

Regional Commute Trip Reduction Plan for Central Puget Sound



Puget Sound Regional Council

January 2008

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EXECUTIVE SUMMARY

The state's Commute Trip Reduction Law, which affects all four counties in the central Puget Sound region, is aimed at reducing congestion and delay, air pollution, and fuel consumption through programs that decrease the number of commute trips made by people driving alone. The CTR program is a partnership of larger employers and local jurisdictions, and it is focused on the work site. Legislative action in 2006 made several changes to improve the roadway system through more focused trip reduction. Criteria by which counties are included in the program are now pegged to regional congestion levels. Now, only those employers within the urban growth area are targeted, rather than countywide. And more intense efforts are authorized in denser employment centers that are likely to have higher levels of commute options.

The CTR Program has two tiers. The base Program covers the jurisdiction's whole urban growth area. The law shifts the CTR program from the 10 most populous counties to those urban growth areas that contain the most congested state highways. The law adds no specific requirements for this program beyond those that were put in place with the first CTR Law. State Commute Trip Reduction activities are required only of employers who have 100 or more employees at a site. A second tier, created by 2006 legislative action, allows the designation of higher density employment locations, known as Growth and Transportation Efficiency Centers (GTECs). Within these centers, local jurisdictions may adopt more aggressive goals and requirements, and may extend CTR services and activities to smaller employers. This allows a higher level of effort in locations where more commute options are likely to be available. Jurisdictions that establish a GTEC are eligible for additional state CTR funding to match local funds for implementation. (See Attachment 8 for a list of jurisdictions required to develop base CTR plans and those that are developing GTEC plans as well.)

NEW REGIONAL FOCUS

Under the original commute trip reduction law, regional transportation planning organizations (RTPOs), including the Puget Sound Regional Council (PSRC), did not have any responsibilities. Under the new law, RTPOs have major responsibilities in both development of CTR plans and the future of the program itself. PSRC is now required to develop a regional CTR plan to be incorporated into the overall Regional Transportation Plan, and to do so through a collaborative process. This presents a new opportunity for integrating commute trip reduction strategies with broader regional congestion management efforts across jurisdictions. PSRC's goal for the Regional CTR Plan is: (1) to build upon the local level CTR and GTEC planning; (2) provide a regionally integrated planning framework to more comprehensively understand and support commute trip reduction and (3) to be an integral part of the region's congestion management process (CMP).

To help provide regional collaboration, PSRC established the Regional CTR Work Group with staff-level representatives from cities, counties, transit agencies, employer groups and Washington State Department of Transportation.

GROWTH AND TRANSPORTATION EFFICIENCY CENTER CRITERIA

Working with the Regional CTR Work Group, PSRC has established three minimum criteria for Growth and Transportation Efficiency Centers. From the region's VISION 2020 Plan, these criteria are built upon the Regional Growth Center and Manufacturing and Industrial Growth Center designations. This approach reinforces a well established link between land use and transportation. Designated regional centers carry a commitment for concentrated growth, optimum urban form and provision of infrastructure, services and amenities to support planned growth.

The GTEC criteria are as follows:

1. The GTEC is currently within a designated Regional Growth Center or Manufacturing/Industrial Center.
2. The GTEC must be consistent with local and regional CTR plans and local comprehensive plans.
3. The GTEC must be supportive of Regional Transportation Plan policies.

The following is a preliminary list of criteria drafted by the CTR Board to guide their allocation of state GTEC funds. The list is subject to change.

- Size of GTEC target population
- Proposed reduction in drive-alone rate
- Proposed reduction in VMT
- Level of certainty of local match
- Ratio of local match beyond 50%
- Current and projected level of system delay in and near GTEC
- Level of integration into the jurisdiction's transportation, land use and economic development plans, policies and regulations, including proposed changes in parking policies
- Likelihood of program success

CTR GOALS AND TARGETS

The Washington State CTR Efficiency Act established minimum goals for reducing single-occupant-vehicle (SOV) trips and average vehicle miles traveled (VMT) per commuter per one-way commute. These base goals apply to targeted employment sites within the urban area (those with 100 or more employees). The minimum state goals for base CTR programs are 10 percent SOV reduction and 13 percent VMT reduction by 2011. All CTR jurisdictions in the region have indicated they will adopt these minimum levels for their citywide CTR plans. The tables below show the targets for all participating jurisdictions within the region and summary data for the four counties.

Countywide Summary of Baselines and Targets

County	Approximate Number of CTR Employees (12/2006 Survey)	2005 Baselines		2011 Targets	
		SOV Rate	Average VMT per Commuter per 1-Way Commute	SOV Rate (Based on 10% Reduction Goal)	Average VMT per Commuter per 1-Way Commute (Based on 13% Reduction Goal)
King	292,200	58.3%	9.65	52.5%	8.39
Kitsap	21,700	58.5%	9.21	52.6%	8.02
Pierce	41,200	79.0%	11.68	71.1%	10.16
Snohomish	69,000	79.1%	12.83	71.2%	11.16

Source: WSDOT CTR Office (12/27/06 data)

Baselines and Targets for Designated GTECs within the Counties

Growth and transportation efficiency centers do not yet have baseline data; therefore their targets are currently unknown. Baseline surveys for the GTEC areas will be conducted in early 2008. Most jurisdictions have set goals for their GTEC areas to reduce the drive-alone rate by 10 percent and vehicle miles traveled by 13 percent by 2011. For most jurisdictions, these GTEC area goals represent the same percent reduction as would apply to the jurisdiction's base CTR program. However, they would be applied to more (smaller) employment sites and residents, in

addition to major employers with 100 or more employees. This has the effect of making the GTEC goals more aggressive than those of the base CTR plans.

Goals and Targets for the Region

The local goals and targets were combined and weighted by the number of existing CTR employees in each county to establish an overall regional SOV rate and VMT target. The weighted average SOV and VMT rates for both the year 2005 baseline and the 2011 target year are shown in the following table.

Regional Baseline and Target

Region	2005 Baseline		2011 Target	
	SOV Rate	Average VMT per Commuter per 1-Way Commute	SOV Rate (Based on 10% Reduction Goal)	Average VMT per Commuter per 1-Way Commute (Based on 13% Reduction Goal)
Weighted Average of King, Kitsap, Pierce, and Snohomish Counties	63.7%	10.34	57.3%	8.99

Source: WSDOT CTR Office (12/27/06 data)

Progress toward meeting CTR goals at the regional level will be measured by comparing the actual reduction of drive-alone trips and vehicle miles traveled to target drive-alone rates and VMT goals.

CTR BARRIERS, POTENTIAL REMEDIES AND AREAS WHERE STATE ACTION MAY BE REQUIRED

Many of the barriers for achieving a successful regional CTR program fall into one of the following categories: land use, transportation system, political and other. The barriers and some potential remedies described in this plan are not intended to represent a complete picture of the challenges, but to be used as the basis for future planning analyses. The remedies will be refined in coordination with regional and corridor level planning. State policy implications are identified and will be refined as future regional planning efforts unfold.

NEW AND POTENTIAL REGIONAL STRATEGIES FOR ACHIEVING GOALS AND TARGETS

The state requirement for a regional CTR plan represents the first time the Regional Council has been required to participate formally in commute trip reduction activities. This first plan lays out a range of regional strategies and opportunities to support commute trip reduction programs and GTECs.

PSRC's goals for the Regional CTR Plan are: (1) to build upon the local-level CTR and GTEC planning, (2) to provide a regionally integrated planning framework to more comprehensively understand and support commute trip reduction, and (3) to be an integral part of the region's congestion management process (CMP).

To achieve these goals, the PSRC has formed a Regional Transportation Demand Management (TDM) Steering Committee which will provide policy guidance related to demand management. Examples of such guidance include (1) implementing the Regional CTR Plan, (2) coordinating development of TDM projects such as the Lake Washington Urban Partnership, (3) coordinating a regional market-based approach for CTR and GTEC planning, (4) facilitating a regionally coordinated TDM message, and (5) advancing policy discussions regarding the need for a regional TDM funding strategy.

The following CTR-related strategies were developed with the input of regional staff and elected officials. PSRC will continue to work with the local CTR implementers and the newly formed TDM Steering Committee to consider the feasibility and merits of adding these strategies and opportunities to its work program for fiscal years 2008 through 2011:

1. **Market-based planning** – Use regional origin/destination, mode choice and capacity analysis information which will be developed as part of the region’s congestion management process to assist implementation of CTR strategies. Consider regional marketing/education strategies.
2. **Regional GTEC network** – Provide technical analysis and a forum for regional collaboration among the region’s GTECs.
3. **Congestion Management Process guiding principles to align corridor and agency-level transportation planning** – Will suggest a set of transportation demand management (TDM) strategies that can be applied at local and State levels to support multi-modal integration and coordination.
4. **Urban Partnership Program** – Telecommuting, one of the “Four T’s” in the program, will require corridor-level coordination on SR 520. There may be opportunities to expand this to a regionwide project. The US Department of Transportation’s “Congestion Initiative” identifies the “Four T’s to be Tolling, Technology, Transit and Telecommuting.
5. **2010 Regional Transportation Plan (Destination 2030) Update** – Based on regional CTR strategies, the TDM element of Destination 2030 will be defined and evaluated.
6. **Regional CTR Performance Reviews** – Will be the topic of periodic regional meetings and will include assessment of progress, challenges and new opportunities.
7. **Climate Change** – Recognizing that single occupancy vehicle (SOV) and vehicle miles traveled (VMT) are the quantitative performance metrics for the CTR plans, the Regional CTR planning process will use these metrics to evaluate opportunities to measure climate change effects of commute trip reduction.
8. **Construction Mitigation** – Working closely with Washington State Department of Transportation and the Regional Public Information Network, PSRC will facilitate an email discussion list for employee transportation coordinators to support information dissemination.
9. **Vanpool Coordination** – Evaluate whether there may be a regional role for supporting the existing programs.
10. **Regional Employee Transportation Coordinator (ETC) Network** – Determine whether a regional ETC network could be a useful tool to support ETCs and existing countywide ETC networks.
11. **Parking Management** – Parking management is a transportation demand management strategy that has not yet been regionally applied in the Puget Sound region. Working with local jurisdictions and others, develop a regional parking policy that could guide development of local parking strategies.
12. **Increased Transit Coordination** – Transit trips that cross service-area boundaries are still difficult in many areas, and other transit deficiencies, including infrastructure, could be addressed on a regional level.
13. **Regional CTR Funding Strategy** – Research public and private funding possibilities at local, regional, state and federal levels.

14. **Regional Portal** – One-stop web resource for all TDM and transportation options.
15. **TDM Funding** – Identify and suggest opportunities and processes to seek and obtain federal and State funding for TDM strategy implementation.
16. **Telecommunications Support** – Research the potential to increase broadband width throughout the region to support telecommunications, and evaluate the effects of such increase on reducing vehicle trips.

FINANCIAL PLAN

This is the first time a comprehensive regional plan has been required for the central Puget Sound region. It's also PSRC's first attempt to aggregate local estimates for future CTR revenues, expenditures and funding gaps. The task is difficult because of the diverse manner in which CTR and TDM financing is tract at the local level and how it's reported in the 38 local CTR plans. In addition, future CTR spending and funding sources are highly speculative at this point and are dependent on several variables such as funding availability, competition, and permitted uses of funding sources. For these reasons, PSRC's first Regional CTR Plan focuses primarily on the financing plans from the 10 proposed Growth Transportation Efficiency Centers (GTECs) within the central Puget Sound region.

Considerable work is required at the local, regional and state levels to determine the exact amounts that are needed and available. PSRC will work with local jurisdictions to provide an accurate local financial summary for the next update of the Regional CTR Plan.

INTRODUCTION

The state's Commute Trip Reduction Law, which affects all four counties in the central Puget Sound region, is aimed at reducing drive-alone work commutes. The program's overall goal is to reduce congestion and delay, air pollution, and fuel consumption through programs that decrease the number of commute trips made by people driving alone.

A. MANDATES AND RESPONSIBILITIES

Washington's Commute Trip Reduction Law (RCW 70.94.521-555) was enacted and incorporated into the state's Clean Air Act in 1991. It requires major employers with 100 or more employees commuting to a worksite between 6:00 and 9:00 a.m. for 12 consecutive months to implement programs to reduce their employees' vehicle commutes and vehicle miles traveled. It also requires jurisdictions that have CTR-affected worksites within their boundaries to adopt CTR ordinances and to include their own worksites as affected, regardless of whether they meet the CTR Law's "major employer" definition.

1. Major Changes to the CTR Program

The 2006 Legislature revamped the CTR program. The new program is intended to be more effective and more efficient through more focused trip reduction. It changes the focus from the countywide geography to the urban growth areas and centers where they're needed most and concentrates CTR efforts and investments into the areas where they will have the greatest effect on the transportation system. This concentration also makes it easier and less costly to provide the transportation options, services and facilities needed to reduce dependence on drive-alone commuting.

Local programs can have two tiers: a required base program and one or more voluntary Growth and Transportation Efficiency Center program(s).

Base Program. The Base Program covers the jurisdiction's whole urban growth area. The law adds no specific requirements for this program beyond those that were put in place with the first CTR Law.

Growth and Transportation Efficiency Center Program. The major new element is the local option to designate a Growth and Transportation Efficiency Center (GTEC). The GTEC program is customized to address the specific land-use and transportation circumstances of the center, and its requirements are more aggressive than those of the jurisdiction's base CTR program. Candidate areas to become GTECs would include those where high concentrations of jobs and/or population are major contributors to congestion and delay. Such concentrations of activity also provide a greater opportunity for successful use of more aggressive programs. Jurisdictions opting to establish a GTEC potentially could be eligible for additional state CTR funding to match local funds for GTEC implementation. All state GTEC funding decisions are made by the state CTR Board.

New Definition of Affected Jurisdiction. The law shifts the CTR program from the 10 most populous counties to those urban growth areas that contain the most congested state highways. Affected jurisdictions are the following:

- Each county containing an urban growth area and each city within an urban growth area where a state highway segment exceeds 100 person-hours of delay. This also includes those counties and cities located in urban growth areas contiguous to urban growth areas where such congestion occurs.

- Jurisdictions that previously adopted a commute trip reduction ordinance before 2000 and are located in an urban growth area with a population greater than 70,000, as well as any jurisdiction within an urban growth area that is contiguous.
- Jurisdictions containing a major employment installation in a county with an affected urban growth area.

This change means that nine jurisdictions will no longer be required to participate in the program. Four of them are in the central Puget Sound region: Buckley, Enumclaw, Poulsbo and Snoqualmie. No jurisdictions have been added.

2. New Regional Focus

Under the original law, regional transportation planning organizations did not have any CTR responsibilities. With the new law's regional focus, RTPOs will have major responsibilities in both development of CTR plans and the future of the program itself. This presents a greater opportunity for regional coordination and integration of the CTR program into regional planning efforts.

PSRC is required to develop a regional CTR plan to be incorporated into the overall Regional Transportation Plan. The plan is to include the following elements:

- Regional land use and transportation context
- Minimum criteria for GTECs
- Regional goals and targets
- Progress measurement methodology
- Regional strategies to achieve goals
- Sustainable regional financial plan

B. COORDINATED PLANNING PROCESS

Development of local and regional plans is a collaborative process that involves the jurisdictions that are developing their local plans, PSRC, transit agencies, WSDOT, employers and employer groups, and others. The Regional CTR Work Group established for the plan-development process includes this representation. The group has coordinated local and regional planning and has resolved issues on a regional basis.

Approval of Local and Regional CTR Plans. PSRC is mandated to review local plans for fulfillment of state requirements before sending them, along with the regional CTR plan, to the state CTR Board for final approval. After Board approval, local jurisdictions will adopt or revise CTR ordinances, and the regional CTR plan will be amended into the Regional Transportation Plan, *Destination 2030*.

Local and regional plan development follows guidance developed by WSDOT with the help of RTPOs, jurisdictions, transit agencies and others.

I. LAND USE AND TRANSPORTATION CONTEXT

A. LAND USE AND DEMOGRAPHICS

1. Geography

The central Puget Sound region includes King, Kitsap, Pierce and Snohomish counties and their 82 cities and towns. The major metropolitan cities of the region are Seattle and Bellevue in King County, Bremerton in Kitsap County, Tacoma in Pierce County, and Everett in Snohomish County. The region contains 6,290 square miles: 2,126 in King County, 396 in Kitsap County, 1,679 in Pierce County and 2,089 in Snohomish County.

The region is set in a basin between the Cascade and Olympic mountain ranges, and is bisected by the salt-water inlets of the Puget Sound and numerous rivers and lakes. Its mountain ranges, waterways, and forests restrict the region's developable land area. Much of the region's remaining undeveloped land consists of steep hills, environmentally sensitive areas, open space, or preserves and parks, although infill and redevelopment capacity exist within the urban core. Most of the region's other undeveloped land is in rural or natural resource lands outside of the urban growth area. Within the urban area, there are pockets of undeveloped land, as well as lands that could be developed at higher levels.

While the geography imposes additional complexity and expense on infrastructure projects, the physical limits have helped to both frame urbanization and focus growth. The state Growth Management Act reinforces this focus, requiring both the designation of an urban growth area and the protection and preservation of rural and agricultural lands. Through adopted regional policy, growth is further concentrated into a set of regional growth and manufacturing centers.

2. Population and Employment

Population. The central Puget Sound region experienced substantial growth over the past three decades, increasing by more than 1.3 million between 1970 and 2000. During this period, the region grew at an average annual rate of 1.8 percent, compared to 1.1 percent for the nation overall. By 2040, the region is forecast to grow by close to another 1.7 million.

	2000 Census	2006 Estimate*	2040 Forecast
Central Puget Sound Region	3,275,847	3,524,000	4,987,800
King County	1,737,034	1,835,300	2,461,000
Kitsap County	231,969	243,400	381,000
Pierce County	700,820	773,500	1,093,800
Snohomish County	606,024	671,800	1,052,000

* Source: Washington State Office of Financial Management

Employment. Roughly half of the state's jobs are located in the central Puget Sound region, a percentage that has held constant since at least 1970.

Jobs	2000	2040 Forecast
Central Puget Sound Region	1,900,000	3,071,000
King County	1,292,000	1,955,000
Kitsap County	95,000	158,000
Pierce County	285,000	490,000
Snohomish County	228,000	468,000

Within the region, King County has historically been and continues to be home to roughly two of every three of the region's jobs. As of 2000, King County held 68 percent of the region's jobs, Kitsap County 5 percent, Pierce County 15 percent, and Snohomish County 12 percent. Of the 787,100 new jobs forecast to be added to the region's economy from 2000 to 2030, King County

is expected to produce about 57 percent, Kitsap County 5 percent, Pierce County 18 percent, and Snohomish County 20 percent.

Jobs/Housing Balance. A balance between jobs and housing allows people to live in or near one center and easily travel to a job in another center or nearby. To that end, housing – and affordable housing – in and near centers is important, because it improves access to the transportation system in a way that can allow for more efficient travel – whether to employment sites or other destinations and attractions. For growth management planning purposes, it is also critical to ensure that, at the regional level, planning and capacity for new housing development is commensurate with projections of future job growth and the resulting population growth.

3. Regional Centers

The emphasis on the development of centers is at the heart of the region's approach to growth management. Centers are relatively small areas geographically, most often located in the downtowns of major cities. These locations are characterized by compact, pedestrian-oriented development, with a mix of different office, commercial, civic, entertainment and residential uses. They are strategic places inside the region's designated urban growth areas identified to take a significant proportion of future population and employment growth compared to the rest of the urban area. Centers of different sizes and scales – from the largest centers to the smallest – are envisioned for all of the region's cities. Centers provide improved accessibility and mobility for walking, biking and transit, and as a result play a key transportation role in the region. A select number of regionally designated centers are planned for more intense development and form the high-density backbone of the region's transportation network. By developing a high-efficiency transportation system linking these centers, the region can take major steps to reduce the rate of growth in vehicle miles traveled, while providing additional transportation choices.

The region also contains a number of manufacturing/industrial centers. These are existing employment areas with intensive, concentrated manufacturing and industrial land uses that cannot be easily mixed with other activities. The VISION 2040 growth strategy calls for protecting these areas from incompatible uses and providing them with adequate public facilities and services. Good access to the region's transportation system, in particular, will help contribute to their continued success. Manufacturing/industrial centers accommodate a significant amount of regional employment.

Centers Designation. In June 2003, the Puget Sound Regional Council adopted designation criteria for regional growth and manufacturing industrial centers. The criteria clarify the intent of centers policies and guidance by specifying thresholds, standards, and regionally consistent designation processes for regional growth and manufacturing industrial centers. To date, 27 regional growth centers and 8 manufacturing/industrial centers have been designated by countywide planning organizations. (Centers Criteria may be found in Attachment 1.)

General Profile of Regionally Designated Centers. As the region's CTR Growth and Transportation Efficiency Centers (GTECs) are required to be within designated regional growth centers, a general profile of each of the 27 centers is included in the attachments to this plan. (See Attachment 2.)

Support for centers. Under the federal Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), the Puget Sound Regional Council is responsible for programming and maintaining the four-year Regional Transportation Improvement Program (TIP), and for selecting projects to receive funds from three federal funding programs: Surface Transportation Program (STP), Congestion Mitigation and Air Quality (CMAQ), and Federal Transit Administration (FTA).

The *Policy Framework for the PSRC's Federal Funds* provides policy direction and guidelines for the recommendation and selection of projects to receive PSRC funds. The Policy Framework maintains strong and direct support for the development of centers and connecting corridors. As all or part of designated centers, GTECs will be served by this focus on centers.

B. TRANSPORTATION CHARACTERISTICS AND USAGE

1. Roadways

The region's current roadway system includes 16,790 miles of roadway. Roadways in the region serve multiple purposes, and accommodate different types of travel. Improvements and capacity enhancements are needed to enhance mobility on the region's highway and regional arterial networks, especially in parts of the region where transit and other alternatives are lacking or aren't as feasible as they may be elsewhere. As noted in *Destination 2030*, the region's priorities for future roadway system development include the following:

- Targeted projects that address severe points of congestion (choke points).
- Completion of the core High Occupancy Vehicle (HOV) system.
- Completion of missing freeway links.
- Completion of a regional arterial network.
- Completion of a well-connected freight network (FAST corridor phase I).
- Projects on major corridors.
- Projects that connect designated urban centers.

HOV System. Within the roadway system is the HOV system, which includes HOV lanes on freeways and arterial roadways, limited access ramps to highway HOV lanes, and HOV bypass lanes on metered highway ramps. HOV facilities are intended to enable users to bypass areas of traffic congestion, and to move more people in fewer vehicles. Vehicles that use these facilities include public transit, vanpools, and carpools.

The freeway HOV system connects many population and employment areas within the Puget Sound region, providing north-south and east-west connections among Everett, Seattle, Federal Way, Auburn, Bellevue, Issaquah, Redmond, and other cities. HOV lanes enable commuters to get to work more quickly, and provide an incentive to take the bus, carpool, or vanpool. The HOV lanes also provide access for emergency vehicles when needed.

Existing WSDOT-operated freeway HOV facilities are provided on I-5, I-405, SR 520, I-90, and SR 167 and total approximately 200 miles of a planned 300-mile system. Approximately 45 miles of new HOV lanes are currently under construction. These projects will expand the system through Everett to the Pierce/King county line, and eventually through Tacoma, Puyallup, and Gig Harbor. Five of twenty planned direct access ramps throughout the region have been constructed in partnership with Sound Transit and other agencies to improve travel time and safety, and four more are under construction.

Approximately 329 freeway HOV lane miles are expected to be in place by 2010, increasing to 505 lane miles by 2030. Approximately 83 arterial HOV lane miles are expected to be in place by 2010, and 94 lane miles are expected by 2030.

2. Bus and Rail Transit

Regional Transit

Regional transit services weave various parts of the region together and provide access to major regional activity centers, including connections between the designated urban centers and other major regional employment locations. In addition, they provide efficient travel opportunities in congested areas by accommodating high volume demand. These services help to provide an alternative where congestion is particularly severe and travel options may be limited.

The region's planned fixed-route high capacity transit systems include light rail, commuter rail, and passenger-only ferry service. The other transit services use state and local roadway facilities including general purpose roadways, HOV lanes, and exclusive transit rights-of-way.

Major transit connection points include park-and-ride lots, transit centers and ferry terminals. Transit centers, including rail, bus and ferry, serve connections between public transit modes while park-and-ride lots serve connections between transit and auto, and between autos, as in carpooling. Some facilities serve as both major park-and-ride lots and transit centers (e.g., Northgate and Tacoma Dome). Major transit centers are defined as locations with facility and access improvements focused on providing transfer opportunities to or between one or more regionally significant transit routes. All WSDOT ferry terminals, commuter rail stations, and light rail stations are considered major transit facilities, as are the larger bus transit facilities in the region.

Major improvements are planned as part of the region's high capacity transit system. Sound Transit, the Central Puget Sound's Regional Transit Authority, is responsible for creating and maintaining a mass transit system that connects regional economic and population centers in King, Pierce, and Snohomish counties. Sound Transit has made progress toward completing the following projects identified in *Sound Move* (1996):

- **Light Rail Service.** A light rail link between the Tacoma Dome and downtown Tacoma, called Tacoma Link, opened in August 2003 and has carried over 2 million riders since it has been in operation. *Sound Move* identified plans to construct 25 miles of new electric, light rail transit, known as the Central Link system, connecting SeaTac to Northgate. Sound Transit is on schedule to open a 14-mile Initial Segment that will connect SeaTac, the Rainier Valley, and downtown Seattle by July 2009. By December 2009, a 1.7-mile Airport Link is expected to connect the Initial Segment to Seattle-Tacoma International (Sea-Tac) Airport. By 2016, a 3.15-mile University Link extension from downtown Seattle to the University of Washington via Capitol Hill is expected to add 70,000 daily systemwide boardings by the year 2030. When additional funding becomes available, Sound Transit plans to complete the North Link extension to Northgate via Roosevelt.
- **Commuter Rail Service.** The Sounder system currently provides 82 miles of bidirectional, peak-hour, weekday commuter rail service connecting points along existing railroad tracks between Everett, Seattle, Tacoma, and Lakewood. Tacoma-Seattle service began in the fall of 2000 and currently provides four morning and four afternoon trips among seven stations. The Seattle-Everett service began in 2004 and serves two stations with two daily round trips. Service between Everett and Tacoma at 10 stations is expected to be fully implemented by 2008, and service between Tacoma and Lakewood at two additional stations is projected to begin in 2011.
- **HOV Expressway.** The region's vision is to build an HOV expressway by combining the state-funded freeway HOV lane network with Sound Transit-funded direct HOV access ramps. ST Express is spending more than \$800 million on transportation improvement projects, including new and improved transit centers, park-and-ride lots, and HOV access lanes and ramps.

- **Regional Express Bus Routes.** Sound Transit's Regional Express system includes a regional network of express bus routes operating on freeways and major arterials that service distant areas with limited stops. As of June 2007, Sound Transit operated 25 regional express bus routes that take advantage of the improved speed and reliability of the HOV expressway facilities.
- **Community Connections.** As part of *Sound Move*, Sound Transit made the commitment to build numerous transit facilities called community connections—including transit centers, park-and-ride lots, and commuter rail and light rail stations—throughout the region to support easy connections between regional transit, local transit, and other travel modes.

Currently, Sound Transit is working with the Regional Transportation Investment District (RTID) to craft a regional Roads and Transit solution. The Roads and Transit measure represents the region's effort to make needed improvements that will both address congestion on highways and take cars off the road through light rail investments that will operate free of delays caused by congestion, weather, and accidents. The package would be financed through a regional sales tax increase of 0.5 percent.

On the transit side, Sound Transit and its Board of Directors have developed the Sound Transit 2 Plan, which would expand the regional system to serve nearly 370,000 riders each day by the year 2030. The Sound Transit 2 Plan, approved by the Sound Transit Board in May 2007, proposes a broad range of investments in the regional transit system, including nearly 50 miles of light rail extensions.

With the Sound Transit 2 package, light rail service would extend northward from the University of Washington to 164th Street/Ash Way via Northgate, Shoreline, Mountlake Terrace and Lynnwood. To the south, the system would extend through Des Moines, Federal Way and Fife to the Tacoma Dome, connecting with the existing Tacoma Link light rail system. To the east, a light rail extension across Lake Washington would serve Mercer Island, Bellevue and Redmond's Microsoft and Overlake Transit Center areas, and Downtown Redmond if sufficient funds are available.

In addition to the light rail expansions, the Sound Transit 2 plan's \$10.9 billion package of capital investments will also accomplish the following improvements:

- Increases access to the regional transit system by adding parking and other enhancements at Sounder commuter rail and ST Express bus facilities. The plan includes improvements to the bus rapid transit system on I-405 as well as funding for a planning study on further I-405 bus rapid transit improvements as part of a future phase.
- Builds a new streetcar in Downtown Seattle connecting the International District, First Hill and Capitol Hill areas.
- Prioritizes extending light rail all the way into downtown Redmond, subject to securing additional funding or cost savings. The package provides up-front funding for planning, engineering and strategic property acquisition for this extension.
- Prepares for potential high-capacity transit extensions in future phases by providing funds for planning studies, including: 164th Street/Ash Way to Everett; Bellevue to Issaquah; University of Washington to Redmond across SR 520; University of Washington/Ballard/Downtown Seattle; Downtown Seattle/West Seattle/Burien; Burien to Renton; and the BNSF corridor in East King County.
- Authorizes a potential extension of Sounder commuter rail service to Thurston County if funding is provided by partners outside the Sound Transit District and/or through a future annexation expanding the district.

The Sound Transit 2 plan also funds operations and maintenance of the system expansions (approximately \$1.5 billion in 2006 dollars through 2027), including funding for increasing service on existing ST Express bus routes while the light rail system expands.

Final Board approval of the ballot measure occurred in June 2007. The Roads and Transit ballot measure will go to the voters in November 2007.

Local Transit

Local transit service is provided by five transit operators serving five transit districts: Community Transit (Snohomish County), Everett Transit, King County Metro Transit, Kitsap Transit, and Pierce Transit. These operators provide fixed-route and demand responsive transit services, as well as vanpool and other alternative transportation services. Together, the five transit operators offer the following services:

- 416 local fixed transit routes
- Transit fleet of nearly 2,700 vehicles
- 1 monorail route in Seattle
- A park-and-ride inventory with roughly 35,000 parking spaces
- Almost 5,000,000 annual fixed-route transit service hours
- Over 1,000,000 annual demand response transit service hours

The Destination 2030 Update describes numerous service changes and facility improvements planned by local transit operators to provide better local service and to support the regional high capacity transit system. Investments include the following:

- A 40 percent increase in total transit service by the year 2010 and an 80 percent increase over 2000 levels by the year 2030.
- A 30 percent increase in demand responsive or para-transit service by 2010 and a 65 percent increase over 2000 levels by 2030.

Regional direction for significantly improving both regional and local transit services over the next 30 years includes the following:

- Promote convenient transfers between transit and other travel modes, including ferries.
- Develop a complete and interconnected system of HOV lanes for transit travel.
- Encourage land use patterns that support transit use.
- Support vehicle trip reduction to encourage transit use.
- Develop a high capacity transit system along congested corridors that connect centers.
- Establish regional guidance for high capacity transit station area planning.
- Promote local transit services that feed the high capacity system and serve local needs.
- Refine a framework to guide long-range local and regional transit service planning based on the philosophy that new service should be focused in locations that will best support productive routes and that will optimize local transit service delivery.

Toward achieving the goals outlined in the Six-Year Transit Development Plan, the Transit Now initiative (Ordinance 2006-0285) to expand Metro Transit service by 15 to 20 percent over the next 10 years was approved by King County voters in the general election on Nov. 7, 2006. The ordinance calls for the following four key areas of new transit service:

- RapidRide - BRT services to achieve faster operation along several transit corridors;
- More two-way core bus service connecting residential, business, and recreational centers throughout King County;
- Increased service for growing residential areas - particularly in East and South King County; and

- Additional improvements – including ideas to expand paratransit service, ridesharing improvements, new transit routes connecting existing neighborhoods, increased service frequency, and revised existing routes to connect to Link Light Rail.

Metro has also produced a Transit Blueprint for Downtown Seattle that recommends a set of service path concepts for downtown Seattle and the street improvements that are required to support these paths. This effort was undertaken to prepare for the significant changes and challenges to the downtown Seattle transportation system over the next 10 years. The Transit Blueprint establishes the importance of planning transit service and facilities for the Seattle Central Business District as an integrated system. Included is a list of 49 transit-related actions that, when combined with new investments in transit service and the arrival of Link light rail, would be instrumental in mitigating the impacts of the reconstruction of the Alaskan Way Viaduct and keep Seattle moving well into the future.

(See Attachments 3 and 4 for information about local transit facilities and service.)

Public Vanpool Services and Vehicles

Community Transit vanpools must begin or end in Snohomish County. Vanpool coordinators provide support for group formation, driver orientation, vehicle maintenance and rider recruitment. The agency's 333 vanpool vans carried about 2,300 passengers each weekday in 2006.

King County Metro operates the largest publicly owned vanpool program in the country, with close to 800 vans making more than 2.9 million trips per year. More than 5,000 people use these vans every day, eliminating at least 4,500 vehicles from area roads. As described in the Six-Year Transit Development Plan, King County Metro's vanpool fleet is projected to expand by 40 vehicles per year, for a total of approximately 240 expansion vans during the plan period, serving an additional 1,500 new vanpool riders.

Pierce Transit operates an active fleet of approximately 300 vans commuting to and from major employment centers. In 2006, the Pierce Transit vanpools provided approximately 818,000 rides. As described in the Six-Year Transit Development Plan, Pierce Transit's vanpool fleet is projected to increase to 370 by the year 2012, providing over approximately 1.1 million annual rides.

Kitsap Transit currently operates 115 vanpools. In 2006, the vanpool program posted ridership gains of 5 percent to provide approximately 304,000 rides. By 2012, vanpool passenger trips are projected to increase to 342,000 per year.

Ridematching Services

The regional ridematching service was founded in the 1970s and went online in 2001. It has evolved into the current program known as RideshareOnline.com. It is funded by 15 transit agencies in 15 counties, including King County Metro, which maintains the site. For users, RideshareOnline.com is a free, statewide service that introduces commuters to others who might want to vanpool or carpool to work together. RideshareOnline is also used to locate carpools for travel to special events. RideshareOnline.com assists operators in developing new vanpools or finding riders for existing vanpools. In the central Puget Sound region, Community Transit, Pierce Transit, and Kitsap Transit all participate in this ridematch program. In 2005, WSDOT invested in expanding RideshareOnline statewide, contributing to an increase in on-line visitors of approximately 62 percent, with over 18,000 new applicants.

3. The Ferry System

The regional ferry system is a unique hybrid of two modes. Ferry routes function as vehicle-carrying marine highways moving people and goods across Puget Sound. Ferries also are a high capacity transit mode for thousands of walk-on passengers. The ferry system includes boats, routes and terminals, as well as other support facilities. The Washington State Department of Transportation operates ferry service on 10 routes from 11 terminals in the region. Two of these routes serve walk-on passengers only. The regional system also includes two other routes: a privately operated service in Kitsap County and ferries operated by Pierce County. Routes serve both commuters and recreational travelers.

Terminals and other support facilities provide an important link between the termination of the ferry route and the landside transportation system on both sides of Puget Sound. Ongoing improvement projects at all terminals are designed to strengthen connections between ferries and other forms of transportation such as bus, rail, auto, pedestrian, and bicycle. Other facilities are important in supporting these transportation system interconnections. These include park-and-ride lots at most of the terminals, dedicated HOV lanes to assure ridesharing vehicles minimal delay when boarding or leaving ferries, and maintenance facilities such as the primary maintenance base at Eagle Harbor on Bainbridge Island.

Planned improvements include both vehicle and terminal capacity expansion.

4. Bicycle and Pedestrian Facilities and Amenities

The regional nonmotorized transportation system includes facilities for both bicycle and pedestrian travel. The system consists of three conceptual components: linking communities at the regional level, substituting nonmotorized trips for vehicle trips at the local level, and providing intermodal connections at rail, ferry, and other transit facilities.

The central Puget Sound region has a regional system with approximately 470 miles of existing shared-use paths (for bicyclists and pedestrians) and bike lanes. This does not include the region's more than 16,500 miles of local, collector and arterial roadways which are legal for bicycle and pedestrian use. Regional pedestrian facility improvement zones are located in designated regional growth centers and regional transit station areas, which include bus, rail and ferry facilities. The more urbanized areas generally have more complete sidewalk systems and supporting pedestrian facilities (e.g., signalized intersections and crosswalks).

Future bicycle and pedestrian investments include the following:

- Over 700 miles of new paths and bikeways by 2010, including over 180 miles of separated off-road bicycle/pedestrian paths and over 550 miles of on-road bicycle lanes.
- Over 500 additional miles of new paths and bikeways by 2030, including over 170 additional miles of off-road bicycle/pedestrian paths and over 370 miles of on-road bicycle lanes.
- 5 commuter bicycle stations by 2010.
- Pedestrian improvements in selected transit station and designated urban center zones.

5. Park-and-Ride Facilities

As of fall 2005, there were 46 major park-and-ride lots (lots with more than 250 stalls) in the central Puget Sound region, averaging about 533 stalls per lot, about 24,500 total stalls. That represents an increase of nearly 8,000 stalls since 1995 when there were about 16,600 stalls – an increase of 48 percent. Parking stall supply in the region has increased faster than the demand, resulting in a drop in utilization rate from 76 percent in 1995 to 73 percent in 2005.

However, this utilization rate is expected to climb again in coming years. For example, Tukwila now reports that its major park-and-ride lot on Interurban Avenue South is beyond capacity, with a 100 percent utilization rate.

WSDOT Park-and-Ride Program

WSDOT proposes development of a comprehensive statewide Park-and-Ride Program to plan, coordinate, develop, and implement partnerships for park-and-ride facilities. The goals of the program include the following:

- Develop a balanced and sustainable transportation system.
- Improve the efficiency/effectiveness of the system and reduce congestion by moving more people, providing transportation choices, and enhancing multi-modal connectivity.
- Maximize resources by fostering interagency coordination, identifying partnership opportunities, encouraging innovative financing strategies, and distributing resources statewide.
- Develop safety and security measures and design standards at park-and-rides.

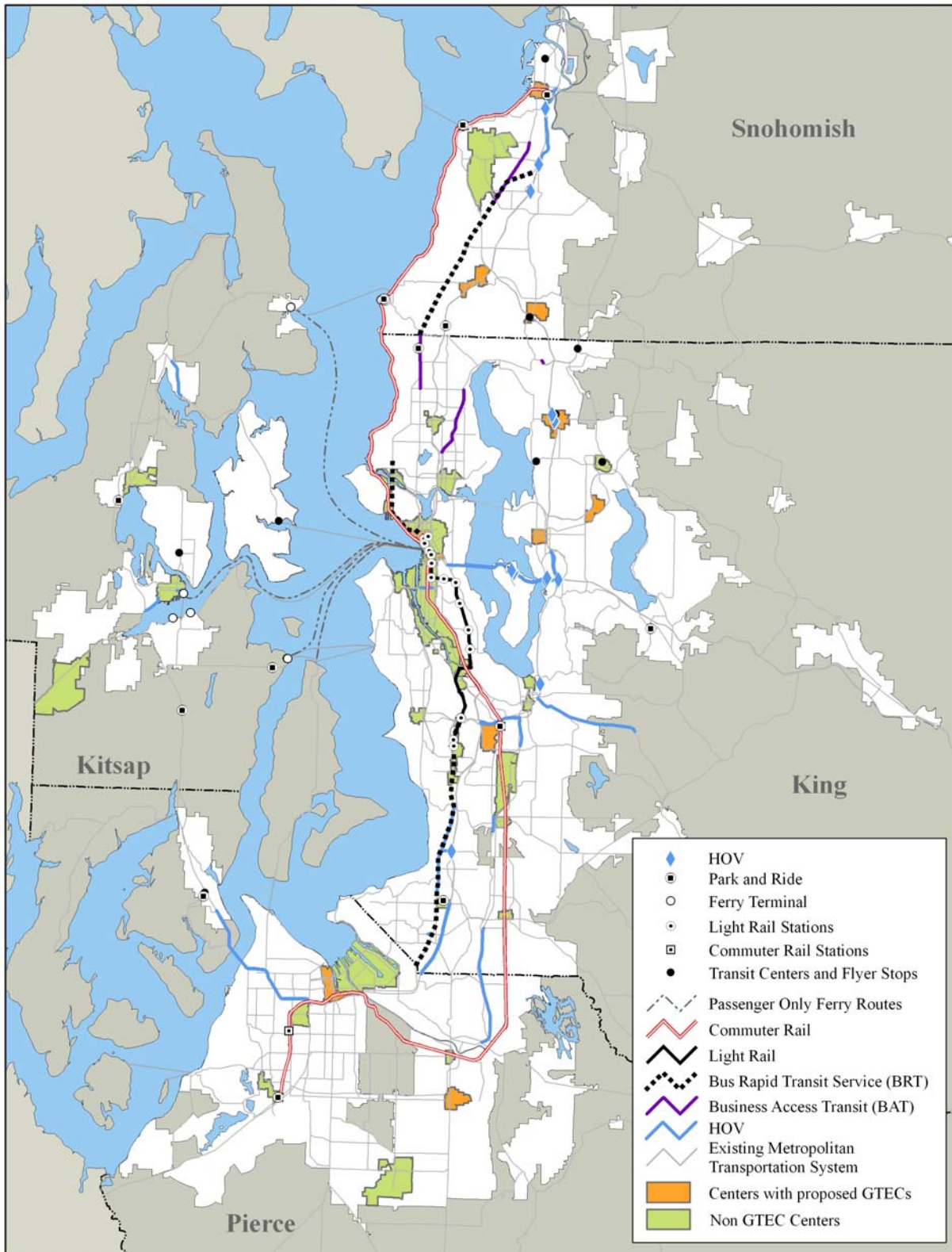
WSDOT proposes \$150 million in funding over the next 10 years to do the following tasks:

- Integrate safety and security enhancements into park-and-ride facilities.
- Develop financial partners to acquire, expand and enhance lots.
- Add 4,500 parking stalls.

Planned Transit and Nonmotorized-Transportation Investments

The following pages contain two maps showing planned transit and nonmotorized-transportation investments. Both maps show all of the region's growth and manufacturing/industrial centers. Those with proposed GTECs are orange, while those without are green.

Transit Capacity investments, 2007 to 2011



6. Transportation Demand Management

Transportation demand management (TDM) is any strategy that supports the traveler's decision to use an alternative to driving alone. Its purpose is to reduce roadway demand. The following programs are transportation demand management strategies.

Transportation Management Association

Transportation Management Associations (TMAs) are private, non-profit organizations that provide transportation services to its member businesses which are located in a particular area such as a commercial district, mall, medical center or industrial park. TMAs can provide an institutional framework for TDM programs and services. Several TMAs currently operate in the central Puget Sound region. These include the Greater Redmond TMA, the Duwamish TMA, the Urban Mobility Group in downtown Seattle, and TransManage in downtown Bellevue. (A description of each of these TMAs can be found in Attachment 5.)

Technical Assistance for Employers and Other Organizations

WSDOT provides technical assistance to jurisdictions and employers to help implement the CTR program. Local jurisdictions in turn train and assist employers in developing and implementing their CTR plans. Technical assistance includes training, support with data collection and analysis, and maintaining networks of partners and documentation on best practices. WSDOT maintains 12 years worth of CTR data that WSDOT, local jurisdictions, regional transportation planning organizations, transit systems and others use to conduct planning.

Employee Transportation Coordinator networks in all four counties provide assistance to employers interested in developing and implementing TDM programs.

FlexPass Program

King County Metro partners with the five other bus/rail transit agencies in the region to provide services to employees covered under the comprehensive FlexPass program. It is a comprehensive commute benefits package that includes financial tools to help employers pay for alternative commute benefits. King County Metro and employers work together to determine which incentives and benefits best meet the unique needs and resources of each business and its employees. All participating employees are provided unlimited transit access on regional and local systems. In addition, the FlexPass may include Home Free Guarantee emergency ride home service, vanpool fare subsidies, carpool incentives, discounted carpool/vanpool parking, or customized ridematching services.

The FlexPass program will likely undergo changes when the regionwide "smart card" becomes available. The ORCA (**O**ne **R**egional **C**ard for **A**ll) Card is a radio frequency card for bus, ferry and commuter train transactions in the central Puget Sound region. This card is being tested by the following public agencies: Sound Transit, King County Metro, Community Transit, Everett Transit, Pierce Transit, Kitsap Transit and the Washington State Ferries. It is scheduled to be available regionwide in the fall of 2008.

U-Pass Program

In Seattle, the University of Washington sponsors and funds the U-Pass program, which offers all students and faculty a pass for use of any of the following transportation services:

- Full fare coverage on Metro Transit, Community Transit, and Sound Transit buses
- Full fare coverage on Sounder commuter train service
- Discounted parking for carpools
- Free rides on the Night Ride Shuttle

- Subsidized vanpool fares
- Discount rates on Flexcar membership
- Discounts at businesses

Much of the program's success can be attributed to the high cost of on-campus parking and the low cost of riding the bus. The pass costs \$44/quarter for students and \$240/year for faculty and staff. The parking fees at UW subsidize the cost of the U-Pass, which make the transit use a more attractive than driving to campus and paying for parking. Additionally, frequent service and convenient on-campus bus stops and shelters make transit service onto campus an attractive option for UW commuters.

Regional Vanpool Coordination Team

In 1998, the Regional Vanpool Coordination Team (RVCT) was organized by a state committee charged by the 1998 Legislature to oversee an effort to enhance commute trip reduction efforts, including making vanpooling easier for employers in the Puget Sound region. The RVCT is a working group composed of vanpool program operators and employers.

This group creates an opportunity for employers and vanpool operators to share information. This partnership has improved each member's level of understanding about the responsibilities and challenges other members face. Information sharing has helped employers have a better understanding about administrative and funding requirements that affect agency vanpool programs. The RVCT continues to meet on a regular basis.

Tax Credits

The state provides employers and property managers credits against business and operations and public utility taxes when they provide financial incentives to their own or other employees for using alternatives to driving alone. The amount of the credit is 50 percent of the amount paid, up to a maximum of \$60 per employee per year. The state Legislature has provided for \$2.25 million in credits each year, with an annual \$200,000 cap per employer.

Both companies and their employees can benefit from federal pre-tax payroll deductions of up to \$100 per month to pay for transportation services. This pre-tax income can be used by the employee to cover bus, rail, ferry or vanpool fares. And pre-tax deductions allow employers to pay less payroll tax and employees to pay less income tax. Companies can also save by offering tax-free transportation subsidies to employees. As with the payroll deduction, employers can offer employees a tax-free subsidy of up to \$100 per month to be used for bus, rail, ferry or vanpool fares. Because the IRS considers transit subsidies a business expense, employers can deduct these expenses for tax purposes.

Vanpool Expansion

In 2003, the Washington state Legislature created a vanpool grant program to increase the use of vanpooling by the state's commuters. The program was funded at \$4 million for the 2003-2005 biennium and at \$5 million for the 2005-2007 biennium. For the 2007-2009 biennium, \$8.6 million has been approved for the vanpool grant program. The funds are to be used by public transit agencies to cover some of the capital costs of putting new vans on the road and for incentives to increase vanpool use. Statewide, public vanpool providers share best practices and work to coordinate their programs as needed through the Washington State Ridesharing Organization's vanpool team.

Telecommuting

Working from home or a satellite location, called teleworking or telecommuting, is growing in popularity as employees and employers recognize its benefits. Teleworking not only reduces the number of trips using the region's roadways, but also can increase employee performance and job satisfaction, and expand a company's opportunities for recruiting and retaining employees.

King County currently rewards organizations up to \$5,000 for implementing a telework policy. The size of the incentive is based on the number of employees who telework a minimum of one day a week during the first three months of commitment. Policy commitment is for at least 12 months and requires documentation on the number of employees teleworking and the commute trips reduced. Employers should have more than 20 employees and provide at least a 50 percent transit commute subsidy.

SCOOT Program

The Smart Commuter Option of Today (SCOOT) program, operated by Kitsap Transit, provides commuters who work in targeted areas in Kitsap County and who use alternatives to driving to work alone access to free vehicles for running personal errands. Commuters who walk, bus, ferry, carpool or vanpool to work Monday through Friday between the hours of 6 a.m. and 5 p.m. are eligible to participate in the program, which provides service in the following areas of Kitsap County: Bremerton Business District, Harrison Medical Center Area, Kitsap County Courthouse Area, and Kitsap Mental Health Center area.

Car Sharing Services

Car sharing is a program that provides access to cars when needed without the expense of owning a car. This, in turn, supports the use of transit for most of the travel needs of the program's members. In this region, car sharing is implemented as a private/public partnership called Flexcar and is supported by King County and the City of Seattle. Flexcar currently has 15,000 members in Seattle. The program has expanded to include Bellevue, Kirkland, Renton, White Center and Bainbridge Island. It also now includes business accounts, providing cars that, in effect, become share fleet vehicles. Other market segments include placing vehicles at transit stations to provide "last mile" connectivity between transit and suburban office locations and, most recently, providing subsidized vehicle access as part of low-income "jobs access" programs.

7. General Travel Trends

Travel behavior is influenced by many factors, including demographics, land uses, personal lifestyles, the economy, and business locations and practices. It is estimated that the region's current population makes about 10 million daily trips by some form of motorized travel. Due to increased travel and limited investment in transportation infrastructure and services, many of the region's major facilities are functioning at or beyond their capacity.

Despite serious congestion, the average commute time has not grown by more than a few minutes since 1989, indicating that people make other lifestyle adjustments to keep commute times reasonable. Some commuters have begun to switch to other travel modes. In 1985, only 6 percent of the Burke-Gilman/Sammamish River Trail users were commuters to work. In 2000, 32 percent were commuters. According to the 1999 PSRC Household Travel Survey, 5 percent of all trips taken are biking or walking trips. This is more than 500,000 nonmotorized trips per day. The average walking trip is 2 miles, and the average bike trip is 4 miles.

Ridership on the Washington State Ferries in the Puget Sound region increased last year for the first time in seven years. The combined Puget Sound ferry ridership in 2006 was 21.3 million. This was over 150,000 higher than in 2005, an increase of 0.7%. Regionwide ferry volumes

peaked in 1999 at 24.0 million and had been decreasing gradually since, due to factors such as fare increases and rising gas prices.

Park-and-ride lot supply has increased. As of fall 2005, there were 46 major park-and-ride lots (lots with more than 250 stalls) in the central Puget Sound region, averaging about 533 stalls per lot, about 24,500 total stalls. These park-and-rides are served by the region's five major transit agencies and are used primarily by commuters taking the bus or train to and from work. Vanpools and carpools also use park-and-ride lots as meeting places. In 1995, major park-and-ride lots hosted an average of 12,720 vehicles each weekday. By 2005, that number had increased to 19,880. Many lots are over capacity, which can limit ridesharing opportunities.

Of all trips taken by all transportation modes, the average trip length is 8 miles. Work trips comprise 22 percent of all trips, whereas nonwork trips make up the majority of trips taken (78 percent). The average length traveled in a nonwork trip is 7.5 miles, while 10 miles is the average length of a work trip. Morning trips tend to be commute trips, going directly from home to work. Evening trips involve a larger variety of origins and destinations. Due to the extra trips that occur in the evenings, the PM peak period has more intense traffic that is spread over a longer period of time. Evening peak trips tend to have a higher vehicle occupancy, which, in part, is explained by a wider variety of purposes and destinations for evening trips.

In the central Puget Sound region, as in other urbanized regions of the country, congestion causes delay and frustration for drivers, and wastes millions of dollars worth of economic resources each year. The causes of congestion, both structural and behavioral, are numerous. The "solutions" to congestion are likewise diverse and encompass management strategies as well as infrastructure and service development. Long-term approaches to congestion reduction may require large-scale programs that address supply and demand imbalances, as well as approaches to regional growth and development.

C. CTR BARRIERS, POTENTIAL REMEDIES AND AREAS WHERE STATE ACTION MAY BE REQUIRED

Many of the barriers for achieving a successful regional CTR program fall into one of the following categories: land use, transportation system, political and other. The barriers and some potential remedies described below are not intended to represent a complete picture of the challenges, but instead to be used as the basis for future planning analysis. The remedies will be refined in coordination with regional and corridor level planning. State policy implications are identified and will be refined as future regional planning efforts unfold.

1. Land Use

Dispersed Land Use Patterns

In many areas of the region, land uses are separated, and destinations are spread apart from each other so much that driving is seen as the only viable option to get from Point A to Point B. Some of the factors contributing to this perception include the following:

- Geographical constraints such as bodies of water (rivers, lakes, Puget Sound, etc.) and topographical challenges make it difficult to encourage non-vehicle modes of travel such as walking or biking.
- Housing and jobs are not equally distributed across the region. While some jurisdictions contain nearly equal numbers of people and jobs, most jurisdictions either have many more jobs than people, or house more people than jobs. This imbalance between jobs and housing contributes to the region's auto dependence and roadway congestion. In some areas that have achieved a jobs/housing balance, available housing is not affordable to people with lower wage jobs.

- Much of our existing infrastructure such as large highways, major arterials, or other high-speed roadways do not promote a pedestrian-friendly atmosphere or encourage mixed use development. Such facilities often create a physical separation between land uses and can limit the potential for concentrated development and the ability for transit to provide cost-effective service.

Lack of Affordable Housing

The “centers strategy” in VISION 2020 encourages employment and residential growth in centers as a key to enabling residents to live near their jobs in order to decrease commute travel distances and address regional and local goals for reducing vehicle miles traveled. In cities such as Seattle and Bellevue, the high costs of housing and lack of affordable housing in the downtown area and nearby neighborhoods continues to be a deterrent for reducing vehicle miles traveled.

Potential Remedies for Land Use Barriers and Areas Where State Action May Be Required

The State Growth Management Act has helped to minimize dispersed land use patterns during the past 15 years, but there are additional remedies that could be considered. Growth management requirements could be strengthened to increasingly require more concentrated development in large mixed use centers. Funding priority could also be given to centers that have a reasonable balance between jobs and housing. Center areas offering a wide range of both housing types and prices and job opportunities at different salary levels would be the most successful.

The lack of affordable housing in some parts of the region near high-salary jobs can be a more difficult barrier. Housing costs are market driven, and it’s difficult to provide affordable housing in high-income areas, even though those areas may produce a significant number of lower-wage jobs.

To support telework as an alternative to driving to work, developers could be encouraged to provide telework centers in areas of new development.

State action in the land use area could include:

- *Revisions to the Growth Management Act to further concentrate the amount, mix, and overall density of future growth in center areas*
- *Incentives to encourage low income housing development in higher-income areas with lower wage jobs*
- *Incentives to encourage jurisdictions' achievement of concurrency¹ objectives and slowing low density development.*
- *Partnerships with employers to offer local housing search and possibly housing subsidies to minimize longer distance commutes*

¹ Concurrency requires the provision of adequate facilities to serve new development. The Growth Management Act leaves the implementation of concurrency to local discretion.

2. Transportation System

Freeway/Arterial System

The presence of freeways, highways, or, in some cases, major arterial facilities, while serving regional trips, may act as a physical barrier to non-SOV travel within a city or community.

HOV Facilities

In many cases, HOV facilities serving employment centers are not providing sufficient incentives to rideshare, either because they are already operating at or near capacity or because there are gaps in the HOV system that require HOVs to mix with general-purpose traffic.

Transit Service and Connections

Although most areas throughout the region are served by transit, many routes serving major employment centers have capacity issues, limited service frequency and/or span of service. Transit reliability is also often an issue, as many employees do not have schedules that are flexible enough to accommodate late arrivals. Many of the smaller urban center areas have some transit service but generally lack direct, non-transfer transit service from many areas of the region.

In addition, transit connections to accommodate bus transfers or transfers between two modes such as bus and commuter rail are frequently required. When coupled with infrequent service, commuters traveling to and from areas not well-served by transit are often required to walk long distances due to missed transit connections.

Transit Facilities

Park-and-ride facilities are operating at or near capacity in many areas.

Parking Supply and Management

The price of parking is a major factor, if not the most important, in the choice of whether to drive or use another mode of travel. This makes parking management, controlling the availability and cost of parking space, one of the most effective means available to reduce drive-alone travel. Currently, there is a lack of policy for parking management throughout much of the region. In most areas, parking is free at most work sites, and many sites have little or no capacity constraints. The availability of free subsidized parking and lack of parking pricing may encourage people to drive to and from work, rather than seek alternative modes of transportation.

In areas where parking pricing is implemented, there are often mechanisms in place that deter commuters from choosing alternatives to driving alone. Some of these mechanisms may include access to low-priced (often subsidized) monthly parking and limited availability of reasonably priced daily parking with in-and-out privileges for periodic use.

Pedestrian and Bicycle Facilities

Real and perceived safety risks, efficiency concerns, and gaps in sidewalk and bicycle networks deter people from walking and biking. A bicyclist using transit for a portion of the trip can have trouble finding sheltered, secure parking at transit centers and park-and-ride lots. End-of-trip facilities such as lockers and showers are often nonexistent. Pedestrians are confronted with unsafe and sometimes inaccessible walking routes and bus stops lacking covered waiting areas and benches.

Some roadways are more suitable than others for biking and walking. Those that are not as convenient typically lack sidewalks and wide shoulders and/or have high vehicle speeds. Many existing paths, as well as a number of funded paths to be constructed in the near future, do not connect to employment and retail centers, dense residential development or other common trip origins and destinations. The existing system of paths and bike lanes is fragmented, with individual facilities often existing in isolation rather than being connected into a network. The region's sidewalk system is also piecemeal, with greatly disparate conditions and requirements in different communities. While the more urbanized areas generally have more complete sidewalk systems and supporting pedestrian facilities, many of the region's regional growth centers have sparse sidewalk networks and relatively unfriendly pedestrian environments.

***Potential Remedies for Transportation System
Barriers and Areas where State Action may be Required***

The central Puget Sound region has collectively focused a large portion of transportation funding toward HOV, transit, pedestrian, and bicycle travel modes in recent years, although implementation of these improvements has taken longer than expected due to lack of funding. The Sound Transit 2 package of regional transit improvements, if approved by voters in November 2007, will be a partial remedy by providing another significant funding increment toward completing a comprehensive regional transit system.

In some areas, the HOV lane system is incomplete and/or congested. And in some areas, the integrity of the system may have been compromised by allowing single-occupant vehicle use during off-peak hours of the day. One remedy to this would be raising HOV lane occupancy levels on some facilities where vehicle speeds in the HOV lane are similar to vehicle speeds in the adjacent general-purpose travel lanes.

Parking policies in many jurisdictions are outdated and do not reflect current drive-alone rates, or parking spaces are priced or subsidized below their market value. A remedy to this could be to apply market-rate parking thresholds (based on local conditions) to new development. Designated regional centers could be required to set SOV mode-split goals. Jurisdictions could set limitations on new parking capacity that reflect long-term growth and mode share goals.

A safe and efficient pedestrian and bicycle network that includes design features and amenities that improve the travel experience and takes people as directly as possible to the places they want to go can strongly influence someone's decision to drive alone or use other modes to commute to work. This is important not only to those who commute by walking or biking but for all non-SOV commuters, since the ability to run errands, eat lunch, etc., during midday may factor into the decision to drive to work or leave the car at home.

State action in the transportation system could include:

- Increasing vehicle occupancy levels in HOV lanes on facilities with significant HOV lane congestion*
- Completion of the core HOV lane system including freeway-to-freeway HOV ramp connections*
- Providing incentives to change parking policies and pricing*

3. Political and Other Barriers

Funding

The cost of implementing the Commute Trip Reduction Program exceeds the CTR funds provided by the state. Local jurisdictions and employers also bear the financial burden. Additional funding could provide opportunities to achieve greater success through new or expanded services and strategies.

Lack of Awareness or Support for Travel Alternatives

With the exception of employees of CTR-affected worksites and some conscientious smaller businesses in the region, there may be a lack of awareness for commute alternatives among employees and residents. Marketing and promotion of these services are not often provided to residents and small employers.

Development Requirements

The following development requirements, adopted by many cities within the region, can work against encouraging non-drive-alone trips:

- Higher than necessary minimum parking requirements and/or lack of maximum parking requirements for commercial buildings
- Lack of requirements for secure bicycle parking and shower/locker amenities for commercial buildings
- Lack of open space requirements for new development
- TDM measures are not often used to reduce trip generation and traffic impact fees for new development
- Development standards may not be pedestrian or transit friendly.

Streetscape Design Standards

Many cities within the region have recently adopted streetscape design standards that include goals for building attractive, safe, and walkable streetscapes. Application of these standards may occur slowly, depending on the pace of new development.

Employee Subsidies

With the exception of CTR-affected work sites, most others do not offer transit and ridesharing subsidies for their employees. Subsidies for transit and ridesharing would help increase participation for these activities. On the other hand, parking subsidies may have the opposite effect and may encourage drive-alone commuting.

Potential Remedies for Political and Other Barriers and Areas where State Action may be Required

Research to identify public and private funding sources at local, state, national and international levels could identify funds that could be used for CTR implementation.

A higher degree of consistency among jurisdictions regarding development code requirements for parking, open space and bicycle/pedestrian amenities would minimize interjurisdictional or employer concerns related to these requirements. This consistency would also benefit the overall CTR program for both employers and individual employees. Continued progress toward

minimizing or eliminating political and other barriers above will be made over time due to increased emphasis and focus on commute alternatives, streetscape design, and transit and rideshare subsidies.

Evidence from past CTR surveys suggests that employers who do not subsidize the cost of employee parking combined with transit and rideshare subsidies represent a powerful combination that can greatly decrease the drive-alone mode share. The political barrier in this regard is that many employers believe that parking subsidies are required to attract and maintain the best employees. In addition, in areas of the region where parking pricing does not exist, employer parking subsidies are even further "hidden" in building lease or rent costs that are not obvious. The potential remedy for this would be to develop ways to formally or informally change the employer parking subsidy paradigm by creating a level playing field where all employers would not subsidize employee parking. The private sector should be encouraged to become involved in the coordinated management of parking supply in urban centers.

State action in the political and other category could include:

- *Establishing a base level of consistent state or regional code requirements related to parking, bicycle, and pedestrian amenities.*
- *Providing a coordination or facilitation role working with local jurisdictions to minimize parking subsidies, or to consider establishing lower minimum or maximum parking requirements for new development.*
- *Working with CTR jurisdictions to develop ways to minimize or eliminate the ability for employers to subsidize parking*

D. CROSS-BOUNDARY ISSUES

The county-level data regarding workers who cross the regional boundary either coming in to work or going out to work shows that a significant number of employees do cross the boundary. This information may hold significance for how CTR programs should be implemented, especially in the peripheral areas of the region. Coordination among jurisdictions in these areas is especially important to ensure that CTR programs address these cross boundary trips.

Based on data from the U.S. Census Bureau, approximately 1.8 percent of all workers living in the region worked outside the region in the year 2000. This percentage has decreased over the past two decades while the number of workers living in the region has increased. At the same time, the number of workers residing within the region who commute to a different county within the region has increased in the past several decades.

A relatively significant number of these residents working outside the region crossed the Pierce County border to work in Thurston County.

Where the Region’s Residents Work

	1980	1990	2000
<i>Total Workers Living in the Region</i>	1,038,945	1,396,618	1,642,700
<i>Location of work:</i>			
In County of Residence	80.2%	80.3%	82.1%
In Another of the Region’s Counties	10.4%	14.4%	16.1%
Outside the Region	9.4%	3.3%	1.8%

Source: This table and others below based on 2000 U.S. Census data.

When reviewing the data from the perspective of the work location, approximately 3.4 percent of all workers working within the region in the year 2000 were living outside the region. Again, the

number of workers in the region that commute from a different county within the region has increased in the past several decades. Many of these workers living outside of the region resided in Mason, Thurston, Island, and Skagit counties.

Where the Region's Workers Live

	1980	1990	2000
<i>Total Workers Living in the Region</i>	958,183	1,400,953	1,668,674
<i>Location of work:</i>			
In County of Residence	87.0%	80.0%	80.8%
In Another of the Region's Counties	11.3%	14.4%	15.8%
Outside the Region	1.9%	5.6%	3.4%

When summarized by county, the data indicated that of the approximately 911,700 residents that worked in King County, 98.8 percent worked within the region, and 1.2 percent worked outside the region. Of the approximately 1,070,100 workers in King County, approximately 98.0 percent were living within the region and 2.0 percent were living outside the region.

King County Worker Flows – Year 2000

County	Residents work in:	Workers live in:
King	93.2%	79.4%
Snohomish	3.4%	9.7%
Pierce	2.0%	7.5%
Kitsap	0.2%	1.4%
Other	1.2%	2.0%

In Kitsap County, approximately 97 percent of the approximately 106,900 residents worked within the four-county region, and approximately 3.1 percent of the residents worked outside the region. Approximately 95 percent of the 92,500 workers in Kitsap County resided in the four-county region. Of the 5.0 percent living outside the region, 3.0 percent, or approximately 2,744 workers, were living in Mason County in the year 2000.

Kitsap County Worker Flows – Year 2000

County	Residents work in:	Workers live in:
Kitsap	77.0%	88.9%
King	14.0%	1.6%
Pierce	4.8%	3.7%
Snohomish	1.2%	0.8%
Mason	*	3.0%
Other	3.1%	2.0%

Of the approximately 324,300 total residents in Pierce County, approximately 96.9 percent also worked within the four-county region. Of the remaining 3.1 percent of the Pierce County residents that work outside of the region, approximately 1.5 percent, or 4,953 of the residents, were working in Thurston County. On the other hand, approximately 93.1 percent of the approximately 271,800 total workers in Pierce County were living within the region. Approximately 5.3 percent or 14,352 of the remaining workers were living in Thurston County.

Pierce County Worker Flows – Year 2000

County	Residents work in:	Workers live in:
Pierce	70.4%	84.0%
King	24.9%	6.8%
Kitsap	1.1%	1.9%
Snohomish	0.6%	0.5%
Thurston	1.5%	5.3%
Other	1.6%	1.6%

Approximately 97.9 percent of Snohomish County's 299,900 residents worked within the region and 2.1 percent worked outside the region in the year 2000. Conversely, approximately 5.1 percent of the approximately 234,300 total workers in Snohomish County were living outside of the region. Of these workers, approximately 2.1 percent, or 5,022 workers, were living in Island County, and 1.9 percent, or 4,447 workers, were living in Skagit County in the year 2000.

Snohomish County Worker Flows – Year 2000

County	Residents work in:	Workers live in:
Snohomish	62.8%	80.4%
King	34.5%	13.2%
Pierce	0.4%	0.8%
Kitsap	0.3%	0.5%
Island	*	2.1%
Skagit	*	1.9%
Other	2.1%	1.1%

2. Interjurisdictional and Service-Area Issues within the Region

Following are some of the identified interjurisdictional and service-area issues and challenges for commute trips being made within the region:

- Affordable Housing – The limited supply of affordable housing near major employment centers in the region makes it difficult for some of the region's workers to live and work within the same county.
- HOV Facilities. - There are currently gaps in the HOV system that require HOVs to mix with general-purpose traffic, thus limiting travel time and reliability benefits to buses, vanpools, and carpools.
- Park-and-Ride Facilities – Park-and-ride lots throughout the region are operating at or near capacity, making it difficult for commuters living in outlying areas to enjoy the benefits of using transit.
- Bus Service – Bus service in outlying areas is often limited in terms of service frequency and/or span of service. Travel times for bus users traveling between counties are often much longer than when commuting by SOV because of the need to make several transfers before reaching final destinations.
- Interagency Coordination – Transit service providers have improved coordination to minimize interjurisdictional service gaps over the past 10 to 20 years, but there are still some areas where transit service coordination could be improved.
- Ferries – Ferry headways are relatively infrequent, and multimodal connections at ferry terminals are somewhat limited. Vessel breakdowns also present challenges for commuters with limited alternate travel options.

- Vanpools – While the Legislature has provided funds for purchase of vanpool vehicles, there is no funding available for outreach and incentives.
- Pedestrians and Bicyclists – Access to transit for pedestrians (including persons with disabilities) and bicyclists, as well as the waiting environment at transit facilities, can be improved to encourage use of these modes for longer trips.

3. Interjurisdictional and Service-Area Issues that Cross Regional Boundaries

Many of the issues identified for interjurisdictional trips within the region also exist for trips crossing regional boundaries. The following are issues that are unique to cross-regional trips:

- Bus Service – Many transit service providers outside the region provide connections to major employment centers within the region. Transfers between various transit service providers are facilitated by regional fare passes such as PugetPass, which is currently accepted by Pierce Transit, Sound Transit, King County Metro, Everett Transit, Community Transit, and Intercity Transit. Island Transit, Skagit Transit, and Mason County Transportation Authority are not included in the PugetPass program; therefore, commuters to/from these counties may be required to pay more than one fare to commute to work from outside the region.
- HOV System – The core freeway HOV system is limited to the four-county Puget Sound region and does not yet extend into Thurston, Skagit or Kittitas County. In some parts of these counties where peak period traffic congestion exists, HOV facilities would provide added travel time advantage for trips crossing regional boundaries.

II. MINIMUM CRITERIA FOR GROWTH & TRANSPORTATION EFFICIENCY CENTERS

Working with the Regional CTR Work Group, PSRC has established three simple minimum criteria for Growth and Transportation Efficiency Centers (GTECs). They utilize regional growth center and manufacturing and industrial center designation as a proxy for the many parameters encompassed by centers designation – characteristics like population and employment levels, land-use density, size, and urban form. In other words, if a GTEC encompasses all or part of a center, then it automatically is in a GTEC-supportive environment. Designated regional centers carry a commitment for concentrated growth, optimum urban form and provision of infrastructure, services and amenities to support planned growth.

The GTEC criteria are as follows:

1. The GTEC currently within a designated Regional Growth Center or Manufacturing/Industrial Center.
2. The GTEC must be consistent with local and regional CTR plans and local comprehensive plans.
3. The GTEC must be supportive of Regional Transportation Plan policies.

The following is a preliminary list of criteria drafted by the CTR Board to guide their allocation of state GTEC funds. The list is subject to change.

- Size of GTEC target population
- Proposed reduction in drive-alone rate
- Proposed reduction in VMT
- Level of certainty of local match
- Ratio of local match beyond 50%
- Current and projected level of system delay in and near GTEC
- Level of integration into the jurisdiction's transportation, land use and economic development plans, policies and regulations, including proposed changes in parking policies
- Likelihood of program success

III. REGIONAL PROGRAM GOALS AND TARGETS

A. GOALS AND TARGETS FOR AFFECTED URBAN GROWTH AREAS AND GROWTH AND TRANSPORTATION EFFICIENCY CENTERS (GTECS)

The Washington State CTR Efficiency Act established minimum goals that CTR-affected jurisdictions must set for reducing single-occupant-vehicle (SOV) trips and average vehicle miles traveled (VMT) per commuter per day. The minimum goals for base CTR programs are 10 percent SOV reduction and 13 percent VMT reduction. All CTR jurisdictions in the region have indicated they will adopt these minimum levels for their citywide CTR plans. The tables below show the targets for all cities within the region and summary data for the four counties. Growth and Transportation Efficiency Centers do not yet have baseline data, and therefore, their targets are currently unknown. In all cases, year 2005 baseline and year 2011 target rates are shown.

Jurisdiction Baselines and Targets

Jurisdiction	2005 Baselines		2011 Targets	
	SOV Rate	Average VMT per Commuter per 1-Way Commute	SOV Rate (Based on 10% Reduction Goal)	Average VMT per Commuter per 1-Way Commute (Based on 13% Reduction Goal)
KING COUNTY				
Unincorporated King County	74.6%	12.97	67.1%	11.28
City of Auburn	83.2%	14.36	74.9%	12.49
City of Bellevue	67.3%	10.99	60.6%	9.56
City of Des Moines	84.2%	11.48	75.8%	9.99
City of Federal Way	81.2%	11.64	73.0%	10.12
City of Issaquah	73.1%	13.09	65.8%	11.39
City of Kent	82.7%	13.69	74.4%	11.91
City of Kirkland	77.8%	10.61	70.0%	9.23
City of Redmond	72.4%	10.49	65.2%	9.12
City of Renton	77.7%	13.38	69.9%	11.64
City of SeaTac	68.8%	11.75	62.0%	10.22
City of Tukwila	77.9%	15.35	70.1%	13.36
City of Mercer Island	68.1%	13.14	61.3%	11.43
City of Seattle	40.7%	6.93	36.7%	6.03
City of Burien	76.3%	10.36	68.7%	9.01
City of Woodinville	83.3%	12.92	74.9%	11.24
City of Shoreline	75.0%	8.57	67.5%	7.46
KITSAP COUNTY				
Unincorporated Kitsap County	73.6%	11.47	66.2%	9.98
City of Bainbridge Island	68.3%	12.76	61.4%	11.10
City of Bremerton	52.0%	8.22	46.8%	7.15
City of Port Orchard	77.1%	11.67	69.4%	10.15
PIERCE COUNTY				
Unincorporated Pierce County	82.7%	14.23	74.5%	12.38
City of Fife	80.3%	12.40	72.3%	10.79
City of Puyallup	87.7%	10.76	79.0%	9.36

Jurisdiction	2005 Baselines		2011 Targets	
	SOV Rate	Average VMT per Commuter per 1-Way Commute	SOV Rate (Based on 10% Reduction Goal)	Average VMT per Commuter per 1-Way Commute (Based on 13% Reduction Goal)
City of Tacoma	76.6%	10.73	69.0%	9.34
University Place	88.6%	12.49	79.8%	10.86
City of DuPont	69.5%	13.84	62.6%	12.04
City of Lakewood	82.3%	11.16	74.0%	9.71
SNOHOMISH COUNTY				
Unincorporated Snohomish County	76.1%	11.60	68.5%	10.09
City of Arlington	82.7%	14.24	74.4%	12.39
City of Bothell	79.5%	11.58	71.6%	10.07
City of Edmonds	82.4%	9.25	74.2%	8.05
City of Everett	78.7%	13.89	70.8%	12.08
City of Lynnwood	88.6%	10.11	79.8%	8.80
City of Mountlake Terrace	75.5%	11.19	68.0%	9.73
City of Mukilteo	72.0%	13.75	64.8%	11.96
City of Monroe	77.6%	12.91	69.8%	11.23
City of Marysville	83.4%	13.12	75.1%	11.41

Source: WSDOT CTR Office (12/27/06 data)

Countywide Summary of Baselines and Targets

County	Approximate Number of CTR Employees (12/2006 Survey)	2005 Baselines		2011 Targets	
		SOV Rate	Average VMT per Commuter per 1-Way Commute	SOV Rate (Based on 10% Reduction Goal)	Average VMT per Commuter per 1-Way Commute (Based on 13% Reduction Goal)
King	292,200	58.3%	9.65	52.5%	8.39
Kitsap	21,700	58.5%	9.21	52.6%	8.02
Pierce	41,200	79.0%	11.68	71.1%	10.16
Snohomish	69,000	79.1%	12.83	71.2%	11.16

Source: WSDOT CTR Office (12/27/06 data)

Baselines and Targets for Designated GTECs within the Counties

Baseline surveys for the GTEC areas will be conducted in early 2008. Most jurisdictions have set goals for their GTEC areas to reduce the drive-alone rate by 10 percent and vehicle miles traveled by 13 percent by 2011. For most jurisdictions, these GTEC area goals represent the same percent reduction as would apply to the city's base CTR program. However, they would be applied to more (smaller) employment sites and more residents, in addition to major employers with 100 or more employees. This has the effect of making the GTEC goals more aggressive than those of the base CTR plans.

B. GOALS AND TARGETS FOR THE REGION

The year 2011 target SOV and VMT goals for each county are shown in the countywide summary table above. These goals and targets were combined and weighted by the number of existing CTR employees in each county to establish an overall regional SOV rate and VMT target. The

weighted average SOV and VMT rates for both the year 2005 baseline and the 2011 target year are shown in the following table.

Regional Baseline and Target

Region	2005 Baseline		2011 Target	
	SOV Rate	Average VMT per Commuter per 1-Way Commute	SOV Rate (Based on 10% Reduction Goal)	Average VMT per Commuter per 1-Way Commute (Based on 13% Reduction Goal)
Weighted Average of King, Kitsap, Pierce, and Snohomish Counties	63.7%	10.34	57.3%	8.99

Source: WSDOT CTR Office (12/27/06 data)

C. RELATIONSHIP BETWEEN REGIONAL AND LOCAL GOALS AND TARGETS

The regional mode split and VMT goals identified above represent a weighted average of the goals identified by each local jurisdiction. The local plans for each jurisdiction included a 2005 baseline SOV rate and average VMT rate, as well as year 2011 target SOV rates and VMT based on the minimum goal of 10 percent for reducing drive-alone vehicles and 13 percent for reducing vehicle miles traveled. To arrive at the regional goals and targets, local agency baseline mode split and VMT rates were combined and weighted by the number of CTR employees in each jurisdiction to establish an overall regional baseline. These baseline SOV and VMT rates were then decreased by 10 percent and 13 percent, respectively, to obtain overall year 2011 SOV and VMT targets for the region.

D. ACHIEVING OTHER TRANSPORTATION GOALS

The regional CTR plan supports the Puget Sound region’s long-range transportation strategy to establish a coordinated multimodal transportation system that is integrated with and supports regionwide growth management planning objectives. The regional vision is to focus growth within the designated urban growth area, especially in designated centers. The regional CTR plan contributes to the establishment of a balanced transportation system by working with local jurisdictions, transit providers and major employers to increase travel options. The region is currently in the process of updating VISION 2020 and revising its Multicounty Planning Policies. (See Attachment 6 for the draft VISION 2040 proposed Multicounty Planning Policies that both support and are supported by the Regional CTR Plan.)

The VISION 2040 draft proposes a number of policies that address climate change. This problem is also gaining attention at the local, state and national levels. Because transportation is the source of half of the greenhouse gas emissions in the region, the commute trip reduction program can be a major tool in combating climate change.

IV. HOW PROGRESS WILL BE MEASURED

Progress toward meeting CTR goals at the regional level will be measured by comparing the actual reduction of drive-alone trips and vehicle miles traveled to target drive-alone rates and VMT goals. As described in Section III, the 2011 target drive-alone rate of 57.3 percent and 8.99 vehicle miles traveled per commuter per day for the region represent a weighted average of the goals identified by each local jurisdiction. These targets were developed by combining all local agency baseline SOV and VMT rates and weighting these rates by the number of CTR employees in the region.

Every two years, WSDOT leads a CTR employee-survey process which provides SOV and VMT data. Local jurisdictions are then required to submit progress reports every other year to report not only the results of recent surveys, but also progress that the jurisdiction has made toward achieving its goals and milestones with regard to plan implementation. Jurisdictions are also required to report setbacks that will affect the success of their CTR plan.

WAC rules require PSRC to provide an annual progress report to the state CTR Board, describing progress toward achieving the regional CTR goals and targets and highlighting any problems encountered. The CTR Board has not yet established the reporting format, but is expected to do so in time for the first required report deadline of June 30, 2008.

PSRC will work closely with local jurisdictions to assess their annual progress toward implementing their CTR plans. Every other year, the results from the local measurement process will be used to assess the regional progress toward meeting SOV and VMT goals. To do this, SOV and VMT data from each jurisdiction will be weighted by number of employees to measure overall SOV and VMT for the region.

The goals and targets listed in the following table provide an estimate of the reductions required to meet the goal of decreasing regionwide SOV rates by 10 percent and VMT by 13 percent by 2011. The target SOV rate and VMT is based on available 2005 CTR survey information. WSDOT plans to replace the 2005 baseline information with 2007 survey information later this year. This will likely change the 2009 and 2011 targets when that survey information becomes available.

Year	Target SOV Rate	Target VMT per CTR Employee per Day
2005 - baseline	63.7%	10.34
2007	61.6%	9.89
2009	59.4%	9.44
2011	57.3%	8.99

The calculated regionwide survey results will be compared to the interim SOV and VMT goals listed above to assess the progress that the region is making toward reaching its CTR goals. Although the results reported will reflect CTR employee commuting patterns at a regional level, PSRC may present specific jurisdiction or employer examples when reporting trends and noteworthy individual plan progress.

For even-numbered years (2008 and 2010) when mode share and VMT survey data is not available, PSRC will check in with local jurisdictions to assess their progress in implementing the strategies outlined in their individual plans, and to identify any breakthroughs or setbacks that could affect their success in meeting CTR goals. During these years, CTR progress at the regional level will then be reported on a more qualitative basis and will describe how changes that have taken place throughout the region will likely affect mode split and VMT patterns for the year.

V. REGIONAL STRATEGIES FOR ACHIEVING THE GOALS AND TARGETS

A. REGIONAL GROWTH MANAGEMENT AND TRANSPORTATION GOALS AND POLICIES

It's important to acknowledge those transportation and land-use goals and policies already in place that will support achievement of CTR implementation and goals. As part of the regional vision, these goals and policies are powerful tools because they guide local and state growth management and transportation programs and projects.

1. Introduction to Existing VISION 2020 and Draft VISION 2040

Existing VISION 2020

The region's long-range transportation strategy is to establish a coordinated multimodal transportation system that is integrated with and supports regionwide growth management planning objectives. To support the regional vision for focusing growth within the designated urban growth area, especially in identified centers, transportation facilities and programs must contribute to establishing a balanced transportation system that provides opportunities for travel options.

The current transportation strategy in the 1995 VISION 2020 calls for developing a regional transportation system that provides a variety of travel options and creates opportunities for travel choices, including private vehicles, public transit, ridesharing, walking and biking. The strategy calls for changing the current operating environment to make walking, biking and using transit attractive options to driving alone.

The Regional Transportation Plan, Destination 2030, developed to support and expand on the regional vision, focuses not only on maintaining, preserving and managing the existing transportation system, but also on ensuring that the region continues to develop a balanced transportation system. It provides an action plan for achieving these objectives with specific projects that have been designed to result in improved roads, transit, and ferry service. The plan also provides for better public transit, incentives for carpools and vanpools, and new walkways and bikeways to connect communities with transit, shopping, and services.

Draft VISION 2040

The 2008 VISION 2020 Update is currently titled "Draft VISION 2040." The regional growth strategy described in the Draft VISION 2040 document distributes most of the growth into the five metropolitan cities and other large cities. Much less growth will be distributed to small cities and towns and rural areas. This regional growth strategy is supported by revised policy direction to accomplish key regional objectives. For instance, the policies promote a regional open space plan and strengthen the link between transportation and land use. They address climate change and support a regional housing strategy.

Multicounty Planning Policies (MPPs) are required by law to address consistency on regional matters. The region last adopted Multicounty Planning Policies in 1995. During the development of the Draft VISION 2040, MPPs have been strengthened and streamlined to provide more detail and clarity, and to address issues not covered before, such as climate change.

The final VISION 2040 plan is scheduled to be adopted in spring of 2008.

2. Summary of VISION 2020/Draft VISION 2040 Goals, Policies, and Actions

The transportation section in the existing VISION 2020 document includes 40 policies arranged around the following four policy topics:

- Optimize and manage the use of transportation facilities and services
- Manage travel demand addressing traffic congestion and environmental objectives
- Focus transportation investments supporting transit and pedestrian-oriented land use patterns
- Expanding transportation capacity offering greater mobility options

The existing VISION 2020 policies related to the goals that support CTR and TDM activities are listed in Attachment 7.

And, again, Attachment 6 contains a list of proposed Draft VISION 2040 policies related to the following goals that support CTR and TDM activities:

- Maintenance and safety
- Supporting the growth strategy
- Greater options and mobility

B. POTENTIAL NEW PUGET SOUND REGIONAL COUNCIL CTR-SUPPORTIVE STRATEGIES

The state requirement for a regional CTR plan represents the first time the Regional Council has been required to participate formally in commute trip reduction activities. This first plan lays out a range of regional strategies and opportunities to support commute trip reduction programs and GTECs.

PSRC's goals for the Regional CTR Plan are: (1) to build upon the local-level CTR and GTEC planning, (2) to provide a regionally integrated planning framework to more comprehensively understand and support commute trip reduction, and (3) to be an integral part of the region's congestion management process (CMP).

The following CTR-related strategies were developed with the input of regional staff and elected officials. PSRC will continue to work with the local CTR implementers and the newly formed TDM Steering Committee to consider the feasibility and merits of adding these strategies and opportunities to its work program for fiscal years 2008 through 2011:

1. **Market-based planning** – Use regional origin/destination, mode choice and capacity analysis information which will be developed as part of the region's congestion management process to assist implementation of CTR strategies. Consider regional marketing/education strategies.
2. **Regional GTEC network** – Provide technical analysis and a forum for regional collaboration among the region's GTECs.
3. **Congestion Management Process guiding principles to align corridor and agency-level transportation planning** – Will suggest a set of transportation demand management (TDM) strategies that can be applied at local and State levels to support multi-modal integration and coordination.
4. **Urban Partnership Program**² – Telecommuting, one of the "Four T's" in the program, will require corridor-level coordination on SR 520. There may be opportunities to expand this to

² An innovative grant program designed to improve traffic through the combined implementation of advanced transit, technology, tolling and telecommuting as well as other TDM strategies. The Lake Washington Urban Partnership includes King County, Puget Sound Regional Council and the Washington State Department of Transportation.

a regionwide project. The US Department of Transportation's "Congestion Initiative" identifies the "Four T's to be Tolling, Technology, Transit and Telecommuting.

5. **2010 Regional Transportation Plan (Destination 2030) Update** – Based on regional CTR strategies, the TDM element of Destination 2030 will be defined and evaluated.
6. **Regional CTR Performance Reviews** – Will be the topic of periodic regional meetings and will include assessment of progress, challenges and new opportunities.
7. **Climate Change** – Recognizing that single occupancy vehicle (SOV) and vehicle miles traveled (VMT) are the quantitative performance metrics for the CTR plans, the Regional CTR planning process will use these metrics to evaluate opportunities to measure climate change effects of commute trip reduction.
8. **Construction Mitigation** – Working closely with Washington State Department of Transportation and the Regional Public Information Network, PSRC will facilitate an email discussion list for employee transportation coordinators to support information dissemination.
9. **Vanpool Coordination** – Evaluate whether there may be a regional role for supporting the existing programs.
10. **Regional Employee Transportation Coordinator (ETC) Network** – Determine whether a regional ETC network could be a useful tool to support ETCs and existing countywide ETC networks.
11. **Parking Management** – Parking management is a transportation demand management strategy that has not yet been regionally applied in the Puget Sound region. Working with local jurisdictions and others, develop a regional parking policy that could guide development of local parking strategies.
12. **Increased Transit Coordination** – Transit trips that cross service-area boundaries are still difficult in many areas, and other transit deficiencies, including infrastructure, could be addressed on a regional level.
13. **Regional CTR Funding Strategy** – Research public and private funding possibilities at local, regional, state and federal levels.
14. **Regional Portal** – One-stop web resource for all TDM and transportation options.
15. **TDM Funding** – Identify and suggest opportunities and processes to seek and obtain federal and State funding for TDM strategy implementation.
16. **Telecommunications Support** – Research the potential to increase broadband width throughout the region to support telecommunications, and evaluate the effects of such increase on reducing vehicle trips.

More about Parking Management

Parking management has long been considered one of the most effective demand management strategies available. It has not yet been regionally applied in the central Puget Sound region.

On average, typical development, operating, and maintenance costs per parking space are as follows: structured parking – \$190 to \$258 per month, surface parking – \$25 to \$100 per month. In comparison, the costs of subsidizing a transit pass or purchasing bike parking stalls (racks or lockers) is significantly less than the cost for developing, constructing, and maintaining parking spaces.

Tools to consider for implementing parking management strategies include the following:

- Identify/develop advocates
- Establish regional maximum parking requirements or lower/eliminate minimum parking requirements

- Establish maximum parking development standards (ratios) tied to transit/bike/wait goals
- Avoid fear of discussing parking charges
- Develop and adopt decision-making thresholds
- Invest in multiple forms of capacity and create incentives
- Know the market, parking priorities and quantify value
- Use technology to improve understanding of parking and simplify parking for uses

Some of these tools have been effectively applied in Olympia, Washington, the Lloyd District in Portland, Oregon, and many other communities to successfully increase the transit and bicycle mode splits, increase pedestrian commute trips, lower commercial office vacancy rates, and reduce annual vehicle miles traveled.

VI. FINANCIAL PLAN

A. FINANCIAL PLAN CONTEXT

This is the first time a comprehensive regional plan has been required for the central Puget Sound region. It's also PSRC's first attempt to aggregate local estimates for future CTR revenues, expenditures and funding gaps. The task is difficult because of the diverse manner in which CTR and TDM financing is tracked at the local level and how it's reported in the 38 local CTR plans. In addition, future CTR spending and funding sources are highly speculative at this point and are dependent on several variables such as funding availability, competition, and permitted uses of funding sources. For these reasons, PSRC's first Regional CTR Plan focuses primarily on the financing plans from the 10 proposed Growth Transportation Efficiency Centers (GTECs) within the central Puget Sound region.

Advancement of CTR programs seems to be more viable in future years, given the rising interests in demand management strategies and the related public call for a climate-change policy emphasis that is emerging in the regional planning process. With this trend, funding is more likely to be made available for demand strategies. In addition, the PSRC has formed a new Regional Transportation Demand Management (TDM) Steering Committee which will provide policy guidance related to demand management. Examples of such guidance include (1) implementing the Regional CTR Plan, (2) coordinating development of TDM projects such as the Lake Washington Urban Partnership, (3) coordinating a regional market-based approach for CTR and GTEC planning, (4) facilitating a regionally coordinated TDM message, and (5) advancing policy discussions regarding the need for a regional TDM funding strategy.

Considerable work is required at the local, regional and state levels to determine the exact amounts that are needed and available. PSRC will work with local jurisdictions to provide an accurate local financial summary for the next update of the Regional CTR Plan.

B. GROWTH AND TRANSPORTATION EFFICIENCY CENTER (GTEC) PLANS

Ten jurisdictions in the central Puget Sound region submitted GTEC plan proposals ranging from four to six years. The following jurisdictions submitted GTEC plans that were certified by the PSRC as having met the minimum criteria to be designated as a GTEC.

1. Bellevue
2. Bothell
3. Everett
4. Kirkland
5. Lynnwood
6. Puyallup
7. Redmond
8. Seattle
9. Tacoma
10. Tukwila

Funding requests to the state ranged between \$400,000 and \$1.5 million for the implementation of local GTEC plans. The total request for the region was between \$6.2 million and \$6.6 million (see notation regarding range on the table below). The total state funding available for GTECs – 14 of which were proposed statewide – was \$2.4 million for the 2007-2009 biennium.

On October 22, 2007 the state CTR Board met and discussed the GTEC submittals. They chose to allocate state funds to four of the ten GTECs proposed from the central Puget Sound region. The jurisdictions listed below have accepted the allocations and will implement their respective GTEC plans. The allocations for the 2007-2009 biennium are as follows: \$300,000 to Bellevue; \$187,500 to Redmond; \$600,000 to Seattle; and \$300,000 to Tacoma.

Combined Financial Information for the Region's Four State-Funded GTECs*

	FY 08 <i>Yr 1</i>	FY 09 <i>Yr2</i>	FY 10 <i>Yr3</i>	FY 11 <i>Yr4</i>	FY 12 <i>Yr5</i>	FY 13 <i>Yr6</i>	6yr Total
Revenues							
<i>From</i>	\$3,926,871	\$ 3,930,500	\$3,460,500	\$3,460,500	\$1,360,000	\$ -	\$16,138,371
<i>To</i>	\$4,196,871	\$ 4,200,500	\$3,730,500	\$3,730,500	\$1,360,000	\$ -	\$17,218,371
Expenditures							
<i>From</i>	\$3,967,500	\$ 4,067,500	\$3,897,500	\$3,887,500	\$1,360,000	\$ -	\$17,180,000
<i>To</i>	\$4,657,500	\$ 4,757,500	\$4,587,500	\$4,577,500	\$1,360,000	\$ -	\$19,940,000
Funding Gaps							
<i>From</i>	\$ (40,629)	\$ (137,000)	\$ (437,000)	\$ (427,000)	\$ -	\$ -	\$ (1,041,629)
<i>To</i>	\$ (460,629)	\$ (557,000)	\$ (857,000)	\$ (847,000)	\$ -	\$ -	\$ (2,721,629)

* One jurisdiction chose to provide ranges rather than absolutes. This aggregate carries forward that range.

** Two jurisdictions chose not to estimate some or all yearly financial data. These jurisdictions' totals were arbitrarily divided equally among their plan years to enable their inclusion in annual aggregates.

Financial information from the six additional GTECs that did not receive state funding (including the cities of Bothell, Everett, Kirkland, Lynnwood, Puyallup, and Tukwila) is summarized in the table below.

Combined Financial Information for the Region's Six Proposed Funded GTECs

	FY 08 <i>Yr 1</i>	FY 09 <i>Yr2</i>	FY 10 <i>Yr3</i>	FY 11 <i>Yr4</i>	FY 12 <i>Yr5</i>	FY 13 <i>Yr6</i>	6yr Total
Revenues	\$ 19,465,000	\$ 3,065,000	\$ 3,065,000	\$ 3,065,000	\$ 2,335,000	\$ 2,335,000	\$ 33,330,000
Expenditures	\$ 21,935,000	\$ 5,370,000	\$ 5,370,000	\$ 5,370,000	\$ 4,565,000	\$ 4,565,000	\$ 47,175,000
Funding Gaps	\$ (2,470,000)	\$ (2,305,000)	\$(2,305,000)	\$(2,305,000)	\$(2,230,000)	\$(2,230,000)	\$(13,845,000)

GTEC financial plans are subject to change based on the state funding awarded and other variables that may arise over the course of plan implementation.

C. POTENTIAL FUNDING SOURCES FOR LOCAL AND REGIONAL CTR PROJECTS & PROGRAMS

PSRC-Funded CTR Planning Project(s)

The PSRC 2008-2009 biennial budget includes \$100,000 for a planning project (or projects) to support local and regional CTR implementation. These planning funds may be used for one or more of the following activities:

- Study a specific strategy, set of strategies or demonstration project for applicability in the region, measurable impacts, most effective/efficient manner of implementation, proposed responsibilities, etc.
- Develop a regionwide CTR-specific or general TDM marketing campaign such as an individualized marketing program.
- Help jurisdictions/employers/transit agencies to set up Transportation Management Associations or other kinds of partnerships.
- Initiate a regional discussion toward implementing a regionwide parking management policy.
- Assist in bringing local context to WSDOT's construction mitigation data and concepts
- Develop comprehensive public communications plan to support construction mitigation and CTR. Specific kinds of information to be disseminated may include:

- Geographically based information about travel options and CTR/TDM services available
 - Shared responsibility for the problems (i.e., What are you doing about it? Your employer?)
 - Education of elected officials, especially about the benefits of managing demand
 - Cost-benefit analysis for individual TDM strategies to help tell the story
 - Best-practices analysis and communication, including national and international research
- Provide a forum for discussion about a regional approach to parking management
 - Assist local jurisdictions with their multimodal concurrency requirements, including transit and other alternatives to SOV in concurrency plans
 - Conduct HOV-lane management analysis

PSRC will consult with the region's CTR implementers and the newly formed Regional TDM Steering Committee for recommendations on how the funds will be used.

Puget Sound Regional Council Project Selection Process

PSRC is responsible for selecting projects to receive STP, CMAQ, and FTA funds. Each federal funding program has specific eligibility requirements, as follows:

- **STP** funds are the most flexible of the PSRC funds and can be used for a variety of transportation projects and programs.
- **CMAQ** funds are available for specific categories of transportation projects and programs that improve air quality, by increasing the efficiency of existing transportation facilities or reducing travel demand on transportation facilities. General purpose roadway projects are not eligible.
- **FTA** funds may be used only for transit-related projects serving the region's three federal urbanized areas: the Seattle-Tacoma-Everett Urbanized Area, Bremerton Urbanized Area, and Marysville Urbanized Area.

Every three years, PSRC leads a rigorous, competitive process to select projects for funding. The agency targets regional transportation funds to support the land use and transportation policies of Destination 2030 and VISION 2020, the region's growth strategy. Under a Policy Framework for PSRC's Federal Funds, funding is directed to projects that serve urban and manufacturing/industrial centers and connecting corridors and support the region's economic strategy.

PSRC works closely with the four countywide transportation forums, the Regional Project Evaluation Committee, and the Transit Operators Committee to review applications from project sponsors and recommend projects for funding. The amount of funds available to the region varies. In the 2006 funding process, the agency distributed \$502 million, a three-year amount of federal transportation funds, through regional and countywide project competitions. Of that amount, approximately 75 percent was from the FTA (to fund transit projects) and 25 percent was from the STP and CMAQ programs (to fund a variety of projects, including roads).

Following public review of proposed projects, the PSRC's Transportation Policy Board recommends approval to the PSRC Executive Board. The Executive Board has final approval of projects. Project sponsors receive transit funds directly from the Federal Transit Administration and highway funds directly through the Washington State Department of Transportation.

Potential to Influence the PSRC Project Selection Process. Each PSRC federal funding cycle begins with a review and potential adjustment of the Policy Framework. For the 2009 funding cycle, this process will begin in the fall of 2008. This will be the first cycle where the CTR Efficiency Act's requirement for priority treatment of Growth and Transportation Efficiency Funds will be a consideration. The Act says, "Transit agencies, local governments, and regional transportation planning organizations shall identify certified growth and transportation efficiency centers as priority areas for new service and facility investments in their respective investment plans."

Trip Reduction Performance Program (TRPP)

The Washington state Legislature created a 10-year trip reduction performance program in 2003 to encourage entrepreneurs, private companies, transit systems, cities, non-profit organizations, developers, and property managers to provide employee services that result in fewer vehicle trips arriving at worksites. To be eligible, projects must reduce drive-alone commuting by providing financial incentives to their own or other employees for ridesharing, public transportation, nonmotorized transportation, telework, and compressed work weeks.

For the 2007-2009 biennium, WSDOT is awarding \$1.5 million on a competitive basis to public and private organizations that create cost-effective projects designed to reduce commute vehicle trips and commute vehicle miles traveled. Organizations can bring in up to \$100,000 per year by creating a project that reduces the number of employees who drive alone to work. WSDOT reimburses startup costs – up to 50 percent of the awarded amount – and, if a project is selected, WSDOT rewards up to \$460 per annual trip removed. An additional \$1 million of additional funding was approved in May 2007 for TRPP.

This program has already funded several local public and private CTR programs. As long as this program exists, the TRPP will be an important source for potential funding, for both local and regional projects.

Research to Identify Other Funding Sources

As noted in Section V, one of the proposed regional CTR strategies is to research public and private funding at local, regional, state and federal levels. This initiative could prove to be a worthwhile exercise, especially if it identifies new, sustaining funding sources that enable jurisdictions to meet the more aggressive CTR goals.

Regional CTR Plan For the Central Puget Sound Region

Attachments

Designation Criteria for Regional Growth and Manufacturing Industrial Centers

Regional Growth Centers

PART 1. Eligibility and Designation.

- a. To be eligible for consideration as a designated “regional growth center”, the jurisdiction must:
- i. Demonstrate that the proposed center is located within an urban growth area.
 - ii. Become a “candidate” by being recognized as appropriate for a regional designation in countywide planning policies. It is preferred that regional growth centers will be located within incorporated areas.
 - iii. Identify the center as a candidate for a regional center designation in the local jurisdiction’s comprehensive plan.
 - iv. Adopt an ordinance or other action requesting the Regional Council to designate it as a regional growth center and authorizing the staff of the jurisdiction to submit an application on behalf of the Council and city administration.
- b. Designation of regional growth centers will be made by the Executive Board based on the recommendation of the Growth Management Policy Board, and a report prepared by Regional Council staff.

PART 2. Purpose and Objective.

The regional growth centers designation criteria and process are designed to:

- a. Document that the candidate center has the desire and development potential to play a regional role in attracting population and employment growth.
- b. Limit the number and geographic distribution of regional growth centers. The region needs to maintain a reasonable number and distribution in order for regional growth centers to:
 - i. Serve as an organizing framework for the regional transportation system.
 - ii. Serve as focal points for regional investments in urban services and amenities.
 - iii. Have the potential to generate sufficient market demand to make centers successful.
- c. Provide regional consistency regarding the type, location, distribution, and development potential of new regional growth centers.

PART 3. Background Information.

The jurisdiction must provide the following background information to the Growth Management Policy Board:

- a. Documentation of its eligibility as described in Part 1.
- b. The jurisdiction’s vision for the proposed center.
- c. A brief history of the development of the center.
- d. Existing conditions and characteristics – Primary functions of the center, current land use, transportation system, open space, population, employment, recent development activity.

- e. Current status of planning efforts and implementation tools in the center. Does jurisdiction have an adopted plan for the proposed center? If not, is there a commitment by the city to the development of a plan? If so, when will a plan for the center be completed?
- f. A general description of adjacent land uses within ½ mile of the proposed center boundaries, and their relationship to the center.
- g. The relationship of the proposed center to the regional transportation network, including any plans for connections to other centers through regional high capacity transportation.

PART 4. Designation Criteria.

Candidate regional growth centers must demonstrate and document the following:

- a. Compatibility with VISION 2020. Provide a description of how the candidate regional growth center reinforces the centers concept within VISION 2020.
- b. Required Activity Levels - Population + Employment Thresholds.
 - i. Must have a minimum existing activity (population + employment) level of 13 activity units per gross acre.
 - ii. Must have a minimum activity level target of 45 activity units per gross acre.
- c. Commitment to Human Scale Urban Form. A mix of complementary land uses, a compact size and shape, and a fine grain block size/access network are all important urban form provisions that help insure the success of the regional growth center. The mix of uses promotes pedestrian activity and provides housing, employment, services, and amenities to persons living and/or working in the center or nearby. These provisions also help to generate enough activity to support high capacity transit service. One transit station can serve an area of about 1 sq mile area (640 acres) – a ½-mile walking radius. To support the station, a minimum of between 20,000 - 25,000 activity units (some combination of jobs and households) within 640 acres is needed (30-50 activity units per acre).

To address these urban form issues, the proposed center must address the following:

- a. Mix of Uses - Document the jurisdiction's plan for the center and the regulatory authority, incentives, programs, and other mechanisms designed to attract and maintain a mix of complementary land uses, particularly uses that generate pedestrian activity and transit ridership. Document that the jurisdiction plans to accommodate a significant residential population among the mix of uses within the center.
- b. Size and Shape – An ideal center should generally have a compact form, and be easily walkable from a central point in approximately 15 to 20 minutes. This suggests a roughly circular or square shape of about a ½-mile radius, with an approximate size of 1 square mile (640 acres). A jurisdiction proposing a center over 640 acres, or with a generally elongated or gerrymandered shape must document its rationale and objectives for the proposed size and shape.
- c. Block Size, Street Network, Sidewalk Network, Trail/Bicycle Network – All proposed centers must have a plan to identify and address deficiencies in street, sidewalk, and trail/bicycle path network. Centers must have a plan (or commitment to develop one) to break-up superblocks into a finer grain network of streets and routes for pedestrian/bicycle access. Pedestrian networks can be an effective way to help to establish connections through large blocks and address deficiencies in urban form.
- d. Document jurisdiction plans and capital program for the provision of infrastructure, services and amenities to support planned growth.

Manufacturing/Industrial Centers

PART 1. Eligibility and Designation.

- a. To be eligible for consideration as a designated “manufacturing industrial center,” (MIC or “center”) the jurisdiction must:
 - i. Demonstrate that the proposed center is located within an urban growth area.
 - ii. Establish it as a “candidate” by having it recognized as appropriate for a regional manufacturing industrial center designation in its county’s countywide planning policies. Although preferred, it is not required that proposed manufacturing industrial centers be located in incorporated areas.
 - iii. Identify the center as a candidate for a regional manufacturing industrial center designation in the local jurisdiction’s comprehensive plan.
 - iv. Adopt an ordinance or other action requesting the Regional Council to designate it as a regional manufacturing industrial center and authorizing the staff of the jurisdiction to submit an application on behalf of the Council and city administration.
- b. Designation of Manufacturing/Industrial growth centers will be made by the Executive Board based on the recommendation of the Growth Management Policy Board, and a report prepared by Regional Council staff.

PART 2. Purpose and Objective.

The Manufacturing/Industrial centers designation criteria and process are designed to:

- a. Document that the candidate center has the desire and development potential to play a regional role in attracting employment growth.
- b. Limit the number and geographic distribution of manufacturing industrial centers. The region needs to maintain a reasonable number and distribution in order for manufacturing industrial centers to:
 - i. Serve as an organizing framework for the Freight and Goods component of the region’s Metropolitan Transportation System.
 - ii. Serve as the primary concentrations of industrial and manufacturing related jobs that are important to the region.
 - iii. Have the potential to generate sufficient market demand to make centers successful.
- c. Provide regional consistency regarding the type, location, distribution, and development potential of new manufacturing industrial centers.

PART 3. Background Information.

The jurisdiction must provide the following background information to the Growth Management Policy Board:

- a. Documentation of eligibility as described in Part 1.
- b. The jurisdiction’s vision for the proposed center.
- c. A brief history of the development of the center.
- d. Existing conditions and characteristics – Primary functions of the center, current land use, transportation system, population, employment, recent development activity. Description of any environmental cleanup, remediation projects, or other issues that might affect the potential for development or redevelopment

- e. Current status of planning efforts and implementation tools in the center.
- f. A general description of adjacent land uses within ½ mile of the proposed center boundaries, and their relationship to the center.
- g. The relationship of the proposed center to the regional transportation network, and in particular to the Freight and Goods component of the Metropolitan Transportation System.
- h. The likely travel origins of manufacturing industrial center employees.

PART 4. Designation Criteria.

Candidate manufacturing industrial centers must demonstrate and document the following:

- a. Compatibility with VISION 2020. Jurisdictions must provide a description of how the candidate manufacturing industrial center reinforces the centers concept within VISION 2020, including the role of the center in the region's economy.
- b. Required Activity Levels - Employment Thresholds. Jurisdictions must demonstrate that proposed manufacturing industrial centers:
 - i. Have a minimum existing employment level of 10,000 jobs.
 - ii. Have a minimum employment of target of at least 20,000 jobs.
- c. Commitment to Preservation of an Urban Industrial Land Base. As described in VISION 2020, manufacturing industrial centers are major, existing regional employment areas of intensive, concentrated urban manufacturing and industrial land uses that cannot be easily mixed at higher densities with other uses. Jurisdictions should demonstrate their commitment to preserving land within the urban area for manufacturing, industry and related uses.

To address this issue, the jurisdiction nominating the center must submit materials that demonstrate and describe:

- i. Location. A proposed Manufacturing/Industrial center is within an Urban Growth Area.
- ii. Planned Land Use and Zoning. At least 80% of property within proposed new manufacturing industrial center boundaries must have planned future land use and current zoning designations for industrial and manufacturing uses.
- iii. Protection from Incompatible Land Uses. The jurisdiction's plan for the center and regulatory authority discourage land uses that are incompatible with manufacturing, industrial uses, such as large retail uses, high concentrations of housing, or non-related office uses. The sizes of office and retail uses should be limited unless as an accessory use.
- iv. Aggregation. Regulations and plans to preserve and encourage the aggregation of vacant parcels and parcels with non-industrial uses within the center to create lots of sufficient size for expanded or new manufacturing and industrial uses. Large parcels and blocks are often desirable for manufacturing and industrial activity.
- v. Size and Shape – Manufacturing industrial centers will assume a variety of sizes and shapes, based upon their location, the type of manufacturing or industrial activity they contain, the extent of land parcels zoned for manufacturing and industrial uses, and the presence of supporting infrastructure. Although it is not critical that MICs be physically compact, jurisdictions should explain why particular boundaries or configurations for a nominated center were selected.
- vi. Street Network, Sidewalk Network, Trail/Bicycle Network – All proposed centers must have a plan to identify and address deficiencies in street, sidewalk, and trail/bicycle path networks. Jurisdictions should describe how transportation plans assess the current adequacy and availability of transportation facilities and services necessary to support

industrial and manufacturing uses, and how the jurisdiction plans to provide adequate capacity to serve planned activity levels.

- vii. Urban Design – Urban design standards that are used to mitigate aesthetic and other impacts of manufacturing and industrial activities both within the center and on adjacent areas.
- d. Mobility. Transportation networks within manufacturing industrial centers should provide for the needs of freight movement and employees by ensuring a variety of transportation modes such as transit, rail, trucking facilities, or waterway, as appropriate.
- e. Local Commitment to Improvements. Document the jurisdiction’s plans and capital program for the provision of infrastructure, services and amenities to support planned growth within the center.

General Profile of Regional Growth Centers**KING COUNTY****Auburn**

Historic Main Street is considered an important asset for the city because buildings along this street have retained their original scale and form. Auburn Regional Medical Center, the largest employer and economic generator, is located just off Main Street. Main Street is well lit, but the remainder of the downtown area is dark and isolated. Retail throughout Auburn is discontinuous, with a lack of connections within downtown districts. Many properties are underutilized and include few pedestrian amenities. A mix of industrial and single-family residential uses is located east of the historic Main Street district. A defined pedestrian environment does not exist off of Main Street, and residential and retail areas are poorly connected.

Burien

Burien encompasses approximately 353 acres and is designed on a traditional street grid. The average block size is less than 4 acres, which is a scale appropriate for pedestrians. A mix of land uses exist within Burien, and the Burien Transit Center connects it to the rest of the region. Burien's pedestrian and bicycle facilities are not well connected. Bicycle facilities are limited and are not connected comprehensively. Several areas lack sidewalks and other pedestrian amenities, and existing sidewalks are often in poor or fair condition.

Downtown Bellevue

Downtown Bellevue's average block size is very large and roads are typically very wide, but most have well-constructed sidewalks. The City of Bellevue has been trying to break up the large blocks with additional pedestrian walkways. Large surface parking areas are a hindrance to compact development.

Current land use in Downtown Bellevue is predominantly commercial (31 percent) and office (18 percent). Parks and open space make up 5 percent and multi-family residential accounts for another 5 percent. Vacant land makes up nearly 8 percent (about 32 acres). Altogether, employment-related land uses comprise 54 percent of its land use.

Federal Way

Most of Federal Way is currently developed with low-intensity uses. Buildings are dispersed throughout the area, and many lack pedestrian connections to each other and to public rights-of-way. Current land use patterns favor auto-oriented commercial activity. Existing development in Federal Way is typically one story, with off-street surface parking generally located between streets and structures. Few blocks in the Federal Way have sidewalks, street trees, landscaping, or other amenities that support a comfortable pedestrian environment. A city inventory revealed a general lack of pedestrian and bicycle facilities.

The primary land use in Federal Way is retail (70 percent) followed by office, manufacturing, residential. SeaTac Mall is the most prominent development in the area. No public spaces are present and private green spaces, plazas and meeting spaces are few. Steel Lake Park to the northeast and Celebration Park to the southwest are located on the perimeter Federal Way.

Kent

Kent is one of the smaller, more compact Regional Growth Centers. Downtown Kent is divided by a dense grid of local streets scaled for pedestrians. About 11 percent of land use is devoted to commercial and retail uses, although some developable land still exists and many downtown buildings remain underutilized. Community shopping, recreational, medical and civic functions are located in downtown Kent, along with some heavy industry. About 40 percent of the land is divided fairly evenly among single-family housing, office, schools, parking and vacant land.

The King County Regional Justice Center has brought new life to Kent, and is expected to act as a catalyst for further redevelopment. Kent has an active farmers' market and several festivals throughout the year. In addition to a number of small parks, nearby Earthworks Park offers hiking and picnicking opportunities.

Northgate

Northgate is built in a pattern of large blocks separated by busy arterial streets. Most blocks, however, have connected sidewalks. Northgate is bisected by I-5, which serves as the western edge of the commercial core. The most prominent feature in Northgate is the Northgate Mall complex. Existing structures are typically one- to two-story commercial buildings surrounded by large surface parking lots, surrounded by a ring of large apartment complexes. Single-family neighborhoods lie beyond the multi-family development.

Land use is varied in Northgate, with approximately 18 percent of the area devoted exclusively to commercial land uses, 10 percent to office space, and about 16 percent to multi-family and single-family housing.

Redmond

Redmond is characterized by its original downtown area, the Redmond Town Center complex to the south, and the developing retail-civic-housing district to the north. The Sammamish River forms the western border, providing access to the regional trail system via the Sammamish River Trail.

Redmond contains a mix of residential land uses (11 percent) and commercial and office uses (40 percent). Existing development is typically one to three stories, with off-street parking. The newer higher-density residential developments include townhouses and apartments that are pushed up to the sidewalk, with parking located beneath the building or in the interior of the block. These housing projects are creating an urban, pedestrian-friendly streetscape. Nine parks enhance Redmond. Pedestrian walkways lined with trees and flower planters contribute to downtown Redmond's livability. Redmond Town Center is a 1.6 million square foot, pedestrian-oriented, mixed-use shopping and office complex.

Redmond-Overlake

Redmond-Overlake was recently designated a regional growth center. Expanded data on this center will be developed.

Redmond-Overlake lies midway between Downtown Bellevue and Downtown Redmond along the busy Bel-Red corridor and is well connected to the local and regional transportation network. Redmond-Overlake is a major employment center with approximately 36,600 jobs within its 512 acres. There are currently 770 housing units and 1,700 residents within Overlake.

Overlake is generally southwest-northeast oriented, following the Bel-Red corridor. It is roughly ½ mile on its shorter dimension, and roughly 1.5 miles on its longer dimension. The center is walkable from two transit stations (Overlake Transit Center, Overlake Park & Ride) that currently provide express regional and local bus service. Light rail stations are planned for the same vicinity as the existing transit centers.

The Overlake Village subarea of the Redmond-Overlake center has a mix of complementary uses. The balance of the center (roughly 60% of the land area) is, and is expected to remain, primarily corporate campus and supporting services, with a small, already-developed housing area north of the employment area.

Renton

Renton lies west of Interstate 405, south of the Lake Washington shoreline and east of Rainier Avenue South. Renton's Regional Growth Center is divided into two distinct parts: the downtown commercial district to the south and to the north, a mixed redeveloping emerging lifestyle center with retail, office, and housing adjacent to industrial manufacturing. Immediately west of the industrial area is Renton Municipal Airport, which is used by the Boeing Company and public and private aviation.

Downtown Renton contains small blocks and a good pedestrian scale. The redeveloping area to the north has historically been comprised of large blocks, however, the new outdoor shopping area has segments that are more walkable areas. Both Renton areas are within a reasonable distance from nonmotorized regional trails (Cedar River Trail and Lake Washington Trail).

Forty percent of Renton's land use is industrial. The remaining uses are scattered among commercial, residential, civic, parks, office, parking, and warehousing. Slightly over 7 percent of the land is vacant. Renton's downtown transit-oriented development, Metropolitan Place, includes 4,000 square feet of ground-level retail space and apartments above a two-story garage. It is located across from the newly expanded Renton Transit Center. Surrounding the Transit Center, there are over 300 parking spaces in two garages for Park & Ride use.

SeaTac

SeaTac is a three-mile narrow strip along SR-99, bordered on the west by Seattle-Tacoma (Sea-Tac) International Airport. A long linear pattern of auto-oriented development forms a significant barrier to east-west travel, especially for pedestrians and bicyclists. There is also a profusion of large, tall signs and billboards that visually dominate the setting.

Residential development is the predominant land use in SeaTac, with multi-family residential accounting for 11 percent and single-family housing 17 percent of the area. An additional 8 percent is devoted to several mobile home parks, which will eventually be removed as part of the airport's noise mitigation program. Approximately 15 percent of current land use is commercial, and 10 percent is vacant. Much of the commercial activity is airport-related, including hotels, restaurants, and airport parking. Civic and public uses account for 6 percent of the area. A large portion of downtown SeaTac is devoted to surface parking lots.

Although International Boulevard has been improved with sidewalks and landscaping, many of the streets in SeaTac do not have sidewalks. In addition, the large, suburban-scale blocks are not amenable to pedestrians.

Seattle Downtown

Seattle Downtown includes the city's historic central business and retail districts, and 35 percent of the city's jobs. Downtown has retained a compact, small-block form even as it has grown to contain over 80 million square feet of non-residential floor space. It includes historic areas such as the Pioneer Square Historic District, the International District, the Pike Place Market, and some 40 historic landmarks.

Seattle Downtown has a relatively uniform grid of streets and alleys. Almost all blocks have sidewalks. Due to a dense street network, nearly 42 percent of the area is in public rights-of-way. About 2 percent of Downtown is used for public parks and open space, and office and commercial uses each comprise 11 percent of land area. Parking and multi-family residential each account for about 7 percent.

Seattle South Lake Union

Seattle South Lake Union was recently designated a regional growth center. Expanded data on this center will be developed.

The South Lake Union area is relatively densely developed, walkable, and well connected to the regional highway system. Currently under construction within South Lake Union are a major park facility and streetcar line, which will provide necessary open space to serve a growing population, and improve local and regional connectivity in the area.

The proposed South Lake Union Regional Growth Center area is currently oriented towards commercial, office, and light industrial uses with more than 8 jobs for every resident within the neighborhood, however it also includes numerous housing opportunities, with many more units planned and under construction.

Seattle Uptown Queen Anne

Seattle Uptown Queen Anne is known for its steep hills, tight urban grain, and sweeping views of the Seattle skyline, Elliott Bay, and Lake Union. The three neighborhoods within Seattle Uptown Queen Anne

are the Uptown Center Regional Growth Center Village, the Uptown Park Neighborhood, and the Seattle Center. Uptown Center contains a mix of residential, commercial, retail, and entertainment uses. Uptown Park is a park-like residential neighborhood. Seattle Center is home to premier sports, art, and entertainment facilities.

Land use is varied throughout Seattle Uptown Queen Anne. The majority of the land is evenly divided among commercial, office, civic, parking and multi-family residential uses. Existing development is typically two to five stories, with parking provided on street, on street, and in structures. Nearly all blocks in Seattle Uptown Queen Anne have sidewalks, the majority with mature and well-tended street trees and landscaping.

Seattle University Community

The University of Washington dominates the Seattle University Community, occupying nearly a third of the land area. The western portion is characterized by a wide range and mix of commercial (10 percent) and residential (14 percent) land uses. Development in is typically two stories, with both on-street and off-street parking. Most blocks in have sidewalks, street trees, and landscaping.

Seattle First Hill/Capitol Hill

First Hill/Capitol Hill is characterized by a variety of land uses: dense urban multi-family residential areas, storefront commercial streets, mixed-use structures, medical centers, and Seattle University. Existing development in First Hill/Capitol Hill consists of multiple-story structures with shallow (if any) setbacks from property lines. Parking is provided on-street, in surface lots, and in single-purpose and mixed-use parking structures. Most blocks are small, have sidewalks, and many have mature street trees, landscaping, and other amenities that support walking.

Land use varies in Seattle First Hill/Capitol Hill with nearly 25 percent of the area associated with employment-producing land uses (e.g., office, commercial, government) and about 22 percent devoted to exclusive multi-family and single-family residential uses.

Tukwila

The Tukwila Urban Center (TUC) is the location of the central Puget Sound region's largest mall. Served by a Sounder Train station and a planned transit center, the TUC is both an employment and retail draw for the region and is presently defined by superblocks, parking lots, and wide-streets. A plan is under development to create transit-oriented development with a finer street grid, nonmotorized transportation network, and to encourage mix-used development, particularly residential uses, within the center. The TUC is bounded by I-405, I-5, and the Green/Duwamish River. Access to regional trail facilities, including both the Green River Trail and the Interurban Trail, is available along the eastern edge of the TUC.

Land use presently includes 30 percent commercial business uses, 25 percent warehousing, and 10 percent vacant land. Residential housing exists only outside the TUC, with a large area of multifamily housing located across I-405 near City Hall. Residential neighborhoods, with affordable housing, exist to the west and north, separated from the TUC by freeways..

Totem Lake (Kirkland)

Totem Lake encompasses about one square mile, bounded by I-405 on the east and by established single-family residential areas on the south and west. Development in and around Totem Lake includes residential, office, retail, light industrial and institutional uses, and the city's largest employer, Evergreen Hospital Medical Center. It also contains the Totem Lake Mall, a regional retail center. Residential uses are primarily moderate- to high-density multi-family development, which is an important source of workforce housing. Residential development in the surrounding area tends to be lower density.

KITSAP COUNTY

Downtown Bremerton

With the exception of the large land parcels associated with the Puget Sound Naval Shipyard, Downtown Bremerton generally reflects a traditional grid street pattern and block configuration. Bremerton's oldest neighborhoods and structures are located in the downtown area. Downtown Bremerton contains a wide range of housing options for a variety of income levels.

Downtown Bremerton contains a mix of land uses including community shopping, office and retail employment, education and medical facilities, and major industry. In 1990 the waterfront was substantially redeveloped with a public marina, promenade, and tourist attractions. The Naval Shipyard, however, is the dominant land use in Downtown Bremerton, comprising over 45 percent of the land area. About 17 percent of the land area is devoted to single-family residential, and commercial and office space comprises less than 10 percent of current land uses.

Silverdale

Silverdale is comprised of several major types of land uses. The downtown core is bordered by single-family residential development to the east and industrial development to the west.

Pierce County

Downtown Puyallup

Downtown Puyallup, the region's smallest Regional Growth Center, is characterized by a tight street grid, small blocks, a mix of older homes, and transitioning commercial land uses. Single-family residential uses occupy approximately 17 percent and multi-family residential approximately 7 percent. Commercial use comprises nearly 14 percent. Only 3 acres in the downtown are vacant, but much of the land is underutilized.

Downtown Puyallup's status as the city's business, cultural and government focal point is being eroded by commercial and office growth on the city's periphery, especially in South Hill. The downtown has seen a significant decline in investment and property maintenance.

Downtown Tacoma

Downtown Tacoma encompasses two historic districts and the emerging urban waterfront along the Thea Foss Waterway. Downtown Tacoma is the site of city, county, and state government, as well as hospitals and schools. Existing development in this Regional Growth Center is typically between two and six stories, with a combination of on-street, off-street, and structured parking. Downtown is characterized by a fine-grained street network, with small blocks that are accessible to both pedestrians and vehicles. Nearly all blocks have sidewalks.

Land use in the Downtown Tacoma Regional Growth Center is primarily devoted to commercial business (30 percent). Twenty-three percent of the land is currently vacant. About 4 percent is devoted to single-family residential and 8 percent to multi-family residential development.

Lakewood

The Lakewood Regional Growth Center currently has a suburban shopping center character. The Lakewood Mall site is being redeveloped to provide more of an outdoor shopping experience, with large retail stores distributed among adjoining smaller parking lots. The remaining former mall spaces are being transformed into larger retail spaces that face outward to adjacent streets and walkways instead of into an enclosed shopping mall.

Current land uses are predominantly commercial (22 percent) and residential (19 percent). Just over 7 percent of the Lakewood (about 38 acres) is vacant land. Land use follows a typical auto-oriented pattern, with commercial retail uses along the major arterial streets and auto parking surrounding the mall areas.

To the southeast, Lakewood contains a mix of residential areas and commercial development. Only the older residential areas in southeast Lakewood contain block sizes that are more amenable to pedestrians.

South Hill

South Hill is a rapidly growing subarea within Puyallup. Major development includes the South Hill Mall and auto-oriented retail businesses. Commercial activity accounts for 17 percent of land use in South Hill, industrial comprises 10 percent, and residential uses account for 14 percent of land use. Over 27 percent (approximately 257 acres) is currently vacant.

South Hill has a discontinuous road system with only three arterial streets that traverse the entire center. Many of the streets, however, do have sidewalks. The average block is very large, and roads are widely spaced and offer few interconnections.

Tacoma Mall

Lying approximately 2 miles southwest of Downtown Tacoma, Tacoma Mall is an important retail district within the city. Land use in Tacoma Mall is predominantly commercial (primarily the shopping center and commercial businesses surrounding it), occupying 27 percent of total land use. Single-family residential accounts for 7 percent of land use, and multi-family accounts for 5.5 percent. Commercial and residential land uses lie within discrete parts of Tacoma Mall.

Existing development is typically one to two stories with off-street surface parking and some structured parking. Most blocks in the Tacoma Mall area have sidewalks, although few have extensive street trees, landscaping, or other amenities that support walking.

Snohomish County

Bothell Canyon Park

Bothell Canyon Park has evolved from a bedroom community to a Regional Growth Center, while still maintaining a strong residential character. Bothell Canyon Park contains approximately 1,722 acres, divided into 20 very large blocks. Existing development in Bothell Canyon Park is typically one story with off-street surface parking. Few blocks have fully developed sidewalks, and roadways are generally widely spaced.

Land use in the Bothell Canyon Park is currently devoted to general commercial (10 percent), industrial (10 percent), multi-family residential (26 percent) and single-family residential (19 percent) uses. There is potential for major future development because over 15 percent of the land area (204 acres) is currently vacant. It contains significant steep slopes, natural areas, wetlands, and wildlife habitat areas that require extensive protection. Residential areas are generally located around the boundaries and contain 9,600-square-foot lots or larger. Multi-family development is concentrated at the area's southern boundary.

Downtown Everett

Everett is the largest city in Snohomish County. Approximately 5 percent of the Everett population resides in the downtown area. Primary land uses include government offices (federal, county, and city), the Public Utility District office, a hospital, library, performing arts theater, art galleries, specialty retail stores, and restaurants. Downtown Everett is characterized by a compact, low-rise form with a fine-grained network of narrow streets and small blocks. Nearly all roads have complete and interconnected sidewalks.

Existing land use in Downtown Everett is primarily commercial (20 percent), multi-family residential (19 percent), and single-family housing (13 percent). In addition, large areas in Downtown Everett are devoted to parking.

Lynnwood

Lynnwood is a major suburban shopping destination with over 5.9 million square feet of commercial space. Lynnwood is located in a typical suburban, auto-oriented environment, focused on the Alderwood Mall in the northeast and commercial retail and office uses that have developed along major arterial

streets in the southwest. Lynnwood's large blocks are composed mostly of surface parking. The street network is made up of broad, widely-spaced arterials, some with landscaped medians. Some aisles within large surface parking lots are used as surrogates for local streets. Large parking lots and aging low-intensity office buildings offer opportunities for infill and redevelopment.

Land use in Lynnwood currently includes a significant amount of multi-family residential use (42 percent), commercial (36 percent), and office (5 percent) uses. Three percent of land area in Lynnwood is vacant and available for future development.

Description of Local Transit Facilities

Community Transit

Community Transit bus routes serve over 2,100 stops including transit centers and 20 park-and-ride lots that offer easy access to both bus service and commuter parking. Church lots and other park-and-pools provide additional commuter parking on weekdays only - no overnight or weekend parking. Altogether, these facilities offer 6,137 parking spaces for commuter use. These major transportation hubs include:

- Stanwood I Park-and-Ride
- Stanwood II Park-and-Ride
- Arlington Park-and-Ride
- Smokey Point
- Highway 531 Park-and-Ride
- Marysville II/116th Street Park-and-Ride
- Marysville/Ash Avenue Park-and-Ride
- Marysville I Park-and-Ride
- Lake Stevens Transit Center
- Granite Falls Park-and-Ride
- Everett Station
- Snohomish Park-and-Ride
- Monroe Park-and-Ride
- Sultan Park-and-Ride
- Gold Bar Park-and-Ride
- Eastmont Park-and-Ride
- McCollum Park-and-Ride
- Airport & SR 99
- Mariner Park-and-Ride
- Ash Way Park-and-Ride
- Swamp Creek Park-and-Ride
- Edmonds Community College Transit Center
- Edmonds Park-and-Ride
- Lynnwood Park-and-Ride
- Mountlake Terrace Park-and-Ride
- Canyon Park-and-Ride

Community Transit's planned capital investments include bus fleet expansion, a new transit center to be located near Frontier Village at Lake Stevens (approximately 200 new park-and-ride stalls and five to seven bus bays), new and upgraded bus stops in conjunction with changes in service, improved pedestrian connections to bus stops, development and implementation of electronic "smart card" fare payment in conjunction with other public transportation agencies, and installation of transit signal priority (TSP) equipment and computer software at selected intersections and on buses, and technology improvements on buses.

Community Transit is also in the environmental impact stage of a project that connects Snohomish and King Counties. They plan to construct a full-service Bus Rapid Transit (BRT) system in the SR 99 corridor between Everett Station and Aurora Village Transit Center. BRT systems operate in exclusive bus rights of way. The "Swift" BRT system is scheduled to be completed in 2009.

Everett Station. Everett Station is a multi-modal, multi-use building that serves as a transportation hub, a higher education and career development center, and a gathering place for community events. Everett Station is open seven days a week from 6 a.m. - 10 p.m. The building is home to Everett Transit, Amtrak, Greyhound, Espresso Americano, University Centers, and WorkSource. It also houses an ATM, vending

machines, Internet kiosks, Hertz Rental Car telephone, a Sounder Train ticket machine, pay phones, bike racks, 24-hour security, and public restrooms. There are 748 parking spaces located north, south and west of the building. Additional parking and a pedestrian overpass are being built east of the station.

King County Metro

King County Metro's bus routes serve over 9,000 bus stops, transit centers, and park-and-ride facilities. The following are key transit centers served by King County Metro:

- Auburn Transit Center
- Aurora Village Transit Center
- Bellevue Transit Center
- Burien Transit Center
- Federal Way Transit Center
- Kent Transit Center
- Kirkland Transit Center
- Northgate Transit Center
- Overlake Transit Center
- Renton Transit Center

Designated park-and-ride lots served by King County Metro bus routes and other providers include the following:

- Auburn Park-and-Ride
- Aurora Village Transit Center Park-and-Ride
- Bear Creek Park-and-Ride
- Bothell Park-and-Ride
- Brickyard Road Park-and-Ride
- Burien Park-and-Ride
- Eastgate Park-and-Ride
- Evergreen Point Bridge Park-and-Ride
- Federal Way/S 320th Park-and-Ride
- Fifth Avenue NE/NE 133rd Street Park-and-Ride
- Houghton Park-and-Ride
- I-5/NE 65th Street Park-and-Ride
- Issaquah Highlands Park-and-Ride
- Kenmore Park-and-Ride
- Kent Park-and-Ride
- Kent/Des Moines Park-and-Ride
- Kingsgate Park-and-Ride
- Lake Meridian Park-and-Ride
- Maple Valley Park-and-Ride
- Newport Hills Park-and-Ride
- North Jackson Park-and-Ride
- North Seattle Park-and-Ride
- Northgate Park-and-Ride
- Northgate Transit Center Park-and-Ride
- Ober Park-and-Ride (Vashon Island)
- Olson/Myers Park-and-Ride
- Overlake Park-and-Ride
- Preston Park-and-Ride
- Redmond Park-and-Ride
- Redondo Heights Park-and-Ride
- Renton Highlands Park-and-Ride

- Shoreline Park-and-Ride
- South Bellevue Park-and-Ride
- South Federal Way Park-and-Ride
- South Kirkland Park-and-Ride
- South Renton Park-and-Ride
- South Sammamish Park-and-Ride
- South West Spokane Street Park-and-Ride
- SR 908/Kirkland Way Park-and-Ride
- Star Lake Park-and-Ride
- Tukwila Park-and-Ride
- Twin Lakes Park-and-Ride
- Valley Center Park-and-Ride (Vashon Island)
- Vashon Heights Park-and-Ride (Vashon Island)
- Wilburton Park-and-Ride
- Woodinville Park-and-Ride

On weekdays many other facilities, such as church parking lots, also operate as park-and-ride facilities.

In addition to these facilities, a number of projects are being developed under the King County Transit Oriented Development (TOD) Program and the status of these projects range from the feasibility study stage to completion. Completed projects include TOD projects in Overlake and Renton. TOD projects are currently underway in Auburn, Burien, Kent, Northgate, Redmond, and South Kirkland. Future TOD projects include Convention Place station, Shoreline, and the Seahawk Stadium north lot.

King County Metro's Six-Year Transit Development Plan provides the framework for transit service and capital investments. King County Metro's most recent six-year plan (2002-2007) identifies the following strategies for maintaining, replacing, and upgrading transit facilities:

- C-1: Maintain, replace, and upgrade current facilities, equipment and systems based on customary and reasonable public transportation and engineering practices and the anticipated use of such facilities, equipment and systems.
- C-2: Improve transit passenger facility access, shelter, lighting, bus stop locations, and other amenities to enhance the waiting environment. In addition to general improvements throughout the system, focus a portion of resources on . . . target corridors . . . , through cooperation and coordination with local jurisdictions
- C-3: Partner with state and local governments to improve transit operating efficiency and route facilities, and to create speed, safety, and reliability improvements on important transit corridors. In cooperation with local jurisdictions, focus on . . . target corridors . . .
- C-4: Expand park-and-ride capacity in congested corridors with full or overcrowded park-and-ride facilities . . . Support development of a series of small owned or leased park-and-ride lots along low density suburban routes in order to create artificially higher densities to enhance the ridership base. Use the Transit-oriented Development (TOD) program to further expand park-and-ride opportunities through joint use of new parking capacity and financing partnerships. Where these lots have unused capacity, encourage their use by vanpools and park-and-pools.
- C-5: Replace and expand the transit fleet so that the size, fleet mix, and individual fleet procurements are consistent with service projections and operating characteristics. Achieve more efficient operations using features including efficient propulsion systems, advanced maintenance technologies and integrated on-board systems on transit coaches. Encourage the expansion of the vanpool program.
- C-6: Expand transit operating base capacity in the areas identified and described in an adopted King County Metro Transit Operating Facilities Strategic Plan to support transit fleet growth projected to occur through the year 2020.

Kitsap Transit

Kitsap Transit serves and operates a network of commuter park-and-ride lots throughout Kitsap County and encourages their use to reduce traffic congestion around ferry terminals and major employment sites. Services are currently provided to the following transportation facilities:

- Bremerton Transportation Center (BTC) with connections to Washington State Ferries, Kitsap Transit Foot Ferry, Mason Transit and other KT bus routes.
- Bainbridge Island Ferry Terminal with connections to Washington State Ferries and other Kitsap Transit bus routes.
- Kingston Ferry Terminal with connections to Washington State Ferries and other Kitsap Transit bus routes.
- Southworth Ferry Terminal with connections to Washington State Ferries.
- Port Orchard Ferry Dock with connections to Kitsap Transit's Foot Ferry and bus routes.
- Annapolis Ferry dock with connections to Kitsap Transit's Foot Ferry.
- West Bremerton Transfer Center with connections to other Kitsap Transit bus routes.
- East Bremerton Transfer Center with connections to other Kitsap Transit bus routes.
- Kitsap Mall Transfer Center with connections to other Kitsap Transit bus routes.
- Poulsbo Transfer Center with connections to other Kitsap Transit bus routes and Jefferson Transit.
- Purdy Park-and-Ride in Pierce County.

In addition, Kitsap Transit provides open-door service to many of the elementary, middle and high schools in its service area, as well as both branches of Olympic College. All worker/driver buses, some routed buses and many vanpool vans serve Puget Sound Naval Shipyard/Naval Base Kitsap.

Kitsap Transit operates routed and/or worker/driver service to 25 park and ride lots throughout Kitsap County. There are three addition lots for carpoolers and vanpoolers only.

As described in its Transit Development Plan (2007-2012), Kitsap Transit's facility expansion plans include the expansion of Charleston Base, beginning a Newberry Hill Park-and-Ride lot in Silverdale, completing the purchase of the Olhava Park-and-Ride project in Poulsbo, completing the purchase of North Base Maintenance facility in Poulsbo, completing the Harper Park-and-Ride, and beginning the Mullinex Park-and-Ride.

Pierce Transit

Pierce Transit operates a network of six transit centers where several routes connect with conveniently coordinated transfer opportunities. Each facility offers sheltered waiting areas, and most are located near a major community activity center. The Commerce Connections facility in Downtown Tacoma, while not offering a timed transfer, provides a central focus for transit activity and includes layover space that is used by Pierce Transit, Sound Transit, and Intercity Transit vehicles.

Pierce Transit also operates a network of 23 park-and-ride facilities that are located throughout Pierce County. As of December 2006, there are 5,006 parking spaces provided in these lots, mostly owned and operated by Pierce Transit.

Planned facility improvements outlined in the Transit Development Plan (2007-2012) include the following:

- Route 1 Improvements – These include Parkland Transit Center improvements and Roy Y Park-and-Ride redevelopment to support Pierce Transit's first trunk route.
- Routes 2 and 3 Improvements – These include new bus stop signs, additional passenger shelters and improvements to the Tacoma Community College Transit Center to support Route

2. Improvements at the Tacoma Mall Transit Center and other passenger amenities will support Route 3.

- Peninsula Park-and-Ride – This proposed 450-550 stall park-and-ride will be located on the west side of SR 16 on the Gig Harbor Peninsula (across SR 16 from the existing Kimball Drive Park-and-Ride facility).
- Additional Park-and-Ride Facilities – A study of the need for additional park-and-ride capacity is underway and will continue through 2007. Pierce Transit's six-year capital program calls for site selection of several new park-and-ride projects and assumes construction of up to three new park-and-ride facilities.
- Transit Center Renovation – Many of the transit centers are nearly 25 years old and need significant renovation. Improvements planned for the next six years include soil stabilization, pavement improvements and improved passenger facilities.

Sound Transit

Sound Transit's system currently connects regional employment and population centers in King, Pierce, and Snohomish counties via Sounder commuter rail, Sound Transit Regional Express buses, and Tacoma Link light rail. Stations located in Auburn, Kent, Puyallup, Sumner, and at King Street Station in downtown Seattle currently support commuter rail services. On-going facility improvements and new projects supporting commuter rail service include the following:

- Edmonds Station
- Everett Station – Phases I and II
- Lakewood Station
- Mukilteo Station
- Lakewood Train Layover Area
- Tukwila Station
- South Tacoma Station
- Tacoma-to-Lakewood Track and Facilities

Sound Transit's Regional Express and its partners are also spending over \$800 million on building park-and-ride lots as well as transit centers and high occupancy vehicle (HOV) access ramps. Projects already open include the following:

- Bellevue Transit Center and HOV access lanes
- Overlake Transit Center and Park-and-Ride at NE 40th Street in Redmond
- I-90 at Sunset Interchange
- Lynnwood Transit Center and HOV access lanes
- Ash Way HOV access lanes
- SR 99 transit lanes in Lynnwood
- Pacific Avenue Overpass in Everett
- Federal Way Transit Center and HOV access lanes

Sound Transit has also completed park-and-ride lots at Ash Way with Community Transit, the Tacoma Dome Station with Pierce Transit, at South Hill in Puyallup, and DuPont Station in DuPont. These new park-and-ride facilities have added thousands of new parking stalls to the region. Many more transit centers, park-and-ride lots, and HOV access projects are in progress throughout the region to improve transit service for all bus riders.

The 1.6-mile Tacoma Link line between the Tacoma Dome Station and downtown Tacoma opened for service in August 2003, and serves the University of Washington's Tacoma campus, the Washington State History Museum, the Museum of Glass, the Convention Center, downtown offices and the

Broadway Theater District. Sound Transit facilities associated with this service include the 1.6-mile long light rail system, five stations, and an operations and maintenance base.

Washington State Ferries

Ferry terminals also provide an important link between ferry routes and the landside transportation system on both sides of Puget Sound. Washington State Ferries operates the following 11 ferry terminals within the four-county region:

- Colman Dock in Seattle
- Fauntleroy
- Vashon
- Mukilteo
- Edmonds
- Kingston
- Bainbridge Island
- Bremerton
- Southworth
- Tahlequah
- Point Defiance

Terminals are being improved to strengthen the connections between ferries and other forms of transportation, such as bus, rail, automobile, pedestrian, and bicycle. Other terminal facilities supporting these system connections include high-occupancy vehicle lanes for preferential loading, park-and-ride lots, bicycle lockers, and ferry maintenance facilities. Destination 2030 planned investments include new terminals at Edmonds and Mukilteo, and major improvements at Colman Dock in Seattle.

Description of Local Transit Service

Community Transit

Community Transit operates 269 coaches that provide service to most of Snohomish County, the University of Washington, Seattle and the Eastside. The agency currently serves more than 2,100 stops, including 20 park-and-ride lots with more than 6,000 parking stalls. Community Transit operates 33 local and 31 commuter bus routes and carries 57 percent of all Snohomish County-Seattle commuters to work and back. In 2006, Community Transit provided 9.9 million passenger rides.

Community Transit's Transit Development Plan (TDP), adopted by the Board of Directors in April 2004, is the blueprint for Community Transit's system growth for the rest of this decade. This six-year plan (2004-2009) prioritizes continued improvement to local services, including new service coverage to fill existing gaps in service, increased weekday and weekend service frequency, and longer service hours along certain routes. The TDP also identifies the need to expand DART service hours and to develop new enhancements and promotions to encourage vanpool participation.

Everett Transit

The City of Everett is one of the only cities in Washington to offer transit services as part of its comprehensive system of transportation services. Everett Transit's 46 buses and 18 paratransit vehicles connect Everett neighbors to local businesses, retail centers, medical centers, city services, schools and colleges. In addition to providing extensive local bus coverage throughout Everett, Everett Transit provides direct connections in and out of town via regional transportation services at Everett Station.

King County Metro

King County Metro provides a variety of transportation services throughout King County. These services include 1,300 buses serving over 9,000 bus stops, park-and-ride facilities, vanpools, vanshipare, a water taxi, waterfront streetcar, dial-a-ride transit, and accessible service. In addition, King County Metro offers a rideshare program that assists commuters and employers in forming carpools and vanpools. King County Metro's Six-Year Transit Development Plan provides the framework for transit service and capital investments. Metro's most recent six-year plan covers the years 2002-2007, and was last updated in the fall of 2004.

The objectives of the plan include the following:

1. Improve public transportation access to travel destinations by reconfiguring current service, adding new services and passenger facilities, and pursuing innovative solutions and partnerships.
2. Provide higher bus service levels to established urban and manufacturing/industrial activity centers in King County. Develop service improvements within urban areas along key freeway and Regional Arterial Network corridors.
3. Enhance service to and within jurisdictions that aggressively implement local land use plans, growth management strategies and regulations to facilitate development that is supportive of transit service.
4. Provide and support transportation demand management actions in coordination with major employers, local jurisdictions, and other agencies.
5. Design and modify services and infrastructure to be more efficient and effective. Reinvest resources from unsuccessful services in a manner that is consistent with the overall system development concept.

6. Design and provide efficient service to major destinations and along corridors through an integrated network of service provided by King County Metro, Sound Transit, Community Transit, Pierce Transit, and the Washington State Ferry System.
7. Make improvements to the transit operating environment in locations and along corridors where actual or potential for high ridership exists and where local jurisdictions provide the necessary supporting plans, policies, permits and/or funding to do so.
8. Improve access for pedestrians (including persons with disabilities) and bicyclists as well as the waiting environment at transit facilities with the highest use.

Towards achieving the goals outlined in the Six-Year Transit Development Plan, the Transit Now initiative (Ordinance 2006-0285) to expand Metro Transit service by 15 to 20 percent over the next 10 years was approved by King County voters in the general election on Nov. 7, 2006. The ordinance calls for the following four key areas of new transit service:

- RapidRide - BRT services to achieve faster operation along several transit corridors;
- More two-way core bus service connecting residential, business, and recreational centers throughout King County;
- Increased service for growing residential areas - particularly in East and South King County; and
- Additional improvements – including ideas to expand paratransit service, ridesharing improvements, new transit routes connecting existing neighborhoods, increased service frequency, and revised existing routes to connect to Link Light Rail.

Metro has also produced a Transit Blueprint for Downtown Seattle that recommends a set of service path concepts for downtown Seattle and the street improvements that are required to support these paths. This effort was undertaken to prepare for the significant changes and challenges to the downtown Seattle transportation system over the next 10 years. The Transit Blueprint establishes the importance of planning transit service and facilities for the Seattle Central Business District as an integrated system. Included is a list of 49 transit-related actions that, when combined with new investments in transit service and the arrival of Link light rail, would be instrumental in mitigating the impacts of the reconstruction of the Alaskan Way Viaduct and keep Seattle moving well into the future.

If those improvements remain in place after the viaduct is rebuilt as Metro recommends, the transit blueprint has the potential for taking as many as 35,000 vehicles (or 30 percent of all vehicles that use the viaduct) off the viaduct each day.

Kitsap Transit

Kitsap Transit provides a variety of transit services, including fixed-route bus service (47 bus routes, 120 buses), ADA accessible door-to-door service, Worker/Driver subscription bus service, vanpool service, general public dial-a-ride service for parts of Kitsap County, and foot ferry service between Bremerton and Port Orchard. In addition to providing service within Kitsap County, Kitsap Transit also connects its routes to Jefferson Transit, Mason Transit, Pierce Transit, and the Washington State Ferry terminals in Bremerton, Bainbridge Island, Kingston, and Southworth.

Kitsap Transit's 2006-2012 Transit Development Plan describes the agency's progress and action plans towards meeting Washington State transportation service objectives. Year 2007-2012 action plans for expanding service include initiating the CarLink program to meet unmet transportation needs of low-income individuals, expanding Kitsap Transit Foot Ferry capacity with a new vessel, and improving downtown transit circulation routes in Bainbridge Island, Poulsbo, Port Orchard and Bremerton.

Pierce Transit

The Pierce County Public Transportation Benefit Area Corporation, also known as Pierce Transit, provides transportation services for a 414 square mile area with an estimated population of 721,000. Pierce Transit's service area includes the cities and towns of Bonney Lake, Buckley, DuPont, Fife, Edgewood, Fircrest, Gig Harbor, Lakewood, Milton, Orting, Puyallup, Ruston, Steilacoom, Sumner, Tacoma and University Place, along with extensive unincorporated areas of Pierce County.

Pierce Transit provides a fleet of over 250 buses serving 50 local bus routes, SHUTTLE (specialized transportation for people with disabilities), vanpool, ridematching, and intercounty express service to Seattle, Sea-Tac Airport and Olympia provided in cooperation with Sound Transit and Intercity Transit. Pierce Transit's fixed-route system includes routes that operate on more than 900 miles of city streets, county roads and state highways from Seattle through Tacoma and on to Olympia.

Pierce Transit's Six-Year Transit Development Plan (2007-2012) outlines plans to expand every major program area, including a 17 percent increase in fixed route service hours and a 24 percent increase in the size of the vanpool fleet between 2007 and 2012. Service improvements include increasing service to/from Gig Harbor, providing more frequent service in South Hill, creating of new trunk route services, adding two new bus routes, converting several existing routes to Bus PLUS service, and schedule reliability adjustments.

Transportation Management Associations Within the Central Puget Sound Region

Greater Redmond Transportation Management Association

Since 1989, the Greater Redmond Transportation Management Association (GRTMA) has enabled organizations and commuters in Redmond and the greater eastside of Puget Sound to achieve transportation demand management goals. The association is comprised of 283 employers representing over 58,000 commuters. Members include single and multi-site employers, property management companies, multi-tenant retail, and residential communities.

GRTMA's mission is to increase commuter mobility and efficient use of the transportation system through services, incentives, education, and the promotion of single occupancy vehicle alternatives to its members.

Some of the GRTMA's successful programs include the following:

- RideQuest.com - The creation and management of the first online ridematching system in the United States, www.RideQuest.com was the code/programming basis for the Puget Sound's regional ridematching system, www.RideshareOnline.com.
- Electronic CTR Survey - Creation of the first on-line Washington State Department of Transportation Commute Trip Reduction Survey, making it much easier and quicker for employers to deliver, track and receive state and city required employee surveys.
- BRAVO - The development of the Bravo Campaign and www.BravoMe.com, which are products of the groundbreaking partnership between Redmond and Bellevue to achieve Overlake-area mobility goals regardless of City lines.

Duwamish Transportation Management Association

The Duwamish TMA is a non-profit group dedicated to improving transportation services in, to, and through the Duwamish business community, extending from the professional sports stadiums in the north to King County International Airport in the south.

The TMA assists business owners and managers in addressing individual transportation needs while serving as a community advocate for government projects, issues, and policies impacting the Duwamish business community. Through a unique partnership with Metro, the TMA can connect businesses with free and low-cost services that encourage employees to ride the bus, join carpools, and use other alternatives to drive alone commuting. The TMA also has access to financial incentive programs aimed at encouraging employees to use alternative modes. These programs are supported by grants from the South Downtown Foundation and the Washington State Department of Transportation.

TMA members are welcome to participate in events where they can get to know key government decision makers and administrators for transportation services. The TMA also teams up with the City of Seattle and the Manufacturing Industrial Council to cosponsor the Seattle Freight Mobility Advisory Committee, the first such advisory group in city history.

The TMA operates in partnership with the City of Seattle, the Washington State Department of Transportation, King County Metro, and the Port of Seattle.

Urban Mobility Group

The Urban Mobility Group, an alliance of the Downtown Seattle Association, King County Metro and the City of Seattle, provides products, services and resources to businesses and commuters located in or commuting to Seattle's Central Business District. The group's mission is to maintain and enhance Downtown's attractiveness as a place to do business through coordination of transportation access options and products.

The Urban Mobility Group assists businesses with customized transportation benefits packages, offering discounts on programs and products to help address employees' commute and daytime mobility needs, and helping both employers and employees take advantage of tax incentives.

By helping employers, building owners, property managers, and individuals recognize the connection between accessibility and economic vitality, the Urban Mobility Group is working toward a target of reducing the number of drive alone commuters to the city center by 6 percent by the year 2015.

TransManage

Located in the heart of Downtown Bellevue, TransManage was created in 1986 by the Bellevue Downtown Association to work with the downtown community to explore and develop transportation solutions to assist businesses and their employees. With downtown Bellevue employers, TransManage has developed a variety of transportation programs and services aimed at those interested in biking, carpooling, vanpooling or riding the bus to work. These include helping employers offer discounted transit passes or reduced parking for carpoolers, providing free park days to employees who regularly travel to work using the bus, carpool, vanpool, bike or walk, supporting Bike to Work Day, providing transit pass sales and offering tailored transportation assistance such as commute information for new employee orientations and hosting commuter events in building lobbies.

**Proposed Multicounty Planning Policies and Actions
That Support CTR and TDM Activities**
*From Draft VISION 2040, Update of the Regional Growth Management,
Economic and Transportation Strategy*

The draft revisions proposed for the VISION Update are organized in three sections in the following topic groupings:

- (1) Maintenance, Management, and Safety,
- (2) Supporting the Growth Strategy, and
- (3) Greater Options and Mobility.

Below are the goals and policies in the draft VISION 2040 document that support Commute Trip Reduction and Transportation Demand Management activities:

Maintenance, Management, and Safety

GOAL: The region will continue to maintain and improve its existing urban and rural transportation systems in a safe and usable state.

MPP-T-3 Reduce the need for new capital improvements through investments in operations, pricing programs, demand management strategies, and system management activities that improve the efficiency of the current system.

Supporting the Growth Strategy

GOAL: The future transportation system will support the regional growth strategy, focusing on connecting centers with a highly efficient multimodal transportation network.

MPP-T-7 Coordinate state, regional and local planning efforts for transportation through the Puget Sound Regional Council to develop and operate a highly efficient, multimodal system that supports the adopted regional growth strategy.

MPP-T-9 Prioritize investments in transportation facilities and services that support compact, pedestrian and transit-oriented land use development.

MPP-T-10 Give funding priority to transportation improvements that serve regional growth centers and manufacturing and industrial centers.

MPP-T-12 Improve local street patterns – including their design and how they are used - for walking, bicycling and transit use to enhance communities, connectivity and physical activity.

MPP-T-13 Promote and accommodate bicycle and pedestrian travel as important modes of transportation by providing facilities and reliable connections.

MPP-T-17 Deploy transportation strategies that reduce pollutants, conserve energy, promote safety and wellness, and protect the climate and natural environment.

Greater Options and Mobility

GOAL: The region will invest in transportation systems that offer greater options, mobility, and access in support of the regional growth strategy.

- MPP-T-22 Do not increase roadway capacity through rural areas, unless (1) commitments to access management have been made, and (2) appropriate zoning is in place to prevent unplanned growth.
- MPP-T-23 Emphasize transportation investments that provide and encourage alternatives to single-occupant vehicle travel and increase travel options, especially to and within centers and along corridors connecting centers.
- MPP-T-24 Target transportation investments into areas that have or are planning for transit-supportive densities and land uses.
- MPP-T-25 Encourage public and private sector partnerships to identify and implement personal and freight mobility improvements.
- MPP-T-27 Integrate transportation systems to make it easy for people and freight to move from one mode or technology to another.
- MPP-T-28 Promote transportation financing methods that sustain investment and reflect the costs imposed by users.

Below are the actions in the draft VISION 2040 document that support Commute Trip Reduction and Transportation Demand Management activities:

- The Puget Sound Regional Council will continue to advance strategies for congestion relief, including identifying the location and causes of congestion, integrating land use and transportation planning, managing demand, improving efficiency (with both system and economic solutions), and expanding roads and transit service.
- The Puget Sound Regional Council will pursue new technologies and innovative strategies to ease congestion and improve travel times, including intelligent transportation systems (ITS), congestion pricing, and planning for operations and management.
- The Puget Sound Regional Council will work with member jurisdictions and transportation providers to strengthen the relationship for coordinated local and regional planning for transportation, growth management and economic development. Use PSRC as a forum to coordinate transit agency planning and projects.
- The Puget Sound Regional Council will provide regional coordination for planning and implementation of Commute Trip Reduction programs and will consider Growth and Transportation Efficiency Centers (GTECs) as priority areas for service and facility investments, according to RCW 70.94.527-528. The Regional Council will continue to support the development and implementation of Transportation Demand Management programs throughout the region.
- The Puget Sound Regional Council will work with member jurisdictions and others to establish a safe and efficient nonmotorized network that provides connections to and within centers and along corridors connecting centers.

Existing VISION 2020 Policies Related to Goals That Support CTR And TDM Activities

RT-8 Develop a transportation system that emphasizes accessibility, includes a variety of mobility options, and enables the efficient movement of people, goods and freight, and information.

Optimize and Manage the Use of Transportation Facilities and Services

RT-8.1 Develop and maintain efficient, balanced, multi-modal transportation systems which provide connections between urban centers and link centers with surrounding communities by:

- a. Offering a variety of options to single-occupant vehicle travel;
- b. Facilitating convenient connections and transfers between travel modes;
- c. Promoting transportation and land use improvements that support localized tripmaking between and within communities;
- d. Supporting the efficient movement of freight and goods.

RT-8.2 Promote convenient intermodal connections between all elements of the regional transit system (bus, rail, ferry, air) to achieve a seamless travel network which incorporates easy bike and pedestrian access.

RT-8.4 Maximize multimodal access to marine ferry routes through:

- a. Coordinated connections to land-based transit service;
- b. Safe and convenient bicycle and pedestrian linkages;
- c. Preferential access for high-occupancy vehicles, and freight and goods movement on designated routes.

RT-8.6 Promote efficient multimodal access to interregional transportation facilities such as airports, seaports, and inter-city rail stations.

RT-8.7 Where increased roadway capacity is warranted to support safe and efficient travel through rural areas, appropriate zoning and strong commitments to access management should be in place prior to authorizing such capacity expansion in order to prevent unplanned growth in rural areas.

RT-8.8 Support transportation system management activities, such as ramp metering, signalization improvements, and transit priority treatments, to achieve maximum efficiency of the current system without adding major new infrastructure.

Manage Travel Demand Addressing Traffic Congestion and Environmental Objectives

RT-8.11 Promote demand management and education programs that shift travel demand to non-single occupant vehicle travel modes and to off-peak travel periods, and reduce the need for new capital investments in surface, marine and air transportation.

RT-8.12 Support transportation system management programs, services, and facility enhancements which improve transit's ability to compete with single-occupant vehicle travel times.

RT-8.13 Regional, major corridor, and urban center goals should be established reflecting regional policy intent to achieve increased proportional travel by transit, high-occupancy vehicle, and nonmotorized travel modes to achieve reduced dependence on single-occupant vehicle travel, with the greatest proportional increases in urban centers. Such goals should be set for 5- to 10-year periods and periodically updated in consultation with local jurisdictions, transit agencies and WSDOT.

- RT-8.14 Emphasize transportation investments that provide alternatives to single-occupant vehicle travel to and within urban centers and along corridors connecting centers.
- RT-8.15 Develop a public dialogue and seek broad public support for implementation of transportation pricing strategies which can reduce subsidies for less efficient travel and manage travel demand. Pricing strategies are intended to assist in achieving growth management and economic development goals and policies, and should also support objectives for energy conservation, air quality improvement and congestion management.

Focus Transportation Investments Supporting Transit and Pedestrian-Oriented Land Use Patterns

- RT-8.18 Investments in transportation facilities and services should support compact, pedestrian-oriented land use development throughout urban communities, and encourage growth in urban areas, especially in centers.
- RT-8.19 Promote transportation improvements that support the redevelopment of lower-density, auto-dominated arterials to become more pedestrian and transit compatible urban transportation corridors.
- RT-8.20 Encourage a mix of land uses and densities at major transit access points to meet passenger needs and offer an opportunity to reduce vehicle trips.
- RT-8.21 Promote the development of local street patterns and pedestrian routes that provide access to transit services within convenient walking distance of homes, jobs, schools, stores, and other activity areas.
- RT-8.22 Support the establishment of high capacity transit stations that advance regional growth objectives by:
 - a. Maximizing opportunities to walk, bike, or take short transit trips to access regional transit stations;
 - b. Locating stations within urban centers and at sites supporting development of concentrated urban corridors;
 - c. Providing direct, frequent and convenient regional transit service between urban centers; and
 - d. Providing system access to urban areas in a manner that does not induce development in rural areas.
- RT-8.23 Regional high capacity transit station area guidelines should be developed by the Puget Sound Regional Council in cooperation with the Regional Transit Authority, WSDOT, local transit agencies, and local jurisdictions to establish regionally consistent expectations of appropriate development in the vicinity of high capacity transit stations (including rail, major bus, and ferry)
- RT-8.24 The regional high capacity transit station area guidelines should be addressed by the Regional Transit Authority, transit agencies and WSDOT in conducting planning activity through interlocal agreements to be developed with local jurisdictions for station area planning. Such planning shall set forth conditions for development and access around high capacity transit stations. Consistency with transit station area guidelines, in conjunction with other regional policies, should be addressed in developing the regional transit system within corridors.
- RT-8.25 Local jurisdictions that are or will be directly served by the high capacity transit system identified in the Metropolitan Transportation Plan should develop specific station area plans as part of their comprehensive planning efforts that provide for development, services and facilities sufficient to support efficient transit service commensurate with the regional investment in transit. Local station area plans should be consistent with regional high capacity transit station area guidelines, and at a minimum address land use and density,

transit-supportive development regulations, urban design, parking, and nonmotorized and motorized access.

Expand Transportation Capacity Offering Greater Mobility Options

- RT-8.27 Promote an interconnected system of high-occupancy vehicle lanes on limited access freeways that provides options for ridesharing and facilitates local and express transit services connecting centers and communities. Assure safe and effective operation of the HOV system at intended design speed for transit vehicles while also enabling the region to assure attainment and maintenance of federal and state air quality standards.
- RT-8.28 Support the design and development of components of the regional high-occupancy vehicle (HOV) system which improve transit access and travel time relative to single-occupant vehicle travel.
- RT-8.29 Promote and support the development of arterial HOV lanes and other transit priority treatments in urban areas to facilitate reliable transit and HOV operations.
- RT-8.32 Ensure adequate capacity to serve cross-sound travel demands that focuses on foot-passenger travel and freight and goods movement. Promote convenient connections for foot-passengers to the regional transit network.
- RT-8.33 Develop a regionally coordinated network of facilities for pedestrians and bicycles which provides effective local mobility, accessibility to transit and ferry services and connections to and between centers.
- RT-8.37 Improve intermodal connections between high capacity transit stations, (including ferry terminals, rail stations, and bus centers), major transfer points, and the communities they serve, primarily through more frequent and convenient transit service.
- RT-8.38 Support opportunities to redevelop the road system as multi-modal public facilities which accommodate the needs of pedestrians, cyclists, transit, high-occupancy vehicles, automobiles, and trucks.
- RT-8.39 Develop a high-capacity transit system along congested corridors that connects urban centers with frequent service sufficient to serve both community and regional needs.

Central Puget Sound Jurisdictions Required to Implement Commute Trip Reduction Plans

King County

Auburn
Bellevue*
Burien
Des Moines
Federal Way
Issaquah
Kent
King County
Kirkland*
Mercer Island
Redmond*
Renton
SeaTac
Seattle*
Shoreline
Tukwila*
Woodinville

Kitsap County

Bainbridge Island
Bremerton
Kitsap County
Port Orchard

Pierce County

DuPont
Fife
Lakewood
Pierce County
Puyallup*
Tacoma*
University Place

Snohomish County

Arlington
Bothell* (Partially in King Co)
Edmonds
Everett*
Lynnwood*
Marysville
Monroe
Mountlake Terrace
Mukilteo
Snohomish County

* These jurisdictions are also Developing Voluntary Growth and Transportation Efficiency Center Plans

Other Jurisdictions in the State Required to Implement Commute Trip Reduction Plans

Clark County

Clark County
Camas
Vancouver*
Washougal

Spokane County

Airway Heights
Liberty Lake*
Spokane*
Spokane County
Spokane Valley

Thurston County

Lacey
Olympia*
Tumwater

Whatcom County

Bellingham
Whatcom County

Yakima County

Selah
Union Gap
Yakima
Yakima County

* These jurisdictions are also developing voluntary Growth and Transportation Efficiency Center Plans