

ST3 System Plan Update

PSRC Transportation Policy Board

July 9, 2026



Agenda

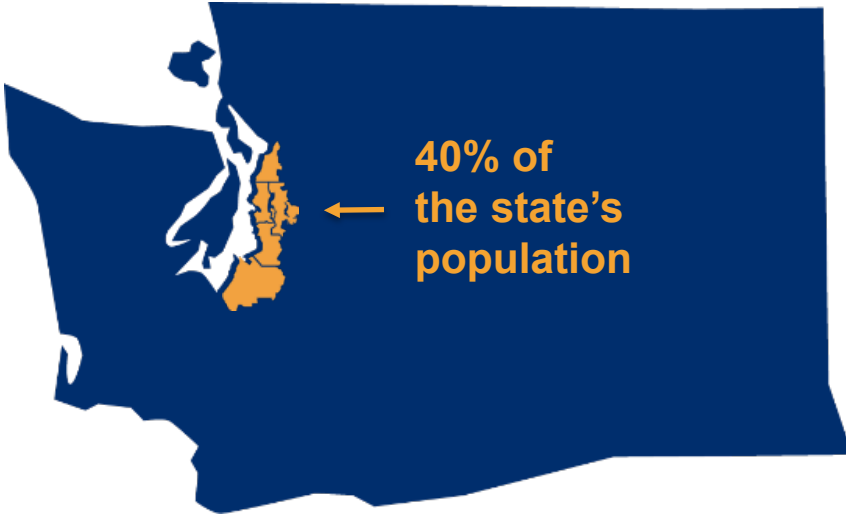
- Introductions & background
- Enterprise Initiative overview
- Updated ST3 System Plan
- Next steps

Sound Transit District

Subarea boundaries

Sound Transit District

Serving a region of more than 3 million



Approved by voters



1996

Sound Move

Link light rail from Westlake to SeaTac/Airport and from Tacoma Dome to downtown Tacoma

Sounder rail from Everett and Tacoma to Seattle

ST Express bus service



2008

ST2

Link to Angle Lake, Bellevue, Redmond, Northgate, Lynnwood, Federal Way, and Hilltop

Sounder expansion to South Tacoma, Lakewood



2016

ST3

Link to Ballard, West Seattle, Everett, Tacoma, Kirkland, Issaquah, Downtown Redmond, and TCC

3 lines of **Stride** bus rapid transit service

2 new **Sounder** stations, more capacity, parking and access improvements



Voter-approved system

Link light rail 1 2 3 4 T

- Five lines
- 116 miles
- 83 stations

Sounder trains N S

- Two lines
- 91 miles
- 14 stations

Stride bus rapid transit S1 S2 S3

- Three lines
- 45 miles on I-405 and SR 522
- Serving 12 cities and connecting to light rail in Shoreline, Lynnwood, Bellevue, and Tukwila

***Enterprise Initiative
Background and Overview***

Enterprise Initiative

What is the Enterprise Initiative?

- Sound Transit's effort to ensure we can deliver the greatest benefits of ST3 within available financial capacity.
- A comprehensive approach touching planning, capital, operations, maintenance, and finance to ensure we are meeting both current and future regional mobility needs.

On May 28, 2026, the Sound Transit Board of Directors adopted an updated ST3 System Plan as an outcome of the Enterprise Initiative

Leading indicators

Need for an enterprise approach

- Cost growth on West Seattle Link and Board direction to investigate cost savings opportunities in late 2024
- Rapid system expansion and challenges with delivering resilient, dependable service
- Poorer revenue projections and national and global economic uncertainty
- Post-Covid mobility environment and ensuring that ST3 investment meet regional transportation needs



Principles guiding the Enterprise Initiative

Established by the Board via M2025-36

Advance regional connectivity

- serve our population and job centers
- complete the regional transit spine
- benefit the whole region and achieve the objectives of ST3

Support future growth

- maintain and grow ridership
- align investments with current land use and future growth
- engender broad future support

Prioritize the passenger experience

- prioritize the riders' experience
- maximize connections and ridership
- keep everyone safe
- ensure our system is dependable

Protect public investments with fiscal integrity

- be careful stewards of public resources
- seek cost savings and efficiencies
- maintain strong oversight and accountability
- understand trade-offs

In-person events and open-ended survey questions

Broad and strong support for Sound Transit's mission; key insights can inform current and future decision-making.



Support for local projects and priorities

East King respondents express support for S. Kirkland–Issaquah; Snohomish and Pierce for completing the spine, etc.

Ongoing support for full ST3, and to use every tool available

Includes federal and state funding, value capture, longer-term bonds, and cost saving measures. Phasing, deferrals, or delays preferred over canceling projects

Desire for meaningful, timely engagement and easy access to information

Interest in project timelines, alignment, and station-design information; “plain-speak” communications and materials; and factors behind \$34.5B gap

Updated ST3 System Plan
(Resolution R2026-11)

ST3 program's scale and complexity necessitates a step up

01

We have the pieces and need to strengthen alignment.

Sound Transit is managing multiple concurrent mega-programs while continuing to mature as an operating organization. Stronger alignment across programs and initiatives is needed to support durable decision-making and responsible allocation of resources.

02

Changing conditions call for adaptability

Today's dynamic environment necessitates a Board review process for costs, risks, and schedule that enables decision-making at key checkpoints while preserving program continuity. In parallel, we must explore additional revenue streams and cost savings.

03

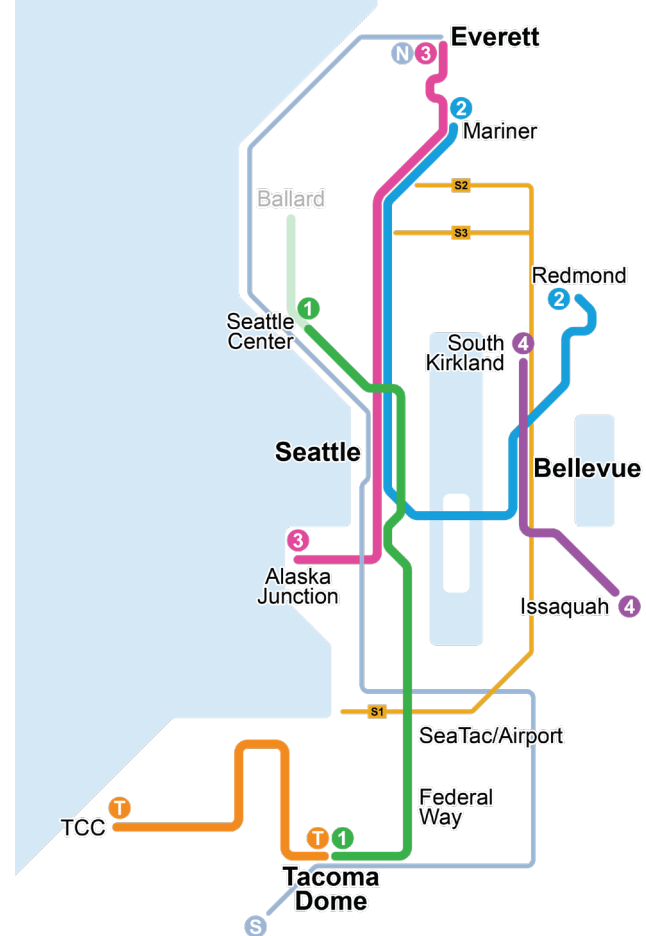
Execution depends on all of us.

Adaptive program management will institute agencywide governance for how programs and projects are planned, controlled, and delivered. Improved visibility, stronger connectivity across programs, and rigorous reporting are essential to effective oversight.

Affordable ST3 capital program

Project categories

- Affordable within available resources
 - » *Fully funded projects*
 - » *Partially funded projects*
- Projects with unfunded construction phases or funded through planning/design
- Deferred projects



Affordable ST3 capital program

Affordable within available resources

Fully funded projects:

- *Tacoma Dome Access Improvements*
- *West Seattle Link (no Avalon Station)*
- *Renton Transit Center Parking Garage*
- *Tacoma Dome Link*
- *Everett Link, phase 1*
- *Everett Link, phase 2*
- *Ballard Link initial segment (Seattle Center)*
- *T Line to Tacoma Community College (now 2043)*
- *South Kirkland to Issaquah (now 2050)*
- *Link OMF – South*
- *Link OMF – North*
- *Graham Street Station*
- *Souder Maintenance Base*

Partially funded projects or projects funded through planning and design:

- *Ballard Link, through final design*
- *Boeing Access Road Station, through final design*
- *Souder South Additional Trips, partially funded*
- *Souder Extension to DuPont (planning only)*
- *Regional Parking Fund*
- *ST4/High-Capacity Transit Corridor Studies (partially funded)*
- *ST Express Bus Base (partially funded)*

Affordable ST3 capital program

Projects with construction or full delivery currently unfunded:

- *Ballard Link (Seattle Center to Market Street)*
- *Boeing Access Road Station*
- *Souder South Additional Trips (remainder)*
- *Souder Extension to DuPont (final design and construction)*
- *ST4/High-Capacity Transit Corridor Studies (remainder)*

Affordable ST3 capital program

Deferred projects:

- *Tacoma Dome Link Parking*
- *Everett Link Parking*
- *Stride Parking*
- *North Sammamish Park & Ride*
- *Edmonds & Mukilteo Parking and Access*
- *Bus on Shoulder Project*
- *SR 162 Corridor Improvements*
- *Souder South Platform Extensions*
- *Souder South Access Improvements*
- *ST Express Bus Base (remainder)*

Affordable ST3 capital program

High-Capacity Transit Corridor Studies and Update to the Regional Transit Long-Range Plan

- West Seattle-Burien-Tukwila-Renton
- Northern Lake Washington (including the addition of Totem Lake to Downtown Redmond)
- Additional high-capacity transit studies based on new growth patterns or other emerging issues, such as Ballard-Crown Hill-Northgate

Enterprise workplan

Continued efforts to save costs, speed project delivery, and add financial capacity to deliver ST3

- Policy and planning
- Transit operations
- Capital delivery
- Finance

Next steps

Immediate next steps

- Advance the full ST3 program
- Plan, design, or construct the projects and investments that are affordable within the agency's long-range financial plan
- Implement Enterprise workplan activities
- Identify innovative and affordable methods to provide access to stations with deferred parking facilities
- Update the Long-Range Financial Plan by Q4 2026
- Establish an adaptive program management plan and approach to ensure program affordability challenges are more actively and transparently managed in the future by Q4 2026

Thank you



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