

## Agenda

**Meeting:** Regular Meeting (hybrid)  
**Date/Time:** Wednesday, August 7, 2024, 12:00 pm  
**Location:** Tacoma Municipal Building, 747 Market Street, Room 138  
**Zoom Info:** Link: <https://www.zoom.us/j/85831009869>  
 Dial-in: +1 253-215-8782  
 ID: 858 3100 9869

ITEM	LEAD	DURATION
<b>Call to Order</b>		
1. Review of Meeting Notes of April 10, 2024 and May 22, 2024		
2. Public Comment <i>(Written comments accepted via e-mail to <a href="mailto:planning@cityoftacoma.org">planning@cityoftacoma.org</a>, due by 5:00 p.m. the day before the meeting) (None received)</i>	Chair Wrenn	5 min.
<b>Discussion / Action Items</b>		
1. Transportation Plan Update: Transit Element <ul style="list-style-type: none"> <li>A. Introduction and Comment Section: Comment Resolution</li> <li>B. Frequent Transit Network: Development Approach</li> <li>C. Transit Element Strategies</li> </ul>	Tom Brennan, Nelson\Nygaard	50 min.
<b>Communication Items</b>		
1. Future Agenda Items (tentative): <ul style="list-style-type: none"> <li>a. Sound Transit Station Access Improvements <i>(Diane Wiatr/ST)</i></li> <li>b. Picture Pac Ave EIS Alternatives</li> <li>c. WSDOT Discussion Regarding Complete Streets</li> <li>d. Existing Policy and Standards Review</li> <li>e. Pierce Transit Long Range Planning</li> <li>f. Comprehensive Plan and Transportation Master Plan Coordination</li> <li>g. Four Corners</li> <li>h. South Tacoma Sounder Access</li> <li>i. TDLE</li> </ul>	Chair Wrenn	3 min.

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2. New Business / Closing Comments

Chair Wrenn

2 min.

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**Adjournment**

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**Next Meeting: Third Wednesday**

- September 18, 2024, 12:00 p.m.

**CITY of TACOMA**  
**TRANSIT-ORIENTED DEVELOPMENT TASK FORCE**  
**MEETING SUMMARY**

**MEETING DATE:**       **April 10, 2024**

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Members Present: Pamela Wrenn (Chair), Troy Serad, Jordan Rash, Ruben Casas (Alternate)

Visitors:

Agency Partners: Tina Lee (PT), Darin Stavish (PT)

Staff Support: Wesley Rhodes (COT/PDS), Carrie Wilhelme (COT/PW), Grayson Reim (COT/PW), Mary Crabtree (COT/PDS)

**CALL TO ORDER**

Pamela Wrenn called the meeting to order at 12:02 p.m.

**1. Review of Meeting Notes of March 13, 2024 and Revised Notes of February 14, 2024**

Meeting Notes were approved.

**2. Review of Public Comments**


There were no public comments.

**DISCUSSION/ACTION ITEMS**

**1. Discussion: Spokane Transit Authority and City of Spokane Debrief**

The Group compared information shared by Spokane Transit Authority and the City of Spokane against the particulars of the City of Tacoma in relation to Pierce Transit and Sound Transit. Reuben Casas mentioned he was able to visit Spokane’s Central Hub and was very impressed by it. Chair Wrenn noted that some of the successes of Spokane may not be replicable in Tacoma. Troy Serad added that the presence of both Sound Transit and Pierce Transit adds complexity to the local transit context. The Group inquired about the attendance at the TOD Taskforce by Sound Transit and wanting to understand the interagency coordination between the City of Tacoma, Pierce County, WSDOT, Pierce Transit, and Sound Transit and expressed a desire for that coordination to be strong.

Additionally, the group discussed the proper order and coordination between improved transit service and density including the need to understand the level of transit indicated by the Home

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in Tacoma Environmental Impact Assessment to mitigate for the additional growth and density and what the next steps would be to create that level of service. Tina Lee from Pierce Transit offered information from their Transit Restoration Plan explaining some of the service they have resumed to pre-pandemic levels as well as the new Stream Community Line service while also acknowledging that funding and staffing remain a challenge to increasing levels of service. She also mentioned the new Destination 2045 that will be looking at how to increase service but will require sources of new revenue. Troy Serad questioned whether Sound Transit funds that Pierce County pays into could be used across the range of transit serving the County, including Pierce Transit, to best serve the City of Tacoma.

## **2. Current Transportation Policy in the Transportation Master Plan and Comprehensive Plan**

Chair Wrenn discussed a methodology to conduct a Policy Audit of existing transit policy against the vision statement created by the TOD Taskforce. Carrie Wilhelme suggested that the consultants at Nelson/Nygaard can help the Taskforce as they work through the updates on the Transit Modal Element for the Transportation Master Plan. Additionally, there was robust discussion about how to best coordinate the City's likely increased VMT and necessary need for mode shift with the City's Land Use policies and Zoning.

Pierce Transit affirmed its willingness to share data as well as some of the information they plan to include in the updated Destination 2045 Plan.

## **COMMUNICATION ITEMS**

### **1. Future Agenda Items**

The group anticipates a workshop with Nelson/Nygaard regarding the Transit Modal Element for the Transportation Master Plan update at its May meeting.

## **ADJOURNMENT**

The meeting was adjourned at 12:58 p.m.

**CITY of TACOMA**  
**TRANSIT-ORIENTED DEVELOPMENT TASK FORCE**  
**MEETING SUMMARY**

**MEETING DATE:**       **May 22, 2024**

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Members Present: Pamela Wrenn (Chair), Chris Karnes (Vice Chair), Troy Serad, Jordan Rash

Visitors: Tom Brennan (N/N), Sarah McMinimy (N/N)

Agency Partners:

Staff Support: Wesley Rhodes (COT/PDS), Carrie Wilhelme (COT/PW), Grayson Reim (COT/PW),  
Madeline Borowski (COT/PDS), Mary Crabtree (COT/PDS)

**CALL TO ORDER**

Pamela Wrenn called the meeting to order at 2:00 p.m.

**1. Review of Meeting Notes**

No meeting notes were reviewed.

**2. Review of Public Comments**

One comment received regarding a desire to explore 6<sup>th</sup> Avenue as an alternative to 19<sup>th</sup> for the T Line extension.

**DISCUSSION/ACTION ITEMS**

**1. Transportation Master Plan Update: Transit Element Introduction and Context – Brainstorming and Discussion**

The Group began with introductions and sharing personal stories related to transit.

Nelson/Nygaard gave a presentation regarding the:

- TMP Draft Goals & Timeline
- Complete Transit System
- City of Tacoma Role

The Group then engaged in discussion with live miro board note taking regarding several key questions:

- What makes Tacoma a Transit Friendly City?
- What Makes Tacoma a Human Centric City?



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- Transit Vision & Need
- Priority Corridors for Capital Investment
- Frequent Transit Network
- Transformative Actions

Discussion then concluded with identification of potential issues, opportunities, and trends as it relates to Tacoma and Transit. The Taskforce was invited to continue the discussion via a miro board prior to the next meeting.

## COMMUNICATION ITEMS

### 1. Future Agenda Items

1. The group anticipates additional presentation and discussion with Nelson/Nygaard related to the update of the Transit Modal Element of the Transportation Master Plan including:
  - A. A Review of the draft Context section (opportunities, challenges, trends)
  - B. Approaches to transit-land use analysis and mapping
  - C. Transit-land use integration policy

## ADJOURNMENT

The meeting was adjourned at 3:30 p.m.

**From:** Cathie Raine <[cjrrd@hotmail.com](mailto:cjrrd@hotmail.com)>

**Sent:** Tuesday, August 6, 2024 4:58 PM

**To:** Planning <[planning@cityoftacoma.org](mailto:planning@cityoftacoma.org)>

**Subject:** TOD Task Force Committee 8/7/24 meeting--'Public Comments' submission

Dear Transit-Oriented Development Task Force members:

I am writing with concerns and questions regarding the City of Tacoma's plans to address the infrastructure changes/upgrades that will be needed to safely handle the additional vehicle trips that will be generated by the South Tacoma Bridge Industrial Warehouse site. The completion of the construction of this 2.5 million sq ft warehouse site is estimated to occur in 2026. At that point, how will ALL the traffic in South Tacoma and the Port area be handled??

I have concerns regarding the planning needed to determine infrastructure changes that will be needed with this warehouse that include:

1. Has any plan or system been developed to assure that infrastructure changes are determined and completed PRIOR to the opening of this business warehouse operations? I pose this question to all of you because..so far..the planning of housing and other development projects in Tacoma have not included the very existence of this warehouse on this South Tacoma site...and, have not included the impacts this Warehouse site will have on the South Tacoma neighborhood and other business activities.
2. Will the vehicle trips/traffic (that will include diesel trucks) generated by this warehouse site (likely 24/7) be simply added in with area vehicles onto existing streets in South Tacoma...OR, will the City of Tacoma be building separate lanes to be used exclusively by this warehouse-generated traffic?
3. What types of funding sources will be used to finance infrastructure changes and maintenance in both the South Tacoma AND with the roadway systems within the Port of Tacoma?.
- 4 Who..or, what City Department/City Officials will have oversight of the Infrastructure plans connected to this Warehouse site.?

Please recognize that this type of larger-scale planning with vehicle/truck routes associated with this oversized project will need to be addressed soon. Usually (other parts of the Country), a mega-warehouse multi-million sq ft project would not be located within a residential area of a City. This is truly a unique situation to deal with..IN Tacoma!

Respectfully submitted,

Cathie (Raine) Urwin

Phone number: (253) 431-6689

## Tacoma TMP – Transit Element – V3

### 1. Introduction

#### A. Introduction

Transit plays an essential role in Tacoma’s transportation system. To deliver on its transportation goals, Tacoma needs a frequent and reliable transit network to provide access to jobs, schools, healthcare, and essential non-work destinations, relieve congestion, improve air quality, and improve accessibility of non-vehicular transportation alternatives, advancing equity through improving mobility for all. Transit can also reduce household transportation cost burden, through providing a more affordable alternative to driving and car ownership.

Transit in Tacoma is operated by Pierce Transit and Sount Transit, while the City of Tacoma plays an active role through managing the street system and right-of-way, and collaborating with transit operators to ensure services align with the city’s needs and goals. Amtrak, WSDOT, and Sound Transit all provide service connection Tacoma with other cities in the region.

Operator	Service	Description
Pierce Transit	Fixed Route Bus	31 bus routes on set schedules, plus additional regional express bus routes
	SHUTTLE	SHUTTLE is a ride-request transportation service providing door-to-door rides for qualifying persons with disabilities anywhere within ¼-mile of a bus route
	Vanpool and Vanshare	Provides vehicles for three or more occupants to share a commute, reducing travel by single-occupancy-vehicles
	Runner	On-demand public transportation that allows customers to book rides from a smartphone within dedicated microtransit zones, providing flexible rides and transit connections in the areas of Joint Base Lewis McChord, Parkland/Spanaway/Midland, Ruston Way, and Port of Tacoma Tideflats
Sound Transit	Sounder train	Heavy rail from Seattle to Tacoma
	T Line	Light rail that runs downtown and provides access to the Tacoma Dome
WSDOT	Tahlequah Ferry	Connects Tacoma to Tahlequah, WA on the southern tip of Vashon Island
Amtrak	Amtrak Cascades	Runs from Vancouver, BC to Eugene Oregon, connections Tacoma to Portland and Seattle

The Transit Element of the TMP will set out a roadmap for continued investment and improvement of Tacoma’s transit system. A robust and successful transit system in Tacoma will:



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- Increase access to employment, housing, services and amenities
- Ensure transit is accessible and supports people of all ages and abilities
- Seek complementary infrastructure and service improvements
- Seek decisive mode shift to transit away from single-occupancy vehicles
- Drive reduction in GHGs through mode shift to support of CAP goals, and through fleet electrification
- Improve the health of citizens through the transportation system and through improved safety on our roadways, with a particular focus on high-risk, densifying corridors
- Showcase Tacoma as a human-centric city

### B. Why is Transit important?

#### **What role does transit play in people's daily lives?**

*Transit can make it easier for all residents to move around Tacoma and provides a range of options so that people can pick what works best for their purpose.*

- A mix of transit services including fixed route, high-capacity, on-demand and shuttles can help people travel throughout the City no matter what context their trip begins or ends in. Seamless transfers between modes expands the reach of the network and the travelers who rely on it to get where they need to go.
- Transit can get a higher number of people where they need to go and ease congestion from single-occupancy vehicles. An effective transit network, which ensures ease of movement for passengers despite vehicular congestion gives people a reliable way to get to their destination on time.
- A robust transit network gives everyone the city the ability to move freely, including people who have no or more limited access to a vehicle, young people and older adults, and low-income households. Reducing barriers to movement for different users of the system makes for more equitable mobility outcomes.

*Transit supports a thriving community, delivering better economic outcomes and a more people-centered built environment.*

- Transit connects people to their local businesses, employees to their jobs, and residents of Tacoma to the broader region. It gets people to where they need to go to meet their daily needs, like grocery stores, schools and daycares, and to destinations that bring people together to create community, like parks, churches and cultural centers.
- Having good alternatives to driving can help reduce household transportation costs, alleviating cost burden. Money not spent on driving or car ownership can go towards meeting other needs, and frees up resources that can be invested back in the community through local businesses.
- Transit-oriented communities are friendlier for people, with development at a more human-scale, improved walkability, better connections to other modes, and support a

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more vibrant public realm. Transit investment can also spur more housing development, which can improve housing affordability.

*Transit contributes towards making Tacoma a healthier and more sustainable place to live.*

- Transit plays a big role in connecting people to care. SHUTTLE gets people to doctors' appointments, transit connects people to hospital, clinics, and urgent care.
- Social determinants of health are non-medical factors which influence health outcomes. Transit-usage and living in a community that is more transit oriented can contribute to better health outcomes. People to use transit will most likely take an active trip to and from the stop or station. Transit-oriented communities are more walkable, bikeable, and help people live a more active lifestyle.
- Reduced drive-alone trips and the electrification of transit vehicles contributes to better environmental quality. Reduced GHG emissions and improved air quality have significant health benefits for Tacoma residents.

### **What are specific outcomes that emerge from this element done well?**

- A robust transit network that responds to local contexts, and effectively gets people to where they need to go. High-capacity and frequent service where there is the highest demand, flexible services to bridge gaps, integration between these and all of the options that fall between. Service that is well-matched to its context and demand.
- Improved affordability, accessibility and reliability for all travelers in Tacoma.
- Reduced congestion, vehicle miles travelled (VMT), a lower single-occupancy vehicle trip rate, lower greenhouse gas emissions (GHGs).
- People in Tacoma use transit. Healthy ridership, which people shifting onto transit from driving.
- Transit that helps accommodate growth of the city, while easing any pressures created by job and population growth like congestion or housing affordability.
- All residents in Tacoma can get to where they need to go, regardless of whether they have access to a car or not.

### **What groups or communities have specific needs and/or require special consideration?**

- People with reduced mobility, folks using wheelchairs or other mobility devices. People with reduced mobility will need transit vehicles that can accommodate their needs, and various ways to access information on their transportation options.
- Low-income households may be eligible for reduced fare travel. People who are unbanked will need options to purchase fare that with cash.
- Young people, children and older adults may rely on transit to make essential trips. Ensuring transit is easy and safe for them to use helps make the system better for everyone.

- People with limited English proficiency and people with low IT literacy will need access to information that is not limited by language or technology barriers.

### C. What makes a transit-friendly city?

#### What key community outcomes will this element deliver?

- People who live, work or play in Tacoma are able to take transit to get where they need to go.
- Safe, affordable and reliable transit that residents of Tacoma are familiar with and use to get around.
- A range of transit options, which allow people across the city to go by transit no matter what part of the city their trip begins or ends in.
- Transit as a viable alternative to driving, reduced congestion from cars and better air quality.
- A connected city, with new developments to accommodate growth concentrated around transit and a more walkable and people-friendly urban realm.

#### What are features will people in Tacoma see, use, experience when this element vision is realized?

- Direct connections to transit and the destinations people want to go to.
- Safe and comfortable transit waiting areas, where people are protected from the weather, have readily accessible and easy to understand information about their trip.
- Transit that moves freely throughout the city, even during times with high levels of vehicular congestion.
- More walkable urban realm, spaces that people can enjoy and be proud of.

#### Who needs to be involved/represented to center equity and community?

- People who rely on wheelchairs and other mobility devices.
- Low-income households.
- People living in equity priority neighborhoods and those who have been harmed by transportation projects in the past.
- People who rely on transit to get where they need to go.
- People with limited English proficiency.

### D. How does the Transit advance Tacoma's goals?

- **Hold on this section until goals are revised.**

Example from Seattle Transportation Plan below:

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### RELATIONSHIP TO STP GOALS

Transit plays an important role in meeting the Seattle Transportation Plan's goals for safety, equity, sustainability, mobility & economic vitality, livability, and maintenance & modernization.



SAFETY

**Prioritize safety for travelers in Seattle with no serious injury or fatal crashes.**

Transit is among the safest forms of travel. Implementing transit corridor improvements and community and mobility hubs can help provide safe, inviting public spaces where people access transit and while on board to support existing riders and increase transit ridership.



EQUITY

**Co-create with community and implement restorative practices to address transportation-related inequities.**

Affordable transit options enable people to live car-free, without costs to own, operate, and maintain a personal vehicle. Building out the transit network will provide high-quality, all-day travel options that increase access to jobs and opportunities, reduce barriers to using transit and make transit dignified and desirable for all. Transit also provides mobility and independence for those who don't drive, whether by choice or necessity.



SUSTAINABILITY

**Respond to climate change through innovation and a lens of climate justice.**

Transit encourages more trips using shared modes, like buses or light rail. It's one of the lowest emission travel modes since it carries so many people on one vehicle, and many routes including trolleybus and Link light rail are already carbon-free. Transit supports denser, more sustainable development and reduces driving trips—our greatest source of GHG emissions, air and water pollution.

#### D. CONTENT GUIDANCE

- Brief one or two sentence statement relating XX element to each TMP Goal

## 2. Context

### A. Element Context

Transit plays a vital role in connecting people to opportunities while maximizing travel capacity on the city of Tacoma’s streets.

In 2022 Transit made up 5.3 percent of all commute trips in the City of Tacoma (American Community Survey, US Census), making it the fourth most popular mode of commuting in the city. A majority (69 percent) of people commuted via drive alone, followed by 12 percent working from home, and 9 percent carpooling. Tacoma’s level of commuting is higher than both the county and state. More people work from home and less drive than the rest of the county, however, the city has slightly lower levels of work from home and higher levels of drive alone trips than the state.

**Figure 1 How people get to work in Tacoma compared to the county and state (2022 ACS Data)**

	Drive Alone	Carpool	Transit	Taxi	Motorcycle	Bicycle	Walk	Other	Work From Home
<b>City of Tacoma</b>	<b>69.2%</b>	<b>9.2%</b>	<b>5.4%</b>	<b>0.03%</b>	<b>0.16%</b>	<b>0.45%</b>	<b>2.4%</b>	<b>1%</b>	<b>12.1%</b>
Pierce County	72.7%	9.9%	2.9%	0.1%	0.1%	0.3%	2.2%	0.9%	10.9%
Washington State	65.9%	8.9%	4.6%	0.1%	0.2%	0.7%	0.9%	0.9%	15.5%

Funding for public transit in Pierce County comes in part from sales tax revenue authorized by voters in 1979, 0.6 percent of sales tax in the county goes toward transit. In 2011 Pierce Transit put forward a ballot measure to raise this tax to .9 percent in order to continue providing transit service. The ballot failed resulting in service cuts. In 2022 the sales tax revenue covered about half of Pierce Transit’s operating budget, with the majority of the rest coming from regional transit service agreements (22.9 percent), operational grants (19.4 percent), and passenger fares (2.9 percent). Funding constraints force operators like Pierce Transit to make trade-offs in service quality and coverage.

Despite these challenges, Pierce Transit ridership has increased in recent years, growing from around 5.5 million trips in 2022 across all services (Bus, vanpool, shuttle, and Runner)<sup>1</sup> to nearly 6.8. million trips in 2023, but still have not rebounded to pre-pandemic levels (Figure 2).

**Figure 2 Pierce Transit Annual Ridership**

Annual Ridership	Bus	Vanpool	Shuttle	Runner	Total
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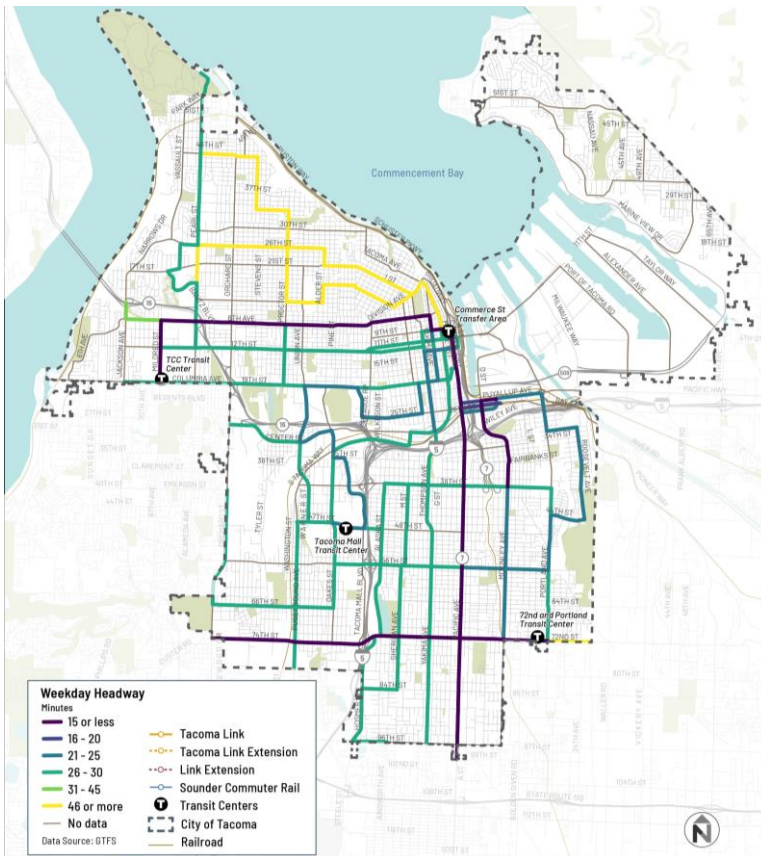
<sup>1</sup> Pierce Transit, 2022 Annual Report [2022 Annual Report > Pierce Transit](#)

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2022	4,946,334	382,751	211,890	5,620	5,546,595
2023	6,096,759	412,042	262,611	15,787	6,787,199
2019 (Pre-Pandemic)	8,376,889	712,437	291,142	(no service)	9,380,468

Transit service is considered high quality when it is frequent and reliable. One way to define high-quality transit is the length of time between buses arriving at stations, or **headways**, typically 15 minutes or less is considered frequent service. There are very few corridors in the City of Tacoma that currently have frequencies of 15-minutes or less (Figure 3). A majority of service in Tacoma operates with headways of 26 minutes or more, with an average of XX.

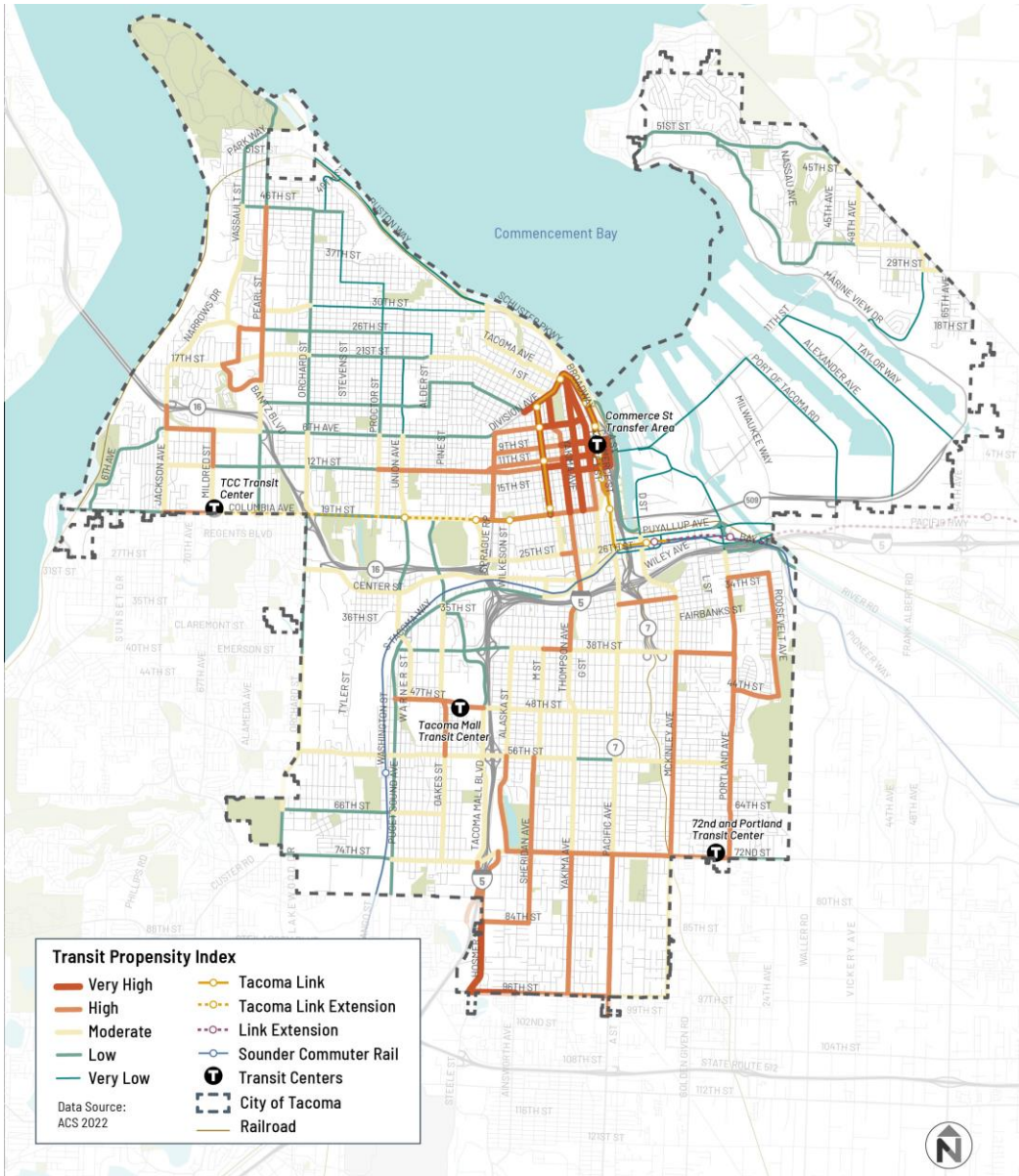
**Figure 3 Weekday Service levels**



Transit propensity indexes help pinpoint conditions where people are more likely to ride and rely on transit. These factors include zero vehicle households, older adults (65 and older), low income households, people with disabilities (age 20-64) and English proficiency. In Tacoma, these communities are generally clustered around existing transit centers, but also include parts along the south of the city and Pearl St to the north (Figure 4).

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Figure 4 Transit Propensity in the City of Tacoma



Recent state legislation has provided a boost to transit, including the Move Ahead Washington transportation Package which funded free rides for Youth 18 and under on transit. [Placeholder to list other ways/policies Tacoma has that support public transit]

B. What are key opportunities for Tacoma to advance transit?

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- **Define vision, goals, and guidelines for transit in the city of Tacoma to set expectations and commitments for partners:** These could include aspirational service goals (every resident lives within a quarter mile of high frequency transit service), policies defining transit modal priority (establishing a multimodal level of service standard), guidelines for operating on the city's right-of-way, and transit-supportive evaluation criteria for future projects.
- **Continue to create transit-supportive land uses and affordable housing that encourages pedestrian-oriented land uses:** The City of Tacoma's Affordable Housing Action Strategy, including initiatives like Home in Tacoma (HIT)—which updates city zoning to allow for middle housing by replacing single-family zoning with Urban Residential zoning—should generate transit-supportive densities while also increasing affordability within the city.
- **Service integration and restructuring** to help leverage catalytic high-capacity transit projects like the Tacoma Community College extension of the T-Line, Tacoma Dome Link Extension, and potential future High Speed Rail investments in Cascade Rail. Opportunity to bolster the Pierce Transit and Sound Transit Bus System connections.
- **Broader access improvements to system: connecting people to transit and** viewing the transit system as a whole across services.
- **Climate initiatives:** Build on change in public awareness around emission reduction to educate and excite people about the role transit can play in reducing transportation emissions and increasing system capacity.
- **Identify and pursue new sources of funding for transit:** Potential funding via Renewal of Streets Ballot measure, Tacoma Public Utilities electrified transportation utility rate, and impact fee program.
- **Collaborate with transit partners on strategic long-range planning:** as well as project-level visioning, engagement, environmental review, construction, and crucially, all phases of design to advocate for Tacoma's desired transit vision, goals, and guidelines.
- **Cultivate a culture of transit, acknowledging that Tacoma's current travel options favor cars, through education regarding co-benefits, experiential opportunities, and TDM programs**
- **Increase city staff capacity and expertise around transit:** which may include supporting educational opportunities or hiring new staff.

### C. What emerging trends will affect transit today and in the future?

- **Changing travel needs:** Where and when and how people travel is changing due to increases in telecommuting, e-commerce, and distance learning. This may require transit agencies to change the way they provide service – for example expanding midday service and providing more on-demand options – to match the needs of their riders.
- **Integration of human-centered transportation policies:** in the last decade, initiatives like Vision Zero, an initiative to end traffic related deaths, Complete Streets, which



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envisioning a balanced use of streets, fare free transit for youth, and creating walkable, dense places all work to help create transit-friendly communities and streetscapes.

- **Growing momentum for change around climate and housing policy:** Better transit service supports renewed efforts to decarbonize the transportation sector and reduce individual vehicle miles traveled. In addition, WA House Bill 1181 and new city housing policies could lead to transit-supportive land uses that could increase transit mode share.
- **Increasing costs for U.S. Infrastructure projects:** As policies like Buy America (which requires certain federally funded capital projects to source materials and labor from American vendors when realistically possible), supply chain issues, and rapid inflation drives up costs for new capital investments, Tacoma and its partners will have to think critically and strategically about how to implement and fund capital transit investments.
- **Reducing gas tax revenue:** As passenger vehicles become more fuel efficient, the gas tax will become less lucrative. The state of Washington is exploring replacing or supplementing this tax with other price-based mechanisms and tools.
- **Zero-emission transportation technology:** Across the transportation sector vehicle manufacturers are exploring zero-emission technology. As buses, trains, trucks, and passenger vehicles decarbonize their fuel sources, there may be complications from changed fueling patterns or behavioral changes to how people view their personal vehicles that may cause challenges or opportunities for transit. Challenges associated with supply and costs of technology impact fleet electrification.
- **High Speed Rail planning:** Long term talks about a potential high speed rail line connecting Portland to Vancouver, B.C. may influence station locations and other transit amenities in Tacoma.
- **Accommodating population and job growth trends:** Explore creating capacity through mode-shift instead of roadway capacity to accommodate this growth.
- **Focusing growth in transit-oriented neighborhoods:** There is a tremendous opportunity to link new transit investment with housing and economic development. Increasing awareness of the need for mixed-use development, elimination of parking minimums, and more demand to live in vibrant, walkable communities creates momentum for more transit-oriented communities.

### D. What challenges will affect transit today and in the future?

- **Interagency collaboration:** The City of Tacoma has many partners it must coordinate and align with to successfully implement a quality transit system. Interagency and jurisdictional collaboration between city, county, state, and transit agencies can delay projects as multiple players may have competing priorities or interests. Tacoma's primary transit provider is mandated to provide service across the county, as the largest city in the county, Tacoma sometimes has different needs than the rest of the county. Tacoma should work with transit agencies to provide enhanced service where the city would like to grow.

## Transportation Master Plan

City of Tacoma

- **Workforce shortages:** Staff constraints on both Tacoma and transit agencies make it hard to plan for and deploy quality transit services. Across the country recruitment for bus operators has been challenging, making it even harder to retain current staff, exasperating issues and causing unwanted service cuts.
- **Limited revenue and funding:** Local transit funding has not kept pace with delivery cost and growth. With limited funds trade-offs and decisions have to be made about where to invest transit funding to have the biggest impact. For example, balancing demand for resources for electrification verses need to expand transit presents a challenging trade-off between two, goal-aligned areas of investment.
- **Undefined role of city leadership in transit planning:** The city of Tacoma would like to play a stronger role in shaping transit within its jurisdiction and needs a clearer path forward.
- **Need for coordinated strategy on long range transit planning:** In tandem with the interagency collaboration, clearly defined roles and responsibilities are needed to help shepherd a unified and coordinated strategy for a long-range transit vision in the region. This would provide a north star for all agencies to work toward and help with prioritizing limited funds.
- **Lack of density near high-capacity transit corridors:** Existing land uses are not conducive to high-capacity transit. High-capacity transit should align with areas where Tacoma wants to grow and should be the go-to mode of transportation for higher density, transit-oriented areas.

# CONSOLIDATED TRANSIT ELEMENT COMMENTS

## What are key **opportunities** for Tacoma to advance transit? (5-8 bullets)

- Define vision, goals, and guidelines for transit in Tacoma (operations, modal hierarchy, level of service standards)
- Continue to create policy that generates transit-supportive land uses and affordable housing
- Build on existing and planned high-capacity transit projects like the TCC and Tacoma Dome Extensions
- Identify new sources of funding for transit
- Increase city staff capacity and expertise around transit
- Continue to conduct Strategic long-range transit planning with partners like Pierce Transit, Pierce County, PSRC, WSDOT, and Sound Transit

Bullet	IN	Comment	Action/Discussion
Define vision, goals, and guidelines for transit in Tacoma (operations, modal hierarchy, level of service standards)	CK	Define vision, goals, and guidelines <i>standards</i> for transit in Tacoma (operations, modal hierarchy, level of service standards, <i>right of way design treatments</i> )  Guidelines are not enforceable, standards are. Design treatments can be made more explicit, following a design guide like NACTO’s Transit Street Design Guide. Add: Define Regional ST Express bus system changes to link Tacoma’s Regional Growth Centers to the Regional Transit Network.	<b>Keep as is – City would like to maintain flexibility of guidelines</b>
	GR	No comments	
	TS	Agree with all	
	WR	No comments	
Continue to create policy that generates transit-supportive land uses and affordable housing	CK	Continue to create policy that generates transit-supportive land uses and affordable housing while <i>discouraging land uses that are incompatible with safe, multimodal transportation choices</i>  Prohibitions on land use hostile to bike/ped/transit in areas targeted for TOD is just as important as planning for land uses that are supportive of TOD.	<b>Keep original language – add some more clarification to bullet.</b>  <b>“Encouraging pedestrian-oriented land use”</b>
	GR	No comments	
	TS	Agree with all	

	WR	No comments	
Build on existing and planned high-capacity transit projects like the TCC and Tacoma Dome Extensions	CK	<p><i>Strategically leverage</i> existing and planned high-capacity transit projects like the TCC and Tacoma Dome Extensions <i>to allow high performing local transit to be upgraded and service redeployed</i></p> <p>Why? Looking at HCT holistically in conjunction with the local transit system can have many benefits. Regional high capacity transit projects can be designed to replace entire segments of high performing local transit and the resources redeployed elsewhere to benefit the entire system. For example, replacement of a high ridership bus line with rail could allow that bus rolling stock and those local transit operators to be redeployed on a frequent, bus rapid transit-like service as a feeder to broaden the benefits of the HCT line. Please see King County Metro and Community Transit bus system redesigns to align with extension of Link Light Rail for Northgate and Lynnwood Link. Those savings could be in the realm of tens of thousands of local service hours, making available millions of dollars per year in redeployed service to areas in need.</p>	<p><b>Broken into 2 bullets:</b></p> <p><b>-Service integration &amp; restructuring</b></p> <p><b>-Broader access improvements to system and optimizing access around systems</b></p>
	GR	No comments	
	TS	Agree with all	
	WR	<p>If we are going to name specific projects we should also include Pierce Transit bus projects. I would reference the new Stream Community Line service (basically an express bus overlay of route 1 from spanaway to downtown). In addition to less frequent stops they are installing TSP and also have plans for future station upgrades at Stream stops to include improved lighting, shelters, seating, and real time PIDs.</p> <p><a href="https://www.piercetransit.org/stream">https://www.piercetransit.org/stream</a></p>	
Identify new sources of funding for transit	CK	Identify <i>and pursue</i> new sources of funding for transit	<b>Agree to amend</b>
	GR	No comments	
	TS	Agree with all	
	WR	No comments	
	CK	No comments	

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Increase city staff capacity and expertise around transit	GR	No comments	
	TS	Agree with all	
	WR	No comments	
Continue to conduct Strategic long-range transit planning with partners like Pierce Transit, Pierce County, PSRC, WSDOT, and Sound Transit	CK	<i>Reconcile and legally enforce</i> strategic long-range transit planning <i>objectives</i> with partners like Pierce Transit, Pierce County, PSRC, WSDOT, and Sound Transit. Why? Tacoma, as a first-class city, needs to resolve that the design of streets within its borders contribute to and can potentially cause ongoing and acute threats to public health and safety that contribute to environmental injustice and disproportionately affect vulnerable residents. And as such, with the City’s police powers, it may influence and ensure appropriate design with respect to that jurisdiction. As an organization, Tacoma needs to actively seek to reconcile planning, administrative and legal decisions at other agencies with the City’s vision and objectives for a transportation system that meets its obligations under the Growth Management Act.	<p><b>This language does not reflect the tone we want to have in the TMP (also for consistency with other sections.)</b></p> <p><b>Reworded: Collaborate with transit partners on strategic long-range planning as well as project-level visioning, engagement, environmental review, construction, and crucially, all phases of design to advocate for Tacoma's desired transit vision, goals, and guidelines</b></p>
	GR	No comments	
	TS	Agree with all	
	WR	No comments	
Additional Suggestions	CK	Define Regional ST Express bus system changes to link Tacoma’s Regional Growth Centers to the Regional Transit Network.	<b>Save for later – actions/programs</b>
	GR	Add section on expanded Cascade Rail Service	<b>Adding RE catalytic projects</b>

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	TS	Explore light rail systems integration, as was once City and Sound Transit policy, for transformed and flexible operations, ADA-level boarding, higher capacity vehicles, superior trip pairs, etc.	<b>Captured by new bullet - no action</b>
	TS	Prioritize redevelopment of Commerce St Station walkshed area for regionally prominent eTOD urban center.	<b>Save for later – actions/programs</b>
	TS	Identify incentives to promote development of underutilized urban tracts in Downtown (or deterrents to combat under-development)	<b>Save for later – actions/programs</b>
	WS	Cultivate a culture of transit, acknowledging that Tacoma’s current travel options favor cars, through education regarding co-benefits, experiential opportunities, and TDM programs	<b>Added</b>

What **challenges** will affect transit today and in the future? (5-8 bullets)

- Strained Interagency and jurisdictional collaboration between city, county, state, and transit agencies
- Workforce shortages on both the city and transit agency side
- Limited revenue and funding
- Lack of coordinated strategy on long range transit planning
- Lack of alignment between city and county goals around transit service
- Undefined role of city leadership in transit planning
- Transit ridership still below pre-pandemic levels

Bullet	IN	Comment	Action/Discussion
Strained Interagency and jurisdictional collaboration between city, county, state, and transit agencies	CK	No comments	<b>Reframed. Federal not added – different issue being highlighted here.</b>
	GR	No comments	
	TS	Agree with all	
	WR	Lower case “i” Not sure if federal needs to be added as "strained" but we are also reliant on federal grants for large transit projects. Pierce Transit had procured a significant small starts grant for the Pacific Avenue BRT that they ultimately had to decline when the project died. Being able to deliver and be good stewards of federal funds is also critical to transit success	
Workforce shortages on both the city and transit agency side	CK	No comments	<b>Change made</b>
	GR	No comments	
	TS	Agree with all	
	WR	“Workforce shortages for both Tacoma and transit agencies”	
Limited revenue and funding	CK	Limited <b><i>pursued</i></b> revenue and funding [See CKs for full comment – the essence is that PT / City is not fully pursuing local funding levers e.g. sales tax ballot measure, TIF etc]	<b>Reframing: “what is not being done” -&gt; “Local transit funding has not</b>
	GR	No comments	

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	TS	Agree with all	<b>kept pace with delivery cost and growth.”</b>
	WR	No comments	
Lack of coordinated strategy on long range transit planning	CK	No comments	
	GR	No comments	
	TS	Agree with all	
	WR	No comments	
Lack of alignment between city and county goals around transit service	CK	Lack of alignment between city and county agency goals around transit service. Why? The City and County may actually be in closer alignment in terms of land use and comprehensive planning than the transit agencies themselves are. There is a yawning gap between the growth rates of service and the growth rate of housing and jobs. The issue is with closing the gap between projected growth and transit service to get back on track. The Long Range Plans of Pierce and Sound Transit do not reflect the scale of the transit system necessary to meet mode split and climate goals.	<b>Removed - duplicative</b>
	GR	No comments	
	TS	Agree with all	



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	WR	<p>We need to consider how we want to word this. For one thing, technically, the official countywide planning policies are perfectly in alignment with multi-modal, vision zero, equity, TOD etc. See starting on page 82</p> <p><a href="https://www.piercecountywa.gov/DocumentCenter/View/92170/Countywide-Planning-Policies-adopted-by-2022-29?bidId=">https://www.piercecountywa.gov/DocumentCenter/View/92170/Countywide-Planning-Policies-adopted-by-2022-29?bidId=</a></p> <p>But... I think this overall point is more about Pierce Transit needing to do transit planning to serve a variety of different municipalities and interests across the county which may not always align with the transit planning that is in Tacoma's best interest. Additionally, key portions of the county have opted out of contributing funding to Pierce Transit and receiving bus service which diminishes the available operating funds. One impact is long routes sometimes using Tacoma as a mere passthrough between other municipalities or areas of unincorporated County (which introduces opportunity for delay/unreliability) at the potential expense of creating optimal routing for Tacoma's origins/destinations</p>	
Undefined role of city leadership in transit planning	CK	No comments	
	GR	No comments	
	TS	Agree with all	
	WR	No comments	
Transit ridership still below pre-pandemic levels	CK	<p>Suggests removing</p> <p>This is not necessarily a challenge. It means we may have service we can redeploy or investments in some types of transit capacity that do not have to be made, so the City can identify other investments in frequency, span or coverage. The reduction in ridership is a result of the change to work from home for many office workers, and that affects regional ridership predominantly.</p>	<b>Added to trends under changing travel patterns</b>
	GR	No comments	
	TS	Agree with all	
	WR	No comments	

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Additional Suggestions	CK	High support for transit in Tacoma, less so outside of the city We need to recognize that voter support, especially voter support in historically high turnout areas of Tacoma will be needed to raise funds to execute on a sustainable transit vision.	<b>Captured this in the interagency, reword that bullet.</b>
	GR	Lack of density near high-capacity transit corridors	<b>Added</b>
	GR	Balancing <b>need</b> for electrification with need to expand transit	<b>Added to limited revenue section</b>
	TS	Lack of clarity on application of Equity Index and equity concepts to transit system planning and development (as in, despite 6 <sup>th</sup> Avenue and Mildred Street being a densely populated, racially and socially diverse corridor with numerous urban land-uses and home to a locally dominant public mass transit service, since that transit line merely borders the North End, to upgrade the congested service for higher capacity is “inequitable” to some, even as it rededicates bus service hours to other Pierce Transit corridors and improves the streets for all users).	<b>Not including this Appreciate the comment – not integrated into the document but will look at this for our process</b>
	TS	Overemphasis on the peak-oriented Tacoma Dome park-and-ride and Sounder station at the expense of Tacoma city center and Pacific Avenue for transit connections. Choice-regional service being prioritized over essential-local service.	<b>Captured in the integrating transit bullet</b>

What **trends** will affect transit today and in the future? (5-8 bullets)

- Changing travel needs and patterns
- Human-centered transportation policies
- Momentum for change around climate and housing; link between transit and VMT/GHG reduction
- Increased costs for infrastructure projects
- Congestion pricing / other replacements for gas tax revenue that might make transit more appealing

Bullet	IN	Comment	Action/Discussion
Changing travel needs and patterns	CK	No comments	<b>Added more description here</b>
	GR	No comments	
	TS	Agree with all	
	WR	Do we need to define this a bit more... I would assume that by working to create 15-minute neighborhoods combined with increased density and vehicle congestion the travel needs/patterns would be shifting to include more transit/walk/bike/roll etc.	
Human-centered transportation policies	CK	No comments	
	GR	No comments	
	TS	Agree with all	
	WR	No comments	
Momentum for change around climate and housing; link between transit and VMT/GHG reduction	CK	Momentum for change around climate and housing; link between transit and VMT/GHG reduction. <b>Especially the planning requirements of WA House Bill 1181.</b>	<b>Added in reference to HB 1181</b>
	GR	No comments	
	TS	Agree with all	
	WR	No comments	
Increased costs for infrastructure projects	CK	No comments	
	GR	No comments	
	TS	Agree with all	

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	WR	No comments	
Congestion pricing / other replacements for gas tax revenue that might make transit more appealing	CK	Strike: congestion pricing bullet. I have heard no one speak of this in Washington State as a policy. Even NYC is having difficulty bringing this into effect after decades of planning.	<b>Amended to remove the term Congestion Pricing but reference price-based strategies at a high-level</b>
	GR	No comments	
	TS	Clarification: "Congestion process, gas tax replacements or supplements, and other cost structure measures that make transit more appealing". Tacoma is not a congestion price candidate city, in my opinion, and the American appetite is clearly not craving such a measure. Nonetheless, it is a "trend" seen around the world and perhaps, one day, will be so on Manhattan Island too.	
	WR	So, I don't know that this needs to be specifically mentioned but with the shift to hybrid/electric the gas tax model is going to become (is already becoming) obsolete. So a usage (per mile) fee or some form of congestion pricing seems likely	
Undefined role of city leadership in transit planning	CK	No comments	
	GR	No comments	
	TS	Agree with all	
	WR	No comments	
Additional Suggestions	CK	Factor population and job growth; both on-street parking and roadway capacity in Tacoma will be saturated in areas by 2050 without significant mode shifting.	<b>Added: Accommodating population and job growth trends</b>
	CK	Reduced options for battery electric bus providers, ongoing trade tariff policy at Federal level regarding imports of electric vehicles	<b>Covered in bullet on zero-emission</b>
	GR	Demographic changes: fluctuations in income distribution, change in age distribution, etc.	<b>Added: Accommodating population and job growth trends</b>
	TS	Diversification of land-uses and activities in city centers/downtowns.	<b>Added TOD-focused bullet</b>
	TS	Elimination of parking minimums.	

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	TS	Increasing awareness of the need for mixed-use development practices.	
	WR	I was happy to see that we are not emphasizing autonomous vehicles in these bullets. I personally think it's an erroneous panacea that diverts funding/attention away from transit. Even if the technology is perfected (still a big if for city environments) there's also a lot of liability legal hurdles etc. Reminds me of the same people that think we don't need to worry about climate change because with technology we will just put something in the atmosphere to partially block the sun etc.	<b>No action, capturing comment</b>

An aerial photograph of a waterfront area, likely a harbor or bay. The foreground shows a large industrial facility with several large cylindrical storage tanks and various buildings. A body of water runs through the center, with a bridge crossing it. To the right, there is a marina filled with many small boats. In the background, a range of mountains is visible under a clear sky.

# Transit Element

TOD Task Force

August 2024

# What We'll Cover

1. Comment Resolution for Intro/Context Sections
2. Frequent Transit Network Development Approach
3. Transit Element Strategies
4. Next Steps and Homework



# Overview

**Thank you** for your comments & feedback on the initial Transit Element Introduction and Context sections

Comments were consolidated and a comment matrix developed to document how each comment was addressed.

Descriptive text was added to clarify and include your insights.



# Opportunities

## Key updates:

- Opportunity to leverage HCT investment spit into two points:
  1. *service integration & restructuring*
  2. *broader access improvements to the system*
- Added action to *pursue new sources of funding*
- Avoided adding binding or litigious language (standards & legally enforce) to maintain the tone of the document

# Challenges

## Key updates:

- Amended language on pursuing funding – *local transit funding has not kept pace with delivery cost and growth*
- Removed *lack of alignment between city and county goals* and added context to *interagency/jurisdictional collaboration*
- Moved *transit below pre-pandemic levels* to trends and reframed *changing travel patterns*
- Added *lack of density near HCT corridors*

# Trends

## Key updates:

- Added more description across all trends
- Removed the term “congestion pricing” and reframed to include *all price-based strategies*
- Added *accommodating population and job growth* (comment from multiple reviewers)
- Added TOD-focused bullet

# Frequent Transit Network

- The Frequent Transit Network (FTN) will provide an aspirational vision for service levels on Tacoma's transit network.
- The FTN provides a policy basis and specific targets for frequent, reliable transit service connecting neighborhoods, centers and designations throughout the day, every day.
- The FTN is not a service plan.



# Frequent Transit Network

- The FTN will set and map aspirational targets for service frequency and span (and document the gap from current service levels).
- FTN is agnostic of existing transit network/route design and operators.
- FTN will include:
  - Map with service level targets
  - Span targets by day and time of day
  - Strategies for implementation

## Frequent Transit Network Targets

- Frequent: Better than 10 minutes
- Frequent: 10 minutes
- Frequent: 15 minutes
- Other Transit

Note: The network in downtown Seattle is not included in FTN target due to the large overlapping routes on those streets.

## Light Rail

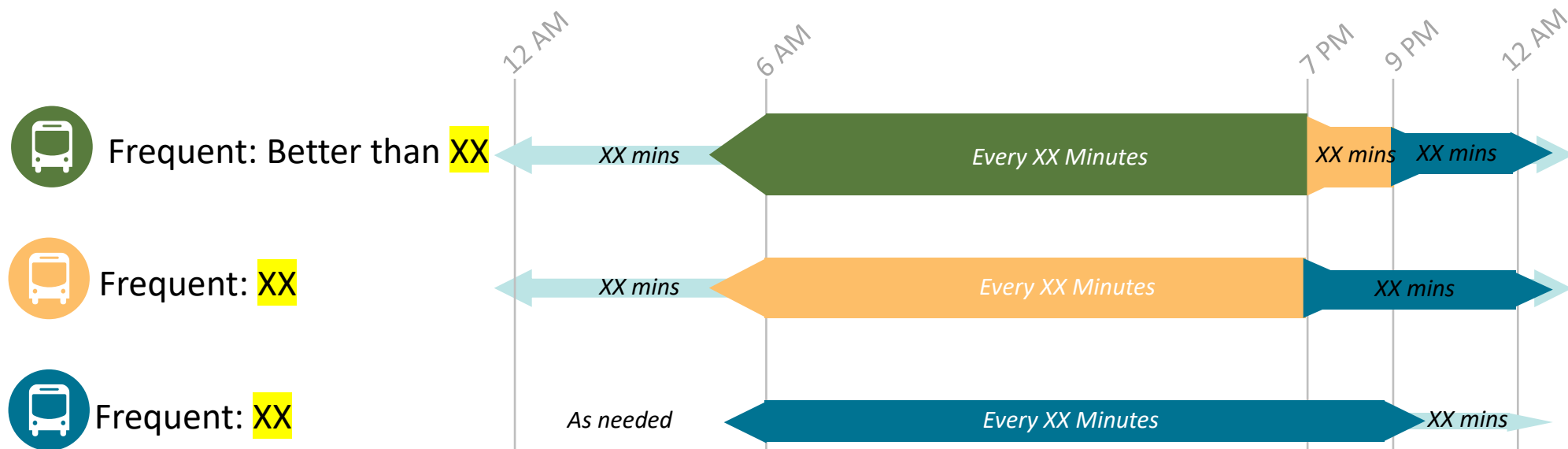
- ⊕ Existing / Under Construction
- Future



Map Example from Seattle

# Frequent Transit Network

- FTN will identify target service levels for key corridors by time of day and day of week.



# Frequent Transit Network Development

## Areas of Assessment Used to Develop FTN Tiers and Corridors Designations:

- Current Land Use & Travel Pattern
- Future Land Use & Travel Patterns
- Performance of Existing Transit Services
- Future Transit Expansion & Projects
- Equity Score



Corridor Segmentation for Analysis

# Segmentation Mapping Examples

## Segment Equity (EPA) Index Score



## Transit propensity index (2022/current)





# Frequent Transit Network Development

Area of Assessment	Measure	Data Source
<b>Current Land Use &amp; Travel Patterns</b>	Population Density	2023 ACS
	Employment Density	2022
	Transit Propensity Index	2022/2023
	Travel Origin-Destination Patterns	2023 PC Travel Model; Replica
<b>Future Land Use &amp; Travel Patterns</b>	Future Population Density	2050, Comp Plan
	Future Employment Density	2050, Comp Plan
	Future Pop/Employment by Center & Corridor	2050, Comp Plan
	Travel Origin-Destination Patterns	2050 Pierce County Travel Model

# Frequent Transit Network Development

Area of Assessment	Measure	Data Source
<b>Transit Service &amp; Performance</b>	Annual Transit Boardings	Fall 2023 PT and ST ridership data
	Daily weekday Boardings	Fall 2023 PT and ST ridership data
	Avg and Peak Load	Fall 2023 PT and ST ridership data
	Future Ridership Potential	Estimated based on 2050 Land Use
	Service Level / Land Use Ratio	Ratio of service hours to pop/emp density
<b>Transit Expansion and Connectivity</b>	Connections to Link Light Rail and Commuter Rail	Future ST3 network buildout stations and service level
	Center-to-Center Connections	Weighted value of land use connections
<b>Equity</b>	Equity index score	Averaged Tacoma Equity Index score normalized by distance

# Strategies

## Goals

- The broader, long-term outcomes the community intends to achieve through investment and management of the transportation system

*“Make Tacoma an Environmentally Sustainable and Healthy Place to Live”*

## Policies

- The rules or actions that a community intends to implement to meet transportation and related goals
- Guiding principle for decision-making

*“Prioritize multimodal investment”*

## Strategies

- General statements that can be applied to implement the intent of the plan or modal element

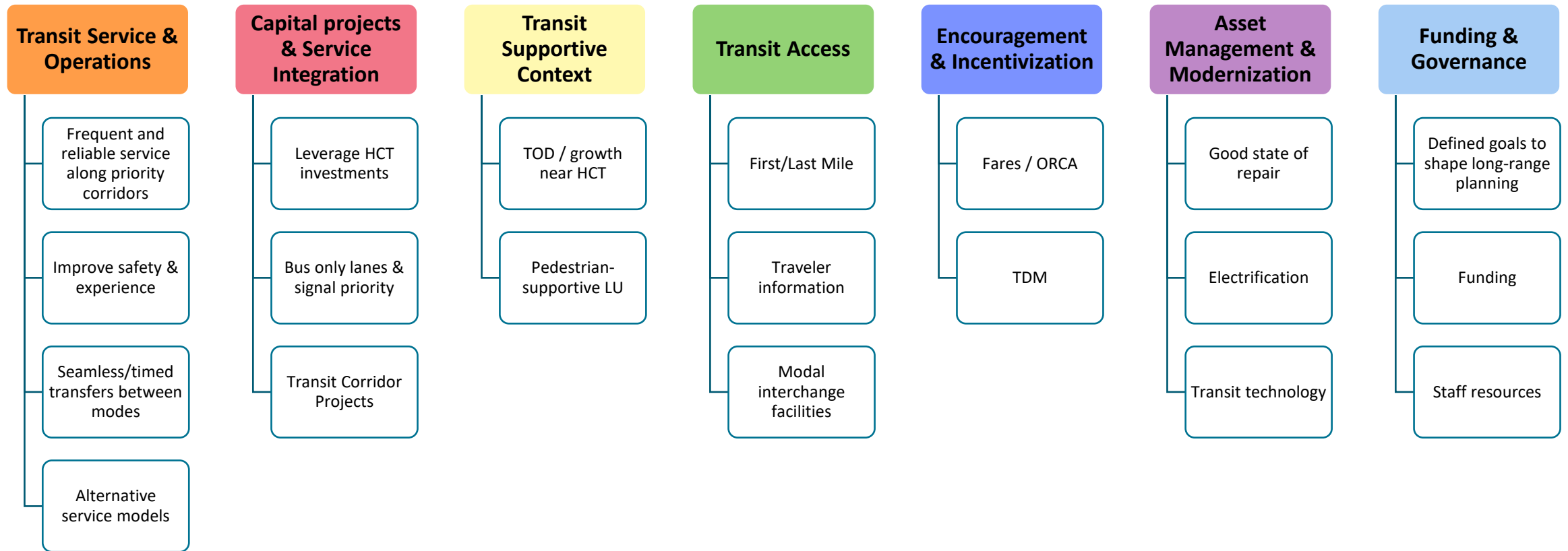
*“Develop transit spot improvement program to address areas of chronic bus delay.”*

## Transformative Actions

- Specific, actionable approaches to realizing citywide and mode specific outcomes. Focus on big, substantive moves

*“Redevelopment of Commerce St Station walkshed area for regionally prominent eTOD urban center.”*

# Strategies: Key Categories



# Strategies: Brainstorm

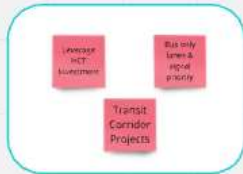
## Transit Element Strategies and Actions Brainstorm

High-Level Concepts

### Transit Service & Operations



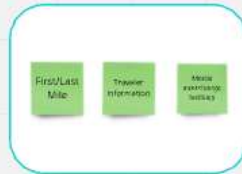
### Capital projects & Service Integration



### Transit Supportive Context



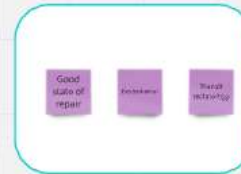
### Transit Access



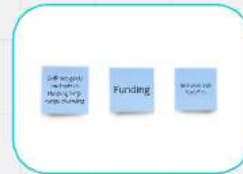
### Encouragement & Incentivization



### Asset Management & Modernization



### Funding & Governance



## STRATEGIES

General statements that can be applied to implement the intent of the plan or modal element

- What strategies are needed to realize TMP goals and the specific vision for this mode or functional element of Tacoma's transportation system? This includes programs.
- Considering the Issues, Opportunities, and Trends identified in Section 2, what strategies may be required to successfully address these?
- What strategies do city staff or partner agencies wish were in place to support their work?

### Examples



STRATEGIES

Transit Service & Operations

Capital projects & Service Integration

Transit Supportive Context

Transit Access

Encouragement & Incentivization

Asset Management & Modernization

Funding & Governance