Gig Harbor Commute Trip Reduction Four-Year Plan Update: 2025–2029

April 8, 2025

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Abbreviations

ACS	American Community Survey
Census	U.S. Census Bureau
City	[full city name here]
Comprehensive Plan	[full title of comprehensive plan here]
County	[full county name here]
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

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Benefits of CTR

The CTR legislation was developed with the purpose of improving air quality, traffic congestion, and expanding access to options for alternative transportation. These core tenets of the program identify global benefits that work to benefit all the residents of Pierce County, as well as those in adjacent jurisdictions. The program can also be used to address a variety of transportation and environmental issues that are specific to Pierce County, the region, and the state as a whole. The core tenets are summarized as follows:

- **Cost to Fuel Motor Vehicles**

    - Washington citizens currently spend approximately $2 billion on vehicle fueling and transportation. This contributes to high costs per household, as well as congestion and greenhouse gas emissions for the region.[1] The CTR Program will ideally help the County meet the goal of reducing the costs associated with motor vehicle fuel and emissions.

- **Promotion of Partnerships**

    - The CTR Program encourages partnerships between businesses, individuals, and government as they work together to solve transportation challenges.

- **Meeting State of Washington (State) and County Greenhouse Gas Goals**

    - The Pierce County Greenhouse Gas Reduction Plan calls for a reduction in emissions below 45 percent of 2015 levels by 2030. The CTR Program will ideally help the County meet this goal.

    - In 2020, the Washington Legislature established new targets for greenhouse gas emissions to address climate change. According to the law, the state must achieve the following reductions:

        ▪ By 2020, emissions should be reduced to levels equivalent to those in 1990.

        ▪ By 2030, emissions should be 45% lower than 1990 levels.

        ▪ By 2040, emissions should be 70% lower than 1990 levels.

        ▪ By 2050, emissions should be 95% lower than 1990 levels, aiming for net zero emissions.

- **Public Health and Environmental Goals**

    - The CTR Program helps to address environmental and public health concerns such as air pollution, natural area depletion, and various environmental impacts caused by congestion, expanding and building new roadways, and additional vehicle parking.

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[1] Commute Trip Reduction explained. Commute Trip Reduction Explained | Pierce County, WA - Official Website. (n.d.). https://www.piercecountywa.gov/2215/Commute-Trip-Reduction-Explained

1. Local Land Use and Transportation Context and Objectives

The purpose of this section is to outline the existing and planned land use and transportation infrastructure that impacts Gig Harbor's ability to successfully reduce drive-alone trips.

a. Setting In Gig Harbor as It Is Today or Will Be in the Near Future

Gig Harbor lies along the shore of the Puget Sound within Pierce County, situated alongside State Route 16, which connects the city to Pierce County and other regional destinations via the Tacoma Narrows Bridge. Embracing its maritime roots, Gig Harbor proudly identifies as the Maritime City and spans a land area of 5.95 square miles. As of the 2022 Census, the population of Gig Harbor was recorded at 11,917 residents.

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

Land Use Features that Affect Commuters

Gig Harbor is characterized by a diverse mix of land uses, ranging from residential neighborhoods to commercial, recreation, and employment centers. As part of the Comprehensive Plan, Gig Harbor has designated five Centers of Local Importance (CoLIs) compact and mixed-use hubs that prioritize pedestrian-oriented development. The CoLIs attract a significant volume of travel across different modes and serve the commercial needs of Gig Harbor and the Key Peninsula areas. These CoLIs play a crucial role in shaping the character and functionality of Gig Harbor, providing a diverse range of services, housing options, and gathering places for residents and visitors alike.

The five CoLIs include:

Westside – Westside serves as a local and regional retail gathering place, featuring Gig Harbor's highest intensity commercial development. It combines mixed-use spaces and multi-family residential housing. Notable establishments include restaurants, groceries, shops, a theater, banks, and a medical facility.

Kimball – encompasses higher density residential area, low-income, and senior housing; a branch of Tacoma Community College; Gig Harbor Civic Center; Pierce Transit Park and Ride; and a hotel – all of which increase pedestrian use in the area.

Downtown – a central gathering place for the community with seasonal events, shops and restaurants, parks, easy pedestrian access, and seasonal transit service.

Finholm – small activity node is located by the Bay and features restaurants, a convenience store, and retail establishments. Surrounding the area are single-family homes.

Gig Harbor North – a commercial hub that caters to the retail needs of the surrounding region. It is home to major retailers like Costco, Home Depot, Target, and various fast-food restaurants. Additionally, the St. Anthony's Hospital, the YMCA, and higher density single-family residential developments are present. The CoLI is intersected by the Cushman Trail, facilitating non-motorized connectivity to the city and region.

Transportation Facilities and Services that Affect Commuters

Gig Harbor's street network is comprised of roadways with varying vehicle capacity and accommodations for other modes of transportation. Gig Harbor's street network is an essential backbone that connects all users to local and regional facilities. The city lacks a grid layout, leading to limited connectivity. This can be attributed to the area's topography, past development patterns which have led to cul-de-sacs, private drives, dead ends, and other missing links within residential areas. Gig Harbor is also bisected down the middle by SR 16 which increasingly results in through traffic and congestion in the city particularly during instances of increased congestion on SR 16.

Pierce Transit and Sound Transit provide bus-based transit service in Gig Harbor. Transit service between Gig Harbor and Tacoma is not easily accessibly to many Gig Harbor residents. Route 595 caters to peak-period, weekday-only commuters with regular 9-to-5 jobs in Downtown Tacoma or Downtown Seattle. This limited schedule does not adequately serve individuals who have reverse commutes, work non-traditional hours, or otherwise need transit to access daily needs. There is a need for more frequent and reliable transit options, which the 2024 Comprehensive Plan aims to begin addressing.

Pierce Transit is in the process of updating its long-range plan, which will have an impact on transit services in Gig Harbor. The City will actively collaborate with Pierce Transit to advocate for enhanced service and ensure that the community's needs are prioritized in future improvements.

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

The COVID-19 pandemic stimulated remote work, resulting in broad changes in commuters' choice of transportation mode.

However, workers experienced these changes differently. Many industries couldn't transition to remote work because of nature of their work and the need for employees to be physically present in the workplace. As such, employers prioritized remote work to varying degrees. These differences disrupted established mobility services including rideshare, micro-transit, transit, and fee-based parking.

Mobility trends underway before the pandemic also continued, including changes to mobility services and patterns around the suburbanization of poverty, housing affordability, climate change and resilience, racism, inequity, advances in technology, aging population, and aging infrastructure.

Jurisdictions throughout the state continue to experience the shift in mobility patterns in different ways and their ability to monitor and respond to these changes affects the type of transportation services they provide. Moving forward, the need for multimodal commuting options persists despite the rise in remote work. Congestion, transportation-related emissions, and mobility access remain critical issues for Washington's communities, environment, and economy.

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:

Gig Harbor Land Use Policies

- **LU-4.3** Allow and provide public services that meet the needs of the local community in a neighborhood.

- **LU-10.1** Support the development of non-motorized connections between residential neighborhoods, community destinations, and other compatible uses with sidewalks, paths, bike lanes, and other facilities.

- **LU-10.3** Ensure connections between non-motorized transportation systems and current and future transit facilities

- **LU-10.4** Coordinate non-motorized transportation infrastructure improvements to promote a continuous network for the city.

Gig Harbor Transportation Policies

- **TE-1** Create a transportation system that is inviting and accessible for all community members,

- encouraging public health through active transportation.

- **TE-2** Promote and plan for a transportation system that is smart, efficient, and achievable.

- **TE-3** Provide a transportation system that Is effective in connecting center s to the regional transportation system.

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 currently operates bus services for commuters in Gig Harbor. 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 for focusing growth.

Gig Harbor has identified the following areas as Centers of Local Importance (CoLIs)

- Westside

- Gig Harbor North

- Downtown

- Finholm

- Kimball

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 Gig Harbor 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 Gig Harbor's Land Use and Transportation Objectives

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

The relevant goals outlined in the 2024 Comprehensive Plan are closely aligned with the objectives and programmatic elements of the CTR program. The County's focus on promoting alternative modes of transit and setting employment center-specific targets is, in many cases, directly supported by the CTR program. By prioritizing transportation investments that reduce drive-alone rates, the City creates more opportunities for employees to benefit from CTR incentive provided by their employers.

3. How the CTR Program Will Help Achieve Gig Harbor's Environmental Objectives

a. How the CTR Program Will Support Gig Harbor's Greenhouse Gas Emission Reduction Efforts

Fewer vehicles on the roads mean less fuel consumption and fewer greenhouse gases. The CTR program aims to reduce vehicle use and promote sustainable transportation options through a combination of transportation options and support of telecommuting and flexible work schedules.

b. How the CTR Program Will Support Gig Harbor's Environmental Objectives in addition to Greenhouse Gas Emission Reductions

By fostering a culture of environmental responsibility through educational components and incentives, the CTR program can raise awareness and encourage employees to adopt other sustainable practices, such as reducing waste and conserving energy. In general, a CTR program aligns with broader environment l objectives by improving air and water quality, enhancing public health, preserving natural resources, and supporting sustainable development.

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 Gig Harbor 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 counties include the following:

- o Unincorporated Pierce County

c. The Top Few Cross-Border and Regional Transportation Issues that Affect Gig Harbor

Congestion

Congestion poses a significant challenge across the region, with Pierce County bearing a heavy burden. The extensive daily influx of trips to and from JBLM, on top of the increase of trips generated from population growth, commute trips from Thurston County into Pierce County, and from Pierce County into King County, significantly exacerbates traffic congestion, resulting in widespread delays on the state highway system and interstate system. This congestion not only disrupts the daily lives of residents and workers but also adversely affects air quality both locally and across the broader region. Moreover, escalating congestion levels carry the risk of overflowing onto local roads, compounding the challenges faced by residents and exacerbating traffic-related issues.

Transit Connectivity and Access

Public transit accessibility remains a challenge across various areas within Pierce County and the wider region. Despite ongoing initiatives to enhance funding, improve access, and expand route networks, certain parts of Pierce County continue to face connectivity issues, both internally and externally. During outreach efforts, participants identified multiple barriers to taking transit, including a lack of reliability and safety as well as the limited reach 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 like designated bike lanes and bike paths separated from the street.

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

Gig Harbor's Transportation goals:

1) Inviting and accessible, encouraging public health through active transportation.

> Gig Harbor's transportation network will provide safe and complete connections for all users, making active transportation modes like walking and biking reasonable options in all areas of the city.

2) Smart, efficient, and achievable.

> The City will plan a transportation system that efficiently accommodates growth.

3) Effective in connecting center to the regional transportation system.

> Gig Harbor will prioritize transportation projects that connect and support strong, vibrant centers, as well as investments that connect the city to the region.

4) Sustainable over time, both financially and environmentally

> The City considers the full costs of planning, permitting, construction, and maintenance in its transportation investment decision, as well as how these investments impact the environment.

5) Understood by the community.

> The City's transportation planning process and investment decisions are well-understood by the community. The City actively coordinates with a broad range of groups to develop and ensure operation of the transportation system.

Congestion

Gig Harbor works in conjunction with WSDOT and Pierce County to improve its road infrastructure.

As Gig harbor grows, it is important to understand how this citywide and regional growth will impact Gig Harbor's transportation system. In addition to evaluating how intersections perform during current PM peak hours, the Gig Harbor travel demand model was used to forecast traffic volumes for 2029 and 2044, offering a clearer picture of future vehicle congestion.

A detailed analysis of the traffic volume forecast and associated policies are included in the updated 2024 transportation element.

Transit Connectivity and Access

While Gig Harbor 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 bus 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

Gig Harbor updated its Non-Motorized Transportation Plan (NMTP) in 2018. The 2018 NMTP known as "Gig on the Go" includes a public survey to inform planners how people currently use non-motorize transportation options in the city as well as improvements users would like to see in Gig Harbor's non-motorized transportation network.

Performance Targets

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 Gig Harbor 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 Gig Harbor

a. List of CTR-Affected Worksites

City of Gig Harbor – 3510 Grandview Street

St. Anthony Hospital – 11567 Canterwood Blvd NW

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

12. Services and Strategies Gig Harbor Will Use to Achieve CTR Targets

Gig Harbor will offer employer and commuter services through the Ride Together Pierce program, a one-stop-shop for sustainable transportation information and services.[2] 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.

- 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.

- 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:

- 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

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[2] https://www.ridetogetherpierce.com/

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.

13. How Gig Harbor'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 Gig Harbor Must Address to Achieve CTR Targets

a. How Gig Harbor Will Address the Barriers

Gig Harbor is a small jurisdiction with only two affected business' and very few barriers. The barriers which have been identified by the public;

Lack of transit options

The city has been working with Pierce Transit to identify opportunities for increased service within the City. Pierce Transit's Runner program has been made available to Gig Harbor as a new option for on-demand trips. Transit accessibility and effectiveness has been made a priority in the 2024 periodic comprehensive plan update.

15. The Transportation Demand Management Technologies Gig Harbor Plans to Use to Deliver CTR Services and Strategies

Through Ride Together Pierce, Gig Harbor 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.

16. Gig Harbor's Local CTR Ordinance

Chapter 10.28 GHMC

17. Gig Harbor'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 Pierce County and the Cities of DuPont, Fife, Gig Harbor, Lakewood, Puyallup, Sumner, and University Place

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

Activity	Estimated Average Annual Cost
Pierce County Employee Commute Options Program*	$92,000
Estimated Annual Total	$561,000

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.

b. 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
Gig Harbor	No data entered
Washington State Department of Transportation CTR Formula Funds	$75,000
Congestion Mitigation and Air Quality Federal Competitive Grant Funds	$337,000
Total	$561,000

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

18.   Gig Harbor's Implementation Structure

a. Who Will Conduct the Activities Listed in the Plan

The CTR-affected Cities of DuPont, Fife, Gig Harbor, Lakewood, Puyallup, Sumner, and University Place contract with Pierce County for CTR program administration. It is expected that the cities will continue contracting 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. Gig Harbor's Implementation Schedule

Table 2—Anticipated CTR Projects and Actions

1st Biennium July 2025–June 2027	2nd Biennium July 2027–June 2029
• Provide commute and other employee transportation services to Gig Harbor employees. • 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. • Identify CTR-affected and voluntary worksites. • Train and provide technical assistance to ETCs. Provide opportunities for their continued learning of best practices. • Provide access to quarterly and annual CTR program reporting tools and training on how to complete the reporting process. • Review employer quarterly and annual CTR program reports. • Provide access to the survey tool and training on how to complete the survey process. Review survey results. • Conduct financial and administrative program management of the CTR Plan. • Engage in local, regional and state CTR planning and collaborate CTR efforts with local agencies.	• Provide commute and other employee transportation services to Gig Harbor employees. • 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. • Identify CTR-affected and voluntary worksites. • Train and provide technical assistance to ETCs. Provide opportunities for their continued learning of best practices. • Provide access to quarterly and annual CTR program reporting tools and training on how to complete the reporting process. • Review employer quarterly and annual CTR program reports. • Provide access to the survey tool and training on how to complete the survey process. Review survey results. • Conduct financial and administrative program management of the CTR Plan. • Engage in local, regional, and state CTR planning and collaborate CTR efforts with local agencies. • Undertake development activities for 2029–2033 four-year CTR plan.

20. The CTR Plan for Gig Harbor Employees

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

The elements of the Commute Trip Reduction Program include:

- Emergency Ride Home

- Compressed work schedules

- Flex Schedules

- Telework

- Participation in Regional CTR events

- Assistance for employees from City's CTR representative.

21. How the CTR Plan for Gig Harbor Employees Contributes to the Success of the Overall Plan

a. How the Plan for Gig Harbor Employees Reinforces the Success of the Jurisdiction Plan

The actions included in the Gig Harbor's commute options employee program indicate the city's commitment to the goals of the CTR Plan. The Gig Harbor'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

22. Transit Agencies That Provide Service in Gig Harbor

- **Pierce Transit**

23. Transit Plans Reviewed While Developing this Plan

- Pierce Transit Development Plan 2023-2028

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:

- **Smart, efficient, and achievable transportation system:**

    1. Promote transportation investments that support transit and pedestrian oriented land use patterns and provide alternatives to single-occupant automobile travel.

    2. Parter with local and regional transit agencies to ensure a minimum transit level of service based on stop amenities and pedestrian access facilities.

- **Effective in connecting centers to regional transportation system:**

    1. Work with Pierce Transit to satisfy local travel needs, particularly between residential areas, the CoLls, and major commercial areas along SR 16.

    2. Work with Pierce Transit to locate Pierce Transit Park & Ride lots in areas which are accessible to transit routes and local residential collectors, but which do not unnecessarily congest major collectors or arterial roads or SR 16 interchanges.

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.

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 centers of local importance are identified as priority areas for focusing growth.[3] These centers will see increased housing and prioritized infrastructure development and their locations will correlate with areas of planned transit investment. These updates support and encourage transit-oriented development.

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[3] *Ibid* p.4

Engagement

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?

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)

Employers, City Staff, Tribal Relations, and Transit Agencies

- **Employee Transportation Coordinator Network Event**
  - 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 Meeting**
  - 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

- **Pierce County Senior Counsel for Tribal Relations Interview**
  – Informational emails with requests to meet were sent to 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

Community-Based Organizations

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

Pierce County Transportation Advisory Commission

- CTR Plan presentation and comment collection

b. When did we talk to them?

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.

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.

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?

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 grouped by the event location.

- **Bethel/Spanaway**
  - Provide electric buses and dedicated bus lanes.
  - Provide a more walkable environment.
  - Encourage carpooling.
- **Fife**
  - Create public transportation routes that serve working-class and poor communities.
  - Improve safety on transit systems.
  - Offer vouchers for low-income, disabled, homeless, vulnerable community members.
  - Provide carpooling incentives.
- **Key Peninsula**
  - Add more transit routes and make them more accessible to communities.
  - Bring electric buses to Key Peninsula.
  - Improve walking conditions in Key Peninsula.
- **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.
- **Orting**
  - Install more streetlights.
  - Add more bike lanes and sidewalks.
- **Parkland**
  - Improve accessibility for riders with disabilities.
  - Make neighborhoods more walkable.
  - Provide low-cost transit passes for low-income residents.
- **Bonney Lake**
  - Bring public transportation to Bonney Lake.

- Encourage residents to walk and bike to destinations in Bonney Lake and improve walking and biking infrastructure.
- Encourage carpooling to work from Bonney Lake.
- Encourage residents to run multiple errands in one trip to reduce overall trips.
- **Puyallup**
  - Provide new transportation modes such as high-speed rail and water taxis.
  - Extend light rail and Sounder service.
- **South Hill**
  - Provide a public transportation system that is easy to use and accessible to all by 2030.
  - Provide more infrastructure and community green space to support walking.
- **Sumner**
  - Provide more outreach classes and information in Spanish.
- **Tacoma and Unincorporated Pierce County**
  - Add bike lanes to Pearl Street.
  - Provide high-speed rail.
  - Improve accessibility for ADA transit riders.
  - Add more transit stops and increase the transit service area.
  - Provide electric bikes for low-income residents.
  - Provide more sidewalks and bike lanes.
  - Provide more transportation options for elderly residents.
- **University Place**
  - Improve biking and walking conditions in rural areas.
  - Add more bike paths and space for biking.

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.

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.

a. Draft CTR Plan Public Comment Period and Questionnaire

The 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.

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[4] 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 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).

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
- 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

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[4] Ride Together Pierce. https://www.ridetogetherpierce.com/ERH

- 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.

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.

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.

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.

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 a mobility device, 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 heathier practices such as active mobility and reducing emissions from driving alone. This can help with developing blue zones.

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.

  – Pierce County will promote partner incentive programs such as occasional vanpool formation incentives offered by transit agencies.

  – Pierce County will 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.[5]

  - Goal T-16.8 of the 2024 Comprehensive Plan encourages placement of transit shelters that are well lit and clearly visible.[6]

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[7] scores and lowest equity index scores[8] are most prevalent along the I-5 corridor.

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.[9]

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[5] Transportation Draft Element, 2024 Comprehensive Plan p. 8.
https://www.piercecountywa.gov/DocumentCenter/View/133292/Transportation-Draft-Element-and-Technical-Appendix
[6] *Ibid* p. 11
[7] Washington Environmental Health Disparities Map. https://doh.wa.gov/data-and-statistical-reports/washington-tracking-network-wtn/washington-environmental-health-disparities-map
[8] Pierce County Equity Index. https://www.piercecountywa.gov/7938/Equity-In-Decision-Making#equityindex
[9] Pierce County Equity Index. https://www.piercecountywa.gov/7938/Equity-In-Decision-Making#equityindex

Hispanic and Latino ethnicities represent twelve percent of Pierce County's population.[10]

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.[11]

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.[12]

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).
- 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.

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[10] *Ibid*
[11] *Ibid*
[12] Bethel Community services p. 2. https://bethelservices.org/wp-content/uploads/2019/04/Pierce-Co-Bethel-2019.pdf

- 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 Comprehensive Plan update should recognize these concerns and prioritize safety improvement projects. The 2024 Comprehensive Plan update includes new goals, Goal TE-1.8, that recognizes 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 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. Plans to expand transit service, offer free or lows cost ORCA cads, and invest 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.

Regional Transportation Planning Organization CTR Plan Review

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

PSRC Comments: [Insert text here.]

Appendixes

Appendix A

City of Gig Harbor Comprehensive Plan Map

Appendix B

City of Gig Harbor Zoning Map

Appendix C

City of Gig Harbor Non-Motorized Facilities Map