

# Mountlake Terrace Commute Trip Reduction Four-Year Plan Update: 2025– 2029

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April 1, 2025





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# Abbreviations

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ACS	American Community Survey
Census	U.S. Census Bureau
City	Mountlake Terrace
Comprehensive Plan	Mountlake Terrace Comprehensive Plan VISION 2044
County	Snohomish County
CTR	commute trip reduction
ETC	Employee Transportation Coordinator
PSRC	Puget Sound Regional Council
RCW	Revised Code of Washington
RTPO	regional transportation planning organizations
WAC	Washington Administrative Code
WSDOT	Washington State Department of Transportation

# Summary

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Mountlake Terrace’s Commute Trip Reduction (CTR) Plan outlines policies and strategies to improve air quality and reduce traffic congestion through employer-based transportation programs that encourage the use of alternatives to single-occupant vehicle trips for commute purposes. This plan as well as previous CTR plans and ordinances have been developed to meet the requirements of the Washington State Commute Trip Reduction Act (RCW 70.94) initially adopted in 1991. In 2015, the Washington State Legislature updated the program to allow greater flexibility at the jurisdiction level to apply transportation demand management (TDM) strategies that better address local conditions. This plan has been prepared in accordance with those revisions.

The plan applies to “affected major employers” in Mountlake Terrace who employ 100 or more full-time employees at a single worksite and who are scheduled to begin their workday on weekdays between 6:00 a.m. and 9:00 a.m. The plan also applies to “voluntary employers” who choose to participate in the program even though they do not meet the criteria to be affected.

Building upon the accomplishments of the existing Commute Trip Reduction program, as well as other successful TDM strategies, the plan outlines strategies that Mountlake Terrace, along with other agencies, will implement to assist employers in meeting the goals of the plan.

## Benefits of CTR

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

#### a. Setting In Mountlake Terrace as it is Today or Will Be in the Near Future

Mountlake Terrace encompasses approximately four-square miles and is located 14 miles north of Seattle, just inside the southern boundary of Snohomish County. The city consists of a mix of residential, commercial, light industrial, and recreational uses, with single-family residential accounting for approximately 51%. (Figure1)

Community Transit, Sound Transit, and King County Metro provide transit within and connecting to the city. The Mountlake Terrace Transit Center located adjacent to I-5 and just a half mile from Town Center serves as a significant transportation hub for various regional transit choices including light rail service. In addition to transit services, the Interurban Trail passes through Mountlake Terrace, providing inter-city walking, bicycling, and rolling connections to the north and south.

Mountlake Terrace is projected to see significant growth in the coming years. The City’s recently updated comprehensive plan *Vision 2044* outlines land use and zoning changes to support this growth. The plan focuses growth within the existing Town Center while creating new small-scale commercial areas throughout the city to offer neighborhood services and gathering spaces. (Figure 2). These areas will feature higher-density residential development compared to surrounding neighborhoods. The plan also allows for increased housing density and diverse housing types in

residential areas, depending on the location. The city is actively working to complete a multi-phase Main Street Revitalization Project which will help to transform the Town Center into a high-density, transit-oriented area, featuring affordable housing, businesses, and over 3,000 residential units along with 625,000 square feet of commercial space within easy access to I-5, light rail, and bus transit.

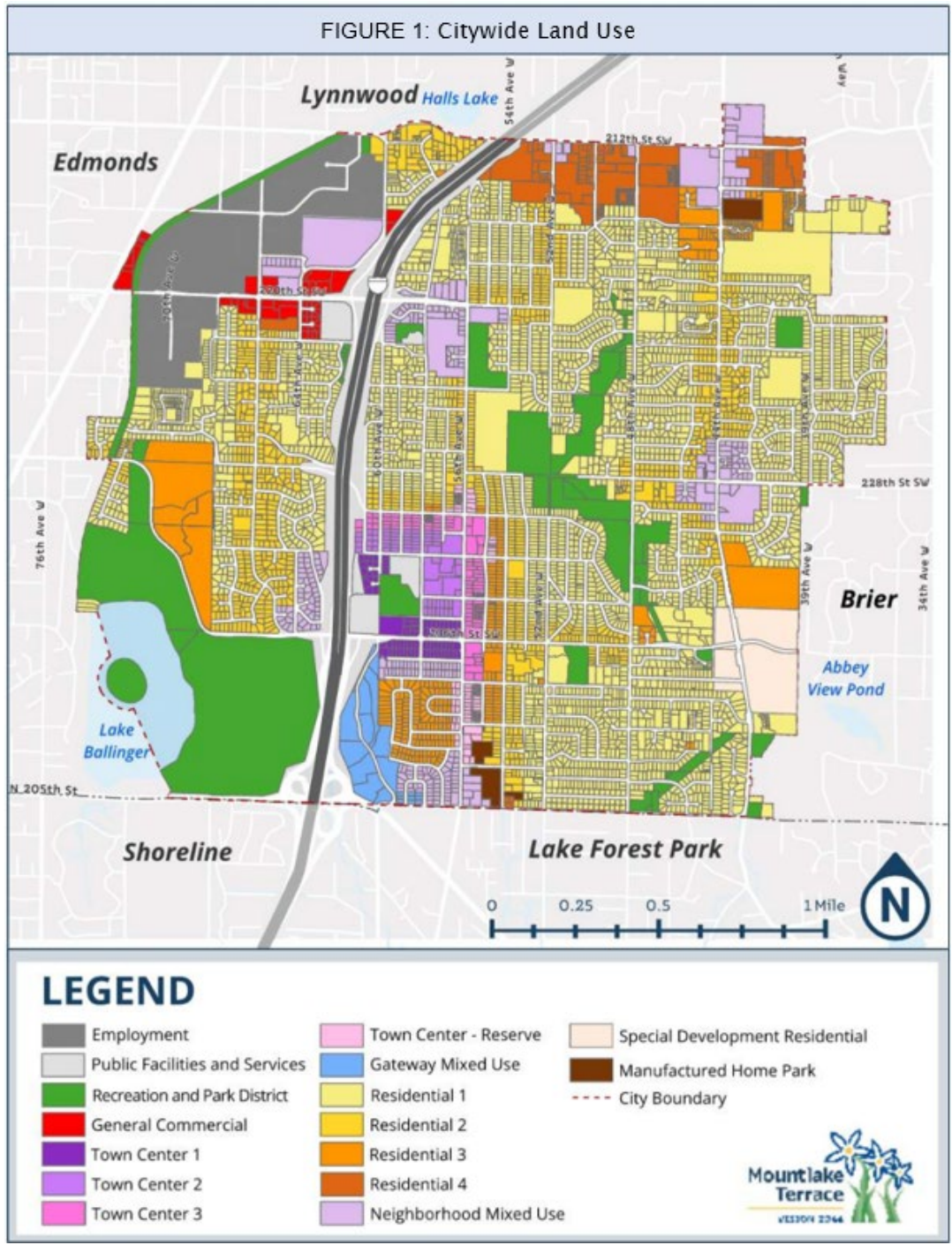


FIGURE 2: Primary Centers Within The City



## LEGEND

- Major Commercial Center
- Secondary Commercial Node
- Neighborhood Node



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

### **Land Use Features that Affect Commuters**

Housing densities, affordability, access to goods and services, and transportation infrastructure are some of the key factors that affect commuter choices. Mixed-use developments, where housing, retail, and office spaces are combined, can reduce commuting distances by allowing people to live closer to their work and daily services. Supporting higher-density housing near transit hubs and corridors helps to encourage commuters to use alternative modes by making it easier to access public transportation.

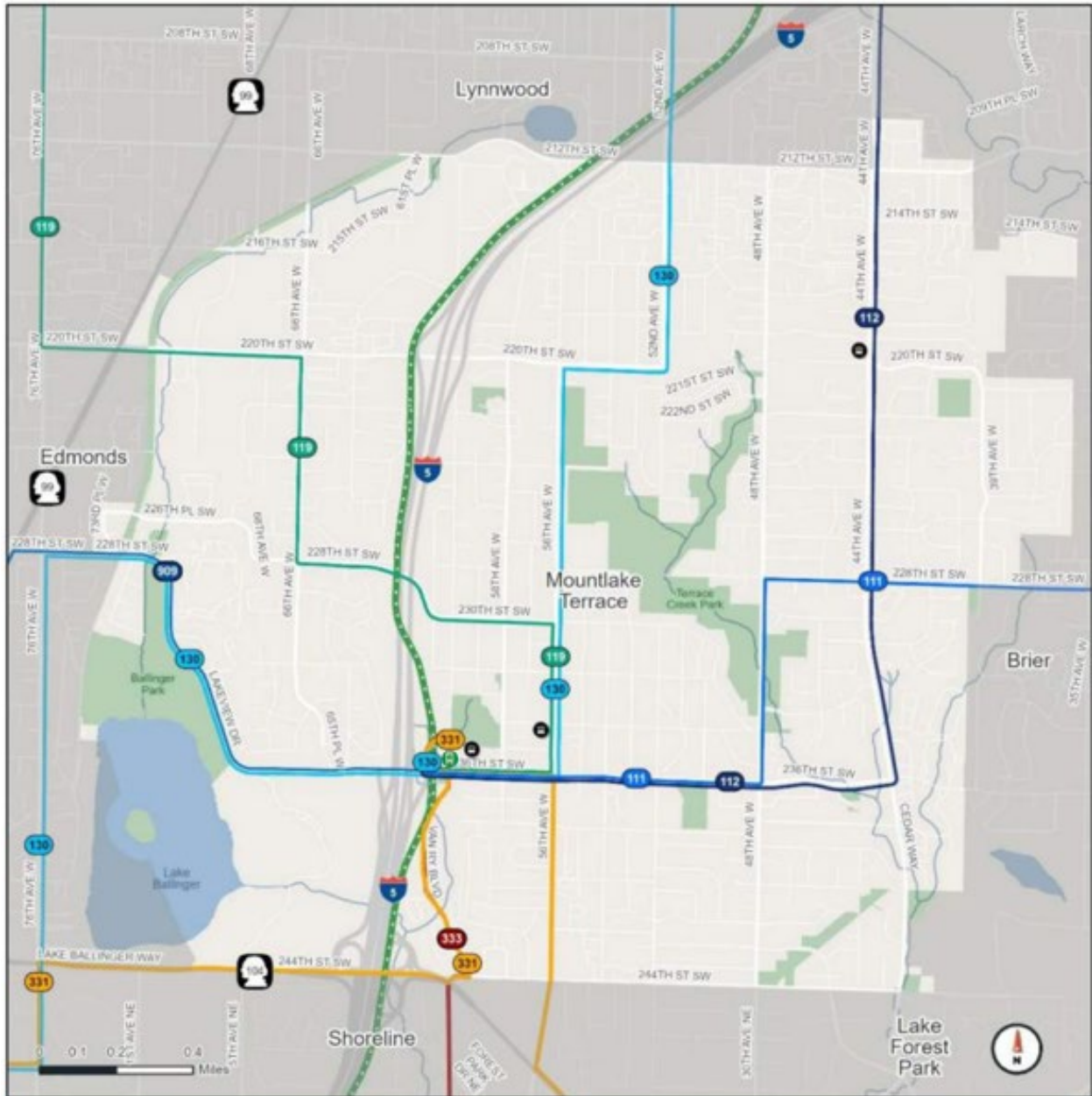
Mountlake Terrace's recently updated comprehensive plan establishes goals and policies to promote housing development near Town Center, mixed use, and neighborhood centers to increase access to jobs, goods, and services. The plan encourages compact and mixed-use development styles that encourage pedestrian and bicycle trips, enhance connectivity to transit, and promote economic vitality while reducing the need for additional vehicle trips.

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

Access to efficient public transportation options can significantly reduce commute times and encourage alternative commute modes. Well-maintained roads, highways, and bridges ensure smooth travel for car commuters. Easy access to transit and to comfortable and connected bike lanes and sidewalks also provide alternatives to driving.

The newly opened Transit Station in Mountlake Terrace has improved service for many residents. However, limited access to the station, along with infrequent and restricted connections, still discourages some commuters. See appendix Figure 3. Many city roadways have sidewalks, but some areas lack them or have missing segments, limiting connectivity to transit facilities and other destinations. See appendix Figure 4. Similarly, while the city has some bike lanes and facilities, the system is incomplete and not well connected, which may discourage some from using biking as an alternative commuting option. See appendix Figure 5.

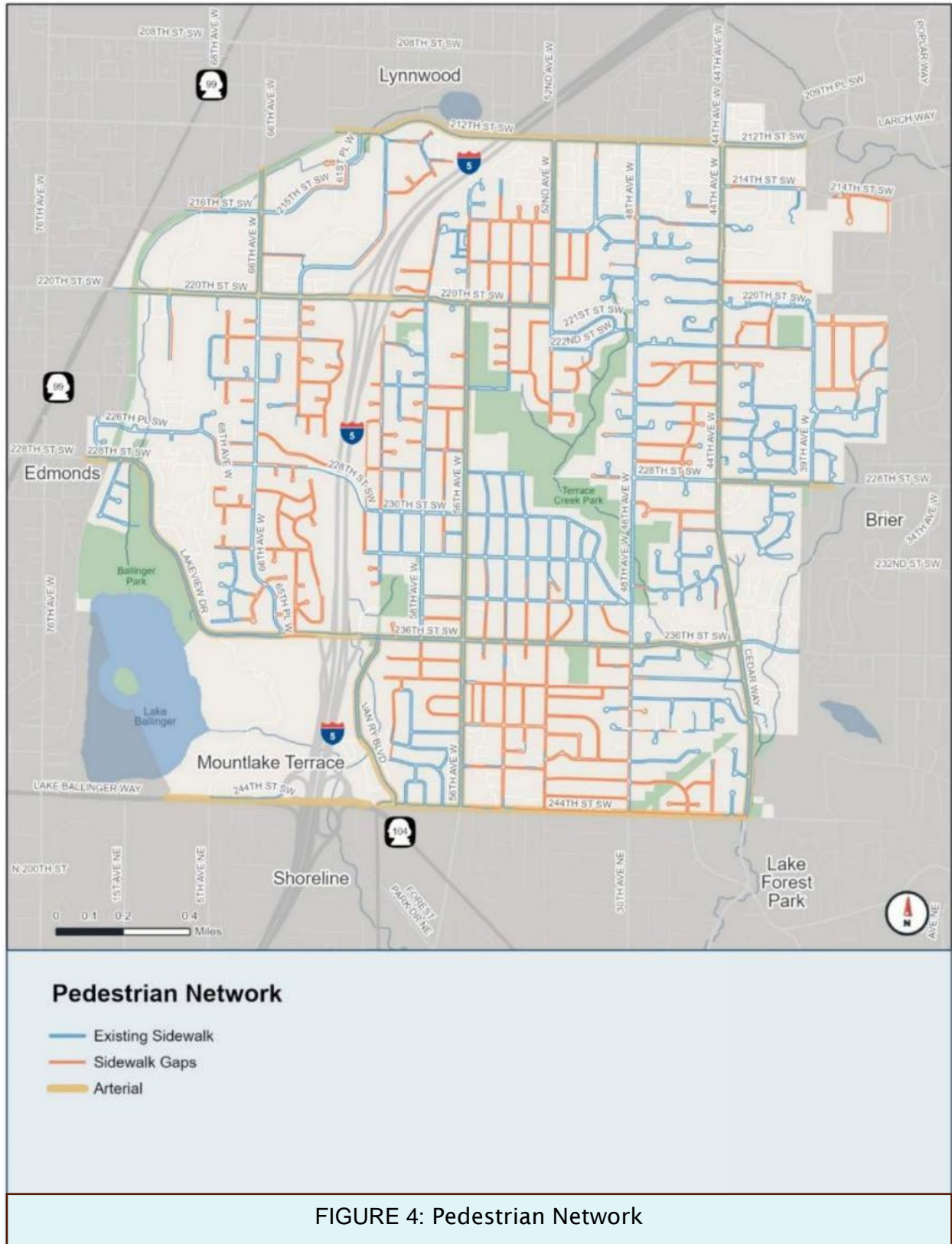
Montlake Terrace's Comprehensive Plan Vision 2044 establishes goals and policies for enhancing the safety and connectivity of the City's transportation system for all users regardless of mode and ability. The plan identifies policies to continue developing multi-modal infrastructure and improving connectivity and alternative transportation options.



### Existing Transit Routes

- |                         |                                 |                                  |              |
|-------------------------|---------------------------------|----------------------------------|--------------|
| WSDOT Park and Rides    | <b>Community Transit Routes</b> | <b>Metro Routes</b>              | Streams      |
| Link Light Rail Station | 111                             | 331                              | Parks        |
|                         | 112                             | 333                              | Water Bodies |
|                         | 119                             | <b>Sound Transit Link Routes</b> |              |
|                         | 130                             | Link 1 Line Light Rail           |              |
|                         | 909                             |                                  |              |

FIGURE 3: Existing Transit Routes



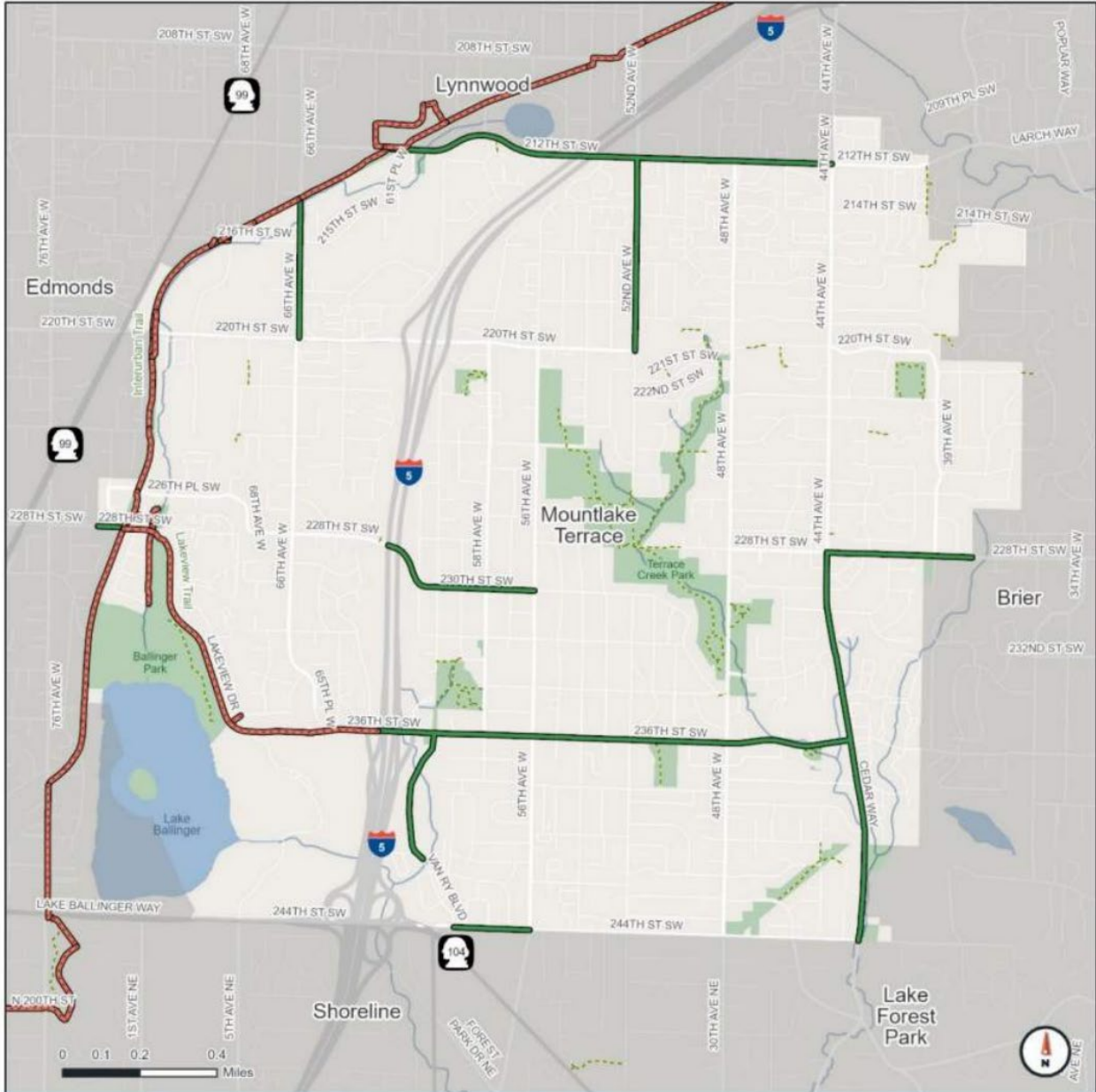


FIGURE 5: Existing Bicycle Facilities

### 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. Every two years CTR employers are required to monitor and report on progress toward reducing single-occupant vehicle commuting. The results from those two-year surveys show that drive alone rates to CTR-affected sites in Mountlake Terrace have continually been trending in a downward direction, from a high of 78.6% in 2011/2012 to 68.0% in 2017/2018. The pandemic accelerated that downward trend to a low rate of 18.9% in 2021/2022. Conversely, telecommuting rose from 3.9% pre-pandemic to 76% in 2021/2022.

Prior to the pandemic, the percentage of workers who commuted by bus in Mountlake Terrace was consistently between 1.3% and 1.6%. In 2022 that ridership dropped below 0.1%. However, in 2024 transit agencies noted that overall ridership is increasing, with more consistent times and peaks throughout the day and week. Transit agencies have observed that one of the greatest changes is the fact that there are fewer peaks on weekdays and traditional commuting hours, and ridership is more spread throughout the day and the weekend. This likely reflects a change from traditional working hours, flexibility in remote work, and the use of transit for more weekend activities. With the opening of the Light Rail station in Mountlake Terrace it is anticipated that transit ridership will increase for both work and non-work-related trips.

Similarly, the reported number of CTR employees commuting by walking, biking, and transit was consistently near 3% (excluding ferry travel). With the rise in telecommuting, these rates fell to 0.7% as of 2021/2022.

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

Mountlake Terraces Comprehensive Plan *Vision 2044* establishes a series of goals, policies, and benchmarks to guide the future development of the city. Key goals and policies of the plan that CTR affect and support include:

- **POLICY EN-3.6** Prioritize active transportation options, including walking, rolling, biking, and transit opportunities, as a key method to reducing vehicle emissions
- **POLICY EN-3.2** Establish greenhouse gas reduction goals consistent with federal and state air quality standards to participate in the regional effort of reducing air toxin emissions
- **POLICY EV-3.6** Evaluate parking needs in areas adjacent to or near light rail. Consider adjusting parking requirements to reflect transit availability, encourage alternative modes of transportation, and identify ways to reduce development costs.
- **POLICY LU-2.2** Support the development of additional housing choices along public transit routes
- **GOAL TR-2:** Increase climate resiliency by reducing vehicle miles traveled, promoting sustainability, reducing pollution, and supporting clean air and water.

- **POLICY TR-2.5** Promote clean transportation programs by developing a non-motorized network and promoting alternative transportation options to reduce traffic congestion, vehicle miles traveled, and pollution from automobiles and trucks
- **POLICY TR-2.6** Review and update the City’s Commute Trip Reduction Plan at least every four years for effectiveness.
- **POLICY TR-2.7** Apply Transportation Demand Management (TDM) criteria for new commercial developments, and track, review and regularly monitor project’s TDM plans
- **GOAL TR-3:** Provide an active transportation network and access to reliable transit for all ages and abilities.
- **POLICY TR-3.1** Prioritize active and alternative transportation investments in areas around high-capacity transit stations to reduce reliance on driving alone.
- **POLICY TR-3.2** Continue to develop multi-modal transportation infrastructure to improve connectivity and alternative transportation options
- **POLICY TR-3.10** Require development to contribute to completion or improvement of accessible pedestrian sidewalk systems adjacent to and extending from their development.
- **POLICY TR-3.13** Seek local partnerships to develop and maintain bicycle routes as a form of regional transportation.
- **POLICY TR-3.15** Coordinate with transit providers to develop transit-supportive land uses, site plans, and connections, including adequate space for bus layover and electric vehicle charging infrastructure.
- **POLICY TR-3.18** Support innovative rideshare programs and encourage transit-oriented development to attract transit riders and consumers.
- **POLICY TR-3.22** Support the planning, design, and construction of improvements for people to walk, bike and roll safely within a half mile of transit service.

In addition to impacts to the City’s Comprehensive plan, Commute Trip Reduction directly impacts the region’s growth plan *Vision 2050* and the *Regional Transportation Plan (RTP)* supporting goals to reduce greenhouse gas emissions,

- **MPP-En-21:** Continue efforts to reduce pollutants from transportation activities, including through the use of cleaner fuels and vehicles and increasing alternatives to driving alone, as well as design and land use.

## **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**

To improve Commute Trips Reduction’s contribution to land use and transportation objectives, the city should continue its goal to build a transportation system that supports the City’s land use vision

and promotes healthy, active communities. Developing a complete and connected transportation system for all modes is essential to providing efficient and reliable options for commuters. The Transportation Improvement Plan update should identify transportation projects, focusing on existing and proposed land uses and key missing links, to create safer conditions and improve connectivity for active users. These projects will help increase active transportation usage and boost participation in the CTR program.

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

- To Further enhance CTR's contribution to land use and transportation objectives, the city can pursue the following efforts:
- Develop funding strategies for additional capital improvements that enhance sidewalk and bike infrastructure city wide and improve access to light rail and transit facilities.
- Continue to collect data on commuter behavior and program effectiveness to further develop strategies for maximizing CTR impact.
- Explore potential partnerships with carshare, additional non-fixed route services, and micro-transit to increase opportunities to connect to transit hubs.
- Expanding the effectiveness of the CTR program by actively reaching out to smaller businesses to encourage voluntary participation in the program.

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

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

In October 2024 Mountlake Terrace adopted its Vision 2044 Comprehensive Plan establishing a Vision and a series of goals, policies, and benchmarks to guide the future development of the city. Key policies of the plan encourage the concentration of employment and living opportunities in Town Center and identified mixed use and neighborhood centers. Transportation elements of the plan focus on enhancing connectivity throughout the city with an increased emphasis on providing multi-modal choices such as transit, walking and cycling. The CTR Program supports these policies and will continue to work cooperatively with Transit agencies to enhance services to the newly opened light rail station and identified growth areas. In addition, the program will actively work with City transportation programs supporting projects that increase and enhance the city's active transportation network such as construction of sidewalks and bike lanes.

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

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

Mountlake Terrace's Vision 2044 sets policies to establish greenhouse gas reduction goals consistent with federal and state air quality standards, and to plan for climate and environmental protection by prioritizing active transportation options, including walking, rolling, biking, and transit opportunities, as a key method to reducing vehicle emissions. The CTR Program will work to decrease single-occupancy car trips by actively working with employers including city agencies to encourage and promote the use of public transit, carpooling, biking, and walking, supporting the city's goals of reducing greenhouse gas emissions.

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

An important Environmental Objective identified in Mountlake Terrace Vision 2044 is to promote environmental resiliency by encouraging the expansion of neighborhood commercial businesses through the reuse and conversion of residential properties that are compatible in form and scale with existing neighborhoods. The CTR program supports this objective by working in cooperation with local transit agencies to enhance services and connectivity to areas in Mountlake Terrace identified for future growth, and by supporting city policies to increase active transportation facilities throughout the city. This work enables employers to more effectively promote and implement commute trip reduction programs.

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

#### **a. The Local, Regional, and State Benefits that Would Be Gained If Mountlake Terrace Achieves the CTR Targets**

##### **Local Benefits**

**Providing More Livable Communities** - CTR supports City policies for increasing connectivity and active transportation networks across the city consistent with residents expressed desire toward living in multi-modal communities where it is possible to walk and bicycle and take transit comfortably.

**Reduced Roadway Maintenance Costs** - By working to enhance and promote active transportation choices CTR helps to reduce traffic volumes and congestion, effectively reducing impacts to the city's roadways network and associated maintenance costs.

##### **Regional Benefits**

Objectives identified in Puget Sound Regional Council, Vision 2050 that Mountlake Terrace CTR plan will help achieve include:



- Providing opportunities for all
- Sustaining a strong economy
- Significantly reducing greenhouse gas emissions
- Growing in centers and near transit
- Acting collaboratively with other local agencies

**State Benefits.**

Objectives identified in Washington States 2023-2025 CTR plan that Mountlake Terrace CTR plan will help achieve include:

- Improving delivery of CTR programs
- Expanding CRT market to address equity
- Respond to shifting mobility patterns
- Reduce greenhouse gas emissions.

**b. Adjacent CTR-Affected Cities and Counties.**

- City of Shoreline
- City of Edmonds
- City of Brier
- City of Lynnwood
- Snohomish County
- King County

**c. The Top Few Cross-Border and Regional Transportation Issues that Affect Mountlake Terrace.**

Most of Mountlake Terrace commuter trips start and end outside of the city. Commuters are less likely to use transit or other alternative modes if it adds significant travel time, if it requires multiple transfers between routes / services, or requires a walk greater than ¼ mile. Improving access to transit and frequency of service is the responsibility of transit agencies. The city of Mountlake Terrace can support service improvement efforts by planning for mixed use and high-density developments particularly near existing transit services, improving pedestrian and bicycle facility connections, and considering transit priority infrastructure where it’s needed.

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

Mountlake Terrace works closely with Community Transit, KC Metro, Sound Transit and adjacent jurisdictions across a variety of planning and regional collaboration forums to create a robust and sustainable transportation network for the city’s residents and neighboring communities. As the

area continues to grow, we will continue to engage with these partners to prioritize sustainability, resilience, equity, and reduce environmental impacts associated with this growth.

## Performance Targets

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### 5. CTR Performance Targets

#### a. Performance Targets that Reflect Only CTR-Affected Worksites

The state provided various options for establishing performance targets for CTR affected work sites in local jurisdictions. Mountlake Terrace will utilize option 2 which establishes a performance target using weighted average Drive Alone Rate (DAR) of 15.5 percent below, or less, of the jurisdiction's census performance in 2019 for CTR-affected worksites at the jurisdictional level. Using this option the DAR performance target for Mountlake Terrace is 63%.

### 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 2025-2027 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 2025-2027 survey results.

### 8. How Mountlake Terrace 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 2025-2027 survey results.

### 9. CTR-Affected Worksites in Mountlake Terrace

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

The City of Mountlake Terrace, 23204 58<sup>th</sup> Ave W

Premera Blue Cross, 7001 220<sup>th</sup> St

## 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 2025-2027 survey results.

## 11. List the Base Value for Each Site

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

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

## Services and Strategies

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## 12. Services and Strategies Mountlake Terrace Will Use to Achieve CTR Targets

To help achieve the goals and targets of the CTR plan, Mountlake Terrace will revise the CTR ordinance to require affected employers to implement additional measures designed to increase the percentage of employees using some or all of the following modes: transit; vanpool; carpool; bicycle or walking; telework, compressed work week, or flexibly work schedule; and other non-single occupant vehicle modes. The revised ordinance will require affected employers to choose at least five of the following measures including one from each category. Alternative measures may be submitted by the employer to Community Transit for review and approval.

### Commuting Support and Incentives:

- Subsidized or free transit passes for employees.
- Pre-tax payroll deductions for transit or vanpool expenses.
- Provision of subsidies for carpooling or vanpooling.
- Incentives rewarding avoidance of single-occupancy commuting such as gift cards or a parking cash-out program.
- Guaranteed ride home programs for emergencies.
- Shuttle services from transit stations to the workplace.
- Employer telework program.
- Flexible or compressed workweek schedules.
- Options for working at alternative sites closer to employees' homes.
- Incentives for walking or biking, such as gift cards or discounts on outdoor gear.
- Rideshare matching events for vanpools and carpools.

### Information and Education:

- Provide a commuter ride matching service.
- Provide subsidies or passes for transit fares.

- Provide vans for vanpools.
- Provide subsidies for carpooling or vanpooling.
- Offer employees the opportunity to make pre-tax payroll deductions for transit or vanpool expenses.
- Permit the use of employer vehicles for carpooling or vanpooling.
- Implement a transportation incentive programs that offers rewards for avoiding single-occupancy commuting.
- Cooperate with transportation providers to provide additional regular or express service to the work site.

### **Amenities and Infrastructure\*:**

\*Worksites located next to other employers may wish to partner to provide shared commuting amenities and distribute costs and benefits more broadly.

- Preferential parking for carpoolers and vanpoolers.
- Amenities for bike commuters including secure bike storage, showers, or bike repair stations.
- Onsite amenities like a cafeteria, fitness center, micro-market, or daycare to reduce off-site trips.
- Provision and maintenance of electric vehicle charging stations.
- Parking space for carshare vehicles or company-owned cars for employee use.

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

### **Community Transit Services and Strategies**

Through agreements with Mountlake Terrace and the Washington State Department of Transportation (WSDOT), Community Transit is responsible for employer outreach, education and training, technical assistance, marketing incentives, program review, and administration of the employer data collection process. Community Transit acts as the liaison between Mountlake Terrace and major affected employers and assists with preparation of CTR notification documentation and enforcement recommendations.

Community Transit also manages and implements complimentary and mutually reinforcing transportation demand management programs, including partnerships with multifamily communities, youth focused partnerships with schools and youth-serving organizations, and field marketing at neighborhood events.

Through long-term agreements with each CTR-affected jurisdiction and WSDOT, Community Transit works with CTR-affected and voluntary employers to develop and successfully implement CTR programs. This assistance includes:

- Employee Transportation Coordinator (ETC) Development and Support - The ETC is an integral part of the trip reduction program. Their job duties should include coordination of annual fairs, conducting promotions, distributing information, notifying the Mountlake Terrace about program changes, and the collection and reporting of data. Community Transit provides training courses, networking meetings, and other assistance to the ETC designed to help meet the requirements of the program and increase the success of this key person.

- Program and Strategy Development – Community Transit provides consultation with employers to help worksites design and develop appropriate trip reduction strategies. Strategies may include carpool and vanpool programs, parking management, incentives programs, bicycling and walking programs, alternative work schedules, and telework programs.
- Promotions – Community Transit works with employers to design and conduct promotions, on-site transportation fairs, and other special events to increase awareness and use of commute alternatives. Assistance includes design and provision of materials, promotional items, staffing information booths and on-site ride matching.
- Incentives – Community Transit provides incentives to employees at affected worksite, such as the quarterly Smart Commuter Rewards program, to encourage the use of non-drive alone commute modes.
- Guaranteed Ride Home – Through an agreement with the employer, Community Transit offers emergency transportation to employees who choose an alternative to driving alone.
- Transit Pass Programs – Community Transit can work with employers to help identify appropriate ORCA Business Account programs for worksites.
- Affordable Transportation Alternatives – Community Transit provides affordable transportation alternatives to single occupancy vehicle commuting.
- Vanpool Services – Community Transit operates one of the largest vanpool programs in the nation. Vans are provided to groups of 5-15 commuters who pay a monthly fare based on travel distance and number of passengers.
- Transit Services – Community Transit, Everett Transit and Sound Transit provide bus and commuter rail service within Snohomish County. Community Transit staff assist ETCs with identifying potential riders, planning individual trips and marketing specific routes. Transit schedules and on-site transit pass programs are also available.

#### **Mountlake Terrace Services and Strategies**

Mountlake Terrace will continue to promote more transit-oriented development for affordable housing, improving infrastructure around transit locations, and marketing around time-saving benefits of transit.

In addition, Mountlake Terrace will work in cooperation with local transit providers to coordinate with major employers to promote a shared understanding and coordination around CTR planning and service times.

## **14. Barriers Mountlake Terrace Must Address to Achieve CTR Targets**

### **a. How Mountlake Terrace Will Address the Barriers**

**Transit service:** The current affected employment sites in Mountlake Terrace are located within ¼ miles of bus stops. Premera currently has access to transit service – regular bus service on 220<sup>th</sup> Street SW and Swift bus service on SR 99. The City of Mountlake Terrace City Hall has access to

Community Transit and KC Metro routes located on 56<sup>th</sup> Ave W and 236<sup>th</sup> St and is located within 1/3 mile of the newly opened light rail station. However, the difficulty and time required for taking transit, which may often involve multiple transfers, continues to discourage use.

**How addressing:** The opening of the Mountlake Terrace light rail station significantly improved services to and from the city. Mountlake Terrace will work cooperatively with local transit agencies to advocate and support increased transit services throughout the city to improve connections to the new station.

**Non-motorized access incomplete:** Many of the CTR affected work sites, including in the regional growth center, have limited access for non-motorized modes due to gaps in the non-motorized infrastructure networks (sidewalks, trails, bikeways, safe crossings.)

**How addressing:** Mountlake Terrace's recently updated comprehensive plan places greater emphasis on multi-modal and active transportation systems establishing goals and policies aimed at improving pedestrian and bicycle accessibility and connectivity throughout the city.

**Employer and ETC Investment:** Lack of major employer cooperation and investment in CTR worksite programs and lack of support for their appointed employee transportation coordinators is a frequent and universal CTR barrier. The employer and ETC are the backbone of CTR programs. But at many sites the ETC is not given the opportunity to succeed because of lack of time and resources.

**How addressing:** The city will designate a CTR coordinator to collaborate proactively with Community Transit to identify and notify CTR affected worksites of requirements, and to determine that employers are demonstrating a good faith effort to achieve targets. As appropriate, the city will implement enforcement actions as outlined under Mountlake Terrace Ordinance 2703,

**Additionally:** Mountlake Terrace will begin discussion with mid-size businesses to gain input about the city adopting a proposed commuter benefit ordinance which would require businesses with 20 or more employees who travel during peak hours, to allow their employees the opportunity to make a monthly pre-tax payroll deduction for transit or vanpool expenses. Employers may instead offer a partially or wholly employer-paid transit pass to satisfy their obligations under this law. This encourages commuters to use transit or vanpool to reduce traffic congestion and carbon emissions. Because the deduction is pre-tax, the law has the added benefit of lowering costs for both workers and businesses. The additional outreach would help determine if this type of ordinance would be pursued with future updates to the CTR plan.

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

**Rideshare Online:** Employee transportation coordinators use the Rideshareonline.com platform to join and form carpools and vanpools, and for trip logging in support of non-drive alone incentives.

**WSDOT CTR survey tool:** The CTR RideAmigos tool is used for data collection purposes including biennial CTR surveys and worksite program reports.

## 16. Mountlake Terrace’s Local CTR Ordinance

The CTR program is implemented through Mountlake Terrace Municipal Code Chapter 10.15. Mountlake Terrace ordinance 2703 was adopted in 2017, updating the previous CTR ordinance 2515 from 2009. The CTR Ordinance will be amended again to reflect the 2025-2029 CTR Plan.

## 17. Mountlake Terrace’s Financial Plan

### a. The Estimated Average Annual Costs

**Table: Estimated Average Annual Costs**

Activity	Estimated Annual Cost
<b>Employer and Community Engagement</b> <i>(Identifying work sites and employee transportation coordinators, training, providing technical assistance and reviewing employer CTR plans)</i>	\$6,000
<b>CTR Plan</b>	\$2,500
<b>Performance Reporting</b> <i>(Includes worksite surveys, program reports, and periodic requests from WSDOT, jurisdictions and stakeholders)</i>	\$2,500
<b>Administration</b> <i>(Financial and program management, jurisdiction coordination with Community Transit, interagency implementation meetings, WSDOT coordination, TDM technical Committee coordination and transit service planning)</i>	\$4,000
<b>Total</b>	<b>\$15,000</b>

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

**Table: Estimated Average Annual Revenue**

Source of Revenue	Estimated Average Annual Revenue
WSDOT	\$15,000

## 18. Mountlake Terrace’s Implementation Structure

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

Mountlake Terrace has contracted with Community Transit to administer and implement this plan.

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

Job Title	Name	Department
Transportation Engineer	John Marek	Public Works Department (Engineering Division)

John Marek is the CTR program coordinator for Mountlake Terrace and will coordinate with Community Transit routinely on behalf of Mountlake Terrace.

**19. Mountlake Terrace’s Implementation Schedule**

**a. Timeline for Anticipated Projects and Actions**

Annual Tasks / Project	2025	2026	2027	2028	2029
CTR Plan Update	x				x
CTR Program Review	x	x	x	x	x
CTR Business Outreach and Quarterly reporting	x	x	x	x	x
CTR guidance to City employees	x	x	x	x	x

**20. CTR Plan for Mountlake Terrace Employees**

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

Mountlake Terrace offers the following employee benefits and services to encourage participation in CTR efforts:

- Employer telework program (up to two day/week)
- Flexible or compressed workweek schedules (9/80 and 4/10)
- Amenities for bike commuters including secure bike storage, showers,
- Guaranteed ride home programs for emergencies.
- Publicize CTR promotional challenges and campaigns

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

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

The City’s CTR plan was developed in close collaboration with Community Transit and surrounding jurisdictions in the Snohomish County. The plans reinforce each other and build on similar strategies to align with regional goals and benefits.



# Alignment with Plans

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## 22. Transit Agencies That Provide Service in Mountlake Terrace

### Transit Agencies:

- Community Transit
- King County Metro
- Sound Transit

## 23. Transit Plans Reviewed While Developing this Plan

### Information Sources:

- Community Transit 2023-2028 Transit Development Plan
- Journey 2050 Community Transit Long Range Plan
- Transit Changes in 2024 & Beyond (Community Transit)
- Homage 2022 Annual Report
- Sound Transit Development Plan 2023-2028
- Sound Transit's System Performance Tracker

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

The CTR Plan aligns with regional transit plans by promoting the reduction of single-occupancy vehicle trips, improving public transit options, and encouraging non-motorized commuting. By supporting regional transit strategies, the plan enhances connectivity between neighboring jurisdictions, boosts travel efficiency, reduces road congestion, and encourages environmental sustainability.

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

Mountlake Terrace's updated Comprehensive Plan Vision 2044 was adopted in October 2024, which include policies that support this CTR plan.

# Engagement

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## 26. Mountlake Terrace's Stakeholder Engagement

Community Transit along with local jurisdictions organized a series of stakeholder engagement activities on CTR topics throughout the development of this CTR Plan. Mountlake Terrace collaborated with Community Transit by promoting and participating in stakeholder engagement activities. CTR engagement activities included:

- Online open house and survey for public comment on CTR concepts (April 18 to May 18, 2024)
- Tabling events
- Community-based organization interviews
- Transit agency interviews
- CTR-affected employer workshops
- Notifications and other digital distribution

### a. Who Mountlake Terrace Talked To

#### Community Members

Community Transit and Snohomish County-area jurisdictions reached out to community members through a two-phase online open house engagement period. The first phase conveyed information about commute trip reduction, the CTR plan update process, and invited visitors to participate in a survey. The second phase of the online open house sought feedback on jurisdiction's draft CTR plans and allowed the visitor to select which plan they commented on based on the jurisdictions in which they live and/or work.

During the first phase of the online open house, 2,137 people visited the open house website, and 144 responded to the survey. Mountlake Terrace had three residents but not workers respond to the survey. During the second phase of the open house, 908 people visitors went to the website reviewed draft CTR plans and 20 submitted comments.

Community Transit attended six community events around Snohomish County to discuss transit services and upcoming service es changes, CTR initiatives, and to provide attendees an opportunity to comment on the jurisdictional draft CTR Plans. Tabling events included the following:

- Arlington Farmers Market (engaged with 90 people)
- Everett Public Library Drop-In (engaged with 43 people)
- Marysville Farmers Market (engaged with 107 people)
- Everett Farmers Market (engaged with 165 people)
- Marysville Public Library Drop-In (engaged with 32 people)
- Latino Educational Training Institute (LETI) Expo (160 people)

### Community-based organizations

Community Transit interviewed representatives from a variety of community-based organizations in Snohomish County. Each community-based organization also received an engagement toolkit including social media posts and newsletter copy allowing them to easily engage community members in their networks with the CTR Plan update project. The community organizations interviewed as part of the CTR Plan update project include the following:

- Hopelink
- Community Health Centers
- Snohomish County Transportation Coalition (Snotrac)
- Homage
- North Sound Bicycle Advocacy Group  
BIKES Club / Sharing Wheels Community Bike Shop

### CTR-affected employers

Community Transit hosted a virtual workshop May 14, 2024, for ETCs and management staff from CTR-affected businesses in Snohomish County to discuss the draft CTR plans, provide feedback on increasing local CTR ordinance requirements for employers, and to make suggestions for improving CTR programs. Community Transit also provided CTR-affected employers with information about the CTR online open house and survey in the CTR newsletter and provided related outreach materials for ETCs to share with their employees.

Thirty-eight individuals representing 30 Snohomish county-area, CTR-affected employers attended a virtual workshop. Employers represented in the virtual workshop are listed in table X below.

**Table X. Employer Workshop Participation**

Employer Name	Worksite Location
City of Arlington	Arlington
Skagit Regional Health/Cascade Valley Hospital	Arlington
DSHS	Arlington/ Unincorporated Snohomish County
City of Bothell	Bothell
Nelson Nygaard (Transportation Consultant)	Bothell
AGC Biologics	Bothell
AT&T (and Move Redmond)	Bothell
GE Digital / Vernova	Bothell
Leviton Network Solutions / Wellington Hills Bothell Park	Bothell
Pfizer	Bothell

Employer Name	Worksite Location
T-Mobile	Bothell
University of Washington Bothell/Cascadia College	Bothell
City of Edmonds	Edmonds
Edmonds College	Edmonds
City of Lynnwood	Lynnwood
City of Marysville	Marysville
The Everett Clinic	Marysville
City of Monroe	Monroe
Canyon Creek Cabinet Company	Monroe
Natural Factors	Monroe
City of Mountlake Terrace	Mountlake Terrace
Premera Blue Cross Mountlake Terrace	Mountlake Terrace
City of Mukilteo	Mukilteo
Novanta	Mukilteo
Snohomish County	Snohomish County
Boeing	Unincorporated Snohomish County
Korry Electronics	Unincorporated Snohomish County
Partner Therapeutics	Unincorporated Snohomish County
Reid Middleton	Unincorporated Snohomish County

**Transit Agency Interviews**

Community Transit and MFA interviewed transit agencies to help inform the CTR plans and invite feedback on the drafts. The interview questions related to the Alignment with Plans section of the CTR Plan (#22-25) and #1c, “whether and how commuting patterns have changed in the past few years.” Transit agencies also received email invitations to comment on the draft CTR plans. The transit agencies interviewed include the following:

- Snow Goose Transit
- Community Transit
- Everett Transit
- Homage
- King County Metro
- Sound Transit

## **b. When Mountlake Terrace Talked to Them?**

### **Community members engagement activities**

- Online open house and survey: April 18-May 18, 2024
- Additional public outreach tentatively planned for April 2025. Comments received during this effort will be included in the final plan.

### **Community events**

- Arlington Farmers Market: July 13, 2024
- Everett Public Library Drop-In: July 15, 2024
- Marysville Farmers Market: July 19, 2024
- Everett Farmers Market: July 21, 2024
- Marysville Public Library Drop-In: July 24, 2024
- LETI Expo: July 27, 2024

### **Community-based organization interviews**

- Hopelink: April 23, 2024
- Community Health Centers: April 25, 2024
- Snotrac: May 1, 2024
- Homage: May 8, 2024
- North Sound Bicycle Advocacy Group: May 14, 2024
- BIKES Club and Sharing Wheels Community Bike Shop: May 14, 2024

### **CTR-affected employer workshops**

- Employer workshop: May 14, 2024

Additionally, Community Transit reached out to CTR-affected employers to provide information and outreach materials:

- CTR newsletter article (April Issue) about Phase 1 of the online open house and survey: April 2, 2024
- Email with outreach materials reminding ETCs to share the Phase 1 online open house and survey: April 24, 2024
- CTR newsletter article (July Issue) about Phase 2 of the online open house and survey: July 2, 2024
- Email with outreach materials encouraging ETS to share Phase 2 of the online open house and draft CTR plans: July 11 and July 19, 2024

## Transit agencies interviews

- Email and phone interviews: April 2024
- Invitation to provide draft plan comments: July 2024

### c. What did they have to say?

#### Community Members

Visitors to the online open house who completed surveys, noted the following:

- **Transportation Modes/Work from Home:** By far, the most common transportation mode mentioned is driving alone in a car, followed by riding the bus, and working from home. A few respondents mentioned bicycling or walking, carpooling/vanpooling, or working a compressed schedule.
- **Commute patterns:** Nearly every respondent mentioned that increased traffic, especially on area highways, was a noticeable change. A few mentioned that shifts in jobs and lack of employer support for work-from-home options required them to change their commute.
- **Convenience of single-occupancy vehicle trips:** Nearly every survey participant affirmed that it would be difficult to get around without a personal vehicle because of long commute times, transit stops that are not convenient to their home or workplace, transit routes that require too many transfers, and transit commute times that are up to three times longer than single-occupancy vehicle commutes.
- **Safety Concerns:** Most cited safety concerns as reasons they do not choose to take transit or other alternative transportation modes. Respondents noted high vehicle speeds and the lack of sidewalks and bike lanes deter them from walking or biking as part of their commute. Some respondents fear crime where transit stops lack amenities like lighting.
- **Benefits of CTR:** Respondents commonly recognized that CTR programs have the potential to reduce traffic congestion, improve road safety, reduce traffic noise, and improve air quality.
- **Suggestions:** Many respondents indicated a desire for more frequent transit services, more convenient transit stop locations, infrastructure improvements for biking and walking safety, and flexible work schedules that allow employees the option to work from home.

Visitors to the second phase of the online open house had an opportunity to review the draft CTR plans.

Visitors to community events (listed in #26a above) engaged with Community Transit staff about CTR and other public transit-related topics. The feedback received related to CTR falls under three major themes: service area, service times, and barriers. Key feedback includes the following:

- **Service Area**
  - Several visitors asked when the light rail would reach Everett.
  - Several visitors expressed their enthusiasm for the opening of a new light rail line.
  - A visitor requested bus routes near the Hibulb Cultural Center and casinos in Everett.
  - A visitor asked for bus service in Marysville on 67th Street.

- A visitor said they would love to see frequent commuter times and routes that connect to Arlington Business Center.
- A visitor asked about nearby bus routes that pass by the Everett Farmers Market.
- A visitor commented they were excited about Route 106 having weekend service so DART would be back in that area.
- A couple visitors did not know the light rail would have a stop in Shoreline.
- A visitor requested bus service from 67th to 100th street to connect to Cascade High School.
- A visitor identified a need for bus stops near Arlington High School.
- A visitor asked if buses can go directly to the new Everett Stadium in the future.
- A visitor mentioned how they would like bus service at an additional exit in Arlington to Island Crossing and downtown Arlington.
- **Service Times**
  - A visitor shared they don't ride transit from Marysville through Everett to Lynnwood in the morning as the buses don't pass frequently enough.
  - A few visitors commented that they look forward to increased service frequency in Snohomish County after service changes will be implemented in September 2024.
- **Barriers to Commute Trip Reduction**
  - A few visitors noted they don't use transit because they have a car.
  - A visitor expressed concern about safety on buses and the drug usage on them.
  - Several visitors needed trip planning information. Some asked how to get to certain destinations and one inquired if there are parking fees at park and rides.
  - Several visitors asked about where to obtain free ORCA cards.

### Community-based organizations

Community-based organizations noted the following:

- **Limited transit service area:** Many interviewees identified the barrier of limited transit service in most of Snohomish County. Transportation service providers such as Homage and Hopelink shared that their organizations are flooded by demand and can only offer highly essential trips, such as getting to work and accessing medical services. Other commonly needed trips, such as going to the grocery store, accessing childcare, or going to the park, do not qualify for these transportation services.
- **Limited service hours:** Multiple interviewees shared that even when transit is available in their area, it may not be an option for employees with nontraditional hours, such as those working in healthcare. This could be due to gaps in service during non-peak hours or employees' feeling of safety using public transit during darker hours. Multiple people shared that offering shuttles or Dial-a-Ride Transportation (DART) were helpful measures to bridge these gaps.
- **Time and flexibility:** Saving time and the ability to make multiple stops are important considerations when choosing travel modes. Families who need to make multiple stops on their way to work for school or childcare may find ride sharing or taking transit more challenging. Multiple interviewees shared that effectively marketing the time savings of riding in the carpool

lane and other perks of non-drive-alone modes could help address this. People who need to get to medical appointments are more likely to choose door-to-door service offered through DART or other services, because this provides a simpler solution, although the pickup services are not consistently on time.

- **ADA Services:** Interviewees acknowledged that ADA-compliant pickups must be offered with any fixed route and that demand for fixed-route service may not be as high in rural locations. They suggested that jurisdictions might direct more resources to organizations such as Homage or Hopelink to provide additional pickup services in areas where fixed-route public transit may not be a practical option. This could provide cost savings in addition to significant community benefits.
- **Land Use Planning:** The importance of affordable, transit-accessible housing was reiterated by many. Multiple interviewees shared that workers are commuting very long distances that are often outside the reach of transit, because it's too expensive to live closer to where they work. This creates barriers that can limit people from accessing employment if they would need a car to get to and from work or prevent them from using transit if the commute is too long. Multiple interviewees shared that affordable housing along transit corridors should be a high priority for jurisdictions, and that housing should be considered alongside transportation planning and not as two separate issues.
- **Criminal Activity:** Many cited fears of criminal activity on public transit as a deterrent to taking public transit. Even if the risk of crime is relatively low, perceptions of safety can be very negative. Installing lighting and other security measures as well as holding discussions on safety concerns can help address some of these barriers.
- **Amenities and Infrastructure:** Additional barriers to transit include the lack of safe, accessible sidewalks (particularly for riders who rely on mobility devices) and well-lit, sheltered bus stops. Many areas lack sheltered bus stops or adequate sidewalk space, particularly in more rural areas that are outside the main transit corridors. Devoting resources to increasing and improving these structures could go a long way in encouraging greater ridership.
- **Outreach and Education:** Multiple interviewees shared that enhanced education and marketing could encourage more workers to try alternatives to single-occupancy vehicles for their commute trips. Interviewees noted that employees and community members in general may have limited awareness of the programs and benefits available to them. Transit agencies and local jurisdictions could address this by working to increase awareness of transit routes, vanpool options, reduced-fare programs, and convenience of the multimodal ORCA transit card. Housing developments, shopping centers, and healthcare waiting rooms, as well as transit agencies and jurisdictions, could all promote these available options for employees and for the broader community.

### Transit agencies interviews

Transit agencies interviewees discussed recent changes in commute patterns and noted planned service expansions.

- **Changes in commute patterns:** Community Transit, Everett Transit, King County Metro, Sound Transit indicated that post-pandemic ridership numbers are rising but have not returned to pre-pandemic levels. Everett Transit noted that they are at 82 percent of their pre-pandemic ridership levels and that peak commute hour trips are still below pre-pandemic levels. King County Metro indicated that peak-only routes (routes that only run during peak commuting hours) continue to underperform and thus, they are prioritizing increasing service on all-day and all-



week routes. Sound Transit indicated that service levels have bounced back from the pandemic faster on light rail, commuter rail, and express buses.

- **Service expansions:** Sound Transit and Community Transit indicated that there is a planned light rail service extension to Lynnwood Center and bus service expansion along the light rail line. In response to recent community surveys, Community Transit is planning to increase mid-day, evening and weekend service and direct resources toward providing more local routes and enhancing access to the light rail for regional travel.

### CTR-affected employers

Employers noted the following:

- Local CTR ordinances: Employers noted that providing CTR information and worksite amenities is easier than offering transit pass subsidies and incentives, increasing vanpool and transit services, and facilitating parking management programs.
- Smaller employers noted that offering vanpool vehicles, onsite daycare, and other services is more difficult given their smaller size.
- Making information about commuting options and resources accessible and easy to find is key.
- Not everyone knows about the pre-tax CTR incentive, so it is not always offered or well marketed.
- Parking benefits have room for exploration; managing programs and monitoring parking spaces are the biggest barriers. Challenges to parking management include the sunk costs of parking spaces and employee expectations of "convenient" parking.
- Incentives and promotions are preferable to deterrents, such as charging for parking that was previously free.

### d. How do Stakeholders' comments influence the plan?

Mountlake Terrace plans to revise the CTR ordinance as detailed in Section #12 above to require affected employers to implement a choice of measures to increase the percentage of employees using commuting alternatives to driving alone. The list of pre-approved implementation measures relates to feedback received from employers, community members, and community-based organizations on barriers to using commute trip options other than driving alone. Examples of this include:

- Providing free or discounted ORCA cards (suggested by community members)
- Improving outreach and education about reducing drive-alone trips (suggested by employers, community-based organizations)
- Providing bicycle storage and amenities onsite (suggested by employers)
- Encouraging pre-tax deductions for commuting options to driving alone (suggested by employers)
- Providing trip planning support for using alternative commute options (suggested by community members)

Mountlake Terrace also plans to continue partnering with Community Transit to support CTR-Affected employers by providing ETC training, commute trip reduction outreach and incentives, discounted ORCA pass programs, and trip planning support as detailed in Section #13 above.

## 27. Vulnerable Populations Considered

As part of a concerted effort to ensure the interests of vulnerable and highly impacted communities were represented in each jurisdiction's draft CTR Plan, Community Transit engaged representatives from a variety of community-based organizations in Snohomish County that serve vulnerable populations including people who are low-income, disabled, unhoused, or speak English as a second language, as well as youth and the elderly. Additionally, several of the community events that Community Transit tabled at were held at libraries that serve vulnerable populations. Community Transit also provided an information table at the Latino Educational Training Institute (LETI) Expo at Edmonds College. In addition, these events created opportunities to meet people where they are at, removing barriers to participation.

## 28. Engagement Focused on Vulnerable Populations

### a. Who Mountlake Terrace Talked To

- **Hopelink:** serves homeless and low-income families, children, seniors, and people with disabilities in King and Snohomish counties by providing a network of critical social services through programs for housing, transportation, family development, financial assistance, employment programs, adult education, financial literacy training, and five food banks.
- **Community Health Centers:** a nonprofit provider which offers affordable primary healthcare services, including medical, medical walk-in, dental, physical therapy, and pharmacy.
- **Snohomish County Transportation Coalition (Snotrac):** advocates for improvement in transportation service and solutions for people in Snohomish County with specialized transportation needs through community engagement, coordination of resources, and strategic partnerships.
- **Homage:** The largest provider of services for older adults and people with disabilities in Snohomish County, with programs in food and nutrition, health and wellness, home repair, social services, and transportation.
- **North Sound Bicycle Advocacy Group:** works with local jurisdictions and transportation departments to raise safety awareness for cyclists and pedestrians and find workable solutions related to intermodal transportation, public safety, clean air, and quality of life for local communities.
- **Sharing Wheels Community Bike Shop:** is a nonprofit bike shop located in Everett providing refurbished, used bicycles to thousands of adults and children as well as offering programs and resources for bike repair and upkeep.
- **BIKES Club:** is a recreational club which hosts rides and events year-round, in addition to advocating and fundraising for bike-related grants.

Community Transit also provided information tables at community events held at the Marysville Library, Everett Library, and the Latino Expo (LETI) at Edmonds College.

## b. When Mountlake Terrace Talked to Them

### Community-based organizations

- Hopelink: April 23, 2024
- Community Health Centers: April 25, 2024
- Snotrac: May 1, 2024
- Homage: May 8, 2024
- North Sound Bicycle Advocacy Group: May 14, 2024
- BIKES Club and Sharing Wheels Community Bike Shop: May 14, 2024

### Community events

- Everett Public Library Drop-In: July 15, 2024
- Marysville Public Library Drop-In: July 24, 2024
- LETI Expo: July 27, 2024

## c. What Stakeholders Said

### Community-based organizations

Community-based organizations serving vulnerable populations noted the following:

- **Limited transit service area:** Many interviewees identified the barrier of limited transit service in most of Snohomish County. Transportation service providers such as Homage and Hopelink shared that their organizations are flooded by demand and can only offer highly essential trips, such as getting to work and accessing medical services. Other commonly needed trips, such as going to the grocery store, accessing childcare, or going to the park, do not qualify for these transportation services.
- **Limited service hours:** Multiple interviewees shared that even when transit is available in their area, it may not be an option for employees with nontraditional hours, such as those working in healthcare. This could be due to gaps in service during non-peak hours or employees' feeling of safety using public transit during darker hours. Multiple people shared that offering shuttles or Dial-a-Ride Transportation (DART) were helpful measures to bridge these gaps.
- **Time and flexibility:** Saving time and the ability to make multiple stops are important considerations when choosing travel modes. Families who need to make multiple stops on their way to work for school or childcare may find ride sharing or taking transit more challenging. Multiple interviewees shared that effectively marketing the time savings of riding in the carpool lane and other perks of non-drive-alone modes could help address this. People who need to get to medical appointments are more likely to choose door-to-door service offered through DART or other services, because this provides a simpler solution, although the pickup services are not consistently on time.
- **ADA Services:** Interviewees acknowledged that ADA-compliant pickups must be offered with any fixed route and that demand for fixed-route service may not be as high in rural locations. They suggested that jurisdictions might direct more resources to organizations such as Homage or

Hopelink to provide additional pickup services in areas where fixed-route public transit may not be a practical option. This could provide cost savings in addition to significant community benefits.

- **Land Use Planning:** The importance of affordable, transit-accessible housing was reiterated by many. Multiple interviewees shared that workers are commuting very long distances that are often outside the reach of transit, because it's too expensive to live closer to where they work. This creates barriers that can limit people from accessing employment if they would need a car to get to and from work or prevent them from using transit if the commute is too long. Multiple interviewees shared that affordable housing along transit corridors should be a high priority for jurisdictions, and that housing should be considered alongside transportation planning and not as two separate issues.
- **Criminal Activity:** Many cited fears of criminal activity on public transit as a deterrent to taking public transit. Even if the risk of crime is relatively low, perceptions of safety can be very negative. Installing lighting and other security measures as well as holding discussions on safety concerns can help address some of these barriers.
- **Amenities and Infrastructure:** Additional barriers to transit include the lack of safe, accessible sidewalks (particularly for riders who rely on mobility devices) and well-lit, sheltered bus stops. Many areas lack sheltered bus stops or adequate sidewalk space, particularly in more rural areas that are outside the main transit corridors. Devoting resources to increasing and improving these structures could go a long way in encouraging greater ridership.
- **Outreach and Education:** Multiple interviewees shared that enhanced education and marketing could encourage more workers to try alternatives to single-occupancy vehicles for their commute trips. Interviewees noted that employees and community members in general may have limited awareness of the programs and benefits available to them. Transit agencies and local jurisdictions could address this by working to increase awareness of transit routes, vanpool options, reduced-fare programs, and convenience of the multimodal ORCA transit card. Housing developments, shopping centers, and healthcare waiting rooms, as well as transit agencies and jurisdictions, could all promote these available options for employees and for the broader community.

Visitors to community events (listed in #26a above) engaged with Community Transit staff about CTR and other public transit-related topics. The feedback received related to CTR falls under three major themes: service area, service times, and barriers. Key feedback includes the following:

- **Service Area**
  - Several visitors asked when the light rail would reach Everett.
  - Several visitors expressed their enthusiasm for the opening of a new light rail line.
  - A visitor requested bus routes near the Hibulb Cultural Center and casinos in Everett.
  - A visitor asked for bus service in Marysville on 67th Street.
  - Would love to see frequent commuter times and routes that connect to Arlington Business Center.
  - A visitor asked about nearby bus routes that pass by the Everett Farmers Market.
  - A visitor commented they were excited about Route 106 having weekend service so DART would be back in that area.

- A couple visitors did not know the light rail would have a stop in Shoreline.
- A visitor requested bus service from 67th to 100th street to connect to Cascade High School.
- A visitor identified a need for bus stops near Arlington High School.
- A visitor asked if buses can go directly to the new Everett Stadium in the future.
- A visitor mentioned how they would like bus service at an additional exit in Arlington to Island Crossing and downtown Arlington.
- **Service Times**
  - A visitor shared they don't ride transit from Marysville through Everett to Lynnwood in the morning as the buses don't pass frequently enough.
  - A few visitors commented that they look forward to increased service frequency in Snohomish County after service changes will be implemented in September, 2024.
- **Barriers to Commute Trip Reduction**
  - A few visitors noted they don't use transit because they have a car.
  - A visitor expressed concern about safety on buses and the drug usage on them.
  - Several visitors needed trip planning information. Some asked how to get to certain destinations and one inquired if there are parking fees at park and rides.
  - Several visitors asked about where to obtain free ORCA cards.

#### **d. How Stakeholders' Comments Influenced the Plan**

Mountlake Terrace plans to continue partnering with Community Transit to support CTR-Affected employers by providing ETC training, commute trip reduction outreach and incentives, discounted ORCA pass programs, and trip planning support as detailed in Section #13 above. A few examples of comments received that are incorporated into the plan are:

- Coordinate with Community Transit to identify opportunities for providing free or discounted ORCA cards (suggested by community members)
- Improving outreach and education about reducing drive-alone trips (suggested by community-based organizations)
- Providing trip planning support for using alternative commute options (suggested by community members)

## **29. Employers' Suggestions to Make CTR More Effective**

Employers made the following suggestions during the Employer Workshop:

- Make information about commuting options and resources easier to find. Use newsletters and other forms of engagement sent directly to employees along with campaign posters and bulletin board notices.
- Increase awareness about pre-tax transit passes.

- Offer resources for managing parking programs and parking benefits.
- Focus on incentives for commute trip reductions rather than deterrents like charging for parking.
- Hold yearly wellness fairs featuring commute trip reduction options.
- Provide vanpool programs for employee work trips during the day.
- Implement parking programs aimed to reduce parking tension with surrounding neighborhoods.
- Offer internal shuttles for campuses and businesses with multiple locations.
- Improve safety and reduce crime around transit stops.
- Focus on “last mile” connections where transit stops are not convenient to the business’ location.
- Provide more grant funding and incentives for employers’ CTR programs.
- Help widely promote CTR programs and options.
- Increase bus routes, service hours, and public transportation options.

### **30. Results of Engagement Focused on Vulnerable Populations that Will Be Provided for Use in Comprehensive Plan and Transit Plan Updates**

In addition, comments and suggestions from vulnerable populations and other groups will be considered as part of Community Transit’s future transit planning processes. Community Transit is currently implementing its [Transit Changes in 2024 and Beyond](#) service plan. Many suggestions about increased frequency and new service areas will be implemented as part of the service plan update process which will continue through 2026.

Community Transit makes changes to bus service up to four times per year. When considering changes, the Planning team considers many factors including input from the public.

# Regional Transportation Planning Organization CTR Plan Review

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

PSRC Comments: [Insert text here]

