

# **City of Lakewood Commute Trip Reduction (CTR) Four-Year Plan Update: 2025 - 2029**

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September 12, 2024 DRAFT



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## Appendices

Appendix A

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# Abbreviations

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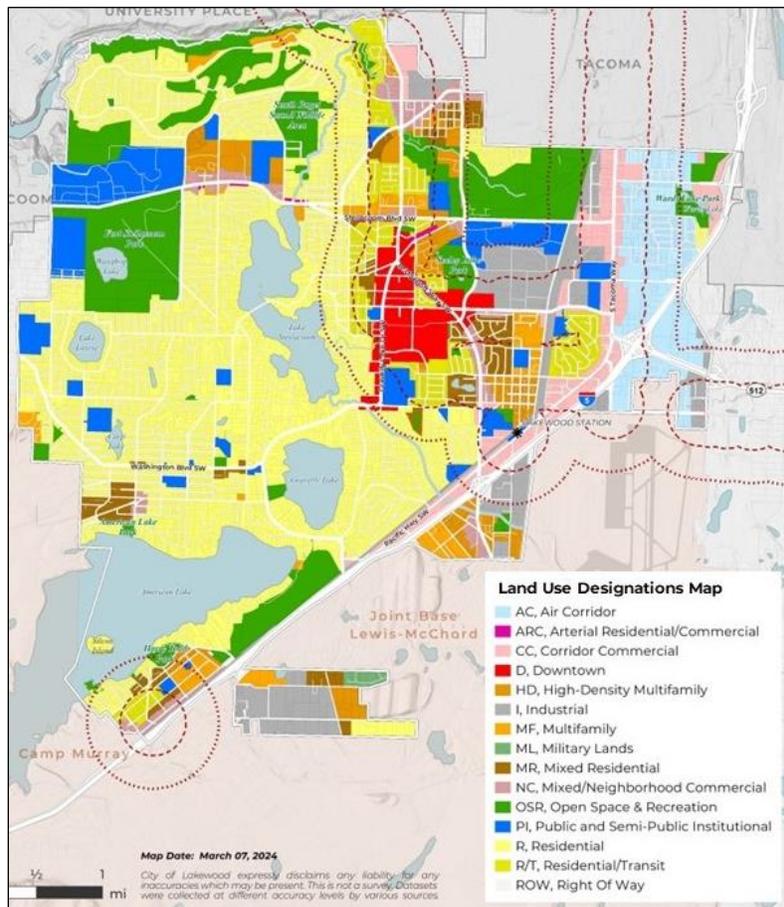
ACS	American Community Survey
Census	U.S. Census Bureau
City	City of Lakewood
Comprehensive Plan	City of Lakewood Comprehensive Plan
County	Pierce County
CTR	commute trip reduction
DSHS	Washington State Department of Social and Health Services
ETC	Employee Transportation Coordinator
JBLM	Joint Base Lewis-McChord
MIC	Frederickson Regional Manufacturing/Industrial Center
ORCA	One Regional Card for All
PSRC	Puget Sound Regional Council
RTPO	regional transportation planning organizations
SOV	single-occupancy vehicle
SR	State Route
State	State of Washington
WTP	Washington State Transportation Plan

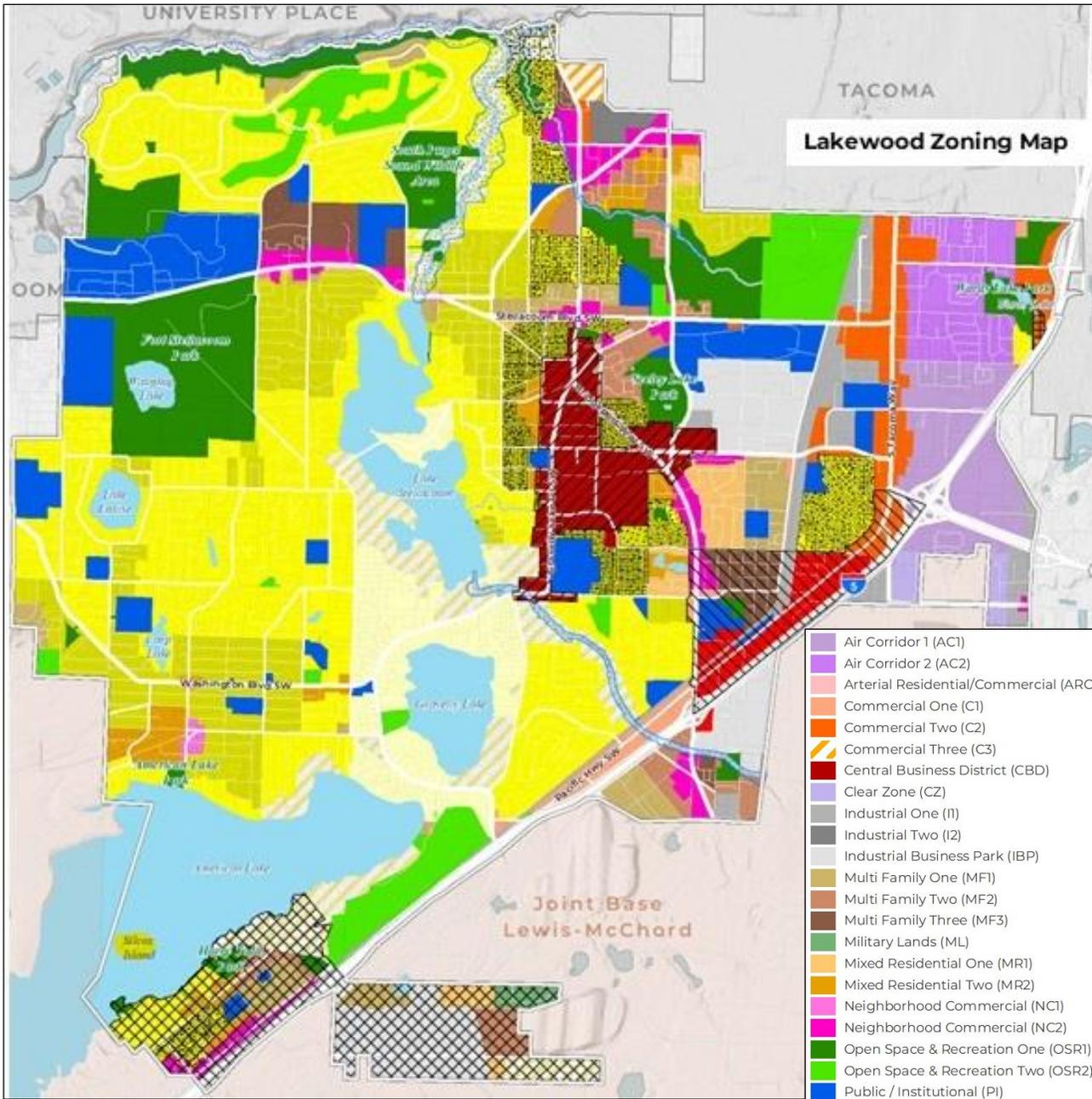
## 1. Local Land Use and Transportation Context and Objectives

### a. Setting In Lakewood as It Is Today or Will Be in the Near Future

Incorporated in 1996, the City of Lakewood is now the second largest city in Pierce County, Washington with an estimated 2021 population of 67,397. Lakewood incorporated as an extensively developed, mature community; the majority of privately held properties within the City boundaries are developed and improved. The overall infrastructure network, including transportation, utilities, and open space is largely in place with several notable exceptions. Most future population and employment growth will occur as the result of urban infill and redevelopment of existing properties.

The City updated its Land Use Designations Map and Land use Zoning Map in 2024 (see below) to reflect the changes in housing density required by state law, including adding increased density options in single family areas and reducing SOV parking requirements within ¼ mile of “major transit stops.”

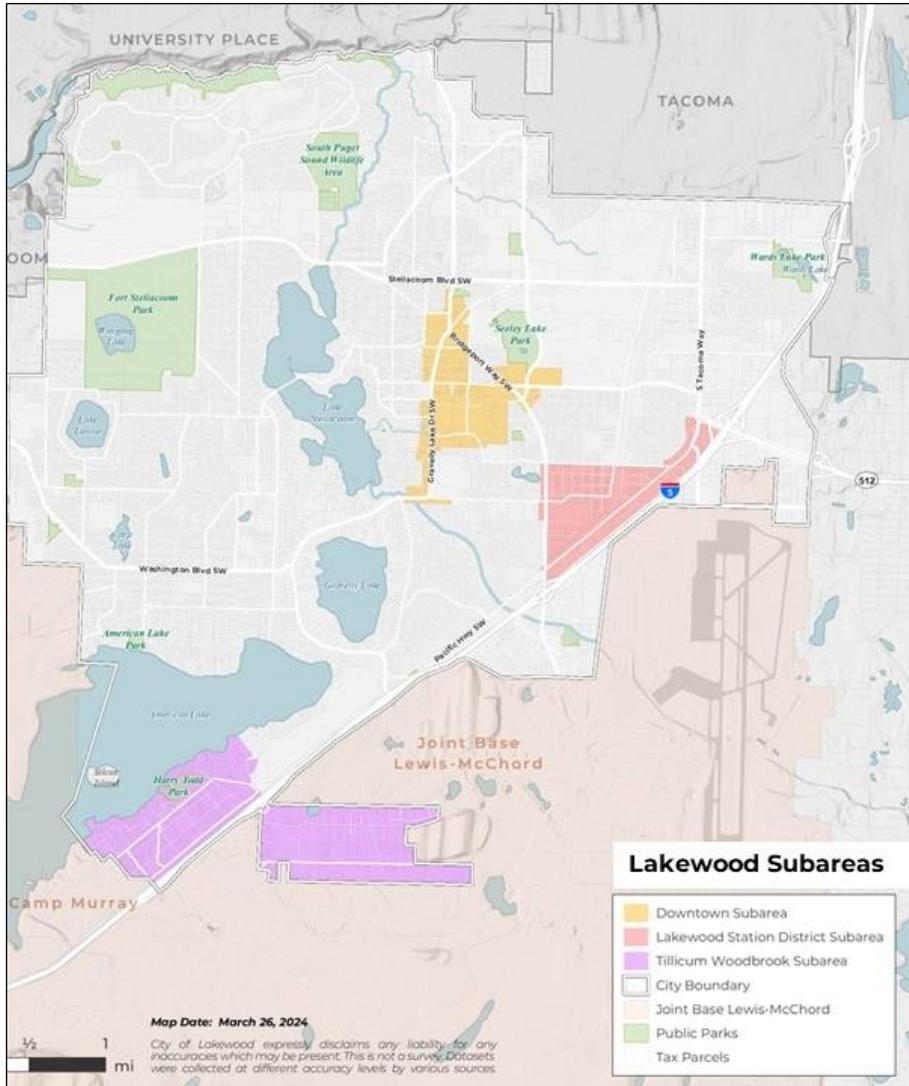




**Lakewood Zoning Map**

- Air Corridor 1 (AC1)
- Air Corridor 2 (AC2)
- Arterial Residential/Commercial (ARC)
- Commercial One (C1)
- Commercial Two (C2)
- Commercial Three (C3)
- Central Business District (CBD)
- Clear Zone (CZ)
- Industrial One (I1)
- Industrial Two (I2)
- Industrial Business Park (IBP)
- Multi Family One (MF1)
- Multi Family Two (MF2)
- Multi Family Three (MF3)
- Military Lands (ML)
- Mixed Residential One (MR1)
- Mixed Residential Two (MR2)
- Neighborhood Commercial (NC1)
- Neighborhood Commercial (NC2)
- Open Space & Recreation One (OSR1)
- Open Space & Recreation Two (OSR2)
- Public / Institutional (PI)
- Residential One (R1)
- Residential Two (R2)
- Residential Three (R3)
- Residential Four (R4)
- Transit Oriented Commercial (TOC)
- Water/OSR1
- Downtown Subarea
- Draft Residential/Transit Overlay
- Lakewood Station District Subarea

Lakewood’s Comprehensive Plan includes three subareas: the Downtown Subarea, the Lakewood Station District Subarea, and the Tillicum Woodbrook Subarea (shown below). Lakewood expects to see and is planning for concentrated housing and employment growth in these subareas.

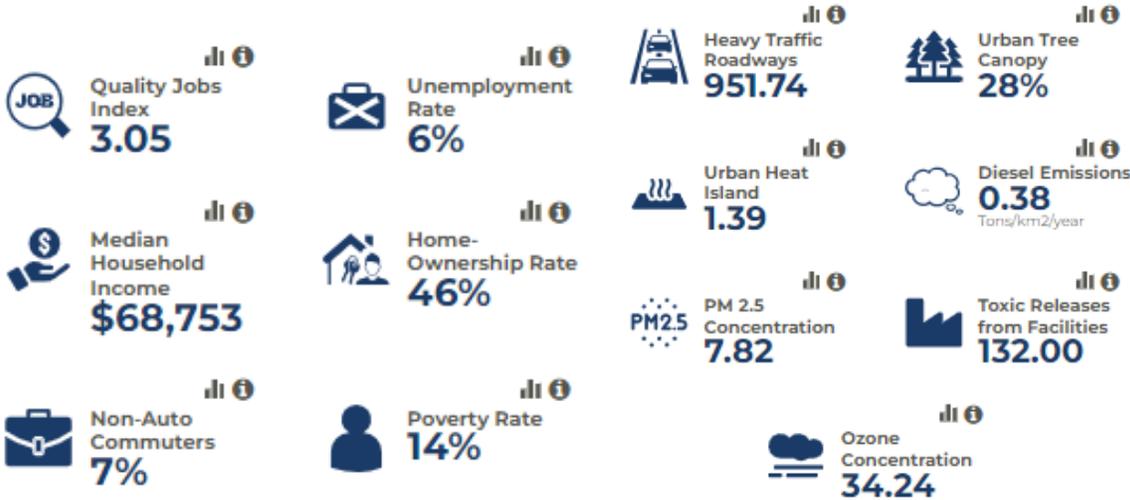


### Population characteristics

- Expected population targets are significantly higher than historical population trends.** Under the recently approved Countywide Planning Policies for Pierce County, it is expected that Lakewood’s population will grow by an additional 22,992 people to 86,792 total residents. This represents a growth rate of about 1.4% per year, which is a significant increase over recent historical trends.
- The local population has a disproportionate number of younger adults.** In comparison to other communities, Lakewood has a greater proportion of residents that are 20–29 years old. There is also a higher proportion of residents 60 years of age and older. This is possibly tied to the proximity to Joint Base Lewis-McChord (JBLM), both with younger service members living off-base and older veterans living closer to available veterans’ facilities.

- The Lakewood community is becoming more diverse.** Over the past decade, Lakewood has become notably more racially diverse. There has been a decline in both the proportional and total number of white residents (from 54% in 2010 to 48% in 2020), while other populations of people of color have increased over time. Lakewood is home to a higher percentage of Black, Indigenous and people of color compared to Pierce County.
- Veterans form a key part of the population of the city.** While the oldest veterans are represented at rates comparable to the county overall, Lakewood has a greater proportion of veterans in its population between the ages of 18 and 74. This is due in part to the presence of JBLM, including the availability of services to veterans in the community.

	2044 Citywide Growth Targets	2035 Targets for Downtown Subarea	2035 Targets for Station District Subarea	2044 Targets for outside subareas	2044 Citywide Emergency Housing Unit Target
<b>Housing Units</b>	9,378 net new units	2,257 net new units (~24% of '44 target)	1,772 net new units (~19% of '44 target)	5,349 (~57% of '44 target)	574
<b>Jobs</b>	9,863 net new jobs	7,317 net new jobs (~74% of '44 target)	1,276 net new jobs (~13% of '44 target)	1,270 (~13% of '44 target)	-



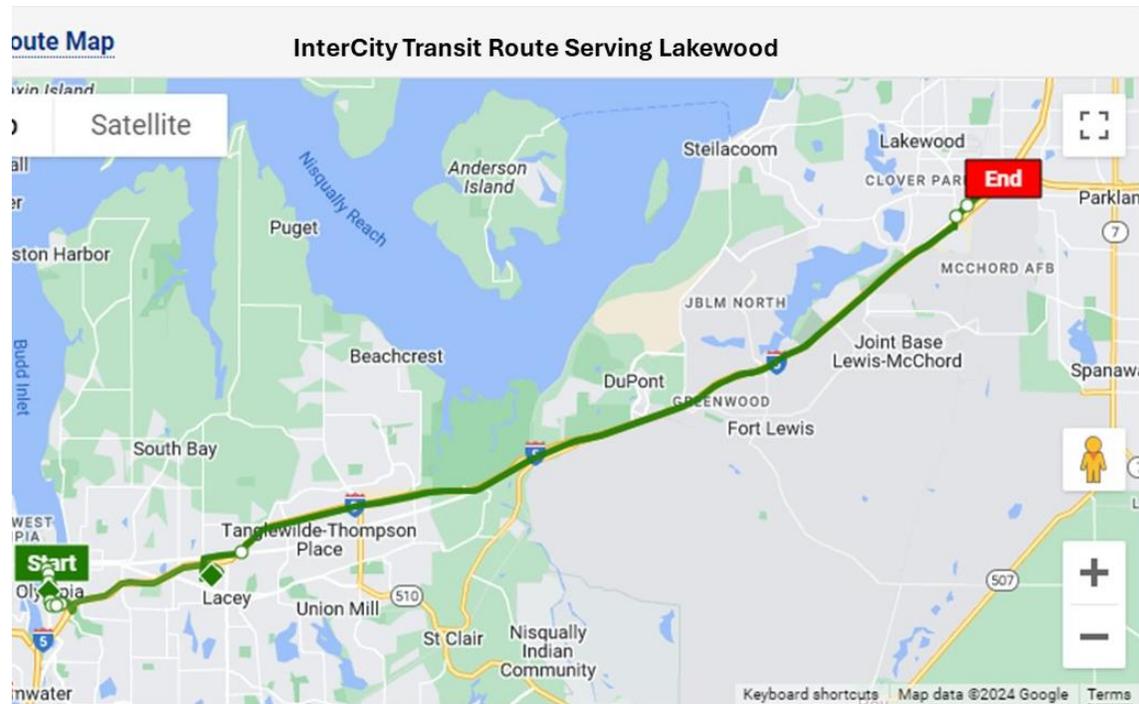
Source: 2024 Lakewood, WA Equity Index Map

Features of Land Use and Transportation Facilities and Services that Affect Commuters

Three transit providers operate within the City of Lakewood: Pierce Transit, Intercity Transit, and Sound Transit. Pierce Transit provides bus service throughout Lakewood and all three transit agencies provide service to areas outside of Lakewood.

Pierce Transit provides transit service within the City of Lakewood and throughout Pierce County (see map below.). There are currently ten local routes serving the City of Lakewood, offering connections to McChord AFB, Parkland Transit Center, Tillicum, Steilacoom, Tacoma Mall, and downtown Tacoma. Nine of these routes connect at the Lakewood Transit Center, adjacent to the north side of Lakewood Towne Center.





Source: Intercity Transit, 2024

Several transit service facilities are located in Lakewood, including:

- The Lakewood Transit Center located in the Town Center area;
- The SR 512 Park & Ride near the SR 512 / I-5 interchange; and
- Lakewood Station on Pacific Highway SW near the Bridgeport Way SW interchange with I-5.

Under the Sound Transit 3 package, 28 new or extended bus rapid transit lines are planned across all four Puget Sound Regional Council (PSRC) counties through 2040. Passenger-only ferry routes are also expanding, with four routes currently operating as of 2019 and new routes being studied for the future. Further investment in commuter rail service is also occurring.

Intercity Transit in Thurston County operates a limited stop service from Olympia to the SR 512 Park-and-Ride in Lakewood, where riders can connect to Pierce Transit local bus and Sound Transit ST Express bus.

The Pierce Transit Lakewood Transit Center (TC) has the highest ridership of all the stops in the Pierce Transit system. Eight Pierce Transit routes serve this location. In fall 2019 (pre-pandemic), 1,211 people used this station each weekday.

The Pierce Transit Stream Bus rapid Transit (BRT) System Expansion Study (completed in 2023) analyzed four high performing bus route corridors throughout the Pierce Transit service area for potential future Stream BRT or HCT service. See map on next page.

Route 206 connects Lakewood TC and Joint Base Lewis-McChord (JBLM) Madigan Hospital, via Springbrook, Woodbrook and Tillicum neighborhoods. The route serves multiple lower-income neighborhoods. It is the only route in this area and operates every 30 minutes on weekdays and

Saturdays, and hourly on Sundays. Stream BRT service to Tillicum was considered in early planning stages but was discarded due to the high cost compared to low projected ridership. But this area is growing and demonstrates a need for better bus service. In the future, Route 206 may also provide a connection to Stream BRT at Lakewood TC. Improvements to Route 206 may include increasing frequency to every 20 or 15 minutes on weekdays and to every 30 minutes on Sundays. Timed transfers at Lakewood TC can make service more convenient, as many Route 206 riders transfer.



Pierce Transit BRT Route Options. *Source:* Pierce Transit 2023 Stream BRT System Expansion Study Final Report

With work now underway on Pierce Transit’s next Long Range Plan, Destination 2045, the agency is similarly seeking targeted feedback from the 13 local jurisdictions, Pierce County, and other stakeholders, to ensure that any proposed long range high capacity transit projects or new bus routes are in alignment with local or regional transportation plans.

The Sound Transit 3 (ST3) plan adds 62 miles of light rail and implements BRT and other express services throughout the region. Voters approved the plan in November 2016, which includes Lakewood and South Tacoma Sounder station access improvements. The Pierce Transit Stream BRT candidate corridors connect to many of these transit centers, strengthening the regional transit network. See map below.



South Sound Projects funded via Sound Transit 3 Package. *Source:* Sound Transit

The Lakewood Sounder station provides access to the Sound Transit S Line to Seattle. Service is very commuter-oriented, with seven outbound trips in the morning and seven inbound trips in the afternoon. There is one inbound trip from Seattle to Lakewood in the morning. In addition to rail service, Sound Transit Express routes 592 and 594 also serve Lakewood Sounder station. The public and stakeholders emphasized the importance of the 594 in particular. This route runs every 20-30 minutes from 8:30 a.m. to 10 p.m. with service to Seattle.

Sound Transit and Lakewood are partnering in 2024 to complete “access improvement projects that support increased use of transit assets at the Sounder Station:



2024 Sound Transit Access Improvement Projects at Lakewood Station. *Source:* Pierce Transit 2023 Stream BRT System Expansion Study Final Report

In 2024, Pierce Transit’s routes 2 (Corridor A), 3 (Corridor B) and 4 (Corridor D) do not serve Lakewood Sounder. Community input into Pierce Transit’s 2023 Stream BRT System Expansion Study Final Report showed people strongly favor Pierce Transit buses serving the Lakewood

Sounder Station. Many of the routes that terminate at Lakewood Transit Center, including routes 2, 3 and 4, could be extended along Bridgeport Way to include Lakewood Sounder Station. The Lakewood Sounder station and SR 512 Park-and-Ride are one mile apart and served by different transit options. Understanding the markets served at each may reveal opportunities for optimizing local and regional connections.

The access improvements being built at, and the land use planning around, the Sounder Station concentrating jobs and housing nearby per the Lakewood Station District Subarea Plan make a strong case for Stream BRT to serve this location in the future.

As of 2022, WSDOT work continues to build the HOV lanes from Thorne Lane in Lakewood south to Mounts Road in DuPont. When these HOV facilities are complete, the section from South 38th Street to Thorne Lane remains the final gap needed to implement continuous HOV lanes on I-5 through Pierce County. While not yet funded, this section remains a priority for WSDOT.

When completed, the I-5 Gravelly-Thorne Connector will provide access to Lakewood neighborhoods of Tillicum and Woodbrook for pedestrians and bicyclists from Gravelly Lake Drive south to Thorne Lane.

WSDOT is in the third phase of a series of projects that widen Interstate 5 from Mounts Road near DuPont to Gravelly Lake Drive in Lakewood. Southbound I-5 currently narrows down from four lanes to three, just past 41st Division Drive. This project extends the existing southbound I-5 HOV lane to Steilacoom-DuPont Road. The northbound HOV lane will extend from Mounts Road to the existing HOV lane at 41st Division Drive.

At the Steilacoom-DuPont Road interchange (exit 119), a new overpass will be constructed. The new overpass creates enough space to extend the I-5 HOV lanes further south into DuPont and provides increased vertical clearance over the interstate to meet current standards.

Construction along this stretch of I-5 began in early August 2023 and will continue through 2026. The completed project will improve mobility along I-5 in the vicinity of Joint Base Lewis-McChord. Current traffic flow in the area is constrained by the proximity of the I-5 ramp intersections, Joint Base Lewis-McChord's DuPont Gate, the railroad, and the intersection of Wilmington Drive and Barksdale Avenue. Building a new Steilacoom-DuPont Road interchange will provide increased distance between the intersections while maintaining access to neighboring communities and JBLM. Once the new interchange is constructed, the existing bridge at exit 119 will be removed.

#### b. Land Use Features that Affect Commuters

There are 14 lakes in Lakewood that limit the City's ability to construct east-west transportation corridors and to provide transit into the City's west side, which is primarily residential.

#### **Transportation Facilities and Services that Affect Commuters**

Lakewood's southern area is bisected by I-5 and is immediately adjacent to Hwy 512. Bridgeport Way, Gravelly Lake Drive, Pacific Highway, and South Tacoma Way are major Lakewood streets that provide in-city commuting opportunities into Tacoma and University Place.

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Voters approved measures authorizing \$54 billion to build out the region's light rail network, which will extend from Seattle to Everett, Tacoma, Redmond, and Issaquah. When complete, the region's light rail system will be among the largest in the nation. In addition, 28 new or extended bus rapid transit lines are planned across all four Puget Sound Regional Council (PSRC) counties through 2040. Passenger-only ferry routes are also expanding, with four routes currently operating as of 2019 and new routes being studied for the future. Further investment in commuter rail service is also occurring.

Intercity Transit in Thurston County operates a limited stop service from Olympia to the SR 512 Park-and-Ride in Lakewood, where riders can connect to Pierce Transit local bus and Sound Transit ST Express bus.

The Pierce Transit Stream Bus rapid Transit (BRT) System Expansion Study (completed in 2023), which analyzed four high performing bus route corridors throughout the Pierce Transit service area for potential future Stream BRT or HCT service, included targeted outreach to leaders in jurisdictions to gauge their readiness to partner on large scale capital projects. See map below.



Pierce Transit BRT Route Options. *Source:* Pierce Transit 2023 Stream BRT System Expansion Study Final Report

- Top priority: Corridor B (Lakewood to Tacoma Mall to downtown Tacoma) had the highest corridor prioritization score and is the top priority for implementation.
- Next highest priority: Corridor A (Lakewood to Tacoma via Bridgeport Way and S. 19th Street). Routing length and termini would be determined in partnership with Sound Transit and local agencies at a later date through additional planning.

With work underway in 2024 on Pierce Transit’s next Long Range Plan, Destination 2045, the agency is similarly seeking targeted feedback from the 13 local jurisdictions, Pierce County, and other stakeholders, to ensure that any proposed long range high capacity transit projects or new bus routes are in alignment with local or regional transportation plans.

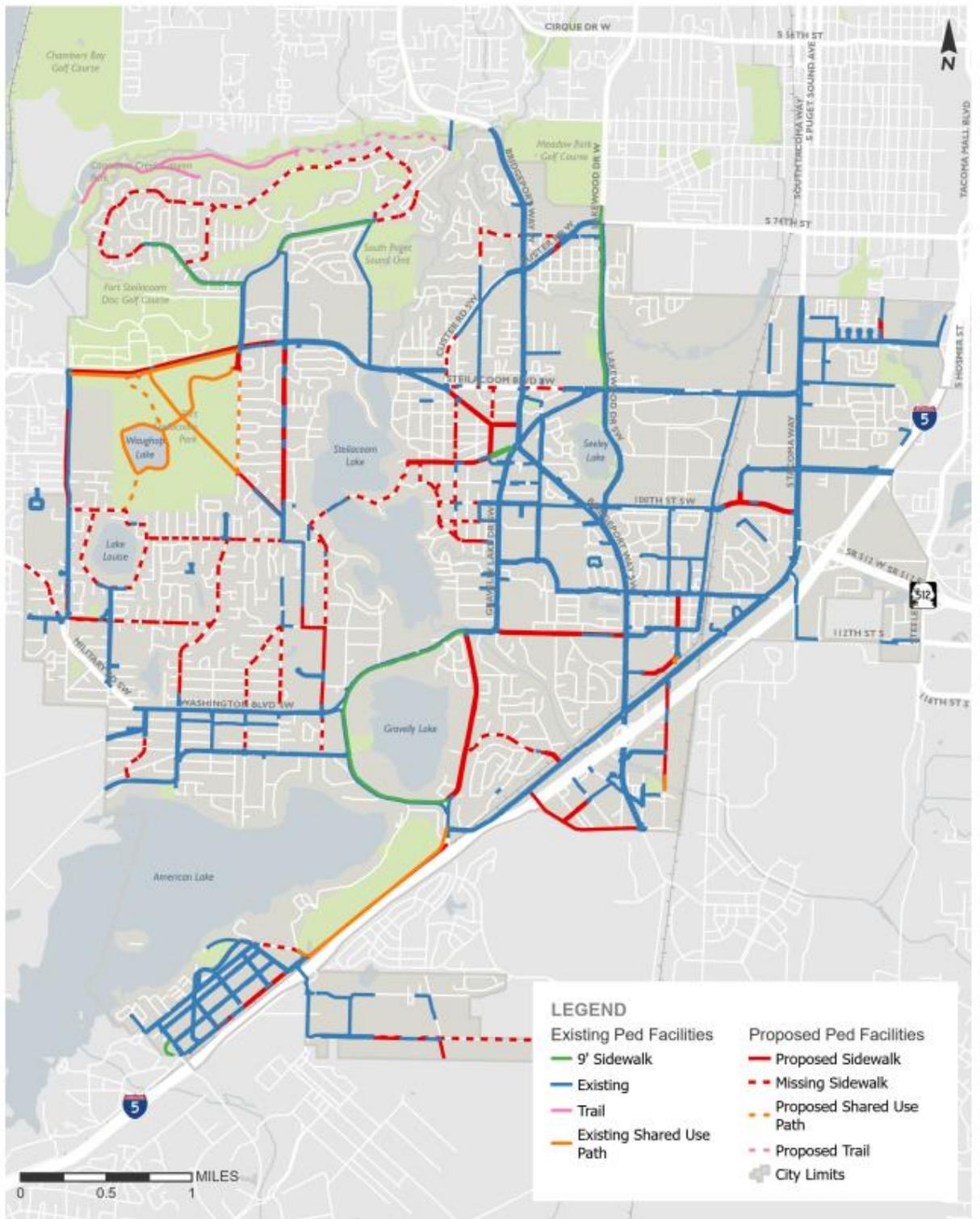
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Figure 8: ST3 Projects in the South Sound



Source: Sound Transit

## Lakewood's Pedestrian System Plan (2023)



Source: Lakewood Nonmotorized Transportation Plan, 2023



### **c. Whether and How Commuting Patterns Have Changed in the Past Few Years**

The COVID-19 pandemic drastically disrupted public transportation ridership and slashed transit boardings across almost all communities in 2020. Transit agencies such as Pierce Transit, Sound Transit, and Intercity Transit saw historic lows in ridership both during and after the pandemic. Since the pandemic, ridership for essential workers and students has started to increase, though it remains 40 to 65 percent below pre-2020 levels according to interviews with transit agencies. While Pierce County certainly experienced declines, areas and stations surrounding major worksites for essential workers tended not to decline as much and have rebounded more quickly than areas in east/north King County and Snohomish County.

While the rise of remote work opportunities has decreased the need for transit for some workers, other workers have expressed an interest in returning to in-person work. Transit agencies are now seeing ridership spread throughout more of the workday and on weekends, rather than being concentrated in traditional commuting hours and peaks.

#### **Implications for CTR**

There are a number of implications for CTR from these changes, specifically:

The increase in availability and practicality of remote work indicates a long-term reduction in commute trips to worksites, which meets a critical goal of CTR.

The increasing demand for public transit, especially near key work sites, provides an opportunity for CTR incentives to meet a community need.

The shift in peak commute times suggests a decrease in congestion and traffic volume between 6:00 a.m. and 9:00 a.m.; however, it also means that congestion is more widespread throughout the day.

### **d. The Most Important Land Use and Transportation Objectives from Plans that Commute Trip Reduction Most Directly Affects**

CTR directly affects land use and transportation objectives adopted by the City's Comprehensive Plan. Strategies and policies implemented as part of this CTR Plan help support the Comprehensive Plan objectives by encouraging residents and workers to use the alternative transportation modes that new development is designed to incorporate. The most prominent examples include the following:

#### **Lakewood Land Use Policies**

LU-4.5: Encourage more intensive development in areas served by transit.

LU-5.8: Promote the development of neighborhood business districts as transit hubs.

LU-5.9: Accommodate automobile use while ensuring that vehicles do not overpower the character and function of neighborhood business districts.

## **Lakewood Transportation Policies**

### **TR-1 Provide a balanced, multimodal transportation system for the safe and efficient movement of people and goods.**

TR-1.1: Plan, develop, and maintain transportation infrastructure to meet the needs of all users, including drivers, transit riders, bicyclists, and pedestrians of varying ages and abilities.

TR-1.2: Minimize the negative impacts of transportation improvements on low-income, disadvantaged, and special needs groups, as well as youth and older adults.

TR-1.3: Increase availability and accessibility of alternative transportation modes like walking, biking, carpooling, and public transit, focusing on those without personal vehicles or with mobility needs.

### **TR-3 Enhance transportation connectivity while minimizing impacts to residential and mixed-use areas.**

TR-3.4: Provide for pedestrian and bicycle pathways in areas where terrain, right-of-way limitations, or other constraints prevent street connections.

TR-4.3: Maintain multimodal LOS and concurrency standards for transit, pedestrian, and bicycle facilities.

TR-4.6: Incorporate multimodal mitigation strategies in development reviews to address LOS impacts.

### **TR-6 Manage traffic to minimize its effects on neighborhoods, residents, visitors, and businesses.**

TR-6.1: Decrease dependence on automobiles in neighborhoods and Downtown while accommodating their use.

### **TR-7 Protect the city's investment in current and future through sustainable maintenance and preservation.**

TR-7.2: Construct and maintain sidewalks to provide continuous and safe connections.

### **TR-8 Reduce traffic to meet state, regional, and city environmental and sustainability goals.**

TR-8.1: Decrease reliance on single-occupant vehicles for regular travel.

TR-8.2: Reduce the work-related SOV trip mode share for the Lakewood Regional Growth Center (Downtown) to 65% by 2044.

TR-8.3: Require Transportation Demand Management improvements serving pedestrians, bicyclists, and transit riders as impact mitigation for new development.

TR-8.4: Implement comprehensive commute trip reduction strategies in collaboration with local businesses, transit agencies, and other entities to decrease traffic.

TR-8.5: Promote local commute trip reduction and TDM programs through targeted public awareness and education, especially for specific groups like teenagers and college students.

TR-8.6: Provide High-Occupancy Vehicle (HOV) focused improvements on arterials to link high-density employment areas with transit hubs, BRT, and commuter rail stations.

TR-8.7: Expand park-and-ride facilities for commuter rail and other transit in partnership with Pierce Transit, Sound Transit, and other potential parking providers.

TR-8.8: Minimize the impacts of transportation infrastructure on the environment and climate

TR-8.9: Enhance the energy efficiency and performance of the transportation system.

**TR-9 Enhance safe, convenient, and inviting routes for active transportation such as walking and cycling to promote accessibility and healthy living.**

TR-9.1: Implement projects from the city's Non-Motorized Transportation Plan to link high-density areas with key destinations such as workplaces, schools, parks, and shopping centers.

TR-9.2: Improve bicycle and pedestrian connections for greater connectivity.

TR-9.3: Provide safe midblock crossings for pedestrians where possible.

TR-9.4: Require non-motorized transportation improvements such as bicycle parking/lockers and streetscape upgrades as part of new development.

TR-9.5: Coordinate with transit providers to encourage multimodal "first mile/last mile" connections with supporting improvements like bike racks and lockers.

TR-9.6: Collaborate with neighboring jurisdictions to maintain consistent bike and pedestrian corridor planning and standards.

TR-9.7: Prioritize traffic safety improvements at locations with high accident rates.

**TR-11 Promote a walkable, pedestrian-friendly downtown**

TR-11.1: Implement transportation-related components of the Downtown Subarea Plan.

TR-11.2: Consider maximum parking requirements in high-density areas well-served by high-capacity transit (HCT) to encourage alternative transportation modes.

TR-11.3: Create a pleasant and safe walking and biking environment by regulating the placement of on- and off-site parking and managing streetscape design.

TR-11.4: Encourage structure or underground parking to reduce surface parking footprints.

TR-11.5: Encourage joint and shared parking solutions, particularly for mixed-use developments in Downtown.

TR-11.6: Integrate regional transportation standards into the planning of centers and areas around HCT stations.

### **e. Critical Aspects of Land Use and Transportation that Should Be Sustained and Key Changes that Should Be Considered to Improve Commute Trip Reduction's Contribution to the Land Use and Transportation Objectives Referenced**

#### **Critical Aspects of Land Use and Transportation that Should Be Sustained**

Pierce Transit, Intercity Transit, and Sound Transit currently operate bus and commuter rail services for commuters in Lakewood. Maintaining and expanding these systems is crucial for the success of a CTR program. The Pierce County Comprehensive Plan identifies Centers of Municipal Importance (COMIs) as priority areas for focusing growth.

Lakewood has identified the following areas as COMIs:

- Tillicum
- Fort Steilacoom/Oakbrook
- Custer Road
- Lakewood Industrial Park/Clover Park Technical College
- South Tacoma Way
- Springbrook
- Woodbrook
- Lake City West

#### **Key Changes that Should Be Considered**

Continuing to invest in active transportation infrastructure and additional public transportation options in these areas will help to increase livability, maintain sustainability, and support transportation goals for Lakewood commuters and residents. The City should also continue efforts towards rideshare programs for major employers, as this can increase the amount of higher-occupancy vehicle trips made by commuters.

## **2. How the CTR Program Will Help Achieve Lakewood's Land Use and Transportation Objectives**

### **a. How and to What Extent the CTR Program Will Help Lakewood Achieve the Land Use and Transportation Objectives Referenced in Question 1**

The relevant goals listed from the 2024 Lakewood Comprehensive Plan are aligned with the goals and programmatic elements of the Pierce County CTR. The City's focus on encouraging and increasing access for alternative modes of transit and, establishing employment center-specific targets, are in some cases directly met through the CTR program. In turn, emphasizing transportation investments to decrease drive-alone rates will offer more opportunities for employees to take advantage of the CTR program benefits and incentives that their employers provide. CTR incentives and benefits include bicycle infrastructure such as showers and parking, carpool parking and rideshare systems, and teleworking policies.

As Lakewood is still improving bicycle and pedestrian infrastructure across the city, most CTR opportunities will come from carpool parking, rideshare systems, and teleworking policies.

### **3. How the CTR Program Will Help Achieve Lakewood's Environmental Objectives**

CTR Programs are an essential tool for meeting greenhouse gas (GHG) reduction and sustainability goals. Vehicle trips are a significant contributor of greenhouse gas emissions that impact air quality and natural resources such as wetlands and aquatic habitat. According to the Pierce County community-wide *Geographic Greenhouse Gas Emissions Report*, 23 percent of countywide emissions were from on-road vehicles in 2019. Passenger vehicles accounted for 83 percent of on-road vehicle emissions or 19 percent of total emissions. Lakewood has recognized the need to prioritize greenhouse gas reductions and climate action through legislative objectives. The City's environmental and climate objectives are outlined in the 2024 Lakewood Comprehensive Plan.

#### **a. How the CTR Program Will Support Lakewood's Greenhouse Gas Emission Reduction Efforts**

The County is aiming to reduce countywide and municipal greenhouse gas emissions by 45 percent by 2030 from a 2015 baseline. The actions outlined in the Sustainability 2030 Plan are designed to address this goal through targets relating to transportation, energy and built environment, waste reduction, nature-based climate solutions, outreach and education, and growing community capacity. Transportation-related goals are some of the most impactful, as 31 percent of countywide GHG emissions come from on-road vehicles, aviation, and other marine and off-road transportation equipment. Lakewood aligns with these aims by setting goals and policies that encourage reducing GHG emissions.

The CTR program supports greenhouse gas reduction goals by promoting other modes of transportation through employer education and engagement, as well as incentives. As more people shift to alternative modes of transportation, the reduction in SOV trips can help reduce GHG emissions. The CTR program also supports many of the transportation goals outlined in the Greenhouse Gas Reduction Plan outright, as well as the CTR goals.

#### **b. How the CTR Program Will Support Lakewood's Environmental Objectives in addition to Greenhouse Gas Emission Reductions**

The CTR program supports both the environmental objectives and GHG emissions reduction goals by prioritizing alternative modes of transportation, coordinating between agencies and employers, and recognizing the impact that drive-alone rates have on air quality.

#### **Lakewood Energy & Climate Change Policies**

EC-2.1: Expand Affordable Public Transit: Lakewood will coordinate with transportation agencies and support enhanced and expanded public transit to improve mobility options for residents and visitors.

EC 2.2: Develop Safe and Convenient Walking and Bicycling Routes: Prioritize and incentivize walking and bicycling as safe and convenient modes of transportation.

EC 2.3: Expand Regional Passenger Rail: Work with Amtrak and Sound Transit to expand commuter rail service and existing parking facilities.

EC-2.4: Reduce Private Automobile Use: Work toward creation of an urban landscape that will reduce reliance on private automobiles through land use planning and by providing amenities and infrastructure that encourage safe and convenient use of public transit, walking and bicycling. Commute Trip Reduction programs cannot happen without partnership with local business organizations and local transit advocates.

EC-2.5: Improve Multimodal Transportation Options: Promote improved public transit and partner with private developers to undertake citywide improvements that make active modes of travel, such as walking and bicycling, more comfortable and preferable options.

EC-4.1: Promote Mixed-Use and Infill Development Promote mixed-use, high-density, infill development on vacant and underutilized parcels along commercial corridors, in the Downtown area, and in the Lakewood Station District.

EC-4.2: Develop Compact Walkable Neighborhoods and Livable Streets Promote safe and walkable neighborhoods and inter-connected streets through the design of complete streetscapes, public gathering places and all types of physical development that encourages less vehicle use.

#### **4. How the CTR Program Will Help Achieve Regional and State Objectives**

State and regional objectives are clearly laid out in the 2022 [Regional Transportation Plan](#) and the [2018 Washington State Transportation Plan \(WTP\)](#).

The 2022 Regional Transportation Plan, prepared by the Puget Sound Regional Council (PSRC), emphasizes climate, equity, access to transit, safety, and mobility. Direct objectives include the following:

- Increased transit-oriented development
- Increased nonmotorized transportation
- Decreased travel times when taking transit
- Increased service times and services
- Access to health and wellness destinations
- Affordable transportation options
- Microtransit/micromobility
- Increased connectivity for pedestrians

The 2018 WTP similarly emphasizes economic vitality, preservation, safety, mobility, environment and health, and stewardship. Direct objectives include:

- Continue the ongoing practice of integrating safety into infrastructure design and system operations for all modes of travel and work to ensure the safety of those who operate and maintain the transportation system
- Support efforts to increase reliable multimodal travel for people and goods in communities across the state, recognizing that the diverse nature of places, needs, and opportunities statewide require equally diverse strategies applicable to those communities
- Encourage the design and development of communities that make walking and biking more viable for more people and increase opportunities for active travel for all ages

- Align investments with desired performance outcomes to get the greatest mobility and safety benefit from existing infrastructure and services at the least cost to the traveling public, which may require revisiting existing funding programs to better align with the kinds of projects that offer cost-effective solutions

By promoting alternatives to SOV trips, the CTR program directly addresses goals such as increased transit-oriented development, enhanced access to health and wellness destinations, and decreased travel times when taking transit. Moreover, initiatives within the CTR framework, such as incentivizing microtransit/micromobility and improving pedestrian connectivity, align with objectives related to affordable transportation options and increased connectivity for pedestrians.

a. The Local, Regional, and State Benefits that Would Be Gained If Lakewood Achieves the CTR Targets

By addressing key objectives outlined in regional and state transportation plans, the potential advantages of successful CTR implementation are significant. From reducing greenhouse gas emissions in highway-adjacent communities to promoting nonmotorized transportation and improving transit service quality, CTR induced benefits contribute to broader goals of sustainability, accessibility, and mobility. Furthermore, aligning with the overarching aim of increasing multimodal travel across communities, the CTR program can be a strategic tool to meet diverse transportation needs while fostering a more resilient and connected transportation network.

Local, Regional, and State Benefits

- Decrease in greenhouse gas emissions, especially for highway-adjacent communities: the County, region, and State have goals to decrease greenhouse gas emissions. Every reduction in SOV trips contributes to a decrease in emissions.
- Increase in nonmotorized transportation: the Regional Transportation Plan and 2024 Comprehensive Plan both emphasize increases in nonmotorized transportation via walking, biking, or rolling. CTR incentives and infrastructure can help to improve this.
- Increased service: both the County and region have objectives that are centered around increasing service. Implementation of the CTR Plan can help to further this goal by providing additional demand for transit services, increasing coordination between employers and transit agencies, and adding outreach and education.
- The WTP emphasizes efforts to increase multimodal travel; implementing CTR is an inherent effort to increase multimodal travel across communities. The implementation of the program would provide a benefit in meeting this objective.

b. Adjacent CTR-Affected Cities and Counties.

**Adjacent CTR-affected cities** University Place.

**Adjacent CTR-affected counties** include King, Kitsap, and Thurston.

### c. The Top Few Cross-Border and Regional Transportation Issues that Affect Lakewood.

#### Congestion

Congestion is the primary transportation issue in Lakewood. I-5 runs through a corner of the City. SR-512 intersects with I-5 and terminates at South Tacoma Way in Southeastern Lakewood. The City also borders Joint Base Lewis-McChord (JBLM) and provides housing and services to service members.

As JBLM is the largest employer in Lakewood's immediate vicinity, there is significant congestion on roads and highway exits near to JBLM. This congestion not only disrupts the daily lives of residents and workers, it also adversely affects air and water quality due to emissions containing GHGs and particulate matter, oil leaks, and other pollutants that enter the stormwater system. These negative impacts from congestion and pollution are experienced primarily in disproportionately impacted areas of the city: Tillicum, Woodbrook, and Springbrook. Moreover, escalating congestion levels carry the risk of overflow onto local roads, compounding the challenges faced by residents and exacerbating traffic-related issues.

Approximately 15% of workers live and work in Lakewood. Approximately 50,000 people regularly commute either into or out of Lakewood.



Source: U.S. Census Bureau OnTheMap

## **Transit Connectivity and Access**

Public transit accessibility remains a challenge across various neighborhoods in Lakewood. The major regional transportation connections in the City are the Lakewood Transit Center in the Downtown Subarea; the I-5/SR-512 Park & Ride in the Lakewood Station District Subarea; and the Sounder Commuter Rail Station in the Lakewood Station District Subarea. Despite ongoing initiatives to enhance funding, improve access, and expand route networks, certain parts of the City remain without sidewalks or bicycle infrastructure. During outreach efforts, participants identified multiple barriers to taking transit, including a lack of reliability and safety as well as the limited reach and schedules of transit routes.

## **Bicycling Infrastructure**

A strong theme heard by staff at CTR-related outreach events is a desire for more and safer bicycling infrastructure such as designated bicycling lanes and bicycling paths separated from the street.

### **d. The Strategies Lakewood, Adjacent Cities and Counties, and the Region Have Agreed to Use to Address the Top Issues Described in Section 4c**

Lakewood Transportation Improvement Plan goals:

- 1) To provide a safe, comfortable, and reliable transportation system.
- 2) To reduce consumption of energy through an efficient and convenient transportation system.
- 3) To enhance options for future improvements to the transportation system by taking advantage of advances in technology and transportation research.
- 4) To keep travel times for people and goods as low as possible.
- 5) To emphasize the movement of people and goods, rather than vehicles, in order to obtain the most efficient use of transportation facilities.
- 6) To establish a minimum level of adequacy for transportation facilities through the use of consistent and uniform standards.
- 7) To protect the capital investment in the transportation system through adequate maintenance and preservation of facilities.

## **Congestion**

Lakewood works in conjunction with WSDOT and Pierce County to improve its road infrastructure. I-5 runs through Lakewood and brings high volumes of traffic to the areas of the City with highway entrances and exits. Lakewood receives funds from the Motor Vehicle Fuel Tax as well as from federal aid funding programs including the Surface Transportation Program (STP) and the Highway Safety Improvement Program (HSIP). State funding comes from competitive programs run by the Washington State Transportation Improvement Board (TIB). Lakewood competes for Urban Arterial Program (UAP) funds as well as Complete Streets funds.

Lakewood's most recent major road network improvements include the I-5 Thorne Lane overpass improvements and roundabouts across the city.

## **Transit Connectivity and Access**

While Lakewood does not directly provide transportation services, the City is always looking for opportunities to support transportation options. Lakewood supports regional planning efforts through Pierce Transit and Intercity Transit bus connections and Sound Transit Sounder commuter rail connections.

Pierce County helps residents and commuters access transit by providing information on transit route planning, supporting a ride buddy program and ride classes, making available free ORCA cards loaded with transit fares, providing safety gear, educating on ways to combine bicycling and transit, asking employers to provide their employees with transit subsidy programs, promoting a rideshare month campaign with prizes, and coordinating with transit agencies to promote their services and products.

The County plans to develop a multi-family housing sustainable transportation toolkit. This toolkit will show developers and property managers of multi-family developments how to incorporate transit fare programs into their resident package along with providing bike racks and spaces for teleworkers. Through this CTR Plan, Comprehensive Plan, and other planning efforts with the departments of Parks and Recreation and Human Services, the County will coordinate with the transit agencies on land use development, community needs and transit service.

## **Active Transportation Infrastructure**

Lakewood updated its Non-Motorized Transportation Plan (NMTP) in 2023. The 2023 NMTP includes a public survey to inform planners how people currently use non-motorized transportation options in the city as well as improvements users would like to see in Lakewood's non-motorized transportation network.

The City has installed more than 22 miles of sidewalk since the last NMTP update in 2009. This represents a 41% increase in the city's sidewalk infrastructure. While many major routes across the City now have sidewalks, there is still a significant amount of ground to cover to make Lakewood safely walkable for all residents.

Sidewalk improvements are targeted towards neighborhoods, schools, parks, and commercial areas of the city. Safely walkable paths allow residents and workers to choose alternate transportation methods to avoid SOV trips within the city.

The Tillicum and Woodbrook neighborhoods in southern Lakewood are effectively an enclave of the city, separated by water and I-5. Currently, the only way to travel between those neighborhoods and the main body of the City is via I-5. A proposed active transportation path connecting Thorne Lane with Gravelly Lake Drive will provide residents of those neighborhoods an alternate connection with the City that does not require motorized transportation to safely navigate.

## **5. CTR Performance Targets**

### **a. Performance Targets That Reflect Only CTR-Affected Worksites**

Weighted average drive-alone rate of 60 percent or less for CTR-affected worksites at the jurisdictional level.

### **b. Additional Performance Targets**

No additional performance targets are designated for this CTR Plan.

## **6. Base Values for Each Performance Target**

### **a. The Baseline Number**

Performance targets will be tied to the CTR survey. We will establish a base value during the 2023-2025 survey cycle and measure progress using 2026-,2028 and 2030 survey results.

## **7. Method Used to Determine the Base Value for Each Target**

### **a. The Source for Each Base Value Listed**

Performance targets will be tied to the CTR survey. We will establish a base value during the 2023-2025 survey cycle and measure progress using 2026,2028 and 2030 survey results.

## **8. How Lakewood Will Measure Progress Toward Each Target**

### **a. The Method Used to Measure Progress for Each Target**

Performance targets will be tied to the CTR survey. We will establish a base value during the 2023-2025 survey cycle and measure progress using 2026, 2028 and 2030 survey results.

## **9. CTR-Affected Worksites in Lakewood**

### **a. List of CTR-Affected Worksites**

- Franciscan Health System
- Dungarvin Washington Supported Living
- McLane Company
- Korean Women’s Association
- Aero Precision
- Walmart
- Greater Lakes Mental Healthcare
- Hope Human Services
- Harborstone Credit Union
- Amazon Services
- PRMX LLC
- First Transit
- Maersk Warehousing & Distribution Services
- Target Corporation
- Harold Lemay Enterprises
- Safeway
- Netcompliance Environmental Services
- Tacoma Country and Golf Club
- Lowes Home Centers

- Tacoma Casino LLC
- Ambitions of Washington
- Air Systems Northwest
- Hart Road LLC
- Print NW
- Infrasource Services
- Rock Solid Restaurants
- Maverick Lakewood
- Pete’s Flying Aces
- American Lake Healthcare
- Oregon Pacific Building Products
- Infinity Management
- C.C.’s Classy Chassis

## **10. Performance Targets for Each CTR-Affected Worksite**

### **a. Performance Targets Established during the 2023–2025 Survey Cycle**

Performance targets will be tied to the CTR survey. We will establish a base value during the 2023-2025 survey cycle and measure progress using 2026, 2028 and 2030 survey results.

## **11. List the Base Value for Each Site**

### **a. Base Values Established during the 2023–2025 Survey Cycle**

A base value will be established during the 2023-2025 survey cycle.

Services and Strategies

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## **12. Services and Strategies Lakewood Will Use to Achieve CTR Targets**

Lakewood will offer employer and commuter services through the Ride Together Pierce program, a one-stop-shop for sustainable transportation information and services.<sup>1</sup> Ride Together Pierce provides services that help businesses in Pierce County implement commute options programs and make sustainable transportation options easy for riders to access.

### **Free Services for Employers:**

- Employee commute options program development and analysis assistance.
- Employee Transportation Coordinator (ETC) training.
- Employer network and learning opportunities.
- Survey tools, marketing materials, and assistance with the state-required biennial survey of employee commuting habits.
- Marketing materials such as posters, brochures, and sample email messages.
- As needed, transcribed or trans-created materials in languages other than English.
- Campaign toolkit with directions, promotion tips, marketing materials, and sample emails. The campaigns will promote the use of sustainable modes such as Bike Month in May.

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<sup>1</sup> <https://www.ridetogetherpierce.com/>

- Access to employee trip-tracking data to monitor program efforts and issue program benefits such as subsidies.
- Online library of employer support services such as best-practice tip sheets.
- Online telework toolkit for businesses and managers.
- Co-host worksite transportation fairs with ETCs.
- Carpool and vanpool ride-share matching and formation assistance.
- Carpool and vanpool parking signs and vehicle rearview mirror hang tags.
- ORCA (One Regional Card for All) cards loaded with transit fare to provide to employees to try transit.
- Emergency Ride Home program that will provide sustainable transportation commuters a ride home by taxi, Lyft, or Uber. Commuters can request a prepaid e-code or be reimbursed for their trip, up to \$100 per trip and up to three trips per year.
- Quarterly ETC recognition on the Ride Together Pierce website.
- Best Commuter Business leadership program to honor top-performing employer commute options programs.

### **Free Services for Residents:**

- Carpool and vanpool ride-share matching and formation assistance.
- Bicycle Buddy matching assistance.
- Mode-based campaigns with incentives to encourage the use of sustainable modes. Participants will receive first-time user tips for getting started, motivational communication, and notices of opportunities to connect with other sustainable commuters through Ride Together Pierce social media channel.
- Resources to help plan sustainable commute trips to save on personal commuting costs and reduce climate footprint.
- Travel mode information that explains each mode and first-time user guides.
- Online telework toolkit for teleworkers.
- Trip-tracking calendar that will allow users to log their trips to earn participation badges, view pollution and personal cost savings, join team challenges, enter campaign prize drawings, and earn employer program benefits.
- Emergency Ride Home program that will provide sustainable transportation commuters a ride home by taxi, Lyft, or Uber. Commuters can request a prepaid e-code or be reimbursed for their trip, up to \$100 per trip and three trips per year.
- Opportunities to receive commuter assistance or safety items such as helmets, gear with reflective material, and umbrellas.

- Opportunities to participate in transit and bicycle riding classes, bicycle rides, or transit field trips.
- ORCA cards loaded with transit fare to provide to employees to try transit.

### **13. How Lakewood's Services and Strategies Will Support CTR-Affected Employers**

#### Ride Together Services and Strategies

Ride Together Pierce assists employers with developing effective strategies and programs that support CTR and help their employees choose sustainable transportation practices.

- **These services will support CTR-affected employers in the following ways:**
  - Help businesses meet their sustainable goals and climate action visions and missions.
  - Survey results can be used to identify the commute plans that best suit employees' needs and to help employers develop their own CTR plans.
  - Funding rideshare events and campaigns will provide a community of awareness that will support the CTR actions of individual employers.
  - The services and strategies will be provided free of cost to the employer, not requiring them to budget for these services.
  - Customized support and tools can be piloted by the employer, allowing for program modifications and final implementation of successful programs with no financial risk by the employer.
  - Fulfilling request for free translated materials will help them provide information to non-English or limited English speakers at no additional cost to the employer.
  - Employers can take advantage of other employee events such as a benefit fair to present commute options information.
  - Implementing a commute options program and providing an Employee Transportation Coordinators to serve as liaisons between businesses and the Pierce County, facilitates ongoing support for transportation plans and improves future CTR strategies and services.
  - Providing employees with commute option benefits such as transit subsidies and HOV parking, may reduce the costs associated with providing parking spaces or increase client parking.
  - Employer commute options programs, which help to reduce the rate of solo driving; support the economy and environment; and effectively reduce traffic congestion, air pollution, and fuel consumption, which help business operations for all companies.

### **14. Barriers Lakewood Must Address to Achieve CTR Targets**

#### **a. How Lakewood Will Address the Barriers**

##### **Transit Safety Concerns**

Public comments received during CTR Plan public engagement identified concerns regarding the safety of riding public transit and fear that crime and drug use may occur aboard public transit.

Pierce County Response: The County will offer tips for riding safely, statistics on the relative safety of taking public transit compared to driving, and protocol for reporting unsafe drivers or misconduct of passengers on our website, [RideTogetherPierce.com](http://RideTogetherPierce.com). Additionally, goal T-16.9 of the 2024 Comprehensive Plan encourages the placement of transit shelters that are well lit and clearly visible.

### **Bicycling Infrastructure Safety Concerns**

Several community-based organizations and attendees at CTR Plan tabling events commented that they would prefer to bicycle in designated bike lanes and multi-use paths that are separated from the roadway. Without safety-focused bicycle infrastructure, many are deterred from selecting bike trips as a commute alternative.

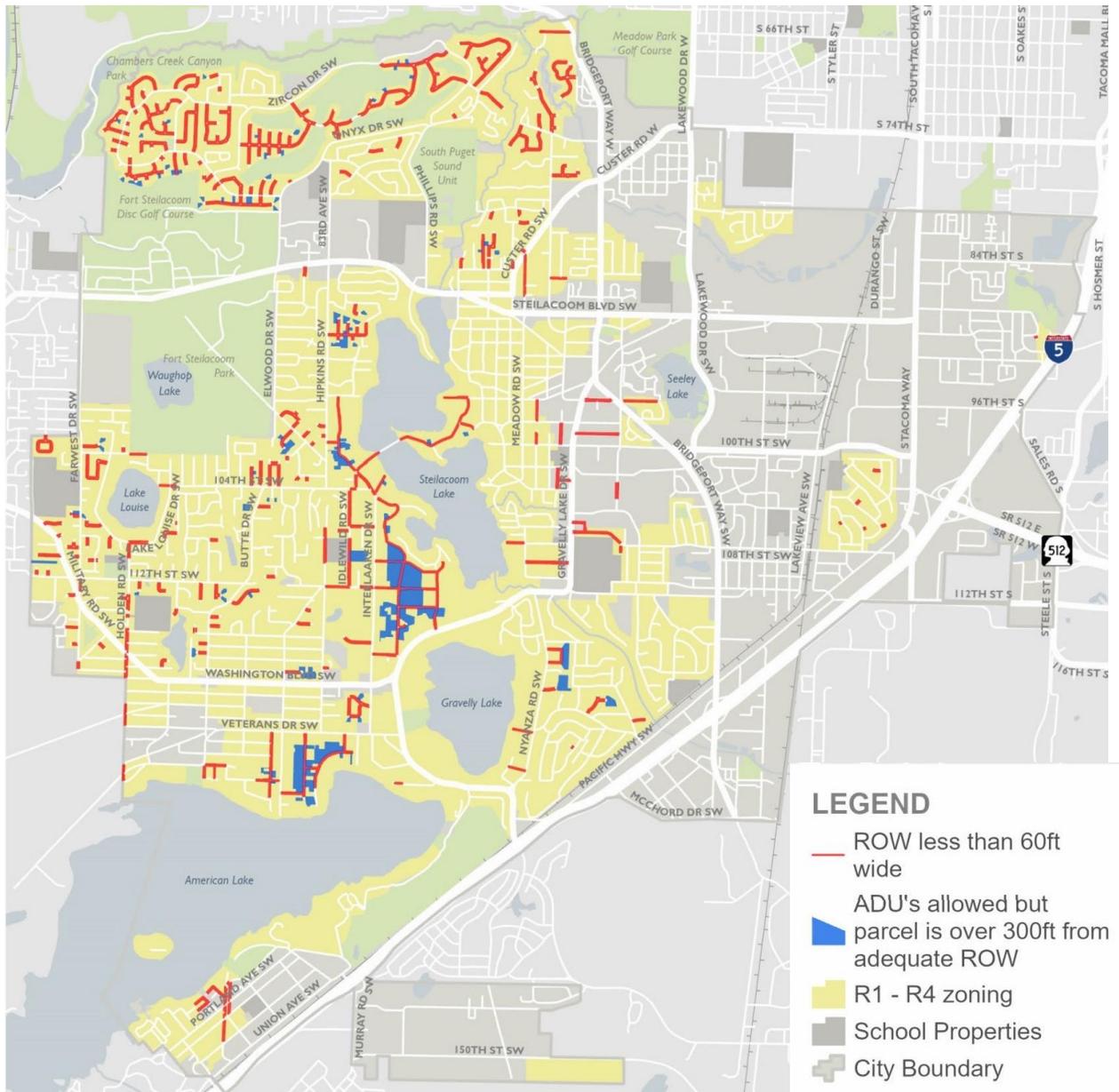
County Response: Pierce County offers its First Time Riders Guide to help new bicycle commuters plan their bike route and safely and confidently navigate their commute. Pierce County also offers a bike buddy program that allows new riders to test out their route with an experienced companion. These guides and program can be found on, [RideTogetherPierce.com](http://RideTogetherPierce.com)

### **Transit Service Area**

The Tillicum and Woodbrook neighborhoods are effectively enclaves of Lakewood. The only current path from Tillicum and Woodbrook to the main body of the City of Lakewood is via I-5. While there is bus service to both Tillicum and Woodbrook, there is no dedicated transit center or train service. Commuter rail service is planned via a Sounder Station being constructed by 2046.

### **Right-of-Way Widths**

Many residential roads in Lakewood are too narrow to add parking or pedestrian/bicycle infrastructure. Over time, the City will explore what funding and design options there are to mitigate this issue.



Source: City of Lakewood, 2024.

## 15. The Transportation Demand Management Technologies Lakewood Plans to Use to Deliver CTR Services and Strategies

Through Ride Together Pierce, Lakewood will offer the following transportation demand management technologies to deliver CTR services and strategies:

- A website that offers CTR information for residents, commuters, and employers. There will be first-time guides for sustainable transportation modes, and links to services such as ride-share matching and transit route planning.

- The website will host an employer portal for turnkey materials to promote commute options services to their employees, campaign mode materials, and training videos for ETCs.
- The website will house a comprehensive Telework Tool for businesses, managers, and teleworkers. The toolkit will provide the resources needed to establish a policy, training for how to manage in a telework setting, and answer frequently asked questions about teleworking.
- The website will have a Contact Us form that will be monitored by the Ride Together Pierce team.
- Host a trip-tracking calendar that will allow people to record their trips, watch their environmental and cost savings, earn achievement badges, join team challenges, and view team results live as trips are logged.
  - The trip calendar will track campaign statistics and will include a prize entry form.
- Management of the Emergency Ride Home program to allow sustainable commute users to request an e-voucher for a Lyft or Uber ride home from their worksite. Users who pay the taxi, Lyft, or Uber provider directly, can submit a reimbursement claim for the trip expense.
- Provide trip planning through the Ride Together Pierce ride management tool. The user can input their origin and destination and the tool will provide trip suggestions for carpooling, vanpooling, transit, bicycling and walking.
  - Promote transit trip planning tools that will suggest routes, times, and fares for the Pierce, King, Kitsap, and Snohomish regions.
- Provide matching services for ride-sharing through the Ride Together Pierce ride management tool for joining or forming carpools and vanpools. Users can enter their home origin and work destination, hours, and days worked to request potential matches.
- Communicate programs and services through the Ride Together Pierce community newsletter email distribution list.
- Promote programs and services by posting on Ride Together Pierce social media accounts.

## **16. Lakewood’s Local CTR Ordinance**

<https://cityoflakewood.us/wp-content/uploads/2022/12/Ordinance-696.pdf>

## **17. Lakewood’s Financial Plan**

### **a. The Estimated Average Annual Costs**

Through a contract with Ride Together Pierce, Pierce County administers CTR programs and services for the CTR-affected cities listed in Table 1 below, as well as for Unincorporated Pierce County. As such, CTR funding for these jurisdictions is considered as a whole, except for each jurisdiction’s Employee Commute Options Program. Explanatory notes for each activity follow.

Table 1: 2025–2029 CTR Financial Plan for Lakewood

Activity	Estimated Average Annual Cost
Employer Engagement	\$410,000
Performance Reporting	\$12,000
Administration and Agency Coordination	\$26,000
Commute Trip Reduction Plan Development	\$21,000
Pierce County Employee Commute Options Program*	\$92,000
Lakewood Employee Commute Options Program*	\$5,000
Estimated Annual Total	\$472,000

Note: Estimated average annual cost is based on 2024 grant funding levels.

\*Indicates a jurisdiction-specific cost. All others are collective under Ride Together Pierce.

- **Employer Engagement** includes training ETCs, conducting networks, providing technical assistance, and reviewing employer CTR plans.
- **Performance Reporting** includes worksite surveys and program reports.
- **Administration** includes identifying worksites, financial and program management, involvement in comprehensive regional transportation and transit planning, transportation demand management technical assistance to capital projects, and collaboration with community-based organizations.
- **Commute Trip Reduction Plan Development** includes consultant fees and staff charges.
- **Lakewood Employee Commute Options Program** includes transit and vanpool subsidies and staff charges.

### The Likely Funding Sources, Public and Private, to Implement the Plan

Table 1:Likely Revenue Sources for Funding CTR Plan

Source of Revenue	Estimated Average Annual Revenue
Pierce County	\$57,000
Lakewood*	\$5,000
Washington State Department of Transportation CTR Formula Funds	\$75,000
Congestion Mitigation and Air Quality Federal Competitive Grant Funds	\$337,000
Total	\$472,000

\*Indicates a jurisdiction-specific funding source. All others are collective under Ride Together Pierce.

## 18. Lakewood’s Implementation Structure

### a. Who Will Conduct the Activities Listed in the Plan

Lakewood contracts with Pierce County for CTR program administration. It is expected that the contracting will continue during the 2025 - 2029 plan years. Within the County, the Planning and Public Works department will be responsible for plan implementation.

**b. Who Will Monitor Progress on the Plan**

The Pierce County Planning and Public Works department, with staff from the CTR-affected cities, will monitor the progress of the CTR Plan.

**19. Lakewood’s Implementation Schedule**

**Table 2 - Anticipated CTR Projects and Actions**

1st Biennium July 2025–June 2027	2nd Biennium July 2027–June 2029
<ul style="list-style-type: none"> <li>• Provide commute and other employee transportation services to Pierce County employees.</li> <li>• Provide employer support services such as networking opportunities, mode campaigns with incentives, marketing materials, ride-share matching assistance, transportation fair and event support, transit trip planning, Emergency Ride Home program, quarterly recognition, and Best Commuter Business leadership program.</li> <li>• Identify CTR-affected and voluntary worksites.</li> <li>• Train and provide technical assistance to ETCs. Provide opportunities for their continued learning of best practices.</li> <li>• Provide access to quarterly and annual CTR program reporting tools and training on how to complete the reporting process.</li> <li>• Review employer quarterly and annual CTR program reports.</li> <li>• Provide access to the survey tool and training on how to complete the survey process. Review survey results.</li> <li>• Conduct financial and administrative program management of the CTR Plan.</li> <li>• Engage in local, regional and state CTR planning and collaborate CTR efforts with local agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide commute and other employee transportation services to Pierce County employees.</li> <li>• Provide employer support services such as networking opportunities, mode campaigns with incentives, marketing materials, Emergency Ride Home program, quarterly recognition, and Best Commuter Business leadership program.</li> <li>• Identify CTR-affected and voluntary worksites.</li> <li>• Train and provide technical assistance to ETCs. Provide opportunities for their continued learning of best practices.</li> <li>• Provide access to quarterly and annual CTR program reporting tools and training on how to complete the reporting process.</li> <li>• Review employer quarterly and annual CTR program reports.</li> <li>• Provide access to the survey tool and training on how to complete the survey process. Review survey results.</li> <li>• Conduct financial and administrative program management of the CTR Plan.</li> <li>• Engage in local, regional, and state CTR planning and collaborate CTR efforts with local agencies.</li> <li>• Undertake development activities for 2029–2033 four-year CTR plan.</li> </ul>

**20. The CTR Plan for Lakewood Employees**

**a. Services, Programs, Information, and Other Actions Lakewood Put in Place to Help Employees Reduce Their Drive Alone Commute Trips**

The City of Lakewood is setting the example for local businesses by implementing its own Commute Trip Reduction (CTR) program for City employees.

**The elements of the Commute Trip Reduction Program include:**

- Guaranteed Ride Home in Case of Emergency, etc.
- Covered and Secure Bike Rack in secured garage
- Employee Lockers and showers
- Compressed work schedules
- Flex schedules
- Telework
- Vanpooling
- Regional ride match system
- Participation in Regional CTR events
- Personalized help for employees from City's CTR representative

**Subsidies offered:**

- Subsidies for carpoolers, bicyclists, walkers and bus riders:
  - \$1.50/day for first 4 days per month
  - \$2.00/day for every day thereafter in the same month
- 50% subsidy for bus passes/ ORCA cards

**21. How the CTR Plan for Lakewood Employees Contributes to the Success of the Overall Plan**

**a. How the Plan for Lakewood Employees Reinforces the Success of the Jurisdiction Plan**

The actions included in the Lakewood's commute options employee program indicate the city's commitment to the goals of the CTR Plan. The Lakewood's employee program is similar to the worksite programs of other CTR-affected employers. Thus, they create a mutually reinforcing community focused on CTR efforts. Employers know that the city is involved and committed to CTR along with them. The regular forums for ETCs foster relationships through sharing experiences and best practices and provide a place for mutual problem-solving and support. This strengthens the program at all affected sites in Pierce County.

Alignment with Plans

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**22. Transit Agencies That Provide Service in Lakewood**

**Transit Agencies:**

- Pierce Transit
- Sound Transit
- Intercity Transit

## **23. Transit Plans Reviewed While Developing this Plan**

### **Pierce Transit**

- [2024-2029 Transit Development Plan](#)
- [2023 Bus System Recovery Plan](#)
- [Destination 2040 Long Range Plan Update \(2020\)](#)
- [BRT Expansion Study](#)

### **Sound Transit**

- [Transit Development Plan 2023-2028 and 2022 Annual Report](#)
- [2025 Service Plan](#)
- [Regional Transit Long-Range Plan \(2014\)](#)
- [System Expansion Implementation Plan \(2018\)](#)
- [ST3 Regional Transit System Plan \(2017\)](#)

### **Intercity Transit**

- [2022 Annual Report and 2023-2028 Transit Development Plan](#)
- [Intercity Transit Proposition 1](#)
- [Short- and Long-Range Plan](#)

## **24. How This CTR Plan Supports the Transit Plan(s)**

CTR plans play a crucial role in supporting transit initiatives by encouraging employees to choose public transit options for their daily commutes. By providing incentives, subsidies, and informational campaigns, CTR programs promote transit usage among commuters. Specifically:

- **ORCA Product Assistance:** Increases use of transit service through the ORCA Business Passport program that offers pretax and subsidized transit passes.
- **Engagement in the Planning Process:** Efforts to gather public feedback through weekly updates, manager's bulletins, and social media engagement.
- **Instituting Parking Maximums:** Reducing the supply of parking by instituting parking maximums for new development will help encourage people in those developments to look to non-drive-alone modes of travel, foremost transit.

## **25. Comprehensive Plan Updates Needed and When They Will Be Made**

### **Safety**

Several representatives of community-based organizations (see the interview list in #26a below) interviewed during the CTR planning process highlighted safety as a primary concern for riding the bus, commuter train, and light rail. Interviewees revealed that fear of criminal activity, coupled with inadequate infrastructure such as inaccessible sidewalks and poorly lit, unsheltered bus

stops, significantly discourages transit ridership. Safety apprehensions extended beyond transit to active mobility methods such as walking, biking, and rolling. Many organizations emphasized the urgent need for protective measures such as designated bike lanes, interconnected trail systems, roadway designs conducive to reduced speeds, and enhanced sidewalk infrastructure to address these safety challenges.

The 2024 Lakewood Comprehensive Plan update includes recognition of the Non-Motorized Transportation Plan's (NMTP's) finding that the City should continue implementing its Neighborhood Traffic Management Program to address local traffic and safety concerns and integrate considerations from the NMTP into this ongoing effort. Second, ongoing efforts is required to ensure that multimodal levels of service (MMLOS) be improved for non-motorized systems by striving towards greater connectivity, safety, and effective use through the complete network identified in the NMTP.

Comprehensive Plan Goals TR-4.7, TR-6.2, TR-9.7, and TR-10.5 recognize the importance of safety improvements needed to construct a successful multimodal transportation network.

Community-based organizations emphasized that workers are forced to travel long distances because it is too expensive to live near their workplaces. Organizations interviewed stressed the importance of providing affordable housing near employment centers and along transit corridors.

As part of the 2024 Comprehensive Plan update, the City's designated Downtown and Station District Subareas are identified as priority areas for focusing growth. These subareas will see increased housing and job, and prioritized infrastructure development and their locations will correlate with areas of planned transit investment. These updates support and encourage transit-oriented development.

## Engagement

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### **26. Stakeholder Engagement**

Pierce County offered a series of engagement activities featuring CTR topics leading up to and continuing throughout development of this CTR Plan. Broadly, CTR engagement activities included:

- Tabling at community events, 2022–2023
- Meetings with employers, city staff, transit agencies, and the Pierce County Senior Counsel for Tribal Relations, 2023–2024
- Online open house and surveys, spring 2024
- Community-based organization interviews, spring 2024
- Public comments on the draft CTR Plan, summer 2024

#### a. Who did we talk to?

##### 1. Community Members/Pierce County Residents

- Tabling Events

- Communities in Bethel/Spanaway, Fife, Key Peninsula, Lakewood, Orting, Parkland, Prairie Ridge, Puyallup, South Hill, Sumner, Tacoma, University Place, and unincorporated Pierce County.
- Online Community Member Survey
  - Pierce County residents and workers.
- Commute Trip Reduction Online Open House, Phases 1 and 2
  - Respondents living and working in Auburn, Bonney Lake, Buckley, Carbonado, DuPont, Eatonville, Edgewood, Lakewood, Puyallup, Tacoma, University Place, unincorporated Pierce County, Fife, Fircrest, Gig Harbor, Milton, Orting, Roy, Ruston, South Prairie, Steilacoom, Sumner, and Wilkeson.
- Commute Trip Reduction Plan Public Comment Period and Questionnaire
  - Respondents living and working in Auburn, Bonney Lake, DuPont, Eatonville, Lakewood, Puyallup, Tacoma, University Place, unincorporated Pierce County, Fife, Fircrest, Gig Harbor, Orting, Steilacoom, and Sumner (179 responses)

## 2. Employers, City Staff, Tribal Relations, and Transit Agencies

- **Employee Transportation Coordinator Network Event**
  - AGEISS; Apex Companies; Clover Park Technical College; Washington State Department of Social and Health Services (DSHS) Child Study and Treatment Center; Greater Lakes Mental Healthcare; InfoBlox; Kaiser Permanente Washington; Pacific Lutheran University; Pierce Transit; Sekisui Aerospace; Sound Transit; Tacoma-Pierce Health Department; University of Washington, Tacoma; and Virginia Mason Franciscan Hospital.
- **Partner Visioning Meeting**
  - Climate Pierce County; Clover Park Technical College; DSHS Child Study and Treatment Center; Downtown On the Go; ForeverGreen Trails; JBLM Madigan Army Medical Center; Kaiser Permanente Washington; Pierce Transit; Second Cycle; Toray Composite Materials America; and University of Washington, Tacoma.
- **Pierce County Senior Counsel for Tribal Relations Interview**
  - Informational emails with requests to meet were sent to the Puyallup, Muckleshoot, Nisqually, and Squaxin Tribes.
- **Employer Interviews**
  - DSHS Child Study and Treatment Center, Toray Composite Materials America, MultiCare Health System, and Virginia Mason Franciscan Hospital.
- **Transit Agency Outreach/Interviews**
  - Pierce Transit, Intercity Transit, and Sound Transit.
- **Employer Workshop**

- The Boeing Company, City of DuPont, City of Fife, City of Gig Harbor, City of Lakewood, City of Sumner, City of Tacoma, City of University Place, Clover Park Technical College, Department of Social and Health Services, Kaiser Permanente, MultiCare Health System, Pacific Lutheran University, Pierce County, Pierce Transit, Red Dot Corp. Tacoma-Pierce County Health Department, Umpqua Bank, Washington Military Department.

### 3. Community-Based Organizations

- Interviews with ForeverGreen Trails, YMCA of Pierce and Kitsap Counties, and Tacoma-Pierce County Health Department.

### 4. Pierce County Transportation Advisory Commission

- CTR Plan presentation and comment collection

#### b. When did we talk to them?

#### 1. Community Members/Pierce County Residents

- **Tabling Events:** Tree Giveaway 3/21/2022 and 3/25/2023; South Sound Sustainability Expo 4/16/2022; Spring Garden Fest 5/21/2022; Parkland National Night Out 8/2/2022; Trails Conference 9/29/2022; Summer Brain Health Event 10/8/2022; Thriftapalooza 11/5/2022 and 3/25/2023; South Hill Library 12/12/2022; Safe Streets 4/25/2023, 5/1/2023, 5/17/2023, 6/9/2023, 6/17/2023, 7/25/2023, and 7/28/2023; Orting Library Climate Change Display 5/2/2023; Pipeline Trail Party 5/20/2023; Kids Kraze 6/10/2023; Lakewood Summer Fest 7/15/2023.
- **Online Community Member Survey:** February - April 2024.
- **Commute Trip Reduction Online Open House:** April - May 2024.
- **Employer Workshop:** July 18, 2024.
- **Draft CTR Plan Public Comment Period and Questionnaire:** August 5-25, 2024.

#### 2. Employers, City Staff, Transit Agencies

- **ETC Network Event:** 10/17/2023.
- **Partner Visioning Meeting:** 1/19/2024.
- **Pierce County Senior Counsel for Tribal Relations Interview:** 3/8/2024.
  - Information emails sent to Puyallup, Muckleshoot, Nisqually, and Squaxin Island tribes, 3/15/24 and 5/3/24
- **Employer Interviews:** MultiCare Health System and Virginia Mason Franciscan Hospital 5/6/2024; DSHS Child Study and Treatment Center 5/7/2024; Toray Composite Materials America 5/15/2024.
- **Transit Agency Outreach and Interviews:** April 2024.

### 3. Community-Based Organizations

- **Interviews:** ForeverGreen Trails 3/19/2024; Tacoma-Pierce Health Department 4/1/2024; YMCA of Pierce and Kitsap Counties 4/18/2024.

Pierce County Transportation Advisory Commission

- **CTR Plan Presentation:** 5/23/2024.

Pierce County Residents and Workers (Online Open House and Surveys)

- **Online Open House and Survey:** Spring 2024.

c. What did they have to say?

### 4. Tabling Events

Pierce County-area residents and workers provided feedback on the county transportation system and CTR at outreach tables hosted by Pierce County staff. The following is a summary of comments received at tabling events held in Lakewood:

- Provide shuttles to Clover Park Technical College.
- Improve ADA transit options for Clover Park Technical College and throughout Pierce County.
- Improve transit service to outlying areas of Pierce County.
- Separate sidewalks from the road for walking and biking in Ruston.
- Install moving sidewalks.

### 5. Community Member Survey

Pierce County, in collaboration with the Ride Together Pierce program, conducted an online survey to collect information about commuter habits and gather feedback on potential sustainable and affordable commuting options. This survey was distributed to Ride Together Pierce newsletter subscribers, promoted on Ride Together Pierce's social media sites, and available on the Ride Together Pierce website. The survey received 74 responses from residents across Pierce County. Key themes include the following:

**Public Transportation:** Many respondents indicated that more direct and frequent transit service, transit stops located closer to home, and amenities such as bus shelters would encourage them to ride transit.

**Bicycle Infrastructure and Education:** Respondents indicated that providing improved bike infrastructure, such as dedicated bike lanes, and improving roadway safety would encourage commuting by bike. A few respondents expressed interest in programs focused on bike safety education and safe route planning.

**Incentives:** Several respondents identified financial incentives such as cash, gifts, or point-based reward programs as a motivation to try alternatives to drive-alone trips.

**Vanpools/Carpools:** Although respondents expressed a willingness to try carpooling and vanpooling, they identified difficulty forming vanpool/carpool groups and a need for flexible vanpool/carpool timing as deterrents.

**Telecommuting:** Several respondents noted they would choose to work from home if their office policy allowed.

**Land Use:** Some respondents noted a desire to live closer to their workplace if there were affordable housing available and that living closer to work would improve the likelihood that they would try alternatives to drive-alone trips.

**Safety:** Safety was identified as a major deterrent for choosing sustainable commute options. In addition to feeling unsafe while biking, some respondents mentioned concerns about the safety of public transportation. Additionally, one respondent noted that they avoid carpooling due to their distrust of the driving abilities of other people.

## 6. Commute Trip Reduction Online Open House

Following the online community member survey, Pierce County hosted an online open house that described what could be included in each section of the 2025–2029 CTR Plan and asked respondents to provide comments and additional input on commuting preferences and barriers. There were 238 respondents to the survey embedded in the online open house. Key themes of the feedback provided are summarized below:

**Changes in Commuting Patterns:** Most respondents shared that, despite an increase in working from home, they have observed significant increases in congestion and travel time during their commutes, and several shared that there are more cars driving on side streets and through neighborhoods. Multiple respondents shared that they have observed that driving behavior has become more dangerous and they do not feel safe on the road when driving, biking, or walking. Many respondents noted that several bus routes have been eliminated or reduced and remaining routes are more challenging to access.

**Public Transportation:** Several respondents expressed interest in expanded public transportation options, such as more frequent Sounder trains or access to light rail. Multiple respondents emphasized the importance of expanded service locations, routes, and times, as well as faster and more reliable service. They also noted a desire for more local service rather than a focus on regional travel. Additionally, respondents appreciated on-demand runner systems, transit cars that can be hailed by a smart phone app in areas where bus service is not available, and would like to see these services improved and expanded. Respondents also expressed a desire for infrastructure, such as benches or shelters, at bus stops.

**Active Mobility:** Multiple respondents cited the lack of safe bicycle and pedestrian infrastructure as a deterrent to choosing these modes, noting they would like to see dedicated, protected bicycle lanes and more sidewalks.

**Safety:** In addition to safety improvements for pedestrians and bicyclists, respondents expressed safety concerns for transit riders, noting the presence of crime and drug use on buses. Others emphasized the need for an overall shift toward prioritizing people over cars, advocating for policies and infrastructure to support pedestrians, cyclists, and public transportation riders.

**Performance Metrics:** Asked to share their thoughts on selecting CTR performance metrics, respondents expressed a preference for jurisdictions to consider their local transportation needs and set realistic, impactful goals. This could include considering environmental factors and integrating low-carbon targets.

#### **Draft CTR Plan Public Comment Period and Questionnaire**

Pierce County made the draft *Pierce County Commute Trip Reduction Plan, Four-Year Plan: 2025–2029* available for public comment between August 5-25, 2024. At the same time, the County released a questionnaire on its [Ride Together Pierce website](#) to help gather comments on the draft plan. The questionnaire asked respondents to provide their place of residency and where they work as well as feedback on the four plan sections: Benefits of CTR, Performance Targets, Services and Strategies, Alignment with Plans, and Engagement. A final question asked for any additional comments the respondent might want to provide.

**Benefits of CTR:** The most common suggestions related to requests for additional services, infrastructure, and practices, followed by comments expressing approval of or support for the section or plan. In this section, commenters also suggested cooperative regional land use and transportation planning, requiring traffic impact statements for developers, and facilitating rideshare and cycling adoption with in-person events.

**Performance Targets:** Many comments expressed approval of or support for the section or plan. Some commenters provided suggestions, such as adding performance targets that focus on peak commute hours, and some shared criticisms, with some saying that the targets are unrealistic for residents who have multiple reasons to drive for their commute, and others that the plan itself was too long and confusing.

**Services and Strategies:** The most common comment themes include concerns about and suggestions for improving safety (especially cycling safety in Tacoma) followed by comments expressing approval and understanding of the section. Suggestions on perceived gaps and suggested additions to service covered a large cross-section of topics, including encouraging more flexible systems such as work and daycare hours for workers and fostering more interagency coordination for commuters who cross county lines.

**Alignment with Plans:** Many of the comments expressed approval of and support for the section. Suggestions for additions included requests to add more transit service and accelerate the schedule for providing Sounder service, and not only providing incentives but making the incentives more accessible to commuters.

**Engagement:** While many of the comments expressed approval for this section, perceived gaps included communities that respondents felt had not experienced enough outreach or the feeling that the plan summary did not reflect certain comments or topics.

**General Comments:** For most sections of the CTR plan, an average of more than 10 percent of respondents provided positive comments or expressed approval of the section or plan. The comments about plan contents may point to the need to adopt more plain-language standards for all transportation planning materials. The most frequently expressed needs were for more incentives, more accessible benefits, more transit routes

(particularly in DuPont) and greater frequency, more coordination among agencies, improved safety, particularly for cyclists.

## 7. ETC Network Event

### **Keep doing:**

- Providing promotional materials, templates, and campaigns.
- Training and ongoing coordination and support for ETCs.

### **Start doing:**

- Employer and employee spotlight.
- Providing vanpool vans and assisting with ride-share matching and formation.
- Adding earlier or later transit routes and improving Emergency Ride Home<sup>2</sup> for those working early or late shifts.
- Subsidies for items such as bike racks, helmets, walking shoes, and ORCA cards.

### **Stop doing:**

- Opt-in option for receiving printed posters.

## 8. Partner Visioning Meeting

### **What should the CTR program keep doing?**

- Provide ETCs with toolkits, materials, and training to promote CTR programs.
- Support CTR survey planning and recognize ETCs for their efforts.
- Maintain the Ride Together Pierce webpage and resources, as well as programs and campaigns such as Bike Swap, Emergency Ride Home, handing out ORCA cards, and other incentives.

### **What is one bold new idea the CTR program should consider doing?**

- Promote a free transit month for all commuters and analyze ridership data.
- Provide grants for high-quality, secure bike parking.
- Promote safety, particularly with regard to public transportation (i.e., accessible, well-lit bus stops).

## 9. ETC Interviews

### **MultiCare Health System**

- Subsidized ORCA cards are a popular benefit.
- Spanish is the most common language spoken other than English, followed by Tagalog.
- Employees want easier transit and ride-sharing options.
- Information about the environmental benefits of CTR would encourage more people to participate.
- On-site promotions would reach more employees than email.

### **Virginia Mason Franciscan Hospital**

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<sup>2</sup> Ride Together Pierce. <https://www.ridetgetherpierce.com/ERH>

- Carpooling and teleworking are the most popular non-drive-alone modes.
- Spanish is the most common language spoken other than English, followed by Vietnamese and Russian.
- Employees want easier transit and ride-sharing options.
- Safety tips for riding transit, carpooling, or riding bicycles would encourage people to participate.
- Parking is always limited; often employees have to park in the patient lot and end up running late.

#### **DSHS Child Study and Treatment Center**

- The bicycle map is the most popular pamphlet. Adding secure on-site bike parking would make this mode more accessible.
- Working early or late shifts can be a barrier to participating in ride-sharing or taking the bus.
- Employees commute from all over, so finding ride-sharing partners can be challenging.

#### **Toray Composite Materials America**

- Getting information out to employees can be challenging. Not all have access to a computer, so using QR codes in printed materials (such as posters and break room signs) could better help reach people.
- Emphasizing sustainability could be a good way to garner additional leadership support.

#### **Pierce County Senior Counsel for Tribal Relations**

- Transportation issues around elder and veteran needs.
- Would like transit agencies to do a better job reaching out to tribes. Does not support rail going through tribal land.
- Support for opening relationships to have conversations around transportation needs.
- Would like agencies and government to support tribe treaty rights.

#### **Employer Workshop**

The Employer Workshop brought together major employers to discuss and enhance the development of Pierce County's CTR plan and the CTR plans of CTR-affected cities in Pierce County. This engagement centered around understanding current challenges, sharing best practices, and identifying strategies to encourage sustainable commuting methods among employees. Key themes of the feedback collected during this workshop are captured below.

#### **Infrastructure and Accessibility**

- **Time and Convenience Issues:** Public transit is perceived as taking significantly longer than driving. This perception, combined with the availability of free parking, makes transit use less attractive.
- **Non-traditional start times and safety concerns:** Employees who start their shifts very early in the morning or end late at night face more barriers to using transit, rideshare, or active transportation modes.
- **Lack of Active Transportation Infrastructure:** Current infrastructure inadequately supports bicycling and walking, with safety concerns being a major barrier.

## Remote Work Impact

- **Reduced Need for Commuting:** The rise in remote work has decreased the number of employees commuting regularly, affecting traditional CTR efforts.

## Incentives and Employee Engagement

- **Low Incentives for Transit Use:** The availability of free parking diminishes motivation for employees to choose alternative commuting methods.
- **Challenges with Employee Buy-In:** Engaging employees and shifting their commuting habits remains a challenge, with employers seeking better incentives to increase participation.
- **Awareness of Incentives:** There is a lack of employee knowledge about available programs such as Emergency Ride Home and other CTR benefits.

## Cultural and Organizational Shifts

**Need for Internal Support:** Effective CTR plans require strong internal support and policies that encourage sustainable commuting methods, highlighting the importance of organizational commitment to these initiatives.

## 10. Transit Agency Outreach/Interviews

**Pierce Transit** shared that its next upcoming System Restoration goal is to restore 15-minute frequencies on Routes 2 and 3. The agency noted that peaks in ridership have expanded throughout the day and on weekends, and that more students are riding transit with the Youth Ride Free program.

**Intercity Transit** shared that the agency primarily serves riders commuting between counties, as well as the large military population commuting to JBLM. Upcoming changes may include more effectively connecting military residents with the base, as well as increasing the span and frequency of existing express routes to provide better connections with Pierce Transit and Sound Transit routes. Staff noted that the rise of remote work, particularly among government workers based in Olympia, has drastically impacted ridership.

**Sound Transit** shared that working with employers is a key strategy to develop successful CTR strategies. For instance, negotiating reasonable transit pricing with the ORCA Passport Program can be very impactful, as it can incentivize people to shift to transit without a massive added cost. Building these connections relies on enhanced marketing and partnering with jurisdictions and organizations, such as Downtown On the Go, to better reach employers. Staff also provided the following details on ridership:

- With the rise in remote work, commuting peaks are lower on Monday and Friday and higher Tuesday through Thursday. Peaks overall are broader throughout the day and on the weekend, particularly for large events.
- Ridership was least impacted during the pandemic on the 574 (Lakewood, Tacoma, Airport) route, indicating a high proportion of essential workers along that route.

## 11. Community-Based Organization Interviews

### **ForeverGreen Trails**

- Remote work is a key CTR strategy that increased significantly during the COVID-19 pandemic. It preserves transportation capacity for those who need to commute while eliminating environmental impacts from trips not taken.
- Densification reduces transportation barriers and impacts. Managing land use to avoid low-density, single-use development is necessary for people to be able to get around without a car.
- Improving transit corridors requires collaboration between local and state jurisdictions and transit authorities—infrastructure and service improvements rely on multiple agencies working together.
- It's important to reduce collision risk and make sustainable modes safer. Making them enjoyable is also key.

### **Tacoma-Pierce Health Department**

- Exposure to low air quality is higher in communities divided by highways and other heavily traveled roads.
- Speeding on multilane roadways is a major safety issue and can be difficult to manage on a local level.
- Pierce County is under-resourced for public transit. Expanding service, investing in more complete streets and first/last mile programs, and constructing and improving sidewalks—particularly near libraries, schools, and other similar facilities—is important to make transit a more accessible choice.
  - This is especially important for people using mobility devices who may rely on public transit. Most municipalities have a budget for sidewalk improvement requests from people using mobility devices, but often the budgets aren't fully used.
- Weather, distance, and geographic features such as hills can be barriers to choosing active mobility options.
- There are not enough protected or connected bicycle lanes. Glass and debris on major roadways can further deter people from choosing to ride their bicycles.
- Accessing childcare is a widespread barrier to choosing non-drive-alone modes.
- There is a lot of free parking in Pierce County.

### **YMCA of Pierce and Kitsap Counties**

- Accessing childcare is a big issue, particularly in unincorporated Pierce County. Transportation can be a barrier to access to basic services for families.
- Families who need to make multiple stops during their commute are less likely to choose non-drive-alone options.
- Areas on the Kitsap Peninsula and in Bethel and unincorporated Pierce County are not served by transit.

- Ride Together Pierce’s programming and incentives can help communities to embrace healthier practices such as active mobility and reducing emissions from driving alone. This can help with developing blue zones.

## 12. Pierce County Transportation Advisory Commission CTR Plan Presentation

### **What would make commuting easier? What should the CTR program consider doing?**

- Create transportation hubs in low-income or historically disadvantaged communities with free options such as bike-sharing and scooters, and focus on connecting people to public transportation.
- Work to connect nearby (CTR-affected and non-CTR-affected) employers using carpool/vanpool.
- Improve bike infrastructure; focus on routes with lower traffic speeds.
- Increase public transit, provide more direct routes, and offer door-to-door van service to bridge gaps.
- Pay for vanpool and provide vehicles for employee use in case of emergency.
- Improve minimum requirements for CTR-affected employers (e.g., subsidized ORCA cards, staggered work schedules, and telework).
- Analyze traffic data near major employers and synchronize intersections to reduce congestion.
- Add schools to the CTR program.

### d. How did what they said influence the plan?

- Pierce County collected comments at several community events during 2022 and 2023. At these events, people said that Pierce County should offer [transit] vouchers for low-income, disabled, homeless, and vulnerable community members; provide carpooling incentives; encourage residents to walk, bike and carpool to destinations; and provide outreach classes and information in Spanish.

To help support these interests, Ride Together Pierce will:

- Make ORCA cards loaded with transit fares available at community events and for CTR-affected employers to hand out to employees.
- Encourage the use of sustainable modes of transportation by providing information on their website including first-time rider guides; marketing sustainable alternative transportation campaigns with incentives; offering training opportunities such as bicycle classes, bicycle skills courses, and transit field trips; promoting a bicycle buddy matching program; and work with employers to provide translated materials.
- Respondents to the Spring 2024 Community Survey shared interest in programs focused on bike safety education and safe route planning, financial incentives, gifts or reward programs, help forming carpool groups, options to work from home.

To help support these interests, Pierce County will:

- look for funding opportunities for additional incentives to those offered with mode campaigns and providing free ORCA cards loaded with transit fare.
- promote partner incentive programs such as occasional vanpool formation incentives offered by transit agencies.
- promote its online telework toolkit to businesses and school career centers.
- The preferred sustainable transportation modes as reported in the Spring 2024 Open House Survey were to ride the city or regional bus, ride a bicycle, walk or use a mobility device that rolls or a scooter or skateboard, and work from home.

To help support these modes, Pierce County will provide:

- Transit ridership: transit fare and ORCA cards, transit training, classes, or field trips.
- Bicycling: bicycle classes, skills course training, bike rides, bicycle buddy ride-share matching, support or safety gear such as reflective gear or tire repair kits, transit fare to combine bicycling and transit for longer trips.
- Walk or use a mobility device that rolls or a scooter or skateboard: provide opportunities to receive support or safety gear such as reflective gear and umbrellas or transit fare to combine walking and transit for longer trips.
- Work from home: online telework toolkit for businesses, managers, and teleworkers.
- The top barriers to sustainable transportation modes as reported in the Spring 2024 Open House Survey were the lack of transit availability, that transit takes too long, and concerns about safety while riding transit. The secondary barriers reported included that riding a bicycle feels unsafe and that people feel their commute is too long for riding a bicycle.

To help address these barriers, Pierce County will:

- Share with transit agencies the valuable comments received from the CTR Plan outreach and engagement process and collaborate with transit agencies
- Provide transit riding classes and field trips to help grow rider confidence.
- Address rider safety concerns by providing transit agency safety information to commuters.
- Goal T-12.2 of the 2024 Comprehensive Plan endorses the concept of complete streets, which promotes roadways that are safe and convenient for all users and new Goal T-12.7 prioritizes developing a safe, connected network of active transportation facilities that allows for access to centers and community destinations.<sup>3</sup>
- Goal T-16.8 of the 2024 Comprehensive Plan encourages placement of transit shelters that are well lit and clearly visible.<sup>4</sup>

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<sup>3</sup> Transportation Draft Element, 2024 Comprehensive Plan p. 8.

<https://www.piercecountywa.gov/DocumentCenter/View/133292/Transportation-Draft-Element-and-Technical-Appendix>

<sup>4</sup> *Ibid* p. 11

## 27. Vulnerable Populations Considered

Staff collaborated with community-based organizations that serve vulnerable populations to host several safe streets tabling events throughout Pierce County. Staff identified vulnerable populations by using the [Washington Environmental Health Disparities](#) map and [Pierce County's Equity Index](#) and through interviews with community-based organizations.

The highest environmental health disparity<sup>5</sup> scores and lowest equity index scores<sup>6</sup> are most prevalent along the I-5 corridor, which bisects Lakewood's southern border.

The feedback provided by community-based organizations that serve vulnerable populations was considered in development of this CTR Plan. The demographics of some area populations served by community-based organizations are as follows:

**Native Hawaiian and other Pacific Islander** residents make up two percent of Pierce County's population.<sup>7</sup>

**Hispanic and Latino** ethnicities represent twelve percent of Pierce County's population.<sup>8</sup>

**Cost-burdened households** spend more than 30 percent of their income on rent and utilities. In Pierce County, 22 percent of property owners are cost-burdened, and 49 percent of renters are cost-burdened.<sup>9</sup>

**The Bethel Community** is a rural community in Pierce County located in the 98387 zip code and centered around the Bethel School District, which serves 20,000 students. Approximately 47 percent of the students qualify for free and reduced lunch. According to the Tacoma-Pierce County Health Department, the Bethel Community has a high number of youth and families with adverse childhood experiences and substance use disorders.<sup>10</sup>

## 28. Engagement Focused on Vulnerable Populations

### a. Who did we talk to?

- Pacific Islander Health Board of Washington.
- Puget Sound Educational School District Latinx Family Advocacy Group.
- DeMark Apartments and the Pierce County Housing Authority.
- Bethel Community Services.

### b. When did we talk to them?

- Pacific Islander Health Board of WA (Safe Streets tabling event in Fife on 5/17/23).
- Puget Sound Educational School District Latinx Family Advocacy Group (Safe Streets tabling event in Prairie Ridge on 7/25/23).

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<sup>5</sup> Washington Environmental Health Disparities Map. <https://doh.wa.gov/data-and-statistical-reports/washington-tracking-network-wtn/washington-environmental-health-disparities-map>

<sup>6</sup> Pierce County Equity Index. <https://www.piercecountywa.gov/7938/Equity-In-Decision-Making#equityindex>

<sup>7</sup> Pierce County Equity Index. <https://www.piercecountywa.gov/7938/Equity-In-Decision-Making#equityindex>

<sup>8</sup> *Ibid*

<sup>9</sup> *Ibid*

<sup>10</sup> Bethel Community services p. 2. <https://bethelservices.org/wp-content/uploads/2019/04/Pierce-Co-Bethel-2019.pdf>

- DeMark Apartments and the Pierce County Housing Authority (Safe Streets tabling event in unincorporated Pierce County on 7/25/23).
- Bethel Community Services (Safe Streets tabling event in Bethel/Spanaway on 6/9/23).

c. What did they have to say?

- **Pacific Islander Health Board of WA**
  - Create public transportation routes that focus on working-class and poor communities.
  - Improve safety on transit systems.
  - More bus routes and trains in low-income areas are needed, as well as higher wages for drivers.
  - For poor ones/disabled ones, provide cheap prices, a voucher for gas, etc., as well as for disabled, vulnerable/homeless, etc.
  - Carpooling incentives such as free gas or reduced taxes for those in a given area riding together.
  - Provide better carpooling and public transportation to meet the needs of low-income communities.
- **Puget Sound Educational School District Latinx Family Advocacy Group**
  - Create a public transportation route for the city of Bonney Lake so then we can reduce our car use.
  - We need public transportation in the Bonney Lake community.
  - We need more bikes or to walk to places that are nearby.
- **DeMark Apartments w/Pierce County Housing Authority**
  - Climate change is going to change no matter what. Where it would make a difference is in construction. Transporting workers and waste from construction.
  - Create an electric bike program for low-income riders.
  - Redesign main streets with more bike lanes and sidewalks.
  - Reconfigure community streets with more roundabouts to slow traffic and keep kids safer.
  - We need more public transportation for older people.
- **Bethel Community Services**
  - Provide electric and free buses to reduce traffic.
  - Make areas more walkable.
  - If public transportation were better—such as an electric bus that could go on certain roads not available to the public—it would incentivize people to use it instead of cars.
  - Provide affordable eco-friendly cars and buses.

d. How did what they said influence the plan?

Several employers and attendees to tabling events suggested providing outreach classes and information in Spanish. Ride Together Pierce provides a downloadable First Time Rider Guide in Spanish, Russian, Vietnamese, Tagalog, Korean, Chinese, and Khmer.

Event attendees suggested vouchers for low-income, disabled, homeless, and vulnerable community members. Ride Together Pierce will make ORCA cards loaded with transit fares

available at community events and cards will be available for CTR-affected employers to hand out to employees.

## **29. List employers' suggestions to make CTR more effective**

The employees that participated in the Employee Transportation Coordinator Network Event and employer interviews made the following suggestions:

- Keep providing promotional materials, templates, and campaigns.
- Continue offering training opportunities for ETCs.
- Share information on how other employers are supporting CTR.
- Increase the vanpool fleet and provide more assistance for ride-share matching and vanpool formation.
- Add earlier and later transit services.
- Expand the Emergency Ride Home service to better help those working early or late shifts.
- Provide more subsidies for bike racks, helmets, walking shoes, and ORCA cards.
- Provide more information about the environmental benefits of CTR to encourage more people to participate.
- Provide more safety tips for riding transit, carpooling, and riding bicycles.
- Add secure on-site bike parking to the bicycle map.
- Include QR codes on printed materials, especially posters for employee break rooms.
- Reach out to tribes to learn elder and veteran transportation needs and to collaborate on siting new transit and rail routes.

## **30. Describe results of engagement focused on vulnerable populations that will be provided for use in comprehensive plan and transit plan updates.**

**Land Use:** A common theme heard during public engagement is that many workers have a desire to live closer to their workplace and would do so if there were affordable housing available. Many indicated that living closer to work would improve the likelihood that they would try alternatives to drive-alone trips. This identified need can be addressed as part of the 2024 Comprehensive Plan update by prioritizing and focusing housing growth, infrastructure development, and transit investment on the County's designated centers of local importance as well as any other areas with CTR-affected employers.

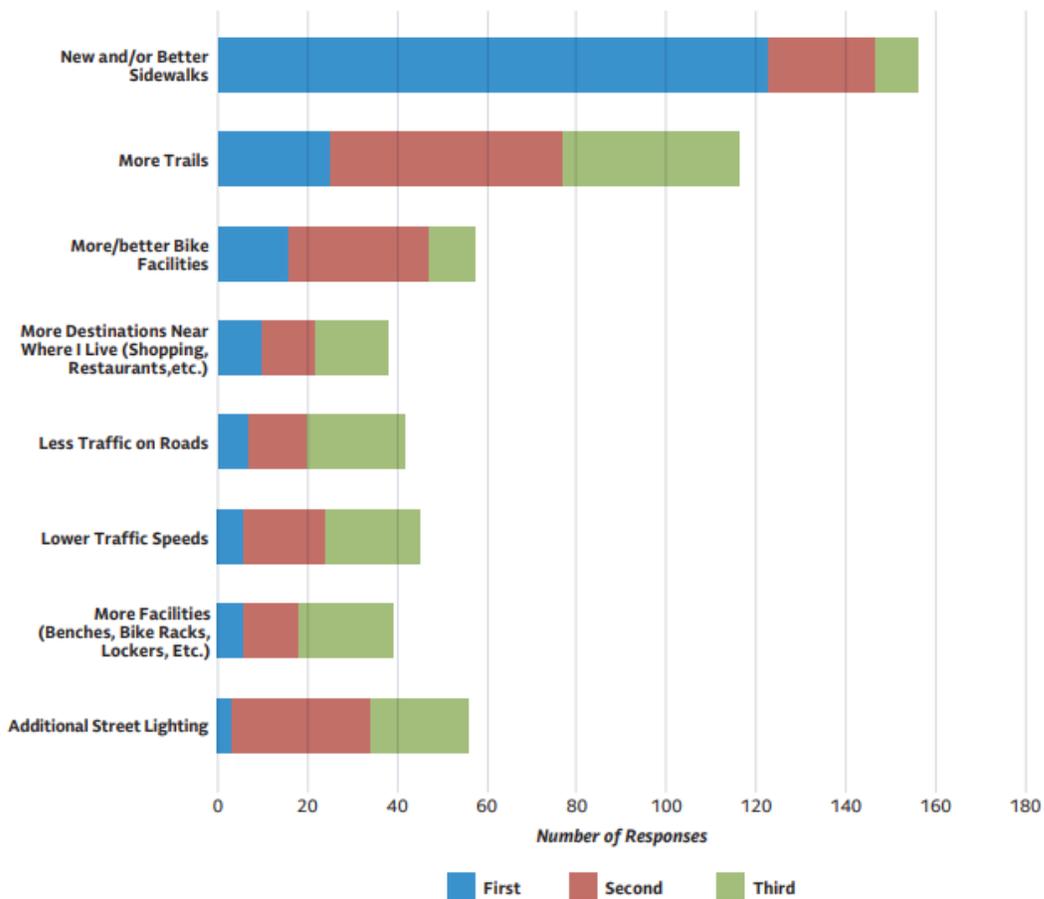
**Safety:** Safety was identified as a major deterrent by several public engagement participants for riding bikes and walking to work. Multiple respondents cited the lack of safe bicycle and pedestrian infrastructure as a deterrent to choosing these modes and suggested dedicated, protected bicycle lanes and more sidewalks. The 2024 Lakewood Comprehensive Plan update should recognize these concerns and prioritize safety improvement projects. The 2024 Comprehensive Plan update includes Goals TR-1 through TR-4, TR-9, and TR-11 that recognize the importance of safety improvements needed to construct a successful multimodal transportation network. These new goals aim to use Vision Zero plans and strategies to prioritize safety projects.

**Public Transit:** Several public engagement participants expressed interest in expanded public transportation options, such as more frequent Sounder trains or access to light rail. Multiple participants emphasized the importance of expanded service locations, routes, and times, as well as faster and more reliable service. They also noted a desire for more local service rather than a

focus on regional travel. Additionally, participants appreciated transit cars that can be hailed by a smart phone app in areas where bus service is not available, and would like to see these services improved and expanded. Respondents also expressed a desire for infrastructure, such as benches or shelters, at bus stops and expressed feeling unsafe on transit because of the conduct of other riders. Several community-based organizations suggested providing free or low-cost ORCA cards for vulnerable populations. Plans to expand transit service, offer free or low-cost ORCA cards, and investment in transit amenities and rider safety should be prioritized in the comprehensive plan update.

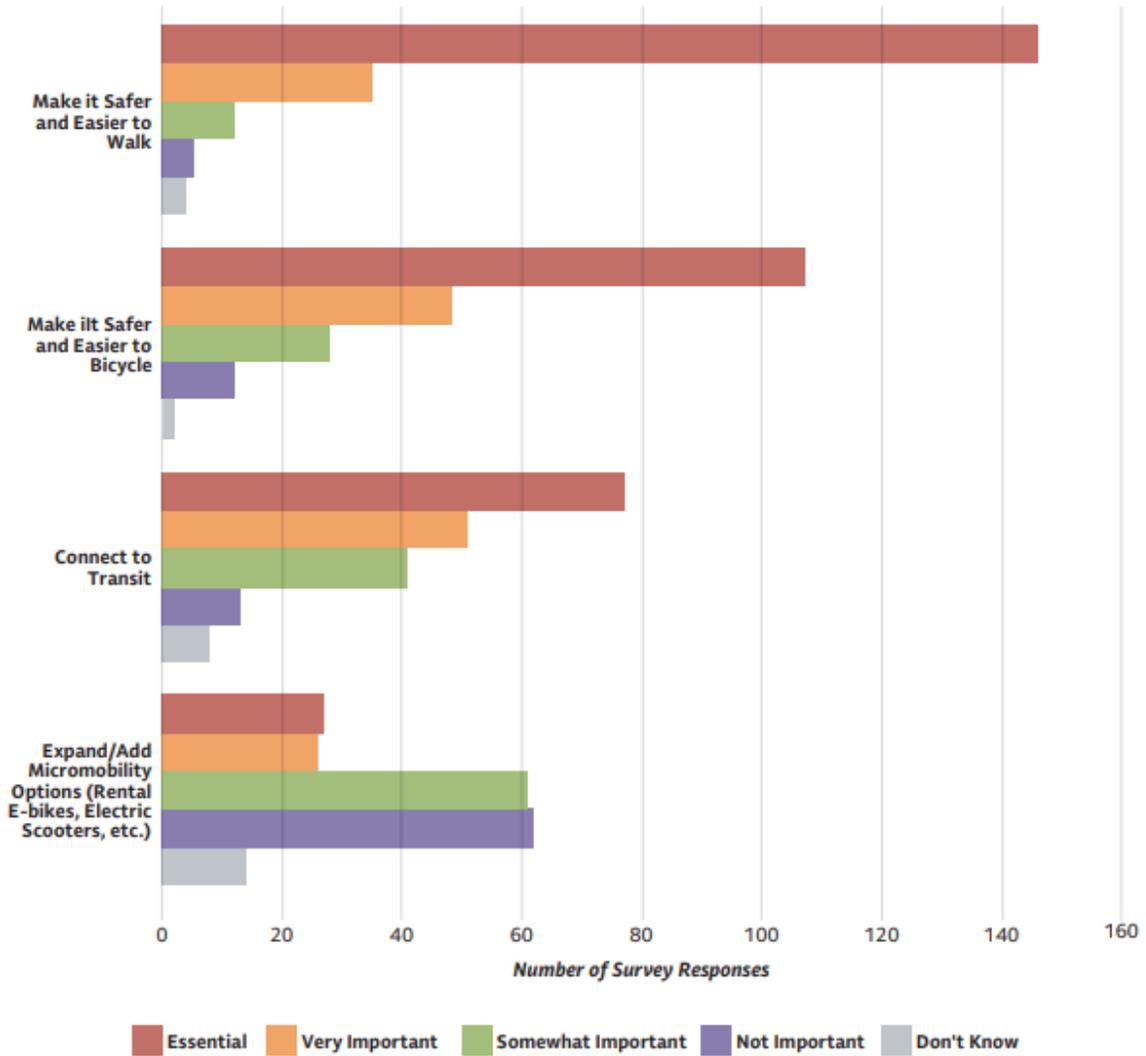
These results of public engagement with vulnerable populations and this CTR Plan have been shared with the transit agencies listed in this plan and with the Comprehensive Plan update team.

### Top 3 Priority Improvements



Source: 2023 Lakewood Non-Motorized Transportation Plan

# Importance of Non-Motorized Goals



Source: 2023 Lakewood Non-Motorized Transportation Plan

**Lakewood provided the 2025-2029 CTR Plan to Puget Sound Regional Council (PSRC) for review on [date].**

PSRC Comments: [Insert text here.]

## **Appendices**

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## Appendix A

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Pending – will include more details from outreach before final adoption