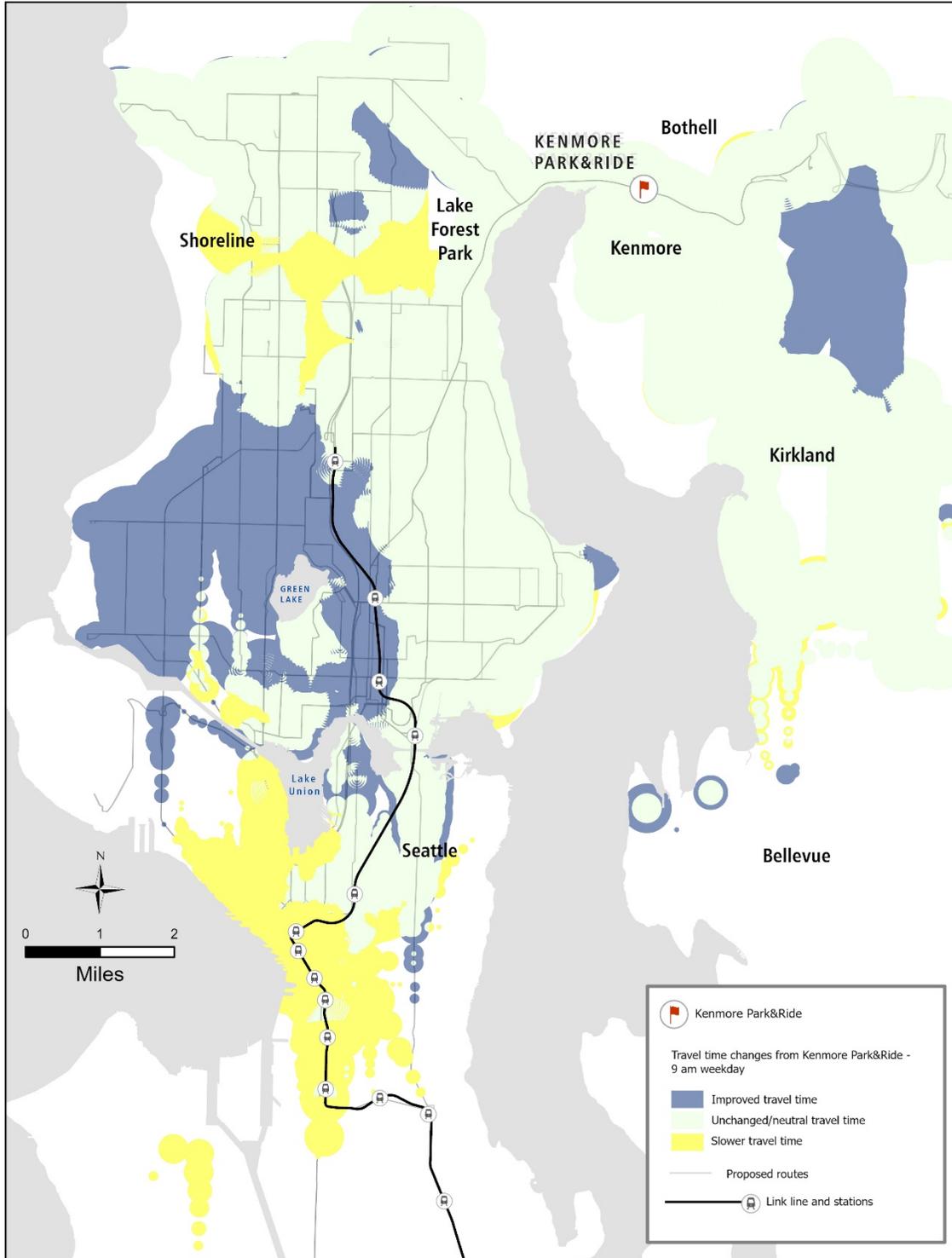


Figure 7: Travel time changes to Seattle Central Public Library on weekdays at 9 AM

### Travel time changes: to Seattle Public Library - Weekday 9am

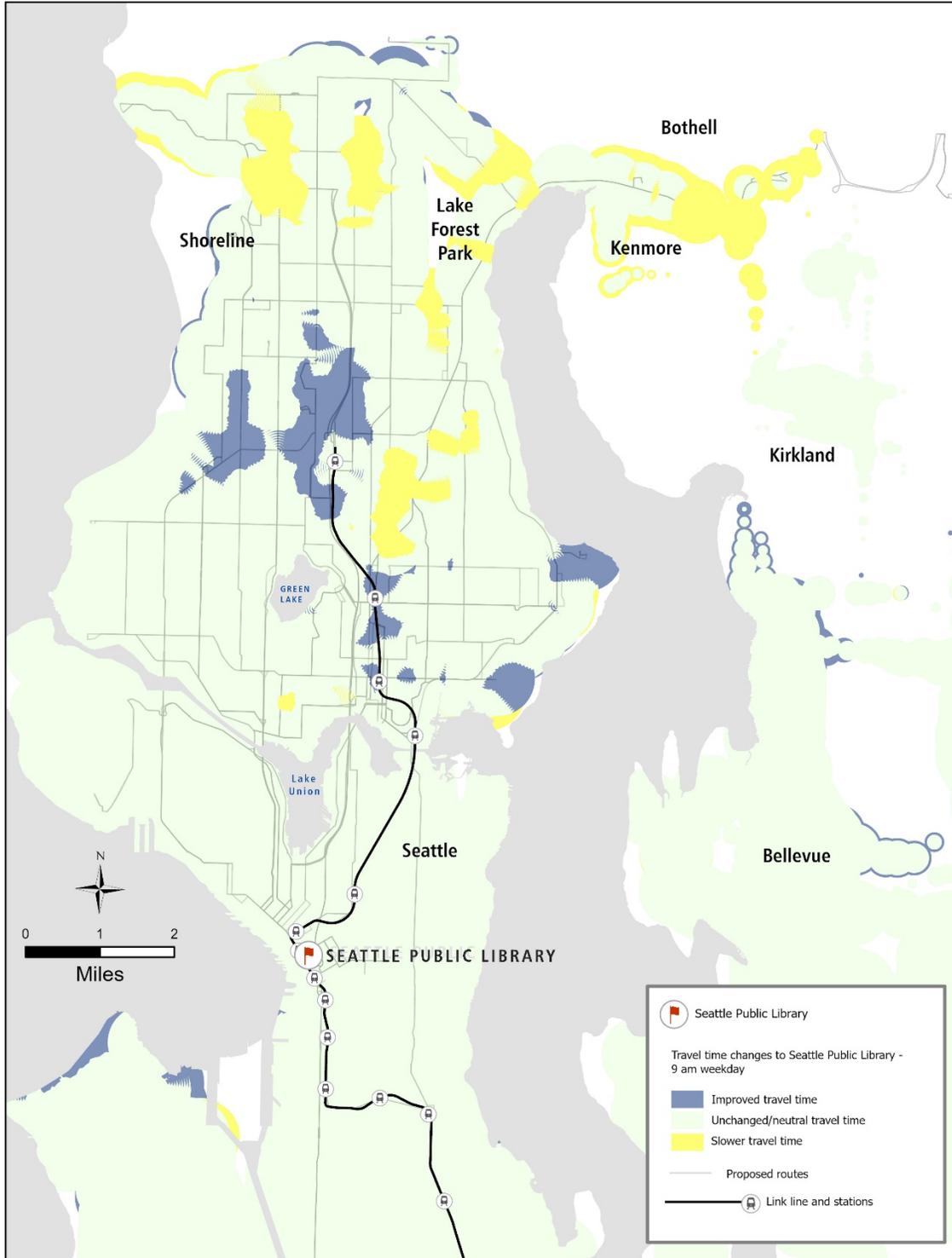
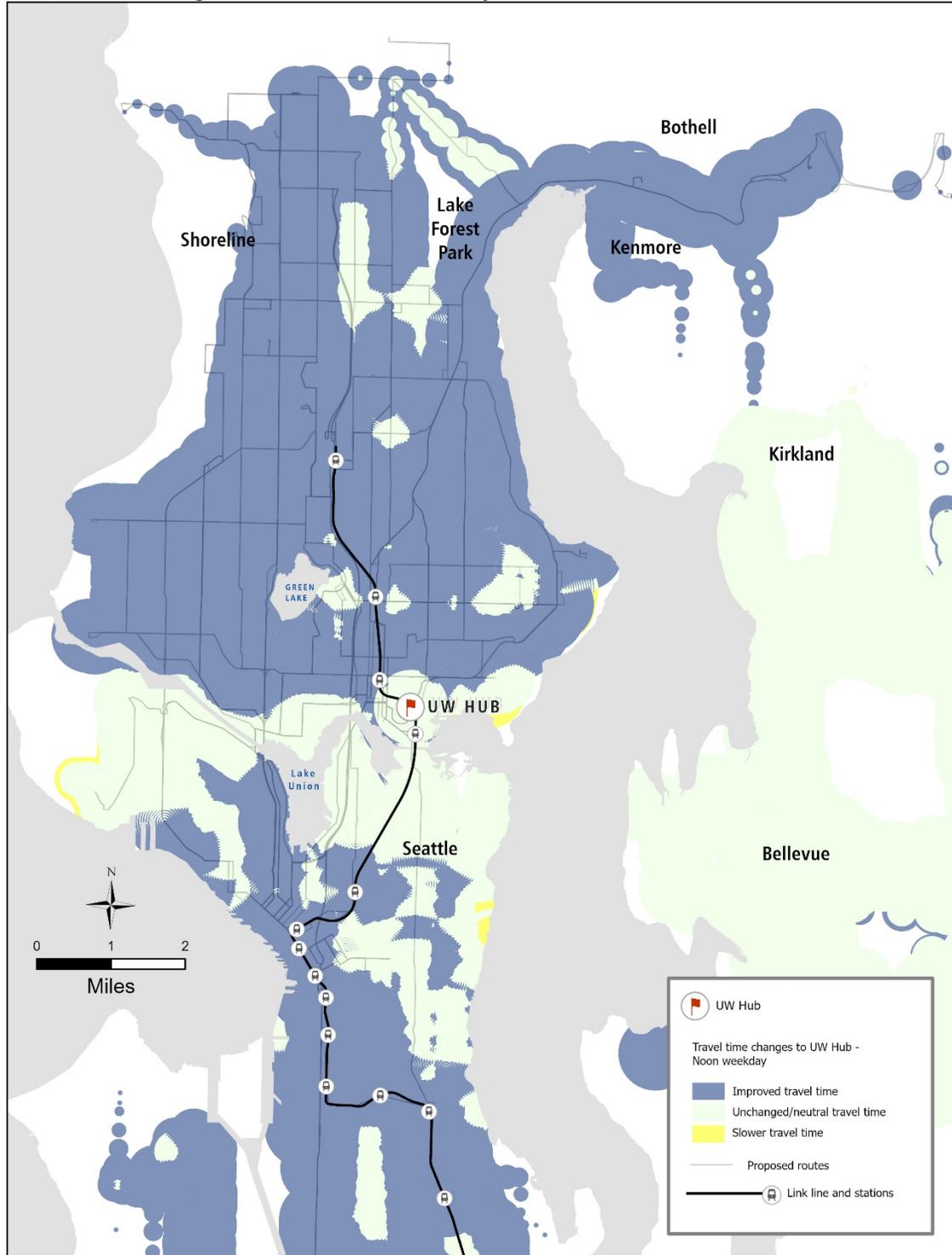


Figure 8: Travel time changes to University of Washington HUB on weekdays at 12 PM

### Travel time changes: to UW Hub - Weekday Noon



## Lessons Learned

For our next mobility project, or when we next run a Reach Map Compare analysis, these are things we can do differently to improve the accuracy of the results, and narrative of the change.

- **Improve peak analysis:** When looking at peak period travel times, use a “Time of Day” designation in the middle of the peak period to ensure peak-only routes and frequencies are captured in the Reach Map or Reach Map compare analysis, i.e. 8 AM or 5 PM. For origins, the time set is when a rider *leaves* that location. For destinations, the time set is when a rider *arrives* at that location.
  - Nuance in origins and destinations and when people leave/get home (or to another destination) in the peak commuter periods.
- **Dial in settings for Reach Map and Reach Map Compare analyses:** The Reach Map Compare analysis for the North Link project was very sensitive, so we will need to adjust to account for schedule variability on future projects
  - Transfer penalty – consider allowing a maximum of one transfer instead of two. This would be more consistent with the narrative we use in our engagement and outreach. However, it may not fully capture how many use the network, especially as Link continues to extend north, south, and east.
  - +/- 15 minutes – is that enough?
  - Any other dials we think may need adjustment?
  - Would any of these changes require a longer runtime for the analysis on GIRO’s virtual environment?
- **Exporting images with geographical context:** The maps of the Reach Map Compare analyses that were exported were difficult to understand without surrounding geography – city, geographic boundaries, water, etc. should be included for context. This can be achieved by changing the Graphic View Setting to display the open street map as a ‘Base Map’ layer.

## Geography Specific Highlights

### Northgate Area

- While this likely comes as no surprise, travel times to just about everywhere in the project area improved to/from the Northgate Station. Travel times did remain neutral to/from NW Seattle and the SR-522 corridor.
- Northwest Hospital saw improved connectivity during the off-peak time periods. This is primarily a result of Metro integrating our service with Link and other Metro services at these new stations and other stations throughout Links alignment.
- There are some odd results showing up in Kenmore and Richmond Beach area for Reach Map Compare analyses for Northwest Hospital. This may be due to trip start time difference between the baseline and proposed network on the 340 series routes.

### Downtown Seattle & SeaTac Airport Area

- SeaTac Airport as a destination at 12 PM should be seeing travel time decreases from at the very least U District and Roosevelt Stations. It’s unclear why this didn’t come out of the analysis.
- As a destination, South Lake Union & First Hill saw improved travel times from north Seattle and north King County during peak and off-peak periods, but it’s not as significant as planners

expected. For future peak period travel time improvements, we may move to an early departure time.

- Travel times to the Seattle Central Library are mostly neutral, with some slower travel times to Bothell and Woodinville in the morning likely due to the reorientation of the ST Route 522 to Roosevelt Station.

#### *Shoreline Area*

- In the midday, the Shoreline area saw some improved travel times east along the SR-522 corridor toward Woodinville and Bothell due to improved frequency of the ST Route 522 from every 30 to 15 minutes (during the midday period) and Metro and ST's bus integration with these three new Link light rail stations.
- Overall, travel time improvements are seen near new Link light rail stations due to the new Link extension, and Metro's Phase III network integrating frequent all-day service with these stations.
- AM peak connections to/from Aurora Village Transit Center and to/from the SR-522 corridor improved via Route 331 peak frequency improvements.
- Travel times are shown to have increased from the March 2020 to the proposed network to/from Belltown, central downtown Seattle, and West Seattle in the AM peak period. While frequencies did not change during this time period, start times of certain trips did, and is likely why this analysis shows an increase in travel time between these markets.

#### *SR-522 Area*

- Faster access to north Ballard, Holman Road area, and new access to downtown Ballard throughout the day.
- Slightly slower access to downtown Seattle, lost access to West Seattle/Delridge within one hour throughout the day.
- Faster access to Shoreline, Richmond Beach in the peak periods.

#### *U-District Area*

- Extension of Link light rail significantly improves access for areas both north and south of the project area:
  - Areas in north King County (e.g. Shoreline, Kenmore, Bothell) have faster all-day access to the University District and medical services due to Metro integrating services with Link light rail at new stations.
  - Areas in south King County (e.g. Burien, Renton, Kent) have faster all-day access and one less transfer to the University District due to the Link light rail extension.
- Thematic losses and increased travel time from Magnolia due to increased walk distance to UW HUB.

#### *Roosevelt Area*

- This area had general improvements or no changes for access to major destinations in the AM peak and midday periods.
- Travel time results for Roosevelt Station and Greenwood Fred Meyer were very positive, with most areas of Seattle having better access to these community assets.

- Meadowbrook Community Center had very strange results that should be reviewed further. Some results may be data artefacts, but current results show that the proposed network would make this area have less access to downtown Seattle, Interbay, Shoreline, and the SR-522 corridor.

### Trip Change by Block Group Analysis

The trip change by block group analysis compares the number of unique trips on study area routes serving each census block group in a time period in the March 2020 transit network to the level of service in each census block group in the Phase III proposed network. This allows planners to calculate the percent change in the level of service for each block group for routes associated with the North Link project. For this analysis, the planning team evaluated the 8 AM to 9 AM, 12 PM to 1 PM, and 8 PM to 9 PM periods. The goal of this analysis is to ensure that priority area block groups have a rate of trip change that is not disproportionate to the median for the study area. The maps below show the results for this analysis (Figures 9 – 11).

### Results

Most census block groups in the study area experienced either no change or a small decrease in the number of trips serving the area. The outliers to this generalization are census block groups in downtown Seattle, which will see a decrease in bus service, and block groups surrounding Northgate Station and Roosevelt Station, which will both see large increases in the level of transit service in the AM peak and moderate increases in the midday and evening periods. This result makes sense as transit service was reoriented to serve Link light rail stations. While fewer bus transit trips will serve downtown Seattle directly, riders will be able to access downtown Seattle and other destinations by transferring to Link light rail.

It is worth noting that downtown Seattle accounts for the majority of priority area block groups that will see a reduction in the level of bus transit service. Priority area block groups in north Seattle, Shoreline, Lake City and Bothell all are receiving service investments throughout the day. The removal of transit service in downtown Seattle priority area block groups is a natural result of reorienting routes to Link light rail stations.

Figure 9: Change of trips per census block group in the AM Peak Hour

**North Link Connections Mobility Project: Change in Weekday Trips on Selected Routes in the Proposed Network - by Census Block Group: AM PEAK HOUR (8am - 9am)**

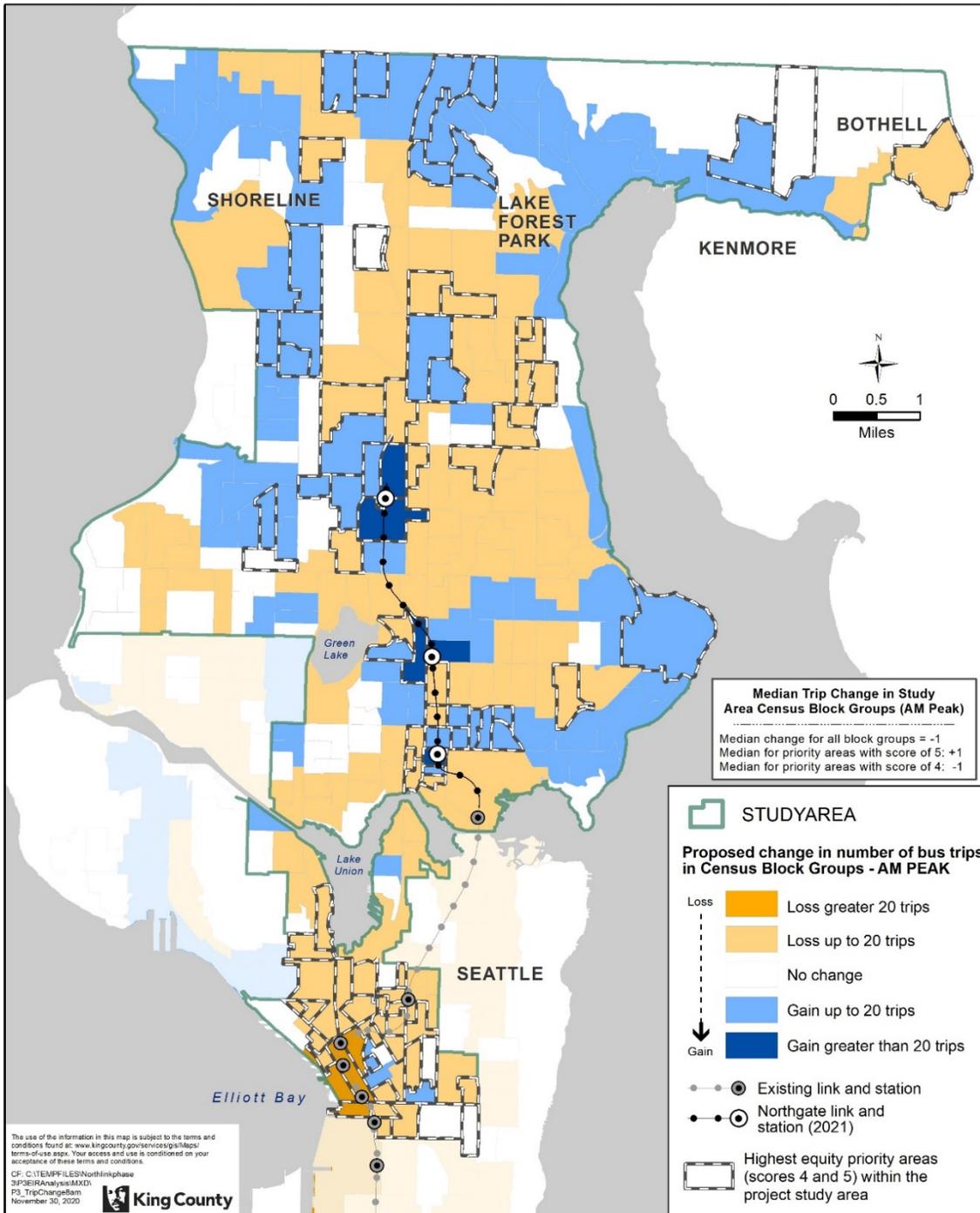


Figure 10: Change in trips per census block group in the midday hour

**North Link Connections Mobility Project: Change in Weekday Trips on Selected Routes in the Proposed Network - by Census Block Group: MIDDAY (12pm - 1 pm)**

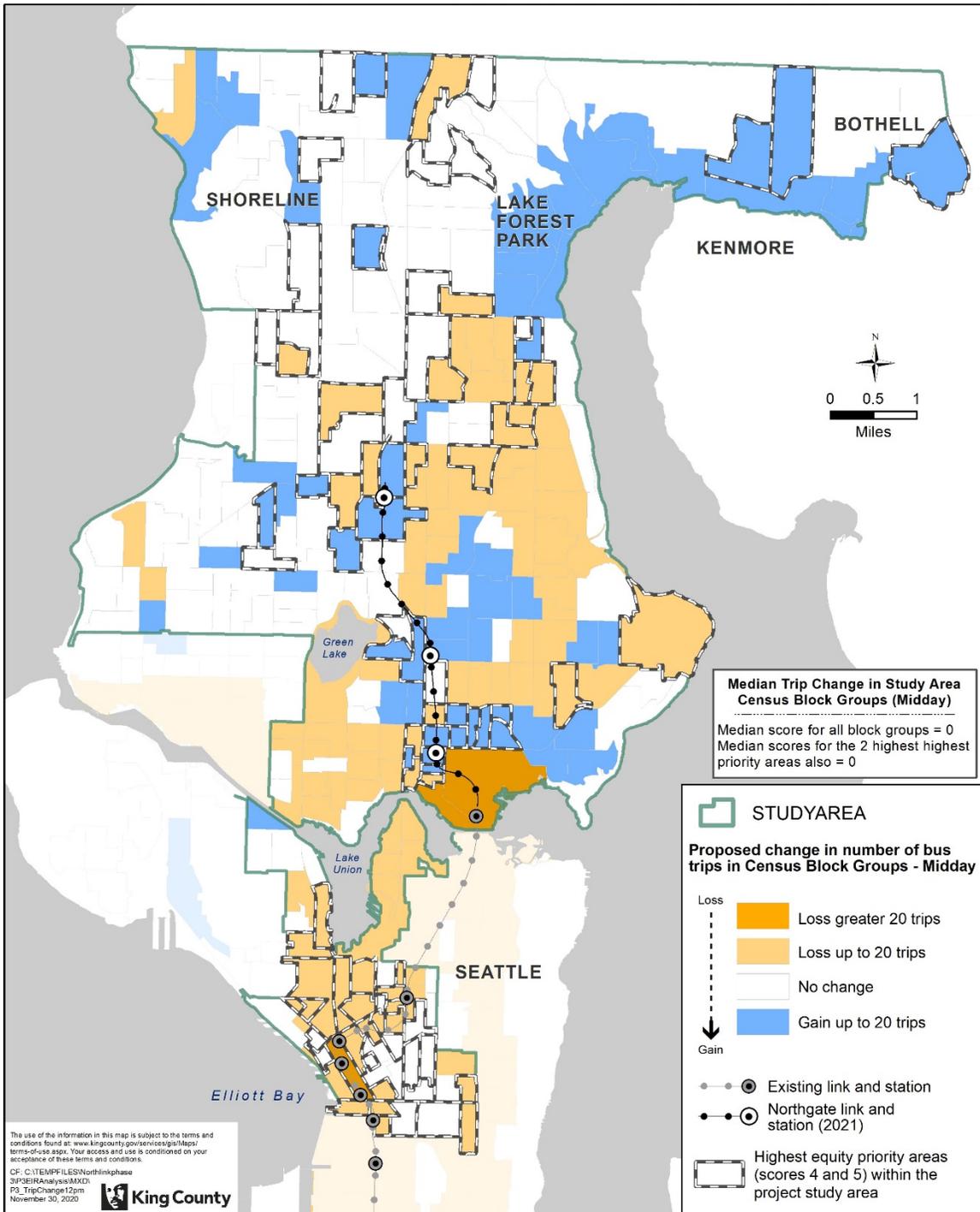
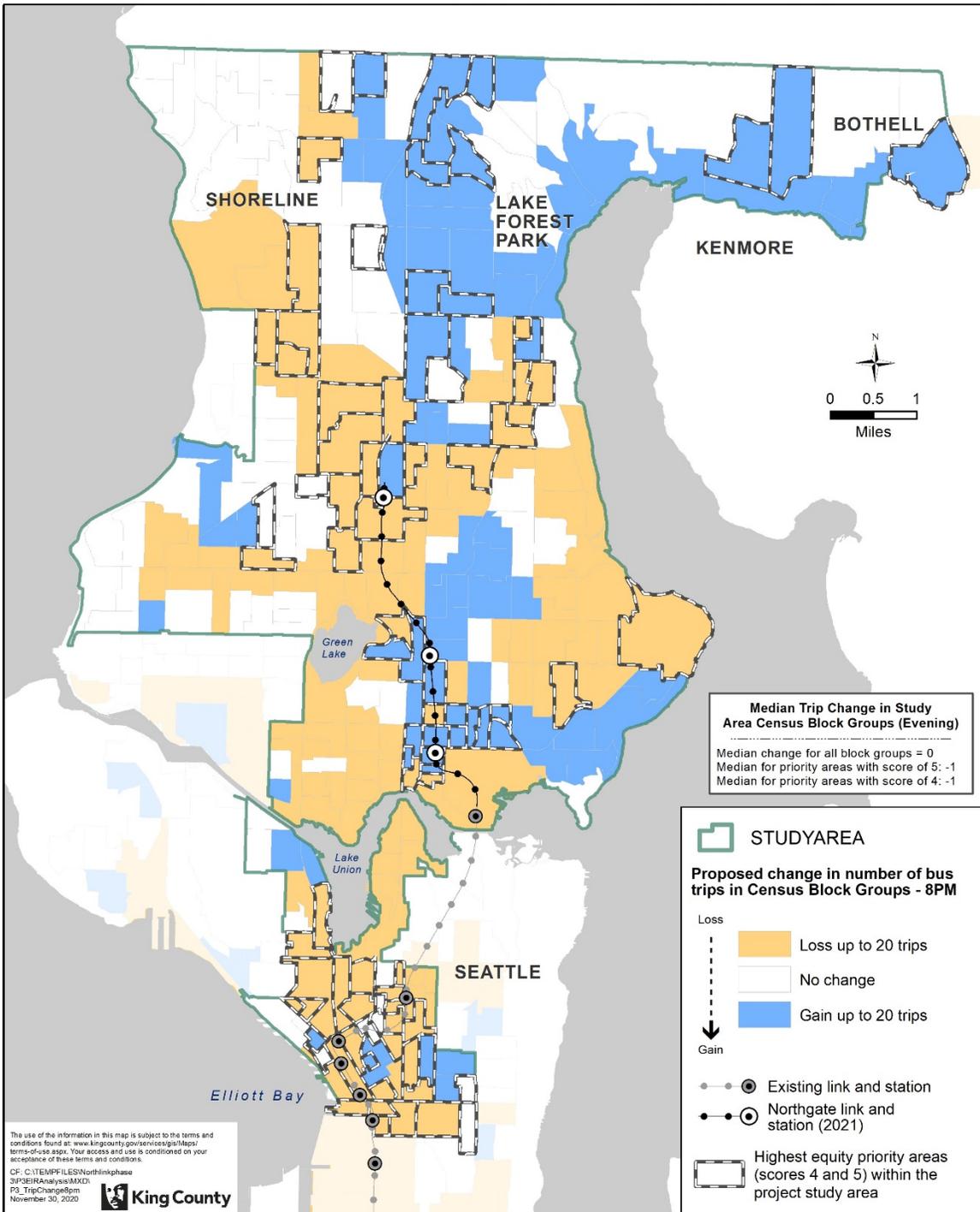


Figure 11: Change in trips per census block group in the evening hour

**North Link Connections Mobility Project: Change in Weekday Trips on Selected Routes in the Proposed Network - by Census Block Group: EVENING (8pm - 9pm)**



## Update on Goals

The EIR Goals below have been updated slightly to reflect the change of methodology due to the utilization of NetPlan, a new Service Planning software. With this new software, the Phase III analysis of the proposed network does not parallel the Phase II analysis and will not be comparable. This reflects the adaptive and iterative approach taken by Metro staff for the EIR.

### Goal 1: Transit Access & Mobility

Improve transit access to opportunity and determinants of equity for block groups with high concentrations of people of color, low-income populations, and limited-English proficiency populations and low mid-day transit access to jobs and community assets. This goal has not been updated and still reflects the Phase I project goal one.

By utilizing NetPlan, Service Planners were able to examine the specific geographies that had improved or worsening travel times to and/or from key destinations throughout the day when comparing the current service network to the proposed Phase III network. The Network Analysis section highlights the main themes and takeaways found in the analysis. These findings will guide changes made to the Phase III network.

### Goal 2: Linking Transit & Development

Work with partners to support access to affordable, safe, transit-oriented housing and family wage jobs and reduce displacement risk for people of color, low-income populations, and limited-English proficiency populations. This goal has not been updated and still reflects the Phase 1 project goal two.

Metro staff will continue to evaluate whether the PSRC displacement index is an appropriate measure of the impact of changes to bus routes, as the current methodology only includes access to high-capacity transit. While this does include bus rapid transit (BRT), it is unclear how PSRC defines BRT and if any of the changes are applicable to impact outcomes in this analysis. Many of the same measures are included in the Mobility Framework areas of unmet need analysis and may inherently already be under consideration with those block groups now functioning as equity priority areas in the EIR.

PSRC has not updated their displacement risk index since July 1, 2019. If an update is released, this will be evaluated in the post-implementation phase of the project.

### Goal 3: Equitable Process

Build authentic and lasting relationships with historically underserved or unserved populations in the project study area by engaging in equitable community-driven concept development, developing a transparent outreach/engagement and decision-making process, and focusing the majority of time and resources engaging with historically underserved populations. This goal has not been updated and still reflects the Phase I project goal three.

COVID-19 had a significant impact on engagement strategies and methods for the North Link project, as well as Metro services and operations at a systemwide level. The North Link project team worked closely with other projects and work groups to ensure that the engagement and communication with the various communities was streamlined and coordinated. We acknowledge that this was an imperfect process that planners will continue to monitor and refine for future engagement efforts.

The North Link project team centered equity, public input, and service design best practices in decision-making and recommendations for a preferred network concept. Metro staff will continue building relationships with historically underrepresented groups, including people affected by racism, bias, poverty, linguistic diversity, disability, and/or immigration. Metro is committed to conducting grassroots, inclusive, and accessible public engagement processes while navigating the limitations of the new reality of social distancing and public health guidance.

## Next Steps

### Lessons Learned

The approach utilized in Phase III of this mobility project was drastically different than originally planned to accommodate public health constraints imposed by the worldwide COVID-19 pandemic. As a result, the lessons learned in this process might be less generalizable than in prior phases, as hopefully future mobility projects will not be undertaken during a public health crisis which imposed severe restraints on both internal processes and public outreach methods. This list is not meant to be a definitive, complete accounting of the lessons learned during this project, but to highlight some of the most important lessons and to address process changes based on this learning.

### Community Engagement

- The use of virtual meetings allowed for a greater quantity of external stakeholder briefings and listening sessions for a given amount of staff time compared with all in-person meetings.
- There needed to be a better understanding of the time required for certain types of tasks such as travel time analyses to better integrate that work into outreach.
- The COVID-19 pandemic created constraints on the methods of outreach available, affecting who we heard from through outreach. As a result, Metro will have to take special care to acknowledge the weaknesses of the tools we had to rely more heavily on (such feedback mechanisms which required an internet connection) and take steps such as looking more heavily at the qualitative feedback we've heard through community-based organizations and weighting the voices of people of color, low-income people, and linguistically diverse people more heavily in our analysis of the results from those online tools.

### Internal Processes

- Website development was a major bottleneck for this project. Metro staff had limited access to the Metro webmaster, who themselves had very limited capacity to create a project-specific webpage. This resulted in needing to utilize work arounds such as only having a Public Input site and no project-specific Metro webpage, which limited the kinds of information shared with members of the public.
- The use of Remix for rough scenario planning allowed for quick “sketch-level” service scenario sharing across workgroups within Metro and with external partners and was a helpful interactive resource for those groups to reference.
- The online task tracking tools utilized in this phase of the project provided structure and accountability for team members.
- Continuing to establish clear points of contact for jurisdictional and agency partners and ensuring those points of contact remain up to date (and ideally do not change throughout the project) will avoid the need to duplicate work when bringing new people up to speed.

- To better exemplify the goals of the EIR, intentionally establish structures of shared power and responsibility in development of the equity impact review and related processes at the beginning of future projects.

### Next Steps

Following the conclusion of Phase III, Metro staff will summarize and categorize the feedback received, including highlighting the feedback, both qualitative and quantitative, specifically from priority populations. The approach to summarizing key feedback and making specific route changes will occur through a series of workshops intended to connect what we heard to each proposed route revision. The route revisions and any unresolved or unclear choices will be further vetted with the project Mobility Board to receive additional guidance and input. A final set of revisions will then undergo a series of technical exercises to budget the cost of solutions and ensure operational feasibility. Additional technical analyses will also be performed on the proposed network to better understand the equity impacts of the changes, with a focus on identified equity priority areas throughout the project area.

This final set of proposed revisions will then be the basis of a final recommendation that will undergo review by the King County Executive and will be transmitted to the King County Council through a service change ordinance. This transmittal will also include a final Equity Impact Review report. The Council will weigh in on the recommendations and consider the sum of feedback and input received during the project's three phases of community of engagement, before making a final decision on approving the proposed route changes by May 2021.

Once the Council approves a final set of changes, Metro will begin the process needed implement those changes as part of Metro's regular service change in September 2021, including working with the community to inform and educate the public on how routes will change.