

CITY OF TACOMA

Commute Trip Reduction

Four-Year Plan Update: 2025–2029

Land Acknowledgment

ʔukʷədiid čəʔ ʔuhigwəd txwəl tiif ʔa čəʔ ʔal tə swatxʷixʷtxwəd ʔə tiif puyaləpabš. ʔa ti dxwʔa ti swatxʷixʷtxwəd ʔə tiif puyaləpabš ʔəstəʔatʔil tulʼal tudiʔ tuhaʔkʷ. didiʔt ʔa həlgwəʔ ʔal ti sləx ʔil. dxwəstəʔlils həlgwəʔ gwəl ʔuyayus həlgwəʔ gwəl ʔuʔaxʷəd həlgwəʔ tiif bədədəʔs gwəl tixʷdxw həlgwəʔ tiif ʔiišəds həlgwəʔ gwəl ʔuʔalalus həlgwəʔ gwəl ʔutxwəlšucidəb. xʷəla...b ʔə tiif tuyəlʼyəlabs.

We gratefully honor and acknowledge that we rest on the traditional lands of the Puyallup People. The Puyallup people have lived on this land since the beginning of time. They are still here today. They live, work, raise their children, take care of their community, practice their traditional ways and speak the Twulshootseed language – just as their ancestors did.

We recognize that this land acknowledgement is one small step toward true allyship and we commit to uplifting the voices, experiences, and histories of the Indigenous people of this land and beyond.

Source: Puyallup Tribe of Indians, Land Acknowledgment

See the Puyallup Tribe's land acknowledgment spoken by Tribal members in their native Twulshootseed language: <https://youtu.be/KGnac8x-SIM>

BENEFITS OF COMMUTE TRIP REDUCTION

1. Describe the local land use and transportation context and objectives.

a. Describe the setting in the jurisdiction as it is today or will be in the near future.

The City of Tacoma is an established large city located within Pierce County in the south portion of the Puget Sound region.

The City of Tacoma is located on the lands of Puyallup people - who have lived on and stewarded this land since time immemorial, and continue to do so today.

Tacoma was incorporated in 1875 and has a current population of approximately 222,000 residents, making it the third largest city in the state of Washington and the second largest city in the Puget Sound region.

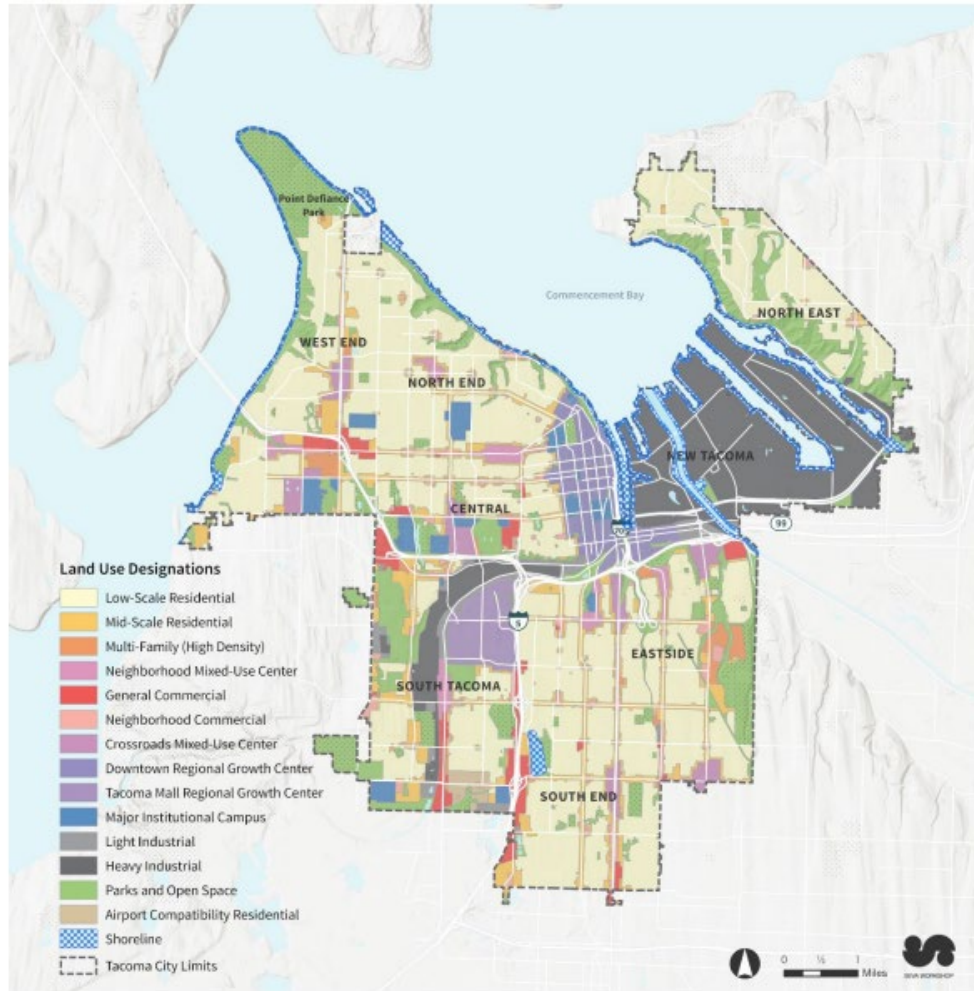
Land Use Context:

Tacoma's existing land use includes two regional growth centers (Downtown and the Tacoma Mall), thirteen mixed use centers, the Port of Tacoma Manufacturing Industrial Center, and a mix of land designated for commercial, industrial, residential and parks and open space uses.

Tacoma's residential land use is in the process of significant updates as part of the Home in Tacoma project. This project is implementing zoning and code changes in response to Tacoma's growing housing crisis. Home in Tacoma has three goals:

1. Increase housing supply to meet current and future needs throughout the City's neighborhoods
2. Increase housing affordability reflecting the financial means of Tacoma residents
3. Increase housing choice to meet household needs and preferences across Tacoma's neighborhoods

Phase 1 of Home in Tacoma was adopted in December 2021 and Phase 2 was adopted in November 2024.



Source: City of Tacoma, Seva Workshop, 2023.

Transportation Context:

The [draft ONE TACOMA 2050 Community Profile](#) outlines Tacoma’s existing transportation context: “A safe and accessible multimodal transportation network is key for ensuring the health and wellbeing of the Tacoma community. Currently, many in Tacoma do not have direct access to quality pedestrian infrastructure, public transportation, or bicycle lanes. Addressing traffic safety concerns for travelers of all modes is a top priority for ensuring community health. In February 2020, Tacoma City Council adopted Resolution 40559 committing to Vision Zero and setting the goal of zero traffic fatalities and serious injuries by 2035. While the City of Tacoma has made substantive efforts to create safer streets over many years, there is still an unacceptable number of crashes. In alignment with the City’s Complete Streets ordinance adopted in 2009 and in compliance with the Americans with Disabilities Act, the City is working to make Tacoma’s streets safe and accessible for all ages and abilities. The City manages 760 miles of streets and over a thousand miles of sidewalks. These assets represent a huge opportunity for improving community health and the daily experience of moving in and around Tacoma. The 2015 Transportation Master Plan outlines a vision for a

comprehensive network of multimodal transportation across Tacoma. Many elements of this vision remain unrealized. The Transportation Master Plan will be updated as part of the comprehensive planning process to align with the updated future land use map.”

In the next decade, Tacoma will be connected to the Sound Transit Link 1 Line, allowing direct access to Sea-Tac Airport and downtown Seattle via light rail. Currently, Tacoma is served by two regional transit connections: Sound Transit express bus and Sound Transit Sounder South. These services provide connections to Seattle and King County, as well as within Pierce County. Tacoma is served locally by Pierce Transit, which provides fixed route service, an on-demand shuttle service called the Runner, and the Stream Community line which is a high-capacity enhanced bus service operating during peak commute hours between downtown Tacoma and Spanaway along State Route 7. Tacoma also has Sound Transit's T Line, a recently expanded streetcar route which connects Tacoma Dome Station, downtown Tacoma, Stadium District, and Hilltop.

b. Describe features of land use and transportation facilities and services that affect commuters.

Almost two-thirds of workers who live in Tacoma work in Pierce County according to Puget Sound Regional Council (PSRC)'s 2021 Household Travel Survey. However, Tacoma's proximity to the City of Seattle and housing affordability cost and availability pressures in the region significantly impact commute patterns. The 2021 Household Travel Survey found that 28% of Tacoma commuters have worksites based in King County.

A majority of transit within Tacoma is routed to get commuters to and from the downtown job center or to Tacoma Dome station where they can access regional transit options. In 2024, Pierce Transit began service of the Stream Community Line, an enhanced bus overlay serving SR-7 Pacific Avenue from Tacoma Dome Station to Spanaway, providing faster peak commuter service into the downtown job center and to regional transfers.

Large employers are clustered in the downtown Tacoma area, which is well served by transit and connected to bike infrastructure. There are industrial jobs located in the Port of Tacoma area, which despite its proximity to downtown is not well served by transit and lacks safe active transportation connections.

Tacoma's residential land use has long-been predominantly single-family homes. Through Home in Tacoma, the city is encouraging development of “missing middle” housing, ranging from duplex to small apartment buildings, along transit corridors and where there is existing active transportation infrastructure. Much of this new development will be built with little or no additional parking, encouraging travel by transit, cycling, and walking.

The Transportation Element of the One Tacoma Comprehensive Plan includes a variety of transportation projects meant to increase roadway safety and complete the sidewalk

and bicycle networks, which will make non-drive-alone mode more available and appealing to commuters. These projects include:

- Completing Tacoma's sidewalk network.
- Implementation of bicycle projects including separated bike lanes and neighborhood greenways, to complete Tacoma's bicycle network.
- Traffic calming and complete streets treatments including curb bulb outs, raised pedestrian crossings, street trees, and road reconfigurations to enhance safety and mobility.
- Improving connectivity to transit for all modes.

c. Describe whether and how commuting patterns have changed in the past few years.

Before the COVID-19 pandemic, telework was not a common practice for large employers in Tacoma. Since March 2020, telework remains the most common reported commute mode outside of driving alone. Multiple large employers have downsized their offices, with several no longer maintaining physical offices in Tacoma at all. The prevalence of remote work encouraged many Tacoma commuters to relocate to cheaper housing further out in Pierce County, as well as Seattle and King County commuters moving to Tacoma and Pierce County. With return-to-office policies going into effect at many worksites, these commuters now have longer commutes, often with fewer alternative modes available as options.

Other impacts include:

- A reduction in Monday and Friday commute trips, with in-office days clustered during mid-week.
- A sharp drop in vanpool trips in 2020, with numbers only beginning to increase again recently.
- A decrease in transit ridership for commuting, even for those who used to commute using transit before 2020.

These changes present a number of implications for CTR.

- More permanent remote work represents a reduction of commute trips, helping Tacoma worksites to meet their CTR targets.
- Early-COVID relocation combined with return-to-office policies means that in-person workers who moved further from their offices and often outside of areas well served by transit and active transportation infrastructure, are seeing longer commutes with fewer opportunities for safe and convenient transit and active transportation options.
- Commuters who previously utilized transit have been slow to return to transit use, especially if they primarily work remotely and do not travel to the office often.

d. List the most important land use and transportation objectives from your city or county's plans the commute trip reduction most directly affects.

- Increases in housing density, particularly on transit corridors and combined with reduced or removed parking minimums for new development
 - Completion of the city's sidewalk and bicycle networks
 - Greenhouse gas emission reduction goals.
- e. *Describe 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 you reference.*

Commute Trip Reduction is most successful when infrastructure allows for easy use of active transportation and transit for commuters. As such, increasing density along transit corridors and areas with complete sidewalk and bicycle networks serves to improve the effectiveness of the Commute Trip Reduction program. Prioritizing the development of our active transportation networks, particularly in dense areas, near to transit, and where there are disparities in safety and access, will also have a positive impact.

2. Describe how the CTR program will help achieve the jurisdiction's land use and transportation objectives.

- a. *Describe how and to what extent your CTR program will help your city or county achieve the land use and transportation objectives referenced in question 1.*

Increasing density along transit corridors and completed portions of the active transportation network will make it easier and more appealing for residents to choose non-SOV travel. Additionally, workers at worksites with robust Commute Trip Reduction programs will be more supported in choosing non-SOV travel and some will be more interested in moving into new, dense housing with access to multi-modal transportation options. These goals support each other, combining resources and encouragement with infrastructure to facilitate long term behavior change.

3. Describe how the CTR program will help achieve the jurisdiction's environmental objectives.

- a. *Describe how the CTR program will support jurisdiction greenhouse gas emission reduction efforts.*

Transportation is the leading contributor to greenhouse gas emissions in Tacoma - 44% of Tacoma's 2019 emissions came from transportation. The Commute Trip Reduction program works to decrease drive-alone trips and encourage rideshare, transit use, and active transportation. This mode shift will decrease greenhouse gas emissions and vehicle miles traveled, reduce demand for new roadways, and help the City meet its target mode split goals of 15% biking, 15% walking, and 19% transit by 2050.

- b. *Describe how the CTR program will support jurisdiction environmental objectives in addition to greenhouse gas emission reductions.*

The City's 2030 Climate Action Plan recognizes that "an equitable and sustainable transportation system must prioritize active transportation and transit. Increasing active travel and transit modes and infrastructure can ensure safe and equitable access to jobs, schools, and services city-wide, reduce collisions that injure or kill our residents, and create healthier, more connected communities."

Of the targets, actions, and goals identified in the Climate Action Plan, Commute Trip Reduction supports the following:

- Develop and implement a plan to fund, prioritize, and complete the City's network of sidewalks, curb ramps, Safe Routes to School improvements, and bike connections by 2050, new funding sources could include voter approved initiatives (Streets Initiative), impact fees, General Fund, REET, parking in lieu fees, federal and state grants/allocations surface parking tax, among others.
- Increase staff capacity to coordinate on transit projects and implement the green transportation hierarchy, which prioritizes the movement of people over the movement of cars with pedestrians, bicyclists, and transit riders as the top priorities. Coordinate land use changes with high-capacity transit investments to support transit-oriented development.
- Increase staffing and funding for community programming that provides easy entry opportunities for community members to access active transportation and transit (i.e. open streets events, InMotion residential outreach programs, e-bikes for essential workers, micromobility access, play streets, parklets, etc.). Prioritize equity when developing and supporting projects and initiatives.
- Update City policies and practices to design and implement streets that are safe, equitable, and accessible. Update the Design Manual to reflect best practices in active transportation and transit design and safety for all road users. Strengthen internal policies to require Complete Streets implementation on all projects that impact the street, including repaving, chip sealing, and re-striping projects.

Commute Trip Reduction also reduces the need for roadway expansion projects by slowing or reducing congestion, which supports Tacoma's goals around tree canopy, climate resilience, and greenspace preservation.

4. Describe how your CTR program will help achieve regional and state objectives.

- a. Summarize the local, regional, and state benefits that would be gained if you achieve your CTR targets.*

City of Tacoma 2015 Transportation Master Plan objectives (will be updated as part of the Comprehensive Plan 2025 update):

- Being a Partner
- Protected Community
- Providing Mobility for All
- Striving for Fiscal/Environmental/Social Sustainability

- Leveraging Programs/Strategies
- Linking to Land Use

Puget Sound Regional Council Vision 2050 objectives:

- Provide opportunities for all
- Increase housing choices and affordability
- Sustain a strong economy
- Significantly reduce greenhouse gas emissions
- Keep the region moving
- Restore the health of the Puget Sound
- Protect a network of open spaces
- Grow in centers near transit
- Act collaboratively and support local efforts

State CTR Draft Plan objectives:

- Improve delivery of CTR programs
- Expand CTR market to address equity
- Produce more useful transportation behavior data
- Expand investment and service to advance equity and environmental justice
- Respond to shifting mobility patterns
- Reduce greenhouse gas emissions

Summary of benefits:

- Reduce greenhouse gas emissions: The city, region, and state all share the goal of reducing greenhouse gas emissions. Commute Trip Reduction reduces greenhouse gas emissions by reducing drive alone commute trips, replacing them with more sustainable travel modes.
- Advance Equity: The City of Tacoma strives to center equity in our active transportation projects, policies and programs. Our community, like the region, sees significant disparities in transportation safety and access and the environmental health impacts from air pollution. Approximately 75% of Tacoma's Vision Zero High Risk Corridors are located in areas with low or very low access to opportunity, according to the City's Equity Index. The [WA State Department of Health's Environmental Disparities Map](#) highlights the concentration of environmental exposure risk Tacoma's central, south, and eastside neighborhoods face - much of which is tied to their close proximity to heavy traffic roadways. While Commute Trip Reduction is only one piece of addressing these disparities, well-designed transportation demand management programs can help reduce barriers to accessible and affordable multimodal transportation options, engage community members in transportation decisions that affect their daily lives, and support mode shift which can lead to safer streets and cleaner air and water. This work aligns with PSRC's [2022-2050 Regional Transportation Plan](#), which speaks to the importance of addressing equity in TDM.

- Transportation demand management: Commute Trip Reduction is a method of transportation demand management. While Commute Trip Reduction is focused on commute trips, the program supports goals from the city and region around mobility for all by making sustainable travel easier and providing information and resources to commuters that they can use outside of their commute trips.
- TDM Integration in Planning: [PSRC's 2022-2050 Regional Transportation Plan](#) highlights the importance of improving TDM integration into planning. The City of Tacoma's TDM programs and planning/policy work are well coordinated – TDM is seen as an opportunity to strengthen the planning and implementation of our transportation network and vice-versa. For example, many of our TDM programs help highlight new active transportation and transit infrastructure or opportunities for community members to get engaged in the planning process. Likewise, the feedback we receive via TDM programs is shared with the City's planning team to help guide policy and planning work, along with infrastructure projects and priorities.
- Interagency and interjurisdictional collaboration: The Commute Trip Reduction program must consider local, regional, and state goals, making communication and collaboration between agencies and jurisdictions a necessity. This intentional communication serves to benefit all transportation types and increase mobility options for all residents.

b. List adjacent CTR-affected cities and counties.

- Pierce County (implementing on behalf of Unincorporated Pierce, City of DuPont, City of Fife, City of Gig Harbor, City of Lakewood, City of Puyallup, City of Sumner, and City of University Place)
- Kitsap County
- Thurston County
- City of Federal Way
- City of Auburn

c. Describe the top few cross-border regional transportation issues that affect your jurisdiction.

- Safety & Equity: In Pierce County, traffic fatalities have risen sharply over the last decade. In 2014, 48 people were killed in traffic collisions, in 2023, this number more than doubled with 116 fatalities. While these crashes touch all corners of our community - not everyone is equally affected. In Tacoma, 64% percent of our highest risk roadways are concentrated in areas with low or very low access to opportunity, according to the City's Equity Index. Addressing transportation safety and the disparities in safety and access we see in our communities is the top transportation issue in our region. Tacoma and Pierce County have both adopted Vision Zero resolutions to address traffic fatalities across the region.
- Transit Connectivity and Access - Transit access is a significant barrier for commuters. Since 2020, there is no longer a direct bus route between Tacoma and Olympia. In spring 2024, frequencies were cut significantly on Sound Transit

Express Buses between downtown Tacoma and Seattle. While there is more transit service within Tacoma, particularly around the downtown core, there is a lack of access and connectivity throughout the rest of Pierce County. This makes transit a difficult choice for many commuters, and increases the necessity of driving and parking to access transit. Additionally, while there is transit access for commuters traveling out of Tacoma to King County during peak commute times, there is a lack of access for commuters traveling into Tacoma from King County, creating increased dependence on driving for these commuters.

- Bicycling Infrastructure - Public interest in more and safer bicycling infrastructure is a consistent theme across all public outreach. Particularly, community members are interested in bike infrastructure that is physically separated from car lanes, such as separated bike lanes and shared use paths. Connectivity is a key interest, with community members wanting clear and easily identifiable connected routes across Tacoma and into neighboring communities.

d. Describe the strategies you, adjacent cities and counties, and your region have agreed to use to address the top issues described in the previous bullet.

- Safety & Equity: In 2020, the Tacoma City Council passed Resolution 40559, committing to Vision Zero and the goal of eliminating traffic fatalities and serious injuries in the City of Tacoma by 2035. Tacoma's Vision Zero Action Plan, completed in 2022, uses a data-based approach to identify the city's highest risk corridors and outlines the transformative actions needed to meet the City's Vision Zero goals. Pierce County is in the process of creating a Vision Zero Action Plan (VIZO) with the goal of attaining zero fatalities and serious injury collisions among all modes of transportation in unincorporated Pierce County by 2035. If the strategies in these plans, along with the Puget Sound Regional Council's Regional Safety Action Plan, are funded and implemented - Tacoma, Pierce County, and the region will significantly enhance safety and equity.
- Transit Connectivity and Access - The City of Tacoma partners closely with Pierce Transit and Sound Transit to support transit expansion and encourage transit ridership. This includes encouraging multifamily and affordable development along transit corridors and prioritizing current and future transit corridors in planning and project prioritization. The City is also working closely with Sound Transit on significant projects to enhance active transportation access to transit - including partnering on over \$40 million of investments in sidewalks, safe and accessible crossings, and bike routes to make it safer and easier to walk, bike and roll to the South Tacoma Sounder Station. These improvements are slated for construction by 2030.
- Bicycling Infrastructure - The City of Tacoma is working to build out its cycling network and is establishing cross-jurisdictional partnerships to ensure that connectivity doesn't stop at City boundaries. The spuyaləpabš Trail is one example - this 12-mile regional shared use path will link downtown Puyallup to Fife and downtown Tacoma, through the Puyallup Tribe's Reservation. This

project is a partnership between the Puyallup Tribe of Indians, WSDOT, and the cities of Fife, Puyallup, and Tacoma.

PERFORMANCE TARGETS

5. List your jurisdiction's CTR performance target(s).

- a. *List performance targets that reflect only CTR-affected worksites.*

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

- b. *List any additional performance targets.*

None.

6. List the base value you'll use for each performance target.

- a. *For each performance target, provide the number you'll use as the baseline (or starting number). You'll measure the difference between this number and your results to report performance.*

Performance targets will be tied to the CTR survey, with base values established during the 2023-2025 survey cycle. Progress will be measured using 2025-2027 survey results.

7. Describe the method you used to determine the base value for each target.

- a. *Provide the source for each base value listed.*

Performance targets will be tied to the CTR survey, with base values established during the 2023-2025 survey cycle. Progress will be measured using 2025-2027 survey results.

8. Describe how you'll measure progress toward each target.

- a. *List the method you'll use to measure progress for each target.*

Progress will be measured using 2025-2027 survey results.

9. List your jurisdiction's CTR-affected worksites.

- a. *List all your CTR-affected sites.*

- Catholic Community Services
- Bates Technical College
- Bradken-Atlas - Atlas Foundry & Machine Co
- City of Tacoma - Municipal Building
- City of Tacoma - Tacoma Public Utilities

- City of Tacoma - Solid Waste Utility
- City of Tacoma - Center for Urban Waters
- City of Tacoma - Central Treatment Plant
- DSHS - Community Services
- Infoblox
- Kaiser Permanente Washington
- Metropolitan Development Council
- Multicare Health System - Tacoma General
- Pierce County - Downtown Campus
- Pierce County - Remann Hall
- Pierce County - Annex & Annex West Campus
- Pierce County - Medical Examiner & Soundview
- Pierce County - Broadway
- Port of Tacoma
- Propel Insurance
- South Sound 911
- Tacoma Community College
- Tacoma Public Schools
- Tacoma Pierce County Health Department
- Tacoma Housing Authority
- TrueBlue, Inc.
- Umpqua Bank
- University of Puget Sound
- University of Washington Tacoma
- U.S. Bank
- Virginia Mason Franciscan Health - St Joseph Medical Center
- Virginia Mason Franciscan Health - Administrative Center

This list reflects confirmed CTR-affected employers as of September 2024 and employers whose status is currently being confirmed as of September 2024. **If any changes are confirmed prior to Tacoma City Council's consideration of this plan, this list will be updated.** The City is actively working to identify and on-board any additional CTR affected employers in the jurisdiction. For the most up-to-date list of CTR-affected employers, contact the City of Tacoma Active Transportation Coordinator

10. List a performance target for each CTR-affected worksite.

- a. *For any performance targets tied to the CTR survey, indicate that you'll establish performance targets during the 2023-2025 survey cycle*

Base year performance targets will be established during the 2023-2025 survey cycle.

11. List the base value you'll use for each site.

- a. *For any performance targets tied to the CTR survey, indicate that you'll establish a base value during the 2023-2025 survey cycle.*

Base values will be established during the 2023-2025 survey cycle.

SERVICES AND STRATEGIES

12. Describe the services and strategies your jurisdiction will use to achieve CTR targets.

- Ride Together Pierce - Ride Together Pierce is a collaboration between Pierce County, City of Tacoma, and Pierce Transit. Its goal is to help people and businesses in and around Pierce County learn about the transportation options they have available to them and equip them with the tools and resources to make sustainable traveling choices. These programs support the City of Tacoma in achieving its legislative CTR requirements.
- Transportation Demand Management - The City of Tacoma engages in multiple methods of Transportation Demand Management - including outreach at community events, annual programs like Bike Month, ongoing resources and education through our social media and web platforms, partnerships with our parking team on parking management strategies, and the City's bike parking program.
- Home in Tacoma - Home in Tacoma is a project meant to support the development of missing middle housing citywide to increase density and affordability. One strategy Home in Tacoma implements is the reduction or removal of parking minimums for new developments, particularly development along transit corridors.
- The City will continue our close collaboration with Pierce Transit and Sound Transit to support transit expansion in Tacoma and the region and improve multimodal access to transit.

13. Describe how jurisdiction services and strategies will support CTR-affected employers.

- Ride Together Pierce serves as an informational hub for Employee Transportation Coordinators and community members alike. It provides resources to encourage sustainable modes for all types and travel. This reduces burden on CTR-affected employers by making information easily accessible. The Ride Together Pierce collaboration also allows Pierce County and City of Tacoma to work together effectively on their Commute Trip Reduction programs, increasing the resources provided and providing consistency in communication.
- Commute Trip Reduction is a method of transportation demand management (TDM). The City of Tacoma also supplements the WSDOT-funded CTR work with additional funding for Tacoma's Transportation Management Association, Downtown On the Go, to conduct TDM work, including community events and outreach to inform the public on transportation options and encourage non-drive-

alone travel. The City of Tacoma also has a robust Safe Routes to School program and offers ongoing education and encouragement programs that reduce barriers to using active transportation and transit, both funded separately from CTR.

- Reducing or removing parking minimums for new multifamily development increases the number of residents who are commuting outside of personal vehicles. When new density is focused on transit corridors and areas with completed active transportation networks, commuters will find it easier and more convenient to choose non-SOV travel modes.
- The City is actively working to build out our active transportation infrastructure - prioritizing safety, equity, and connectivity. We work closely with Pierce Transit and Sound Transit to support transit expansion in Tacoma and the region and improve multimodal access to transit. This work helps create more safe and accessible multimodal options for CTR employers and the community as a whole.

14. Describe barriers your jurisdiction must address to achieve CTR targets.

a. Describe how you'll address these barriers.

- Transit service levels - Employers in downtown Tacoma have access to a number of transit lines. However, lower frequencies on routes mean that even if employees have access to transit, it is likely that available bus times will not match well with their schedules. Additionally, service is provided primarily in Tacoma; employees living further in Pierce County often do not have access to any transit services.
 - Addressing by: Pierce Transit is working to incentivize new bus drivers through recruitment and retention bonuses. More operators will allow for an increase in service hours. Pierce Transit is also exploring new funding opportunities for operations funds and the potential expansion of the public transit benefit area.
- Incomplete bicycle and pedestrian networks - Missing connections make walking, cycling, and rolling challenging for some users due to gaps between safe and accessible infrastructure, making route planning difficult and intimidating.
 - Addressing by: City of Tacoma is working to build out its active transportation network based on safety, equity, and connectivity. The City is actively seeking new funding sources, including impact fees, to support this work and regularly applies for grants to build out its active transportation networks.
- High employee transportation coordinator turnover - Designation of an employee transportation coordinator is the responsibility of the CTR-affected employer. Often these duties are tacked onto a wholly unrelated job with no internal support.
 - Addressing by: Through the Ride Together Pierce program in collaboration with Pierce County, ETCs are provided with extensive technical support and resources to support their programs. ETC network webinars are hosted

quarterly to provide relevant updates and solicit feedback, as well as monthly newsletters.

- Funding - Current funding levels for Commute Trip Reduction do not allow for expansion of the program beyond basic requirements, limiting additional programming and resources for affected worksites and ETCs.
 - Addressing by: Collaboration with Pierce County allows for sharing of resources.

15. Describe the transportation demand management technologies your jurisdiction plans to use to deliver CTR services and strategies.

In partnership with Pierce County’s Ride Together Pierce program, Employee Transportation Coordinators use RideTogetherPierceCalendar.com to track logged non-drive-alone trips and encourage employees to participate in incentive campaigns throughout the year. ETCs are also encouraged to use RideshareOnline.com or Pierce Transit’s Rideshare services to form and track car and vanpools.

16. Transcribe or link to your local CTR ordinance.

[City of Tacoma Land Use Regulations, Chapter 13.15 Commute Trip Reduction \(Pages 563-570\).](#)

17. Describe your financial plan.

- a. *Describe the estimated average annual costs of your plan.*

Action	Estimated Annual Cost
Employer Engagement	\$44,000
Administration and Coordination	\$21,900
Program Reporting	\$10,000
CTR 4 Year Plan	\$8,000
	TOTAL \$83,900

Employer Engagement - Includes identifying worksites and employee transportation coordinators, conducting training, providing technical assistance, reviewing employer CTR plans.

Administration and Coordination - Includes financial and program management, collaboration with Ride Together Pierce program.

Program Reporting - Includes worksite surveys and program reports.

CTR 4 Year Plan - Preparation of 2025-2029 CTR Plan.

This budget reflects the WSDOT-funded CTR work, and does not include additional transportation-demand management efforts and supportive infrastructure investments made by the City of Tacoma. At current levels - WSDOT funding supports only the baseline work needed to meet legislative requirements. The City invests local dollars and seeks outside funding to implement a more robust transportation demand management program and create the multimodal transportation options needed for TDM to be successful.

b. Describe likely funding sources, public and private, to implement your plan.

Funding Source	Estimated Annual Revenue
Washington State Department of Transportation CTR Formula Funds	\$83,900
TOTAL	\$83,900

Note - Revenue based on 2024 numbers

This budget reflects the WSDOT-funded CTR work, and does not include additional transportation-demand management efforts and supportive infrastructure investments made by the City of Tacoma. At current levels - WSDOT funding supports only the baseline work needed to meet legislative requirements. The City invests local dollars and seeks outside funding to implement a more robust transportation demand management program and create the multimodal transportation options needed for TDM to be successful.

18. Describe your implementation structure.

a. Describe who will conduct the activities listed in your plan.

The City of Tacoma has contracted with nonprofit Downtown: On the Go! for implementation and administration of Tacoma’s CTR plan. WSDOT’s CTR funding also supports the City’s CTR employer engagement activities aimed at decreasing barriers to using non-SOV options and program administration and coordination.

b. Indicate who will monitor progress on your plan. List job title, department, and name.

Laura Svancarek, Deputy Director at Downtown: On the Go!, is responsible for implementation and administration of the CTR program.

Liz Kaster, Principal Active Transportation Planner at City of Tacoma, oversees the CTR contract and leads active transportation policy, project and programs for the City, along with partnering closely with transit agencies.

19. List your implementation schedule.

a. Provide the timeline for anticipated projects.

First Biennium	Second Biennium

July 2025 - June 2027	July 2027 - June 2029
<ul style="list-style-type: none"> ● Identify worksites and employee transportation coordinators: <ul style="list-style-type: none"> ○ Identify worksites and employee transportation coordinators. ○ Verify and maintain a list of worksites and employee transportation coordinators in survey and program report system. ● Engage and train employee transportation coordinators: <ul style="list-style-type: none"> ○ Train new ETCs. ○ Provide ongoing ETC outreach, consultation, and training. ○ Onboard new worksites. ○ Support employers to develop internal CTR programs that align with best practices. ● Outreach & Education <ul style="list-style-type: none"> ○ Promote existing education and encouragement opportunities and plan and execute new strategies. ● Decrease barriers to using active transportation and transit <ul style="list-style-type: none"> ○ Implement strategies that reduce barriers to using active transportation and transit. ○ Purchase and install bike racks to provide secure storage for people biking to meet their daily needs. ○ Participate in partnerships that can help provide long-term solutions that make active transportation and transit more safe, equitable and accessible. ○ Use subsidies & incentives, in alignment with WSDOT policy, to decrease barriers to using active transportation and transit & support the use of these modes. 	<ul style="list-style-type: none"> ● Identify worksites and employee transportation coordinators: <ul style="list-style-type: none"> ○ Identify worksites and employee transportation coordinators. ○ Verify and maintain a list of worksites and employee transportation coordinators in survey and program report system. ● Engage and train employee transportation coordinators: <ul style="list-style-type: none"> ○ Train new ETCs. ○ Provide ongoing ETC outreach, consultation, and training. ○ Onboard new worksites. ○ Support employers to develop internal CTR programs that align with best practices. ● Outreach & Education <ul style="list-style-type: none"> ○ Promote existing education and encouragement opportunities and plan and execute new strategies. ● Decrease barriers to using active transportation and transit <ul style="list-style-type: none"> ○ Implement strategies that reduce barriers to using active transportation and transit. ○ Purchase and install bike racks to provide secure storage for people biking to meet their daily needs. ○ Participate in partnerships that can help provide long-term solutions that make active transportation and transit more safe, equitable and accessible. ○ Use subsidies & incentives, in alignment with WSDOT policy, to decrease barriers to using active transportation and transit & support the use of these modes.

<ul style="list-style-type: none"> ● Worksite Surveys <ul style="list-style-type: none"> ○ Coordinate with WSDOT on survey details and logistics. ○ Survey CTR worksites, providing technical assistance to employers. ○ Help employers interpret and use survey data. ○ Analyze survey results. ● Program Reports <ul style="list-style-type: none"> ○ Select supplemental questions for program reports, if desired. ○ Work with ETCs to collect program reports. ● Financial Management <ul style="list-style-type: none"> ○ Complete WSDOT quarterly billing to meet state requirements. ○ Maintain financial records. ○ Apply for additional grants to improve active transportation and transit safety, equity and access and implement TDM strategies. ● Program Management <ul style="list-style-type: none"> ○ Provide quarterly reports to WSDOT. ○ Maintain employer information. 	<ul style="list-style-type: none"> ● Worksite Surveys <ul style="list-style-type: none"> ○ Coordinate with WSDOT on survey details and logistics. ○ Survey CTR worksites, providing technical assistance to employers. ○ Help employers interpret and use survey data. ○ Analyze survey results. ● Program Reports <ul style="list-style-type: none"> ○ Select supplemental questions for program reports, if desired. ○ Work with ETCs to collect program reports. ● Financial Management <ul style="list-style-type: none"> ○ Complete WSDOT quarterly billing to meet state requirements. ○ Maintain financial records. ○ Apply for additional grants to improve active transportation and transit safety, equity and access and implement TDM strategies. ● Program Management <ul style="list-style-type: none"> ○ Provide quarterly reports to WSDOT. ○ Maintain employer information. ● Update the City of Tacoma Commute Trip Reduction Plan: <ul style="list-style-type: none"> ○ Comply with WSDOT CTR Plan Guidance. ○ Develop a workplan and timeline. ○ Engage the public and stakeholders. ○ Identify and review resources. ○ Develop plan content and draft plan. ○ Integrate with regional 4-year plan. ○ Obtain approvals from governing authorities of the CTR law and ordinance.
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20. Describe the CTR plan for jurisdiction employees.

- a. *Describe the services, programs, information, and other actions your city or county put in place to help its employees reduce their drive alone commute trips.*

Each City of Tacoma CTR-affected worksite has its own on-site Employee Transportation Coordinator to handle worksite-specific questions and details. Oversight of the program is handled by Cindy Farmer, Benefits Specialist at City of Tacoma working in Human Resources. Cindy coordinates surveying efforts and annual program reporting for the worksites.

Program elements being completed by the ETCs include:

- Designation of an ETC for each worksite, including making their contact information easily available for employees.
- Regular distribution of information to employees regarding alternatives to SOV commuting.
- Completion of quarterly accomplishment reports, annual program reports, and biennial commute surveying.
- Administration of ORCA Passport program for all full-time employees.
- Commute benefits presentations at New Employee Orientations.

While specific elements vary by worksite - some City worksites have also pursued parking management strategies/paid parking, secure bike cages, employee fleet bikes, flexible schedules and telework, showers and changing rooms, and fleet vehicles so employees do not need a personal vehicle for city business.

21. Describe how the CTR plan for jurisdiction employees contributes to the success of the overall plan.

- a. *Describe how the plan for jurisdiction employees reinforces the success of the jurisdiction plan?*

City of Tacoma's Commute Trip Reduction program reinforces the City's commitment to the goals of the CTR plan. It is helpful to other employers to know that the City is committed to CTR along with them and maintains a strong program. City ETCs attend network webinars and complete trainings which helps them to foster relationships with each other and with other ETCs, sharing experiences, best practices, and allowing for mutual problem-solving and support.

ALIGNMENT WITH PLANS

22. List the transit agencies that provide service in your jurisdiction.

- Pierce Transit

- Sound Transit

23. List the transit plans you reviewed while developing this plan.

Pierce Transit

- Six-year Transit Development Plan (2024)
- Destination 2040 Long Range Plan (2020)
- Destination 2045 Long Range Plan (2025, in-progress)

Sound Transit

- Six-year Transit Development Plan (2024)
- Long Range Plan (2014)

24. Describe how this CTR plan supports the transit plans.

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 and ORCA Business Passport participation among employers. Throughout the CTR Plan public engagement process, awareness and support of transit has been increased among community members who participated in the online open house and survey.

The City of Tacoma is working closely with Pierce Transit and Sound Transit on the major capital investments highlighted in their transit plans – for example, future BRT routes in Tacoma and the planned Tacoma Dome Link Extension. We use our TDM programming as an opportunity to promote transit projects and programs and highlight opportunities for community members to get involved. We also promote TDM as a key strategy to support more riders to walk, bike, roll and take transit to get to their bus or train and have worked closely with Sound Transit to invest in active transportation infrastructure that enhances non-SOV access to transit.

25. Describe any comprehensive plan updates that are needed and when they will be made.

The City of Tacoma is in the process of updating its Comprehensive Plan, including the Transportation and Mobility Plan as the transportation element. Key focuses for this update include transportation safety, instituting a multimodal level of service, and making progress on completing Tacoma’s bicycle and pedestrian networks.

ENGAGEMENT

26. Describe stakeholder engagement.

- a. Who did you talk to? b. When did you talk to them?*

Outreach has been conducted using a variety of approaches and focuses, by City of Tacoma, Downtown On the Go, and Pierce County's Ride Together Pierce program. Outreach was primarily done through:

- Tabling at community events
- Stakeholder sessions and workshops with CTR-affected employers
- Online open house
- One Tacoma: Comprehensive Plan community outreach

Community Members:

- Tabling at community events
 - Downtown On the Go events - Friday Forums (1/26/24, 2/23/24, 3/29/24), Walk Tacoma (4/17/24, 5/15/24, 6/12/24, 7/10/24, 8/14/24), Bike Tacoma (1/4/24)
 - Broadway Farmers Market (5/30/24)
 - Pierce County Bike Swap (4/27/24)
 - Tacoma Sustainability Expo (6/29/24)
- Online Community Member Survey (Winter & Spring 2024)
 - Pierce County residents and workers
- Commute Trip Reduction Open House (Spring 2024)
 - 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
- One Tacoma community visioning workshops (Spring & Summer 2024)
 - 5/16/24 - Silas High School (North Tacoma)
 - 5/18/24 - Center at Norpoint (Northeast Tacoma)
 - 5/23/24 - Tacoma Armory (Central Tacoma)
 - 5/30/24 - Mason Middle School (Central Tacoma)
 - 6/6/24 - Virtual Workshop
 - 6/10/24 - Mt Tahoma High School (South Tacoma)
 - 6/15/24 - Wapato Park (South End Tacoma)
 - 6/20/24 - Bates Technical College (Central Tacoma)
 - 6/27/24 - Salishan Family Investment Center (Eastside Tacoma)

Employers, Cities, and Transit Agencies

- Employee Transportation Coordinator Network Event (10/17/23)
 - Cities of DuPont, Fife, Gig Harbor, and Tacoma; 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 County; Pierce Transit; Sekisui Aerospace; Sound Transit; Tacoma-Pierce Health

Department; University of Washington Tacoma; and Virginia Mason Franciscan Hospital

- Partner Visioning Workshop (1/19/24)
 - Cities of DuPont, Fife, Gig Harbor, and Tacoma; 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 County; Pierce Transit; Second Cycle; Toray Composite Materials America; and University of Washington Tacoma
- Employer Interviews
 - MultiCare Health System and Virginia Mason Franciscan Hospital (5/6/2024)
- Transit Agency Interviews
 - Pierce Transit and Sound Transit (April 2024)
- CTR Jurisdictional Planning Employer Workshop (7/18/24)
 - Cities of DuPont, Tacoma, Fife, Sumner, Lakewood, and University Place; Pierce County; Clover Park Technical College; Pacific Lutheran University; Pierce Transit; JBLM Madigan Army Medical Center; Umpqua Bank; MultiCare Health System; Boeing; DSHS; Red Dot Corp; Tacoma-Pierce County Health Department; and Kaiser Permanente.

Community Based Organizations

- Interviews with
 - ForeverGreen Trails (3/19/24)
 - Tacoma-Pierce County Health Department (4/1/24)
 - YMCA of Pierce and Kitsap Counties (4/18/24)

b. What did they have to say?

Community Members:

- Tabling at community events
 - More bike lanes, especially separated bike lanes
 - More transit frequencies, particularly during weekends or in the evenings
 - Support of enhanced transit options, including Bus Rapid Transit and expansion of Sound Transit light rail
 - Concerns for safety due to driver behavior particularly regarding cyclists, interactions with individuals experiencing homelessness, lack of lighting at transit stops, and adverse weather
- Online Community Member Survey (Winter & Spring 2024)
 - 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 was 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.
- Commute Trip Reduction Open House (Spring 2024)
 - 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 smartphone 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, separated 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.
- One Tacoma Comprehensive Plan community visioning workshops (Spring & Summer 2024)

Top priorities by location:

- West End - Prioritize streetscape beautification, bicycle and pedestrian safety and mobility, and access to a variety of food options
- Northeast Tacoma - More reliable public transit system, access to more amenities, and traffic calming measures to alleviate congestion and increase pedestrian safety
- New Tacoma - Bicycle and pedestrian mobility and safety, access to healthy foods, and bus frequency and light-rail service
- North End - Bicycle and pedestrian mobility and safety, access to healthy foods, and bus frequency and light-rail service

- South Tacoma - Improved bicycle and pedestrian mobility, implementation of traffic calming measures, investments in neighborhood identity and history, and increased access to amenities
- South End - Bicycle and pedestrian mobility, safety, accessibility, and lowering crime
- Central Tacoma - Bicycle and pedestrian infrastructure, access to more amenities and healthy foods, improved bus service, and preserving the history of the Black community in Hilltop
- Eastside - Historic preservation of places that reflect the diversity of the area, improved bus service with rapid bus transit to downtown, and lower crime

Employers, Cities, and Transit Agencies

- Employee Transportation Coordinator Network Event (10/17/23)
 - 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 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.
- Partner Visioning Workshop (1/19/24)
 - 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).
- Employer 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
 - 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.
- Transit Agency Interviews
 - Pierce Transit
 - 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.
 - Sound Transit:
 - 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.
- CTR Jurisdictional Planning Employer Workshop (7/18/24)
 - Mentimeter Summary: The anonymous Mentimeter responses indicated a variety of commuting services currently offered to employees, including Emergency Ride Home, flexible schedules, hybrid work options, bicycle

rentals, and designated carpool spaces. Participants expressed interest in learning more about employee ORCA cards, bike racks, and incentives for commuting options. Overall, there was a desire for enhanced communication and resources to promote available commuting benefits and encourage employee participation.

- The workshop revealed that while employers face common challenges, such as inadequate infrastructure and the need for enhanced employee engagement, their specific circumstances require tailored strategies. Effective collaboration among employers, local transit agencies, and government entities is essential for the successful execution of CTR plans. Emphasizing continuous education, attractive incentives, and the incorporation of CTR strategies into the organizational culture emerged as vital components for achieving sustainable commuting solutions.
- Employers in Attendance: 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
- Key Themes:
 - 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.
 - 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.
 - 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.

Community Based Organizations

- 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 multi-lane 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 a mobility device, but often the budgets aren't sufficient.
 - Weather, distance, and geographic features such as hills can be barriers to choosing active mobility options.
 - There are not enough separated 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.

c. *How did what they said influence the plan?*

- 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, and options to work from home. To help support these interests, City of Tacoma will:
 - Promote the City & County bike map, to support commuters as they choose bike routes
 - Develop and promote bicycle safety educational programming
 - Work with Ride Together Pierce to provide additional incentives to those offered with mode campaigns
 - Promote partner incentive programs such as occasional vanpool formation incentives offered by transit agencies.
 - Work with Ride Together Pierce to 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 City of Tacoma will partner with Ride Together Pierce to provide the listed resources. These resources are made available by Pierce County's CTR program:
 - 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, the City of Tacoma will partner with Ride Together Pierce to:

- 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.
- During the Employer Network and Employer Interviews, Employee Transportation Coordinators discussed what was working and areas where their CTR programs could use additional support. Ideas that were mentioned included an employer and employee spotlight, assisting with ridematching, improving the Emergency Ride Home program, offering subsidies for commuter and safety gear, on-site promotions, and more printed materials for employees who do not have computer-based jobs. To help address these concerns, the City of Tacoma will partner with Ride Together Pierce to:
 - Spotlight individual employer efforts when promoting Best Commuter Business honorees and continue listing quarterly Employee Transportation Coordinator kudos recipients on the Ride Together Pierce webpage.
 - Support employer efforts to conduct personalized ridematching efforts or events to help form carpools and vanpools.
 - Improve access to the Emergency Ride Home program by adding an e-voucher payment option to the already provided reimbursement process.
 - Provide employers access to resources that reduce barriers to using active transportation and transit (i.e. bike parking, free bicycle helmets, ORCA cards loaded with transit fare to offer to their employees)
 - In addition to the posters, rack cards and flyers provided to employers to post around their worksite, Ride Together Pierce will add QR codes to messages that can be printed and posted and develop tabletop tents.

27. Describe vulnerable populations considered.

As part of the One Tacoma Comprehensive Plan update process, the City of Tacoma conducted outreach to communities across Tacoma, soliciting feedback on transportation and mobility. This outreach included communities identified by Tacoma's Equity Index as having low access to opportunities, indicated by factors such as home ownership, sidewalks, median income, educational achievement, air quality, and proximity to high traffic roadways.

28. Describe engagement focused on vulnerable populations.

- a. *Who did you talk to?*

The City of Tacoma's One Tacoma Comprehensive Plan Outreach focused on specific Tacoma neighborhoods to ensure a diverse range of respondents. According to the City of Tacoma's [Equity Index](#), residents of the South Tacoma, South End, Central Tacoma, and Eastside neighborhoods are more likely to be people of color, have lower average incomes, and have lower access to educational and job opportunities. These neighborhoods are also disproportionately impacted by poor air quality, experience increased extreme heat events, and face more instances of traffic violence due to a greater number of high traffic roadways. The City of Tacoma intentionally worked to reduce barriers to participation in the One Tacoma feedback process to ensure that vulnerable populations' voices were included.

b. When did you talk to them?

- 5/23/24 - Tacoma Armory (Central Tacoma)
- 5/30/24 - Mason Middle School (Central Tacoma)
- 6/6/24 - Virtual Workshop
- 6/10/24 - Mt Tahoma High School (South Tacoma)
- 6/15/24 - Wapato Park (South End Tacoma)
- 6/20/24 - Bates Technical College (Central Tacoma)
- 6/27/24 - Salishan Family Investment Center (Eastside Tacoma)

c. What did they have to say?

Top priorities by location:

- South Tacoma - Improved bicycle and pedestrian mobility, implementation of traffic calming measures, investments in neighborhood identity and history, and increased access to amenities
- South End - Bicycle and pedestrian mobility, safety, accessibility, and lowering crime
- Central Tacoma - Bicycle and pedestrian infrastructure, access to more amenities and healthy foods, improved bus service, and preserving the history of the Black community in Hilltop
- Eastside - Historic preservation of places that reflect the diversity of the area, improved bus service with rapid bus transit to downtown, and lower crime

d. How did what they said influence the plan?

This feedback emphasized that active transportation is a key priority across Tacoma, particularly in terms of safety and connectivity. Transit was also a major theme, along with land use that supports community members to meet their daily needs via walking, rolling, biking, and transit.

This community input helped guide the creation of the City's approach to Commute Trip Reduction. Through the CTR program, we work to reduce barriers to using active transportation and transit - including:

- Education about existing active transportation and transit routes and programs
- Spreading the word about opportunities to get engaged in planning processes and provide feedback on upcoming projects
- Providing free bike racks in the public right-of-way for employees and customers at local businesses
- Events that introduce community members to new modes and help build community around active transportation and transit
- Support for employers to offer benefits that support people to walk, roll, bike and take transit to work (transit passes, secure bike parking)

While investing in active transportation infrastructure and transit service is beyond the scope of the CTR program, the City of Tacoma, Sound Transit, and Pierce Transit are actively working to expand transit service and our active transportation network. The City’s capital project webpage (www.cityoftacoma.org/capitalprojects) outlines the significant efforts currently underway to build new separated bike lanes, neighborhood greenways, trails, and connections to transit.

As we invest in infrastructure and transit service - the CTR program helps enhance the impact of these investments through education, encouragement, and outreach. This combination of safe and connected infrastructure and transit service plus supportive programming so community members know these options exist and are encouraged to use them, is the key to mode shift. This “virtuous cycle” then helps increase the use of active transportation and transit and builds support for additional projects that enhance safety, accessibility and mobility in our communities.

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.

Many Tacoma residents indicated that they would like to live closer to their workplaces, but face prohibitively high housing costs. They also expressed that living closer to work would make them more likely to use non-drive-alone modes for commuting. This identifies a need for affordable housing along transit corridors, which will be reflected in the Comprehensive Plan update through the Home in Tacoma project.

Safety was identified as a major concern for community members across Tacoma. Multiple respondents cited the lack of safe bicycle and pedestrian infrastructure as a deterrent to choosing these modes and suggested dedicated, separated bicycle lanes and more sidewalks.

Expanding public transportation options was frequently shared as a priority by community members. Most commonly, Tacomans expressed a desire for more frequent Sounder trains, access to the regional light rail spine, and more frequent local bus service particularly during weekends and evenings. 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, particularly cross-neighborhood travel within Tacoma. Additionally, participants appreciated microtransit services that can be hailed by a smartphone 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 that they feel 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.

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.