

ORDINANCE NO. 831

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF LAKEWOOD, WASHINGTON ADOPTING 2025 AMENDMENTS TO THE LAKEWOOD COMPREHENSIVE PLAN, FUTURE LAND USE MAP AND ZONING MAP, AND LAKEWOOD MUNICIPAL CODE TITLES 12, 17, 18A, 18B, AND 18C.

FINDINGS

WHEREAS, the Washington State Legislature, through Chapter 36.70A RCW, the state Growth Management Act (GMA), intends that local planning be a continuous and ongoing process; and

WHEREAS, the GMA requires that the City of Lakewood adopt a Comprehensive Plan; and

WHEREAS, in accordance with RCW 36.70A.130, the adopted Comprehensive Plan shall be subject to continuing evaluation and review, and amendments to the Comprehensive Plan shall be considered no more frequently than once every year; and

WHEREAS, in compliance with the requirements of the GMA, the Lakewood City Council adopted the City of Lakewood Comprehensive Plan via Ordinance No. 237 on July 10, 2000; and

WHEREAS, the Lakewood City Council, based on review and recommendations of the Lakewood Planning Commission that incorporated public input, has subsequently amended the City of Lakewood Comprehensive Plan, including the most recent periodic update required by law in 2024; and

WHEREAS, following public meetings and discussions, the Lakewood City Council adopted Title 18A of the Lakewood Municipal Code ("Land Use and Development Code") via Ordinance No. 264 on August 20, 2001; and

WHEREAS, the Lakewood City Council, based on review and recommendations of the Lakewood Planning Commission following public input, has subsequently amended the City's Land Use and Development Regulations included in the Lakewood Municipal Code periodically, either in conjunction with Comprehensive Plan amendments or on a standalone basis; and

WHEREAS, it is appropriate for a local government to adopt needed amendments to its Comprehensive Plan, Future Land-Use Map and Zoning Map, and related Titles of the Lakewood Municipal Code (LMC) to ensure that they provide appropriate policy and regulatory guidance for growth and development; and

WHEREAS, the Lakewood Planning Commission, acting as the City's designated planning agency per RCW 35A.63.020, has reviewed the proposed amendments to the City of Lakewood Comprehensive Plan, Future Land-Use Map and Zoning Map and related Titles of the Lakewood Municipal Code ("2025 CPA Docket"); and

WHEREAS, public participation opportunities, as required by RCW 36.70A.130(2)(a), appropriate to the level of the amendments being reviewed, have been afforded to interested parties via numerous open public meetings, mailings and site postings, and a public comment/hearing period, and public input received through these channels has been duly considered by the Lakewood Planning Commission; and

WHEREAS, environmental review as required under the Washington State Environmental Policy Act (SEPA) has resulted in the issuance of a determination of environmental non-significance; and

WHEREAS, a 60-day notice has been provided to state agencies prior to the adoption of this Ordinance, and state agencies have been afforded the opportunity to comment per RCW 36.70A.106(1) via SEPA Register #202501039 filed March 17, 2025 and via Commerce submittal 2025-S-8178 submitted on March 17, 2025 and updated on April 20, 2025 via 2025-S-8178A; and

WHEREAS, following its duly noticed April 2, 2025 public hearing, on April 16, 2025 the Lakewood Planning Commission forwarded a set of recommendations regarding the 2025 CPA Docket to the Lakewood City Council via Planning Commission Resolution No. 2025-02; and

WHEREAS, following public notice, the Lakewood City Council held a public hearing on May 19, 2025; and

WHEREAS, the Lakewood City Council has reviewed materials relevant to public input and staff and Planning Commission recommendations leading up to the proposed 2025 CPA Docket; and

WHEREAS, the Lakewood City Council has considered the required findings in LMC 18A.30.030 - .050 as related to each independent zoning map amendment, and hereby finds that the requirements of LMC 18A.30.030 - .050 are satisfied; and

WHEREAS, after review of the record and recommendations of the Lakewood Planning Commission, the Lakewood City Council finds that the amendments to the City of Lakewood Comprehensive Plan as identified within this Ordinance comply with the requirements of the state Growth Management Act.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF LAKWOOD,
WASHINGTON, DO ORDAIN AS FOLLOWS:**

Section 1. Adoption of City Council Findings.

The Findings of the City Council are adopted as part of this Ordinance.

Section 2. Adoption of Amendments.

The amendments as summarized below and included in full within Exhibit A are adopted:

- 2025-01** “Co-Living Housing” Amendments for consistency with ESHB 1998;
- 2025-03** Updates to Lakewood development regulations regarding “middle housing” for consistency with E2SHB 1110;
- 2025-04** Regulatory amendments for consistency with SB 5792 “Concerning the definition of multiunit residential buildings”;
- 2025-05** Regulatory amendments regarding residential parking for consistency with SSB 6015;
- 2025-06** Technical updates to the Municipal Code to reincorporate previous Civic Use regulations; update LMC 18A.10.180 (Definitions) to include “religious assembly”; amendments to LMC 18A.40.080 (A) to allow religious organizations in various land use zones; and amendments to LMC 18A.40.080 (A) to allow day care centers in real property owned or controlled by religious organizations in the MR1 and MR2 zones;
- 2025-07** New 2025-2029 Commute Trip Reduction (CTR) Plan and updates to LMC Chapter 12.13;
- 2025-08** Redesignate / rezone parcel 0319061001 from Air Corridor (AC) / Air Corridor 1 (AC1) to “split zoning” of AC / AC1 and Industrial (I) / Industrial 1 (I1);
- 2025-10** Redesignate / rezone parcel 5140001191 from Downtown / Central Business District (CBD) to Open Space and Recreation (OSR) / Open Space and Recreation 1 (OSR 1);
- 2025-11** Reduce the minimum square footage for attached and detached accessory dwelling units (ADUs) in LMC 18A.40.110 (B)(1)(f);
- 2025-12** Adopt regulations allowing new housing in “existing buildings” zoned for commercial and mixed use in all land use zones that allow multifamily (4+ units in one building) housing consistent with RCW 35A.21.440 and RCW 36.70A.130;
- 2025-13** Rezone parcel 7025000161 (Primley Park) from Open Space & Recreation 2 (OSR2) to Open Space & Recreation 1 (OSR1); and
- 2025-14** Redesignate/rezone parcel 2200000021 (Harry Todd Park) to exclusively Open Space & Recreation (OSR) / Open Space & Recreation 1 (OSR1).

Section 5. Remainder Unchanged. The rest and remainder of the Lakewood Comprehensive Plan, including the unaffected sections of the Future Land-Use Map and Zoning Map, and Title 18A of the Lakewood Municipal Code, shall be unchanged and shall remain in full force and effect.

Section 6. Severability. If any portion of this Ordinance or its application to any person or circumstances is held invalid, the remainder of the Ordinance or the application of the provision to other persons or circumstances shall not be affected.

Section 7. Effective Date. This Ordinance shall be in full force and effect thirty (30) days after final passage.

ADOPTED by the City Council of the City of Lakewood this 2nd day of June, 2025.

CITY OF LAKEWOOD



Jason Whalen, Mayor

Attest:



Briana Schumacher, City Clerk

Approved as to Form:



Heidi Ann Wachter, City Attorney

2025-07 2025-2029 Commute Trip Reduction (CTR) Plan and updates to LMC
Chapter 12.13.

Chapter 12.13
COMMUTE TRIP REDUCTION*

Sections:

- 12.13.010 Definitions.
- 12.13.020 Commute trip reduction goals.
- 12.13.030 Designation of CTR zone and base year values.
- 12.13.040 City employee CTR plan.
- 12.13.050 Implementation responsibility.
- 12.13.060 Responsible City department.
- 12.13.070 Applicability.
- 12.13.080 Notification of applicability.
- 12.13.090 New affected employers.
- 12.13.100 Change in status as an affected employer.
- 12.13.110 Requirements for employers.
- 12.13.120 Record-keeping.
- 12.13.130 Schedule and process for CTR reports, program review and implementation.
- 12.13.140 Exemptions and goal modifications.
- 12.13.150 Credit for transportation demand management (TDM) efforts.
- 12.13.160 Appeals of final decisions.
- 12.13.170 Enforcement.

12.13.010 Definitions.

The following definitions shall apply to this chapter:

“Affected employee” means a full-time employee who is scheduled to begin his or her regular work day at a single work site between 6:00 a.m. and 9:00 a.m. (inclusive) on two or more weekdays per week for at least 12 continuous months. Seasonal agricultural employees, including seasonal employees of processors of agricultural products, are excluded from the count of affected employees. For the purposes of this chapter, principals and associates in a corporation, partners (general or limited) in a partnership and participants in a joint venture are to be considered employees.

“Affected employer” means an employer that employs 100 or more full-time employees at a single work site who are scheduled to begin their regular work day between 6:00 a.m. and 9:00 a.m. (inclusive) on two or more weekdays for at least 12 continuous months. Construction work sites, when the expected duration of the construction is less than two years, are excluded from this definition. (See also definition of “employer.”)

“Alternative mode” means any means of commute transportation other than that in which the single-occupant motor vehicle is the dominant mode, including teleworking and compressed work weeks if they result in reduced commute trips.

"Alternative work schedules" means programs such as compressed work weeks that eliminate work trips for affected employees.

~~"Base year" means the period on which goals for vehicle miles traveled (VMT) per employee and the proportion of single-occupant vehicle (SOV) trips shall be based.~~

"Base year" means the twelve-month period commencing when a major employer is determined to be participating by the local jurisdiction, on which commute trip reduction goals shall be based.

"Carpool" means a motor vehicle occupied by two to six people 16-plus years of age traveling together for their commute trip that results in a reduction of a minimum of one motor vehicle commute trip.

"Certification" means a determination by a regional transportation planning organization that a locally designated growth and transportation efficiency center program meets the minimum criteria developed in a collaborative regional process and the rules established by the department of transportation.

"City" means the City of Lakewood, including any persons, agencies, or entities providing services for and on behalf of the City in connection herewith.

"Commute trip" means trips made from a worker's home to a worksite during the peak period of 6:00 a.m. to 9:00 a.m. on weekdays.

"Commute trip vehicle miles traveled per employee" means the sum of the individual vehicle commute trip lengths in miles over a set period divided by the number of full-time employees during that period.

"Commute trips" means trips made from a worker's home to a work site with a regularly scheduled arrival time of 6:00 a.m. to 9:00 a.m. (inclusive) on weekdays.

"Commuter matching service" means a system that assists in matching commuters for the purpose of commuting together.

"Compressed work week" means an alternative work schedule, in accordance with employer policy, that regularly allows a full-time employee to eliminate at least one work day every two weeks by working longer hours during the remaining days, resulting in fewer commute trips by the employee. This definition is primarily intended to include weekly and bi-weekly arrangements, the most typical being four 10-hour days or 80 hours in nine days, but may also include other arrangements.

"CTR (commute trip reduction) plan" means the City of Lakewood's plan and ordinance to regulate and administer the CTR programs of affected employers within its jurisdiction.

“CTR (commute trip reduction) program” means an employer’s strategies to reduce affected employees’ SOV use and VMT per employee.

“CTR (Commute Trip Reduction) Task Force Guidelines” means the model standards for local jurisdictions to use in the creation and administration of CTR plans and programs. The standards are guidelines to create consistency among local jurisdictions.

“CTR (commute trip reduction) zone” means an area, such as a census tract or combination of census tracts within Pierce County and/or the City of Lakewood, characterized by similar employment density, population density, level of transit service, parking availability, access to high-occupancy vehicle facilities, and other factors that are determined to affect the level of SOV commuting.

“Custom bus/buspool” means a commuter bus service arranged specifically to transport employees to work.

“Dominant mode” means the mode of travel used for the greatest distance of a commute trip.

“Employee” means anyone who receives financial or other remuneration in exchange for work provided to an employer, including owners or partners of the employer.

“Employer” means a sole proprietorship, partnership, corporation, unincorporated association, cooperative, joint venture, agency, department, district or other individual or entity, whether public, nonprofit, or private, that employs workers.

“Exemption” means a waiver from any or all CTR program requirements granted to an employer by the City based on unique conditions that apply to the employer or employment site.

“Flex-time” means an employer policy or a mutual agreement between employee and employer allowing individual employees some flexibility in choosing the time, but not the number, of their working hours in order to facilitate the use of alternative modes.

“Full-time employee” means a person other than an independent contractor, scheduled to be employed on a continuous basis for 52 weeks per year for an average of at least 35 hours per week.

“Good faith effort” means that an employer is meeting the minimum requirements identified in RCW 70A.15.4050 70.94.531 and this chapter and is working collaboratively with the City to continue its existing CTR program or is developing and implementing program modifications likely to result in improvements to its CTR program over an agreed-upon length of time.

"Implementation" means active pursuit by an employer of the CTR goals of RCW 70.94.521 through 70.94.551 and this chapter as evidenced by appointment of a transportation coordinator, distribution of information to employees regarding alternatives to SOV commuting, and commencement of other measures according to their CTR program and schedule.

"A major employer" means a private or public employer, including state agencies, that employs one hundred or more full-time employees at a single worksite who begin their regular workday between 6:00 a.m. and 9:00 a.m. on weekdays for at least twelve continuous months during the year.

"Major worksite" means a building or group of buildings that are on physically contiguous parcels of land or on parcels separated solely by private or public roadways or rights-of-way, and at which there are one hundred or more full-time employees, who begin their regular workday between 6:00 a.m. and 9:00 a.m. on weekdays, for at least twelve continuous months.

"Mode" means the means of transportation used by employees, such as SOVs, rideshare vehicle (carpool, vanpool), transit, ferry, bicycle, walking, compressed work schedules, and teleworking.

"Notice" means written communication delivered via the United States Postal Service with receipt deemed accepted three days following the day on which the notice was deposited with the Postal Service, unless the third day falls on a weekend or legal holiday, in which case the notice is deemed accepted the day after the weekend or legal holiday.

"Peak period" means the hours from 6:00 a.m. to 9:00 a.m. (inclusive), Monday through Friday, except legal holidays.

"Peak period trip" means any employee trip that delivers the employee to begin his or her regular workday between 6:00 a.m. and 9:00 a.m. (inclusive), Monday through Friday, except legal holidays.

"Person hours of delay" means the daily person hours of delay per mile in the peak period of 6:00 a.m. to 9:00 a.m., as calculated using the best available methodology by the department of transportation.

"Proportion of SOV (single-occupant vehicle) commute trips or SOV rate" means the number of commute trips over a set period made by affected employees in SOVs divided by the number of potential trips taken by affected employees working during that period.

"Proportion of single-occupant vehicle commute trips" means the number of commute trips made by single-occupant automobiles divided by the number of full-time employees.

“Single-occupant vehicle (SOV)” means a motor vehicle occupied by one employee for commute purposes, including a motorcycle.

“Single-occupant vehicle (SOV) trips” means trips made by affected employees in SOVs.

“Single work site” means a building or group of buildings on physically contiguous parcels of land or on parcels separated solely by private or public roadways or rights-of-way occupied by one or more affected employers.

“State” means the Commute Trip Reduction Program of the Washington State Department of Transportation, its successor(s) and/or assign(s).

“Teleworking” means the use of telephones, computers, or other similar technology to permit an employee to work from home, eliminating a commute trip, or to work from a work place closer to home, reducing the distance traveled in a commute trip by at least half.

“Transit” means a multiple-occupant vehicle operated on a for-hire, shared-ride basis, including bus, ferry, rail, shared-ride taxi, shuttle bus, or vanpool. A transit trip counts as zero vehicle trips.

“Transportation demand management (TDM)” means a broad range of strategies that are primarily intended to reduce and reshape demand on the transportation system.

“Transportation management organization (TMO)” means a group of employers or an association representing a group of employers in a defined geographic area. A TMO may represent employers within specific city limits or may have a sphere of influence that extends beyond city limits.

“Vanpool” means a vehicle occupied by from seven to 15 people 16-plus years of age traveling together for their commute trip that results in the reduction of a minimum of one motor vehicle trip. A vanpool trip counts as zero vehicle trips.

“Vehicle miles traveled (VMT) per employee” means the sum of the individual vehicle commute trip lengths in miles made by affected employees over a set period divided by the number of affected employees during that period.

“Week” means a seven-day calendar period, starting on Monday and continuing through Sunday.

“Weekday” means any day of the week except Saturday or Sunday.

“Writing, Written, or In Writing.” Original signed and dated documents facsimile (fax) transmissions are a temporary notice of action that must be followed by the original signed and dated document via mail or delivery.

12.13.020 Commute trip reduction goals.

The intent of the Lakewood CTR program goals and targets, per RCW 70A.15.4020 is to help achieve the City’s broader transportation and land use goals, and that the jurisdiction in turn develops services, regulations, policies and programs that support the trip reduction investments of major employers.

The CTR goals for employers affected by this chapter are to achieve, from the date on which they become subject to this chapter, the following reductions in vehicle miles traveled (VMT) per employee or in the proportion of single-occupant vehicle (SOV) commute trips from the 2025 base year value of Lakewood’s CTR zone or the work site’s measured base year value:

- A. Fifteen percent within two years by January 1, 1995;
- B. Twenty percent within four years by January 1, 1997;
- C. Twenty-five percent within six years by January 1, 1999; and
- D. Thirty-five percent within 12 years by January 1, 2005.

~~New employers that become subject to this chapter after 1997 shall have two years from the date on which they become subject to this chapter to achieve the 15 percent reduction goals, four years to achieve the 20 percent reduction goals, six years to achieve the 25 percent reduction goals, and 12 years to achieve the 35 percent reduction goals.~~

12.13.030 Designation of CTR zone and base year values.

~~Employers in Lakewood shall be placed into a given CTR zone that shares generally common values for employees’ VMT and proportion of SOV trips.~~

12.13.040 City employee CTR plan.

The City of Lakewood’s CTR plan for City employees, developed in accordance with the provisions of RCW 70A.15.4000 through 70A.15.4110 70.94.521 through 70.94.551 and the provisions of this chapter, shall be on file in the Office of the City Clerk; provided, that the plan may be amended from time to time.

12.13.050 Implementation responsibility.

The City of Lakewood has a variety of responsibilities pursuant to the requirements of RCW 70A.15.4000 through 70A.15.4110 70.94.521 through 70.94.551 and this chapter, including but not limited to the following:

- A. Adoption and implementation of CTR programs and plans for all major employers, consistent with RCW 70A.15.4020 70.94.527, and in cooperation with other major employers and other public agencies.
- B. Provide for civil penalties for affected employers that fail to implement or modify a CTR program as required by this chapter.

- C. Coordinate with neighboring jurisdictions to ensure consistency in the development and interpretation of the CTR plan.
- D. Implement a CTR program for City of Lakewood employees.
- E. Provide technical assistance to affected employers within the City of Lakewood to help them meet the requirements of this chapter.
- F. Review the CTR programs of affected employers within the City of Lakewood.
- G. Review and revise the City of Lakewood CTR program as necessary.
- H. Provide information on the adopted CTR plan, as well as annual reports and other information as required, to the State Commute Trip Reduction Board Task Force (RCW 70A.15.4060-70.94.537) via the state.

12.13.060 Responsible City department.

The City of Lakewood Department of Planning & Public Works Engineering Department shall be responsible for implementing this chapter, the CTR plan, and the City's CTR program for its own employees. The City Engineer or designee shall have the authority to issue such rules and administrative procedures as are necessary to implement this chapter.

12.13.070 Applicability.

The provisions of this chapter shall apply to any affected employer at any single work site within the corporate limits of the City of Lakewood.

12.13.080 Notification of applicability.

- A. In addition to the City's established public notification for adoption of an ordinance, a notice of availability of a summary of this chapter, a notice of the requirements and criteria for affected employers to comply with this chapter, and subsequent revisions shall be published at least once in the City's official newspaper not more than 30 days after the passage or revision of this chapter.
- B. Affected employers located in the City are to receive formal written notification that they are subject to this chapter. Such notification shall be at least 180 days prior to the due date for submittal of their CTR program.
- C. Affected employers that, for whatever reason, do not receive notice within 30 days of passage of the ordinance providing for this chapter and are either notified or identify themselves to the City within 180 days of the passage of the ordinance providing for this chapter will be granted an extension to assure up to 180 days from the passage of the ordinance providing for this chapter within which to develop and submit a CTR program.
- D. Affected employers that have not been identified or do not identify themselves within 180 days of the passage of the ordinance providing for this chapter and do not submit a CTR program within 180 days from the passage of the ordinance providing for this chapter are in violation of this chapter.

12.13.090 New affected employers.

- A. Employers that meet the definition of the “affected employer” in this chapter must identify themselves to the City within 180 days of either moving into the boundaries of the City or growing in employment at a work site to 100 or more affected employees. Such employers shall be given 180 days to develop and submit a CTR program. Employers that do not identify themselves within 180 days are in violation of this chapter.
- B. Employers must conduct a baseline survey within one year of becoming an affected employer. Employers must survey all of their affected employees. Employers are required to achieve a 70 percent response rate. An employer’s survey of employees shall utilize the state form or Pierce County approved equivalent data as set forth in the CTR Task Force Guidelines.
- C. New affected employers shall have two years to meet the first CTR goal of a 15 percent reduction in proportion of SOV trips or VMT per person; four years to meet the second goal of a 20 percent reduction; six years to meet the third goal of a 25 percent reduction; and 12 years to meet the fourth goal of a 35 percent reduction, from the time they begin their programs.

12.13.100 Change in status as an affected employer.

Any of the following changes in an employer’s status will change the employer’s CTR program requirements:

- A. If an employer initially designated as affected employer no longer employs 100 or more affected employees and expects not to employ 100 or more affected employees for the next 12 months, that employer is no longer an affected employer. It is the responsibility of the employer to notify the City that it is no longer an affected employer.
- B. If the same employer returns to the level of 100 or more affected employees within the same 12 months, that employer will be considered an affected employer for the entire 12 months and will be subject to the same program requirements as other affected employers.
- C. If the same employer returns to the level of 100 or more affected employees 12 or more months after its change in status to an “unaffected” employer, that employer shall be treated as a newly affected employer and will be subject to the same program requirements as other newly affected employers.

12.13.110 Requirements for employers.

An affected employer is required to make a good faith effort, as defined in RCW 70A.15.4050 70.94.534(2) and this chapter, to develop and implement a CTR program that will encourage its employees to reduce VMT per employee and SOV commute trips. The employer shall submit a description of its program to the City and provide an annual progress report to the City on employee commuting and progress toward meeting the SOV goals. ~~The CTR program must include the mandatory elements described below.~~

~~A. CTR Program Description Requirements.~~ The CTR program description presents the strategies to be undertaken by an employer to achieve the CTR goals for each goal year. Employers are encouraged to consider innovative strategies and combine program elements in a manner that will best suit their location, site characteristics, business type, and employees' commuting needs. Employers are further encouraged to cooperate with each other and to form or use transportation management organizations in developing and implementing their CTR programs.

At a minimum, the employer's description must include the following:

1. General description of the employment site location, transportation characteristics, and surrounding services, including unique conditions experienced by the employer or its employees;
2. Number of employees affected by the CTR program;
3. Documentation of compliance with the mandatory CTR program elements (as described in subsection B of this section);
4. Description of the additional elements included in the CTR program (as described in subsection B of this section); and
5. Schedule of implementation, assignment of responsibilities, and commitment to provide appropriate resources.

A. Not more than 90 days after the adoption of the City's CTR plan, each major employer in Lakewood shall perform a baseline measurement consistent with the rules established by the department of transportation under RCW 70A.15.4060. Not more than 90 days after receiving the results of the baseline measurement, each major employer shall develop a CTR program and shall submit a description of that program to the City for review. The program shall be implemented not more than 90 days after approval by the City.

B. A CTR program of a major employer shall consist of, at a minimum:

1. designation of a transportation coordinator and the display of the name, location, and telephone number of the coordinator in a prominent manner at each affected worksite;
 - (b) regular distribution of information to employees regarding alternatives to SOV commuting;
 - (c) a regular review of employee commuting and reporting of progress toward meeting the SOV reduction goals to the City consistent with the method established in the CTR plan and the rules established by the department of transportation under RCW 70A.15.4060; and (d) implementation of a set of

measures designed to achieve the applicable CTR goals adopted by Lakewood. Such measures may include but are not limited to:

- (i) Provision of preferential parking or reduced parking charges, or both, for high occupancy vehicles and motorcycles;
- (ii) Instituting or increasing parking charges for SOVs;
- (iii) Provision of commuter ride matching services to facilitate employee ride sharing for commute trips;
- (iv) Provision of subsidies for transit fares;
- (v) Provision of vans for vanpools;
- (vi) Provision of subsidies for carpooling or vanpooling;
- (vii) Permitting the use of the employer's vehicles for carpooling or vanpooling;
- (viii) Permitting flexible work schedules to facilitate employees' use of transit, carpools, or vanpools;
- (ix) Cooperation with transportation providers to provide additional regular or express service to the worksite;
- (x) Construction of special loading and unloading facilities for transit, carpool, and vanpool users;
- (xi) Provision of bicycle parking facilities, lockers, changing areas, and showers for employees who bicycle or walk to work;
- (xii) Provision of a program of parking incentives such as a rebate for employees who do not use the parking facility;
- (xiii) Establishment of a program to permit employees to work part or full time at home or at an alternative worksite closer to their homes;
- (xiv) Establishment of a program of alternative work schedules such as compressed workweek schedules which reduce commuting; and
- (xv) Implementation of other measures designed to facilitate the use of high occupancy vehicles such as on-site day care facilities and emergency taxi services.

(C) Employers or owners of worksites may form or utilize existing transportation management associations or other transportation-related associations authorized by RCW 35.87A.010 to assist members in developing and implementing commute trip reduction programs.

(D) Employers shall make a good faith effort towards achievement of the goals identified in RCW 70A.15.4020(4)(d).

B. *Mandatory Program Elements.* Each employer's CTR program shall include the following mandatory elements:

- 1. *Transportation Coordinator.* The employer shall designate a transportation coordinator to administer the CTR program. The coordinator's and/or designee's name, location, and telephone number must be displayed prominently at each affected work site. The coordinator shall oversee all elements of the employer's CTR program and act as liaison between the

employer and the City of Lakewood. The objective is to have an effective transportation coordinator presence at each work site; an affected employer with multiple sites may have one transportation coordinator for all sites.

2. *Information Distribution.* Information about alternatives to SOV commuting shall be provided to employees at least once a year. Each employer's program description and annual report must report the information to be distributed and the method of distribution.

3. *Annual Progress Report.* The CTR program must include an annual review of employee commuting and progress and good faith efforts toward meeting the SOV reduction goals. Affected employers shall file an annual progress report with the City in accordance with the format established by this chapter and consistent with the CTR Task Force Guidelines. The report shall describe each of the CTR measures that were in effect for the previous year, the results of any commuter surveys undertaken during the year, and the number of employees participating in CTR programs. Within the report, the employer should evaluate the effectiveness of the CTR program and, if necessary, propose modifications to achieve the CTR goals. Survey information or approved alternative information must be provided in the reports submitted in the second, fourth, sixth, eighth, tenth, and twelfth years after implementation begins. The employer should contact the City for the format of the report.

4. *Additional Program Elements.* In addition to the specific program elements noted above, the employer's CTR program shall include additional elements as needed to meet CTR goals. Elements may include, but are not limited to, one or more of the following:

- a. Provision of preferential parking or reduced parking charges, or both, for high occupancy vehicles;
- b. Instituting or increasing parking charges for SOVs;
- c. Provision of commuter ride matching services to facilitate employee ridesharing for commute trips;
- d. Provision of subsidies for transit fares;
- e. Provision of vans for vanpools;
- f. Provision of subsidies for carpools or vanpools;
- g. Permitting the use of the employer's vehicles for carpooling or vanpooling;
- h. Permitting flexible schedules to facilitate employees' use of transit, carpools or vanpools;
- i. Cooperation with transportation providers to provide additional regular or express service to the work site;
- j. Construction of special loading and unloading facilities for transit, carpool, and vanpool users;
- k. Provision of bicycle parking facilities, lockers, changing areas, and showers for employees who bicycle or walk to work;

- ~~l. Provision of a program of parking incentives such as rebates for employees who do not use the parking facilities;~~
- ~~m. Establishment of a program to permit employees to work part- or full-time at home or at an alternative work site closer to their homes;~~
- ~~n. Establishment of a program of alternative work schedules, such as a compressed work week which reduces commuting; and~~
- ~~o. Implementation of other measures designed to facilitate the use of high-occupancy vehicles, such as on-site day care facilities and emergency taxi service.~~

12.13.120 Record-keeping.

Affected employers shall include a list of the records they will keep as part of the CTR program they submit to the City for approval. Employers will maintain all records listed in their CTR program for a minimum of 24 months. The City and the employer shall agree on the record-keeping requirements as part of the accepted CTR program.

12.13.130 Schedule and process for CTR reports, program review and implementation.

- A. *CTR Program.* Not more than 180 days after the adoption of the ordinance providing for this chapter, or within six months after an employer qualifies under the provisions of this chapter, the employer shall develop a CTR program and shall submit to the City a description of that program for review.
- B. *Document Review.* The City shall provide the employer with written notification if a CTR program is deemed unacceptable. The notification must give cause for any rejection. If the employer receives no written notification of extension of the review period of its CTR program or comment on the CTR program or annual report within 90 days of submission, the employer's program or annual report is deemed accepted. The City may extend the review period up to 90 days. The implementation date for the employer's CTR program will be extended an equivalent number of days.
- C. *CTR Annual Progress Reports.* Upon review of an employer's initial CTR program, the City shall establish the employer's annual reporting date, which shall not be less than 12 months from the day the program is submitted. Each year on the employer's reporting date, the employer shall submit to the City its annual CTR report.
- D. *Surveying.* Employers are required to survey their affected employees to measure progress toward CTR performance targets. Remaining survey years are ~~1999 and 2005~~ 2026, 2028, and 2030. New affected employers shall survey on an alternative schedule consistent with LMC 12.13.020. An employer's survey of employees shall use the state form or Pierce County approved equivalent data as set forth in the CTR Task Force Guidelines.

E. *Modification of CTR Program Elements.* Any affected employer may submit a request to the City for modification of CTR program elements, other than the mandatory elements specified in this chapter, including record-keeping requirements. Such request may be granted if one of the following conditions exists:

1. The employer can demonstrate it would be unable to comply with the CTR program elements for reasons beyond the control of the employer; or
2. The employer can demonstrate that compliance with the program elements would constitute an undue hardship. This may include evidence from employee surveys administered at the work site; first, in the base year, showing that the employer's own base year values of VMT per employee and SOV rates were higher than the CTR zone average; and/or secondly, in the goal measurement year(s), showing that the employer has achieved reductions from its own base values that are comparable to the reduction goals established for the employer's CTR zone.

F. *Extensions.* An employer may request additional time to submit a CTR program or CTR annual progress report, or to implement or modify a program. Such requests shall be via written notice at least 30 days before the due date for which the extension is being requested. Extensions not to exceed 90 days shall be considered for reasonable causes. The City shall grant or deny the employer's extension request by written notice within 10 working days of its receipt of the extension request. If there is no response issued to the employer, an extension is automatically granted for 30 days. Extensions shall not exempt an employer from any responsibility in meeting program goals. Extensions granted due to delays or difficulties with any program element(s) shall not be cause for discontinuing or failing to implement other program elements. An employer's annual reporting date shall not be adjusted permanently as a result of these extensions. An employer's annual reporting date may be extended at the direction of the City Engineer or designee.

G. *Implementation of Employer's CTR Program.* Unless extensions are granted, the employer shall implement its approved CTR program not more than 180 days after the program was first submitted to the City. Implementation of the approved program modifications shall begin within 30 days of the final decision or 180 days from submission of the CTR program or CTR annual report, whichever is greater.

12.13.140 Exemptions and goal modifications.

A. *Work Site Exemptions.* An affected employer may request that the City grant an exemption from all CTR program requirements or penalties for a particular work site. The employer must demonstrate that it would experience undue hardship in complying with the requirements of this chapter as a result of the characteristics of its business, its workforce, or its location(s). An exemption may be granted if and only if the affected employer demonstrates that it faces extraordinary circumstances, such as bankruptcy, and is unable to implement measures that could reduce the proportion of SOV trips or VMT per employee.

Exemptions may be granted by the City at any time based on written notice provided by the affected employer. The notice shall clearly explain the conditions for which the affected employer is seeking an exemption from the requirements of the CTR program. The City shall review annually all employers receiving exemptions and shall determine whether the exemption will continue to be in effect during the following program year.

B. *Employee Exemptions.* Specific employees or groups of employees who are required to drive alone to work as a condition of employment may be exempted from a work site's CTR program. Exemptions may also be granted for employees who work variable shifts throughout the year and who do not rotate as a group to identical shifts. The City will use the criteria identified in the CTR Task Force Guidelines to assess the validity of employee exemption requests. The City shall review annually all employee exemption requests and shall determine whether the exemption will be in effect during the following program year.

C. *Modification of CTR Program Goals.*

1. An affected employer may request that the City modify its program goals. Such requests shall be filed in writing at least 60 days prior to the date the work site is required to submit its program description or annual report. The goal modification request must clearly explain why the work site is unable to achieve the applicable goal. The work site must also demonstrate that it has implemented all of the elements contained in its approved CTR program.
2. The City will review and grant or deny requests for goal modifications in accordance with procedures and criteria identified in the CTR Task Force Guidelines.
3. An employer may not request a modification of the applicable goals until one year after City approval of its initial program description or annual report.

12.13.150 Credit for transportation demand management (TDM) efforts.

A. *Leadership Certificate.* As public recognition for their efforts, employers with VMT per employee and proportion of SOV trips lower than the zone average will receive a Commute Trip Reduction Certificate of Leadership from the City.

B. *Credit for Programs Implemented Prior to the Base Year.* Employers with successful TDM programs implemented prior to the base year may be eligible to apply for program exemption credit, which exempts them from most program requirements.

1. Affected employers wishing to receive credit for the results of existing TDM efforts may do so by applying to the City within 90 days of the adoption of the ordinance providing for this chapter. Applications shall include data from a survey of employees or equivalent to establish the applicant's VMT per employee and proportion of SOV trips. The survey or equivalent data shall

conform to all applicable standards established in the CTR Task Force Guidelines.

2. The employer shall be considered to have met the first measurement goals if their VMT per employee and proportion of SOV trips are equivalent to a 12 percent or greater reduction from the final base year CTR zone values. This three-percentage-point credit applies only to the first measurement goals.

C. *Program Exemption Credit.* Affected employers may apply for program exemption credit for the results of past or current TDM efforts by applying to the City within 90 days of adoption of the applicable CTR ordinance, or as part of any annual report. Application shall include results from a survey of employees or equivalent information that establishes the applicant's VMT per employee and proportion of SOV trips. The survey or equivalent information shall conform to all applicable standards established in the CTR Task Force Guidelines.

Employers that apply for credit whose VMT per employee and proportion of SOV trips are equal to or less than goals for one or more future goal years and who commit in writing to continue their current level of effort shall be exempt from the requirements of the ordinance providing for this chapter, except for the requirements to report performance in the measurement years (LMC 12.13.090(B)). If any of these reports indicate the employer does not satisfy the next applicable goal(s), the employer shall immediately become subject to all requirements of this chapter.

12.13.160 Appeals of final decisions.

Employers may file a written appeal of the City's final decisions regarding the following actions:

- A. Rejection of an employer's proposed program.
- B. Denial of an employer's request for a waiver or modification of any of the requirements under this chapter or a modification of the employer's program.
- C. Denial of credits requested under LMC 12.13.150.
- D. Mandated program element changes.

Such appeals must be filed with the City within 20 days after the employer receives notice of a final decision. Timely appeals shall be heard by the City's Hearing Examiner. Determinations on appeals shall be based on whether the decision being appealed is consistent with the state law.

12.13.170 Enforcement.

A. *Compliance.* For purposes of this section, compliance shall mean fully implementing, in good faith, all provisions in an approved CTR program. It is provided, however, that affected employers shall be considered as being in compliance with the terms of this chapter if, on the effective date of the ordinance adopting this chapter, such employers are in compliance with the provisions of the Pierce County CTR ordinance (Pierce County Ordinance No. 93-30S and any subsequent amendments). In order to remain in compliance herewith following

the effective date of the ordinance adopting this chapter, such affected employers shall continue on the time table originally established by Pierce County Ordinance No. 93-30S, or any subsequent amendments to said timetable, to meet the CTR goals. New employers shall be required to meet the CTR goals in accordance with the schedule set forth in LMC 12.13.020.

B. Program Modification Criteria. The following criteria for achieving goals for VMT per employee and proportion of SOV trips shall be applied in determining requirements for employer CTR program modifications:

1. If an employer is making good faith effort, as defined in RCW 70A.15.4050 ~~70.94.534(2)~~ and this chapter, and is meeting either or both goals, the employer is satisfying the objectives of the CTR plan and will not be required to modify its CTR program.
2. If an employer is making a good faith effort, as defined in RCW 70A.15.4050 ~~70.94.534(2)~~ and this chapter, but is not meeting or is not likely to meet the applicable SOV or VMT goal, the City shall work collaboratively with the employer to make modifications to its CTR program. After agreeing on modifications, the employer shall submit a revised CTR program description to the City for approval within 30 days of reaching an agreement. If an employer is not making a good faith effort, as defined in RCW 70A.15.4050 ~~70.94.534(2)~~ and this chapter, and is failing to meet either the applicable SOV or VMT reduction goal, the City shall work collaboratively with the employer to identify modifications to the CTR program and shall direct the employer to revise its program within 30 days to incorporate the modifications. In response to the recommended modifications, the employer shall submit a revised CTR program description, including the requested modifications or equivalent measures, within 30 days of receiving written notice to revise its program. The City shall review the revisions and notify the employer of acceptance or rejection of the revised program. If a revised program is not accepted, the City will send written notice to that effect to the employer within 30 days and, if necessary, require the employer to attend a conference with the program review staff for the purpose of reaching a consensus on the required program. A final decision on the required program will be issued in writing by the City within 10 working days of the conference.

C. Violations. The following constitute violations if the deadlines established in this chapter are not met:

1. Failure to develop and/or submit on time a complete CTR program, including the following:
 - a. Employers notified or that have identified themselves to the City within 180 days of the ordinance providing for this chapter being adopted and that do not submit a CTR program within 180 days from the notification or self-identification; and
 - b. Employers not identified or self-identified within 180 days of the ordinance being adopted and that do not submit or implement a CTR

program within 180 days from the adoption of the ordinance providing for this chapter.

2. Failure to implement an approved CTR program, unless the program elements that are carried out can be shown through quantifiable evidence to meet or exceed VMT and SOV goals as specified in this chapter.
3. Failure of an employer to meet the requirements of RCW 70A.15.4050 ~~70.94.534(2)~~ and this chapter for good faith effort.
4. Failure to revise a CTR program as defined in RCW 70A.15.4050 ~~70.94.534(4)~~ and this chapter.

D. *Penalties.*

1. The City shall notify employers in writing if they are in violation of this chapter. The written notification shall state the effective date upon which penalties will begin to accrue. In the event that an affected employer appeals the imposition of penalties, the penalties will not accrue during the appeals process. Should the outcome of the appeals process favor the employer, all or a portion of monetary penalties will be dismissed.
2. No affected employer with an approved CTR program which is making a good faith effort may be held liable for failure to reach the applicable SOV or VMT goal.
3. Each day of failure to implement the program shall constitute a separate violation and is classified as a Class I civil infraction pursuant to the City Code. The penalty for this violation shall be \$250.00 per day.
4. An affected employer shall not be liable for civil penalties if failure to implement an element of a CTR program was the result of an inability to reach agreement with a certified collective bargaining agent under applicable laws where the issue was raised by the employer and pursued in good faith. Unionized employers shall be presumed to act in good faith compliance if they do the following:
 - a. Propose to a recognized union any provision of the employer's CTR program that is subject to bargaining as defined by the National Labor Relations Act; and
 - b. Advise the union of the existence of the statute and mandates of the CTR program approved by the City of Lakewood and advise the union that the proposal being made is necessary for compliance with state law (RCW 70A.15.4040 ~~70.94.531~~).

E. *Appeals of Penalties.* Affected employers may appeal penalties pursuant to the provisions of the City Code and RCW 7.80.100.

[See Lakewood 2025-2029 Commute Trip Reduction Plan on following pages]

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

June 2, 2025



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Appendix A

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Abbreviations

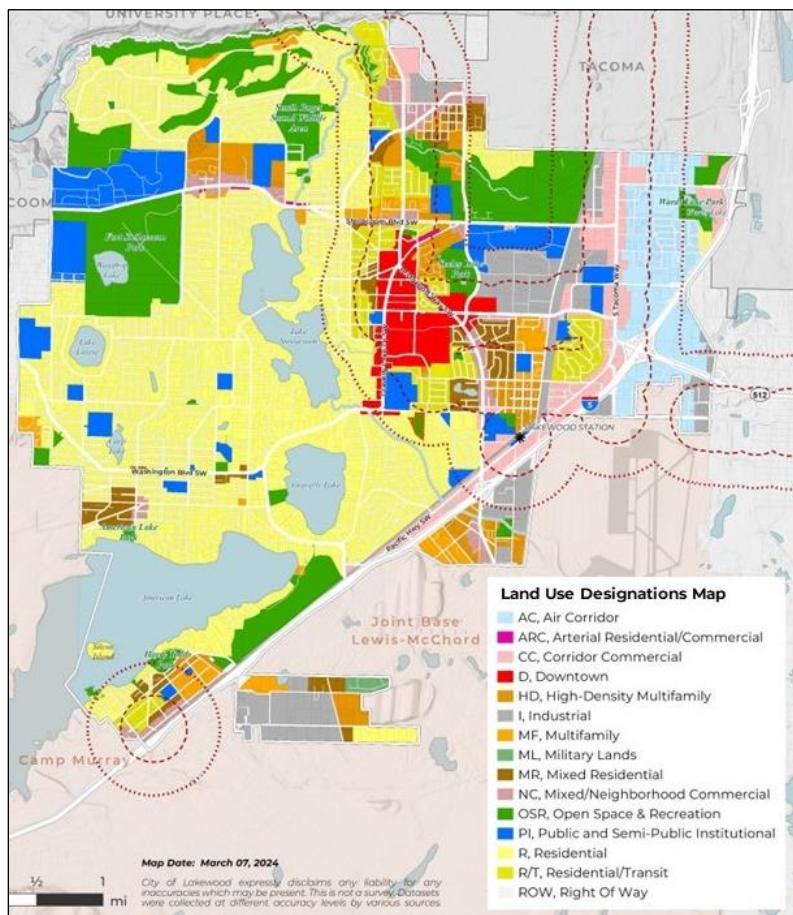
| | |
|--------------------|---|
| ACS | American Community Survey |
| Census | U.S. Census Bureau |
| City | City of Lakewood |
| Comprehensive Plan | City of Lakewood Comprehensive Plan |
| County | Pierce County |
| CTR | commute trip reduction |
| DSHS | Washington State Department of Social and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

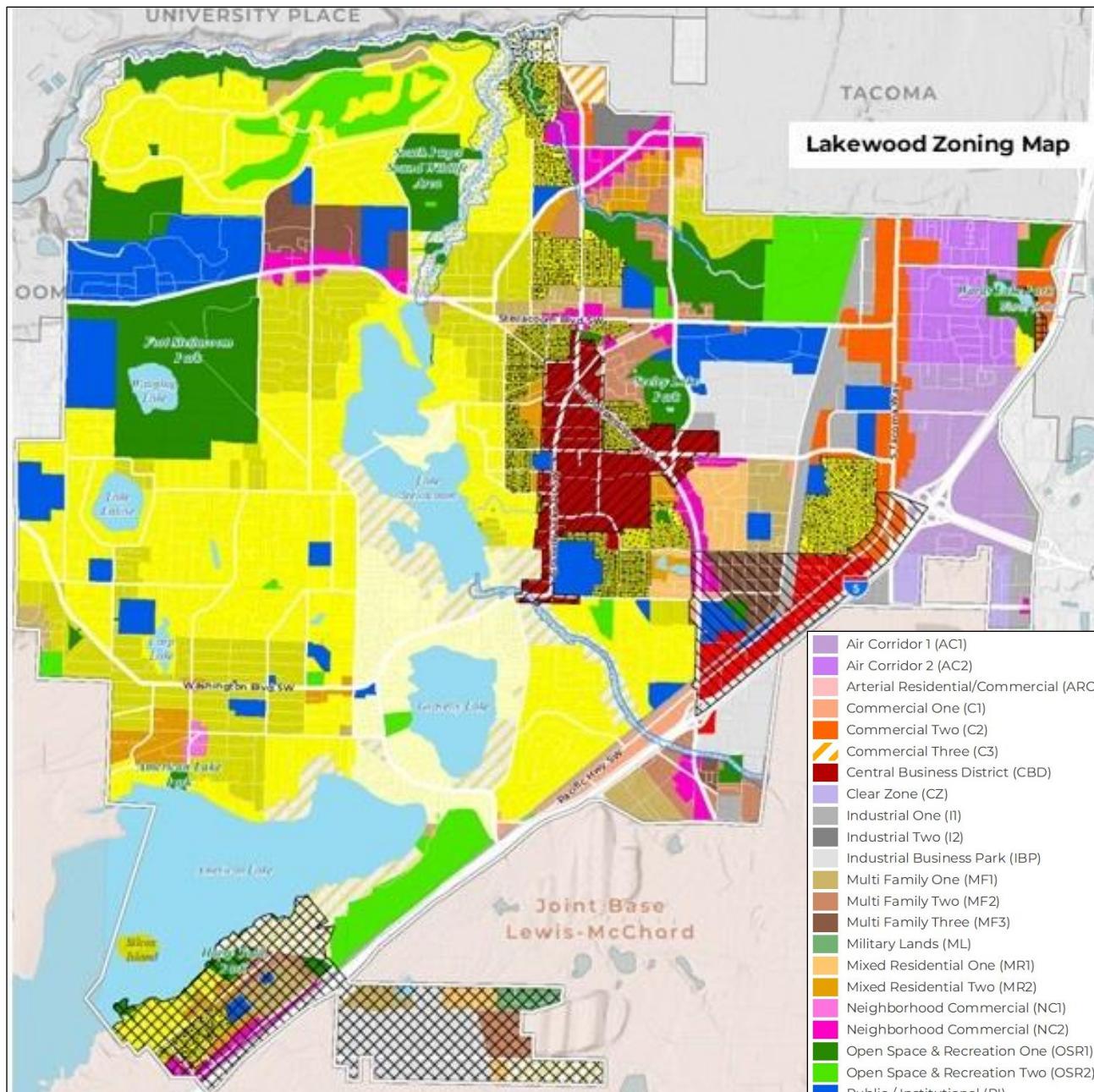
1. Local Land Use and Transportation Context and Objectives

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

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

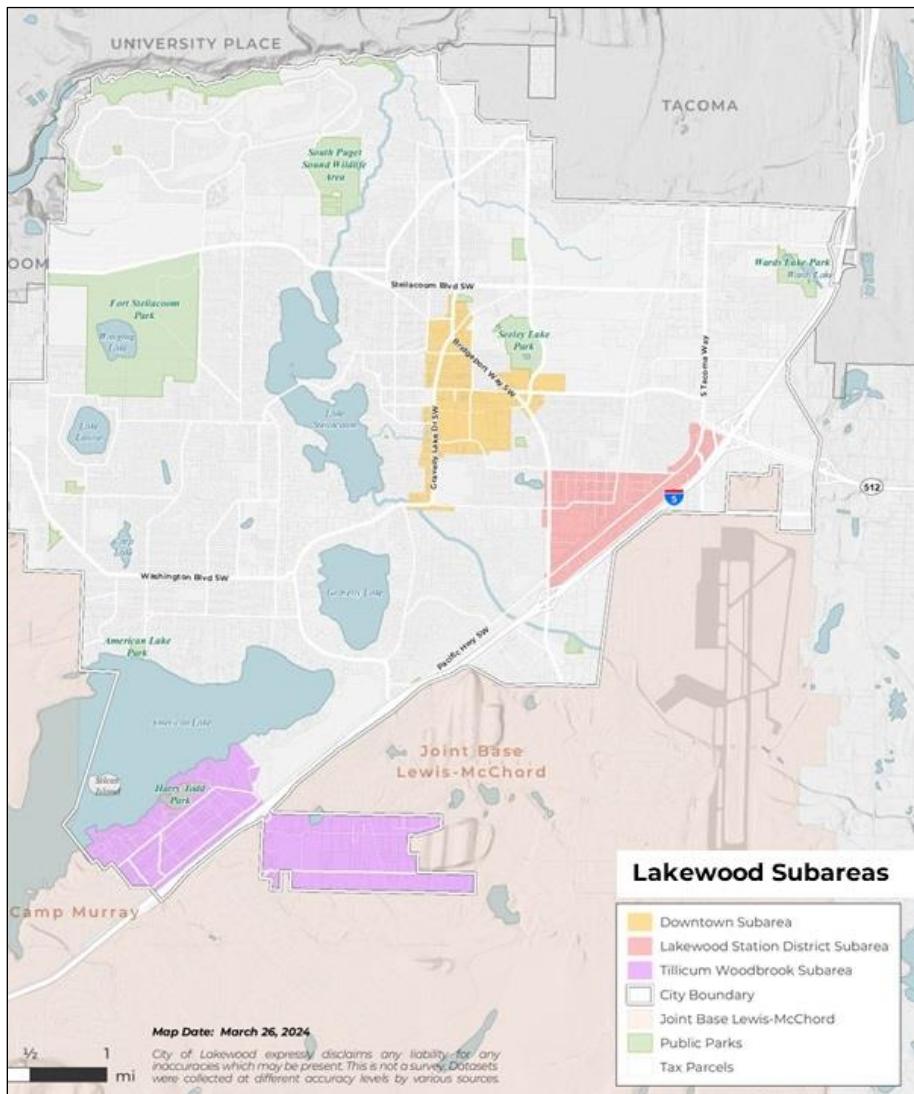
The City updated its Land Use Designations Map and Land use Zoning Map in 2024 (see below) to reflect the changes in housing density required by state law, including adding increased density options in single family areas and reducing SOV parking requirements within $\frac{1}{4}$ mile of “major transit stops.”





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

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

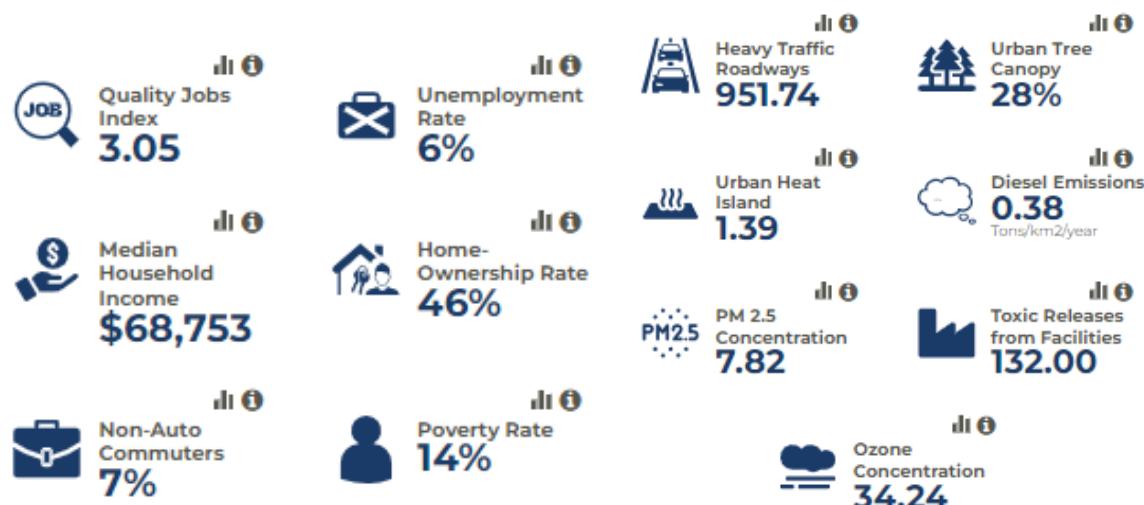


Population characteristics

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

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

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

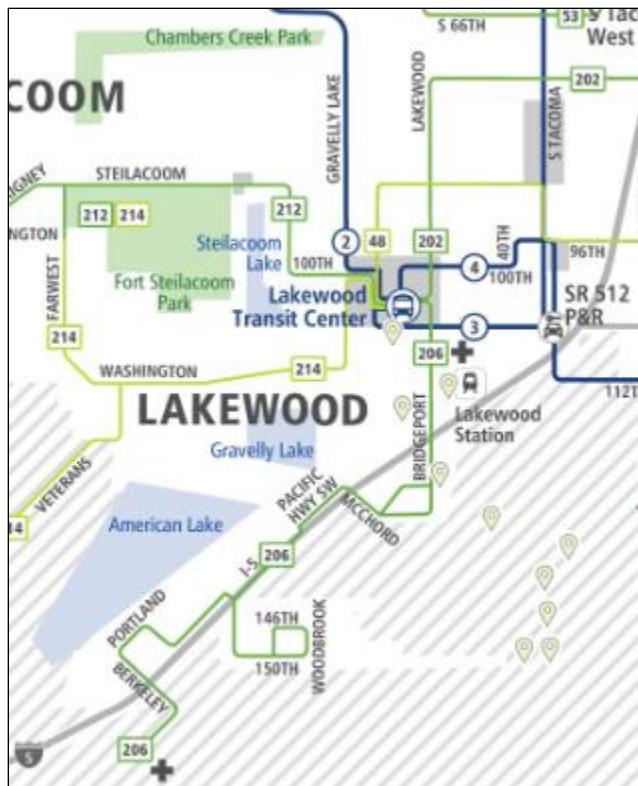


Source: 2024 Lakewood, WA Equity Index Map

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

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

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

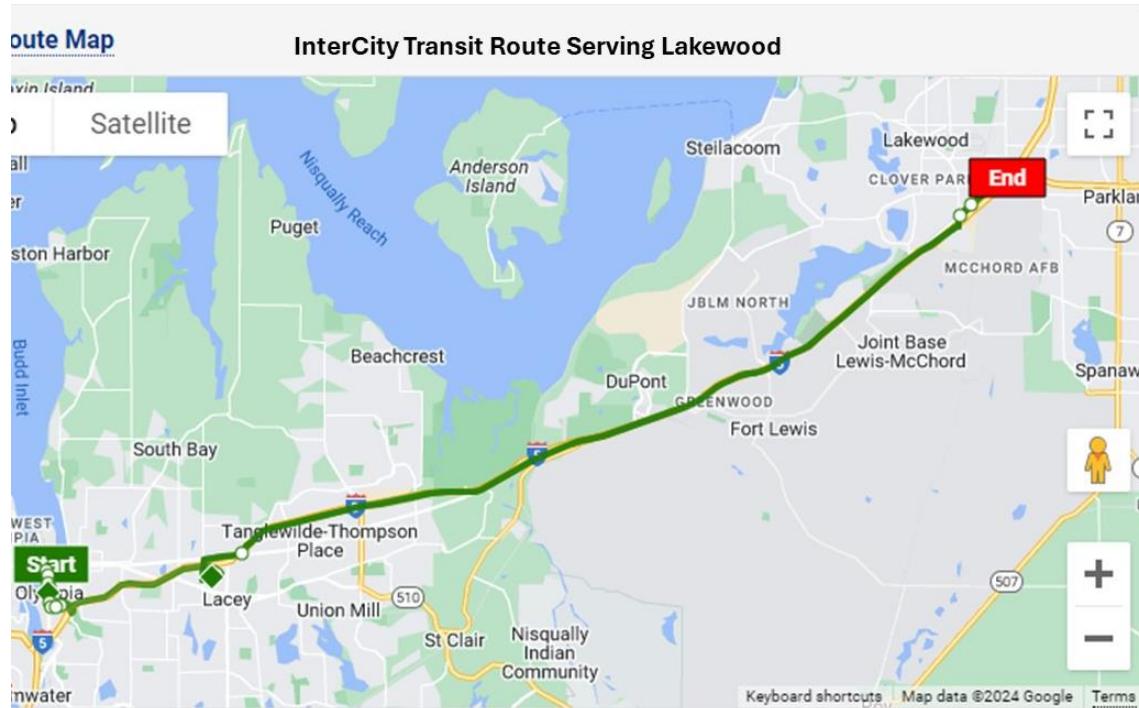


Pierce Transit Route Map in Lakewood. Source: Pierce Transit, 2024

Regional express routes to Seattle and Olympia operated by Sound Transit and Intercity Transit also serve the SR 512 Park and Ride located at the junction of SR 512 and South Tacoma Way, and the Lakewood Sounder Station.



Source: Sound Transit, 2024



Source: Intercity Transit, 2024

Several transit service facilities are located in Lakewood, including:

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

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

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

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

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

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

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



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

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

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



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

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

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



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

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

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

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

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

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

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

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

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

b. Land Use Features that Affect Commuters

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

Transportation Facilities and Services that Affect Commuters

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

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

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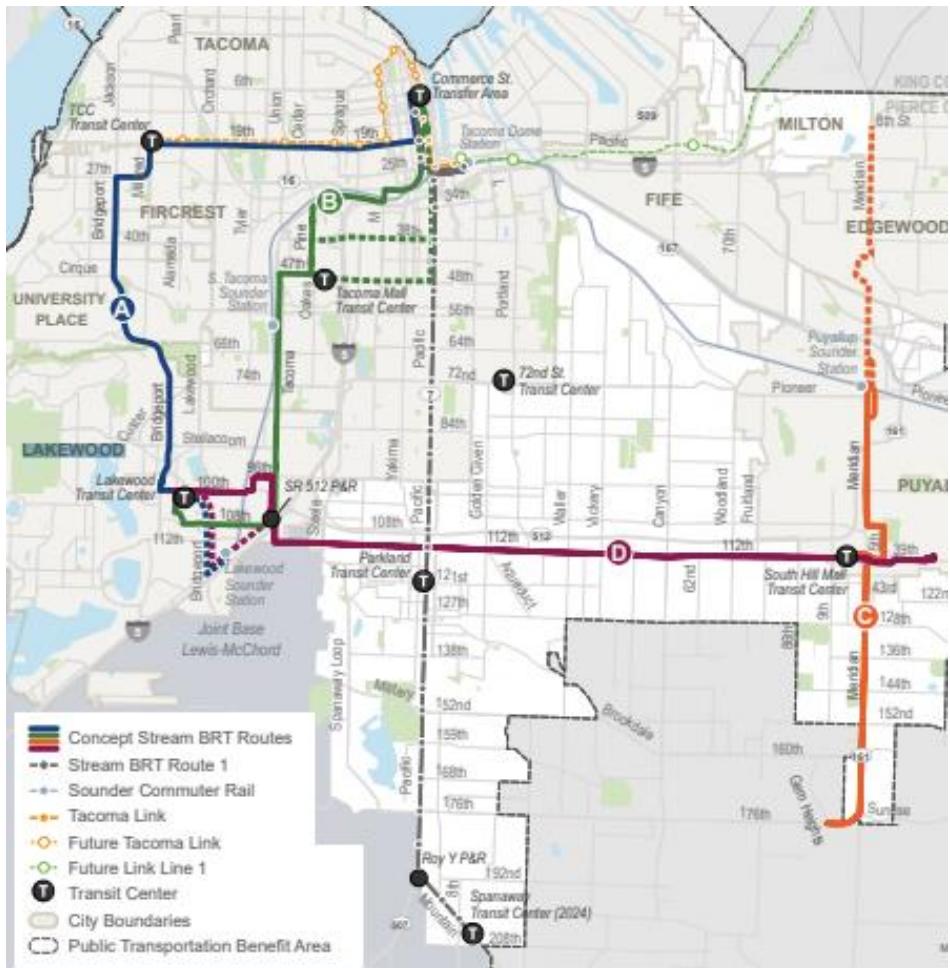
At the Steilacoom-DuPont Road interchange (exit 119), a new overpass will be constructed. The new overpass creates enough space to extend the I-5 HOV lanes further south into DuPont and provides increased vertical clearance over the interstate to meet current standards.

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

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

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

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



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

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

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

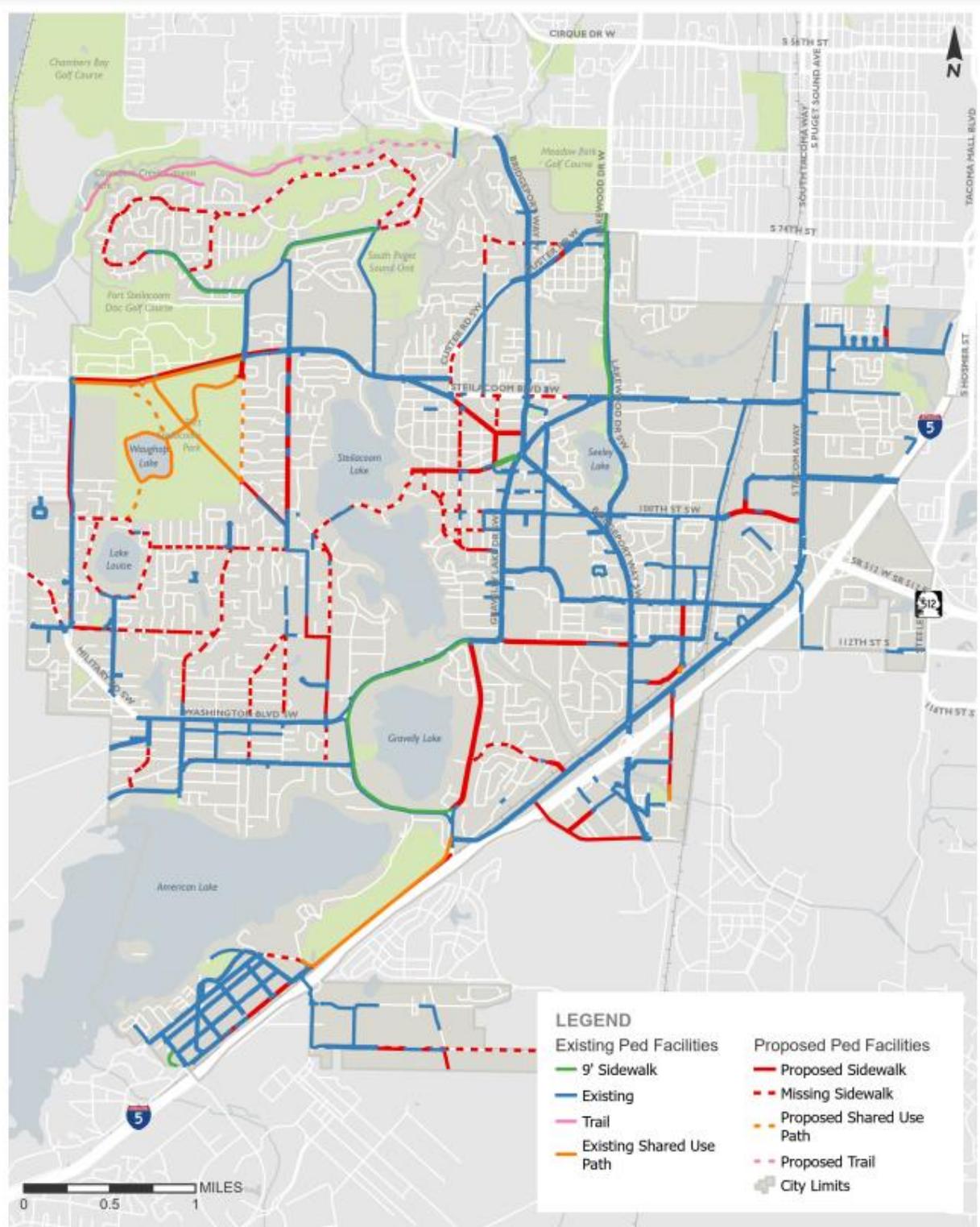
The Sound Transit 3 (ST3) plan adds 62 miles of light rail and implements BRT and other express services throughout the region. Voters approved the plan in November 2016, which includes Lakewood and South Tacoma Sounder station access improvements. The Pierce Transit Stream BRT candidate corridors connect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

Figure 8: ST3 Projects in the South Sound



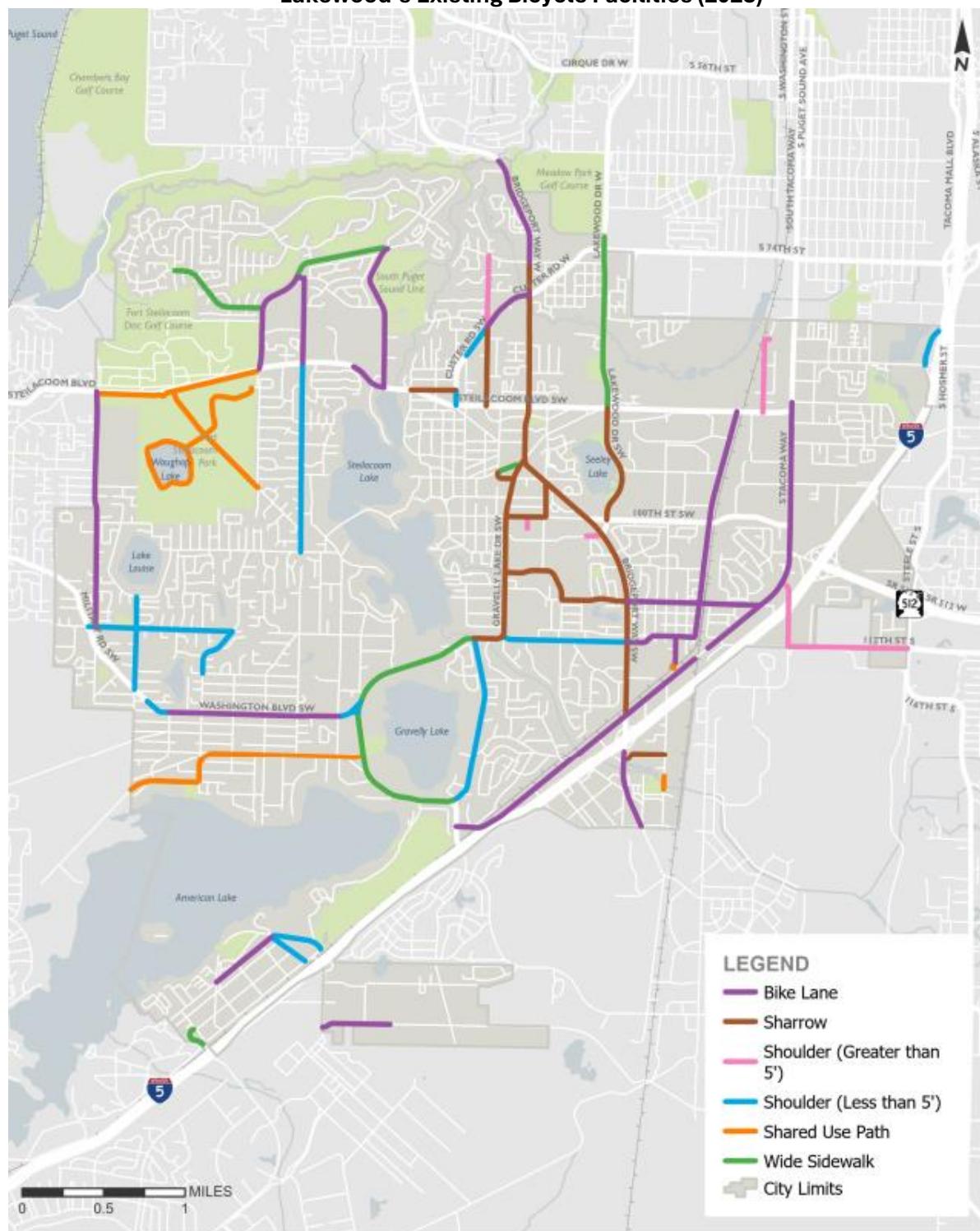
Source: Sound Transit

Lakewood's Pedestrian System Plan (2023)



Source: Lakewood Nonmotorized Transportation Plan, 2023

Lakewood's Existing Bicycle Facilities (2023)



Source: Lakewood Nonmotorized Transportation Plan, 2023

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

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

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

Implications for CTR

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

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

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

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

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

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

Lakewood Land Use Policies

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

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

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

Lakewood Transportation Policies

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

TR-11 Promote a walkable, pedestrian-friendly downtown

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

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

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

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

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

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

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

Critical Aspects of Land Use and Transportation that Should Be Sustained

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

Lakewood has identified the following areas as COMIs:

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

Key Changes that Should Be Considered

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

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

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

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

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

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

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

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

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

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

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

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

Lakewood Energy & Climate Change Policies

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Local, Regional, and State Benefits

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

b. Adjacent CTR-Affected Cities and Counties.

Adjacent CTR-affected cities University Place.

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

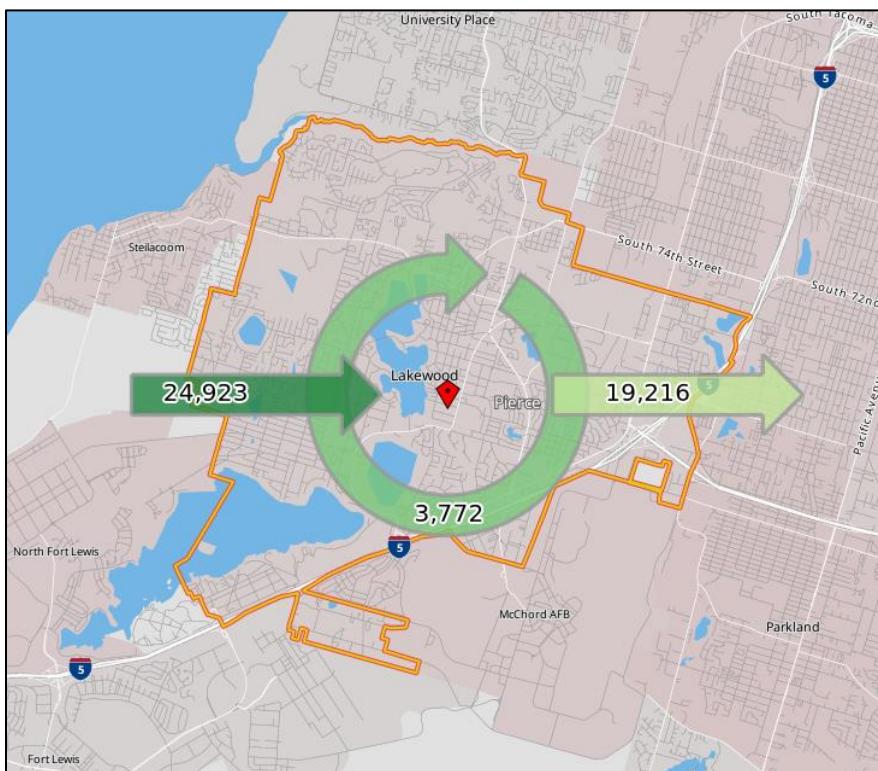
c. The Top Few Cross-Border and Regional Transportation Issues that Affect Lakewood.

Congestion

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

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

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



Source: U.S. Census Bureau OnTheMap

Transit Connectivity and Access

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

Bicycling Infrastructure

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

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

Lakewood Transportation Improvement Plan goals:

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

Congestion

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

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

Transit Connectivity and Access

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

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

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

Active Transportation Infrastructure

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

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

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

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

5. CTR Performance Targets

a. Performance Targets That Reflect Only CTR-Affected Worksites

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

b. Additional Performance Targets

No additional performance targets are designated for this CTR Plan.

6. Base Values for Each Performance Target

a. The Baseline Number

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

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

a. The Source for Each Base Value Listed

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

8. How Lakewood Will Measure Progress Toward Each Target

a. The Method Used to Measure Progress for Each Target

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

9. CTR-Affected Worksites in Lakewood

a. List of CTR-Affected Worksites

| |
|---|
| Aero Precision |
| City of Lakewood - City Hall |
| Clover Park Technical College |
| DSHS - Child Study and Treatment Center |
| Greater Lakes Mental Healthcare |
| Pierce College - Ft. Steilacoom Campus |
| Pierce Transit |
| Virginia Mason Franciscan Health - St. Clare Hospital |
| Western State Hospital |

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 Lakewood Will Use to Achieve CTR Targets

Lakewood will offer employer and commuter services through the Ride Together Pierce program, a one-stop-shop for sustainable transportation information and services.¹ 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.

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

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

Free Services for Residents:

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

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

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

Ride Together Services and Strategies

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

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

14. Barriers Lakewood Must Address to Achieve CTR Targets

a. How Lakewood Will Address the Barriers

Transit Safety Concerns

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

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

Bicycling Infrastructure Safety Concerns

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

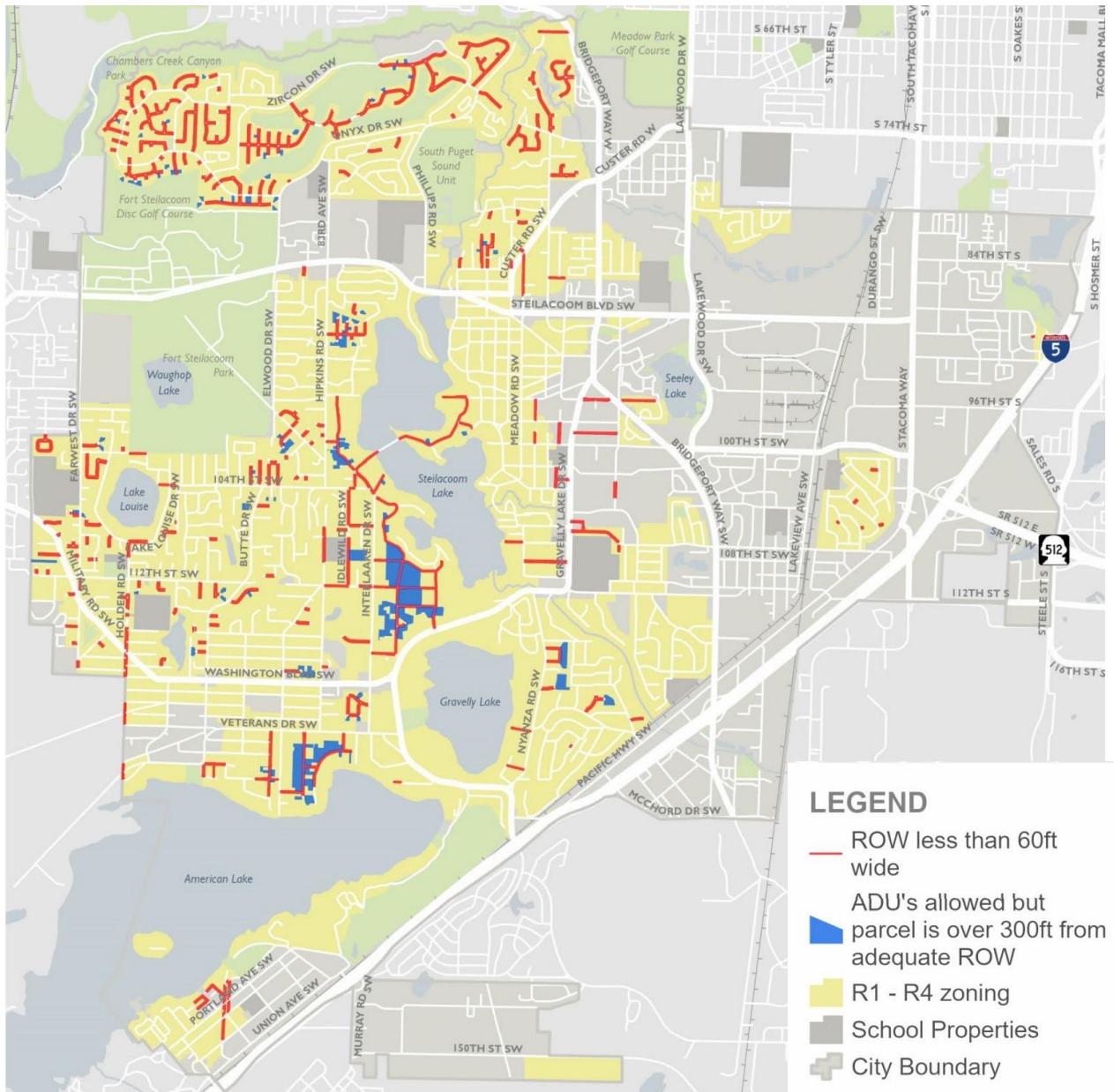
County Response: Pierce County offers its First Time Riders Guide to help new bicycle commuters plan their bike route and safety and confidently navigate their commute. Pierce County also offers a bike buddy program that allows new riders to test out their route with an experienced companion. These guides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

Transit Service Area

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

Right-of-Way Widths

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



Source: City of Lakewood, 2024.

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

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

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

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

16. Lakewood's Local CTR Ordinance

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

17. Lakewood's Financial Plan

a. The Estimated Average Annual Costs

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

Table 1: 2025–2029 CTR Financial Plan for Lakewood

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

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

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

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

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

Table 1:Likely Revenue Sources for Funding CTR Plan

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

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

18. Lakewood's Implementation Structure

a. Who Will Conduct the Activities Listed in the Plan

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

b. Who Will Monitor Progress on the Plan

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

19. Lakewood's Implementation Schedule

Table 2 - Anticipated CTR Projects and Actions

| 1st Biennium July 2025–June 2027 | 2nd Biennium July 2027–June 2029 |
|---|---|
| <ul style="list-style-type: none">Provide commute and other employee transportation services to Pierce County 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. | <ul style="list-style-type: none">Provide commute and other employee transportation services to Pierce County 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 Lakewood Employees

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

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

The elements of the Commute Trip Reduction Program include:

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

Subsidies offered:

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

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

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

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

Alignment with Plans

22. Transit Agencies That Provide Service in Lakewood

Transit Agencies:

- Pierce Transit
- Sound Transit
- Intercity Transit

23. Transit Plans Reviewed While Developing this Plan

Pierce Transit

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

Sound Transit

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

Intercity Transit

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

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

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

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

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

Safety

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

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

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

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

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

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

Engagement

26. Stakeholder Engagement

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

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

a. Who did we talk to?

1. Community Members/Pierce County Residents

- Tabling Events

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

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

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

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

3. Community-Based Organizations

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

4. Pierce County Transportation Advisory Commission

- CTR Plan presentation and comment collection
 - b. When did we talk to them?

1. Community Members/Pierce County Residents

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

2. Employers, City Staff, Transit Agencies

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

3. Community-Based Organizations

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

Pierce County Transportation Advisory Commission

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

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

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

c. What did they have to say?

4. Tabling Events

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

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

5. Community Member Survey

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

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

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

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

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

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

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

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

6. Commute Trip Reduction Online Open House

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

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

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

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

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

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

Draft CTR Plan Public Comment Period and Questionnaire

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

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

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

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

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

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

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

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

7. ETC Network Event

Keep doing:

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

Start doing:

- Employer and employee spotlight.
- Providing vanpool vans and assisting with ride-share matching and formation.
- Adding earlier or later transit routes and improving Emergency Ride Home² for those working early or late shifts.
- Subsidies for items such as bike racks, helmets, walking shoes, and ORCA cards.

Stop doing:

- Opt-in option for receiving printed posters.

8. Partner Visioning Meeting

What should the CTR program keep doing?

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

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

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

9. ETC Interviews

MultiCare Health System

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

Virginia Mason Franciscan Hospital

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

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

DSHS Child Study and Treatment Center

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

Toray Composite Materials America

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

Pierce County Senior Counsel for Tribal Relations

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

Employer Workshop

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

Infrastructure and Accessibility

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

Remote Work Impact

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

Incentives and Employee Engagement

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

Cultural and Organizational Shifts

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

10. Transit Agency Outreach/Interviews

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

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

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

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

11. Community-Based Organization Interviews

ForeverGreen Trails

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

Tacoma-Pierce Health Department

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

YMCA of Pierce and Kitsap Counties

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

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

12. Pierce County Transportation Advisory Commission CTR Plan Presentation

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

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

d. How did what they said influence the plan?

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

To help support these interests, Ride Together Pierce will:

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

To help support these interests, Pierce County will:

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

To help support these modes, Pierce County will provide:

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

To help address these barriers, Pierce County will:

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

³ Transportation Draft Element, 2024 Comprehensive Plan p. 8.

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

⁴ *Ibid* p. 11

27. Vulnerable Populations Considered

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

The highest environmental health disparity⁵ scores and lowest equity index scores⁶ are most prevalent along the I-5 corridor, which bisects Lakewood's southern border.

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

Native Hawaiian and other Pacific Islander residents make up two percent of Pierce County's population.⁷

Hispanic and Latino ethnicities represent twelve percent of Pierce County's population.⁸

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.⁹

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.¹⁰

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).

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

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

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

⁸ *Ibid*

⁹ *Ibid*

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

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

c. What did they have to say?

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

d. How did what they said influence the plan?

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

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

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

29. List employers' suggestions to make CTR more effective

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

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

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

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

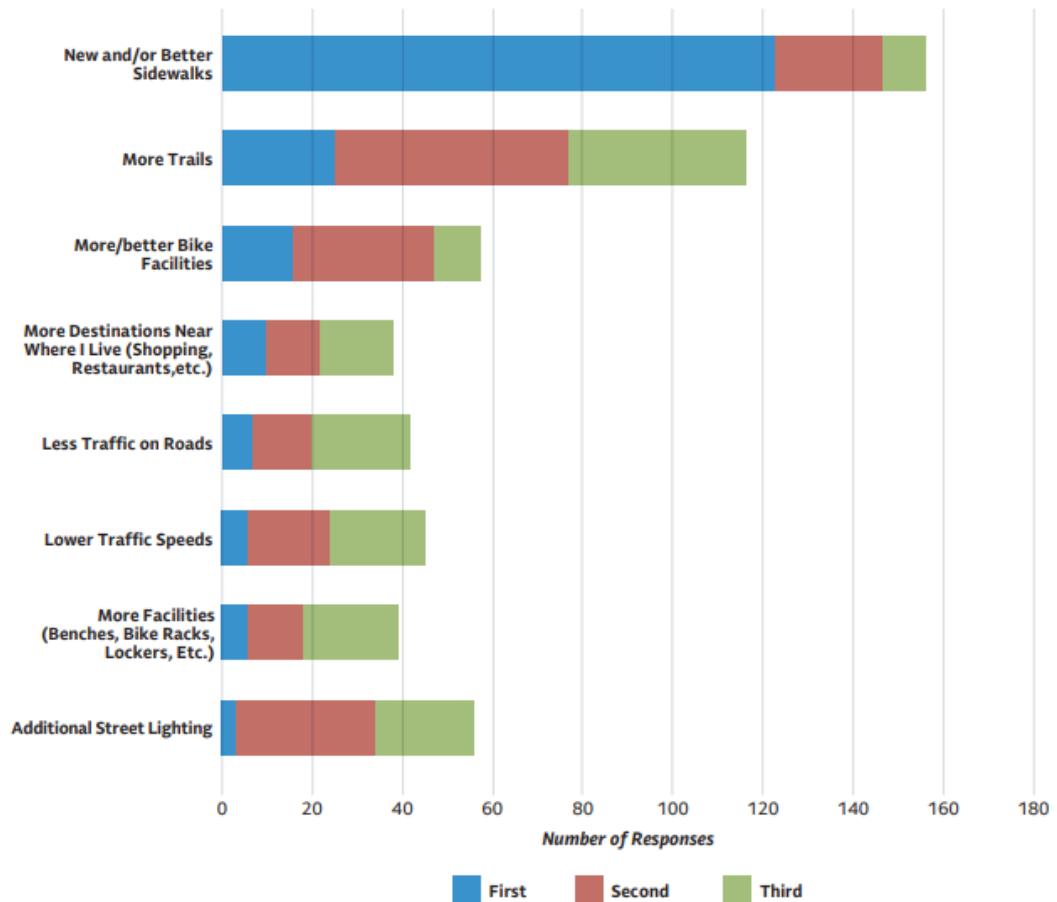
Safety: Safety was identified as a major deterrent by several public engagement participants for riding bikes and walking to work. Multiple respondents cited the lack of safe bicycle and pedestrian infrastructure as a deterrent to choosing these modes and suggested dedicated, protected bicycle lanes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

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

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

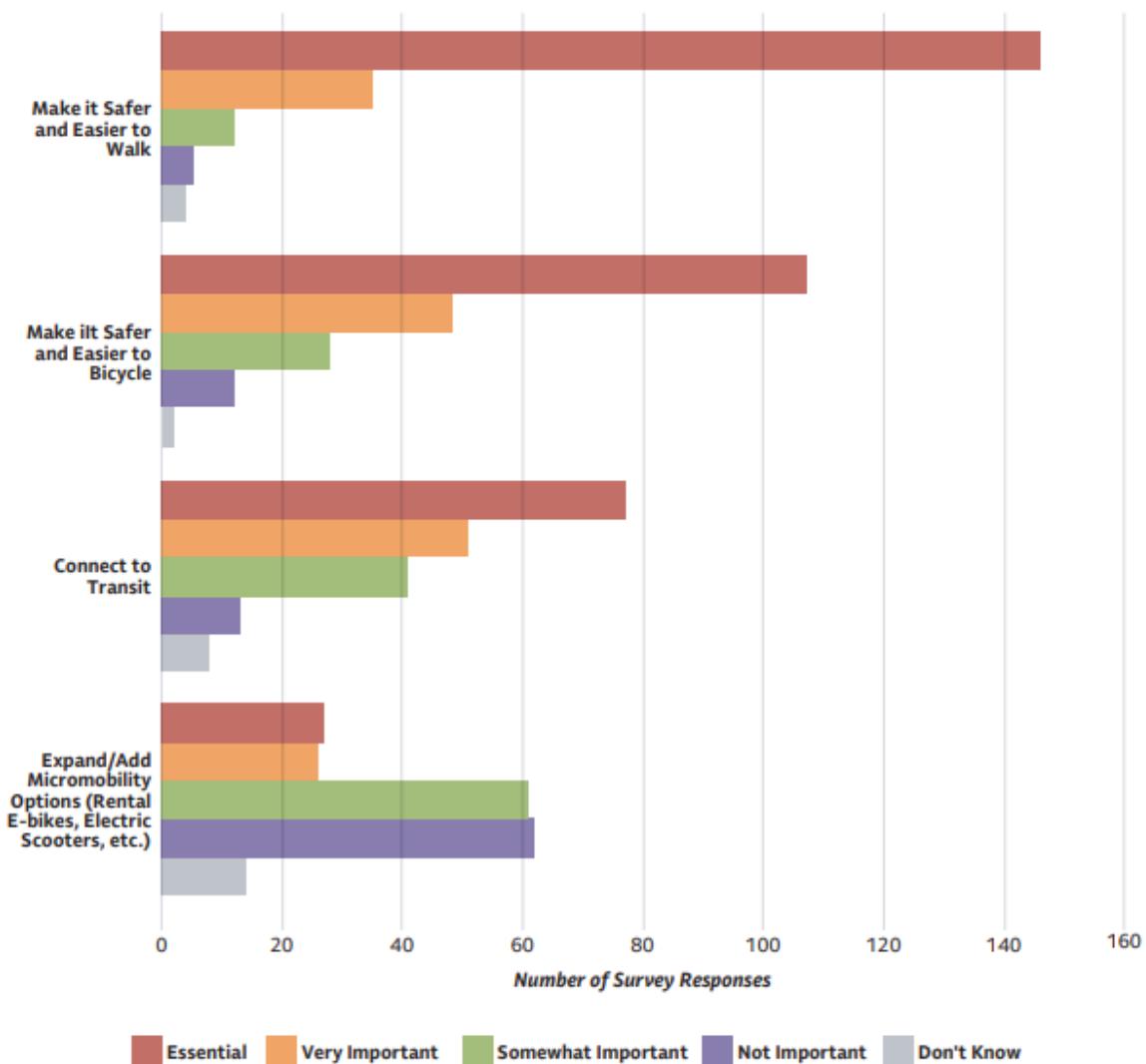
These results of public engagement with vulnerable populations and this CTR Plan have been shared with the transit agencies listed in this plan and with the Comprehensive Plan update team.

Top 3 Priority Improvements



Source: 2023 Lakewood Non-Motorized Transportation Plan

Importance of Non-Motorized Goals



Source: 2023 Lakewood Non-Motorized Transportation Plan

Regional Transportation Planning Organization CTR Plan Review

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

PSRC Comments: See the following pages.



2025-2029 Draft Commute Trip Reduction Plan Consistency Review Prepared for: Lakewood

PSRC staff have reviewed the draft plan and noted our findings by section:

Benefits of Commute Trip Reduction

In responding to Question 4, the plan explicitly ties intended CTR outcomes to the Regional Transportation Plan (2022-2050), particularly goals related to non-motorized transportation. The narrative could be strengthened by mentioning how the Lakewood CTR plan relates to or supports the TDM priorities in the Regional Transportation Plan ([Pages 93-98](#)).

Performance Targets

The plan adopts a local target drive-alone rate of 60 percent or less, consistent with the statewide target, to measure CTR effectiveness. Like many other jurisdictions, this plan indicates Pierce County will use 2023-2025 CTR survey data to set the baseline and 2025-2027 survey data to evaluate progress for Lakewood worksites. PSRC may reach out in the future for further details to help develop a regional baseline and target for the regional plan.

Services and Strategies

PSRC reviewed the services and strategies described in this section and did not identify anything inconsistent with regional transportation goals.

Alignment with Plans

The draft plan accurately identifies all transit agencies providing service within and to Lakewood and indicates the appropriate transit development plans and long-range transit plans were reviewed in the development of this CTR plan. The response to Question 24 addresses the connections between the broad goals in these transit plans and the intended outcomes of the CTR plan. This section could be strengthened by tying CTR programming to the specific local transit investments detailed in these plans (which were referenced in response to Question 1, earlier in the Lakewood CTR plan).

Engagement

The RTP identifies a regional need to better address equity in TDM, and understanding the transportation needs of underserved and historically marginalized populations is critical to achieving that goal. Lakewood's draft CTR plan detailed extensive outreach conducted by Pierce County to inform local CTR plans,



2025-2029 Draft Commute Trip Reduction Plan Consistency Review

Prepared for: Lakewood

including tabling, employer and stakeholder interviews, online open houses and surveys, and a public comment period on this CTR plan. The primary outreach strategy to understand the needs of vulnerable populations was engaging with community-based organizations that serve and represent Native Hawaiian and other Pacific Islanders, Hispanic and Latino people, and cost-burdened households.

If possible, it might be useful to highlight what the city and county heard specifically from Lakewood residents during this outreach. PSRC appreciates this thorough engagement and encourages Lakewood and Pierce County to continue engaging with vulnerable populations in future planning processes.

Appendices

Appendix A

2024 Survey Results



City of Lakewood - 6000 Main St SW

CTR ID: C70034

Survey Summary

Survey Created: 5/8/24 2:25 PM

Last Submission: 6/3/24 9:34 AM

Total Responses: 51

Total Employees: 109

Response Rate: 46.79%

Average Vehicle Miles of Travel (VMT) per employee: 10.48

Drive Alone Rate (DAR): 79.02%

Total Annual Greenhouse Gas Emissions (Metric Ton CO2e): 196.96

Annual Greenhouse Gas Emissions Avoided by Electric Vehicles(EVs) used to commute to site (Metric Ton CO2e): 0.12

Your employees selected the following transportation modes



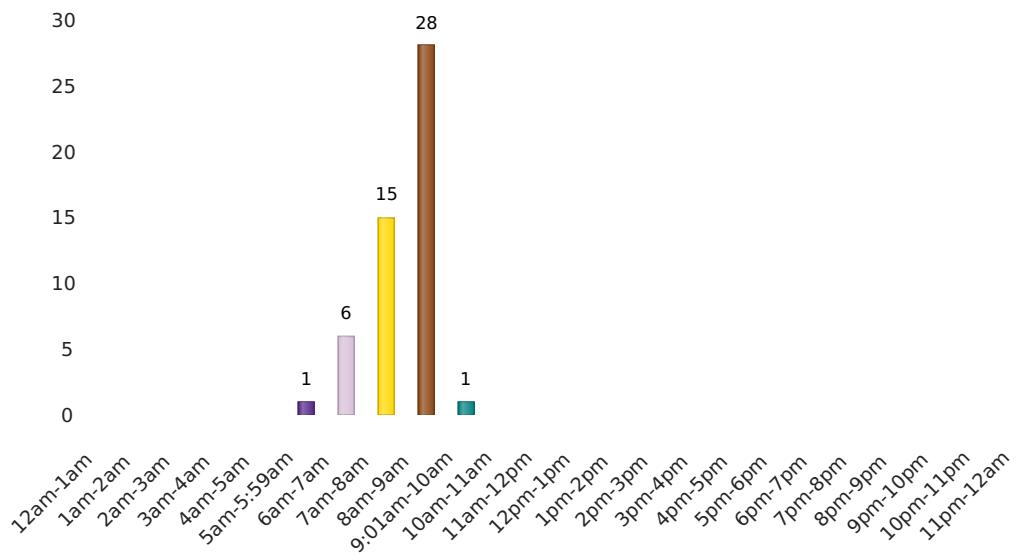
- Work from Home — Bus — Train / Light Rail / Streetcar — Ferry
- Carpool (2 or more people aged 16+) — Vanpool — Walk — Bike — Scooter
- Lyft / Uber / Taxi — Employer Shuttle — Motorcycle — Drive Alone — Other

Your employees selected the following schedules

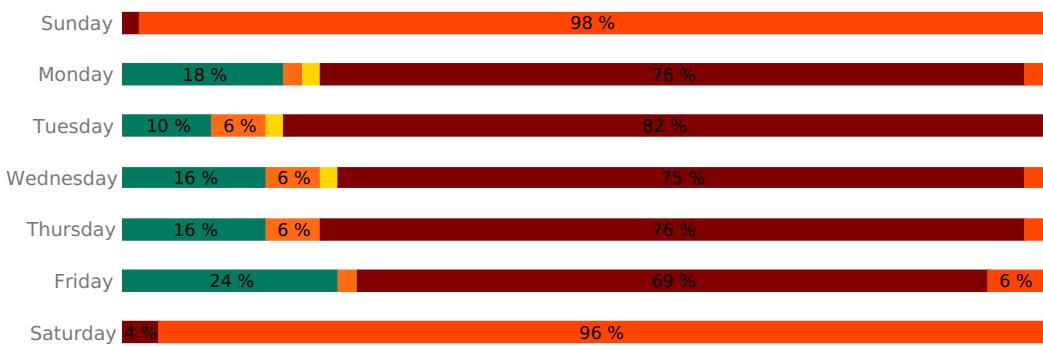


- 5 days/8 hours (5/8s) — 4 days/10 hours (4/10s) — 9 days in two weeks (9/80)
- 3 days/12 hours — Part time (less than 35 hours per week)

See when your employees start their workday



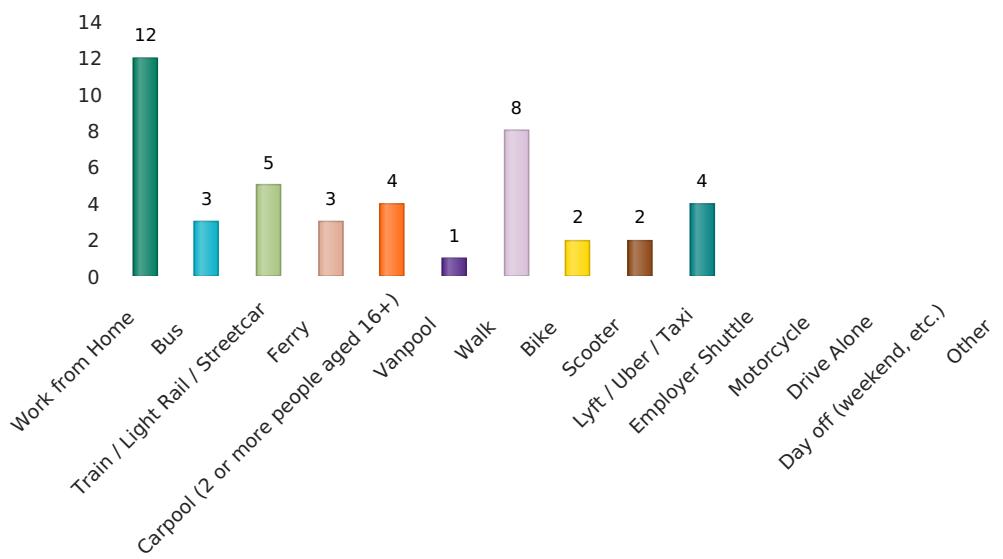
See how your employees get to work each day



- Work from Home — Bus — Train / Light Rail / Streetcar — Ferry
- Carpool (2 or more people aged 16+) — Vanpool — Walk — Bike — Scooter
- Lyft / Uber / Taxi — Employer Shuttle — Motorcycle — Drive Alone — Other
- Day off (weekend, etc.)

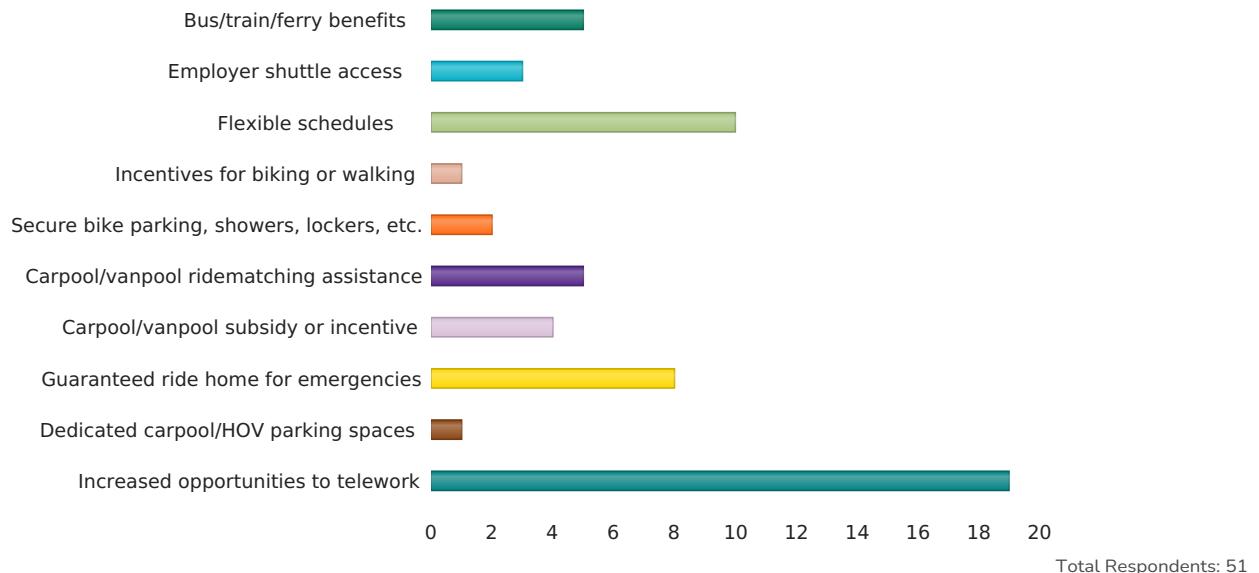
| MODE | SUNDAY | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY |
|-------------------------------------|--------|--------|---------|-----------|----------|--------|----------|
| Work from Home | 0 | 9 | 5 | 8 | 8 | 12 | 0 |
| Bus | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Train / Light Rail / Streetcar | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Ferry | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Carpool (2 or more people aged 16+) | 0 | 1 | 3 | 3 | 3 | 1 | 0 |
| Vanpool | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Walk | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Bike | 0 | 1 | 1 | 1 | 0 | 0 | 0 |
| Scooter | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lyft / Uber / Taxi | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Employer Shuttle | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Motorcycle | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Drive Alone | 1 | 39 | 42 | 38 | 39 | 35 | 2 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Day off (weekend, etc.) | 50 | 1 | 0 | 1 | 1 | 3 | 49 |

Other transportation modes your employees have used



Total Respondents: 51

Factors that might help employees consider not driving alone to work



<https://tdmboard.com/resources/>

TDM Technical Committee approved 2025-2029 CTR 4-year Plans

- [City of Airway Heights \(PDF 482KB\)](#)
- [City of Auburn \(PDF 5.2MB\)](#)
- [City of Arlington \(PDF 1.5MB\)](#)
- [City of Bellevue \(PDF 1MB\)](#)
- [City of Bellingham \(PDF 316KB\)](#)
- [City of Bothell \(PDF 5.7MB\)](#)
- [City of Burien \(PDF 83KB\)](#)
- [City of Camas \(PDF 433KB\)](#)
- [City of Cheney \(PDF 331KB\)](#)
- [City of Edmonds \(PDF 400KB\)](#)
- [City of Everett \(PDF 471KB\)](#)
- [City of Federal Way \(PDF 418KB\)](#)
- [City of Fife \(PDF 1MB\)](#)
- [City of Kent \(PDF 271KB\)](#)
- [City of Kirkland \(PDF 248KB\)](#)
- [City of Lacey \(PDF 275KB\)](#)
- [City of Lakewood \(PDF 1.8MB\)](#)

From: Barulich, Wren <wren.barulich@wsdot.wa.gov>

Sent: Friday, November 15, 2024 4:02 PM

To: Tiffany Speir <tspeir@cityoflakewood.us>; WSDOT Transportation Demand Management <TDM@WSDOT.WA.GOV>

Subject: RE: [EXTERNAL] For WSDOT review: Draft 2025-2029 City of Lakewood Commute Trip Reduction Plan

Dear Tiffany,

WSDOT has reviewed the City of Lakewood's CTR Plan and found to meet compliance requirements.

What happens next?

The City of Lakewood's CTR Plan will be recommended for approval to the TDM Technical Committee on Thursday, December 5th. The plan will be posted for the committee's review here: [Resources – Transportation Demand Management](#). You are not required to be in attendance for the

approval process on December 5th and I will follow-up after the plan has been approved to close out this process.

Have an excellent weekend! And as always I am here for any questions.

Thank you,

Wren

Wren Barulich
Planner / Public Transportation Division
wren.barulich@wsdot.wa.gov

