



Item No.: 8A  
Date of Meeting: October 29, 2020

# Strategic Plan Foundational Goal: Transportation Advocacy

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# Online Survey Responses



Question:

**What do you think will be the Port of Tacoma's most important role for Pierce County for the next five years?**

- ✦ *"Transportation infrastructure investments and advocacy"*
- ✦ *"Improving transportation in/out of port"*
- ✦ *"Improve rail infrastructure to entice shipping lines to call at the port"*
- ✦ *"Get involved in aerial mobility advancements"*
- ✦ *"Complete the connection from 167 to I-5 to enable a smooth flow of traffic"*
- ✦ *"Shipping American products overseas"*
- ✦ *"Adaptation to the third industrial revolution with communications, logistics and energy"*

# Agenda



- Transportation Planning (2011 to today)
- Transportation Decision Lifecycle
- Strategic Plan Transportation Goal
- Transportation Advocacy Strategies



# Transportation Planning

## Transportation Planning Plans and Studies



Tideflats Area Transportation Study	2011
Land Use and Transportation Plan	2014
Tideflats Intelligent Transportation System (ITS) Strategic Plan	2015
Tideflats Emergency Response Plan	2016
10-Year Road and Rail Plan	2017
11 <sup>th</sup> Street Bridge Corridor Study	2019
Tideflats Subarea Plan	Pending

Go to the Port's Planning page to access these Plans and Studies

<https://www.portoftacoma.com/planning>

## Transportation Planning Strategic Conclusions



1. Over the past ten years, the Port has carried out several planning efforts jointly with partner agencies.
2. While the Port doesn't own transportation rights of way, we can influence planning and project delivery.
3. Progress has been made. Yet: There is a lack of funding for physical infrastructure projects.
4. There is no formal process to jointly monitor progress towards planning goals and assess the need for plan adjustments.
5. There are two priority regional roadway projects:
  - SR 167
  - Interstate 5 and Port of Tacoma Road Interchange.

# Transportation Planning Tideflats Area Transportation Study (2011)



## **Study Goals**

- Evaluate the multimodal transportation network in, and surrounding, the Tideflats
- Identify and prioritize projects to maintain and improve access to the Tideflats

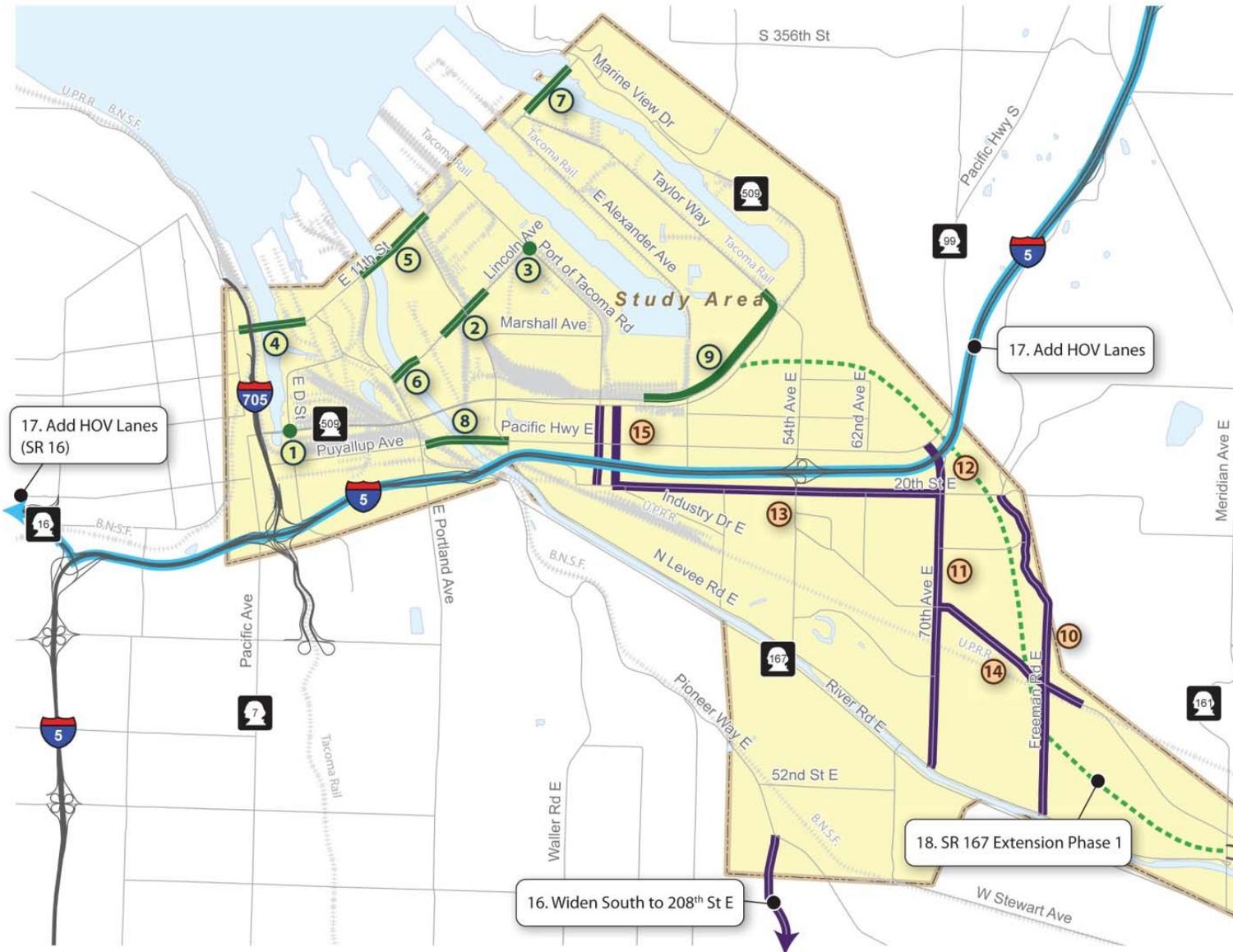
## **Strategic Conclusions**

- Transportation needs are complex due to a diversity of uses
- Baseline projects are essential to avoid transportation system failure by 2030

## **Partners**

Port of Tacoma, Washington State Department of Transportation, Freight Mobility Strategic Investment Board, City of Fife, City of Tacoma, Marine View Ventures (an entity of the Puyallup Tribe of Indians), Pierce County, SSA Marine

# Transportation Planning Tideflats Area Transportation Study Baseline Projects



## Local Area Projects

### Tacoma

- 1 D Street Ramps
- 2 Lincoln Avenue Grade Separation
- 3 Lincoln Avenue/Port of Tacoma Road - Traffic Signal
- 4 Murray Morgan Bridge - Reconstruct
- 5 E 11th Street Viaduct - Rebuild
- 6 Lincoln Avenue Bridge - Rehabilitate
- 7 Hylebos Bridge - Rebuild
- 8 Puyallup Avenue Bridges - Rebuild
- 9 Extend A/D Rail Line

### Fife

- 10 Freeman Road - Widen to 3 Lanes
- 11 70th Avenue - Widen to 5 Lanes
- 12 70th Avenue - Realign and Widen to 4 Lanes
- 13 20th Street - Widen to 3 Lanes
- 14 Valley Avenue - Upgrade to 4 Lanes (2011) and Widen East Approach
- 15 I-5/Port of Tacoma Road Interchange - Rebuild

# Transportation Planning Land Use & Transportation Plan (2014)



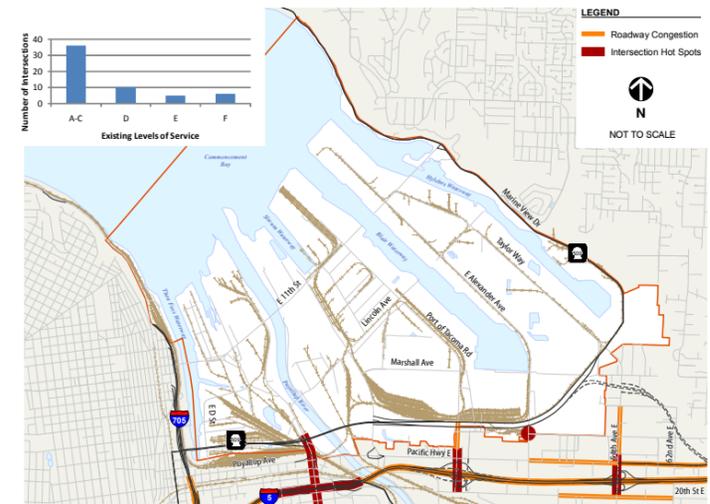
## Plan Goals

- Guide future development and infrastructure priorities to achieve the goals set forth in the 2012 Strategic Plan
- Prioritize freight system improvement strategies and investments for:
  - Regional and Port Access
  - Tideflats Circulation and Preservation
  - Rail Facilities
  - Waterways

## Strategic Conclusions

- Priority regional projects are SR 167 and the Port of Tacoma Road Interchange
- Need for other access projects as well as rail facility improvements

**Prepared for**  
Port of Tacoma



# Transportation Planning Tideflats Intelligent Transportation Systems (ITS) Strategic Plan (2015)



## Plan Goals

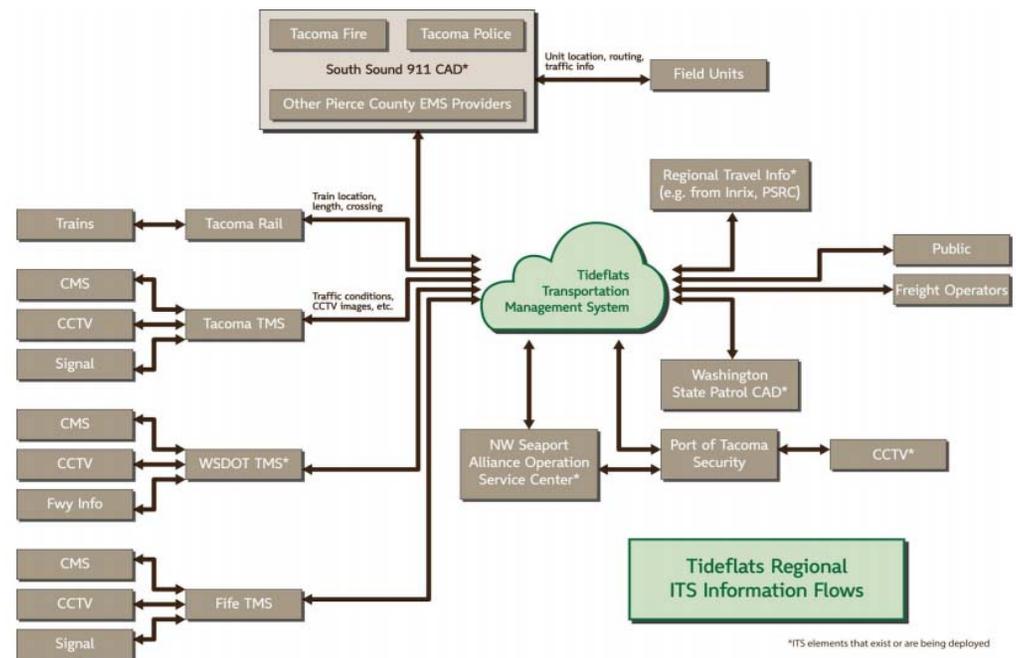
- Identify needs and strategies to improve safety, increase freight mobility and accommodate growth
- Provide a joint framework to meet that demand by the most economic and efficient means possible

## Strategic Conclusion

Implementation of the ITS Strategic Plan will require the coordination and integration of partner agencies in the Tideflats area

## Partners

Port of Tacoma and City of Tacoma



# Transportation Planning Tideflats Emergency Response Plan (2016)



## Goals

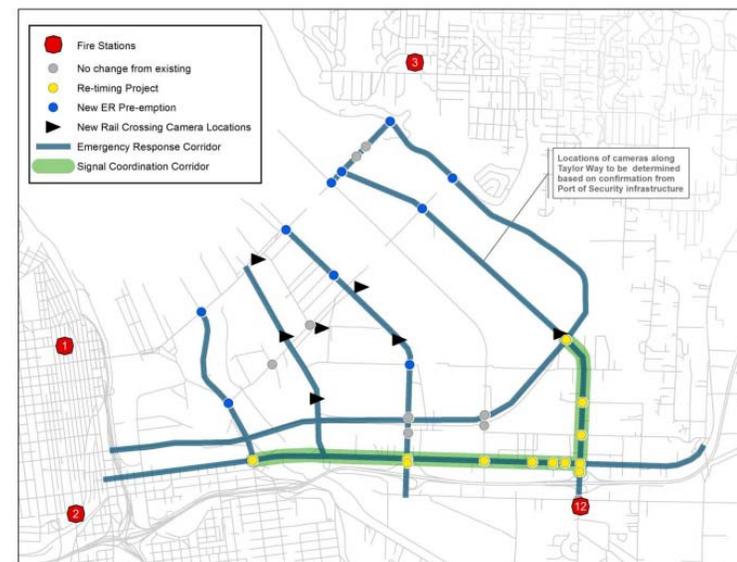
- Assess current and likely future fire and Emergency Medical Services (EMS) capability into and out of the Tideflats
- Determine the current and anticipated impact of rail and traffic congestion through 2035
- Identify long-term locations from which to base emergency response
- Prioritize improvements that preserve or improve emergency response capability and emergency evacuation

## Strategic Conclusion

If planned roadway projects are implemented, response times are ***not*** significantly affected until 2035

## Partners

Port of Tacoma and City of Tacoma



# Transportation Planning 10-year Road and Rail Plan (2017)



## Plan Goals

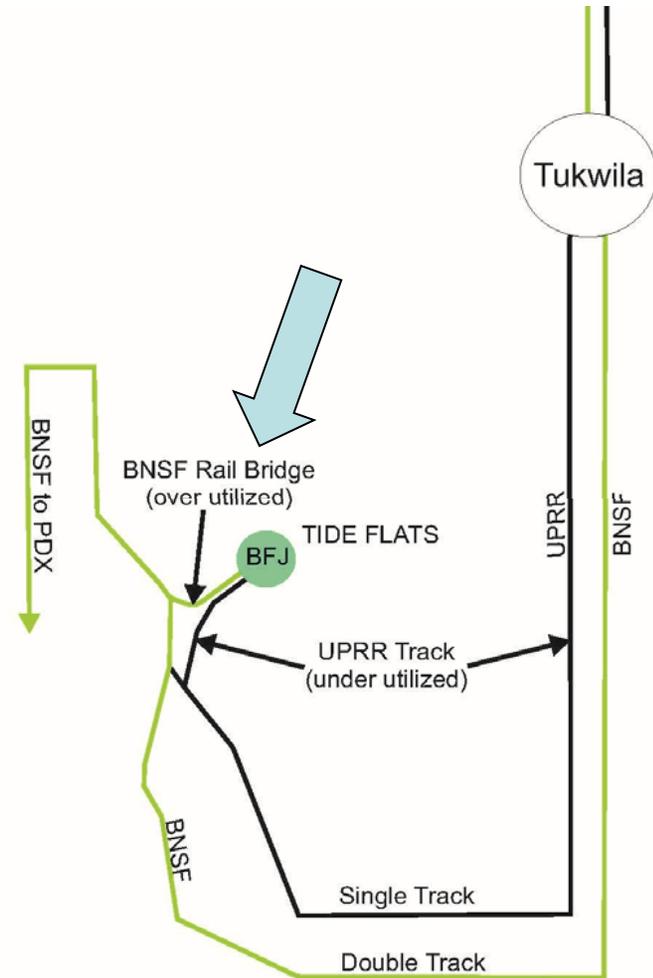
- Identify off-terminal infrastructure needs to support the container business, and priority projects addressing these needs
- Provide high-level project cost estimates

## Strategic Conclusions

- The priority regional road project for Tacoma is Puget Sound Gateway (SR 167 / SR 509)
- Mainline rail access priority projects for Tacoma include a 2<sup>nd</sup> Burlington Northern Santa Fe (BNSF) bridge across the Puyallup River

## Prepared by

Northwest Seaport Alliance (NWSA) staff



# Transportation Planning

## 10-year Road & Rail Plan: Roadway Projects



Project Name	Project Need	Project Type				
		Gate	Intersection	ITS Application	Bridge or Grade Separation	Pavement
Port of Tacoma Road/I-5 Interchange			✓	✓	✓	✓
Tideflats ITS Program		✓		✓		
Taylor Way Heavy Haul			✓	✓		✓
GCPT Access		✓	✓	✓	✓	
SR 167 Extension		✓		✓	✓	
Remaining Puyallup Ave Bridge Sections			✓	✓	✓	
SR 509/Taylor Way/54th Ave East			✓			
<i>Lincoln Ave Corridor/Puyallup River Capacity Improvement</i>			✓	✓	✓	



Terminal Access



Harbor Mobility



Freeway Connection

# Transportation Planning 11<sup>th</sup> Street Bridge Corridor Study (2019)



## Study Goal

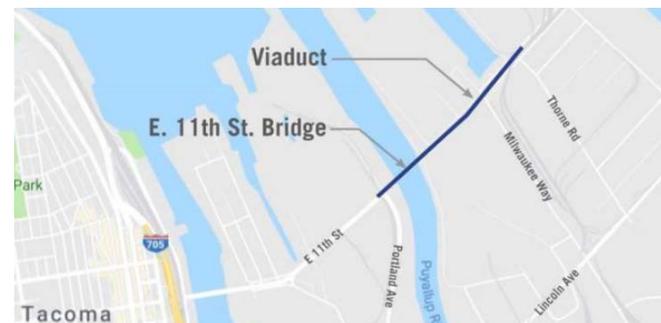
Provide information to determine, at a high level, whether the bridge and/or viaduct should be replaced, rehabilitated, or demolished without replacement.

## Strategic Conclusions

- Demolition and replacement with a new three-lane structure with 40-foot high-rise under the new viaduct is the recommended solution
- This recommendation should be evaluated in more detail as part of the Tideflats Subarea Plan

## Partners

City of Tacoma and Port of Tacoma



# Transportation Planning

## Tideflats Subarea Plan (pending)



### Goals

- Establish a shared long-term vision, and a more coordinated approach to development, environmental review, and strategic capital investments
- Support prioritization of transportation projects and improve their competitiveness for grant funding

### Strategic Conclusion

- Transportation is one part of a larger study with limited resources dedicated to that element. \$129,000 of the \$1.2 million plan budget is focused on transportation information needed to complete an Environmental Impact Statement (EIS), not to assess needs and priorities

### Partners

City of Tacoma (\$500,000), Port of Tacoma (\$500,000), Puyallup Tribe of Indians (\$200,000), City of Fife, Pierce County

# Transportation Planning Strategic Conclusions



1. Over the past ten years, the Port has carried out several planning efforts jointly with partner agencies.
2. While the Port doesn't own transportation rights of way, we can influence planning and project delivery.
3. Progress has been made. Yet: There is a lack of funding for physical infrastructure projects.
4. There is no formal process to jointly monitor progress towards planning goals and assess the need for plan adjustments.
5. There are two priority regional roadway projects:
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  - Interstate 5 and Port of Tacoma Road Interchange.

# Transportation Decision Lifecycle

## **Stages**

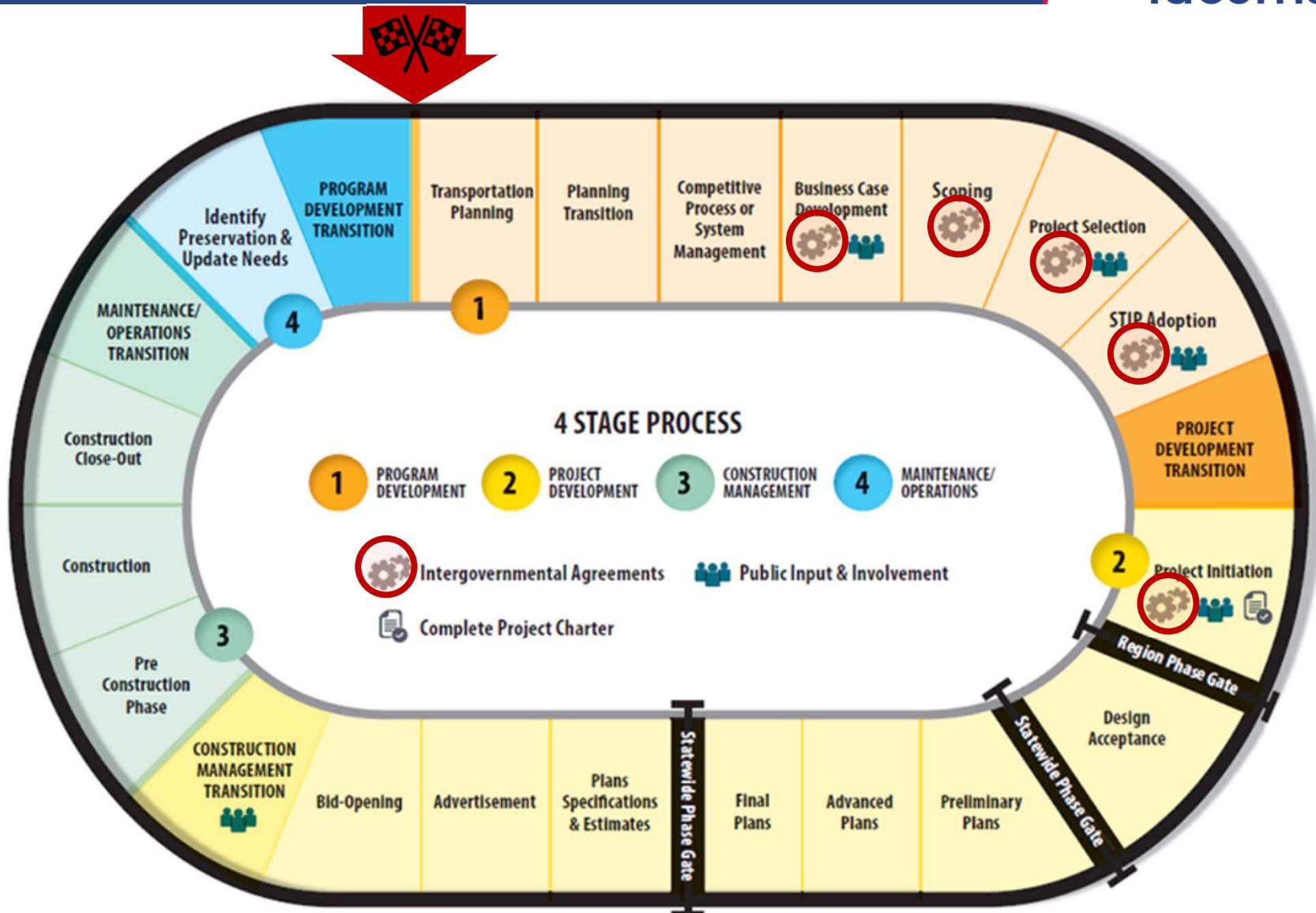
1. Plan Development
2. Project Development
3. Construction Management
4. Maintenance and Operations

## **Critical Elements**

- Business Case Development
- Intergovernmental Agreements

A project lifecycle can range from two to thirty years.

# Transportation Decision Lifecycle





# Strategic Plan Foundational Goal

Foundational Goal  
Then and Now



2012 (current)

Provide reliable & efficient regional & local infrastructure connections.

**2021 (new)**

**Transportation Advocacy**

Partner with lead agencies to support and advance transportation infrastructure vital to the maritime and regional economy.

# Foundational Goal Advocacy Opportunities



## Verbal support by the Commission

- Speaking engagements
- Board representations
- Legislative agenda and visits

## Written support

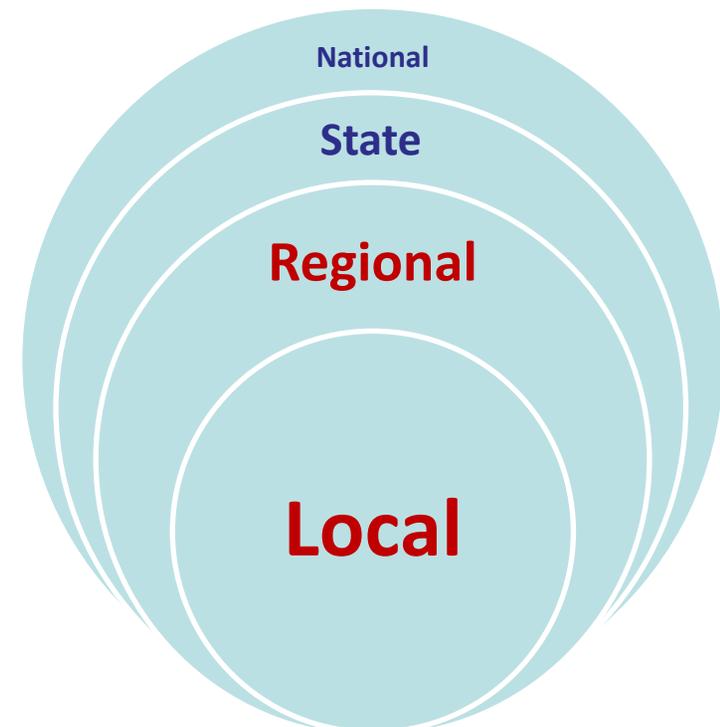
- Grant and other support letters

## Staff resources

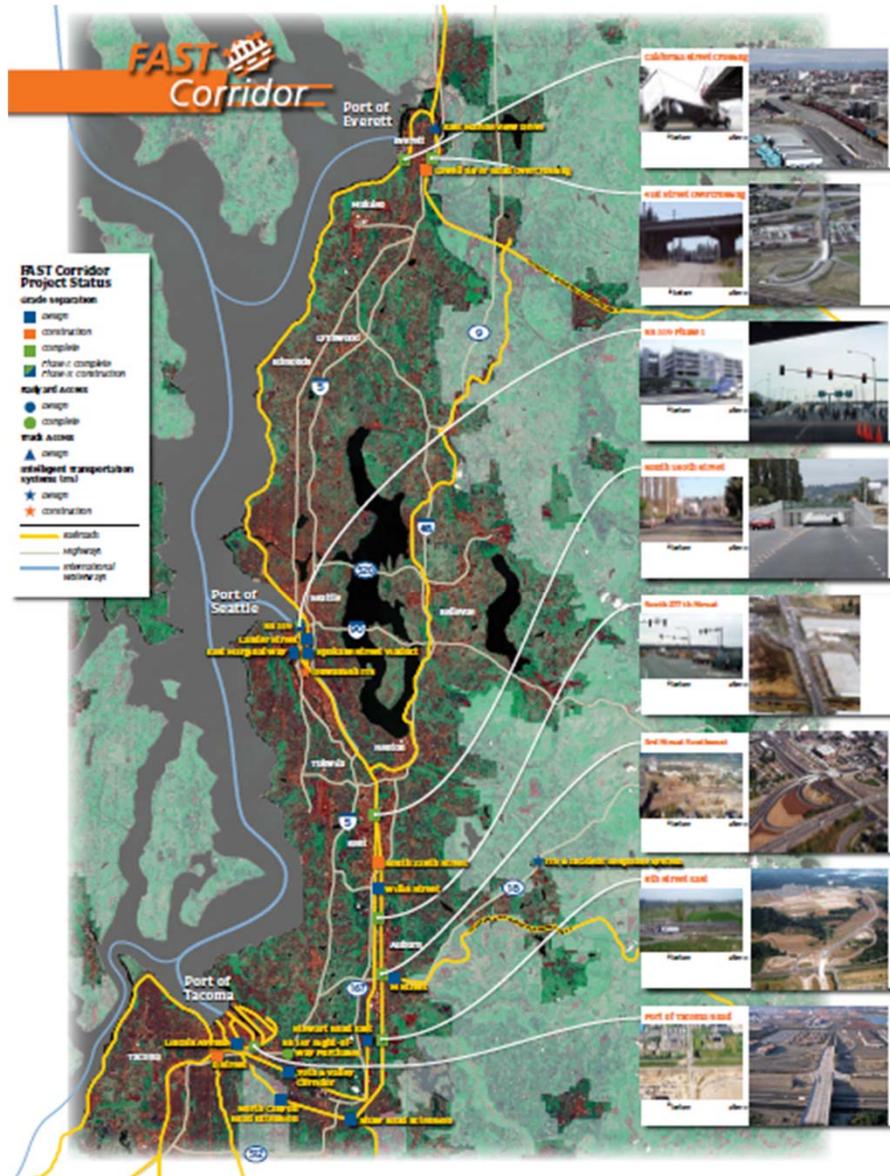
- Direct engagement in a plan, study, program or project
- Advocacy on a committee

## Financial commitment

- Economic Development Fund
- Grant match
- Funding partnership



# Foundational Goal Advocacy Success



**The Freight Action  
Strategy for  
Seattle-Tacoma  
(FAST) Corridor**  
established in 1998

**Partner with lead agencies to support and advance transportation infrastructure vital to the maritime and regional economy.**

## Foundational Goal Key Performance Indicators (KPIs)



Partner with lead agencies to support and advance transportation infrastructure vital to the maritime and regional economy.

This is a **BIG, AUDACIOUS GOAL!**

### Questions:

- What does success look like?
- What are the smaller goals that lend themselves to the development of Key Performance Indicators (KPIs) to track whether we are making progress towards this goal?



# Transportation Advocacy Strategies

**Provide reliable & efficient regional & local infrastructure connections.**

<b>Improve efficiency and cost competitiveness of the supply chain</b>	<ul style="list-style-type: none"><li>• Improve the efficiency of the Tideflats rail system</li><li>• Facilitate development of strategic projects with the mainline railroads in collaboration with relevant federal and state government agencies, public ports and other stakeholders</li></ul>
<b>Enhance public infrastructure</b>	<ul style="list-style-type: none"><li>• Provide regional leadership in securing the funds needed to complete SR 167</li><li>• In partnership with affected parties, improve the condition and operation of Port of Tacoma Road to handle increased traffic volume</li></ul>
<b>Improve the Port's infrastructure</b>	<ul style="list-style-type: none"><li>• <b>Develop a long-range Port land use and transportation plan to support the Port's future business growth</b></li><li>• Design and develop appropriate rail support infrastructure in advance of Tideflats rail growth</li></ul>

# Transportation Action Strategies

## 2014 Land Use and Transportation Plan



<b>Regional and Port access</b>	<ul style="list-style-type: none"><li>• Provide regional leadership in securing the funds needed to complete SR 167</li><li>• Support the City of Fife in its efforts to secure funding for the Port of Tacoma Road/Interstate 5 interchange</li><li>• Ensure that Portland Avenue from SR 509 to Lincoln Avenue is preserved and maintained for freight</li></ul>
<b>Tideflats preservation and circulation</b>	<ul style="list-style-type: none"><li>• Prioritize rights-of-way for preservation, maintenance and improvements<ul style="list-style-type: none"><li>• Port of Tacoma Road</li><li>• Portland Avenue</li><li>• Thorne Road—Heavy haul Improvements</li></ul></li><li>• Work with the City of Tacoma to establish a pavement condition index and other benchmarks for maintenance and preservation for Tideflats area roadways and potential area-wide funding strategies</li><li>• Develop and implement Intelligent Transportation Systems (ITS) improvements</li></ul>

# Transportation Action Strategies

## 2014 Land Use and Transportation Plan



<b>Rail facilities</b>	<ul style="list-style-type: none"><li>• Support Tacoma Rail in renewing infrastructure periodically to support current and attract new freight rail customers</li><li>• Install new system capacity and/or features within the existing right-of-way designed to improve operational flexibility and efficiency</li><li>• Collaborate with the Puyallup Tribe of Indians to develop rail infrastructure on the Blair-Hylebos Peninsula</li><li>• Support improvements by others, as appropriate</li></ul>
<b>Waterways</b>	<ul style="list-style-type: none"><li>• Expand/maintain navigable waterways to support terminals and increasing vessel size</li><li>• Modernize wharves</li><li>• Protect and improve environmental quality of waterways</li><li>• Promote safe navigation</li></ul>

# Transportation Advocacy Decision Process



# Transportation Advocacy DRAFT Strategies



Foundational Goal:

**Partner with lead agencies to support and advance transportation infrastructure vital to the maritime and regional economy.**

TA-1

Develop criteria and policies to guide decision-making for Port transportation advocacy efforts, and prioritization of infrastructure investments.

TA-2

Develop a long-range understanding of regional transportation projects that support port-related mobility.

TA-3

Advocate for the transportation infrastructure and system management needs of port-related businesses in the Tideflats and Pierce County.

TA-4

Support completion of the Port of Tacoma Road and Interstate 5 interchange improvements and the SR 167 Gateway Project.

**TA-1 Develop criteria and policies to guide decision-making for Port transportation advocacy efforts, and prioritization of infrastructure investments.**

## **WHY**

- Current advocacy and project prioritization efforts do not always follow a structured decision-making process that can measure progress toward goals
- This makes it difficult to make resource allocation decisions

## **HOW**

- Set up a Commission committee leading the effort
- Identify members and leadership of a matrixed staff team supporting the development effort
- Allocate additional resources as needed

## TA-1

Develop criteria and policies to guide decision-making for Port transportation advocacy efforts, and prioritization of infrastructure investments.

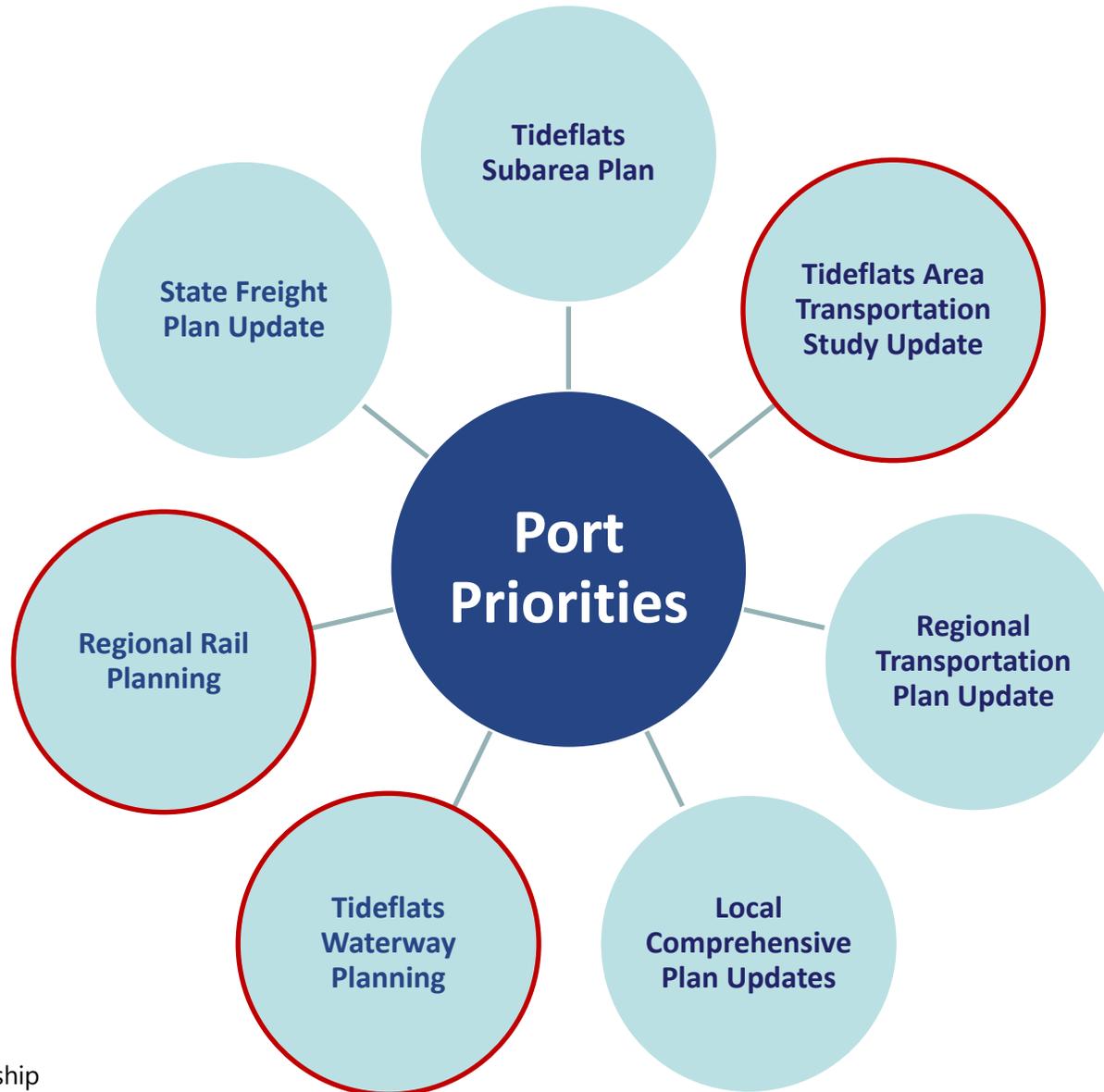
## **TA-2 Develop a long-range understanding of regional transportation projects that support port-related mobility.**

### **WHY**

- The transportation system is a network of interrelated transportation facilities for all modes, individual projects must be coordinated to improve the system as a whole
- It often takes many years for a project to move from an identified need to implementation

### **HOW**

- Work with partner agencies to coordinate long-range planning efforts for all modes
- Fold the results into the policies and guidelines developed under TA-1



## TA-2

Develop a long-range understanding of regional transportation projects that support port-related mobility.

## **TA-3 Advocate for the transportation infrastructure needs of port-related industries in the Tideflats and Pierce County.**

### **WHY**

- Supports the Port's economic and job growth goals
- Ports are among few public entities prioritizing freight mobility
- With emerging focus on active transportation and transit it is important to protect and enhance freight corridors
- Transportation system improvements support the NWSA and other port-related businesses and industries
- The NWSA is the largest income generator for the Port

### **HOW**

- Direct staff engagement
- Commissioner and staff verbal advocacy
- Grant and other letters of support
- Funding partnerships
- Grant match

## City of Tacoma 2021 State Legislative Priorities

- On-time delivery of key regional investments (Tacoma Dome Link Extension, **Puget Sound Gateway**)
- Funding and/or enhanced local option tools for cities to meet **local street maintenance** needs
- \$9 million state match for the **Puyallup Avenue** Complete Streets Project
- Funding for **HOV lanes on Interstate 5** from 38th to Joint Base Lewis-McChord
- \$650,000 for Phase 2 of a study to improve access to the Tacoma Mall subarea from Interstate 5
- Prioritization of trail investments (SR 167 Tacoma-Puyallup Trail, Prairie Line Trail, and Schuster Parkway Promenade)

# Transportation Advocacy Opportunities



## 2020 Port Economic Development Grant Examples

<p><a href="#"><u>City of Puyallup</u></a> <b>\$25,000</b></p>	<p>Meridian Avenue Restoration Project, including the analysis of safety and visibility improvements around the freight rail connection where Meridian and the Central Business District intersect.</p>	The official seal of the City of Puyallup, Washington, featuring a circular design with a mountain, a river, and a sun, surrounded by the text "CITY OF PUYALLUP" and "STATE OF WASHINGTON".
<p><a href="#"><u>City of Sumner</u></a> <b>\$50,000</b></p>	<p>Stewart Road Bridge Replacement: A project to replace the existing two-lane Stewart Road Bridge with a four-lane bridge, including a shared-use path and sidewalk.</p>	The logo for the City of Sumner, Washington, featuring a stylized graphic of a bridge and buildings in green and orange, with the text "CITY OF SUMNER WASHINGTON" below.
<p><a href="#"><u>City of Sumner</u></a> <b>\$25,000</b></p>	<p>166<sup>th</sup> Avenue E reconfiguration project: Working with WSDOT, the City of Sumner will make significant improvements to the interchange of the Sumner-Tapps Highway (166th Ave. E) and SR 162. The port's support will assist in the final design for this project to be prepared for construction.</p>	The logo for the City of Sumner, Washington, featuring a stylized graphic of a bridge and buildings in green and orange, with the text "CITY OF SUMNER WASHINGTON" below.

## SR-167 Interlocal Agreement

Construction Stage	ILA Deadline	ILAs Needed
SR 167 Stage 1a	End of 2018	<ul style="list-style-type: none"> <li>• Fife Interurban ✓</li> <li>• Port of Tacoma ✓</li> <li>• Tacoma ✓</li> </ul>
SR 509 Stage 1b	End of 2019	<ul style="list-style-type: none"> <li>• Des Moines ✓</li> <li>• Kent ✓</li> <li>• King County ✓</li> <li>• Port of Seattle ✓</li> <li>• SeaTac ✓</li> </ul>
SR 167 Stage 1b	End of 2020	<ul style="list-style-type: none"> <li>• Edgewood (in process)</li> <li>• Fife ✓</li> <li>• Port of Tacoma (in process)</li> <li>• Tacoma ✓</li> </ul>
SR 509 Stage 2	End of 2022	<ul style="list-style-type: none"> <li>• SeaTac</li> <li>• Port of Seattle</li> </ul>
SR 167 Stage 2	End of 2022	<ul style="list-style-type: none"> <li>• Pierce County</li> <li>• Puyallup</li> <li>• Sumner</li> </ul>

## TA-3

Advocate for the transportation infrastructure needs of port-related industries in the Tideflats and Pierce County.

## **TA-4 Support completion of the Interstate-5 and Port of Tacoma Road interchange improvements and the State Route 167 Gateway Project.**

### **WHY**

- Strong analytical evidence that these projects support the Port's economic growth and job creation mission
- Priority projects identified in several recent study and plan strategic conclusions
- The Port has previously provided strong advocacy and financial support

### **HOW**

- Direct staff project engagement
- Commissioner and staff verbal advocacy
- Grant letters of support
- Funding

## TA-4

Support completion of the Interstate 5 and Port of Tacoma Road interchange improvements and the SR 167 Gateway Project.

Foundational Goal:

**Partner with lead agencies to support and advance transportation infrastructure vital to the maritime and regional economy.**

TA-1

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TA-2

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TA-3

Advocate for the transportation infrastructure and system management needs of port-related businesses in the Tideflats and Pierce County.

TA-4

Support completion of the Port of Tacoma Road and Interstate 5 interchange improvements and the SR 167 Gateway Project.



## NEXT STEPS

**Nov 5** – Environmental Stewardship

**Nov 19** – Organization Health

**Dec 3** – Economic Vitality

**Dec 17** – Community Connections

