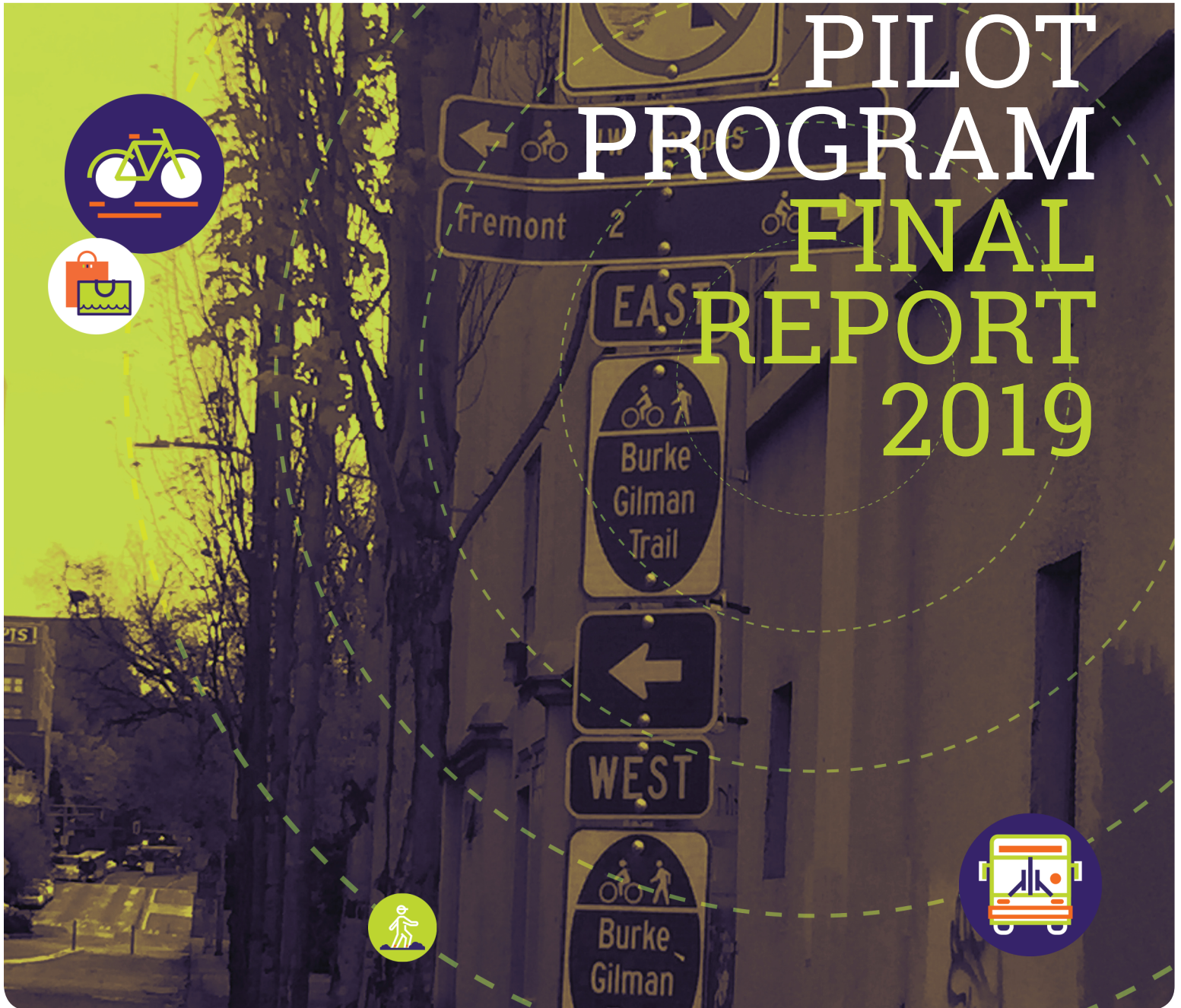




U DISTRICT
let's go!

UDLG PILOT PROGRAM FINAL REPORT 2019



ACKNOWLEDGMENTS

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Executive Summary

The City of Seattle's Transit Master Plan¹ supports the city's growth strategy which includes the University District (U District) as one of the city's major urban centers by 2030. Upcoming transit investments are projected to bring an estimated 60,000 riders per day. The U District, Let's Go (UDLG) pilot program was a year-long Transportation Demand Management (TDM) program delivered to the community in 2018 that was part of a TDM Congestion Mitigation Air Quality proposal focusing on regional growth centers and corridors. UDLG programming was designed and piloted to help ensure access to safe, reliable, and efficient transportation resources.

The pilot program's outreach strategy was a multi-pronged approach of employer education, community education, and stakeholder collaboration through a variety of events, programming, and marketing.

PROGRAM OBJECTIVES

1. Increase access to transit;
2. Provide employer education of transportation options;
3. Build awareness, understanding and adoption of ORCA LIFT, an income qualified transit pass; and,
4. Build capacity for program continuation in close alliance with the University District Partnership (UDP).

PERFORMANCE METRICS

UDLG quarterly progress reports can be found at the UDLG website (udistrictgo.org). High-level program metrics included:

- **Engage with people and partners through events.**
 - 5,442 people engaged
 - 50 unique partners engaged
- **Provide individualized commute planning services.**
 - 24 individual commute plans created
- **Increase U District employers enrolled into an ORCA for Business program.**
 - One U District business enrolled
 - 40 business meetings/presentations held to create awareness of the program
- **Increase ORCA LIFT enrollments.**
 - 216 people enrolled in ORCA LIFT
 - 16 ORCA LIFT events held
- **Quarterly program stakeholder meetings.**
 - Four meetings held to collaborate on services delivered

KEY DELIVERABLES/RESULTS

- The hyper-local, community-based program developed relationships with a multitude of partners and stakeholders and showed an appetite for TDM programming and support services.
- A signed agreement between UDP and the City of Seattle will continue support for the mission of UDP and progress within TDM programming.
- Outreach strategy, materials and resources designed/co-branded to support UDP's work.
- A successful approach to equity based TDM in neighborhoods.



Transportation Demand Management, or TDM, is a program of information, encouragement and incentives provided by local or regional organizations to help people know about and use all their transportation options to optimize all modes in the system – and to counterbalance the incentives to drive that are so prevalent in subsidies of parking and roads. These are both traditional and innovative technology-based services to help people use transit, ridesharing, walking, biking, and telework.



– THE MOBILITY LAB



KEY CHALLENGES/LESSONS LEARNED

- Challenges communicating with the neighborhood's minority-owned businesses prevented equal access to the program's transportation opportunities.
- Public response to programming showed an appetite for transportation-related communications and neighborhood-based conversations like *Transit Talks*.
- Successes in ORCA LIFT enrollment showed a need for continued focus of these services.

Local business perceptions of crime and safety issues resulted in some resistance by small employers to recommend transit for certain travel choices (such as late-night commuting by their workers).

KEY RECOMMENDATIONS

ORCA LIFT

- Continue to offer ORCA LIFT enrollment opportunities, ideally within a local organization.
- Equip UDP's REACH street-based case management outreach worker with ORCA LIFT referral forms for ongoing enrollment through UDP.
- If an organization is not identified, service providers can offer PHSKC's referral method, paper-based enrollment options for the clients.
- Offer ORCA LIFT cards with money loaded to remove barriers.
- Continue to organize ORCA LIFT enrollment events at cafes and stores.

Outreach

- Include UDLG created materials, maps, incentives and other branded transportation-focused resources at UDP events.
- Use regional TDM campaigns supporting materials, and communications to continue to promote *Bike Everywhere Month*, *Ride Transit Month*, *Light Up Your Commute*, and *Ride in the Rain* to share information about non-SOV ways to get to and through the U District.
- Continue offering neighborhood conversations such as *Transit Talks* to help inspire creative solutions, stay ahead of changes, learn from others, and celebrate successes.
- Extend commute planning services in 2021, when the opening of Link Light Rail approaches.

Partnerships

- Continue to cultivate the relationships made through the program by involving them in UDP events.
- Involve partners in UDP committee work, Urban Vitality, Clean & Safe etc., where members of the public are permitted to participate.
- Continue stakeholder meetings allowing original stakeholders to continue to serve or identify another point person.
- Involve the UDP and BIA board of directors on updates with programming to work towards further buy-in.

Communications

- Retain UDLG branding elements in future outreach to retain program identity.
- Continue transportation-related news and updates to the neighborhood, especially as the opening of Link Light Rail and Roosevelt Rapid Ride approaches and transit routes shift.
- Blend transportation opportunities into the work that the UDP already does, using a transportation and accessibility lens for its other work in economic development, community engagement and neighborhood health and wellness.



Economic Development

- Use TDM campaigns as a tool to help small businesses support and encourage non-SOV reliant modes of transportation for their employees.
- Work with Commute Seattle in providing information on how small businesses and organization can implement a transportation benefit/pre-tax program to their employees.
- Continue to educate small businesses on strategies to help employees and customers learn all of the ways to access their businesses via non-SOV modes of transportation.
- Continue to elevate safety concerns with public agencies and relay how concerns are influencing transit use.
- Continue to make transportation and accessibility a priority through the work of the UDP's Urban Vitality committee.
- Encourage equity-based transit oriented development, that serves a broad range of people.

Equity

- Bolster outreach to minority-owned businesses.
- Use commute planning tools to help people find a less expensive commute and identify gaps in services that organizations like TCC can help advocate for.
- Identify leaders and trusted voices within the small business community at the board and leadership level at places like TCC or Hopelink. They should also be included in community focus groups at public agencies such as SDOT and King County Metro Transit.





Introduction

BACKGROUND

The University District is a unique and thriving neighborhood where tens of thousands of people work, study, live, and play. It is also a neighborhood that is rapidly changing and growing. The City of Seattle's Transit Master Plan supports the city's growth strategy, which includes the U District as one of the city's major urban centers by 2030.

Two new transit investments: the Northgate Link light rail extension and the Roosevelt RapidRide, will become operational in 2021 and are projected to bring an estimated 60,000 riders per day by 2030 to the area. These transit extensions will better connect the U District with neighboring communities and, eventually, the region.

Along with this planned growth have come a variety of other changes including:

- Construction impacts
- New pedestrian and bicycle facilities
- Removal of parking
- New commercial and residential developments
- Increased density

Some of these changes have highlighted vulnerabilities in certain populations. Business owners perceive the removal of parking and construction impacts as a threat to their economic success. Displacement from increasing rent prices is seen as a potential threat for small business as well as lower-income populations as development continues. Although there are long-term positive effects of this growth, such as an increase in customers to the area, the real and perceived negative impacts have made some populations wary of new development and construction.

These changes, along with the unique characteristics of the neighborhood, presented a rare opportunity to connect businesses and residents to transportation resources and implement a Transportation Demand Management (TDM) program in the area. The goal of TDM is to provide information, encouragement and incentives to help people learn about and use all of the transportation options available to them, rather than focusing primarily on cars. TDM strategies were identified as potentially mitigating some of the above impacts to businesses and residents by connecting them to resources that would improve accessibility and would be more affordable than driving alone.

PROGRAM OBJECTIVES AND TARGET AUDIENCES

In response to this need, the U District, Let's Go (UDLG) pilot program was implemented. This yearlong TDM program was part of a TDM Congestion Mitigation Air Quality (CMAQ) proposal focused on regional growth centers and corridors. The program was targeted towards employers, employees, residents, and visitors of the U District.

The four main objectives of the program were to:

1. Increase access to transit, walking, biking, and other non-Single Occupancy Vehicle options in the University District.
2. Provide education and outreach to engage small businesses, employees, community groups, academic institutions, larger employers, and residents on the economic, environmental, health, and quality of life benefits of transit, ridesharing, walking, and biking.
3. Increase awareness, understanding, and adoption of the ORCA LIFT program to improve access to transit for income-qualified individuals.
4. Build capacity for an ongoing TDM program for eventual adoption by the U District Partnership beyond the pilot phase.

This report outlines how the UDLG pilot program was built, tools that it used, lessons learned, effective strategies, and outlines recommendations for maintaining a vibrant and healthy community while furthering TDM work. The report also suggests a framework for how other neighborhoods can implement TDM programming in an equitable way.



PARTNERS

Transportation Choices Coalition (TCC), is a statewide non-profit organization that advocates for more equitable transportation choices including transit, walking and biking. TCC has expertise in transportation planning and policy, and holds deep relationships within public transportation agencies. TCC entered into an agreement with the City of Seattle to provide locally tailored TDM services to people working, living and visiting in the U District neighborhood, including small businesses and residents.

The **U District Partnership (UDP)** is a local neighborhood organization with established relationships with small businesses, service organizations, and property owners in the area. The UDP hosted the program, provided in-kind support such as office space.

The U District Partnership serves all who work in, live in, and visit the U District by fostering and sustaining a vibrant, diverse, and healthy neighborhood for the common good.

Downtown: On the Go! is a program based in Tacoma, Washington that offers services, resources, and programs to support commuters, businesses, and residents. Based on their expertise with a similar program, they guided the creation of communications and framing of transportation as an economic development tool for small businesses.

Core to the pilot's groundwork within transportation equity and accessibility was **Public Health Seattle-King County (PHSKC)**. The pilot relied heavily on PHSKC for the enrollment support and technical assistance for ORCA lift events. At these events people were educated about the low-income fare program and provided an opportunity to enroll.



Program Overview & Strategies

PROGRAM DESIGN PHASE

TCC hired program manager Miriam Castro to run the UDLG program. Starting in October 2017, she began the program design phase which included:

- setting up the program in UDP offices and collaborating with them on strategies
- building relationships with potential program partners
- researching perceptions of mobility in the U District
- identifying barriers to access and mobility to and through the neighborhood
- working with consultants to design the program's brand and marketing elements, such as the logo, tag line, and colors
- launching the UDLG webpage and social media presence
- developing the overall communication strategy
- building the program's tools and procedures for tracking process, reporting, and managing relationships

To gather initial information from employers and later analyze the program's effectiveness, we found baseline data available from two sources. The UDP had supported a survey with transportation related questions, the U District Small Business Vulnerability Study, which was administered to small businesses as recently as November 2017.ⁱⁱⁱ Additionally, SDOT had conducted a neighborhood intercept survey in 2016.^{iv} These provided both benchmark data and trends for UDLG to proceed with programming. (See **Appendix A** for more information on the Employer Survey)



IMPLEMENTATION PHASE

The year-long community program kicked off^v in January of 2018. The primary strategies for implementing the program included stakeholder collaboration, targeted outreach and communications, community events, and ORCA LIFT awareness.

Stakeholder Collaboration

The UDLG work was guided by stakeholders representing public agencies and institutions, nonprofits, and community organizations with a vested interest in transportation in the U District. Quarterly meetings allowed stakeholders to ***share information about programming, build collective knowledge, improve program outcomes, and encourage dialogue between the neighborhood and public agencies***. The long-term goal was to build a network of stakeholders to advocate for ongoing TDM programs in the U District Neighborhood, and be involved in their development and implementation. (See **Appendix B** for a list of UDLG Stakeholders and areas of expertise)

Targeted Outreach & Communications

The UDLG program was targeted at employers, employees, residents, and visitors in the U District. Outreach to each of these groups centered on motivational interviewing techniques, designed to facilitate meaningful conversations about transportation and mobility as a whole, rather than telling people that they should take transit instead of driving their cars. Through this type of interaction, ***people were able to freely share their perspectives on and barriers to mobility in the U District as well as their ideas for improvements***. We regularly shared neighborhood feedback with public agencies in an effort to help identify gaps in services and improve customer service. Feedback ranged from ideas for the new Link light rail station, inadequate pedestrian infrastructure in the Greenwood neighborhood, clarification around KC Metro's Human Services tickets, and problems with bikeshares blocking public right of ways. We also used feedback to inform the design of local events like Bike Month and *Transit Talks*.

UDLG utilized a variety of communication outlets to disseminate information, including its own outlets, partner communications, public agency event boards, and community bulletin boards. Our main modes of communication were:

- U District, Let's Go Newsletter
- Facebook
- Twitter
- Instagram
- Partner Newsletters/ListServes (UDP, King County Mobility Coalition, UW, etc.)
- Print Materials (maps, coasters, stickers, leaflets, posters, post cards, magnets, safety lights, reflective materials, and transit pass cardholders)



Below is a list of outlets, subscribers, and reach built over the year. A detailed evaluation of all communications for the project are included in **Appendix C**.

OUTLET	SUBSCRIBERS	FREQUENCY	OPENS/ REACHES	NOTES
U District, Let's Go Original Newsletters	260	Monthly	36.1%	Initial newsletters were sent via email, until we adopted Mailchimp services in March 2018
U District Partnership Weekly Update	154	Weekly	27.9%	Great way to get information out multiple times
U District Partnership Newsletter	671	Monthly	27.9%	Broad reach to businesses
King County Mobility Coalition Newsletter	350	Monthly	21.4%	Reaches a broad audience focused on equity
Eventbrite, event hosting	221	5 events promoted		221 tickets sold
Facebook @udistrictletsgo	185	Daily postings 62,900 reaches		Great for advertising events
Twitter @udistrictletsgo	199	Daily postings	188,583 impressions	Sharing information, tweeting during Transit Talk
Instagram @udletsgo	85	Special events		Used to connect with younger audience
U District Service Provider Association list serv	195	Monthly emails		Effective place to share ORCA LIFT events
Let's Go stakeholders	65 members	Monthly newsletters		Ability to share information with their networks
Urban@UW list serv	482 members	Periodic posting/ special events included in their emails		Outlet for UW community

In addition to our own branded materials, we relied on program partners for supporting materials during the year, which proved a great way to get their messaging circulated within the neighborhood.

Events

UDLG's event strategy was to have a presence in as many events (tabling, events, presentations etc.) as our staffing budget would allow. Our goal was to **establish our name, mission and purpose with as many people as possible while also providing information and resources to our target audiences**. We worked with the UDP to identify upcoming events such as University Street Fair. UDP kept us in the loop and helped us connect with organizers for other events and opportunities throughout the year.

We supplemented this broad outreach with original programming, such as *Transit Talks* for business owners and ORCA LIFT enrollment events for low-income populations. We partnered with other organizations and businesses when possible to maximize reach and resources. Our part-time contracted event staff billed 942.25 hours, allowing us to connect with more 5,224 individuals at over 62 events, presentations, and meetings in the neighborhood.



ORCA LIFT Awareness

Early planning meetings with PHSKC inspired our approach for connecting the neighborhood to ORCA LIFT. PHSKC shared their successes in holding enrollment events at local coffee shops, which created a community-focused environment to reach more people. Initially, we thought that we would hold one or two special enrollment events using this approach and would rely upon providing open enrollment hours at the UDP offices. However, at the time, limitations in accessibility to the UDP office (controlled entrance, stairs, and no easily accessible public elevator) hindered that approach. Instead we embraced the coffee shop model and committed to monthly enrollment events. ***This model provided a reliable ORCA LIFT enrollment opportunity to the neighborhood and became the cornerstone to our outreach.*** It also helped us better connect with U District small businesses, build relationships with owners and managers, raise visibility, bring in new customers, and build stronger connections with their employees. UDLG coordinated dates, times, and locations with venue partners, and PHSKC managed enrollment. UDLG, PHSKC and the venues, shared in marketing. A total of 216 people enrolled into ORCA through UDLG through 16 events.

ORCA LIFT enrollments were held to complement the programs' large-scale events and campaigns such as the University Street Fair tabling, Bike Everywhere Month, and Ride Transit Month. For example, the June ORCA LIFT enrollment was hosted at the University Book Store to reach students before summer break, helping them connect to ORCA LIFT prior to their UPASS deactivation.



Program Wrap-Up

The pilot officially ended on December 6, 2018. UDLG held a neighborhood recognition event for staff, partners, businesses, and community members were invited to attend.

Through the year-long program there grew a shared understanding of the value of the program. In the last quarter of 2018, UDLG began researching options to support the next iteration of programming. An agreement was reached between the program partners, UDP, and SDOT to continue critical elements of the program that best aligned TDM strategies with the mission and vision of the UDP. Conversations with SDOT's Transportation Equity program staff presented an opportunity to collaborate with the UW School of Social Work for a graduate-level internship. Both the UDP and the new internship would share responsibility for continuing these elements moving forward.

These elements are discussed in the ***Recommendations*** section of this report.

Program Evaluation

This section will explore how our work helped further the program's main objectives to:

1. Increase access to transit;
2. Provide employer education of transportation options;
3. Build awareness, understanding and adoption of ORCA LIFT, an income qualified transit pass; and,
4. Build capacity for program continuation in close alliance with the UDP.

For each objective we outline the **metrics** and **outcomes** of success, key strategies implemented along with **lessons learned** for each.



Objective 1: Increasing Access to Transit and non-SOV modes

METRICS FOR SUCCESS	PROGRAM OUTCOMES
Decrease the number of people driving alone to work by 2%	Number of people driving alone went from 49% to 44% based on the employer surveys (<i>Appendix A</i>)
Promote and participate in regional Transportation Demand Management campaigns	4 campaigns promoted
Implement a commute planning service	24 individual commute plans created

Strategy: Campaign-Based Behavior Change Efforts

Our goal was to promote non-single occupancy vehicle (SOV) reliant modes of transportation such as transit, walking, bicycling, and ridesharing through leveraging regional Transportation Demand Management (TDM) campaigns, like Bike Month and Ride Transit Month, that are known to help influence behavior change. Approaches and modifications to these campaigns were found through feedback gathered from motivational interviewing.

Our approach focused on engaging employees loosely in established campaigns through pop-up style events. For example, for Bike Month in May, we worked with Bicycle Security Advocates (BSA), a local volunteer organization that promotes proper bicycle locking techniques. The U District experiences a high bicycle theft rate, especially between May and October. With BSA, we created marketing materials to support messaging. Our main focus at these events was registering people's bikes into the Bike Index, which can help with recovery of a stolen bicycle. The goal was to help reinforce choosing a non-SOV reliant mode of transportation and remedy potential negative aspects, such as a stolen bike, that could impact people's decisions to continue their behavior of choosing to ride their bicycles as part of their commutes.

In efforts to work toward establishing relations and help pave a way forward, UDLG involved small businesses in its events. For Bike Month, we held a bicycle-focused film party with Scarecrow Video, utilizing their private film room. Hard Mill, an adjacent business, lent us their parking lot where we were able to host a bike valet for participants. UW Transportation Services supplied the equipment needed for a bike valet. Through joining with other organizations, we were able to share outreach and the audience through presentations made by program partners prior to the film, and the event brought new people to local businesses on bicycles and transit.



We appreciate support for our Children's Hour and the "bike to a movie" event showing BMX bandit were great! We truly appreciate your partnership and connecting Scarecrow to others and transit orgs!"



Another example is our approach to Ride Transit Month, a campaign reliant on management support that focuses on logging trips taken. Based on feedback we received, our approach was to promote a relatively new service, Metro's Night Owl late night transit service. Our goals were to help people learn about the new service, think about trying it, and build new habits in the summer, when days are longer and people feel safer, so they would be more apt to try it later in the year.

To help encourage continued promotion of these types of TDM campaigns, the materials we created for Bike Month, Ride Transit Month, Light Up Your Commute, and other campaigns were printed in bulk, co-branded and have been made available to the UDP for their ongoing use (along with digital files). Over time, and with more buy-in from business owners, there could be a coordinated effort to track trips and compete with other neighborhoods.

Lessons Learned: Campaign-Based Behavior Change Efforts

We learned that campaigns like these as currently structured, where emphasis is placed on joining teams and tracking trips, wouldn't be an effective approach for employees of small businesses such as restaurants, pubs, and cafes, which make up a majority of the businesses in the U District. These types of employees don't regularly use a computer workstation as part of their jobs, which is how participants typically receive campaign information and updates and where they log trips.

There also has to be buy-in and support from management at small businesses to help encourage participation. However, 65 percent of small businesses in the U District are minority-owned, and the owners speak a primary language other than English. Language and cultural barriers, along with UDLG's relationship barriers, made an employer-supported effort difficult. Significant effort and continued relationship building needs to occur within the neighborhood in order to capture the attention of busy employers and build trust to be able to have meaningful conversations about transportation and fun activities to support adoption.

Strategy: Commute Planning

A service that we originally thought would help increase the community's access to transit and other non-SOV modes was Commute Planning Services, or individualized point-to-point trip planning. Commute planning was promoted on the UDLG website and other messaging during times of change throughout the year (such as transit reductions in the summer, or major events, that would be potentially disruptive to people's commutes). The intended goal was to help remove the barrier from the individual of having to spend time researching a better or less expensive commute.

During the pilot, we created 24 commute plans but were unable to track whether people changed their behavior.



Lessons Learned: Commute Planning

In our research we learned that commute-planning services can be an effective way to change behavior, however there needed to have been other support structures in place such as support of owners/ managers of businesses for it to be effective. Getting tools in front of owners of small businesses individually was difficult and perceived as an added, extra burden to administer. In addition, we found that our targeted audiences were aware of how to get to the U District and therefore the benefits of commute planning in this context were minimal.

For large organizations with TDM requirements (Children's Hospital and UW Transportation Services), the commute planning is included as part of a new employee orientation, or offered when an employee is going through a major change in context, where it makes sense to reevaluate their commutes (moved homes, change in department, welcomed a new family member, etc.)

Objective 2: Increasing Employer Education of Transportation Options

METRICS FOR SUCCESS	PROGRAM OUTCOMES
2% increase in employers offering a transportation benefit	3% increase in employers offering a transportation benefit
Meet with local businesses to increase awareness of the program	40 business meetings/presentations held

Strategy: General Business Outreach

Our outreach to small businesses involved a variety of approaches, including one-on-one meetings, group presentations, door-to-door introductions, specialized workshops, social media campaigns, supporting materials like toolkits and promotional items, and hosting community wide conversations, such as *Transit Talks*.

To assist with building relationships, growing contacts, and informing programming specifically with employers, we worked with a program consultant, EMC Research, on an outreach tool. UDLG survey staff were trained by EMC and UDLG coordinated a first push with a small but valuable response pool that outlined why some employers didn't offer benefits and what would make them more likely to offer a transportation benefit. The surveys were open between April and October 2018. The results can be found on the [Working](#) section of the UDLG website. (See **Appendix A** for survey highlights)

Lessons Learned: General Business Outreach

Follow-up from one of our *Transit Talks* included organizing a workshop with Commute Seattle, a Downtown Seattle Transportation Management Association that offers consulting services, ORCA transit passes, and regulatory support to businesses. Our workshop was targeted to small businesses interested in learning more about offering pre-tax transit benefits to their employees. Interest was low, only five small businesses RSVP'd and only one attended the workshop. The one that attended, we had met with on several other occasions. We learned that while there is interest, relationships take time to build as does overall understanding of the complexities of what it takes to offer a transportation benefit. In addition, high up-front cost was cited as a factor for businesses that had expressed interest in offering an ORCA for Business related benefit.

The combined strategies worked together to help us get closer to our goal of increasing employer education, but there is still considerable effort that needs to occur to affect behavior change and adoption of programs that can reduce the neighborhood's reliance on SOV modes of transportation. Specifically, if continued efforts were made by the UDP through the lens of economic development.

Another lesson learned in our outreach to businesses was regarding their concerns around safety, transit, and economic development. In the fall of 2018, the UDP BIA, along with several other neighborhood BIAs, organized a community exchange between the city, enforcement agencies and small business to share how crime has affected their neighborhoods.^{vi} In the U District there have been impacts to transit use and perceptions around neighborhood safety among small businesses. Business owners reported that they were unsure who to call for assistance, and when calls are made, there is little to no response.

COMMENTS FROM EMPLOYERS:

One small business reported spending \$7,000 on ride hailing services (Uber/Lift) for her employees for rides home (some of whom live blocks away from her store at NE 43rd and University Way) because they feel unsafe and have been harassed or followed when waiting for the bus. This owner reported difficulty in retaining employees due to feeling unsafe working late at night and not likely to take transit during these hours.

Another small business (a hair salon) reported negative economic impacts to his business due to one particular bus stop. He has been unable to retain people that self-identify as women, who reported feeling unsafe working at his establishment and bringing their clients there. As a result, he only has male-identified people on staff, which has resulted in a decrease in his business.

UDLG and TCC have begun meeting with King County Metro security to address the concerns. The UDP has also taken steps to reduce safety concerns, such as removing seating at particular transit stops and providing support through its Clean & Safe Ambassador team. The UDP and members should continue to elevate issues through forums like the stakeholder meetings where public agencies are present to hear firsthand how these issues are impacting transit use in the neighborhood.

Strategy: *Transit Talks*

One of the more successful ways we united businesses, service organizations, public agencies, and neighbors around the topic of transportation and changes was through two *Transit Talks*. We built topics from themes learned during outreach. We folded in education that would help increase the neighborhoods understanding of the societal and economic benefits that transportation investments would bring to the area. Another goal was to bring visibility to the neighborhood by highlighting small businesses. UDLG *Transit Talks* were recorded by Seattle Channel and are accessible via their website.

Talks are easy to organize (involving procuring speakers from a variety of backgrounds and perspectives at a low cost) and provide a forum to disseminate information and for neighborhoods to work together to be prepared for changes, like bus reroutes that can affect how people get to businesses and services.



UDistrictLetsGo @UDistrictLetsGo - May 24

Q: What are creative ways to bring customers to your business?

A: See what other people are doing to activate their space - like Pike Place Market and U Village. Rainy Day promotion and "Hilloween" on Capitol Hill. - rachel marshall,

[@rgbsoda](#) [#TransitTalk](#)

[View Tweet Activity](#)

Lessons Learned: *Transit Talks*

The number and diversity of attendees, which included business owners, service providers, individuals, and public agencies, showed that there is interest and an appetite for community conversations. As mentioned, the UDP could play a critical role in continuing progress in this area. The depth and breadth of the relationships that they have would bring tremendous value to community. Service organizations could also benefit from organizing transportation-related talks to help solve challenges that are unique to their work while also helping inform where there are gaps in equity and transportation. A key takeaway from *Transit Talks* was the value of looking to other neighborhoods for ideas, networking, and coordinated planning.

SCIDpda and 3 others liked



UDistrictLetsGo @UDistrictLetsGo - 24 May 2018

"How do we make our neighborhood a place where people want to stop, not just travel through?" Jamie Lee, @SCIDpda #TransitTalks



Strategy: Rideshare Programs

In early phases of programming, we learned that UW Transportation Services has a robust rideshare program. We learned that the UW had vans of people commuting to UW that needed riders. Our initial ideas were to identify potential riders, specifically riders from the neighborhood hotel/service industries whose schedules would match those of the employees coming to the UW, that could join vans with seats available. Unfortunately, efforts to get in front of hotel administration weren't successful despite repeated attempts.

Lessons Learned: Rideshare Programs

There is a lot of opportunity to partner and hold events around ride matching, especially because some local hotels already have an ORCA for Business program. This program includes fully-subsidized access to Metro's vanpool and vanshare programs, which would help further reduce the cost of commuting. The Residence Inn Seattle University District and the Graduate Seattle Hotels are located near the upcoming U District Link light rail station and would be ideal for cultivating a rideshare program.

Strategy: Outreach to Minority-Owned Business Owners

Over the course of the yearlong pilot, some progress was made with one minority-owned business, who is also a highly engaged member of the UDP board of directors. This business owner offered feedback on some of our program's toolkit elements that she felt would better resonate with business owners. She also welcomed collaboration with the internship's goal to work more within this area. Continued engagement with business owners and is critical to learn how information is best communicated to minority-owned businesses.

Efforts through the pilot phase spent considerable focus on building relationships with UDP and BIA leadership, and those relationships should continue to be cultivated in this next iteration. In addition, through the internship, even more effort is being focused on connecting with minority-owned businesses.

Lessons Learned: Outreach to Minority-Owned Business Owners

One of the major lessons we learned was that there needed to be more effort placed on connecting with the U District's minority-owned businesses. While there was access to translation/transcreation^{viii} (where messages are adapted to maintain tone, style and context, from one language to another), the barrier was building trust and credibility through relationships. There is incredible value in continuing to learn from them and seek out their insights and opinions.

To improve engagement, continue to identify leaders and trusted voices within the small business community at the board and leadership level at places like TCC or Hopelink. They should also be included in community focus groups at public agencies such as SDOT and King County Metro Transit.

Strategy: **Tools for Employers**

UDLG created a toolkit resource for small businesses that consisted of:

- a one-pager of reasons why to support transportation options,
- ORCA for Business product comparison,
- Commute Planning intake forms,
- the Employer Survey,
- Night Owl informational posters,
- neighborhood maps,
- and other UDLG-branded items.

UDLG staff distributed toolkits to small businesses, suggested uses for materials (commuting bulletin boards etc.) and invited further conversation. We also offered pre-loaded ORCA cards (\$5 and \$10 increments) to any employers that wanted them for help with new employee onboarding.

Lessons Learned: **Tools for Employers**

Toolkits helped start conversations but weren't the most effective use of resources. Through outreach we learned that a more important resource to small business owners was a list of contacts including who to call for potentially dangerous situations that were impacting transportation use for employees. With the variety of jurisdictions responsible for the vitality of the neighborhood (Seattle Police Department, UW Police, UDP Clean and Safe, etc.) there was confusion for who to call when help was needed.

With the help of UDP's Clean and Safe program, UDLG's created a wellness magnet, listing those important numbers. Future reports in later phases, such as reports through the internship, can update on effectiveness of this information.

(See **Appendix D** for Wellness Magnet Resource)



Objective 3: Building awareness, understanding and adoption of ORCA LIFT

METRICS FOR SUCCESS	PROGRAM OUTCOMES
Increase ORCA LIFT enrollments	216 people enrolled
100% of U District businesses surveyed know about ORCA LIFT	60% of businesses know about the program (an increase of 20%)
Hold events for people to enroll in ORCA LIFT	16 events held

Strategy: ORCA Lift Enrollment Events

Our approach to ORCA LIFT enrollments helped us reach a multitude of our program's objectives and ensured we made the neighborhood's low-income and other vulnerable populations a priority. Holding enrollment events at small businesses/organizations helped us foster relationships with owners and operators and gave us access to employees and customers. It also showed the neighborhood that businesses care about transportation and are actively working to improve access.

Monthly ORCA LIFT enrollment events provided regular and reliable, local access to a reduced fare transit pass. Monthly enrollments at coffee shops, bookstores and community organizations such as the University Food Bank helped us foster a fun community focused environment. A monthly approach lent well to incorporating themes that aligned with the neighborhood, such as UW graduation and University Street Fair etc., and the region's standing opportunities such as Open Enrollment for Health Insurance and TDM campaigns like Light Up Your Commute.

Over the course of the year, when introductions were made, or when we learned about new programs that improve low-income access to transportation, such as Lime Bike's Community Access program and Trailhead Direct (transportation to hiking trails with an ORCA card), we invited these partners to join the enrollment events, which expanded the information offered and brought more value to attendees.

Lessons Learned: **ORCA Lift Enrollment Events**

It is critical that the neighborhood works to identify a permanent provider within the U District that people can rely upon for ORCA LIFT enrollment. It is also critical that ORCA LIFT cards come with funds pre-loaded both to help drive up attendance and remove barriers to adoption and use.

While there is tremendous value in identifying a local service provider to offer enrollments, there is equal value in continuing an events-style approach in partnership with local businesses/organizations. Public events that are fun and neighborhood-focused will continue to increase access to transit, help employers better understand its value and thus support and advocate for more transportation options, and promote community awareness of affordable transportation options.

ORCA LIFT enrollment events are easy to organize, involving identifying a time and date that works with the venue and coordinating with an enrollment provider such as PHSKC or another local organization that can do the actual enrollment.



We've appreciated seeing U District Let's Go at various community events. Making transportation accessible to our most marginalized, under-served, and vulnerable populations is a needed service.



Objective 4: Building capacity for program continuation in the community

METRICS FOR SUCCESS	PROGRAM OUTCOMES
# people engaged	5,442 people engaged
Path to program longevity	Internship created to continue key program work
Community buy-in	50 unique partners engaged (attending/co-hosting events, participating in TDM strategies, etc.)

Strategy: Partnerships

The key to our success in program continuation was through our partnerships which helped us broaden our reach and engage more people, but more importantly helped reinforce that our work was needed, filled a gap, and provided value to the neighborhood. The key partnership being with UDP, who will help continue much of the work outlined in this report, with support from SDOT, PHSKC, and other local community partners.

Our partners included neighborhood and community-based organizations, nonprofits, service organizations, small businesses, public agencies and institutions. They helped open doors, reach our target audiences, meet more people, learn new ideas, hear concerns, grow our network, maximize marketing, expand areas of expertise, and fill gaps in services to benefit people working in, living in, and visiting the neighborhood.



Collaborations with partners allowed us to include our goal of increasing access to transportation resources within existing community events. In addition, partnering helped UDLG expand its messaging, folding in the work of existing groups already working in the neighborhood.

EVENT	DATE	LOCATION	PARTNERS
Coffee & a LIFT	July 2018	Street Bean Coffee Roasters	Trailhead Direct - another program in its pilot phase with a goal of connecting ORCA cardholders to transit and hiking trails.
Community LIFT	September 2018	University District Food Bank	City of Seattle Department of Neighborhoods (for language translation) Seattle/King County Coalition on Homelessness for voter registration.
Happy Hour. ORCA LIFT & Health Insurance Open Enrollment	November 2018	Sure Shot Café	PHSKC, included open health care enrollment, Public Utilities Assistance, and EBT enrollment opportunities.
Special Olympics Games USA	July 2018	Various U District Locations	UDP, UW Transportation Services Commute Options and Planning, UWTS Events team, KC Metro, SDOT, Lime bikes and Special Olympics Games USA.
<i>Transit Talks:</i> We're In It Together	October 2018	Urban Luxe café	Councilmember Rob Johnson's office, Ravenna Bryant Community Association, Share the Cities, UDP, University District Food Bank, North Seattle College, Roosevelt Neighborhood Association, King County Metro Transit, Sound Transit, SDOT, City of Shoreline, Urban Luxe Café, and Community Fitness.
Bike Everywhere Month	May 2018	Various Locations	Cascade Bicycle Club, UW Transportation Services (UWTS), Bicycle Security Advocates, Scarecrow Video and Hard Mill (leather goods store).
Ride Transit Month	June 2018	Various Locations	TCC, SDOT, King County Metro Transit (KC Metro), Starbucks and Trader Joes.

Additionally, UDLG had a presence in or helped coordinate the following UDP Original Programming:

- University Street Fair
- Neighborhood Night Out
- Up Your Ave
- Trick or Treat on Roosevelt

Lessons Learned: Partnerships

There is tremendous value in continuing to cultivate the relationships made through the program. Each partner brought expertise in their field and all were equally as interested in the health and wellness of the U District neighborhood and furthering the mission of UDLG.

“

Leveraging events and providing useful transportation info and products and coordinate with UDP is a great way to leverage existing networks and avoid duplication.

”





Next Steps & Recommendations

UDP'S ROLE PAST THE 1 YEAR PILOT

The items below were selected as priorities that the UDP would directly oversee in the next phase:

- Integrate the U District Let's Go website into UDP's website.
- Designate a portion of the UDP's newsletter for UDLG content as a standing feature. Integrate UDLG newsletter subscribers into their communications.
- Convene quarterly stakeholder meetings.

The duration of the agreement between SDOT and the UDP are limited to June 2020 and aligns with funding the UDP currently receives for its work through its BIA. The UDP is actively working on its renewal process. We anticipate that the UDP will prioritize continued TDM work in the neighborhood through its renewal request approach.

Furthering Transportation Equity

Though not an initial focus of the program, the importance of transportation equity was identified through stakeholder and program partner feedback as a critical component of UDLG. To continue furthering progress within transportation equity, specifically continuing ORCA LIFT enrollment and outreach to minority-owned businesses that represent 65% of the small businesses in the U District,^{viii} a partnership was formed between SDOT's Transportation Equity program and the University of Washington (UW) School of Social Work. The UDP agreed to host an intern from UW and the day-to-day work would be managed by SDOT's Equity program. The internship will include 16 hours a week through the end of the 2018-2019 academic year.

The objectives that will be completed through the internship are:

- Coordinating monthly ORCA LIFT enrollment opportunities.
- Maintaining U District, Let's Go website including updating pages and social media, writing blog posts with content that helps connect people to transportation opportunities, resources and information.
- Coordinating events with program partners, U District Partnership, Transportation Choices, and on-the-ground service providers.
- Meeting with minority-owned business owners to hear concerns, provide transportation resources and information.

(See **Appendix E: Equity Based TDM Toolkit** for more information)

Programmatic Elements

The list below is the UDLG's core program areas with priority ratings for continuation (with 5 being the most important), per feedback from the program's stakeholders and partners. The information was used to guide the role that the UDP and the internship would focus on and where there would be gaps. The chart outlines the program area, priority, and responsible partner, with detailed descriptions for each program area following.

OVERVIEW

PROGRAM AREA	RATING AVE. (# RESPONSES)	RESPONSIBLE FOR CONTINUATION
Monthly ORCA LIFT & Regional Reduced Fare Pass Enrollment	4.43 (16)	Internship, service providers
Partner Events (Neighborhood Night Out, Up Your Ave etc.)	4.26 (15)	Internship
Wayfinding for Businesses District Visitors (special events, general direction)	4.1 (15)	To be determined (TBD)
U District Stakeholder Meetings	4.06 (15)	UDP
Business Outreach (pre-tax benefits, economic development)	3.84 (16)	TBD
Communications (Emails, social media, website)	3.85 (14)	UDP
Neighborhood Leadership Outreach (UDP Board meetings)	3.85 (12)	TBD
Transit Talks (neighborhood-based conversations)	3.65 (16)	TBD
Community Outreach (tabling, participation in coalitions & groups)	3.33 (15)	Internship
Commute Planning	2.73 (15)	Discontinued

The section below will explain how the UDP or other partners could continue progress in these areas with tools created through UDLG.

RECOMMENDATIONS

The signed agreement between UDP and SDOT will allow for continuation of programming that will further the mission of UDP and continue progress within TDM. While there is tremendous value in a central point of leadership, some of the recommendations below that fall outside of the UDP's core mission, such as ORCA LIFT enrollment, can be implemented by other organizations.

Monthly ORCA LIFT & Regional Reduced Fare Pass Enrollment

PHSKC outlines the criteria needed for organizations that might be interested in offering onsite ORCA LIFT enrollment. PHSKC lists resources, training guides, and documentation for organizations that are interested in learning more about being a partner.^{ix} If there isn't an organization that already fits that profile, organizations that are directly involved in helping move people out of poverty should consider incorporating ORCA LIFT enrollment programming into their regular programming. Increased access to safe and affordable transportation is a key factor in accessing services, resources, schools, jobs, opportunity, and improving quality of life.

*(See **Appendix F**, UDLG's referral method enrollment procedure used in instances where PHSKC was not available/drop in enrollments)*

After the internship officially ends in June 2019, there will not be a coordinated effort to organize ORCA LIFT enrollment through an events-based model at the UDP. Options for continued ORCA LIFT enrollment are explored in the program evaluation portion of this report, which involve local service providers and possibly the UDP's Clean & Safe street-based mental health outreach effort.

An additional opportunity to connect the neighborhood's vulnerable street populations with transportation resources like ORCA LIFT is through the UDP's new REACH program (street-based case management). The UDP has partnered with Evergreen Treatment Services' REACH program to help connect with people experiencing homelessness and mental illness. Through this work, a REACH worker will build meaningful and long-term relationships with people experiencing homelessness by connecting them to food, clothing, medical care, shelter, and mental health/substance abuse treatment.



Partner Events

UDLG co-branded marketing materials and incentives with UDP so they could support the events and outreach the UDP already does, such as its *Up Your Ave*, programming for incoming UW students, or *Neighborhood Night Out*, programming for community members. Incentives that UDLG created that helped us support behavior change, such as wearable lights for commuting at night, or a detailed neighborhood mobility map, also help the UDP reach their goals of helping people find small businesses. Wearable lights and other reflective items also pair well as an incentive that could be given to families during the UDP's *Trick or Treat on Halloween* event or its *Alley Lights* programming.

Wayfinding for Businesses District Visitors

The UDP has already benefited from a UDLG co-branded outreach tool and an updated neighborhood map created for use during a large-scale event, when thousands of visitors came to the U District for the Special Olympics Games USA. As part of outreach, UDLG created both electronic and physical versions of the map, highlighting walking and bicycling routes, with specific focus on transfers at the Husky station, as well as major landmarks including the business district and the upcoming Link light rail station. The map has already been used for one of the UDP's wayfinding projects, updating street kiosks along University Way. A stock of maps were printed and left for UDP for their use at future events.

In addition, to support future efforts, UDLG worked with a designer to create a mobile wayfinding cart, a pop-up resource for use at events such as the Farmer's Market, Street Fair, or simply interacting with members of the community during popular times of the year such as the blossoming of the cherry trees at the UW. The cart was co-branded and used language to support UDP and UDLG goals for orienting people to the neighborhood. NOTE: The cart's anticipated completion date is end of February 2019.

(See **Appendix G** for neighborhood map and UDP adaptation and **Appendix H** for wayfinding cart design)





Stakeholder meetings are a must for strong, open and honest communication and breaking down silos.



U District Stakeholder Meetings

Per their agreement, the UDP will continue organizing quarterly meetings with UDLG stakeholders with the support of SDOT for accommodations and support.

The creation of the UDLG stakeholder group was critical in helping the program make connections, disseminate information, and improve services to the neighborhood. The UDP will continue to take point convening this group. The UDP will evolve the focus to best align with their goals and gain participation from groups that weren't heavily involved before. It is strongly encouraged that the UDP continue to involve organizations that tend to fall outside its regular group of stakeholders, for example, service organizations and nonprofit organizations that provide vital services that contribute to the health and wellness of the neighborhood.

Business Outreach

To build on outreach to small businesses, UDLG made available to the UDP's Economic Development Manager employer-focused materials such as: toolkits, data from surveys, economic development-focused transportation reports, lists of contacts, infographics, and other design work. Personal introductions were made with contacts at Commute Seattle, Office of Economic Development, and SDOT, who also participate in the stakeholder meetings.

Further education is needed to help neighborhood businesses better understand the link between the health and vitality of a neighborhood that is accessible via high quality transit. The U District already has great quality transit and with considerable improvements planned for 2021, the UDP has an excellent case to make in attracting new businesses to the neighborhood. An additional consideration is that by helping existing businesses connect with transportation benefit opportunities, small businesses can be more competitive and thus better retain and attract employees who will, in 2021, have a larger employment shed (easier and faster access to better jobs to the north and south) than they do now.

The progress through UDP's economic development could easily fold in more transportation-related resources and has a ready and willing partner, Commute Seattle, which is an organization with expert guidance, materials, trainings, research, capacity, and track record in helping businesses and property owners use transportation as an economic driver.

A citywide ordinance goes into effect in January 2020 that will require that businesses with 20 or more employees who worked at least 10 hours the previous calendar month establish a pre-tax transportation program. Commute Seattle is a resource to the UDP neighborhood and has expressed willingness to help businesses get ahead setting up a pre-tax program now.

Communications

As part of the UDP's agreement, UDLG news, information and programming will be a regular feature in its monthly newsletter. As explored in the Program Evaluation section, there is high public interest in transportation and mobility content.

A large part of what the UDP does, especially through its community outreach, is interfacing with small businesses. Promoting, supporting, and highlighting local businesses is a major element of their work. Incorporating TDM programming by making materials available through its regular channels is low impact, high visibility, and has the potential to help people better connect with small businesses and their neighborhood. Utilizing transit and riding bicycles can help reach UDP's goals for a health and vibrant community.

Goals for website integration as outlined in the Program Continuation part of the report will focus on helping people get to the neighborhood, highlighting mobility resources, specifically for use in economic development and transportation related news. The UDLG website domain will be in place through 2019 while the transition takes place.

As was shown through UDLG's engagement within communications, people are interested in transportation, mobility and accessibility. As part of the agreement for program continuation, the UDP absorbed UDLG newsletter subscribers and will generate transportation related content. Our **recommendation** is to blend transportation opportunities into the work that it already does, using a transportation and accessibility lens for its other work in economic development, community engagement, and health and wellness of the neighborhood.

It is highly recommended that continued outreach utilizes the established U District, Let's Go brand for recognition and consistency.

(See **Appendix I** for the UDLG style guide)



Neighborhood Leadership Outreach

The UDLG provided regular report outs and updates of progress to neighborhood leadership through attendance at UDP and BIA board meetings. We anticipate that the UDP will continue to provide updates on their involvement in continuing elements of the program and involve them via stakeholder meetings.

Transit Talks

Transit Talks are a TCC branded program and will not be continued through the internship or through the UDP, though TCC is available to support any future talks that the UDP organizes such as their U Bridge Series events. Through the UDLG pilot, we saw an appetite and need for programming that brings the neighborhood together under a common issue or idea.

Community Outreach

Through the internship, there is planned participation in various groups and coalitions such as: the King County Mobility Coalition's Access to Work & School Committee, the U District Service Provider Association (UDSPA) and the King County ORCA LIFT Service Provider meetings. The UDP Clean & Safe Program regularly interfaces with several members of the UDSPA through its program committee and addresses barriers to accessibility.

There is value in the intern attending the King County Mobility Coalition Access to Work & School with the goal of helping increase people's access to the neighborhood specifically for work at the neighborhood's small businesses.



Commute Planning

Commute planning services will not continue beyond the pilot phase. Feedback from partners suggested that there might be more value and a big enough community-wide context change later, when the opening of Link light rail approaches. At that time, UW Transportation Services and other major employers should consider a neighborhood campaign, extending services to people working, living, and visiting the area. Efforts should be supported by the UDP and small businesses including hotels and service organizations.

The UDP should continue to encourage the concept of helping small businesses understand the importance of helping both employees and customers get to their stores through non-SOV reliant options. The changes to the neighborhood include transportation investments that prioritize transit over cars. There is tremendous value in helping small businesses coordinate messaging. Commute planning procedures documentation, instructions and forms created through UDLG, were made available to UDP.

UDLG also began talks with Hopelink, a nonprofit organization that serves homeless and low-income families, children, seniors and people with disabilities in King and Snohomish counties. Hopelink expressed interest in offering commute planning through its program offerings in order to help people that do not have a car and need assistance finding options for transportation. Their work within this realm would be beneficial for a number of reasons, helping to further equity of access and capture information such as find gaps in transit service that organizations like TCC can help advocate for through their work.

In addition, places like Arbora Court, a new U District-based Bellwether housing community, could also benefit from using commute planning tools to help people find a lower cost commute and offering commute planning services would complement the work that Bellwether Housing has already done by strategically placing their communities near jobs and transit.





Conclusion

The U District, Let's Go pilot program was successful in reaching its ultimate goal of connecting the neighborhood with transportation resources. We attribute our success primarily to our relationships with partners and stakeholders, which helped our program connect with well over 5,000 individuals. Our program demonstrated the need for ongoing programming and the importance to stay ahead of transportation investments to maximize opportunity.

The U District is home to vulnerable populations such as low-income groups, students, and people experiencing homelessness as well as the service organizations that they rely upon. Our successes in ORCA LIFT enrollment showed a need for ongoing need for the service.

There was some traction gained with small businesses, however there is still a lot of work that needs to be done to connect with small businesses, especially minority-owned small businesses which represent 65 percent of the businesses in the neighborhood. Organizations like Commute Seattle are on hand to help guide future efforts. Given the direction of transportation investments in the U District neighborhood, prioritizing transit over single occupancy vehicles, programming for businesses and their employees will be even more important. The safety-related issues that some small businesses reported as negatively impacting transit use should continue to be shared with public agencies to address.

As 2021 approaches and transportation investments come online, there will be value in neighborhood-wide collaboration to build upon the excitement and ensure that the neighborhood as a whole is ready. Public response to programming demonstrated an appetite and need for transportation related communications, and neighborhood-based conversations like *Transit Talks* that can help expand transportation options that help people working, living and visiting the U District neighborhood.

Appendices

APPENDIX A: EMPLOYER OUTREACH AND SURVEY(S)

Pre and Post Strategy Background

We consulted with EMC Research with the intention of conducting a pre and post survey to understand the effectiveness of our efforts. However, we found that baseline data was available from two other sources. The UDP had supported a similar survey (with transportation related questions), U District Small Business Vulnerability Study, administered to small businesses as recently as November 2017^x (the start of the UDLG pilot), and SDOT conducted a neighborhood intercept survey in the prior year^{xi}. These initial data resources provided both benchmark data and trends to be able to proceed with programming. Forgoing a pre-survey helped us avoid over surveying the neighborhood, and we were able to redirect those financial resources into helping to revamp the UDP's website and integrating the UDLG site.

Survey Methodology

UDLG used the transportation-related questions taken from the U District Small Business Vulnerability Study, for our program's benchmark data. Our post-program survey measurement was conducted in October 2018 in partnership with the UDP as part of its Businesses Satisfaction Survey. Although the same businesses were surveyed both pre and post, the approaches were different. Pre survey outreach was conducted in person and post outreach was collected via email.

Benchmark Data and Mode Split

Findings taken from the U District Small Business Vulnerability Study^{xii} (pre-survey) found that the vast majority of commute trips made by employees were drive-alone trips, the majority of small business owners were not aware of ORCA LIFT, and that the majority of small businesses did not offer a transportation benefit.

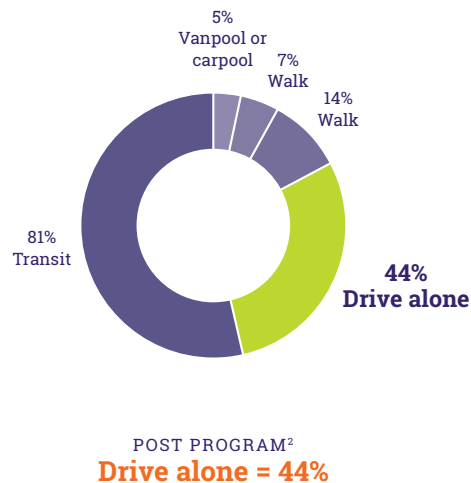
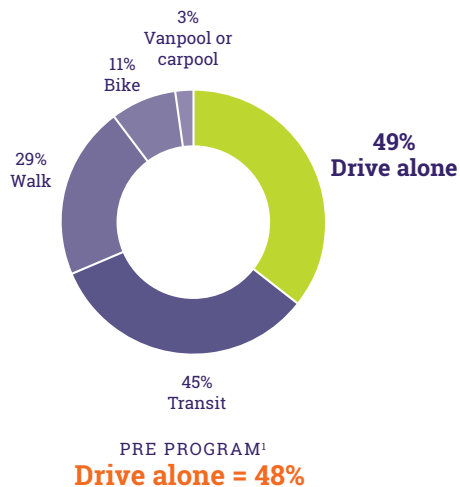


The following were the program's benchmark data and post program results:

U District, Let's Go Pre Program Benchmark Data and Post Program Results 2018

How do the majority of your employees get to work?

Program goal: 2% decrease in the number of people driving alone

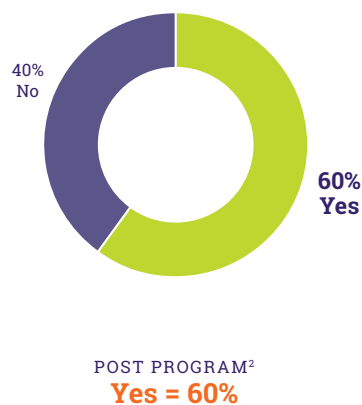
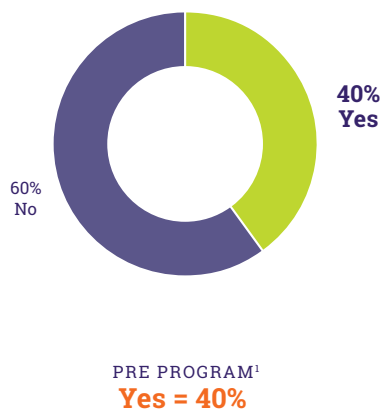


1. University District Survey Small Businesses Vulnerability Study. Published December 2017
2. U District Partnership, Business Satisfaction Baseline Project. Published November 2018

U District, Let's Go Pre Program Benchmark Data and Post Program Results 2018

Are you aware of the reduced transit fare program, ORCA LIFT?

Program goal: 100% of U District businesses know what ORCA LIFT is for and how to use it

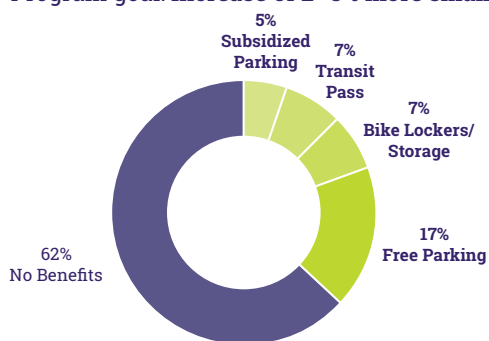


1. University District Survey Small Businesses Vulnerability Study. Published December 2017
2. U District Partnership, Business Satisfaction Baseline Project. Published November 2018

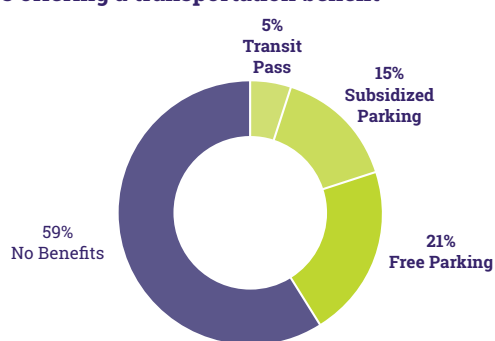
U District, Let's Go Pre Program Benchmark Data and Post Program Results 2018

Do you offer any kind of transportation benefit to your employees?

Program goal: Increase of 2–3% more small businesses offering a transportation benefit



PRE PROGRAM¹
Offer Benefits = 38%



POST PROGRAM²
Offer Benefits = 41%

1. University District Survey Small Businesses Vulnerability Study. Published December 2017

2. U District Partnership, Business Satisfaction Baseline Project. Published November 2018

Employer Use and Perceptions to Implementing Transportation Benefits

What are the primary reasons your work location does not offer transit benefits to its employees?

Small farm

Employees transport 10x10 tent, table, cases of wine and other cargo to and from each market they work including U District.

No regular schedule for work

Not needed

Cost

Cost and the lack of interest

Cost and capacity

Already have idea

Everyone drives to work

The people employed are local

Cost

We are new and haven't looked into it. I am open to offering benefits. I need more info and an easy way to go about it.

We only have a few employees, they live in very different areas from each other.

We are a small non profit serving a regional audience. We only have part time employees. At present, public transit doesn't do the job for many of our employees and visitors, who live in places like Kent and the Eastside. Public transit will get better when Light Rail makes it to Brooklyn Ave.

Driving

They all have their own car, we have parking spots, and they carpool.

They have cars already. They don't need it.

Unnecessary in our industry

Our staff regularly travel to remote parts of the state.

23 small businesses took the survey. Survey was constructed with guidance from EMC Research. Outreach was conducted in person and online. Survey conducted between April and October 2018.

Employer Use and Perceptions to Implementing Transportation Benefits

What, if anything, would make your worksite more likely to consider offering transportation benefits to its employees in the future?

Better direct bus service

Don't know

If arterial roads continue to get ruined by bike lane installations.

Subsidies or cost-sharing programs

If employees would prefer a bus pass vs. a paid parking space, I would offer that.

We would gladly offer benefits that fit within our budget and that would not take excess staff time to manage.

Don't know

Government subsidies

If the employee lived far away and the skills were needed

Discounted rates

Discounts on public transit and lyft

More employees lived on transit lines.

Brooklyn Station completion, better Sunday service

Discount orca cards

Not sure. I think light rail will help.

Not sure. If it's needed or when light rail comes.

Nothing

Transit passes, accessible transit options. It's over an hour for some folks to take transit from the central district.

23 small businesses took the survey. Survey was constructed with guidance from EMC Research. Outreach was conducted in person and online. Survey conducted between April and October 2018.

Employer Use and Perceptions to Implementing Transportation Benefits

How much does your company spend on employee parking at your location annually?

Answer	Percentage* (# of respondents)
\$0	52.94% (9)
\$200	5.88% (1)
\$600	5.88% (1)
\$1,560	5.88% (1)
\$1,680	5.88% (1)
\$3,360	5.88% (1)
\$4,200	5.88% (1)
\$5,820	5.88% (1)
\$6,000	5.88% (1)

*23 small businesses took the survey. Survey was constructed with guidance from EMC Research. Outreach was conducted in person and online. Survey conducted between April and October 2018.

APPENDIX B: UDLG STAKEHOLDERS AND AREAS OF EXPERTISE

ORGANIZATION	POINT OF CONTACT	EXPERTISE
Bellwether Housing, U District Arbora Court	Joanna Endo	Program partner, affordable housing near job centers, transit, services
Bicycle Security Advisors	Brock Howell	Bicycle advocacy, bicycle parking, theft, planning
Cascade Bicycle Club	Megan Conaway	TDM campaign support, advocacy
Children's Hospital Transportation & Sustainability	Drew Dresman	Transportation planning expertise
Children's Hospital Transportation & Sustainability	Jamie Cheney	Agency/community relationships, transportation planning expertise
City of Seattle	Michael Wells	Small business advocate
City of Seattle, Office of Planning & Community Development (OPCD)	Ian Dapiaoen	Public relations
City/University Community Advisory Committee (CUCAC)	Matt Fox	Community/UW representation
Commute Seattle	Nick Abel	Program partner, resources for small businesses, transportation/economic development expertise
CoMotion at UW	Gaia Borgias Brown	Mobility innovation hub at UW
Councilmember Rob Johnson's Office	Amy Gore	High level city support
Department of Neighborhoods Community Engagement Coordinator for the North End of Seattle	Thomas Whittemore	North Seattle neighborhood programming
Downtown Tacoma on the Go!	Kristina Walker	Let's Go program consultant & advisor
Ethnic Business Coalition	Tammy Lo Deets	Support/resources for minority-owned businesses
Feet First	Maggie Darlow	Advocates for walkable communities
King County Metro Transit	Penny Laura	ORCA for Youth program

APPENDIX B: UDLG STAKEHOLDERS AND AREAS OF EXPERTISE | *Continued*

ORGANIZATION	POINT OF CONTACT	EXPERTISE
King County Metro Transit	Stacie Khalsa	ORCA for Business programs expertise
King County Metro Transit	Sunny Knott	Market Development, North Seattle
King County Mobility Coalition	Staci Haber	Transportation equity expertise, special needs transportation
King County Public Health - Community Health Services Division	Callista Kennedy	ORCA LIFT outreach/ enrollment expertise
King County Public Health - Community Health Services Division	Daphne Pie	ORCA LIFT program director
King County Public Health - Community Health Services Division	Jennifer Covert	ORCA LIFT program management
Lime Bike	Dave Janis	Partnership opportunities, Community Access program
Neighborhood Farmers Market Association	Ivy Fox	Neighborhood Farmers Market access, needs
Roosevelt Neighborhood Association	Peter James	Coordinated neighborhood planning
Roosevelt Neighborhood Association	Scott Cooper	Coordinated neighborhood planning
Roosevelt Neighbors Alliance	Mark Griffin	Coordinated neighborhood planning
ROOTS Young Adult Shelter	Nathaniel Lyon	Service provider, program partner, youth voices
Scarecrow Video	Madeline Jarvis	Program partner, small business/ nonprofit
Seattle Department of Transportation	Ann Sutphin	Let's Go project manager, agency support, networking, resources
Seattle Department of Transportation	Annya Pintak	Transportation equity expertise, resources
Seattle Department of Transportation	Becky Edmonds	Parking expertise
Seattle Department of Transportation	Cristina VanValkenburgh	Mobility Programs Manager
Seattle Department of Transportation	Jonathan Lewis	Transportation planning expertise

APPENDIX B: UDLG STAKEHOLDERS AND AREAS OF EXPERTISE | *Continued*

ORGANIZATION	POINT OF CONTACT	EXPERTISE
Seattle Department of Transportation	Jonathan Williams	Community access & parking
Seattle Department of Transportation	Rachel Verboort	Night Owl late night bus service, transit programming
Seattle Department of Transportation	Susan McClain	Planning director
Share the Cities	Laure Loe	Housing advocacy
Sound Transit	Kristin Hoffman	Project Manager, Roosevelt & U District Stations
Sound Transit	Rhonda Dixon	Outreach, North Link Extension, U District Station
Sweet Alchemy Ice creamery	Lois Ko	Small business, bus stop safety insight
Teen Feed	Emily Doyle	Program partner, service provider, youth voices
Transportation Choices Coalition	Alex Hudson	Transportation equity, policy/advocacy
Transportation Choices Coalition	Hester Serebrin	Transportation equity, policy/advocacy
U District Library	Kristie Gale	Program partner, service provider
U District Library	Paige Chernow	Program partner, service provider
U District Mobility	Cory Crocker	U District station area planning
U District Partnership	Chase Landrey	Community outreach
U District Partnership	Evan Morse	Economic Development, needs of U District small businesses
U District Partnership	Marcus Johnson	Neighborhood safety/ wellness
U District Partnership Board/ UW External Relations	Sally Clark	UW/ community involvement
U District Small Business Association	Rick McLaughlin	Small business
U District, Let's Go	Laura Lee Sturm	Program manager

APPENDIX B: UDLG STAKEHOLDERS AND AREAS OF EXPERTISE | *Continued*

ORGANIZATION	POINT OF CONTACT	EXPERTISE
UDP Urban Vitality Chair	Stephen Antupit	Public realm, policies, infrastructure, UDP board
University Book Store	Louise Little	Program partner, UDP board
University Congregational Church	Marty Curry	Community voices
University District Foodbank	Joe Gruber	Program partner, vulnerable populations
University District Parking Associates	TBD	Parking needs
University Friends Meeting	Doreen Cornwell	Community voices
University Heights Center	Maureen Ewing	Program partner, BIA board
University of Washington, Regional & Community Relations	Aaron Hoard	UW/ community involvement, BIA board
University Temple United Methodist	Pat Simpson	Community voices, UDP board
UW Real Estate	Theresa Doherty	UW campus master plan
UW Transportation Services	Tam Kutzmark	Program partner, transportation planning



If you were a mode of transit what would you be?

"I ride the bus most often, but my favorite is light rail."

Rob Johnson | Councilmember

APPENDIX C: COMMUNICATIONS ANALYSIS

UDLG Newsletter

We found it very effective to provide several opportunities for people to stay in contact with us through our newsletter and social media channels. At times we incentivized the ask by including people into a drawing for a preloaded ORCA card or other gifts, which was an extremely effective strategy in getting subscribers. Between May and June, we saw the largest increase of subscribers, 87 new people from the prior month. We attribute the increase to the number of events we organized or attended, which provided several opportunities to ask for their contact information.

Our newsletter open rates, even when we had a handful of subscribers, averaged 36%, which means they were highly engaged and interested in our content. Our most popular newsletter was our April newsletter, which had a 56% open rate. April was a busy time for the U District, with major events like the UPD's annual community cleanup and Street Fair. Our April newsletter included information about an upcoming ORCA LIFT enrollment opportunity, Bike Month, and a highly publicized event, our first Transit Talk. All of our newsletters are accessible in the news section of our website.

It is highly recommended that effort continued to be placed on encouraging people to stay connected through newsletter communications.



Wow, we're busy!

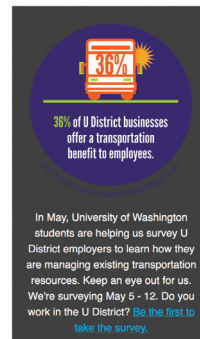
We're gearing up for fun spring events, including University Street Fair, Bike Everywhere Month, and Ride Transit Month. Here's what we've been up to and our upcoming springtime events:



How will the Link light rail impact the U District? Join us on Thurs. May 24 at the University Book Store for our next Transit Talk. We have a power packed line up of speakers including Councilmember Rob Johnson, Kristina Walker with Downtown Tacoma on the Go! and Rachel Marshall of Rachel's Ginger Beer. Check out our [blog post](#) and [RSVP here](#).



Our next ORCA lift enrollment event is Wed. May 9 at the University Book Store. [Details and flyer here](#).



In May, University of Washington students are helping us survey U District employers to learn how they are managing existing transportation resources. Keep an eye out for us. We're surveying May 5 - 12. Do you work in the U District? [Be the first to take the survey.](#)



Bike Everywhere Month is around the corner and so is the University District Street Fair and Ride Transit Month! [Here's where you can find us.](#)



Sat., May 12 is the U District's 25th Annual Community Cleanup. [Details here.](#)



Wed., May 30 is the last U District Mobility community workshop, where we're helping to inform the new U District Link light rail station area design. [Click here for details.](#) Can't make it? [Take the survey.](#)

U District, Let's Go! is a collaboration with [Transportation Choices Coalition](#), [Seattle Department of Transportation](#) and [U District Partnership](#), supported by a [WSDOT](#) project using Congestion Mitigation & Air Quality (CMAQ) funds.



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Our mailing address is:
1402 3rd Ave, Suite 310, Seattle WA 98101

Want to change how you receive these emails?
You can [update your preferences](#) or [unsubscribe from this list](#).

APPENDIX C: COMMUNICATIONS ANALYSIS | *Continued*

Facebook

We used Facebook primarily to promote our monthly events and found the outlet effective especially in reaching people when we used paid advertising. Of our 32 events hosted on Facebook, we promoted 26 events that reached 30,300 people and resulted in 488 people taking the action we had asked them to do (confirm attendance, etc.).

Our most effective paid advertisement was UDP's Neighborhood Night Out. The ad reached 3,137 people and resulted in 37 responses. Our next most popular ad was our July Coffee & A Lift with Trailhead Direct that reached 2,619 people and resulted in 34 responses, both of these events were held during the summer, which was a busy time for both the UDP and UDLG. Of the top ten events, measured by people reached through promotion, four were ORCA LIFT enrollment events, all of the top ten events were in partnership with other groups:

RANKING	ADS	RESULT (TOOK ACTION/ RSVPD)	REACH (UNIQUE VIEWS)	IMPRESSIONS (TIMES POSTING WAS SEEN)
1	Event: Night Out Seattle: U District	37	3137	4228
2	Event: Coffee & A LIFT: ORCA LIFT enrollment with Trailhead	34	2619	3467
3	Event: Welcome new #NewHuskies2018! ♥♥ #UWDawgDaze is upon us! What are you planning?	32	2707	3429
4	Event: Coffee & A LIFT: ORCA LIFT Enrollment	34	2382	3054
5	Event: ORCA LIFT & Regional Reduced Fare Pass enrollment	26	2028	2795
6	Event: 1st Annual Ride in the Rain Trivia Night!	24	1926	2430
7	Post: "June is #RideTransitMonth! We're celebrating"		1665	2028
8	Event: <i>Transit Talks</i> : How could Link light rail impact the U District?	22	1360	1792
9	Event: Light Up Your Commute	22	1146	1649
10	Event: Happy Hour: ORCA LIFT & health insurance enrollment	24	1166	1455

Twitter

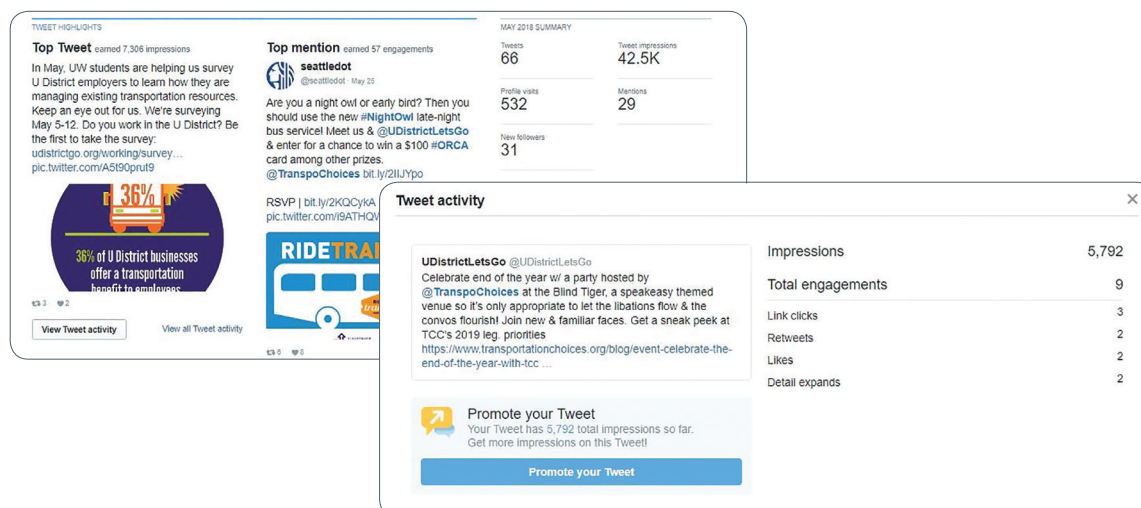
Early in the program we paid for several Twitter advertisements, however in comparison to Facebook, they were more expensive, with the minimum funding requirement of \$50 per post, and we weren't able to target advertisements (e.g by age range, zip code, etc.) We elected to focus paid advertising through Facebook.

Our first paid promotion on Twitter was advertising our commute planning services, which reached 1,785 people and resulted in nine engagements (total number of times a user interacted with posting). We learned that commute planning was not a popular service, which likely impacted the low level of engagement. Our next promotion was our April ORCA LIFT enrollment at Café Allegro, where we also advertised a free \$5 ORCA card. That ad resulted in 1,459 impressions and 25 engagements. The event itself resulted in 22 people stopping by our event, 1 commute plan created and 1 ORCA LIFT enrollment.

We continued to use Twitter as part our outreach and gained more followers than Facebook and it was an effective tool in keeping conversations going, sharing information, but not as effective paid advertising outlet compared with our use of Facebook.

Our biggest increase both in attracting new followers and impressions was the month of May, when we posted 66 tweets, gained 31 new followers which resulted in 42,500 impressions. Consistent with other increases seen, such as newsletter subscribers and Facebook engagements, May was one our busiest months of activity and included high-profile events: a Transit Talk and promotion for Ride Transit Month, in which we partnered with SDOT heavily for promotional assistance (blogs, shared Facebook postings etc.).

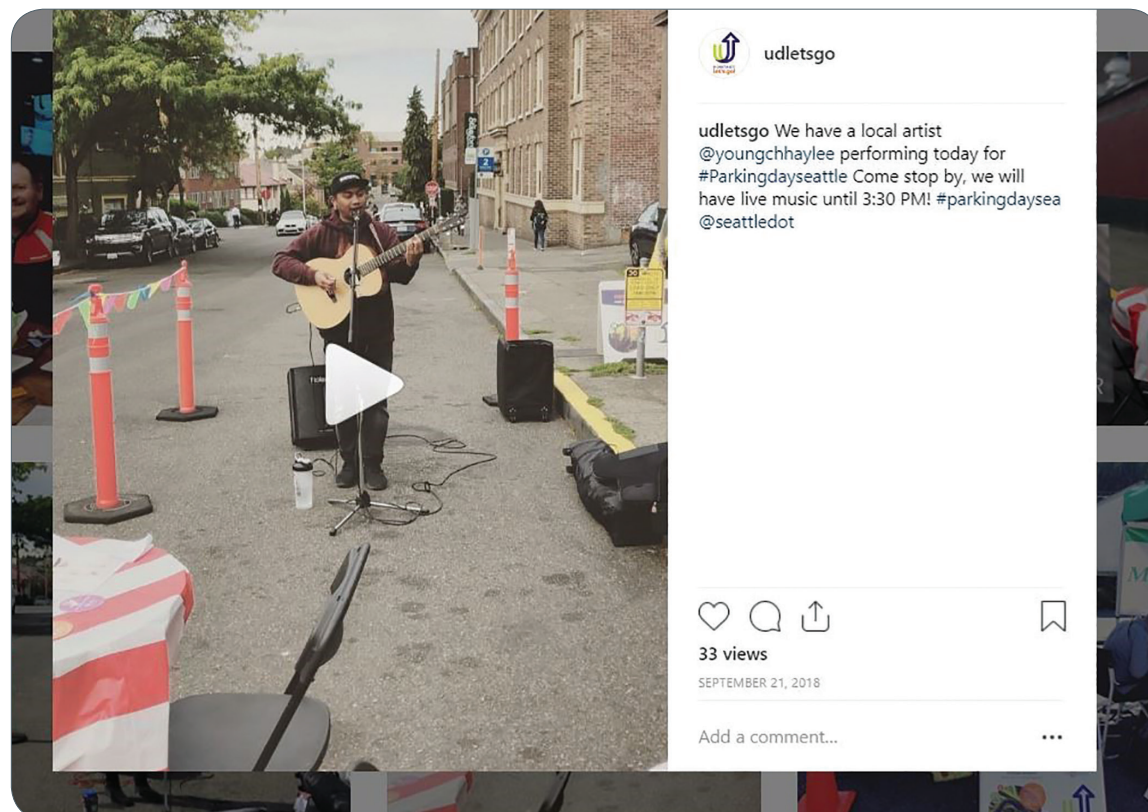
Our top Tweet included inviting people to join us at TCC's end of year celebration, which got 5,792 impressions, our next most popular tweet was our Ride Transit Event, which got 4,336 impressions and our third most popular was our ORCA LIFT enrollment event, which got 3,134 impressions.



APPENDIX C: COMMUNICATIONS ANALYSIS | *Continued*

Instagram

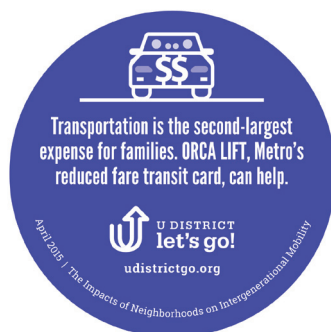
Due to limited staff capacity, we weren't able to fully maximize this outlet. Of our 30 posts, one was picked up by Curbed Seattle online blog^{xiv}. We recognize that this is a very effective method to engage with a younger demographic and with regular use, this could be an effective outlet to explore. Our top post that was picked up by Curbed Seattle was liked by 33 people.



Print Media and Incentives

Printed materials were created to promote program activities at events and included stickers, leaflets, maps, posters, post cards, and magnets that helped increase the visibility of our program and support programmatic themes. Incentives like safety lights, reflective materials and transit pass cardholders were created to support behavior change. Our most popular printed materials were our neighborhood map and infographic images that helped communicate data from surveys (such as the SDOT intercept survey). A popular campaign was the creation of business facing/economic development-oriented coasters printed with infographics. Approximately 1,500 coasters were distributed to 12 local pubs, cafes, and restaurants. Five hundred coasters were held for other outreach. This effort was very effective in communicating complex data to large groups of people in a fun way.

We coordinated two mailing projects to help get our major messages in front of small businesses that don't use other forms of communication (social media, newsletters). Our first mailing project announced our arrival to the neighborhood and invitation to attend our kick-off walk. Our second project was a thank you and invitation to attend the program recognition.



U DISTRICT let's go!

Miriam Castro, Program Manager
miriam@transportationchoices.org
206.465.7909 | udistrictgo.org
facebook.com/UDistrictLetsGo
twitter.com/UDistrictLetsGo

Connect with me to learn more about transportation resources

- ORCA LIFT enrollment opportunities
- Free commute planning services
- Commute solutions for businesses
- Informative events like Transit Talks and neighborhood walks

Let's connect!

APPENDIX D: WELLNESS MAGNET RESOURCE

<h1>connecting U</h1> <p>TO COMMUNITY WELLNESS RESOURCES</p>		
WHO:	FOR HELP WITH:	CONTACT:
U District Partnership (UDP)	U District Business Improvement Area	206.547.4417
UDP Ambassadors Team	Safety Concerns	425.417.7663 Thu, Fri, Sun 11 AM – 7 PM Sat 9 AM – 5 PM
U District, Let's Go	Enroll in a Transit Program, Get ORCA LIFT	206.547.4417 x 6
Seattle Public Utilities	Illegal Dumping	206.386.1800
Seattle Police Department	Suspicious Activity	206.625.5011 Call 911 for emergencies
UW Police Department	Suspicious Activity on UW Property	206.685.8973 (non-emergency) Call 911 for emergencies
King County Metro	Bus Shelter Clean-Up	206.477.3850
Husky NightWalk	Receive an escort to your car or transit stop	206.685.9255 UPASS card holders only
Washington 2-1-1	Health & Human Services Resources	211
<div>  <p>U DISTRICT let's go! udistrictgo.org</p> </div> <div>  <p>THE U DISTRICT PARTNERSHIP udistrictpartnership.org</p> </div>		

APPENDIX E: EQUITY-BASED TDM TOOLKIT

Through the pilot program we learned ways in which to further Transportation Demand Management (TDM) in neighborhoods, specifically equity-based TDM. The Toolkit elements include essential programmatic elements that can be repeated at low cost.

1. Identify Programs

Identify mobility services that help people get to and through the neighborhood emphasizing societal and economic impacts that contribute to the health and wellness of the neighborhood.

- a. Promote programs that help low-income, vulnerable populations receive better access to and utilize the array of transportation options, such as ORCA LIFT, Regional Reduced Fare Transit Pass, Youth ORCA Program and within the for-profit sector, LIME Access, low-income car-share.



2. Outreach and Partnerships

Partner with other organizations that share audiences and goals to help maximize resources and double/triple the reach, lend and borrow, stay in contact.

- a. Partner with small businesses, low-income housing communities, foodbanks, book stores, cafes, academic institutions, service providers
- b. Use listservs, public online forums, neighborhood groups, etc. Ask others to share.
- c. Involve other neighborhoods for networking and idea sharing
- d. Maintain in-person relationships by being at local businesses on a regular basis



3. **Elevate Voices**

Identify community/neighborhood groups and be the transportation voice at the table. Identify influential and trusted voices within minority populations and plug them into opportunities where their feedback can have an impact.

- a. Local groups include: King County Mobility Coalition, U District Service Provider Association, King County Coalition on Homelessness, UDP/ BIA board meetings (open to the public, have public comment opportunities)
- b. City/regional opportunities such as focus groups or boards
- c. Ensure everyone has a voice, initiate relationships through translation and transcreation



4. **Coalition Building**

Create connections at organizations working on transportation accessibility and equitable access, policy, advocacy etc. (Transportation Choices Coalition, Commute Seattle, Cascade Bicycle Club, SDOT's Transportation Equity Program, etc.) Identify a point person to relay information to for issue areas.



5. **Grow the Interest**

- a. Collect contact information for anyone interested in staying connected
- b. If capacity, ask for volunteers



APPENDIX F: UDLG'S REFERRAL METHOD ENROLLMENT PROCEDURE



Orca LIFT Card Client Contact and Consent

Referring Agency:

AGENCY: _____	Agency Verified Client's ID: <input type="checkbox"/>
Staff Name (Print): _____	Staff Signature: _____

Applicant:

Name (Please Print): _____		Date of Birth: _____
Address: _____		
City _____	Zip _____	
Contact Phone: _____	Email: _____	
Contact preference: Mail <input type="checkbox"/> Phone <input type="checkbox"/> Email <input type="checkbox"/>	May we leave a message: Yes <input type="checkbox"/> No <input type="checkbox"/>	
Race: _____	Primary Language: _____	
Household Gross Monthly Income:\$ _____	Number of people in Household: _____	

If you receive any of the Following you qualify for LIFT: (Only one is needed)

Are you on Washington Apple Health, Basic Food(EBT Card), or TANF? Yes ☐ No ☐

Please provide your ProviderOne Number, DSHS Client ID, OR EBT Card Number **below**

If you are not receiving any of these benefits, please provide proof of income.

Examples of proof we can accept: Pay Stubs (Last 30days)
Most Recent Tax Return (accepted for self-employed only)
Unemployment Award Letter
Labor & Industries Award Letter
SSI/Retirement Award Letter
SSI/Retirement Award Letter

ORCA LIFT CARDHOLDER CONSENT

I agree to and provided the following information:

- My first/last name and date of birth
- My mailing address
- My contact information
- My income documentation -or
- I give my express permission to access my Medicaid enrollment through Provider One, or insurance enrollment through Washington HealthPlanFinder or for DSHS to disclose my enrollment status in Basic Food.

I understand that by providing the above information I was verified as eligible for King County Metro Transit's reduced ORCA LIFT fare program, and that, except as required by law, King County may use and/or retain portions of this personal information for low income fare verification purposes ONLY.

I also understand that my low income reduced fare ORCA card is only for my use and may not be given or sold to anyone else.

Signature

Date

OFFICE USE ONLY:

LIFT Card Number: _____	LIFT ID: _____
Provider One Number: _____	WHPF App ID: _____ Client ID: _____

APPENDIX G: NEIGHBORHOOD MAP AND UDP ADAPTATION



walk, ride & bike the U

Transportation Resources
 Want help getting here? Try our commute planning services:
udistrictgo.org/commute-planning
One Bus Away mobile app: Real-time transit schedules.
Transit GO Ticket mobile app: Pay for bus, rail and water taxi tickets from your phone.

Bikes
Bicycle Benefits: Get a sticker, put it on your helmet, bike to a participating business and save money!
bicyclebenefits.org
Bike share: It's easy to get started, download the app in your smartphone, rent and ride.
SPIN spin.pn | **LineBike** linebike.com | **Ofo** ofo.com

Car Share
 Don't have a vehicle, but need one on occasion?
 Download the app, register and drive.
Car2Go car2go.com | **ReachNow** reachnow.com
ZipCar zipcar.com

Late Night Transportation
 More than 60 bus routes serve the U District including 6 Night Owl Service routes that operate between midnight & 5 AM.
kingcounty.gov/depts/transportation/metro/travel-options/bus/night-owl.aspx

YOUR GETTING AROUND GUIDE

Connecting U

with transportation resources



udistrictgo.org

U District Highlights
 Check out udistrictbuzz for U District attractions

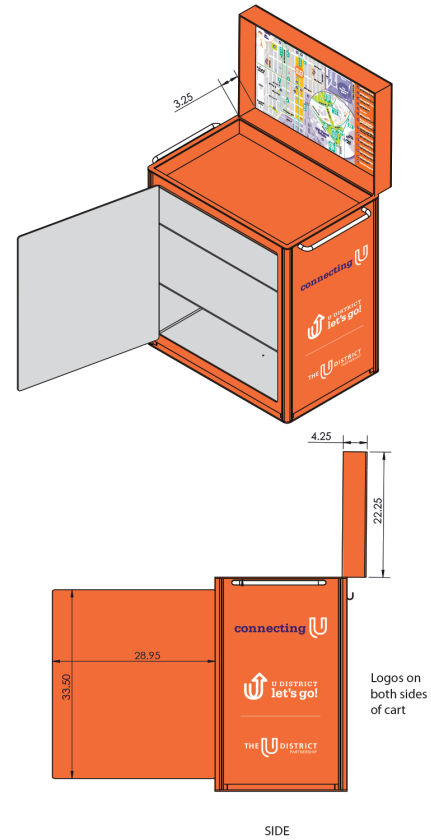
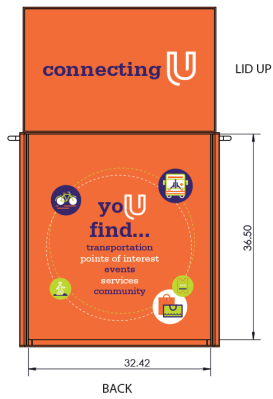
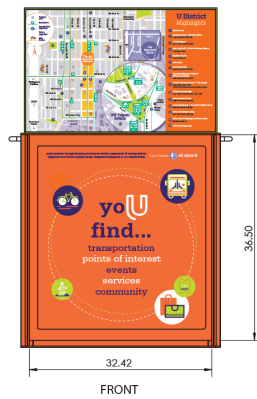
- 1 Christie Park
- 2 Husky Stadium | UW Link Station
3720 Montlake Blvd NE
- 3 Jet City Improv
6610 University Way NE
- 4 Link Light Rail | U District Station (Future)
Coming in 2021
- 5 Neptune Theatre
1903 NE 45th St
- 6 Peace Park
- 7 Scarecrow Video
5030 Roosevelt Way NE
- 8 The Burke Museum of Natural History and Culture
4534 University Way NE
- 9 U District Farmers Market | Year Round
Saturdays 9AM-2PM
University Way NE between 50th & 52nd
- 10 U District Partnership
4507 University Way NE, Suite 209
- 11 University Book Store
4326 University Way NE
- 12 University Branch | The Seattle Public Library
5009 Roosevelt Way NE
- 13 University Heights Center
5031 University Way NE
- 14 University of Washington Medical Center
969 NE Pacific St
- 15 University Playground



APPENDIX H: WAYFINDING CART

Wayfinding Cart | Design D

- UDLG orange background with dark purple are main stand out colors
- UDLG branding is main styling
- **connecting U** and **yoU find...** use UDP 'U' as a prominent component
- Familiar multi-modal icons are combined with icons for shopping and events
- SDOT logo is small on the front panel with accompanying text



APPENDIX I: UDLG STYLE GUIDE



U DISTRICT LET'S GO

Style Guidelines

The U District Let's Go logo is the heart of the overall brand identity. To continue to support name recognition and build brand awareness in the community, this logo must appear as shown in at least one location on all print, electronic and promotional items.

Consistent use of the logo across all marketing vehicles is vital to clear communication and perception of the brand. Use the files provided. Do not recreate the logo or alter colors.

APPROVED LOGOS

Master logo | Vertical and horizontal



Reversed out logo | Reversed out icon



Icon with tagline | Tagline only

The icon with tagline should only be used when U District Let's Go is prominent in text or as the originator or as a major partner.



connecting U
with transportation resources

U DISTRICT LET'S GO

Brand Colors

Brand consistency relies heavily upon these colors, and therefore they should be used exclusively for all U District Let's Go originating projects.

The signature colors, teal and bright green, are friendly and energetic. The secondary colors, when used in conjunction with the teal and bright green, bring additional energy and color to the brand.

- The Pantone colors are used when printing in a solid ink color - on coated and uncoated papers.
- The CMYK percentages are used for printed materials and some banners and exhibit graphics.
- The RGB numbers and HEX codes are used in Microsoft Office programs, in some printed tactics and for online applications like the website and social media.

SIGNATURE COLORS

Deep Purple



Pantone 2685C (COATED)
Pantone 2685U (UNCOATED)
CMYK: 93C / 100M / 18Y / 21K
RGB: 55 / 36 / 106
HEX: #37246A

Orange



Pantone 158C (COATED)
Pantone 158U (UNCOATED)
CMYK: 0C / 72M / 100Y / 0K
RGB: 243 / 108 / 33
HEX: #F36C21

Bright Green



Pantone 282C (COATED)
Pantone 282U (UNCOATED)
CMYK: 30C / 0M / 100Y / 0K
RGB: 191 / 215 / 48
HEX: #BFD730

Grey



Pantone 431C (COATED)
Pantone 431U (UNCOATED)
CMYK: 40C / 20M / 14Y / 44K
RGB: 98 / 116 / 129
HEX: #627481

U DISTRICT LET'S GO

Brand Fonts

Brand fonts for originating projects, internal and external.

Primary font

Roboto Slab Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Roboto Slab Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Secondary font

Roboto Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Roboto Italic

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Roboto Medium

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Roboto Medium Italic

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Roboto Bold

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Roboto Bold Italic

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

APPENDIX I: UDLG STYLE GUIDE | Continued

U DISTRICT LET'S GO

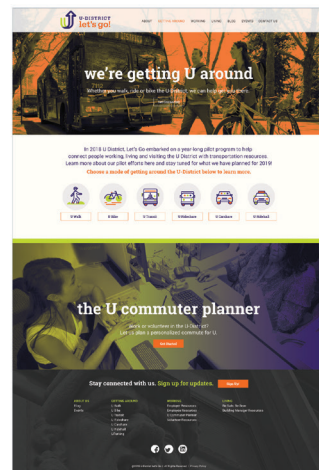
Brand Examples

The following images demonstrate how the UDLG brand components can be executed in tactics and promotions throughout the program, while maintaining the brand style.

Business Card | Front & Back



Website



Wayfinder Sticker



U DISTRICT LET'S GO BRAND GUIDE | 4

U DISTRICT LET'S GO

Brand Examples

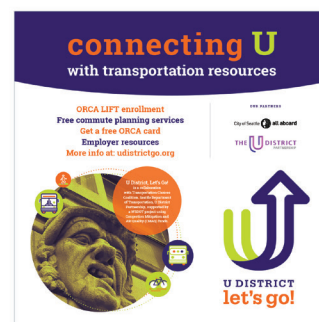
Announcement Mailer



Infographic Coasters



Sandwich Board



U DISTRICT LET'S GO BRAND GUIDE | 5

REFERENCES

- i. <https://www.seattle.gov/Documents/Departments/SDOT/TransitProgram/TMPSupplmtALL2-16FINAL.pdf>
- ii. <https://www.seattle.gov/Documents/Departments/SDOT/TransitProgram/TMPSupplmtALL2-16FINAL.pdf>
- iii. <https://www.theurbanist.org/2017/12/14/small-businesses-the-ave-study/>
- iv. <https://www.seattle.gov/Documents/Departments/SDOT/ParkingProgram/2016-U-District-Intercept-Survey.pdf>
- v. http://www.dailyuw.com/news/article_72909b86-fcae-11e7-b884-6fac05ecad26.html
- vi. <https://www.seattletimes.com/seattle-news/homeless/feeling-abandoned-by-city-hall-seattle-businesses-try-to-respond-to-homelessness/>
- vii. <https://kingcounty.gov/~media/depts/transportation/metro/programs-projects/in-motion/toolkit/guide-to-creating-inclusive-campaigns.pdf>
- viii. <https://www.theurbanist.org/2017/12/14/small-businesses-the-ave-study/>
- ix. <https://kingcounty.gov/depts/health/locations/health-insurance/access-and-outreach/orca-partners.aspx>
- x. <https://www.theurbanist.org/2017/12/14/small-businesses-the-ave-study/>
- xi. <https://www.seattle.gov/Documents/Departments/SDOT/ParkingProgram/2016-U-District-Intercept-Survey.pdf>
- xii. <https://www.theurbanist.org/2017/12/14/small-businesses-the-ave-study/>
- xiii. <https://udistrictgo.org/u-district-lets-go-is-everywhere/>
- xiv. <https://seattle.curbed.com/2018/9/24/17897526/seattle-parking-day-2018-parklets>



U DISTRICT
let's go!

