DRAFT

Commute Trip Reduction Plan

Thurston Regional Plan

September 2007

In 2006, the Washington State Legislature passed the Commute Trip Reduction Efficiency Act which requires local governments in those counties experiencing the greatest automobile-related air pollution and traffic congestion to develop and implement plans to reduce single-occupant vehicle trips. The regional plan has been prepared in accordance with RCW 70.94.527(6).

This plan was developed in collaboration with all affected local jurisdictions, transit agencies, and other interested parties within the region. The regional CTR plan supports the goals and policies of the Regional Transportation Plan.

This document is available on the Internet at www.trpc.org. It is also available in paper copy or compact disc by contacting the Thurston Regional Planning Council

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THURSTON REGIONAL PLANNING COUNCIL (TRPC) is a 20-member intergovernmental board made up of local governmental jurisdictions within Thurston County, plus the Confederated Tribes of the Chehalis Reservation and the Nisqually Indian Tribe. The Council was established in 1967 under RCW 36.70.060, which authorized creation of regional planning councils.

TRPC's mission is to "Provide Visionary Leadership on Regional Plans, Policies, and Issues." The primary functions of TRPC are to develop regional plans and policies for transportation [as the federally recognized Metropolitan Planning Organization (MPO) and state recognized Regional Transportation Planning Organization (RTPO)], growth management, environmental quality, and other topics determined by the Council; provide data and analysis to support local and regional decision making; act as a "convener" to build community consensus on regional issues through information and citizen involvement; build intergovernmental consensus on regional plans, policies, and issues, and advocate local implementation; and provide planning, historic preservation, and technical services on a contractual basis.

This report was prepared as part of the Thurston Regional Planning Council's 2007 regional work program.

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EXECUTIVE SUMMARY

Commute Trip Reduction Planning Requirements

In 2006, the Washington State Legislature updated the Commute Trip Reduction (CTR) Law and its associated planning requirements. The updated law shifts focus to the most congested cities and counties in the state, changing slightly the affected jurisdictions and employers in Thurston County. The update also emphasizes closer coordination of local, regional and state CTR efforts and better integration with local and regional transportation and land use planning. As part of the CTR Efficiency Act, affected local and regional jurisdictions are required to develop coordinated CTR plans.

The goal of the new CTR law is to reduce drive alone commute rates by 10 percent and commuter vehicle miles traveled by 13 percent over the next four years - by 2011. These rates were selected to hold congestion at current levels. This is a tall order – statewide CTR programs were able to reduce commute trips by approximately 10 percent in the last 10 years.

> The 2005 regional drive alone rate for affected worksites was 76 percent, and the average morning commute was 11 miles (based on nearly 22,000 employees). Applying the targets of a 10 percent reduction in drive alone and 13 percent reduction in vehicle miles traveled, the **2011 regional goals are a 68 percent drive alone rate with an average morning commute of 9.56 miles.**
>
> Note: These figures will be updated when the 2007 CTR survey results are available.

TRPC is required to submit its draft regional plan and the draft local CTR plans to the State CTR Board by October 1, 2007. Plans must be updated every two years thereafter and progress reported annually. Once the CTR Board completes its initial review, it will return the plans by February of 2008 for regional and local adoption. That adoption process will include traditional public outreach efforts.

The Regional CTR Plan must address the region's transportation and land use context, set regional goals, describe how to measure progress, develop strategies to meet the goals, and present a sustainable financial plan. Additionally, the Regional Plan establishes minimum criteria for "growth and transportation efficiency centers" (GTECs). This new concept in the updated CTR plan encourages local jurisdictions to create special transportation demand management districts in activity centers. A higher level of program emphasis in a GTEC area is intended to achieve even higher reductions in commute trips and vehicle miles traveled.

Central Issues

The topic of commute trip reduction is relevant to a wide range of issues related to community planning and transportation. The impacts of growth underlie the discussion. Reducing the drive alone rate by 10 percent is an aggressive goal, particularly since over the last decade overall single occupancy vehicle commute trips in the region declined by 8 percent, including the "low hanging fruit" or easiest elements of program implementation.

Commuting in the Thurston Region – particularly between the Thurston Region and surrounding counties – is forecast to increase substantially. This is strongly influenced by development in central Puget Sound, as TRPC's Vision/Reality Task Force discovered. The state's job growth is focused in central Puget Sound, attracting workers from all over. Increasing real estate prices in King and Pierce Counties encourage many workers to consider living farther from work, where real estate is more affordable – the "drive til you qualify"

method of selecting a place to live. Many are locating in the Thurston Region. As such, commuters are becoming an increasingly important part of the regional economy.

Increasing integration of workforces is pressing inter-regional CTR issues, particularly the development of the park-and-ride system. Many Thurston Region commuters rely on park-and-ride facilities in Pierce County. Unfortunately the volume of vehicles at the Pierce facilities far outpaces capacity. Commuters who arrive at the State Route 512, Tacoma Dome, or Dupont lots after 5:00 a.m. hoping to park and share the ride or take transit generally find no spaces available, resulting in a drive alone (Single Occupancy Vehicle – SOV) trip. This is in part due to the sheer numbers of commuters who travel into Pierce and King County for employment.

In reverse, many residents in surrounding counties travel to Thurston County to work, using park-and-ride facilities in those counties to travel here. The location and availability of park-and-ride capacity is central to increasing public transportation options for commuters and reducing their drive alone trip rates. Park-and-ride issues are one of the key CTR elements to consider in the Thurston Region. As the South County License Plate Survey showed, a strong commute related pattern exists between the south and east parts of the County and the central urban core of Lacey, Olympia and Tumwater. With the goal of reducing vehicle miles traveled (VMT) by 13 percent, encouraging car- and vanpooling from more rural Thurston County to the job centers will be a key contributing factor to meeting the VMT goal.

The Regional CTR Plan also notes the need to discuss parking policies within the Thurston Region. This is an important tool in directing growth and creating activity centers that work well for all modes. Setting a regional parking policy would level the playing field for businesses moving into the area in regards to parking. Also, because state employment is such a significant factor to the Region's overall employment picture, several jurisdictions set a higher parking allowance for state facilities than for non-state facilities of the same classification

Parking management and other CTR strategies are important considerations in designing and building sustainable communities, increasing the efficient use of community resources. Creating land use with supportive, multi-modal access is important to containing costs to maintain and expand the transportation system. Well designed, compact communities are also conducive to promoting good physical health in the built environment. Such design allows workers and customers the opportunity to walk comfortably to their destinations inside activity centers, reducing their reliance on drive alone travel.

The Region's local jurisdictions have developed a set of policies and codes that encourage – but do not necessarily require – CTR friendly development. Meeting the goals may require a more definitive approach by local jurisdictions in day-to-day permitting decisions. It is imperative to integrate long range planning objectives into the daily management of our communities.

Intercity Transit's vanpool program is another strong CTR element in the Region. Along with vanpools from surrounding transit agencies, this growing fleet moves workers to jobs in Thurston County and Thurston County residents to employment outside the area. To meet the CTR goals in the next four years, local and state policy makers may be asked to provide even more support for vanpooling and promoting ridematch programs among the Region's employers, employees, and residents. Increasing the use of other CTR alternatives that avoid trips, such as compressed workweeks and working from home, will also play key roles in meeting regional CTR goals.

Long distance commute alternatives also rely on fast, efficient express transit between major destinations, and local fixed route service to allow people to use transit to travel from their homes to an express bus transfer point. Well-designed land use and adequate bicycle and pedestrian facilities make taking transit a viable option.

Another core issue for CTR is insufficient funding. The Thurston Region receives approximately $200,000 per biennium to support the nearly 100 worksites in the area. Because worksites rely on a high level of individualized technical support and the program includes a high level of administrative requirements (surveys and annual reporting), there is simply not enough funds available for other than very minor marketing, incentives and recognition programs. The current statewide funding formula is based on number of worksites, a minimum allocation for small counties, and a percentage of performance funding based on survey results. This results in approximately $1,800/worksite/biennium statewide. Local governments and lead agencies have estimated that this represents a shortfall of $400 to $1,500 per worksite to manage the standard CTR program. With the passage of the CTR Efficiency Act in 2006, the State set new aggressive targets and other planning and reporting requirements, with no increase in base level funding. Worksites that have been in the program for over ten years will need sophisticated strategies to reach these new targets as there is no low hanging fruit left to pick.

To provide some history and perspective, the following table reflects Thurston County funding over the life of the program. While worksite levels fluctuated some, they generally were in the 100 +/- range in this Region. It is also important to note the affects of inflation on the buying power of the funding.

Commute Trip Reduction Funding in Thurston County							
1991-93	1993-95	1995-97	1997-99	1999-01	2001-03	2003-05	2005-07
$240,000	$283,850	$251,420	$301,216	$303,267	$266,491	$186,266	$201,541

In the meantime, the changes in the law and redesign of the CTR program have encouraged the State CTR Board to reexamine the current funding formula. That review should be completed in the next several months. Pending that evaluation, the CTR contracts for Year 1 (July 2007 – June 2008) are the same as the July 2006 to June 2007 funding levels and do not account for the changes in worksite numbers generated by implementation of the new law. For the Thurston Region, this means the same level of funding to support existing worksites and the approximately 15-20 new building programs, representing over 40 state agencies that are newly affected.

The Washington State Department of Transportation is planning to submit a supplemental budget request for the 2008 Legislative Session, seeking an additional $1 million statewide to fund the base level program. Because the funding formula has not been determined, it is unclear how much new funding might come to the Thurston Region if the budget request is successful.

Regional Strategies

The Thurston Regional Planning Council, in consultation with the Transportation Policy Board and other local and regional stakeholders, examined the local and regional transportation and land use systems, plans and policies, and current CTR initiatives and challenges, and developed the following list of strategies.

The Region will need to take aggressive actions to meet the new goals. The State will need to provide higher levels of base level, planning and project/program funding – and strengthen its leadership role in CTR.

Funding available for CTR programs includes: state Base Level Funding for jurisdictional worksite support, potentially one-time planning and Growth and Transportation Efficiency Center (GTEC) monies, Trip Reduction Performance Program competitive, regional Surface Transportation Program and Enhancements funding, likely one-time Congestion Mitigation and Air Quality competitive and physical activity and the built environment funding such as Steps to a Healthier WA and Active Community Environments. The CTR Report to the Legislature noted that for every $1 of state investment in the program, local and private sources contribute $4. Local jurisdictions, TRPC, and other partners routinely spend non-CTR funds to support the program.

The cost estimates provided are for the 2007-2011 time period and reflect only local jurisdictional (Olympia, Lacey, Tumwater and Thurston County) and regional staff and policymaker time (TRPC) in 2007 dollars, and do not include state agency, employer or other stakeholder resources.

Increase Coordination with State Government

Thurston is a "company" region, with state agencies comprising the majority of affected and large employers. The CTR law calls for state government to take a leadership role in CTR. To make progress in trip reduction, local and regional strategies must focus on the state as a primary partner and audience for CTR initiatives. The state has shown leadership by funding a transit pass and emergency ride home program available to all state employees. Many state agencies provide financial incentives, and some encourage flexible work schedules and telework. Others have initiated parking management programs that discourage single occupancy vehicle travel.

The Region should increase communication and coordination with State agencies. While the state has shown some leadership, the Region should encourage the Governor to raise the priority of trip reduction for agency management and more strongly encourage the use of compressed workweeks, telework, and flexible schedules by state employees.

To begin the discussion, the Region has requested a meeting with the Governor, local elected officials, and key staff to set a course that will establish the Thurston Region – the seat of state government – as a leader in trip reduction.

Estimated Cost: $50,000

Develop Regional Parking Policies and Strategies

Limiting parking significantly increasing its cost encourages commutes to choose alternatives. However, in the Thurston Region, parking is generally ample and free or low cost. In addition, some jurisdictions allow higher parking rates for state agency facilities than for other similar employment sites. For state agencies, it has been difficult to encourage market rates for parking because of union contracts and political pressure to keep rates low. Some off-campus agencies have initiated parking management strategies, including voluntary paid parking.

The Region should collaborate with jurisdictions to develop a uniform regional parking policy that treats employers on par and explore ways to lower the parking rates in a way that supports customers, but encourages employees to choose commute alternatives. As part of the coordination with State Agencies, work with the Governor, Legislature, agency management, and employee unions to identify better management strategies to support of trip reduction.

Estimated Cost: $40,000

Locate and Design Worksites to Support Trip Reduction

Historically, regional policymakers have worked with state government to establish areas best suited for siting state facilities. However, in some cases new state agency growth has occurred at the fringes of the preferred areas, discouraging the use of transit, walking, biking and other mode choices. In addition, many state worksites do not provide showers, lockers, bike racks and other infrastructure investments that support trip reduction.

The Region should reconvene an interjurisdictional discussion of State Preferred Leasing Areas and examine these areas in light of the current land use and transportation context. New state facilities will be built on the Capitol Campus in the next several years. The Region should work with the Governor, the Capitol Campus Committee, the Department of General Administration and other partners to ensure that these new facilities are built in a manner that supports trip reduction and the Region's vision for a multi-modal community. The Region has asked the Governor to ensure that the Thurston Region and City of Olympia are included in the planning for these new facilities.

In addition, local jurisdictions are encouraged to provide design guidelines and mitigation strategies for all new or redeveloped employment sites that require and reward amenities and design that support trip reduction – and the local and state goals of increasing opportunities for physical activity.

Estimated Cost: $50,000

Encourage School Participation in Commute Trip Reduction

The CTR Law exempts schools from trip reduction requirements. Yet, policies that guide the siting of schools, facilities design and school transportation greatly impact the region's transportation system.

The Region should convene a regional discussion of CTR in the Schools. As part of this effort, the Region will participate in the Washington State Department of Transportation (WSDOT) study budgeted by the Legislature in 2007 and Intercity Transit's Smart Moves program.

Estimated Cost: $25,000

Encourage Voluntary Tribal Participation in CTR

The Region's Tribes are activity involved in the Regional Council and are emerging as major employers. While not under state jurisdiction and located outside Urban Growth Areas, these Tribal worksites generate a large number of trips on the transportation system and face challenges in supporting employee trip options.

The Region should encourage voluntary CTR participation by the Nisqually Indian Tribe and the Confederated Tribes of the Chehalis Reservation and provide technical assistance in program development.

Estimated Cost: $15,000

Increase Planning and Coordination with Intercity Transit

Since enactment of the CTR law, Intercity Transit has been an important CTR partner. Its network of fixed route, dial-a-lift, vanpool, ridematch services, and marketing programs are key elements in supporting trip reduction.

The Region should explore a regional corridor pilot project that includes extended green for transit; support enhancements to the ride match system that provide for real time matches; and encourage expansion of the vanpool program. The Region should also work to improve coordination between local, regional and transit planning.

Estimated Cost: Planning: $15,000. Smart Corridors Project: $1 million

Seek Funding to Expand Park-and-Ride Capacity

Adequate park-and-ride capacity supplies one of the best means of reducing vehicle miles traveled and signal occupancy vehicle travel. With insufficient spaces in both the Thurston Region and surrounding counties, commuters intent on ride sharing or transit use cannot rely on finding a space. Park-and-ride lots must also create an environment of safety for commuters and their vehicles, especially at remote location with minimal “eyes on the street” to monitor the area.

An increasing reluctance on the state’s part to invest in park-and-ride infrastructure and maintenance and a lack of adequate funding have created a park-and-ride crisis for local and regional governments.

The Region should work with the Washington State Department of Transportation and Legislature to determine a workable policy and sufficient funding for park-and-ride facilities. Regional policymakers should also explore locating park-and-ride lots in rural areas to “catch” trips at their source and locating multi-use lots with existing development.

Estimated Cost (planning only): $40,000
Note: The State should assume a greater role in investing in park-and-ride infrastructure as this directly influences capacity on state facilities and could result in smaller scale investment in road capacity.

Establish a Business Case for CTR

Since enactment of the original CTR law; government worksites have comprised the majority of affected sites in the Thurston Region. This has led to public sector-focused CTR strategies. With the changes to the enacted in the CTR Efficiency Act, local jurisdictions may have more opportunities to work with smaller, private employers. The City of Olympia, for example, will likely include small downtown worksites as part of its Growth and Transportation Efficiency Center (GTEC).

The Region should work with the business community, including Chambers of Commerce, the Economic Development Council, and public and private employers to explore how CTR programs can support business goals and develop strategies that work across the employment spectrum.

Estimated Cost: $20,000

Implement a Region-wide Marketing and Community Outreach Program

The public is bombarded with highly effective commercial marketing messages that encourage driving alone. CTR marketing efforts are at a much smaller scale, but are crucial in raising awareness of choices and helping people understand the benefits of alternative modes.

Because of limited funding, the Region generally limits marketing to campaigns such as the Washington State Ridesharing Organization's (WSRO) spring and fall Wheel Options campaigns, the Bicycle Commuter Contest, and local ridematch and transit outreach efforts.

To reach the aggressive targets of the CTR Efficiency Act, the Region must raise awareness and participation in alternative commuting by developing a region-wide marketing effort that targets not only affected worksites, but also smaller employers, neighborhoods, schools and the general public.

This multi-media marketing effort would also include upgrades to the Thurston Commutes Website (TRPC).

Estimated Cost: $150,000

Note: Local and regional costs would be significantly reduced, and efficiencies would be realized if the State reinstated funding for statewide marketing efforts that could be tailored for local and regional use. Cost estimate for state marketing effort: $600,000

Create a Recognition Program for Trip Reduction Efforts

Changing the way one commutes can be personally rewarding. Trip reduction also benefits the greater community and should be recognized as such. In past years, when base funding was more generous, the Region recognized worksites and individuals for their efforts, supplemented by a statewide Governor's Commute Smart Awards program.

The Region should recognize contributions to reduced stress, cost savings, and positive environmental impacts by developing and implementing a region-wide recognition program for individuals, worksites, and Employee Transportation Coordinators (ETCs). TRPC should also include recognition of CTR efforts in its community awards program (under development) and strongly urge the State to reinstitute the Governor's Commute Smart Awards.

Estimated Cost: $20,000
Note: Local and regional costs would be significantly reduced, and efficiencies would be realized by the State reinstating the biennial Governor's Commute Smart Awards or other statewide awards program. This would allow the Region to just use the statewide program or institute a smaller scale local effort. Cost estimate for statewide awards program: $80,000

Integrate CTR with Other Regional Programs

The CTR Efficiency Act calls for greater integration of trip reduction with other local and regional planning efforts, programs, and projects. This should result in more holistic approaches and a greater recognition of how each program/project fits into the communities' visions.

The Region should integrate CTR strategies and messages with other regional initiatives such as health and physical fitness, rural mobility, and high capacity transit planning.

Estimated Cost: $5,000

Seek Support and Funding for Local, Regional and GTEC strategies

For the past several years, the Region's policymakers have included CTR initiatives as part of the Legislative Issues Packet and educated state elected officials of the critical need and benefits of managing both the supply and demand sides of the transportation system. To reach the new targets and goals, the local jurisdictions and region will require additional funding for base programs, marketing efforts, and GTEC strategies.

The Region should increase its efforts to garner political and financial support for CTR programs and projects. This includes encouraging the Legislature to raise base level funding, reinstate statewide marketing and recognition initiatives, and fund ongoing planning and competitive programs. The Region should also identify other funding sources such as grants, especially focusing on multi-disciplinary sources such as health and rural mobility that may reward integrated programs and projects.

Estimated Cost: $5,000

Funding

The State provides some funding for implementing Commute Trip Reduction. However, the base level funding is insufficient, especially in light of the new aggressive goals set forth in the CTR Efficiency Act. The local and regional strategies identified in this plan will require additional funding – from the state, local and regional government and employers. The Plan identifies a Thurston Region gap of $1,475,000 for the 2008-11 timeframe.

INTRODUCTION

Put simply, a commute trip is the trip made from a worker's home to the worksite. Commute trips comprise about 20 percent of all the trips made on the transportation system in the Thurston Region. While people start and end work shifts throughout the day, the great majority of commute trips are made during the morning and evening rush hours – or peak periods. Commuters and other travelers make their trips using a variety of modes – driving alone, car- or vanpooling, riding the bus, bicycling, walking, or using a combination of modes. (See Appendix A for a glossary of related terms and definitions.)

Commute trip reduction (CTR) is an effort to encourage commuters who drive alone to work to instead share the ride, use transit, bicycle, walk or avoid the commute altogether by working at home or working compressed workweeks.

Commute Trip Reduction Planning in Washington State

The Original CTR Program

In 1991, the Washington State Legislature passed the Commute Trip Reduction (CTR) law. The CTR program used partnerships among employers, local jurisdictions, planning organizations, transit systems, and the state to encourage employees to ride the bus, van- or carpool, walk, bike, work from home or compress their workweek. The major goals of the original CTR program:

- Improve transportation system efficiency
- Conserve energy
- Improve air quality.

Washington has over 2,000 operating vanpools, the largest vanpool program in the nation. **In 2006, Intercity Transit, Thurston County's public transit provider, had 140 operating vanpools.** Additionally, vanpools from King County Metro and Pierce Transit travel to Thurston County. With 937 daily riders in Intercity Transit's fleet, vanpools make a sizeable contribution to meeting the regional and state CTR goals.

This program worked with major employers in the state's 10 most populous counties (including Thurston County) to encourage employees to commute without driving alone. CTR programs affected about 500,000 employees at nearly 1,100 worksites in the state. Between 1993 and 2005, the statewide drive-alone rate at worksites participating in CTR dropped from 70.8 percent to 65.7 percent. In 2005, these employees made more than 20,000 fewer vehicle trips each weekday morning. Fewer trips, with more travelers per trip, made the transportation system more efficient. These fewer trips translated into 5.8 million gallons of fuel savings ($13.7 million) and 3,800 tons of reduced air pollution emissions.

The Updated CTR Program – the CTR Efficiency Act

In 2006, the Legislature updated the CTR law (Chapter 468-63 WAC) to make the program more effective, efficient, and targeted. The changes affect four key areas:

- Focusing on congested highways. Emphasis shifts from the ten most populous counties to those urban growth areas that contain the most congested state highways – delivering a higher return on state and private investment. Other jurisdictions may participate and Tribal governments are encouraged to establish CTR programs. The cities of Lacey, Olympia, and Tumwater, and their urban growth areas in Thurston County are still affected.

- Increasing planning coordination among local, regional, and state levels. The new CTR law establishes a planning framework that better integrates CTR with local, regional, and state transportation and land use planning and investments. Local jurisdictions may customize programs with goals and strategies that best fit community conditions. More state agencies must participate in the updated program, important to Thurston County where state government is the largest employment sector.

- Creating Growth and Transportation Efficiency Centers (GTECs). These optional centers allow communities to hone in on business or residential centers of activity where customized programs and policies can achieve event greater CTR benefits.

- Streamlining CTR oversight. The state's new CTR Task Force is reduced to 16 members and a permanent board is established to evaluate plans, allocate funding, and guide program policy.

Two statewide goals are established in the updated legislation between the base year measurement in 2005 and the target year 2011. The first goal is to reduce the drive-alone commute trip rate by 10 percent. The second goal is to reduce vehicle miles traveled (VMT) by 13 percent. VMT is used as a surrogate variable representing air pollutant emissions.

Local jurisdictions affected by the law are required to meet or beat the statewide goals. In support of this, each affected local jurisdiction is required to develop and implement a plan designed to meet the goals, then measure and report on progress every two years. Specific goals may vary within a jurisdiction for each major employer.

People travel for a variety of reasons – like shopping, delivering goods, getting to school or work, and recreating. **Commute trips – driving between home and work – make up about 20 percent of the trips made on the transportation network.**

For the purpose of measuring CTR progress, **the morning commute trip between 6 a.m. and 9 a.m. is targeted (a.m. peak)**. Typically, the transportation network is most congested during the morning and evening commute periods.

The law requires affected major employers to meet the locally established goals at their worksites, or to make a good faith effort. Additionally, smaller employers may choose voluntarily participation and their efforts will count toward meeting the local CTR goals.

Regional Transportation Planning Organizations (RTPOs) are also required to develop CTR plans, goals, and targets compiled from the local plans in the region. TRPC is the RTPO for the Thurston Region.

Local jurisdictions and affected employers making good faith efforts to implement their CTR plans will not be penalized for failing to meet CTR goals and targets, however, local ordinances set forth a penalty structure for those worksites not meeting the "good faith" standard as defined by state law and the jurisdiction.

Regional Planning Requirements

The intent behind requiring regional CTR plans is to ensure that the region develops a consistent, integrated regional strategy for meeting CTR goals and targets. The regional plan is to be developed in

collaboration with all affected local jurisdictions, transit agencies and other interested parties within the region. Wide public participation is encouraged in plan development.

The 2007 CTR survey gathered data at **63 affected and 26 voluntary worksites in the Thurston Region**. More than a dozen additional worksites (made up primarily of state agencies) will become affected in the Thurston Region under the 2006 State CTR law update. See Map 1 and Appendix E.

The regional CTR plan establishes minimum land use and transportation criteria for Growth and Transportation Efficiency Centers. It identifies lead implementation agencies and responsibilities. The regional CTR plan must be consistent with the regional transportation plan (RTP), with the initial CTR plan being incorporated into the RTP by the end of 2008. The state must review and approve the regional CTR plan for the region and its local jurisdictions to qualify for state CTR funds.

The region's first CTR plan (in final draft form) must be submitted to the state CTR board by October 1, 2007, and updated by March 31 every two years thereafter. Additionally, the RTPO must submit to the state all local CTR plans and GTEC certification reports on the same schedule. Documented support of local transit agencies must accompany plan submissions if the plans include transit elements.

The State CTR Board reviews and approves regional and local CTR plans. Additionally, before submission to the state, the RTPO must (1) review local plans for consistency with regional and state CTR plans; and (2) certify GTECs, submitting a GTEC certification report to the state. See Appendix B for a summary of local and GTEC planning requirements.

The RTPO is required to submit annual progress reports to the State CTR Board at the end of each state fiscal year (June 30), and the regional CTR plan update cycle should be coordinated with the RTP update.

The regional CTR plan is required to:

- Describe the land use and transportation context, highlighting factors related to CTR success and evaluating local services, policies, regulations, programs and future investments in making CTR efforts effective. This includes cross boundary issues.
- Establish minimum GTEC requirements appropriate to the region and consistent with other regional policies and plans.
- Set regional CTR program goals and targets, explaining their relationship to other regional programs and local CTR plan goals and targets.
- Describe how to measure progress.
- Present strategies for achieving the goals and targets.
- Provide a sustainable financial plan, presenting costs, revenues, revenue sources, and unfunded gaps.

INTRODUCTION

For the 2007 CTR survey, 63 affected and 26 voluntary worksites participated. All but one are located inside the city limits of Lacey, Olympia and Tumwater. Under the updated CTR law, more than a dozen additional worksites will become affected. Nearly all are state government worksites. See Map 1.

Participation in the Planning Process

The Thurston Region has a strong history of coordination for CTR planning and implementation.

- The local jurisdictions of Lacey, Olympia, Tumwater and Thurston County provided input to the regional, local and GTEC plans at the staff and policymaker level.
- The Thurston Regional Planning Council, Transportation Policy Board and Technical Advisory Committee were regularly briefed and had the opportunity to comment during plan development.
- Intercity Transit – a key partner, provided background data and analysis for transit planning, assistance with marketing strategies, and plan review.
- TRPC met with the City of Olympia's Land Use Committee and Bicycle and Pedestrian Advisory Committee about both the City of Olympia Plan and the regional strategies.
- Since state agencies are the major affected employers in the Region, TRPC worked with the Department of General Administration and the State Interagency Board to ensure that plan strategies supported their efforts.
- TRPC also reached out to all affected and voluntary worksites in the region, with a series of questions on what was needed in the way of support from the jurisdictions and regional policymakers. A number of Employee Transportation Coordinators submitted comments, including some from individual employees. (See Appendix XX)
- The Washington State Department of Transportation provided excellent technical support and assistance in developing the strategies for the Regional, local and GTEC plan.
- Once the draft plans are approved by the State CTR Board, a more formal review public process will ensue.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

This section describes the existing and planned land use and transportation context that affects the region's ability to meet its goals for reducing drive alone trips and vehicle miles traveled. This section was prepared using the following resources:

- 2025 Regional Transportation Plan: Guiding Our Future, Thurston Regional Planning Council, May 2004 (as amended).
- The Profile, 24th Edition, Thurston Regional Planning Council, October 2006.
- Preliminary Draft Commuter Study, Thurston Regional Planning Council, June 2007.
- Preliminary Draft Thurston Regional Trail Plan, Thurston Regional Planning Council, June 2007
- Draft Regional Coordinated Public Transit & Human Services Transportation Plan for the Thurston Region, Thurston Regional Planning Council
- Draft Local Commute Trip Reduction Plans for Lacey, Olympia, Tumwater and Thurston County, co-written by the jurisdictions and TRPC, June 2007.
- Draft 2006-2027 Highway System Plan, Washington State Department of Transportation, 2007.
- Intercity Transit Long- and Short-Range Plan Analysis of Land Use, Landsman Transportation Planning LLC and Perteet, Inc., 2006.
- Housing Market Snapshot: 1st Quarter 2007, Washington Center for Real Estate Research, 2007.

A. Land Use Context

Overview of Thurston County

Thurston County is located in Western Washington at the terminus of Puget Sound. It is the 32nd largest county in the state, with a total land mass of 737 square miles. Nearly 87 percent of the land area is unincorporated. The area topography ranges from coastal lowlands, to prairie flatlands, to the foothills of the Cascades. Glacial activity in the county's geologic past left the land dotted with lakes and ponds. The northernmost boundary of the county is the shoreline of Puget Sound. Thurston County is bordered on the east and northeast by Pierce County, following the course of the Nisqually River. To the northwest lies Mason County. Grays Harbor County borders the western boundary, and Lewis County borders Thurston County to the south. See Map 2 for an overview of the Thurston Region's major features.

Thurston County's marine climate is characterized by mild year-round temperatures, with sunny summers and wet winters. Olympia's 51 inch average annual rainfall is spread out over a large number of days, giving the Region a soggy reputation. With about 52 clear days out of every 365, Thurston County residents live under some form of cloud cover 86% of the year, with a trace of rain falling on almost half of the days of the year. While not usually extreme, this steady amount of precipitation may dampen the willingness of many commuters to opt for walking, biking or taking transit to work.

Since the 1960s, the population of Thurston County has been one of the fastest growing in the State. During the 1990s, Thurston County grew at a rate of 2.5 percent annually. While growth slowed during the early part of this decade, the rate picked up again to 3.1 percent in 2005 and 3.0 percent in 2006. The County's 2007 estimated population is 238,000.

Population shifted to the unincorporated County – from 47 percent in 1970 to an estimated 61 percent in 2006. However, an estimated 24 percent of the County's 2006 population lives inside the urban growth areas, with another 43 percent living inside the incorporated jurisdictions of Bucoda, Lacey, Olympia,

Rainier, Tenino, Tumwater and Yelm. This means some 67 percent of the County's residents live in current and future urbanized areas.

The Confederated Tribes of the Chehalis Reservation population increased 41 percent to 691 persons between 1990 and 2000. The Reservation lands lie in both Thurston and Grays Harbor counties, with the majority of the Reservation population residing on the Grays Harbor County side.

From 1990 to 2000, the Nisqually Reservation population increased 4 percent, to 599 persons. All of the Reservation's population resides in Thurston County.

Thurston County gained about 100,000 residents in the 25 year period between 1980 and 2005. In the next 25 years, between 2005 and 2030, forecasters predict an additional 150,000 residents will call Thurston County home, swelling the population to 373,000.

The majority of population increase is due to migration of people into the county, owing to a relatively stable economy, a high quality of life and a higher cost of living in counties to the north. Long term migration patterns indicate that in-migration is becoming less concentrated in the State's largest metropolitan King and Pierce counties. Some of the incoming residents that typically would have moved there in the past are now moving into neighboring counties with lower population densities, such as Thurston, Mason and Kitsap Counties. Roughly 75 percent of Thurston County's population growth since 1990 is due to net in-migration, rather than natural increase (the excess of births over deaths). Table 1 provides information on the region's population.

Table 1
Population Forecast and Distribution by Jurisdiction
Thurston County, 2010-2030

Jurisdiction[2]	2010	2015	2020	2025	2030
Bucoda & UGA	650	680	710	760	800
Lacey & UGA	73,900	82,900	92,200	99,900	106,700
Olympia & UGA	60,900	67,000	72,900	77,900	82,200
Rainier & UGA	1,760	1,990	2,260	2,510	2,740
Tenino & UGA	2,030	2,470	2,890	3,280	3,580
Tumwater & UGA	24,400	27,100	32,200	37,100	41,600
Yelm & UGA	6,590	7,690	9,100	10,330	11,480
Grand Mound UGA	850	870	920	970	1,000
Chehalis Reservation[1]	60	80	110	140	170
Nisqually Reservation[1]	630	710	790	870	940
Total Cities & UGAs[2]	171,000	190,730	213,170	232,660	250,040
Total Reservations[1]	690	790	900	1,010	1,110
Rural Unincorporated County[3]	83,300	93,500	104,900	114,300	121,800
Thurston County Total	**255,000**	**285,000**	**319,000**	**348,000**	**373,000**

Source: TRPC - Population and Employment Forecast Work Program, 2004/2005 update.

Explanation: Numbers may not add due to rounding.

[1]Data is for Thurston County portion of reservation only.

[2]UGA - Urban Growth Area. Unincorporated area designated to be annexed into city limits over 20 years time to accommodate urban growth.

[3]Rural unincorporated county is the portion of the unincorporated county that lies outside UGA and Reservation boundaries.

Age Distribution of Population

Overall, the region's population is getting older. Census figures show that in 2000, the median age was 36.5 years, up from 33.6 years in 1990. Different areas of the County, however, show distinct age profiles. Yelm has the youngest population, with a median age of 30.8, and a higher proportion of its population age 19 and under (35 percent) compared to the county average of 28 percent.

The 2000 Census also indicates a younger population on the Chehalis and Nisqually Reservations. On the Chehalis Reservation, the median age is 24.5 years, with 44 percent of the population under age 19. The Nisqually Reservation has a median age of 25.8 years, with 41 percent of the population under 19.

The City of Olympia's population shows the oldest median age, at 36 years, and the lowest proportion under age 19 (24 percent). Olympia also has the highest proportion of its population between the ages of 20 and 64 (62 percent). Thurston County's average is 60 percent.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

For the last two decades, the County was fifth in the state for in-migration of people 55 and older. Amenities attractive to an older demographic, such as advanced health care facilities and retirement communities, may draw retirement-aged people to the county. For the same reasons, many people who already live in Thurston County are expected to age-in-place and retire here, rather than relocate.

In 2000, residents age 65 and over constituted 11 percent of the total population. That is expected to climb to roughly 13 percent by 2010 and 19 percent by 2020. The first of the "baby boomers" will reach 65 in 2011.

Education

The Thurston Region is home to eight school districts, with 65 schools providing primary and secondary education to most of Thurston County's students, including vocational training. Additionally, 16 private schools provide primarily elementary and middle school educational opportunities.

Three higher education institutions are based in Thurston County. South Puget Sound Community College is a two year public college with enrollment of more than 6,000 students. The Evergreen State College is a public liberal arts and sciences college enrolling more than 4,000 students. Saint Martin's University is a private university with a strong liberal arts foundation.

The level of educational attainment in Thurston County exceeds both state and national levels according to the 2000 Census. Approximately 30 percent of Thurston residents 25 years and older hold a bachelor or graduate degree (compared to 24 percent nationally and 28 percent statewide). Conversely, only 10 percent of the county's population 25 years and older left school without getting a high school diploma or GED (compared to 13 percent statewide and 20 percent nationally).

Employment

In 2005, total employment in Thurston County was just over 124,600 jobs, with about 29 percent in the public sector. State government, the largest employer in the county, employed about 23,500 workers. After a substantial drop following the 1993 passage of Initiative 601 (limiting State expenditures), the per capita rate of State employment remains relatively steady at about 16 workers per 1,000 residents. Other major employers are local government (including school districts), the Region's medical centers, and Tribal governments.

Labor force projections predict an increase in resident civilian labor force (workers) in Thurston County of 57 percent between 2005 and 2030, with a projected increase of 52 percent in local jobs.

Small businesses play an important role in the regional economy. In 2004, 11 firms (including state departments) employed over 1,000 workers each, accountant for 18 percent of employment in the county. The majority of firms, 77 percent, employed less than ten workers, accounting for 14 percent of the work force.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

Worker Commuting Trends

In 2000, nearly 27,000 workers commuted out of Thurston County to work. By far, the largest number of the region's outbound commuters work in Pierce County (more than half). King County is the next most frequent commute destination (one-fifth of the outbound commuters). Commuters also traveled to Lewis County, with fewer trips to Mason, Grays Harbor, Kitsap and Snohomish counties. Additionally, approximately 3,500 commute trips flowed northbound through Thurston County by residents from counties to the south and west going to work north of Thurston County. Another 1,400 commuters traveled southbound, with homes north of Thurston County and jobs south of here.

The number of **Thurston residents commuting out of the County to work is roughly equivalent to the County's largest employer** – government. These workers bring their paychecks home to Thurston County. The net impact **contributes $1 billion to the County's $8 billion annual economy**.

The outbound commuting picture had changed somewhat by 2005. Just over 29,000 workers commuted out, still mostly to Pierce County (more than 60 percent). Due to the impact of the recession of the early 2000s, commuting to King County dropped from over 5,000 to about 3,000, comparable to the number of commuters to Lewis County. Outbound commuters continued to travel to Mason, Grays Harbor and other counties as well.

By 2025, the number of outbound commuters is expected to nearly double to about 56,000 commuters. An even greater percentage and actual number will travel north to Pierce and King counties, the primary focus of job creation in the Puget Sound region.

Northbound commuters' homes are concentrated on the east side of Thurston County. In many east-side neighborhoods, 30 to 50 percent of all workers commute to Pierce and King Counties. In west-side neighborhoods, typically less than 20 percent make that northbound commute.

15 * 30 * 60

Currently, roughly 15,000 workers come into Thurston County for work, and about 30,000 Thurston residents travel out of the County to work. In 25 years, this is forecast to double – to about 30,000 inbound commuters and 60,000 outbound commuters.

Nearly 15,000 workers commuted to Thurston County for work in 2000 according to the Census. About one-third live in Pierce County, followed by Mason, Lewis, King, and Grays Harbor counties. The number of inbound commuters increased to 20,000 by 2005, with about the same distribution of origins. Between 2000 and 2025, inbound commuting to Thurston County will have doubled to more than 30,000 trips during the morning peak period. The majority of workers will still live in Pierce County, however increasing shares will travel from Mason, Grays Harbor and Lewis counties (about half the inbound commuters all totaled).

These inbound commuters traveled primarily to Olympia and its urban growth area in 2000 (8,000 commuters or 55 percent). By 2025, this will increase to more than 13,000 inbound commuters. Olympia's share of the inbound commuters, however, drops to 44 percent, with larger shares traveling to Lacey and Tumwater. This follows the trend over recent years in state jobs moving from Olympia to Tumwater and Lacey.

Income

The Thurston Region's median household income was approximately $53,000 in 2005, however, earnings ranged widely among local jurisdictions. Lacey records the highest median household income of the incorporated jurisdictions, while south county cities have had substantially lower household incomes than the north county cities. The 2000 Census, however, indicated Rainier ranks third among the county's cities.

A gap in incomes exists between Thurston households with an out-of-county commuter and those with only local workers, and the gap is growing. In 1999, the median household income of a household with local workers was $50,600. Households with at least one outbound commuter had a median income of $60,000. But by 2005, the median local worker household income was $51,000 compared to $72,700 for the household with at least one outbound commuter.

The net difference in income between outbound commuters (who bring their paychecks home to Thurston County to spend) and inbound commuters (who spend their income elsewhere) is just over $1 billion annually. Net inbound commuting represents about 13 percent of the Thurston Region's annual $8 billion economy.

Housing

Thurston County is experiencing a housing boom, along with the rest of the Puget Sound region. Between 1970 and 2000, over 58,000 homes were added to the county, accounting for 67 percent of the county's current housing stock. Housing starts help estimate the number of homes to be built in the near future. Over the past decade, the number of housing starts varied from a high of 2,754 in 1994, to a low of 1,532 in 2000. In 2005, housing starts climbed to 2,713, marking an economic recovery of the housing market in Thurston County. The 2005 starts were dominated by single-family homes, accounting for 90 percent of the market share.

In the first quarter of 2007, the median home sale price in Thurston County was $255,000 (Washington Center for Real Estate Research). This compares to $282,000 in Pierce County and $440,000 in King County, where the majority of Thurston out-of-county commuters work. Thurston County housing is generally more affordable than in the central Puget Sound area, with housing stock that includes the "American Dream" of a single-family detached house with a yard for a relatively affordable price. Coupled with this is the higher median household income for Thurston households with at least one out-of-county commuter. This means Thurston's out-of-county commuter households have relatively more buying power than local worker households and are seeking relatively lower cost housing than in central Puget Sound.

Land Use Policies in the Thurston Region

Intercity Transit, as part of their long- and short-range transit plan development in 2006, prepared an analysis of land use and land use policies in the region. See Appendix C. The analysis assessed opportunities in the Thurston Region to encourage alternatives to driving alone through land use strategies. In general, the report found Thurston jurisdictions are planning for and encouraging pedestrian-oriented development and use of alternatives to driving alone. However, Intercity Transit's service area (roughly the cities of Lacey, Olympia, Tumwater and Yelm) has primarily suburban densities of development. Pockets of higher density exist in the cities.

The report recommends Intercity Transit work with the local jurisdictions to adopt into local comprehensive plans overlay zones with transit trunk corridors, and transit-supportive density, parking and design standards. Further recommendations include integrating transit planning into capacity planning for neighborhoods, perhaps through concurrency review.

A key recommendation of the report is improving the pedestrian environment in strategy corridors and transit trunk corridors, where roads cannot be widened due to policy and/or physical constraints. See the local roads discussion below for more information.

The report also recommends development of bicycle parking design standards, including required minimum of spaces, and requirements for all large new commercial development to provide priority to carpool parking.

The report calls for a demonstration project where Intercity Transit, TRPC, and its member jurisdictions develop a multi-modal plan for one of the strategy corridors. The plan would address a wide range of transit-supportive approaches such as street and sidewalk improvements, transit signal priority, building and siting design standards, collaborative and unique funding strategies, and a cost-benefit analysis from the perspectives of all the participating jurisdictions.

B. Transportation Context

The Thurston Region's transportation system is comprised of dozens of transit routes and services, over 2,000 miles of centerline roadway, hundreds of miles of bike lanes and sidewalks, almost 90 miles of rail, a marine terminal and a regional airport.

Roadways

In 2000, the Thurston Region had 1,952 miles of centerline paved roads. See Map 3 for an overview of the region's major roadways.

State Roads

The State maintained system includes the primary west coast freeway connecting Canada to Mexico. Interstate 5 runs north-easterly through the center of Thurston County, bisecting the urban cities of Lacey, Olympia and Tumwater. State Route 507, to the southeast of I-5, parallels its route, acting as main street to the smaller communities of Bucoda, Tenino, Rainier and Yelm. State Route 510 connects I-5 to SR 507 through Lacey, the Nisqually Indian Reservation and Yelm. Scenic US Highway 101 begins its west coast route in Olympia, at its intersection with I-5. Continuing west, US 101 branches with State Route 8 at Mud Bay, the southernmost inlet of Puget Sound. SR 8 is paralleled in south Thurston County by US Highway 12, running west from I-5 through the communities of Grand Mound, Rochester, and the Confederated Tribes of the Chehalis Reservation. State Route 121, a loop route off I-5 in central Thurston County, provides access to Millersylvania State Park.

Centerline Miles of Paved Roads in Thurston County (2000)

Owner	Miles	Percent
Cities	498.4	25.5%
County	1,023.9	52.4%
Private	241.4	12.4%
State	188.6	9.7%
Total	**1,952.3**	

These state routes run through the hearts Thurston County's incorporated communities. I-5, built in the early 1960s, divides the northern cities, literally severing many of the local roadway connections. As a result, the state highways are used as part of the local arterial network in the Thurston Region. These same routes are also used for long distance trips, many of them through trips, moving people and goods into and out of central Puget Sound. The combined need to move people and goods both locally and around the Puget Sound region is increasing congestion on State routes in the Thurston Region. Demand for these facilities is expected to increase substantially as 1) more freight moves through the region, and 2) more commuters cross the County's boundaries to get to work.

Local Roads

The cities and County maintain an extensive network of local roads. The most heavily used north-south arterials include:

- Black Lake Boulevard
- Littlerock Road
- Capitol Way/Capitol Boulevard/Old Highway 99
- Lilly Road
- Sleater-Kinney Road
- College Street/Rainier Road
- Marvin Road

The heavily traveled east-west arterials include:

- Mud Bay Road/Harrison/Fourth Avenue/State Street/Martin Way
- Britton Parkway
- Pacific Avenue
- Yelm Highway
- Deschutes Parkway
- Israel Road
- Tumwater Boulevard
- 93rd Avenue
- Maytown Road

The Thurston Region and its municipalities have adopted a maximum street width policy, in addition to traditional level of service (LOS) standards. Local streets are limited to a maximum with of five lanes (two through lanes in each direction and one auxiliary turn lane), considered an appropriate scale for the community. [Intersections may contain additional lanes for channelization.] Many of the arterials listed above are already built to their five lane configuration. In other areas, natural or built features constrain roadways from further widening. The 2025 Regional Transportation Plan identifies "strategy corridors" for roadways already at five lanes or otherwise constrained. Strategy corridors may exceed traditional LOS standards, however, alternative options are used to improve mobility, such as increased bus transit, bike lanes and sidewalks. See Map 4.

Tribal Roads

Reservation roadways and non-motorized facilities are maintained by the Nisqually Indian Tribe (northeast Thurston County) and the Confederated Tribes of the Chehalis Reservation (southwest Thurston County). In recent years, the Chehalis Tribes completed major improvements to Anderson Road and 188th Avenue SW, among others. The Nisqually Tribe worked with WSDOT for improvements on SR 507, as well as improving local reservation roads.

Peak Period Road Use

The Commuter Study indicates that commute trips into and out of the Thurston County will double over the next twenty years. Many of these trips will be made between Thurston and Pierce counties. This will substantially contribute to congestion to I-5 and the nearby arterials during peak travel times. Additionally, the South County License Plate Survey indicates a strong directional flow between northern and southern Thurston County during the peak period. Many residents are traveling into the north county urban centers in the morning along Rainier Road/College Street and SR 507/SR510, then back to the south county on these same routes in the evening. [This same pattern likely is true for Littlerock Road and Capitol Boulevard/Old Highway 99, although the license plate survey did not directly investigate this.] The Regional Transportation Plan also notes a heavy, but balanced, east-west flows of traffic in the north urban area during peak periods. The regional transportation model also shows heavy traffic volumes during peak periods on other arterials.

Public Transportation

A number of transportation providers serve the region. These include regional public transit providers, private and non-profit transit providers, and schools. Vehicles range from buses, vans, and vanpools, to trains. Services span the range of regular fixed route to on-demand, flexible trips. Urban, rural and Tribal residents all benefit.

Intercity Transit

Intercity Transit is the Public Transportation Benefits Area (PTBA) municipal corporation in the Thurston Region. Serving the community for 25 years, Intercity Transit is funded with local sales tax, transit fares, contracted services, and federal and state grants. Intercity Transit's 94 square mile service area includes the cities of Olympia, Lacey, Tumwater and Yelm. See Map 5 of Intercity Transit's service area, routes and facilities.

Intercity Transit operates a fleet of 88 buses and 148 vanpool vehicles; five transit centers, including two main facilities in Olympia and Lacey, and primary transfer stations at Westfield Shoppingtown, Tumwater Square and Little Prairie Center; 890 bus stops, 175 bus shelters; and three park-and-ride lots. All buses are equipped with bike racks and all vehicles are ADA compliant. Buses are fueled by a cleaner, energy efficient blend of biodiesel and ultra low sulfur diesel.

Intercity Transit was one of the first transit systems in the nation to begin using biodiesel (a substitute diesel made of organic products) in its entire fleet of diesel vehicles. Diesel engine emissions improve greatly when burning biodiesel. Currently, Intercity Transit uses a B-20 blend (20% biodiesel and 80% diesel). The agency successfully tested a 40% blend, but this blend is not commercially available in large enough quantities to supply the fleet.

Intercity Transit averaged 10,000 rides each weekday on fixed-route and Dial-A-Lift service, providing over 3.3 million trips system wide in 2005. Fixed-route bus service is available weekdays on 23 routes from 5:45 a.m. to 11:30 p.m., with fewer routes operating on weekends during more limited hours. The service operates every 15 to 30 minutes on many major corridors during peak weekday travel times, and every 30 to 60 minutes during off-peak times. Three routes provide express service to Tacoma/Lakewood (Pierce County), including connection to Sound Transit Seattle Express and Sounder rail. Connections are also made to neighboring transit systems, including Pierce, Grays Harbor and Mason counties, and Amtrak.

In 2007, Intercity Transit's Vanpool Program celebrates its 25th year of operation. The 139 active vanpools travel to and from king, Pierce, Lewis, Grays Harbor, Mason and Thurston counties, taking nearly 1,000 cars off the road each day. The fleet consists of 7, 8, 12, and 15 passenger vehicles. The Vanpool Program serves both public and private employers, with one end of the commute in Thurston County. Vanpools from other transit systems also serve the Thurston Region.

Village Vans, an innovative service envisioned by the Thurston County Human Services Transportation Forum in the late 1990's, is run by Intercity Transit. The service is designed to help low income families working toward economic independence. The service operates by advanced reservation, providing door-to-door transportation for low income individuals in their job search activities. This low cost, high impact program has helped more than 25,000 passengers, 75% of whom no longer rely on state assistance. The program also draws its volunteer drivers from low income job seekers, providing training and work experience as professional drivers while they are completing individualized curriculums designed to provide transferable job skills.

Intercity Transit is part of a six-county Regional Ridematch program for commuters traveling throughout the Puget Sound Region. This system helps customers identify carpool partners.

Intercity Transit provides two Community Vans. These 12-passenger vans, retired from the vanpool fleet, are available to non-profit and governmental agencies on a reservation basis. The transit agency houses, maintains, fuels and insures the vans, charging a per-mile rate for their use.

Rural and Tribal Transportation (R/T)

Rural and Tribal Transportation (R/T) provides public transportation services to individuals living outside Intercity Transit's PTBA service area. It serves the southern and eastern portions of the Thurston Region, connecting to Intercity Transit and Twin Transit's (Lewis County) routes, also coordinating trips with Grays Harbor, Mason and Pierce counties. Special emphasis is placed on people with low incomes and work related trips. The service is customized differently to meet the needs of rural south and east county residents, Tribal transportation on the Nisqually Reservation and the Confederated Tribes of the Chehalis Reservation, after school programs, and senior services.

Other Private and Non-Profit Programs

Many other social service programs provide transportation services to their clients. Some of the larger providers in the Thurston Region include:

- Northwest Connections, the contractor for R/T, provides transportation services for Medicaid, Veterans Administration and other local and state programs. This non-profit agency is a leader in customer service and driver training.
- Yelm Community Center, a multi-service community social service provider serving rural Yelm and Rainier, provides fixed route and demand response services.
- A variety of senior and youth programs provide transportation services, such as the Area Agency on Aging (AAA), Senior Services of South Sound, Yelm Adult Community Center, Panorama City, Boys & Girls Clubs of Thurston County, the Rochester Organization of Families, Community Youth Services and Thurston County Parks Department.

Taxicab, cabulance, airporter and limousine services are also available to residents of the Thurston Region, although most are either designed with a specific trip purpose or are cost-prohibitive.

School Districts

School districts are by far the largest public transportation providers in the area, covering nine school districts, including Yelm, Rainier, Tenino, Centralia, Rochester, Tumwater, Griffin, Olympia and North Thurston. While these programs bring students to and from school, a variety of regulatory barriers inhibit school transportation from coordinating with other transportation providers.

Adjacent County Programs

Public transportation services of four surrounding counties – Mason, Pierce, Lewis, and Grays Harbor – cross county lines to provide service coordination.

Mason Transit, operating since 1992, provides routes, route deviated and dial-a-ride service to this largely rural county, with connecting service to adjacent counties (including Thurston) and the Squaxin Tribe. A leader in coordinated transportation services, Mason Transit supports shared school/public transit, driver training, and the Road-to-Work education program. The system has a growing vanpool program and operated five park-and-ride lots in Shelton and Belfair.

Pierce Transit formed in 1979, now serving 414 square miles with a population of 721,000. Pierce Transit provides 50 local bus routes, specialized transportation for people with disabilities (SHUTTLE), vanpool, ridematching, and inter-county express service to Seattle, SeaTac Airport and Olympia in cooperation with Sound Transit and Intercity Transit. The agency has over 900 miles of routes and a fleet of more than 250 buses. The system includes 11 transit centers, more than 3,300 bus stops, over 200 covered bus shelters, and 20 park-and-ride lots. Ridership in 2005 topped 14 million. The Beyond the Borders program provides

free connections to Pierce Transit bus stops for seniors, people with disabilities and low income residents of Pierce County who live outside the agency's service area.

Twin Transit serves the Centralia and Chehalis areas of Lewis County, including the Amtrak Station and Centralia College. This route variation service make connections with the Thurston Region's Rural and Tribal Transportation (R/T) service, providing trips for residents in south Thurston County communities that more closely associate with the Chehalis/Centralia urban area.

Grays Harbor Transit's hub is in the Aberdeen/Hoquiam area. One route connects to Olympia at the Greyhound Station.

Intercity Services

Greyhound and Northwestern Trailways provide intercity bus service, with a stop at their downtown Olympia terminal. Between the two companies, five daily trips stop in Olympia, with trips along the I-5 corridor.

The Amtrak Cascades and Coast Starlight make several daily stops at Centennial Station in the Thurston Region. The Amtrak station is run entirely by local volunteers. Intercity transit manages the parking and provides schedule bus service to the station. However, the station lies just outside Lacey's urban growth boundary, and the bus trip to downtown Olympia takes 45 minutes one way. Delays on the Coast Starlight and Cascades services make transit connections and trip planning difficult.

Squaxin Transit provides a model tribal transportation program. Service includes fixed route, deviated route, call response, demand response and dial-a-lift service free to the general public. It serves on- and off-reservation areas, making numerous daily connections with Mason Transit and Grays Harbor Transit, with similar service in northwest Thurston County. Squaxin Transit also owns and operates the Kamilche Transit Center, which also serves Mason Transit.

The Lower Columbia Community Action Council (CAP) provides rural public transportation service, linking communities along the I-5 corridor to the major transit systems in Clark, Cowlitz, Lewis and Thurston counties.

L.E.W.I.S. Mountain Highway Transit was developed by the White Pass Community Services Coalition and provides route-deviated transportation service to communities between Packwood and the Twin Cities, and from Morton, through Eatonville, to the Elk Plan Walmart. It connects to the Thurston Region's R/T service in Centralia.

Passenger Rail

TRPC policy makers examined the potential for developing local and commuter rail service, as well as increasing Amtrak's intercity service to the region. In 2006, the Passenger Rail Workgroup released the findings of their research, recommending the Regional Council conduct a high capacity transportation study. This study will examine the role that light rail and commuter rail could play in a mix of potential investments in roadways, park-and-rides, ferries, and increased bus service. TRPC also initiated an on-going dialogue with Sound Transit regarding potential commuter rail service connecting the Thurston Region to central Puget Sound.

Non-Motorized Facilities

The Thurston Regional policymakers and residents have strongly supported investment in a growing trails system. TRPC is in final development of a Regional Trails Plan that documents current investment and sets forth plans and goals for the future. The draft plan proposes a network consisting of 26 trail segments totaling 132 miles of shared use trails. See Map 6. This is in addition to the hundreds of miles of sidewalks and bike lanes in the region. The cities have extensive development and recreation facility policies that require and actively support the development of the non-motorized facilities – bike lanes, sidewalks and trails. See the Lacey, Olympia, Tumwater and Thurston County CTR plans for more detail.

TRPC also actively supports the development of non-motorized facilities. TRPC committed over $1 million of regional Surface Transportation Program (STP) funds as seed money to bridge the gaps in the Chehalis Western Trail. This investment leveraged many millions of dollars more in state and federal investment, with the first segment of bridging the gap – the I-5 bicycle and pedestrian bridge – dedicated in 2007. The Council continues to pursue the remaining connections across Martin Way and Pacific Avenue.

C. Evaluation of Land Use and Transportation Context

Based on the description of the region's land use and transportation context, TRPC evaluated the degree to which existing local services, policies, regulations and programs, as well as documented future investments, complement trip reduction efforts of major employers and help employer programs be more effective.

Density to Support Transit and Ridesharing

With transit, certain land use densities are associated with the ability to sustain service. Densities increase generally with the frequency of service, capacity, speed and surety of service (fixed versus adjustable). The table below provides some general rules of thumb for different types of transit service. Land use is expressed in dwelling units, but it is generally recognized that as density of dwellings increase so too must employment and services for a more intensive transit alternative to be sustained.

Table 2
Transit Service and Associated Land Use Densities.

Service	Frequency	Coverage	DU/Acre
Local Bus	Hourly	½ mile between routes	4
Local Bus	Half-Hourly	½ mile between routes	7
Express Bus	Frequent peak period	?	15
Light Rail/Trolley	5 minute peak	25-100 sq mile corridor	9
Rapid Rail	5 minute peak	100-150 sq mile corridor	12

DU = Dwelling units.

Source: Nelson\Nygaard Consulting Associates, 2002, per Pushkarev, B.S. etal, "Urban Rail in America – An Exploration of Criteria for Fixed Guideway Transit," 1982.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

Map 7 shows the population density of Thurston County by square mile in 2005. At an average of 2.35 persons per housing unit, most of the Lacey, Olympia and Tumwater combined urban growth area has a housing density of about one to four unites per acre. While this is below the seven units per acre target for providing frequent transit service, the urban growth areas have room for development, mostly zoned between four and 16 units per acre. (See Map 8.) Consequently, the density of the urban area is climbing as it continues to infill with new higher density development.

Maps 9 through 11 show where workers live who commute into the core areas of Lacey, Downtown Olympia and Tumwater. These maps show:

- For each community, workers travel from all over the region to get to work.
- Most of the workers in these core areas live with the Lacey, Olympia, and Tumwater combined urban growth area, where Intercity Transit provides service.
- Many workers live in Tacoma or Pierce County and commute to jobs in Lacey, Olympia and Tumwater.

Transit and Pedestrian-Friendly Urban Design

The Region's urban center – Lacey, Olympia and Tumwater – has urban design policies in place. Newer development in the major activity centers is beginning to locate nearer the sidewalk, with improved access for transit riders and pedestrians to facilities. The developing trail system, a commitment to expanding the sidewalk, bicycle and class II and III trail system, and increasing pockets of density are improving transit and pedestrian access.

The Regional Transportation Plan adopts a five lane maximum configuration for roadways between intersections. With two lanes in each direction, and a center turn lane, this configuration was deemed most appropriate to the scale of the community. While five lanes can be daunting to pedestrians, it is still more manageable than much wider configurations found in central Puget Sound.

The Region still has a great number of businesses with vast parking lots, as is typical of the suburban or exurban city. Many businesses outside the central activity centers are located long distances apart. Increasing population in addition to affordable land (relative to central Puget Sound) is attracting big-box retailers, warehouse/distribution centers, and other business models not originally anticipated in development of local municipal zoning regulations under the Growth Management Act. The urban cities continue to examine their land use policies to balance the use of commercial and industrial lands between this development trend and the types of uses originally envisioned when they developed their comprehensive plans.

Sidewalks and Pedestrian Facilities

Sensitivity to the needs of pedestrians has increased dramatically. In the urban area, everyone is dependent on sidewalks at some point in their trip. Regional and jurisdiction policies include a strong commitment to pedestrian improvements. Sidewalks are included in jurisdiction street cross sections and are built as new development, infill or redevelopment occurs. Consciousness about good urban form and the elements that make for a walkable area have also advanced over the last 15 years. Each jurisdiction plan addresses urban form issues and each jurisdiction has some design guidelines for specific areas. Most of these are focused on city center/activity centers and corridors where plans expect the most use of

alternative modes. These are the areas where there is a vision for higher density and where there will eventually be more opportunities for live, work, shop and play activities in these areas requiring fewer car trips.

Outside of the urban core, areas tend to be fairly suburban in form. However, the evolution of these areas is evident as new development occurs. Design guidelines in place are making a difference by bringing buildings close to the street edge, limiting the amount of parking adjacent to the street (getting parking on the side, behind or in structures) and building direct connections to entrances from the sidewalk. Most communities make sidewalk improvements each year – allocating funds to maintain or build sidewalks where there are gaps – especially in areas - such as close to schools - where there is a high degree of walking and concern for safety. In Olympia, voters approved a combination parks and sidewalk improvement Private Utility Tax which will provide funds each year for completing sidewalk improvement plans. In a parks department survey, the most frequent recreation was walking on sidewalks along city streets. Aggressive programs should pay off in increased walking and a healthier community as well.

Bicycle Facilities

The cities, Thurston County and WSDOT have demonstrated a strong commitment to developing bicycle facilities in the community. Local and regional policy makers have invested in regional trail facilities. Municipalities are increasing the number of bike lanes and wide shoulders. The community actively supports the Bicycle Commuter Contest, and the Region's bike map was recently updated. Intercity Transit's buses are all outfitted with bicycle carriers.

Significant gaps in the trail and bike lane system still exist. The Region and its cities continue to work on making these connections. Recently, a significant gap in the Chehalis Western Trail was bridged – literally – over I-5. This trail still needs to bridge gaps at Pacific Avenue and Martin Way. Local, Regional, State and Federal policy makers have invested millions of dollars in closing this gap.

The community needs more bike racks and lockers to facilitate bicycling as a commute trip alternative, as well as to support recreation and tourism. Private businesses, government facilities, business and community associations, and schools are all potential partners in improving the availability of these facilities.

Additionally, jurisdictions and the state should continue to encourage provision of showers and locker room facilities for their employees. This should be considered for all new facilities and in facility remodels, as well as looking for opportunities to collectively share such facilities among smaller business.

Transit Services

Intercity Transit provides service to the urban area with routes focused on areas where there is the highest ridership and key destinations. The activity centers in the urban area of Lacey, Olympia, and Tumwater have good to fair employment density but very few housing opportunities. Regional and local plans since 1993 have adopted policies meant to attract growth to these activity centers acknowledging that ridership responds to density (as well as design discussed above in the section on sidewalks and pedestrian facilities). Olympia's downtown and Tumwater city center have over the 25 employee/acre density recommended for good transit service. None of the areas have much housing density and are below the seven unit/acre threshold for good transit. Research continues to show that above seven units/acre transit ridership increases sharply.

As employment increases and residential opportunity becomes available – especially in city centers and along corridors – transit service can expect to increase. Until that happens, transit will continue to serve the transit dependent, and additional employees who choose this mode and who live within walking distance of a transit route (1/4 to 1/2 mile at most).

Transit passes ensure employees have simple and convenient access to transit service. Employers reimburse transit agencies based on use – determined either by ongoing counts or sample surveys. Another alternative is to purchase bus passes as needed on a monthly basis for employees. Free transit passes are available for all State employees, (Star Pass) City of Olympia employees, Thurston County employees and some other smaller employers, including the Thurston Regional Planning Council.

Several years ago, Intercity Transit reduced the boundaries of its service area, formerly all of Thurston County. It was difficult and expensive to provide service county-wide, especially where housing densities were suburban and rural in character. The new boundary includes the affected jurisdictions, as well as service to Yelm. To supplement Intercity Transit's service, a variety of other service providers have stepped in. This includes collaborative development of the Region's Rural & Tribal Transportation Program (R/T) providing demand responsive service for the Nisqually Reservation, the Confederated Tribes of the Chehalis Reservation, and the more rural areas of southeast Thurston County (Rochester, Tenino, Bucoda, Rainier and Yelm).

Transit Facilities

See Map 13 describing service expected from the Intercity Transit system through 2012. Olympia and Lacey already have transit centers and there are plans for eventually adding centers in Tumwater and on Olympia's Westside, when increased development density and ridership occur.

Intercity Transit has an aggressive transit shelter program, an important feature of a transit system serving an area with 51 inches of annual rainfall, and with only 52 days of clear skies. The addition of transit shelters will occur over time and requires space on the sidewalk.

Intercity transit is also a regional leader in developing its Intelligent Transportation System (ITS). ITS uses technology to improve the safety and efficiency of the transportation system. In Intercity Transit's case, they are implementing a host of improvements, from real time bus information to computer aided dispatch, which will contribute to a much more user friendly and informative transit system for the Thurston Region.

Parking Policies and Regulations

Parking policies and regulations vary by local jurisdiction. The City of Olympia has aggressive parking policies implemented over the last ten years. Parking management has focused on maintaining parking for customers in the core of downtown while providing pay for parking opportunities at three hour and nine hour meters outside of the core area. The City also charges its employees for parking at worksites. The City is also currently discussing expansion of the parking management program to all on street and city owned off street parking and moving from 90-minute free parking in the downtown to paid, metered parking. The State Capitol Campus charges for employee and visitor parking. They too are discussing increasing the cost of employee parking on the Capitol Campus. Parking management without offering incentives and services makes it less attractive or impossible for some employees to use alternative modes. A partnership project has resulted in the DASH – a free express bus that links the Capitol Campus directly with the Farmers Market in downtown. There is no other parking management occurring in the fairly suburban form area outside of downtown Olympia.

The region hosts the State Capitol and is home to the headquarters of many state agencies. State parking requirements per employee are generally higher than what local jurisdictions typically allow and higher than what CTR intensive or GTEC type activity centers could allow and still accomplish trip reduction. Unions representing state employees have been reluctant to reduce parking benefits for their members. The end result is that local jurisdictions allow higher parking ratios for state facilities. This is a particularly ironic disconnect, as it is the state that requires local jurisdictions to reduce commute trips.

A regional parking standard is recommended in both the City of Lacey and Tumwater comprehensive plans. This discussion would lead to an agreed upon amount of parking for different types of uses and would discourage the discrepancies and fear on the part of jurisdictions that if a proposed development does not get the amount of parking they want (usually in excess of standards) they will go to an adjacent jurisdiction. In the Portland metro area the discussion and adoption of a regional parking standard helped to raise awareness and understanding by policy makers in the region and led to parking management projects in many areas.

The potential for a regional parking policy will be explored with the local jurisdictions, in order to create a more consistent expectation of development in the region's employment centers. Exploring a new parking standard with state agencies and state employee unions will be an important component of developing a regional parking policy in the Thurston Region.

TDM Programs

The region's employers are encouraged to offer transportation demand management (TDM) alternatives for their employees, particularly through the regionally coordinated CTR program. The affected jurisdictions work to support TDM by providing an increasing amount of sidewalks and bike lanes, adopting transit friendly community design standards, and 'walking the talk' by providing TDM alternative to their own employees. The cities and Thurston County also collaborate on implementing a region-wide CTR program, pooling their resources to achieve a bigger impact for their investments.

TDM programs are also used, as appropriate, in conjunction with major road construction projects. Most recently, the City of Olympia developed a special TDM program to help residents navigate the reconstruction of the Fourth Avenue bridge, linking downtown with West Olympia. Information on bicycling,

alternative routes, and parking options was supplemented with on street support, such as providing crossing flags for pedestrians at challenging intersections.

HOV Programs

The Thurston Region has no high occupancy vehicle (HOV) lanes on state or local roadways. WSDOT is completing the widening of Interstate 5 in south Thurston and north Lewis counties. I-5 will be widened to three general purpose lanes in both directions, with other improvements to help maintain speeds and improve safety. This is the last remaining section of I-5 between Skagit and Clark counties not already at the three-lane configuration.

WSDOT also plans to extend HOV lanes south on I-5 in Pierce County as part of the freeway improvements being made in central Puget Sound. The Draft 2007-2026 Highway System Plan includes projects for the Thurston Region to improve interchange operations and safety, and add truck climbing lanes. HOV lanes and other transit related improvements are identified for future study. Most of the projects and studies, however, are unfunded.

TRPC is actively looking to fund a High Capacity Transportation (HCT) Study to establish the Region's needs, evaluate various modal options, assemble a preferred package of improvements, and take the necessary steps now (such as protecting rights of way) to ensure implementation. This multi-modal study will address rail and bus transit, HOV lanes, ferries, park-and-rides, and other community needs for improving mobility. Increasing peak period and all day congestion along I-5, especially in the region's urban center, specifically implies the need for HOV lanes that connect to the developing HOV system of central Puget Sound. This issue will be assessed as part of the HCT Study.

D. Barriers and Potential Actions to Eliminate Barriers

Each section below discusses barriers to increasing CTR and potential actions that could address those barriers.

1. Land Use

Barriers	Potential Actions
Lower Densities Both housing and employment density are needed for trip reduction. Lack of density results in less than full use of existing transportation network investments – a costly investment that will require ongoing funds for maintenance. Reaching at least a 7+ unit/acre housing threshold and 25+ employee/acre density over a large enough area will result in full use of the roads, bike, transit, sidewalk, car and vanpool travel opportunities.	• Aggressively promote increased housing and employment density in activity centers and along corridors. Areas within one quarter mile of these centers or corridors should increase in density as this is where the best high capacity transit services will be available. • Increased density in neighborhoods could take the form of actively promoting accessory dwelling units (allowed but without promotion does not result in many projects.) • Increased employment density in centers, and increased housing density throughout the cities will help with car and vanpool match programs – which will continue to produce the most trip production in the area.
Need for More Pedestrian Friendly Design (both the built edge and a connected street network) The suburban form with large parking lots in front of – or surrounding – the developed area discourages travel except by private vehicle. Everyone is a pedestrian at the beginning and end of any trip. Lack of pedestrian amenity to get from one place to the other promotes making a separate vehicle trip to each destination. Human scale building design with open storefronts facing and adjacent to the sidewalk promote travel on foot from one place to another. Development on small blocks with well connected streets is essential for promoting pedestrian travel as well as distribution of traffic by a variety of routes. It is street connectivity that keeps the transportation network workable while the density increases in an area.	• Continue to promote change from a mostly suburban form to a more urban form through implementation of design guidelines. • Make recommendations early on in the development review process (before a developer spends a lot of money on a design) so that the development will contribute to the evolving urban form that is desired. Contract with an architectural reviewer whose work shows an understanding of established design vision. Ask them to represent the City early on making recommendations that will help the development contribute to and comply with the urban form desired. • Make sure that street connections are identified in City plans and that these are built into projects as areas develop or redevelop.
Promote Diversity of Uses in Activity Centers and Within Neighborhoods Financing and development of suburban form that emerged over the past sixty years resulted in widely separated uses that thwarted the ability to satisfy day to day needs without making a vehicle trip for each one. Higher density urban form now promotes a return to the creation of live, work, shop and play areas where some day to day needs can be met for the employees or residents of an area. The lack of diversity in an area will thwart reduction of vehicle trips unless employees or residents have diverse destinations that can satisfy some of their needs for food, services, or exercise.	• Promote diverse land uses appropriate to the scale of the community the area serves. In an activity center the full range of live, work, shop and play activities can be promoted. A city can provide the infrastructure improvements and amenity such as parks and plazas that will help attract development to an area. • Smaller shopping areas accessible to neighborhoods should be identified, zoned and promoted to allow some activities to be satisfied within a neighborhood area. These diverse use areas also become a destination and community gathering place that promotes walking and health opportunity in neighborhoods.

2. Transportation

Barriers	Potential Actions
Missing Sidewalks While sidewalks are being installed as part of new development and in areas where major road projects occur, many urban neighborhoods still have gaps in the sidewalk system, or in some cases, no sidewalks at all.	• The cities continue to look for funding to fill the gaps where new or re-development is not likely to occur. Most have sidewalk funds identified in their capital facilities plans. They have sidewalk programs that continue to chip away at the deficits. Olympia passed a private utility tax that adds funds for building and repair of sidewalks each year. • Additionally, several transportation projects are underway or planned to add sidewalks and other pedestrian safety improvements, bike lanes, lighting and other features that improve walkability, especially along busy arterials and collectors. • Addressing the needs will take time – longer than the four year horizon of this plan. Targeted state funding for CTR affected jurisdictions could further help expedite the development of this infrastructure necessary to promote CTR.
Lack of Connectivity Street connections that encourage the use of alternative modes will continue to be key. Suburban form developed over the last sixty years makes it challenging to add connections in some areas. Large suburban blocks discourage walkers and bike riders and make transit and car and vanpoolers go out of their way to get from one place to another.	• Identify connections that could be made as development and redevelopment occur. Amend comprehensive plans to incorporate these. • Make pedestrian or bike connections where full street improvements are not possible, connecting one area to another.

3. Transit

Barriers	Potential Actions
Suburban Densities While the region has experienced an increase in density in pockets throughout the region, many areas still have fairly suburban densities. Communities desire transit service, or increased frequency, but the densities either in the areas to be served or along the transit routes reaching those areas don't have enough density to support the level of transit service desired.	• Enforce, and change as necessary, land use and transportation policies and regulations to promote and require dense residential and business development along strategy corridors, and primary and trunk transit routes. • Implement innovative regulatory, financial and infrastructure programs to entice private development with good urban form.
Transit Shelters The lack of shelters – especially along main transit routes – discourages ridership – especially during inclement weather.	• Cities should work with IT to make sure that enough sidewalk space is reserved for transit shelters as sidewalk improvements are made or as development and redevelopment occur.

4. TDM Programs

Barriers	Potential Actions
Government Worksites The region's largest employment sector is state and local government. Many government agencies do not participate in TDM programs because they are exempt from participation requirements and the workplace culture is not supportive. Agencies interested in implementing parking strategies may be limited by union agreements. Government agencies should be leaders in implementing this state-mandated program. Inadequate budgeting for TDM programs further exacerbates the challenge.	• State and local governments should actively support CTR with top level management leadership, adequate funding, incentives for employees, and restricted parking. Work closely with the unions to make CTR a governmental ethic in doing business. • Locate state and local facilities in dense urban areas well served by transit, not at the fringes of urban development. Participate in developing transit infrastructure, like shelters and stations, that serves government facilities and their business neighbors. • Promote high density housing in high density employment areas.
Parking Issues Local parking policies are not coordinated. State government and union parking requirements force local jurisdictions to slacken parking requirements. Too few park-and-rides exist to serve the increasing commuter population. Local governments can view park-and-rides as poor investments because they do not directly generate revenue, however, these jurisdictions don't adequately consider the quality of life benefits to their commuting residents.	• Develop a regional parking strategy. • Discuss and establish a regional parking standard to eliminate oversupply of parking. This is recommended in both the Lacey and Tumwater comprehensive plans. • Work with state agencies and their unions to establish parking policies that meet state mandated CTR goals. • Work with WSDOT, Intercity Transit and others to develop a regional park-and-ride strategy, coordinated with surrounding counties and transit agencies. • Investigate the potential for using existing parking to serve this need, especially in rural areas.
School Related Issues Schools present several challenges to reducing commute trips. Parents are increasingly dropping off and picking up students before and after school because of concerns with safety, inadequate pedestrian and bicycle access, and lack of after school activity transportation. Students who can drive perceive driving as a status symbol. New drivers cannot drive a carpool with non-related students. Some new and existing schools are not located near transit, nor do they have adequate pedestrian supportive improvements, so faculty, staff and students must drive.	• Examine walking and biking routes to schools. Infill with necessary facilities to make it safe and conducive for students to walk or bike. • Locate new schools where surrounding urban form is built or planned. • Implement best practices from the pending state study of ways to decrease commute trips related to schools, including the form of schools and the amount of land deemed necessary for new schools. Consider older models of multistory schools integrated into neighborhoods.
Rural Community Support Needed A study of south Thurston County transportation patterns showed many rural residents commute into the urban core in the morning and back out in the evening. Many others travel out-of-county for work. These areas are underserved both by information about CTR alternatives and facilities, such as park-and-rides, to support alternatives to driving alone.	• Increase marketing of TDM resources, like ride matching, to rural residents. • Establish park-and-ride opportunities for rural residents near the major commute routes. Investigate the potential for using existing parking to serve this need.

Barriers	Potential Actions
Health and the Built Environment Many residents miss the physical benefits of walking or bicycling to make trips. Many cannot reasonably get to work this way. Others cannot make discretionary trips during the day because destinations are too far away, transit trips may take too long or may not connect destinations, and people may be uninformed about available options. Parents are concerned about the safety of their children who could walk or bike to school.	• Increase employment and housing density that will support increased transit service. • Make alternatives available through worksites to employees during the work day, such as bikes or cars for running errands, or a guaranteed ride home in case of personal emergency. • Offer incentives including payment for not driving alone to or from work. • Continue to encourage dense urban development with pedestrian friendly urban form and walking and biking facilities. • Create buildings with walk and bike friendly facilities, such as good sidewalk access, showers and bike lockers. • Create incentives for government facilities to locate in dense urban areas, supporting mixed uses and good urban form.

E. Cross Boundary Issues

Background

Where do Thurston Employees Live?

Maps 9, 10 and 11 show where workers live who commute into core employment centers in Lacey, Olympia and Tumwater. These maps illustrate that employees in each community live over a large geographic area. Most of these workers live within the Lacey, Olympia and Tumwater urban growth areas (UGAs), where Intercity Transit provides most of its bus service.

Inbound Commuting

However, a large portion of Thurston Region employees live outside Thurston County, primarily in Pierce County, as the maps reflect. Currently, about 15,000 workers commute in Thurston County. In 20 years that is expected to double to 30,000 inbound commuters. While the largest source of inbound commuters will remain Pierce County, other neighboring counties will provide increasingly larger shares of employees for jobs in the Thurston Region. The large share of Thurston Region employees with homes outside the region highlights the importance of cross-regional CTR coordination with all the region's neighboring counties.

Outbound Commuting

An even larger number of Thurston residents, about 30,000, commute out of county to work, primarily in Pierce County. Within 20 years that is expected to double to nearly 60,000 outbound commuters. Most of these commuters (75 percent) work in Pierce or King County, and in the future a higher percentage (85 percents) will work there and live here. No plans are in place to expand I-5 in north Thurston County during that time, so an already congested highway is expected to become even more congested, especially during peak commute periods.

I. ASSESSMENT OF THE LAND USE AND TRANSPORTATION CONTEXT

Issues

- No new highway capacity projects planned for north Thurston County. The numbers of inbound and outbound commuters will double in the next twenty years. Most of these will travel the I-5 corridor in north Thurston County. Capacity is already strained there at peak periods. Congestion will increase significantly, impacting the regional arterial network and other state highways as drivers look for ways around the congestion. These issues spill over regional boundaries as roadways transition from one region to another.

- More transit service will be needed in the future. Capacity will have to be increased to accommodate future travel demand between Thurston and Pierce counties. If no more roadway capacity is provided, then CTR alternatives will be the primary tools to increase capacity. One key service is public transit.

  Intercity Transit, Pierce Transit and Sound Transit currently provide coordinated public transit service in the region, primarily targeting commuters outbound from Thurston County. Additional service will be needed in the future, including more service for commuters inbound the Thurston County.

  It will be important to the region to maintain and expand Intercity Transit's bus service within its service area as well. In order to encourage employees to commute by bus, carpool or van pool, they must be able to get around during the day to run errands and go to lunch. A robust local transit network is needed to support the inter-regional commuter service.

- Increased support for car- and van-pools. Currently, a large number of Intercity Transit's vanpools travel to Pierce County, reflecting trends in outbound commuting. With mounting congestion on I-5, it will increasingly important to support inbound and outbound commuters in choosing commute alternatives to driving alone. In terms of cross-boundary issues, it is important for the Thurston Region to coordinate with surrounding counties to encourage more car- and van-pooling. This is especially true for meeting VMT reduction goals for the longest distance commuters who travel into and out of the region for work.

- Limited park-and-ride options for commuters. Park-and-ride facilities for cross-region commuters, particularly in Thurston and Pierce counties, fall far short of what's needed, and the problem is only getting worse (see Map 12). The problem for the Thurston Region was exacerbated with the closing of the Marvin Road park-and-ride lot. WSDOT was charged with developing a collaborative and comprehensive strategy to address park-and-ride issues, but that effort appears to have stalled. The Thurston Region needs the effort to reconvene, involving TRPC, PSRC, Intercity Transit, Sound Transit, Pierce Transit, and perhaps other surrounding public transit agencies. The state needs to recognize that investment in park-and-ride lots – both building and maintaining – is a crucial element in efficiently using state highway facilities and step up to its role in funding this infrastructure.

Impact on Regional CTR Plan

Most of these issues do not immediately impact the ability to achieve the four-year CTR goals, but need to be addressed soon to ensure that future goals can be met.

The limitations on Pierce County park-and-rides, particularly for commuters traveling into Thurston County from Pierce County for work, and for those traveling out of Thurston County to King County for work, will limit the impact of some of the Thurston Region's four-year CTR programs. Limitations on Thurston park-and-rides also constrains implementation of those programs. As part of the four-year regional CTR plan, the collective work on park-and-rides needs to get off the ground.

Recommended Action for the State

- Recognize the integral nature of the Thurston Region with the Puget Sound economy and transportation network. Don't wait for conditions to deteriorate to the same drastic level as central Puget Sound. Address the next set of looming bottlenecks, here in the Thurston Region, by collaboratively planning and funding the needed state highway and regional arterial improvements to efficiently handle traffic in the Region. This may include a wide range of solutions, from added roadway capacity to using transportation technology in making the system more efficient.

- Emphasize the value of CTR, TDM and transit investments. Elevate the cultural importance of and funding allocated to these programs. Make it the corporate culture of the state and all its agencies to support transit friendly communities, fund CTR, TDM and transit projects, and lead the way be exhibiting model employee involvement in TDM programs.

- Step up to the need for park-and-rides. Facilitate the discussion, provide substantial funding assistance, and support maintenance of the facilities.

II. MINIMUM CRITERIA FOR GROWTH AND TRANSPORTATION EFFICIENCY CENTERS

In the 2006 CTR law update, the State Legislature established special provisions for developing local Growth and Transportation Efficiency Centers (GTECs). The intent is to target areas with the greatest potential to reduce peak hour drive alone commute trips. Counties, cities and towns are allowed to identify and develop plans for potential GTECs within their urban growth areas. Any GTEC plan that is developed must be certified by the RTPO (in this case, TRPC) before it is eligible for state funding support.

As part of this initial CTR plan development, TRPC is assisting the locally affected CTR jurisdictions in exploring their potential GTEC hubs. A separate report will be issued with the findings of that analysis. See Appendix D for an analysis of regional GTEC opportunities.

As required by State statute, this section presents the RTPO's minimum GTEC requirements. TRPC is adopting the minimum eligibility criteria as presented in Chapter 468-63-060 WAC. Jurisdictions should consult both this section of the regional CTR plan and the Washington Administrative Code to ensure they meet all eligibility requirements.

GTEC Planning Criteria

The following minimum criteria apply to Growth and Transportation Efficiency Centers which local jurisdictions want to establish within the State CTR program affected areas of the Thurston Region. See Map 1.

Minimum Goals and Targets

GTEC goals and targets must exceed the minimum goals and targets established in the applicable local and regional CTR plan. These minimums are, for peak period commute trips, from 6 a.m. and 9 a.m., between the base year 2005 and target year 2011:

- a 10 percent reduction in the single occupancy vehicle (SOV) rate, and
- a 13 percent reduction in vehicle miles traveled (VMT).

Additional Regional Criteria

GTEC plans must also meet the following minimum regional land use and transportation related criteria at establishment:

1. GTEC plans must be consistent with and support the goals of local and regional CTR plans, local comprehensive and transportation plans, the regional transportation plan and local transit plans.
2. The GTEC district must have a minimum density of 7 dwelling units per acre and/or 25 employees per acre.
3. The GTEC district must be served by primary, trunk and/or express transit service. If served by a primary or trunk route, headways should be 30 minutes or less during the peak periods and for most of the day. The GTEC plan must address needed transit improvements to substantially increase transit ridership in the GTEC district. The transit element should result in frequent transit service in the GTEC district which could be achieved through shorter headways, additional routes

and/or other transit strategies. The GTEC plan must include letters of support from affected transit service providers serving the GTEC district.

4. The GTEC district must include a strategy corridor.*
5. The GTEC district must have maximum parking ratios established for new commercial and residential development.
6. The GTEC district must be regulated by a parking management program to impact parking demand. If a parking management plan does not already exist, the GTEC plan must address development of a parking management plan.
7. The GTEC district must include established bike routes.
8. The GTEC district must be subject to sidewalk connectivity policies and/or regulation.
9. The GTEC district must be subject to bicycle and pedestrian supportive building design and siting regulations.

* Strategy corridors, identified in the Regional Transportation Plan (RTP), are places where road widening is not a preferred option to address congestion. These corridors may already be at their maximum 5 lane configuration (the regional policy), are physically constrained by built or natural elements, or are located in environmentally sensitive areas. As a result, development of alternative modes of transportation (like increased transit, and bicycle and pedestrian facilities) is especially important in these corridors. See Map 4.

Some of the potential GTEC districts do not currently meet the minimum regional requirements, but show potential for meeting them in the future. Additional sites will become apparent as the region continues to grow.

Proposed GTEC districts may have unique features that may not precisely meet these requirements. For example, the employment threshold in a proposed GTEC district may be a little below 25 employees per acre, but that figure does not account for students attending schools in the GTEC district. TRPC is willing to consider waiving a specific minimum requirement if the proposed GTEC substantially meets the intent of the regional minimum requirements listed in this section.

Required Plan Elements

A GTEC plan in the Thurston Region must include the following elements. See Chapter 468-63-060 WAC for specific details in each section.

1. Executive Summary. Address the jurisdiction's vision for the GTEC, how the GTEC relates to the base CTR program, and how the plan's success will affect transportation access to and within the center. Also state:
    a. The GTEC program goals and targets.
    b. The GTEC target population.
    c. Proposed program strategies, including policy and service changes needed to execute the plan, and proposed land use strategies to support the plan.
    d. Key funding and service partnerships.
2. Background Information. Include:
    a. A description of the geographic boundaries of the GTEC.
    b. Documentation that the GTEC is located within the jurisdiction's urban growth boundary.

   c. A brief description of the jurisdiction's vision for the GTEC. Include information from the local comprehensive plan, other transportation plans and programs, and funded transportation improvements.
3. Evaluation of the Land Use and Transportation Context. Evaluate the significance of local conditions, characteristics and trends to determine factors critical to plan success. Project future conditions and characteristics. Seek assistance from the RTPO, transit agencies, state agencies and other appropriate entities to gather data and plans, and discuss issues with other jurisdictions. At minimum, evaluate the following issues:
   a. Existing Conditions and Characteristics.
   b. Projected Future Conditions and Characteristics.
4. Gap Analysis.
5. Goals and Measurements. Goals and targets must be presented in sufficient detail for the RTPO to evaluate if they meet the standard defined in RCW 70.94.528(1).
6. Description of Program Strategies. These may include, but are not limited to:
   a. Improvements to Policies and Regulations.
   b. New Services and Facilities.
   c. New Marketing and Incentive Programs.
7. Financial Plan.
8. Proposed Organizational Structure for Implementing the Plan.
9. Documentation of Public Outreach.
10. Description of the Relationship to the Local CTR Plan.

Development Process and Public Involvement

Jurisdictions must invite, as appropriate, the interested and affected parties to participate in the development of a GTEC. These include transit agencies, the RTPO, major employers, property managers, business and economic development organizations, non profit transportation, land use, pedestrian and bicycle advocacy organizations, public health agencies, Tribal governments, and GTEC affected residents, employees and businesses. (For more information, see consultation requirements in RCW 70.94.528 (1)(a).)

The draft GTEC plan must be presented by the jurisdiction for informal review to the collaborating and affected entities before it is released to the public and submitted for RTPO certification.

The GTEC plan must use a public outreach process that is, at minimum, comparable to the process, local requirements, and procedures established for comprehensive plan development, adoption or amendment, including public notices, meetings and hearings.

Consistency for Major Employers

Major employers affected by the base CTR program and within a designated GTEC are only required to fulfill one set of requirements where base and GTEC requirements vary. If a jurisdiction allows a major employer to follow the GTEC requirements, it must ensure that the major employer's worksites are measured in ways compatible to WSDOT's CTR measurement guidelines.

II. MINIMUM CRITERIA FOR GROWTH AND TRANSPORTATION EFFICIENCY CENTERS

Certification Procedures and Appeals

Submit a Certification Application

To be eligible for certification as a designated GTEC, a jurisdiction in the Thurston Region must submit a GTEC certification application to TRPC. GTEC certification is required to be eligible for state funding. The application must include:

1. A description of how the GTEC meets the minimum GTEC land use and transportation criteria (see GTEC Planning Criteria above).
2. A copy of the GTEC plan.
3. A description of when and how the GTEC plan will be incorporated into future updates or amendments of the local comprehensive plan.
4. Letters of support for the GTEC plan from partners expected to contribute resources to GTEC implementation, or to help develop future strategies and funding resources for the GTEC. Include letters of support from transit agencies affected whose service or facilities are affected by the GTEC plan.

TRPC will evaluate the certification request to determine if the proposed GTEC meets the requirements in Chapter 468-63-060 WAC. TRPC, in partnership with the applicant and WSDOT, will evaluate how achieving the GTEC goals would affect state highway and regional transportation system performance.

TRPC will respond to the applicant with a certification report within 60 days of receipt of the certification application. The certification report will either certify or decline to certify the GTEC. It will include rationale for the decision, and a quantitative description of how the GTEC addresses state and regional transportation system deficiencies, as wells as projected benefits the GTEC is expected to provide.

TRPC will submit the certification report and GTEC plan to the State CTR board.

Lodging an Appeal

In accordance with RCW 70.94.528, if TRPC declines to certify the GTEC, the applicant may appeal the decision to the State CTR board within 60 days following receipt of TRPC's certification report.

If the State CTR board concurs with TRPC, the GTEC will not be eligible for state funding. The jurisdiction may choose to 1) implement the GTEC without state funding, or 2) revise the application and seek certification from TRPC during the next State biennial budget cycle.

If the State CTR board overrules TRPC and certifies the GTEC, then the GTEC will be eligible for state funding if it is designated within 120 days following receipt of the notice of state GTEC funding allocation (see Adoption Process below).

II. MINIMUM CRITERIA FOR GROWTH AND TRANSPORTATION EFFICIENCY CENTERS

Schedule Requirements

Relating to State CTR Funding

To be eligible for State CTR program funds, GTEC certification reports, updates or appeals must be submitted to the State CTR board by October 1, 2007, and by April 1 every two years thereafter.

CTR certification applications should be submitted to TRPC no later than 90 days before the State CTR board GTEC cut off date. This is to allow time (up to 60 days) for TRPC to issue the certification decision and the applicant to consider the need to appeal.

Prior to submitting the draft GTEC plan for certification, a local jurisdiction must meet public involvement requirements similar to that conducted for local comprehensive plan development, adoption and amendment. Local jurisdictions should allow adequate time to conduct the planning and public involvement process, and to meet the regional certification and State funding requirements.

Once the GTEC is certified and submitted to the State CTR board for funding consideration, it must still be ratified, or "designated" by the local jurisdiction. The local jurisdiction must designate the GTEC within 120 days following receipt of the notice of state GTEC funding allocation (see Adoption and Eligibility for State Funding below).

General Guidance

GTEC plans may be updated annually to address changing conditions and new information.

Substantial changes may only be made once every biennium. Substantial changes may include, but are not limited to, reductions in targets, densities and investments. GTEC plans with substantial changes need to be resubmitted to be re-certified by TRPC. Re-certification applicants will follow the same procedure and timing requirements as presented in this section.

Technically, certification, designation and updating may occur any time, but must meet the timing requirements outlined above if seeking State CTR funding.

Adoption and Eligibility for State Funding

To be eligible for State funding for the GTEC, a jurisdiction must "designate" the GTEC by adopting the GTEC plan by official resolution or ordinance. This must occur within 120 days following receipt of the notice of state GTEC funding allocation. If the jurisdiction does not designate the GTEC within this timeframe, the GTEC will be ineligible for State or regional funding intended for GTEC programs in the current State biennium.

State funding for GTECs will be allocated by the State CTR board, based on the board's funding policy developed pursuant to RCW 70.94.544.

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III. REGIONAL PROGRAM GOALS AND TARGETS

Section III describes the goals and targets for the region and its affected urban growth areas, including any designated growth and transportation efficiency centers (GTECs). It also describes how regional and local goals and targets relate.

A. CTR Goals and Targets for Affected Urban Growth Areas and Designated GTECs

This section describes goals and targets the local CTR programs will achieve by 2011 for the rate of driving alone during peak periods and vehicle-miles-traveled. Each jurisdiction's objective is to reduce drive alone rates by 10 percent and vehicle miles traveled by 13 percent by 2011. (*Targets will be updated for the final plan when the 2007 baseline information becomes available from the 2007 CTR survey.)*

Each jurisdiction may set its own more aggressive goals and targets, even varying them by worksite if they so choose. At this time, all the affected jurisdictions are using the state established goals and targets, with the exception of the GTEC being established in downtown Olympia, which may establish differential goals and targets.

Table 3
UGA and GTEC Drive Alone and VMT Rates

Area	2005 Base Drive Alone Rate	2005 Base VMT*	2011 Target Drive Alone Rate	2011 Target VMT*
Affected Jurisdiction Urban Growth Area				
Thurston County (unincorp.)	67%	10.50	60%	9.14
Lacey	76%	11.05	69%	9.61
Olympia	76%	10.86	68%	9.44
Tumwater	74%	11.42	67%	9.94
Growth and Transportation Efficiency Centers				
Olympia Downtown & Capitol Campus – Current CTR Affected	71.5% (update to 2007 when available)	TBD	64.4%	TBD
GTEC Remainder of downtown and campus employees	TBD by sample survey in 2008	TBD	10% reduction from 2008 base	TBD
Entire Downtown Census 2000 Employee Drive Alone Rate	77.6%		69.8%	

*VMT is vehicle miles traveled. The value presented here is the average distance of the morning commute trip for workers at affected CTR sites.

B. Regional Goals and Targets

The Thurston Region's goals are to reduce the commute trip drive alone rate by 10 percent and the vehicle miles traveled by 13 percent by 2011. (*Targets will be updated for the final plan when the 2007 baseline information becomes available from the 2007 CTR survey.)*

III. REGIONAL PROGRAM GOALS AND TARGETS

In keeping with the direction established by each affected jurisdiction, the Thurston Region is adopting the state's CTR goals of reducing the drive alone rate by 10% and vehicle miles traveled by 13% by 2011.

Table 4
Regional Drive Alone and VMT Rates

Region	Base Year Drive Alone Rate	Base Year VMT*	Target 2011 Drive Alone Rate	Target 2011 VMT*
Thurston Region	76%	10.99	68%	9.56

*VMT is vehicle miles traveled. The value presented here is the average distance of the morning commute trip for workers at affected CTR sites.

C. Relating Regional and Local Goals and Targets

Thurston Region is a one county region with a central urban core comprised of Lacey, Olympia and Tumwater. The affected CTR jurisdictions have pooled their funds to create a regional CTR program administered by TRPC. As such, the regional CTR goals and targets directly reflect the local ones, through a weighted average. Regional progress is tied to progress in each jurisdiction and through implementation of the regional CTR program.

D. Relating Regional CTR Goals and Targets to Other Regional Transportation Goals

TRPC supports development of a multi-modal system that can reduce drive alone rates, including drive alone commute trips. Such a system requires fairly dense residential and employment centers, where congestion is mounting. The Region adopted a five lane maximum policy for its primary arterials, to keep streets in scale with the community. This policy contributes to walkability in the community. It also challenges the community to find more efficient ways of moving an increasing number people and amount of goods using the same road capacity. Developing alternative modes and implementing transportation demand management strategies are key to realizing gains in transportation system efficiency. Against this backdrop, the Regional CTR Plan, with its goals and targets, relates to several regional plans and their goals.

The 2025 Thurston Regional Transportation Plan (RTP), as amended, includes several goals and policies supporting commute trip reduction. These include:

- Transportation and Land Use Consistency: Ensure the design and function of the transportation facilities are consistent with and support healthy urban, suburban and rural communities. Policies encourage design that encourages non-motorized transportation and mass transit, and promote urban infill.

- Multimodal Transportation System: Work toward an integrated multimodal transportation system that supports adopted land use plans, increases travel options, and reduces overall need to drive alone. Policies support providing choices in modes and good intermodal transfer hubs.

- System Maintenance and Repair: Protect investments that have already been made in the transportation system and keep life-cycle costs as low as possible. CTR and TDM policies reduce the demand on the transportation system, contributing to preservation of the system.

- Travel Demand Management: Increase overall operating efficiency of the transportation system through the effective use of measures that reduce the need to drive alone at peak periods. Policies promote mixed-use urban development, improving multimodal access, promoting TDM programs, park-and-ride system development and utilization, increased use of transportation technologies (ITS), and use of TDM strategies for major construction projects.

- Transportation Technologies: Use technology-based approaches to address transportation congestion, safety, efficiency and operations. Policies promote improved efficiency, better modal integration, and coordination of technologies among jurisdictions.

- Public Transportation: Provide and appropriate level of reliable, effective public transportation options commensurate with the region's evolving needs. Policies call for an increased share of all trips made by public transportation, investment in vanpool programs and inter-regional transit to support commuters, efforts to increase public awareness of transit alternatives, and a mix of public transit options.

- Biking: Increase the share of all trips made safely and conveniently by biking. Policies aim to improve the regional bicycle network, connected bike lane systems, and availability of bicycle parking and other supportive facilities.

- Walking: Increase the share of trips made safely and conveniently by walking. Policies call for a connected pedestrian network, sidewalk systems supporting schools, frequent pedestrian crossings in activity centers, direct pedestrian and bicycle 'short cuts' through neighborhoods, pedestrian friendly design and building criteria, and safety and aesthetic amenities to encourage walking.

- Rail: Ensure the long-term viability and continued use of existing rail lines in the region for freight and passenger rail travel. Policies call for exploring commuter and other passenger rail opportunities, preservation of threatened rail rights-of way, and partnering to support the development of a high-speed passenger rail service on the Pacific Northwest rail corridor.

- Public Involvement: Convene on-going community discussions and public input into regional transportation planning and decision-making processes. Policies promote increased community understanding of the relationship between land use choices and transportation consequences facing communities.

- Environmental and Human Health: Minimize transportation impacts on the natural environment and the people who live and work in the Thurston region. Policies promote development of compact, mixed-use communities as a means to promote overall physical activity and community health.

The RTP also identifies strategy corridors, primarily in the urban core, where additional lanes cannot be used to increase capacity on already congested roadways. Development of alternative modes and use of TDM strategies, such as CTR, are the primary tools used to address strategy corridors.

III. REGIONAL PROGRAM GOALS AND TARGETS

TRPC recently adopted a Regional Coordinated Public Transit and Human Services Transportation Plan for the Thurston Region. One key issue addressed in the plan is providing transportation to employment for people with special needs related to age, income or disability. The plan helps increase mobility options, improve individual service, increase coordination with other systems and programs, and improve efficiency, all of which support CTR program goals.

In 2001, TRPC adopted its regional ITS architecture. The plan's aim is to use transportation technologies in a coordinated fashion to improve the efficiency of the regional transportation system. As part of that plan, a sub plan was developed specifically for Intercity Transit, laying out a structured set of technology investments. One primary benefit of these investments is significantly improved traveler information, making it easier for commuters to choose to use the bus instead of driving alone to work.

TRPC formed a Passenger Rail Workgroup in late 2005 to explore the options for passenger rail, including commuter rail, for the Thurston Region. As part of that effort, the region began a continuing dialogue with Sound Transit on the potential for offering commuter rail between Olympia and Tacoma/Seattle. The workgroup recommended TRPC prepare a high capacity transportation plan to develop a strategic blueprint for improving mobility in the region, particularly during the peak commute periods. A wide range of options will be studied, including rail, bus, ferry, roadway and park-and-ride options. TRPC is seeking funding conduct the study.

TRPC is developing a regional trails plan that will help guide regional and local investments. Establishing a connected trail system will help some commuters to bicycle or even walk to work.

IV. MEASURING PROGRESS

TRPC will measure progress toward SOV and VMT goals at the individual worksite level, jurisdictional level and regional level by comparing results to local and regional targets. The primary tool for this measurement will be WSDOT's Employee Survey. TRPC plans to administer the survey in 2009 and 2011, and may use interim surveys if necessary. TRPC will also work with WSDOT to develop GTEC specific performance measures, which will include developing sample survey processes.

TRPC serves as the lead agency for the affected jurisdictions in the Thurston Region, so is in a unique position to work directly with employers and the jurisdictions to monitor program compliance and progress. This allows for one-on-one consultation and recommendations for enhancing worksite and jurisdictional programs.

Because of the CTR law's emphasis on a leadership role for state agencies, TRPC will work with the Department of General Administration and the Governor's Office to monitor state agency process. The new GMAP reporting requirements and GA's Report to the Task Force are important tools in gauging state agency progress.

Per RCW 70.94.527, TRPC will submit an annual progress report for the Regional CTR Plan to the State CTR board. The report is due at the end of each state fiscal year, with the first report due June 30, 2008. This report will describe progress in attaining the regional CTR goals and highlight any problems being encountered in achieving the goals. The format for this report is unknown at this time.

The CTR survey is an important tool to use in assessing regional progress. The survey is conducted every two years. However, the State requires annual reporting. This means additional assessment tools are needed to complete the annual reports.

Annual Census data (including the annual Census updates) provide useful data for measuring progress in reducing the commute trip drive alone rate. TRPC will monitor changes in mode split and implementation of other CTR alternatives, like working from home, or working a condensed schedule.

A new measurement of progress will be to monitor local, regional and state investment in CTR supportive strategies and infrastructure, especially in the Olympia Downtown and Capitol Campus GTEC. TRPC will also work closely with the local jurisdictions regarding implementation of local CTR plans and GTEC plans, setting milestones, measurement strategies, and supporting mid-point course corrections.

Any locally generated data, outside the CTR survey, will be considered in the regional assessment.

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V. DESCRIPTION OF PLANNED REGIONAL SERVICES AND STRATEGIES TO ACHIEVE GOALS AND TARGETS

The Thurston Region has been actively implementing CTR programs for more than a decade. Local jurisdictions have chosen to pool their CTR funding to get a bigger collective impact for their dollars. All CTR program activities are coordinated by contract through TRPC as the lead agency. Other key partners, like Intercity Transit, the State Departments of Community, Trade & Economic Development, General Administration and Transportation, and Thurston County Public Health and Social Services Steps to a Healthier WA Program, provide important CTR supportive services, critical to the success of the Thurston Region's CTR program. The sections below describe the region's CTR program elements.

A. Policies and Regulations

The following policies and regulations will be updated to help reduce drive alone trips and vehicle miles traveled.

Policy and Regulation Changes/Additions

The local and regional plans call for a review of all policies and regulations to ensure CTR supportive language and strategies. TRPC will work with jurisdictions on this review, which includes an emphasis on creating regional parking guidelines

B. Services and Facilities

The following service and facility improvements, planned and underway, will help reduce drive alone commute trips and vehicle miles traveled. Regional investment includes contributions from state, local and transit agencies.

1. High Occupancy Vehicle Lanes

No change is planned over the 4 year planning horizon.

TRPC will continue working with WSDOT to address congestion on state facilities, including the provision of HOV lanes. TRPC is also pursuing funding to conduct a high capacity transportation plan to look at regional investments in the transportation system.

2. Transit Services

Intercity Transit will continue with its 6-year transit improvement plan implementation,

3. Vanpool Services and Vehicles

Intercity Transit will continue to increase its vanpool fleet to meet demand as funds become available over the 4 year planning period.

In 2007, Intercity Transit is adding 33 new vanpool vehicles to its fleet. Additionally, as Intercity Transit retires vans from its fleet, these vehicles (which are still in good working order) are made available to community groups and non-profit organizations. Many of these vehicles are used to transport groups of

their members or target service populations to their destinations, such as medical facilities and senior services. The retired vanpool vehicles continue to reduce SOV trips and serve the community.

Vanpool services provided by other public transit agencies, like Pierce Transit and King County Metro, are important to the Thurston Region. Many of the region's workers, who live outside Thurston County, avail themselves of these services in their home counties. Continued investment by other public transit providers in their vanpool fleets is important to managing commute trips in the Thurston Region.

4. Ride Matching Services

Increase marketing of these resources during the 4 year planning period.

Intercity Transit's website hosts several options to support ridesharing. A link to RideShareOnline.com leads commuters to an internet based ride matching program, helping them identify potential car- and vanpool options. They also manage a ride match program, with an online application form, and provide phone numbers for help with ride matching. Intercity Transit also sponsors an extensive fleet of vanpools, helping potential riders to form a vanpool.

These existing services may be more widely used with additional promotion both through worksites and in neighborhoods. The CTR program will work to increase awareness of these services through its marketing program, including the development of a neighborhood component.

5. Car Sharing Services

No action planned.

The potential for car sharing services was studied for TRPC's urban area, but it was determined unfeasible at the current time.

6. Transit Facilities

Intercity Transit will continue implementation of their 6-year transit plan.

This includes stop and shelter improvements and participation in regional and state park-and-ride policy and funding discussions.

7. Bicycle and Sidewalk Facilities

Continue investment in regional and local bicycle and sidewalk facilities over the 4 year planning period.

The region's municipalities will continue to invest in sidewalk and bicycle facilities, consistent with their transportation plans and policies. The Regional Trails Plan sets the region's municipalities on a coordinated effort to establish a connected system of Class I trails with connections to all the region's major communities.

8. Multi-modal Approaches

Intercity Transit, TRPC, and its member jurisdictions will develop a multi-modal plan and demonstration project for one of the strategy corridors.

It will address a wide range of options, including:

- Improved pedestrian access
- Traffic calming
- Improved street standards
- Potential transit signal priority (extended green)
- Urban development and design standards adjacent to the corridor
- Adjacent street development
- Collaborative and creative funding strategies
- Cost-benefit analysis for each participant in the project.

C. Marketing and Incentives

The Thurston Regional CTR partners will continue to provide marketing and educational programs to all affected and voluntary worksites in the Region. These programs include, but are not limited to ETC Basic and Special Trainings; ETC Networking Sessions; Thurston Commutes – CTR Website with information, ideas, and links; and special events such as Smart Commuter Fairs. One-on-one technical assistance is provided by the lead agency and includes presentations to worksite committees and management, sample plans, implementation strategies and compliance assistance.

Led by Intercity Transit, the Region also participates in Wheel Options and Rideshare on Line Promotions. Partners provide special Thurston Region-only prizes for Wheel Options to encourage participation.

The Bicycle Commuter Contest is a valued Thurston Region event that celebrated its 20th anniversary this year. Over 1,000 people participated in 2007. As part of the Contest, Intercity Transit hosts the Wrencher's Ball – a free tune-up clinic for participants. Participants receive tee shirts, merchant discount coupons and the winners are recognized at a community event.

For state agency worksites, the Washington State Department of General Administration (GA) provides guidelines, plan templates and technical assistance in plan development. GA also supplies the StarPass – a prepaid transit pass and FreeRide – an emergency ride home program. These benefits are available to any state employee. Executive Order 01-03 required state agencies to develop plans for telework and flexible work schedules and some agencies encourage such flexibility in support of CTR goals.

Many worksites in the Thurston Region encourage trip reduction through incentive programs. These programs include financial rewards for use of alternative modes, preferential parking for rideshare vehicles, some form of guaranteed ride home and employee recognition. TRPC assists worksites in developing these programs.

Some worksites employ parking management programs to encourage trip reduction. TRPC assists worksites in developing these programs.

The Regional CTR Plan strategies call for a community-wide marketing campaign, targeting worksites and the residential community. All jurisdictions and partners will participate in this outreach effort.

The Region recognizes that a built environment that supports physical activity also encourages trip reduction and will explore partnerships with the health community for mutual educational and outreach efforts. This includes working with Thurston County Public Health and Social Services Steps to a Healthier WA and Thurston Regional Planning Council's Active Community Environments programs.

D. Special Programs for Mitigation of Construction Activities

Upcoming construction projects may impact the transportation system. To help mitigate the impact of construction activities, TDM programs may be used.

The local jurisdictions are not anticipating any major construction projects in the planning horizon, however several studies are underway that may result in such projects. TRPC will work with local and state entities to monitor these efforts and encourage TDM strategies during construction.

VI. SUSTAINABLE FINANCIAL PLAN

The Thurston Region works collaboratively to implement Commute Trip Reduction, so the City's Financial Plan for CTR reflects both local and regional expenses and revenues. In addition to the funding sources listed, the City and Region will explore the following funding sources: Regional STP and Transportation Enhancements, CMAQ, Local Improvement Districts, Real Estate Excise Tax, Urban Corridor and Sidewalk Programs, and Pedestrian and Bicycle Safety Programs, including Safe Routes to Schools.

It is difficult to quantify local investments in infrastructure and programs that support CTR. Is the Capital Facilities Plan the right mechanism for documenting this commitment? Or the Transportation Improvement Program? Do only transportation projects count? What about Parks projects that support mobility and encourage physical activity? How is staff time accounted for? As CTR planning is refined, local and regional governments will need to work with WSDOT to determine the most accurate and consistent methodology for capturing this critical information.

By way of example, the following table summarizes the funding secured and planned transportation investments included for the urbanized area in the draft 2008-2011 Regional Transportation Improvement Program (RTIP) for the Thurston Region. It reflects (though not necessarily comprehensively) the financial commitment local and regional agencies, and Olympic Region WSDOT are making in the Thurston Region's transportation system, many of which are supportive of CTR objectives.

The RTIP is required to include projects with federal transportation funds (FHWA or FTA), regionally significant projects (especially capacity projects that could impact air quality conformity) and WSDOT projects. Each jurisdiction prepares a local Transportation Improvement Program (TIP), derived from local budgeting and planning documents, which is then compiled with the other jurisdiction's TIPs to develop the RTIP. Because the RTIP is intended to reflect a final step in the appropriation of federal funding, it has a specialized use and does not necessarily represent the full range of transportation projects undertaken by the local jurisdictions, nor all the CTR related projects administered locally or regionally.

Table 5
2008-2011 Transportation Improvement Program Investments
in the Urbanized Area of the Thurston Region

Jurisdiction	Funding Secured (in $1,000)	Planned (in $1,000)	Total (in $1,000)
Intercity Transit	344	12,600	12,944
Lacey	6,845	66,218	73,063
Olympia	17,346	48,831	66,177
Thurston County	14,956	3,821	18,777
TRPC		1,716	1,716
Tumwater	3,720	42,153	45,873
WSDOT Olympic Region	17,463	954	18,417
Totals	60,674	176,293	236,967

VI. SUSTAINABLE FINANCIAL PLAN

A. Funding Sources

1. WSDOT CTR grant
   The WSDOT CTR Grant is the annual allocation that is given to jurisdictions to help them administer their CTR programs.

2. Local & Regional Funds

3. Construction TDM funds
   No specific funds are identified at this time. The regional CTR program will monitor upcoming construction projects and encourage jurisdictions to incorporate TDM outreach to mitigate the impacts of construction. For example, the City of Olympia implemented such an outreach program during the reconstruction of the 4th and 5th Avenue bridges linking downtown and West Olympia.

Table 6
Regional CTR Program Estimated Funding Sources

Source of Funding	Responsible Agency	Estimated Revenue FY 2008	Estimated Revenue FY 2009	Estimated Revenue FY 2010	Estimated Revenue FY 2011	Total Estimated Revenue
CTR Grants	WSDOT	$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 440,000
Local & Regional Funds	Local Jurisdiction & TRPC	$ 45,000	$45,000	$45,000	$45,000	$180,000
TOTAL		$155,000	$155,000	$155,000	$ 155,000	$620,000

B. Program Expenses

Table 6 summarizes the expense associated with the regional CTR program elements. The elements are discussed below.

Update Plans and Ordinances

Thus far, the cost of developing the local, regional and GTEC plans have far exceeded the funding allowed. Once the plans are approved by the CTR Board, the lead agency and jurisdictions will move into that standard adoption mode, which includes public process. Each jurisdiction's ordinance will need to be updated, using a similar process. Since the CTR planning requirement is new, it is anticipated that the plans will need refinement at least annually during this planning horizon.

Continue to Provide Worksite Support

The Thurston Regional Planning Council acts as lead agency for the affected jurisdictions of Lacey, Olympia, Tumwater and Thurston County. In this capacity, TRPC provides support to all affected and voluntary worksites. This support includes, but is not limited to: survey management and annual report review; performance monitoring and analysis; Employee Transportation Coordinator (ETC) basic and specialized training; ETC Networking Sessions; Thurston Commutes Website; one-on-one technical assistance to worksites in program development, marketing, and compliance; worksite presentations to management and staff; contract management; participation in State CTR Board meetings and projects; member of State Technical Assistance Group; member of State Agency CTR Board; participation in

Washington State Rideshare Organization meetings and promotions; lead agency for Active Community Environments and partner in Steps to a Healthier WA.

Increase Coordination with State Government

Thurston is a "company" region, with state agencies comprising the majority of affected and large employers. The CTR law calls for state government to take a leadership role in CTR. To make progress in trip reduction, local and regional strategies must focus on the state as a primary partner and audience for CTR initiatives. The state has shown leadership by funding a transit pass and emergency ride home program available to all state employees. Many state agencies provide financial incentives, and some encourage flexible work schedules and telework. Others have initiated parking management programs that discourage single occupancy vehicle travel.

The Region should increase communication and coordination with State agencies. While the state has shown some leadership, the Region should encourage the Governor to raise the priority of trip reduction for agency management and more strongly encourage the use of compressed workweeks, telework, and flexible schedules by state employees.

To begin the discussion, the Region has requested a meeting with the Governor, local elected officials, and key staff to set a course that will establish the Thurston Region – the seat of state government – as a leader in trip reduction.

Develop Regional Parking Policies and Strategies

Limiting parking significantly increasing its cost encourages commutes to choose alternatives. However, in the Thurston Region, parking is generally ample and free or low cost. In addition, some jurisdictions allow higher parking rates for state agency facilities than for other similar employment sites. For state agencies, it has been difficult to encourage market rates for parking because of union contracts and political pressure to keep rates low. Some off-campus agencies have initiated parking management strategies, including voluntary paid parking.

The Region should collaborate with jurisdictions to develop a uniform regional parking policy that treats employers on par and explore ways to lower the parking rates in a way that supports customers, but encourages employees to choose commute alternatives. As part of the coordination with State Agencies, work with the Governor, Legislature, agency management, and employee unions to identify better management strategies to support of trip reduction.

Locate and Design Worksites to Support Trip Reduction

Historically, regional policymakers have worked with state government to establish areas best suited for siting state facilities. However, in some cases new state agency growth has occurred at the fringes of the preferred areas, discouraging the use of transit, walking, biking and other mode choices. In addition, many state worksites do not provide showers, lockers, bike racks and other infrastructure investments that support trip reduction.

The Region should reconvene an interjurisdictional discussion of State Preferred Leasing Areas and examine these areas in light of the current land use and transportation context. New state facilities will be built on the Capitol Campus in the next several years. The Region should work with the Governor, the Capitol Campus Committee, the Department of General Administration and other partners to ensure that these new facilities are built in a manner that supports trip reduction and the Region's vision for a multi-

modal community. The Region has asked the Governor to ensure that the Thurston Region and City of Olympia are included in the planning for these new facilities.

In addition, local jurisdictions are encouraged to provide design guidelines and mitigation strategies for all new or redeveloped employment sites that require and reward amenities and design that support trip reduction – and the local and state goals of increasing opportunities for physical activity.

Encourage School Participation in Commute Trip Reduction

The CTR Law exempts schools from trip reduction requirements. Yet, policies that guide the siting of schools, facilities design and school transportation greatly impact the region's transportation system.

The Region should convene a regional discussion of CTR in the Schools. As part of this effort, the Region will participate in the Washington State Department of Transportation (WSDOT) study budgeted by the Legislature in 2007 and Intercity Transit's Smart Moves program.

Encourage Voluntary Tribal Participation in CTR

The Region's Tribes are activity involved in the Regional Council and are emerging as major employers. While not under state jurisdiction and located outside Urban Growth Areas, these Tribal worksites generate a large number of trips on the transportation system and face challenges in supporting employee trip options.

The Region should encourage voluntary CTR participation by the Nisqually Indian Tribe and the Confederated Tribes of the Chehalis Reservation and provide technical assistance in program development.

Increase Planning and Coordination with Intercity Transit

Since enactment of the CTR law, Intercity Transit has been an important CTR partner. Its network of fixed route, dial-a-lift, vanpool, ridematch services, and marketing programs are key elements in supporting trip reduction.

The Region should explore a regional corridor pilot project that includes extended green for transit; support enhancements to the ride match system that provide for real time matches; and encourage expansion of the vanpool program. The Region should also work to improve coordination between local, regional and transit planning.

Seek Funding to Expand Park-and-Ride Capacity

Adequate park-and-ride capacity supplies one of the best means of reducing vehicle miles traveled and signal occupancy vehicle travel. With insufficient spaces in both the Thurston Region and surrounding counties, commuters intent on ride sharing or transit use cannot rely on finding a space. Park-and-ride lots must also create an environment of safety for commuters and their vehicles, especially at remote location with minimal "eyes on the street" to monitor the area.

An increasing reluctance on the state's part to invest in park-and-ride infrastructure and maintenance and a lack of adequate funding have created a park-and-ride crisis for local and regional governments.

The Region should work with the Washington State Department of Transportation and Legislature to determine a workable policy and sufficient funding for park-and-ride facilities. Regional policymakers

should also explore locating park-and-ride lots in rural areas to "catch" trips at their source and locating multi-use lots with existing development.

Note: The State should assume a greater role in investing in park-and-ride infrastructure as this directly influences capacity on state facilities and could result in smaller scale investment in road capacity.

Establish a Business Case for CTR

Since enactment of the original CTR law; government worksites have comprised the majority of affected sites in the Thurston Region. This has led to public sector-focused CTR strategies. With the changes to the enacted in the CTR Efficiency Act, local jurisdictions may have more opportunities to work with smaller, private employers. The City of Olympia, for example, will likely include small downtown worksites as part of its Growth and Transportation Efficiency Center (GTEC).

The Region should work with the business community, including Chambers of Commerce, the Economic Development Council, and public and private employers to explore how CTR programs can support business goals and develop strategies that work across the employment spectrum.

Implement a Region-wide Marketing and Community Outreach Program

The public is bombarded with highly effective commercial marketing messages that encourage driving alone. CTR marketing efforts are at a much smaller scale, but are crucial in raising awareness of choices and helping people understand the benefits of alternative modes.

Because of limited funding, the Region generally limits marketing to campaigns such as the Washington State Ridesharing Organization's (WSRO) spring and fall Wheel Options campaigns, the Bicycle Commuter Contest, and local ridematch and transit outreach efforts.

To reach the aggressive targets of the CTR Efficiency Act, the Region must raise awareness and participation in alternative commuting by developing a region-wide marketing effort that targets not only affected worksites, but also smaller employers, neighborhoods, schools and the general public.

This multi-media marketing effort would also include upgrades to the Thurston Commutes Website (TRPC).

Note: Local and regional costs would be significantly reduced, and efficiencies would be realized if the State reinstated funding for statewide marketing efforts that could be tailored for local and regional use. Cost estimate for state marketing effort: $600,000

Create a Recognition Program for Trip Reduction Efforts

Changing the way one commutes can be personally rewarding. Trip reduction also benefits the greater community and should be recognized as such. In past years, when base funding was more generous, the Region recognized worksites and individuals for their efforts, supplemented by a statewide Governor's Commute Smart Awards program.

The Region should recognize contributions to reduced stress, cost savings, and positive environmental impacts by developing and implementing a region-wide recognition program for individuals, worksites, and Employee Transportation Coordinators (ETCs). TRPC should also include recognition of CTR efforts in its community awards program (under development) and strongly urge the State to reinstitute the Governor's Commute Smart Awards.

Note: Local and regional costs would be significantly reduced, and efficiencies would be realized by the State reinstating the biennial Governor's Commute Smart Awards or other statewide awards program. This would allow the Region to just use the statewide program or institute a smaller scale local effort. Cost estimate for statewide awards program: $80,000

Integrate CTR with Other Regional Programs

The CTR Efficiency Act calls for greater integration of trip reduction with other local and regional planning efforts, programs, and projects. This should result in more holistic approaches and a greater recognition of how each program/project fits into the communities' visions.

The Region should integrate CTR strategies and messages with other regional initiatives such as health and physical fitness, rural mobility, and high capacity transit planning.

Seek Support and Funding for Local, Regional and GTEC strategies

For the past several years, the Region's policymakers have included CTR initiatives as part of the Legislative Issues Packet and educated state elected officials of the critical need and benefits of managing both the supply and demand sides of the transportation system. To reach the new targets and goals, the local jurisdictions and region will require additional funding for base programs, marketing efforts, and GTEC strategies.

The Region should increase its efforts to garner political and financial support for CTR programs and projects. This includes encouraging the Legislature to raise base level funding, reinstate statewide marketing and recognition initiatives, and fund ongoing planning and competitive programs. The Region should also identify other funding sources such as grants, especially focusing on multi-disciplinary sources such as health and rural mobility that may reward integrated programs and projects.

Table 7
Regional CTR Program Estimated Expenses

Expense	Responsible Party	Estimated Expense				
		2008	2009	2010	2011	TOTAL
Update CTR Plan & Ordinances	Lead Agency (TRPC) & Jurisdictions	$15,000	$5,000	$15,000	$5,000	$40,000
Administer CTR Program	Lead Agency (TRPC) & Jurisdictions	$150,000	$150,000	$150,000	$150,000	$600,000
Increase Coordination with State Government	Lead Agency (TRPC) & Jurisdictions	$15,000	$10,000	$15,000	$10,000	$50,000
Develop Regional Parking Policies & Strategies	Lead Agency (TRPC) & Jurisdictions	$15,000	$15,000	$10,000	$10,000	$40,000
Locate & Design Worksites to Support Trip Reduction	Lead Agency (TRPC) & Jurisdictions	$20,000	$10,000	$10,000	$10,000	$50,000
Encourage School Participation in CTR	Lead Agency (TRPC) & Jurisdictions	$8,000	$8,000	$4,500	$4,500	$25,000
Encourage Voluntary Tribal Participation	Lead Agency (TRPC) & Jurisdictions	$4,000	$4,000	$3,500	$3,500	$15,000
Increase Planning & Coordination with Intercity Transit (Planning Only)	Lead Agency (TRPC) & Jurisdictions	$3,750	$3,750	$3,750	$3,750	$15,000
Smart Corridors Project	Lead Agency (TRPC) & Jurisdictions	$	$500,000	$250,000	$250,000	$1,000,000
Seek Funding to Expand Park-and-Ride Capacity (Planning Only)	Lead Agency (TRPC) & Jurisdictions	$10,000	$10,000	$10,000	$10,000	$40,000
Establish a Business Case for CTR	Lead Agency (TRPC) & Jurisdictions	$	$10,000	$5,000	$5,000	$20,000
Implement a Region-wide Marketing & Community Outreach Program	Lead Agency (TRPC) & Jurisdictions	$25,000	$75,000	$25,000	$25,000	$150,000
Integrate CTR with Other Regional Programs	Lead Agency (TRPC) & Jurisdictions	$1,250	$1,250	$1,250	$1,250	$5,000
Seek Support and Funding for Local, Regional & GTEC Strategies	Lead Agency (TRPC) & Jurisdictions	$1,250	$1,250	$1,250	$1,250	$5,000
TOTAL		$268,250	$803,250	$499,250	$484,250	$2,055,000

C. Financial Gaps

Based on the expected revenues and expenses for the implementing the Regional CTR Plan, some program elements from sections V.A through V.D do not have identified funds to support them. Table 7 summarizes the gaps in funding and potential funding sources to address them.

Table 8
Funding Gaps to Implementing the Regional CTR Plan

Program Element	Target Population	Objective	Needed Funding	Potential Source
Update CTR Plan & Ordinances	Local & Regional Entities	To ensure integration of CTR with other planning efforts	$40,000	WSDOT Budget Request
Provide Worksite Support	All employers	Encourage trip reduction	$160,000	WSDOT Base Funding Increase Budget Request
Increase Coordination with State Government	Governor, Legislature, State Agencies,	Increase state government's leadership role in CTR	$20,000	WSDOT Budget Request (Should be statewide. This number reflects Thurston County only)
Locate & Design Worksites to Support Trip Reduction	Governor, Legislature, State Agencies, Employers	Encourage trip reduction through supportive design	$30,000	For State Government: WSDOT Budget Request (Should be statewide) and Business community contribution for private employers
Encourage Tribal Participation in CTR	Tribes	Encourage trip reduction at emerging major employers	$15,000	WSDOT Budget Request to Support Tribal Planning Activities
Smart Corridors Project	Thurston Region	Develop infrastructure that supports trip reduction	$1,000,000	CMAQ, STP
Park-and-Ride Capacity (Planning only)	Thurston Region & surrounding regions	Develop infrastructure that supports trip reduction and reduction in VMT - may eliminate need for more costly capacity funding for state & local facilities	$40,000	WSDOT Budget Request to support statewide plan and funding plan
Establish a Business Case for CTR	Private employers	Support participation in trip reduction efforts by integrating CTR with other business goals	$10,000	WSDOT Budget Request
Implement a Region-wide Marketing and Community Outreach Program	Entire Thurston Region, including non-affected employers and residential community, tribes	Increase knowledge of and voluntary participation in trip reduction efforts	$150,000	CMAQ, STP
Create a Recognition Program for Trip Reduction Efforts	All employers, employees, ETCs	Reward trip reduction	$10,000	WSDOT Budget Request (see D for statewide program development)
			$1,475,000	

D. Resources Needed From Washington State

TRPC will need state resources to implement the Regional CTR Plan. These include program and planning funding, technical assistance and legislative support. TRPC has identified the following specific needs for state support in Table 8.

Table 9
Summary of Needed State Assistance

Program Element	State Assistance Needed
Worksite Support	Increase base funding by at least $1 M per year statewide.
Statewide Marketing Program	Create a statewide marketing program that can be modified for local and regional use and updated at least every two years.
Park-and-Ride Capacity	Work with RTPOs, MPOs, local jurisdictions, transit agencies and other partners to develop a sustainable plan for park-and-ride investment, realizing the major benefit such investment provides to the state and local transportation network and the need for a strong state leadership role in funding, building and maintaining these facilities.
Statewide Recognition Program	Reinstitute some form of the Governor's Commute Smart Awards. Jurisdictions can choose to implement local programs that feed into the statewide program or simply participate at the state level.
Statewide Funding Programs	Continue to provide supplemental funding assistance that encourages innovation and partnerships. (TRPP)
Statewide Research and Studies	Continue to fund studies such as CTR in the Schools.
Executive and Legislative Support for CTR	Increase efforts to encourage support for CTR at the state level, through additional funding and setting a higher priority on the state's leadership role in CTR.
Employer Investment Reporting	A detailed breakdown of employer investment at the jurisdictional and employer level is needed.
Consistent Methodology for Documenting Local Contribution	This planning process highlighted the many ways in which local jurisdictions support CTR efforts, however, absent consistent reporting criteria, the information may not result in an accurate picture of local support.
Local Decisions to Affect Worksites	Provide per-worksite base funding to jurisdictions that opt to locally affect worksites that fall outside of the CTR requirements, but which could result in significant trip reduction in key areas. For the Thurston Region, this may include locally affecting The Evergreen State College (outside the urban growth area), large retail businesses and K-12 schools.
Locally Determined Funding Sources	Unlike every other transportation grant program in the State, RTPOs have traditionally been responsible for prioritizing and selecting projects to support through STP and Transportation Enhancements funding programs. Local governments and other organizations make up the governing boards of RTPOs/MPOs. This local representation in the regional process ensures that the investment priorities supported by STP and Enhancement funding programs are directed towards the most pressing needs of each region as identified by its local partners. This resulting product of collaboration and consensus between diverse local partners yields the greatest return on these limited investments for each region and subsequently, for the state. Decision-making authority for the vast majority of transportation funding programs – including those earmarked for local investments – rests with state entities. The ability to craft generic funding priorities that align with genuine local and regional funding needs is limited at this level since few generic priorities are applicable across the state. Reinforcing, not reducing, the role of regional planning organizations in the programming of STP and Enhancement funds strengthens the State's overall investment strategy, supports local CTR priorities, and provides the greatest benefit to Washington's citizens and businesses.

VI. SUSTAINABLE FINANCIAL PLAN

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APPENDIX A: GLOSSARY OF TERMS AND ACRONYMS

Americans with Disabilities Act (ADA)

Federal civil rights legislation mandating changes in transportation, building codes and hiring practices to prevent discrimination against people with disabilities. The act requires transit agencies to supply complementary or supplemental paratransit services within ¾ mile of fixed routes to people who, because of their disability, are unable to use the fixed route system.

Centerline Miles

A measure of road length along the "centerline" of a roadway, regardless of the number of lanes the roadway has.

Commute Trip

Regular trips made from home to a fixed work or school location, regardless of distance or mode used. Other types of trips are often referred to as "discretionary trips."

Commute Trip Reduction (CTR)

State legislation requiring large employers in the state's most congested cities and counties to implement measures to reduce the number of single occupancy vehicle (SOV) trips and vehicle miles traveled (VMT) by their employees during the peak travel periods. Lacey, Olympia, Tumwater and Thurston County are affected areas.

CTED

See Washington State Department of Community, Trade and Economic Development.

CTR Board

A fifteen member board appointed by the Governor responsible reviewing and approving local and regional CTR plans, allocating funding, and providing general policy guidance for the CTR program.

Dial-A-Lift

See paratransit.

Fixed Route

Transit service that is regularly scheduled and repeatedly operates over a set route.

Growth and Transportation Efficiency Center (GTEC)

Locally defined activity centers where local governments establish more intensive CTR programs with the intent of decreasing the drive alone rate by more than 10% in 4 years and vehicle miles traveled by more than 13% in 4 years.

High Capacity Transportation (HCT) Study

A study the Thurston Region intends to undertake to develop a blueprint of a high capacity transportation system for the region. It will consider a wide range of options, such as road, rail, bus, park-and-ride, and ferry.

High-Occupancy Vehicle (HOV)

A passenger vehicle that carries at least one passenger in addition to the driver, such as carpool, bus or vanpool.

Level of Service (LOS)

A method of measuring operational traffic conditions. A variety of performance measures may be used to measure level of service. The Thurston Region currently uses the traditional volume-to-capacity (V/C) ratio on a given roadway segment during the busiest two hours of the evening commute.

Mode

A particular form or means of transport – such as walking, traveling by automobile, bus or rail, or riding a bicycle. Some modes avoid trips, such as compressed work weeks or telework.

Paratransit

A shared-ride public transportation service for people with disabilities that prevent them from riding regular buses. Intercity Transit's door-to-door paratransit service is called Dial-A-Lift.

Peak Period

The time of day when the maximum amount of travel occurs, generally in the morning and late afternoon.

Public Transportation Benefits Area (PTBA)

A municipal corporation created under state law to provide public transportation services within a specific geographical area. Less formally, the area in which a transit agency provides service.

Public Works Trust Fund

Administered through the Public Works Board at CTED, the fund provides financial assistance to local government and private water systems for critical public works projects and to encourage self reliance at the local level.

Regional Transportation Plan (RTP)

The long-range transportation strategy for the Thurston Region.

Regional Transportation Planning Organization (RTPO)

State-designated agency created to ensure that regional transportation planning is consistent with county-wide planning policies and growth strategies for the region. TRPC is the single-county RTPO for Thurston County.

Revised Code of Washington (RCW)

The laws or statutes of Washington state, as enacted and amended.

Strategy Corridors

Strategy corridors, identified in the Regional Transportation Plan (RTP), are places where road widening is not a preferred option to address congestion. These corridors may already be at their maximum 5 lane configuration (the regional policy), are physically constrained by built or natural elements, or are located in environmentally sensitive areas. As a result, development of alternative modes of transportation (like increased transit, and bicycle and pedestrian facilities) is especially important in these corridors.

Single Occupancy Vehicle (SOV)

A vehicle carrying only one occupant – the driver. Often referred to as "driving alone."

Telecommute
See telework.

Telework
The use of telephones, computers and other technology to work from a location other than the conventional office. Teleworking or telecommuting substitutes technology for a trip to work.

Thurston Regional Planning Council (TRPC)
A regional council of governments representing the cities and town of Bucoda, Lacey, Olympia, Rainier, Tenino, Tumwater and Yelm; Thurston County; the regional agencies Intercity Transit, Lott Alliance, and Thurston County PUD; Griffin School District, Olympia School District, and North Thurston Public Schools; the Confederated Tribes of the Chehalis and the Nisqually Indian Tribe; associate members Economic Development Council of Thurston County, Puget Sound Regional Council, and Timberland Regional Library; and charter member emeritus the Evergreen State College.

Transportation Demand Management (TDM)
Focusing on the "demand" rather than "supply" side of the transportation system, TDM encompasses strategies intended to support personal travel choices in an effort to better manage the capacity resources of the transportation system and improve operating efficiency. Examples of TDM tools include subsidized bus passes, compressed work weeks, telework, employee-paid parking, and variable –rate toll roads with rates based on time-of-day travel. The State's Commute Trip Reduction program is a TDM element.

Transportation Improvement Board (TIB)
Established by the State Legislature, TIB distributes grant funding, which comes from three cents of the state gas tax, to cities and counties for funding transportation projects.

Transportation Policy Board
Advisory body to the TRPC that focuses specifically on regional transportation policy issues. All TRPC members are eligible to be active on the TPB. The TPB also includes other representatives of community interests, and state legislators. 2007 TPB members include the cities of Lacey, Olympia, Tenino, Tumwater and Yelm; Thurston County; the Confederated Tribes of the Chehalis Reservation and the Nisqually Indian Tribe; Intercity Transit, the Port of Olympia, and the Washington State Department of Transportation – Olympic Region; three business representatives, including the Washington State Department of Transportation representing the region's largest employer; two citizen representatives; and, as ex officio members, legislators from the 2nd, 20th, 22nd, and 30th Washington State legislative districts.

Vehicle Miles Traveled (VMT)
The number of miles traveled on roadways by a vehicle for a specific time period, usually per year. VMT is calculated by multiplying the total road section length by the total number of vehicles that traveled over that section within a given time.

Washington Administrative Code (WAC)

State agency rules and regulations. The WACs also detail how state agencies shall organize and adopt rules and regulations. The Commute Trip Reduction Program is included in Chapter 468-63 WAC.

Washington State Department of Community, Trade and Economic Development

An agency with a wide range of responsibilities at the state level, including community services, trade and economic development, energy policy, housing services, public works infrastructure investments, and local government comprehensive plan implementation support.

Washington State Department of Transportation (WSDOT)

The agency responsible for transportation at the state level.

APPENDIX B: LOCAL AND GTEC PLANNING REQUIREMENTS

Along with regional CTR planning requirements, local and GTEC planning requirements are addressed in Chapter 468-63 WAC. These requirements are summarized below.

Local CTR Planning Requirements

The State Legislature requires development of local CTR plans to ensure integration of CTR goals and targets into a local jurisdiction's broader transportation and land use goals. The plans are also meant to encourage collaboration with all interested and affected parties.

The State is to provide information and technical support for local CTR plan development, such as CTR survey and state highway system performance data.

The local CTR plan must be consistent with state and regional transportation plans, local comprehensive plans and the regional CTR plan. Coordination with adjoining jurisdictions is required to ensure regional consistency.

Local CTR plans must be submitted to the RTPO and included in the regional CTR plan. The RTPO reviews the local plans for consistency with the regional CTR plan. The final draft of first the local CTR plan is submitted by the RTPO with its regional CTR plan to the state CTR board by October 1, 2007. State CTR board approval is required before the plans may be finalized.

The local plans must be reviewed annually and updated at least every 4 years. Updates, if made, must be provided to the State CTR board by March 31 every two years after the initial plan submittal in 2007.

Local plans are required to include:

- A description of the land use and transportation context, highlighting critical conditions and characteristics, and evaluating how local actions will complement employers' CTR efforts. Barriers to CTR program success should be evaluated, including cross-boundary issues.
- Goals and targets, meeting or exceeding minimum requirements, along with how meeting these will contribute to the jurisdiction's other land use and transportation goals. The minimum target is a 10 percent reduction in single occupancy vehicle trips during the peak period and a 13 percent in vehicle miles traveled.
- Measurement methodologies for measuring progress between the base and target years, and a description of how the goals and targets will be achieved. Strategies include changes to policies and regulations, investment in facilities and services, marketing and incentives, and others.
- A description of major employer requirements as to be outlined in a local ordinance, and identification of major employers.
- Documentation of consultation with employers, transit agencies and other interested parties.
- A sustainable financial plan describing public and private revenues and expected costs, identifying unfunded needs.
- An implementation structure, describing how and by whom various strategies will be implemented.
- A summary of growth and transportation efficiency centers (GTECs) plans.

APPENDIX B: LOCAL AND GTEC PLANNING REQUIREMENTS

Growth and Transportation Efficiency Centers (GTECs) Planning Requirements

The State's objective in establishing the GTEC program is to provide greater access to employment and residential centers while decreasing peak period drive alone rates on the state highway system. A GTEC is designated by counties, cities and towns to an establish transportation demand management program for that area, with focused, supportive land use and transportation policies and investments. GTECs are to be developed collaboratively within the local and regional CTR plan framework.

Affected employers located in a GTEC must only meet the GTEC requirements, if these requirements vary from the base program.

RTPO's are required to evaluate and certify that GTEC plans meet minimum regional requirements and are eligible for funding. These minimum requirements must include:

- Minimum land use and transportation requirements. Following WSDOT guidance, RTPOs have to develop these criteria in collaboration with local jurisdictions, transit agencies, major employers, and other affected parties. The minimum criteria will be included in the regional CTR plan. The intent is to target those areas that have the greatest potential to reduce peak hour single occupant vehicle commute trips on the state highway system.
- A designation and eligibility process whereby the applicable RTPO can certify that the GTEC plan describes the how the GTEC meets minimum land use and transportation requirements, and how it will be integrated into the local comprehensive plan.
- Schedule requirements, to make GTECs eligible for state funding, include submitting a new or updated GTEC plan by October 1, 2007, and by April 1 every two years thereafter. Plans may be updated annually as warranted, but substantial changes may be made only once every State biennium. If the plan is substantially changed, the GTEC must be recertified by the RTPO.
- RTPO certification must be done in consultation with the local jurisdiction and WSDOT, with issuance of a certification report within 60 days of submission, explaining acceptance or denial of the application.
- Appeals may be made to the State CTR board.
- Adoption by the local jurisdiction is required by resolution or ordinance within 120 days following notice of State GTEC funding, as allocated by the State CTR board.

The GTEC plan must be developed in consultation with local transit agencies, the applicable RTPO, major employers and other affected parties. Collaboration is encouraged with property managers, business and economic development associations, non-profit transportation, land use, pedestrian and bicycle advocacy organizations, public health agencies, tribal governments, and residents, employees and businesses affected by the GTEC.

Required elements include:

- An executive summary of the GTEC vision, how it relates to the base CTR program, and how success will affect transportation access to and within the center. It will include the GTEC program goals and targets, target population, proposed strategies, and key funding and service partnerships.
- Background information, including the GTEC's geographic boundaries (including documentation that it resides inside the jurisdiction's urban growth area), a vision for the GTEC, and evaluation of the land use and transportation context – both existing and projected conditions.

- A gap analysis in existing and future services, policies and programs that impact the success of the program.
- Program goals and measurements. Goals must be more aggressive that the minimum drive alone and VMT reduction targets of 10 percent and 13 percent, respectively, between the base and target years.
- Strategies for meeting the GTEC goals, such as improvements to policies and regulations, new services and facilities, and new marketing and incentive programs.
- A sustainable financial plan describing needs, resources and gaps in funding.
- An organizational structure to implement the program
- Documentation of public outreach.
- A description of the GTEC plan's relationship to the local CTR plan.

If a GTEC is established, local governments, transit agencies and RTPO's must prioritize these areas for new services and facility investments in their respective investment plans, such as the transit development plan, city and county six-year comprehensive transportation programs, and regional transportation plans. The State agencies WSDOT, CTED, TIB and the Public Works Trust Fund look for ways to prioritize investments in certified GTECs.

GTEC plans must be incorporated into other plans and programs, including local comprehensive plans and transportation improvement programs as they are updated after January 1, 2008.

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APPENDIX C: INTERCITY TRANSIT LONG- AND SHORT-RANGE PLAN ANALYSIS OF LAND USE

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Intercity Transit
Long- and Short-Range Plan

Analysis of Land Use
Deliverable #3

Prepared for:

Intercity Transit

Final Draft March 2006

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1 INTRODUCTION

1.1 INTEGRATING LAND USE AND ALTERNATIVES TO DRIVING ALONE

This deliverable assesses opportunities in Thurston County to encourage alternatives to driving alone through land use and land use planning strategies. To accomplish this, we reviewed:

- Amendments to the Growth Management Act that will affect use of alternatives to driving alone
- Comprehensive plans, zoning maps, development/zoning codes and development guidelines of the Thurston County jurisdictions
- Future development areas

1.1.1 *Observations*

Some conclusions of this analysis include:

- The jurisdictions in Thurston County are doing an excellent job of planning for and encouraging pedestrian-oriented development and use of alternatives to driving alone.
- Even within the current planning and zoning framework, the area within the Intercity Transit service district will remain primarily suburban with the exception of the core area including downtown Olympia, the Martin Way corridor and parts of Lacey. Most residential areas will remain low density and there will be large areas with no mixed use centers
- Intercity Transit should work with the jurisdictions to further integrate transit into the planning process by adopting transit trunk corridors into each comprehensive plan and developing density, parking and design standards that support transit and pedestrian activity in these corridors. These districts should be developed as overlay zones that would retain the underlying uses.
- Intercity Transit should work with the jurisdictions to integrate transit services in capacity planning for neighborhoods. Intercity Transit should explore the benefits of including transit in concurrency review.
- Perhaps the most important action that can be taken to support use of biking, walking and taking transit is improving the pedestrian environment in TRPC designated strategy corridors (Figure 1) and in transit trunk corridors (Figure 2). While the strategy corridors are designated as multi-modal, their five lane design supports automobiles more than any other mode. Segments or nodes along these corridors should be designated as pedestrian-first in areas that do or will support dense commercial and/or residential use. Even though these corridors support high traffic volumes there are opportunities to narrow these roads to 4 lanes with on street parking on at least one side of the street. Speeds should be posted for no more than 25 mph and additional high volume traffic calming techniques should be employed. These include more pedestrian crosswalks, pavers for crosswalks, pedestrian refuges and bulb-outs where possible. To do this, the arterial street design standard should be modified. Modifications could

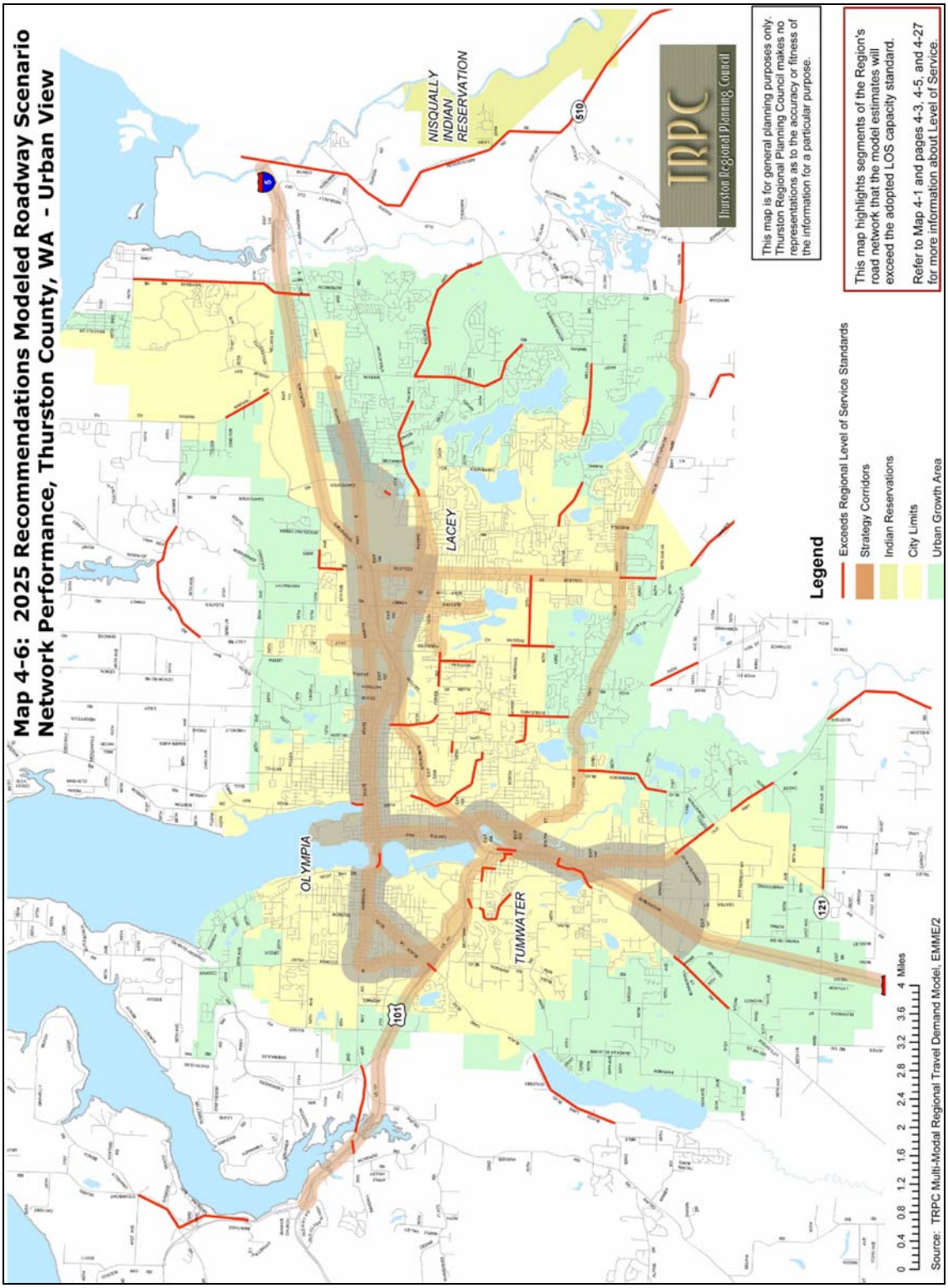

Figure 1: TRPC Strategy Corridors

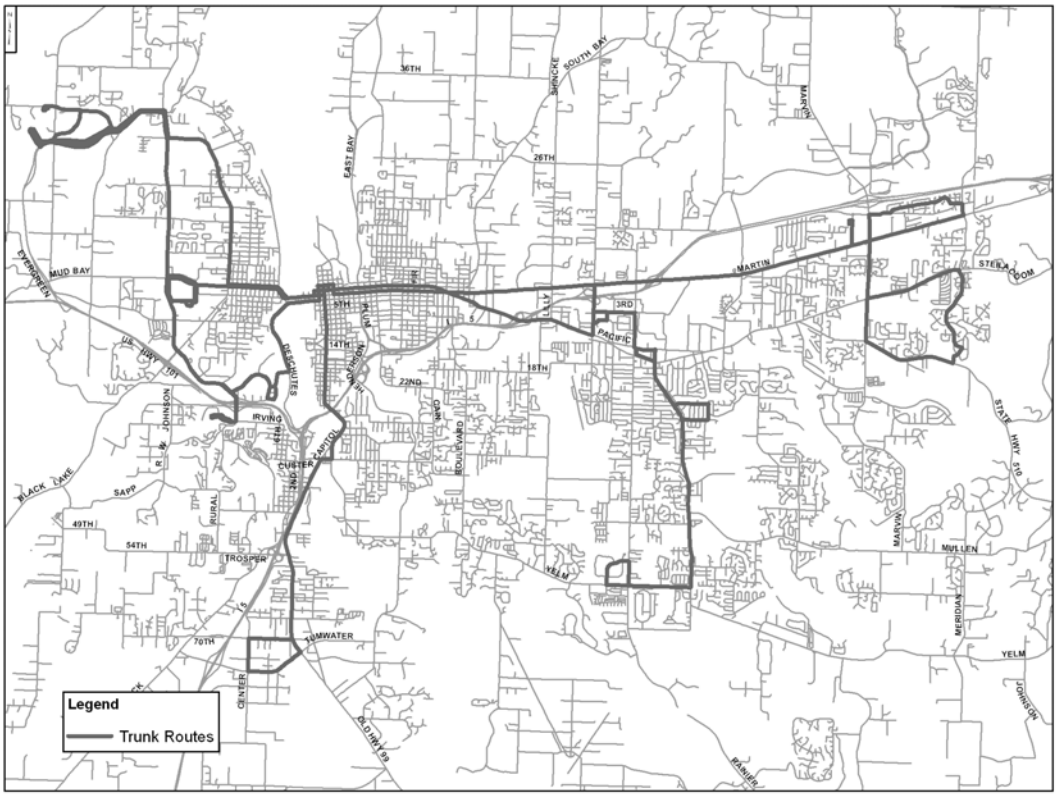

Figure 2: Intercity Transit Trunk Corridors

permit on-street parking and only use a 14 foot outside shared bike and motorized vehicle lane when there are no other opportunities possible. This type of shared lane is recommended only when speeds are less than 25 mph and traffic is no more than about 5,000 average daily traffic (ADT). Additionally all jurisdictions should require street or pedestrian connections at no more than 400 feet on all streets including arterials, if they are transit trunk corridors.

- Additional land use strategies for encouraging walking, biking and transit include:
    - Bicycle parking design standards including required number of spaces by land use for each community.
    - Requiring all large new commercial developments to provide priority carpool parking.

Based on the above conclusions, this study recommends that Intercity Transit work with Thurston Regional Planning Council (TRPC) and its member jurisdictions to develop a plan for one multi-modal section of one of the strategy corridors. This plan would develop:

- Strategies to improve pedestrian access and calm traffic
- Streetscape design
- Improved street standards that would allow on-street parking in designated areas, review land widths, bicycle facilities, turning radii and access management standards
- Potential transit signal priority treatments
- Potential development and urban design standards adjacent to the corridor
- Opportunities to develop streets perpendicular to the corridor
- Funding strategies for corridor development that would include transit funds, State roadway funds and other development sources
- An implementation plan that would identify costs and benefits for jurisdictions and Intercity Transit.

This plan would identify ways that Intercity Transit and local jurisdictions could work together to improve corridors. For example, Intercity Transit could focus transit improvements in these corridors to help stimulate appropriate development.

1.2 GROWTH MANAGEMENT ACT (GMA) AND NEW LEGISLATION

The Growth Management Act of 1990 encourages the use of alternatives to driving alone. The relevant goals of the GMA that guide communities to develop services and land uses that support walking, biking and transit are:

- Encourage development in areas where adequate public facilities and services exist or can be provided in an efficient manner.
- Reduce the inappropriate conversion of undeveloped land into sprawling low-density development.
- Encourage efficient multimodal transportation systems that are based on regional priorities.
- Provide adequate public facilities and services necessary to support the growth prescribed in comprehensive plans.

In 2005, the Washington Legislature passed three pieces of legislation that further the goal of creating multi-modal transportation systems. Senate Bill ESSB 5186 made two amendments to the GMA to require Washington communities to plan for bicycles and pedestrian. It requires:

- Communities to consider urban planning approaches that promote physical activity, and
- A bicycle and pedestrian component be included in the Transportation Element of a comprehensive plan.

SB1565 specifies that multiple modes of transportation may be included in concurrency programs when reviewing the transportation impacts of new development. Under the GMA, concurrency means that public facilities, such as roads, water, and sewer are to be provided concurrent with development.

The Office of Community Trade and Economic Development has issued a memorandum that suggests land uses that encourage physical activity by encouraging walking or biking. It suggests communities can:

- Designate mixed-use community centers that locate destinations within close proximity to residences to increase opportunities for walking and bicycling. Neighborhood, town, and urban centers can be matched to the scale of the community.
  - Neighborhood centers are located predominantly within residential areas, and in addition to residential uses, might include pedestrian-oriented commercial uses, churches, daycares, civic buildings, schools, and small parks.
  - Located as the focus of smaller communities, town centers may include a moderate intensity of employment, services, cultural and recreational facilities, moderate density residential (8-12 du/ac)
- Designate Transit-Oriented Development (TOD) zones: TOD is defined as dense development along a major transit route, or at nodes along a transit route. TOD zones are designed to provide for daily needs within walking distance of residences, and high quality transit is available for commuting and other transportation needs. The City of Vancouver, WA uses a transit-overlay zone, which encourages infill and reinvestment in urban areas. For example, if a development in the transit overlay district complies with the Commute Trip Reduction Ordinance even if it is not required, the development will receive a five percent reduction in the traffic impact fee. Development within this zone can receive a density bonus as well as parking requirement reduction. (See Vancouver Municipal Code: Chapter 20.550 TRANSIT OVERLAY DISTRICT)

- Encourage Infill Development: Allow infill techniques, such as subdivision of larger lots to provide new building lots, new home construction on existing smaller lots, division of existing homes into multiple dwelling units, and accessory dwellings (mother-in-law apartments). This type of development provides an alternative to development on the edge of an urban area, and provides higher population densities to support neighborhood services such as retail and transit.
- Locate Facilities Within Neighborhoods: Ensure destinations such as new parks, schools, and other activity centers are sited within walking distances of residences. This reduces the land needed for parking and provides opportunities for people to walk to these facilities. Older schools in neighborhoods can be renovated for

continued or expanded use. Reducing parking requirements at schools can encourage staff, families, and students to use alternative forms of transportation.

- Increase Connections: Where possible, develop a complete street network that accommodates multiple modes of transportation and simulates a grid pattern. Strive for block sizes in the range of 200-800 feet and maximum distance between intersections of 1000 feet on arterial streets and 500 feet on local streets. Link dead-end streets as adjacent parcels are developed, or at a minimum, ensure bicycle- and pedestrian-only connections are developed to protect the fine-grained pedestrian and bicycle travel grid network. Build connectivity between trails, pathways, neighborhoods, schools, and sidewalks to enhance the ability to be physically active. Ensure trails and linear parks are planned to link activity centers, and are planned and developed as both recreation facilities and transportation routes.

The legislature passed another bill that affects public transportation. This bill establishes the Office of Transit Mobility in WSDOT. This office will facilitate the integration of decentralized public transportation services with the state transportation system. The goals of the Office of Transit Mobility are to facilitate connection and coordination of transit services and planning, and to maximize opportunities to use public transportation to improve the efficiency of transportation corridors. Some of the duties of the office are:

- Development of a statewide strategic plan that creates common goals for transit agencies and reduces competing plans for cross-jurisdictional service;
- Development of a park and ride lot program; and
- Encouragement of long-range transit planning.

2 LAND USE PATTERNS & PLANS IN THE INTERCITY TRANSIT PTBA

This section reviews each community's land use plan, zoning ordinance regarding land uses and discusses actual development patterns. For each jurisdiction it identifies goals and policies relevant to integrating land use and the use of alternative to driving alone; it then discusses the land uses that support these concepts and the codes that enforce them. Finally, it discusses current development and zoning patterns, expected future development and the zoning currently supporting Intercity Transit "trunk" routes.

Lacey, Olympia, Tumwater and Yelm have already included many of the concepts mentioned in the above section into their comprehensive plans. Three communities have mixed use zones that strongly encourage alternatives to driving alone and have implemented the concept of centers into their plans and zoning maps. They have design standards that help create pedestrian-oriented environments. The City of Yelm plan and code are simpler, but they create a dense corridor and city center along Highway 510/507. They also have designated pedestrian-oriented overlay zones.

2.1 CITY OF TUMWATER

2.1.1 Goals and Policies

The Tumwater Land Use Plan goals support integration of land use and multi-modal transportation systems. Goal 5 states that the city should ensure development patterns that will encourage efficient multi-modal transportation systems are coordinated with regional, City and County transportation plans. Polices include: *Pedestrian and bicycle trail links with various parts of Tumwater and within the business area should be established* and *Provide development incentives when projects located next to transportation corridors include amenities for transit users, bicyclists and pedestrians.* Other policies encourage land development proposals to use existing transportation capacity especially transit and non-motorized modes; encourage new development to enhance street side environments and to design projects that facilitate cost-effective transit service delivery.

2.1.2 Land Use Designations and Zoning Regulations

The City of Tumwater Land Use Plan proposes the standard range of housing, industrial and commercial zones. For each residential density zone the plan states that while it is not the intent of the City to require that it be of a specific size, but that densities be met as an average of the overall site. This is translated in the Code to a minimum and maximum number of units.

The Plan contains a **Mixed Use Zone** to provide an opportunity to develop areas that are transit-oriented and pedestrian friendly while still accommodating automobiles. The Plan states that these areas have *transit orientation which lessens traffic impacts by providing ready access to mass transit and provide places to work and shop adjacent to living spaces, thus lessening the need to drive.* The zoning code requires that mixed use zones have a minimum floor area ratio (FAR) of .25 and a maximum of two. That means that at a minimum a one story building would have to cover 23 percent of the lot and at a maximum a building that covers half the lot could be no more than four stories tall. In this zone, there must be a minimum density of 14 housing units per acre and no commercial structure can be more than 50,000 SF unless it receives a waiver. There is no minimum front lot line set back, but there is no maximum setback either, indicating that new development in a mixed use zone is not required to build adjacent to or near the sidewalk. However one of the best ways to improve cost-effective transit service delivery is to put development at the sidewalk with the main entrance facing the street. While Tumwater Code requires this in the Town Center district, it should also consider this in the Mixed Use Zone. There is no restriction on placing parking between the building and the street. The plan does suggest that parking standards could be reduced in recognition of the efficiencies of mixed-use development. In the zoning code, development is allowed to seek a 20 percent increase or decrease in the off-street parking requirement if it meets certain standards such as proximity to transit. In practice, however, the city has refused to grant most requests for decreases in provision of off-street parking because of concerns about overflow parking in residential neighborhoods.

The plan also defines **Neighborhood Commercial** that would permit some neighborhood-scale retail uses and personal services when they serve the needs of the local neighborhood. Another zone designated in the plan is the **Tumwater Town Center**. This zone provides for a mix of public and privately owned developments that will *realize Tumwater's vision of a new city center.* The zoning code requires a minimum

density of 30 units an acre and that buildings be sited at the zero lot line on main streets. Development cannot exceed FAR of 2 but there is no minimum. In this zone commercial development must have 50 percent of building faces fronting on the street be glass. This can be reduced to 30 percent in exchange for amenities such as benches and bike racks.

The plan requires that minimum densities be applied to all areas of the city to promote the most cost efficient provision of city services and to encourage transportation modes other than the single occupancy vehicle. It further states that development at less than the minimum density should not be allowed. This is translated into code that has a range of density for each zone.

2.1.3 Existing Zoning and Future Development

The plan divides the City of Tumwater into eight planning areas. It then calculates the net density (excluding streets, streams, ponds and other non-buildable land. Not surprisingly, the highest residential density is 8.8 units/acre in the Town Center zone. The next highest density is in Tumwater Hill at 5.6/acre. Fixed-route transit usually needs residential densities of at least 7-8 units/acre to capture enough riders to make fixed-route service efficient. The plan then discusses each planning area, identifying existing conditions, availability of services and potential for development. It is interesting to note that availability of transit is never mentioned and pedestrian access is only discussed once for the Littlerock Neighborhood.

The Town Center Zone is bordered by I-5, Tumwater Blvd and Israel Road. Mixed-Use areas border between Littlerock and I-5 and along Capital Way. This corridor contains the high density housing zones

According the city development and planning staff new low density residential development is occurring on the southwest side of Tumwater Hill. Another 600 units of multi family medium density are being built west of Highway 99 on the edge of Salmon Creek.

In the Community Services Zone, the City will see extensive construction of state office buildings west of Capital way between Israel and Tumwater. At full build out there will be between 2.5 and 3 million square feet of office space housing 15,000 state employees. Another office building is being built near Linderson and Tumwater. This new development has not tripped concurrency yet.

New retail is being built on Littlerock Road between Israel Road and Trosper. The zoning in this area prohibits aggregate building of more than 125,000 SF; however this area has or will have an expanded Costco, Fred Meyer and another big box store, as well as other retail.

In the future, the planning staff sees substantial residential growth east and west of the City in the Urban Growth Area.

Intercity Transit has one trunk route in Tumwater, Route 13, that travels on Capital Way in the City and then turns onto Israel in the Town Center District then turns onto Linderson and then on to Tumwater Blvd. This trunk route will be able to serve the new office development and the land use zones surrounding it: Mixed Use, Town Center,

General Commercial and High Density Housing, all of which are well suited to support a trunk route.

2.2 CITY OF LACEY

2.2.1 Goals and Policies

The goals and policies in the City of Lacey Plan lay the foundation for a city of urban centers and pedestrian oriented neighborhoods. Under the goal of enhancing the appearance, quality and function of residential neighborhoods, policies request specific design and performance standards that provide pedestrian and transit orientation and attractive streetscapes. Another policy states: *Develop an interconnected network of streets and alleys designed for narrower widths and slower speeds. Provide pedestrian friendly streetscapes, transit and alternative forms of transportation…*

The plan goals encourage mixed use development through the use of urban center concepts that provide a full range of housing choices, park areas, transit services, pedestrian orientation and civic spaces. It also provides for a mixed use arterial corridor zone along Martin Way. In general, mixed use concepts should be used to promote reduced dependency on single occupancy vehicle use by providing some selected services within walking distance of residences and should use pedestrian friendly techniques such as street trees in wide planting strips, sidewalks with brick crosswalks pedestrian scale lighting, street furniture and bus stops.

The policies go on to state that large city wide or regional general commercial uses should be grouped into centers rather than dispersed throughout the city. In fact, the plan policies encourage grouping of smaller retail and personal services to encourage walk-in traffic.

Shopping centers should be designed to support pedestrian activity and should give people the opportunity to stroll, browse, eat, sit and relax. There is also a discussion of setbacks, stating that they should be appropriate to the setting.

2.2.2 Land Use Designations and Zoning Regulations

The plan defines **High Density Residential** as an urban classification to be applied to areas intended to accommodate the highest intensity of residential use at a range of between 6 and 20 units an acre. These areas can have a full range of urban services, utilities and mass transit options capable of servicing the needs of intensive residential use. If these areas develop at the mid-point they will adequately support transit. The code says one of the purposes of this zone is to permit the highest acceptable density in strategic locations along arterials as a means of achieving more opportunity for mass transit. And in fact if these areas develop at densities above eight units an acre and along arterials, transit will be able to provide them high quality service.

While the code caps development at 20 units an acre, it allows greater density with bonuses. The minimum front line set back is 10 feet but that may be reduced to zero under certain conditions such as the use of alleys.

The **Mixed Use Moderate Density Corridor** can be applied to arterial corridors that have significant undeveloped property or property that can be redeveloped and that is

designated as Moderate Density Corridor in the Regional Transportation Plan. The Code says that over time, these corridors will gradually develop into a mixed use, moderate density residential and commercial area where people enjoy walking, shopping, working and living.

It specifies development opportunities along portions of Sleater Kinney and Pacific Avenue. The Sleater Kinney corridor should emphasize medical activities and support services given its proximity to Lilly Road and hospital but also provide for other professional services, office uses and small retail opportunities. The Pacific Avenue corridor should emphasize smaller professional services and retail opportunities to compliment the neighborhood commercial zone to the east and provide an expanded range of services to adjacent residential neighborhoods. This district should provide for a type, configuration, and density of development that will entice pedestrian shoppers to frequent the area, encourage pedestrian traffic between businesses, facilitate efficient mass transit, and require less reliance on motor vehicles but will balance the needs of motorists and businesses serving a community-wide market with the needs of local pedestrians and neighborhood residents.

This district allows between eight and 12 housing units per acre, more with the purchase of development rights and commercial development of 10,000 SF or less, which assures the development of smaller, more community-oriented businesses. There is no minimum front lot line setback and a maximum of 15 feet unless the site plan review committee decides a greater setback appropriate.

Maximum building coverage is 35 percent, but it can go up to 85 percent with the inclusion of mixed uses, pedestrian oriented plaza or area or through block pedestrian corridor.

The **Mixed Use High Density Corridor** is intended for Martin Way, which the Regional Transportation Plan designates a strategy corridor. A strategy corridor will move considerable amounts of traffic and is not expected to operate at a specific level of service. The vision for this corridor is that it will evolve in to a beautiful place to live, work, walk and travel. The emphasis is on site and building design, pedestrian and transit amenities and landscaping. The Code states that low intensity and motor-vehicle-oriented uses are not desirable within this area. Low intensity and motor vehicle-related uses are those that are relatively large in scale and that primarily serve patrons arriving by motor vehicle. This area allows all residential uses at a minimum of 12 units per acre and specified commercial activities of no larger than 15,000 SF. Front lot line setback can be no greater than 15 feet. Maximum building coverage is thirty-five percent; however, this may be increased up to a maximum of eighty-five percent if bonuses are used. These include

- Projects containing mixed uses: five percent bonus.
- Projects with three or four story building: five percent bonus.
- Projects providing a pedestrian oriented plaza or area of at least one hundred fifty square feet along a pedestrian walkway at an intersection corner, bus stop or other key pedestrian area approved by the city. Such areas shall contain seating for at least four people, a trash receptacle and three or more of the following: a pedestrian shelter, a drinking fountain, a bike rack, pedestrian scale lights, pavers on the walkway surfaces, a kiosk, a street

vendor station providing food or beverages, trees, an appropriately sized statue or sculpture, or a public restroom.

- Interior courtyards with these amenities qualify if they would be readily apparent and accessible to pedestrians on adjoining sidewalks: twenty percent bonus.
- Projects providing a through-block corridor that facilitates pedestrian access in a location approved by the city: ten percent bonus.
- Projects providing at least fifty percent of their required parking underground or within the building: forty-five percent bonus.

The **Hawks Prairie Business District** implements the goals of the Northeast Area Plan with opportunities for mixed use development in a planned approach, promoting retail commercial and business commercial uses. The Zoning Code says this district is intended to encourage development of an integrated, planned community where people will want to live and work, by permitting residential and compatible business uses to develop in close proximity to each other, with strong functional and aesthetic links, through the implementation of strict performance standards. It should also encourage and facilitate the use of mass transit and other forms of transportation alternatives to the single occupancy vehicle.

A wide variety of uses are permitted in this district, but industrial uses or those that create nuisances and uses which are not compatible with the high aesthetic standards of the area and will not enhance marketability of the Hawks Prairie Business district are not allowed. Some of those uses include:

- Activities entailing movement of heavy equipment on and off the site except during construction;
- Auto or truck storage or repair as a primary use;
- Motor freight terminals;
- Park and ride lots;
- State, federal or public regional offices or facilities other than educational facilities as set forth in Section 16.37.030;
- Stand alone warehouse and distribution facilities.

Parcels with commercial uses must be at least 10 acres and have a minimum set back of 10 feet. All projects are subject to design criteria that include pedestrian pathways and that buildings be located so as to encourage and facilitate the use of transit and other forms of transportation alternatives to the single occupancy vehicle. Residential development at a density of 20 units an acre is permitted in commercial/business districts but they may not be more than 10 percent of the parcel.

The **Central Business District and Woodlawn Square District** are the hub areas of the City of Lacey. This District is designated to attract regional retail shopping facilities and major office complexes along with specialty retail businesses, support services, urban residences, hotels and institutional uses.

The zoning code chapter on the Woodlawn Square District identifies intentions for this area. It should promote high density residential in mixed-use patterns throughout the Woodland District. It will, among other things, encourage density and a diverse mix of uses in the core area; create a core area that is strongly pedestrian-oriented and transit friendly; and develop a Major Pedestrian Corridor that provides a comfortable pedestrian experience and commercial-retail opportunities. This District encourages a wide range of uses including residential above the first floor. It prohibits uses with physical and operational requirements that create nuisances such as truck traffic, noise, odors, glare or heat. It also prohibits uses that are either not compatible with the high aesthetic standards of the area, will not enhance the marketability of the core area, or will adversely impact the city's economic development strategies for this zone. Some of these uses are:

- Auto or truck storage as a primary use;
- Cemeteries and crematoria;
- Machine shops;
- Motor freight terminals;
- Park and ride lots;

The maximum front setback is ten feet for at least fifty percent of the building's front façade. The remaining portions of the front façade may be stepped back a maximum of twenty feet more than the established maximum setback for the purpose of accommodating pedestrian open space or recessed building entrances.

This District has a major pedestrian corridor overlay zone from 6th Avenue SE from College Street SE to Sleater Kinney Road SE. The intent of the major pedestrian corridor is to provide a linkage for people from city hall, Timberland Library and St. Martins College to the commercial and employment components of Woodland District. The major pedestrian corridor shall provide a pleasant pedestrian experience with wide sidewalks, pocket parks, and interesting retail and commercial opportunities.

The Central Business District is divided into several subareas. For all these areas, the minimum front line set back is 15 feet and the maximum building coverage ranges from 50 percent to 76 percent.

2.2.3 Existing Zoning and Future Development

The Land Use Plan divides the City into eight planning areas; analyses land uses and density and presents goals and policies for each area. As with the Tumwater Plan, there is no mention of transit or for the most part non-motorized transportation. The Hawks Prairie area is the least developed of the planning areas, and therefore has the greatest probability of changes in resultant travel patterns.

Currently, the largest housing development in the County is being built in the southern part of Lacey in the Horizons planning area. The development is called "Horizon Pointe".

The Hawks Prairie area will see the development of state office buildings. While there is currently no transit to the area where it will be built, the location is in the State of Washington Lacey Preferred Development and Leasing Area.

The City has sited neighborhood commercial and community commercial districts next to residential zones. This will encourage walking and biking to shop in these areas. The zoning map has small areas of high density residential throughout the city. For transit to serve these areas it has to travel through low density residential areas making the service less efficient. Moreover the city is predominantly zoned low density residential. Several Intercity Transit trunk routes serve Lacey. They are:

- Route 66 that travels on Pacific to Ruddell and Yelm to College. Ruddell is bordered by low density residential zoning districts.
- Route 62 A & B that travel on Martin Way through areas zoned mixed use high and medium density, Central Business District as well as some low density residential.

2.3 CITY OF OLYMPIA

2.3.1 Goals and Policies

The City of Olympia Comprehensive Plan goals and policies encourage the development of a multi-modal city. The goal: *To create a cohesive beautiful city* is supported by the policy *Establish building and site design standards that will result in commercial, public, and residential structures that complement or enhance their surroundings, appeal to and accommodate pedestrians, and help facilitate transit use.* The plan establishes the policy of planting street trees and providing sidewalks on both sides of all streets, where possible. The City will also provide benches, shelters and pedestrian-scale lighting where possible. The City's land use goal is to establish land use patterns, densities, and site designs that enable less reliance on automobiles. The Plan lays out a land use program to accomplish this through:

- Establishing High Density Corridors with sufficient residential and employment density to support frequent transit service, encourage pedestrian traffic between businesses, provide a larger customer base for corridor transit services and businesses, and diminish the reliance upon automobiles for local trips.
- Encouraging more intensive residential and commercial development downtown to enable frequent transit service. Strive to achieve an average housing density of at least 15 units per acre for new downtown housing projects and an employment density of at least 25 employees per acre.
- Providing a compatible mix of housing and commercial uses in all commercial districts, neighborhood villages, and urban villages to enable people to walk to work and shopping, enable less reliance on automobiles, reduce commuting times and distances, make mass transit more viable.
- Encouraging the development of designated neighborhood centers so as many of the city's residents as possible are within approximately 3 miles of a grocery or convenience store and a transit stop.
- Providing for and supporting construction of park and ride lots. complementary uses (e.g., grocery stores, day care centers, video rental shops, dry cleaners, and auto repair shops) in or near shopping areas to enable one-stop shopping for commuters.

- Establishing design standards which ensure that commercial and public building sites provide convenient, direct access for pedestrians and bicyclists.

The plan proposes the development of neighborhood villages, urban villages and centers with a coordinated, balanced mix of land uses and a pedestrian orientation.

The plan also encourages the siting of multifamily structures near an arterial or collector street served by mass transit to provide good access and to minimize additional traffic in established, lower density neighborhoods. In neighborhood and urban villages, locate multifamily housing near neighborhood centers to provide customers for local businesses and to enable more people to have convenient access to the center.

The plan requests the establishment of a program to provide sidewalks, street trees, bike paths and other street improvements in established neighborhoods. The City does have a fund to construct in-fill sidewalks where development has left gaps as do Lacey and Tumwater.

For commercial buildings and sites, parking should be accommodated in a way that minimizes barriers or inconvenience for pedestrians and maintains or enhances the aesthetic quality of the district. Parking will be located at the rear of buildings to help block the view of the parking lot from the street and to enable more convenient access to the front of the building for transit riders and other pedestrians. Where it is not possible to provide parking behind a building, the parking may be located along the side of the building, provided that it comprises no more than 50 percent of the street frontage.

Another plan goal is to make commercial areas more easily accessible and inviting for transit riders, pedestrians and bicyclists, as well as motorists by requiring direct, convenient pedestrian access to commercial and public buildings. Direct pedestrian access should be provided from sidewalks and parking lots to building entrances, bus stops, and adjacent buildings. These sites should provide sheltered seating areas at transit stops, plazas, and other appropriate locations along pedestrian walkways. There should be separate pathways for pedestrians and block faces should be no more than 300 feet long.

The Capital Mall will continue to serve the area as a regional shopping center. It will provide pedestrian walkways between uses as well as shuttle service in the future, according to the plan vision. Excess surface parking will be reused for commercial uses.

High density corridors such as State Street, Fourth Avenue, Martin Way, Harrison Avenue, Black Lake Boulevard, Cooper Point Road and Pacific Avenue will provide:

- Excellent, frequent transit service;
- Housing and employment densities sufficient to support frequent transit service;
- Buildings fronting on wide sidewalks which are furnished with street trees, attractive landscaping, benches, and frequent transit stops;
- Multi-story buildings oriented toward the street rather than to parking lots;
- Parking spaces located behind the buildings or in structures; and
- A compatible mix of residential building types, such as apartments, townhouses, and perhaps small cottages integrated with or in close proximity to commercial uses.

The plan calls for the creation of four levels of High Density Corridor depending on how urban the area surrounding it is. The plan defines the vicinity of Lilly and Pacific as a major focus area. This area should be developed into a mix of retail, service, and high density residential uses. The Plan lays out a vision of a continued strong downtown that serves as the regional hub.

2.3.2 Existing Land Use Designations and Zoning Regulations

This section looks at land use designations that are most relevant to developing a strong pedestrian, bicycle, and transit friendly community. It does not assess low density residential, general commercial or industrial zones, but focuses attention on centers, high density residential, corridors and other mixed use zoning.

The Olympia zoning code has 12 **Residential Districts**, 10 of which could support transit assuming eight units per acre is a minimum for fixed route service. Most of these districts have a minimum as well as a maximum required number of housing units to ensure densities. Several districts are mixed use, encouraging a range of activities in addition to housing. The Code allows the development of lots as small as 2,000 SF for single detached housing, another technique to encourage density and infill.

Urban and **Neighborhood Village Districts** enable development of integrated, mixed use communities, containing a variety of housing types arranged around a village center, which provides a pleasant living, shopping, and working environment; a sense of community; and a balance of compatible retail, office, residential, recreational, and public uses. Urban villages and neighborhood villages are very similar, except for the size and service area of their commercial component. Urban villages contain a larger and more diverse commercial component intended to serve multiple neighborhoods while the commercial uses in neighborhood villages are scaled to serve the immediate neighborhood. This land use pattern reduces dependence on auto use, especially drive-alone vehicle use during morning and evening commute hours; requires direct, convenient pedestrian, bicycle, and vehicular access between residences in the development and the village center, in order to facilitate pedestrian and bicycle travel and reduce the number and length of automobile trips; and requires sufficient housing density to enable cost-effective extension of utilities, services, and streets; frequent transit service; and to help sustain neighborhood businesses. Further, it allows many of the community's residents to live within one-fourth (¼) mile of a grocery store and transit, making it an ideal walking and biking community.

Commercial uses in village centers may be no bigger than 5,000 SF and must be set back from the front lot line no more than 10 feet. In Neighborhood Centers, the buildings may be up to 15,000 SF and set back no more than 10 feet from the front lot line. Buildings may cover no more than 70% of the lot, although in Neighborhood Centers this may be increased to 85 percent if 50 percent of parking is underground.

Residential densities in neighborhood and urban villages range from a minimum of 7 units to a maximum of 24. Lots may be as small as 1,600 SF depending on the type of structure. These districts are subject to site design regulations.

High Density Corridor-1 is intended to provide for a compatible mix of office, moderate to high-density multifamily residential and small-scale commercial uses. **High Density**

Corridor-2 is intended to provide for a compatible mix of office, medium intensity commercial and moderate to high-density multifamily residential uses. **High Density Corridor-3** is intended to provide for a compatible mix of medium to high-intensity commercial, offices, and moderate to high-density multifamily residential uses. **High Density Corridor-4** is intended to provide for a compatible mix of high-intensity commercial, offices, and high-density multifamily residential uses.

Developments in all four districts should ensure that access to transit is a part of new projects; establish a street edge that is as continuous as possible with buildings which are close to the street and which have multiple floors, distinctive windows facing the street, and entrances that are visible from the street; and create a safe, convenient, and attractive environment for pedestrians, transit riders, and bicyclists, and which includes parking and access for vehicles.

To achieve these goals, uses have been restricted. For example in HDC 1, 2 and 3 drive-through restaurants are not permitted. A wide range of housing is permitted in all four zones. Mini storage and equipment rental stores are not allowed in any of these zones. While service stations are permitted in zones 3 and 4, they are not allowed in zones 1 and 2.

There is no minimum lot size for commercial uses; for housing the minimum lot size starts at 1,600 SF depending on the housing type. The front line setback ranges from 0 to 10 feet. Building coverage is 70 percent in all four zones, but in 3 and 4 may be increased to 85 percent with underground parking. Buildings may be no taller than four stories.

This **Downtown Business District** is intended to:

- Encourage a wide range of activities which make downtown Olympia the cultural, civic, commercial, and employment heart of the community.

- Retain existing downtown housing and encourage additional development of a dense mix of urban housing which is located near jobs, shopping, and transit.

- Provide a full range of urban services, tourism, recreation, and entertainment activities to support downtown workers, residents, and visitors.

- Encourage pedestrian-oriented land uses and design, in order to link downtown activity to the Capitol Campus and the waterfront, and to the gateways to the City.

- Permit development of a scale, height, and bulk which reinforces downtown Olympia's historic character, buildings, places, and street layout. Modern architecture is appropriate if it is consistent with the City's urban design vision.

To achieve these goals, the district restricts certain land uses and encourages others. For example, new drive-in restaurants and drive-in theatres are not permitted, while a wide range of housing except for mobile home parks, which is very land intensive, are allowed. This district encourages dense development. There is no minimum lot size or limitation on height or lot coverage. There is no minimum front lot line setback so buildings can be set at the sidewalk. However, there is no maximum either, thus allowing buildings to be set back from the street.

2.3.3 Existing Zoning and Future Development

Most of Olympia's high density residential and commercial zoning is on either side of Harrison Ave., and the State/4th Street and Martin Way corridors. Another area of density follows along Cooper Point Road. There is also a density corridor along the eastern boundary of the city with Lacey and another along the water front. South of I-5 there is a large area zoned for single family housing that does not seem to be supported by zoning for any neighborhood commercial uses, thus decreasing opportunities for people to walk or ride their bikes to go shopping or to take care of personal services like picking up the dry cleaning.

According to city planners, the downtown area has potential to see both residential and commercial growth and while slow in starting, development proposals are now coming in. However, the high density corridors are not attracting any interest in residential development. There is continued commercial growth, but because the high density corridors are very busy five lane streets, they do not seem to be attracting residential development. The largest amount of growth is currently occurring on the southeast side of Olympia.

Several Intercity Transit trunk routes serve Olympia. They are:

- Route 13 travels along Capital Way through medium density housing and downtown mixed use zones.
- Route 41 travels from Evergreen College to the Olympia Transit Center on Division and Harrison Ave. This route is bordered by high density housing and high density corridor zones as well as low density housing within the city limits and in the urban growth area.
- Route 44 travels on Cooper Point Rd and Deschutes Parkway. It travels through a High Density Corridor as well as a professional office zone through Urban Waterfront zone as well as an area that is developing as a Planned Urban Development. It does travel through some low density housing areas.
- Route 48 travels from Evergreen College to the Olympia Transit Center along Cooper Point Rd and Harrison Ave. It travels through high density zones and single family zones.
- Route 49 travels along Harrison Ave through high density corridor zone.
- Route 62 A/B travels along State/4th Street and Martin Way through high density zones.

2.4 CITY OF YELM

2.4.1 Goals, Policies and Existing Land Use Designations

Goals of the Yelm Land Use Plan include promoting infill at required urban densities and accommodating development to support the required population growth. This is to be accomplished using a variety of residential and commercial zones. Residential zones include a low density district with maximum density of four units per acre with no minimum density required (expected build-out-3 units per acre) and a district with a minimum of 3 units and a maximum of 6 units per acre. While this density is too low to

support fixed route bus service, the plan has two districts designated for multi-family use, Medium Density Apartment with a maximum of 10 units per acre and High Density Apartment with a maximum of 15 units and a requirement of 10 acres. The plan also includes a mixed use development zone. Mixed use developments are used for larger parcels to provide a variety of uses, more efficient use of open space, and public facilities. Mixed use proposals must accomplish not less than 75% of the underlying density for a property and not more than 125% of the planned maximum density for the property. The minimum acreage for a mixed use development is 40 acres. Mixed use developments may have 5% of the gross area in neighborhood commercial, but no use is can be larger than 5,000 square feet. The city has developed design standards to support that use.

Yelm has identified three levels of commercial categories to meet community needs:

- Neighborhood Service/Professional Office,
- General Retail/Commercial Core,
- Commercial Service district (larger and more intensive commercial uses.

The Transportation Element of the plan states that Yelm will actively pursue:

1. A connected-streets policy to promote the efficient flow of traffic within the community.

2. A series of connected arterials which will permit traffic to bypass the urban core if it is merely passing through, to reduce congestion in the central core.

3. A mitigation/impact fee strategy which will promote alternative routes and alternative methods of transportation rather than merely building ever larger streets.

These goals will support a pedestrian and bicycle environment. The plan also states:

- Yelm supports the work of Intercity Transit in providing bus and other transit services to the urban area. City development regulations will identify means to facilitate and encourage such services.
- Yelm supports alternate modes of transportation, including bicycles. Development regulations will identify steps which can support and encourage all forms of alternate transportation.

The plan notes that Yelm does have some small bike facilities and has identified future bike corridors.

2.4.2 Zoning Regulations

The City of Yelm Zoning Code provides the standard range of housing, industrial and commercial zones. The high density residential district that requires a minimum of six units and a maximum of 14 could support fixed route transit services. The Code also permits Mixed Use Planned Development in the following districts:

- Moderate Density Residential R-6
- High Density Residential R-14
- Central Business District
- Commercial
- Heavy Commercial

In a Mixed Use Planned Development, any kind of housing is permitted and in the underlying residential zones, the developer may build neighborhood commercial uses.

In addition to the commercial zoning districts, the code creates an additional zone designated as the CBD, central business district. This zone provides an area for high intensity uses or mixtures of uses for general commercial, retail, service and multi-dwelling activities. The purpose of the zone is to promote the special characteristics of the existing downtown Yelm area, to provide a pedestrian shopping atmosphere and to promote the rehabilitation of existing structures and the most desirable uses of land. The maximum size of any single-story gross floor area is 20,000 square feet. While no specific front yard setback is required, buildings and structures must be located, arranged and designed so as to promote, enhance and provide continuity with existing rights-of-way, roads, streets, alleys, parks, sidewalks, bikeways and landscaping on adjacent lots.

The Code also permits Neighborhood Commercial Development. Purposes of this use include:

- Provide the opportunity for the development of small commercial facilities in residential areas catering to the day-to-day needs of consumers for a limited range of convenience goods and services.
- Limit such commercial facilities as to size of site, bulk of structures and to such locations as to serve a relatively large number of persons in a relatively small geographic area. To that end, pedestrian accessibility shall be a major criterion in the location of neighborhood commercial facilities.

2.4.3 Existing Zoning and Future Development

Currently Yelm is experiencing significant amounts of residential development. There are residential subdivision plans in progress for between 1,500 and 1,900 housing units including one master-planned development for up to 1,200 units. This subdivision being built in the Master Planned Community-14 Zone will have 80 town houses, 140 apartments and 872 single detached units. The development of this plat will include bus stops and pedestrian walkways. Big-box retail is likely in a commercial district zoned for automobile uses. This site is not currently served by transit. City planners have found that the development is pedestrian friendly and that it is oriented to the street frontage. There has also been some strip development along Yelm Avenue.

While the city has not seen much mixed use development, there has been some residential infill occurring in downtown with the construction of duplexes. The city has been much more successful attracting residential development than commercial and industrial, thus making this a commuter community. City planners believe that Yelm is on the edge of attracting more jobs to the city, changing its bedroom community status.

2.5 Future Land Use and Development

All of these jurisdictions have developed plans and zoning codes that support mixed use and improved density to encourage use of all modes of travel including transit, walking and biking. However these changes will only affect new development. Outside of the core areas, land use in the Intercity Transit area will continue to be suburban in nature. Most residential development will remain low density, that is less than 6 units per acre and large sections of low density residential neighborhoods will have no mixed use or

commercial activity within them, thus discouraging walking and biking. It is therefore essential that the cities encourage the developers to build allowed mixed uses and at the highest densities permitted in zoning codes.

3 OFF-STREET PARKING

In addition to land use, parking availability and cost are important tools to encourage alternatives to driving alone. The less parking and the more expensive it is, the less likely people will drive their cars. Jurisdictions have two ways they can manage parking (not including building public parking). They can:

- Manage on-street and public parking by charging for it, regulating the time allowed to park in spaces, developing parking permit programs etc.
- Regulate the provision of off street parking through the development code.

The City of Olympia is managing its on-street parking. It has installed 2,200 parking meters that cost $0.35 an hour at the nine hour meters located outside the core and $0.50 an hour at the three hour meters. There are also about 300 park–for-free 90-minute spaces. According to the parking program staff, about a third of these spaces are used by long term parkers who move their cars every 90 minutes. In addition, some of the state departments charge monthly rates of $10 to $20 for off-street parking. The City may want to consider raising the price of parking and working with the State to have them increase the cost of off-street parking.

All four jurisdictions regulate and require new development to provide off-street parking. As the table below shows the required numbers of spaces is similar. For some uses in some of the communities, there is an allowed range. In Olympia the requirement is set at one number depending on the use. Yelm has a minimum with no maximum defined. Without a maximum defined, developers may overbuild parking.

Required Off-Street Parking by Jurisdiction by Use

USE	Lacey	Olympia	Tumwater	Yelm	ITE* Average Peak Parking Demand
Single Family	2 spaces	2 spaces	Min 2	Min 2	1.9
Multi family	1.5 Spaces	1.5 spaces for more than three units In Central Business District-exempt In High Density Corridor-1 space per unit	1.5 spaces per unit plus 1 guest space for every 10 units	Min-2	Suburban within an urban growth boundary-1.4 Central city, not downtown-1.2
Retail	Min-2 Max-4 Per 1,000 GSF in mixed use locations	3.5 Per 1,000 GSF In High Density Corridor 2 spaces per 1,000 GSF	3.5 spaces per 1,1000 GSF	Min-4 per 1,000 GSF	
Regional Shopping Centers	Min -3 Max-6 Per 1,000 GSF				2.7 per 1,000 GSF- not in December
Office Building with on-site customer service	Min-2 Max-4 Per 1,000 GSF	For buildings up to 2,000 GSF 1 space for every 250 GSF For buildings of over 4,000 GSF 1 space for every 400 GSF	For buildings up to 2,000 GSF 1 space for every 250 GSF For buildings of over 4,000 GSF 1 space for every 400 GSF		Suburban-2.8 spaces per 1,000 GSF Urban -2.4 per 1,000 GSF

* Institute of Transportation Engineers Parking Generation 3rd Edition

Each jurisdiction has programs to allow changes in the required off-street parking or to give bonuses to build to the minimum requirement. In Lacey, a developer who builds at the minimum amount of parking allowed receives a five percent trip reduction in the calculation of traffic impacts and any developer who builds at or below the minimum and includes significant transportation demand strategies is eligible for an additional five percent trip reduction bonus. Also about 10 percent of off-street parking must be assigned to car pools.

In Olympia the parking requirements are reduced by ten (10) percent for uses in the High Density Corridor Districts High, Neighborhood and Urban Villages, and within the Downtown.

In Tumwater, development can request a decrease or increase of up to 40 percent after the developer fully explores shared parking opportunities, on-site park and ride options, complies with commute trip reductions, is no closer than 300 feel from a single family residential zone and the appropriate analysis has been conducted. City of Tumwater officials state that though they have been asked for decreases they have denied them because of parking problems in residential neighborhoods.

The City of Yelm may allow the overall parking ratios (stalls/floor area, people or employees) to be reduced for buildings of 5,000 square feet or more. Reduction in parking areas may include any combination of incentives such as:

- A coordinated design and shared access to consolidated parking areas linked by pedestrian walkways.
- Multiple parcels, under separate ownership, shall be treated as a single development site if all owners agree.
- In a mixed use development a reduction of the required parking is possible if, through a quantified parking demand analysis, it can be demonstrated that parking requirements for the highest and best uses occur at off-setting peak times.

All jurisdictions allow shared parking and Tumwater gives a bonus reduction in required parking for shared uses. Olympia allows a credit for on-street parking.

Comparison with the Institute of Transportation Engineers findings about parking occupancy for different uses in the table above shows that the municipalities in Thurston County have appropriate requirements. However, as cities continue to develop as pedestrian-oriented, and as Intercity Transit increases service frequency, parking will not be as needed. Therefore Intercity Transit should work with the jurisdictions to decrease the maximum parking required along major transit corridors as service frequency increases.

4 WALKING AND PEDESTRIAN ENVIRONMENT

A pedestrian environment is essential not only to encourage walking, but also transit use and to create a vibrant community. A good pedestrian environment encompasses many things in addition to good sidewalks. An attractive landscaped safe environment that is built to human scale is very important. Pedestrian factors:

- Appropriately sized sidewalks buffered from the traffic either through landscaping or on-street parking.
- Pathways connecting buildings with each other and the sidewalk. These pathways should be separated from vehicular traffic and clearly marked to show that walkers have the right of way.
- A well-defined street edge. This is best achieved by buildings abutting the sidewalk.
- Buildings close to the sidewalk so they are convenient for walkers, transit riders and the transit service itself. Main entrances should face the street.

- Safe frequent crosswalks that are well marked.
- Wide streets are a deterrent to pedestrians. They should have bulb-outs where possible and medians or pedestrian refuges. Wherever possible wide streets should include on-street parking.
- Street lights should be designed for pedestrians and not only vehicles. Pedestrian street lights should be placed no higher than 10 feet.
- Parking should be put behind or along the side of buildings.
- Facing the street, commercial buildings should have windows or other displays.
- Pedestrian amenities such as benches and trash receptacles.
- Blocks should be no more than 300-400 feet between intersections.

Thurston County jurisdictions have taken many actions to create such pedestrian environments and have developed design standards. The Cities of Olympia, Tumwater, Yelm and Lacey have design codes to ensure that the measures listed above get implemented. The City of Yelm defines the following streets as Pedestrian Oriented Streets:

- Yelm, between Solberg W and 4th E
- First, between Mossman SE and Jefferson NE
- Second SE, from Washington SE to Yelm E
- Third SE, from Washington SE to Yelm E
- All streets within 1,000 feet of the intersection of Yelm W and Killion NW

These pedestrian oriented streets must include measures to define the street edge, encourage pedestrian access and develop a pedestrian oriented façade through the use of window displays or transparent windows, pedestrian amenities and pedestrian plazas and artwork. Buildings should have direct access to the public sidewalk and no more than 50 percent of the street frontage may be occupied by parking or driveways. Sidewalks are required to be 12 feet wide and speeds are posted at 25 MPH. The City of Tumwater does not have maximum blocks lengths defined and should consider adopting a policy.

However, because these cities have already developed and are not blank slates, high density corridors, like Martin Way in Olympia and Lacey, have not developed in a pedestrian friendly way. Blocks are long, businesses are set back from the street, there is no on-street parking and crossing five lanes can intimidate anyone. Even the Martin Way Station that has put active uses at the street edge still has a big parking lot between the main store and the street. While there is no easy solution for retrofitting streets like Martin Way, some steps can be taken.

- Increase number of marked crosswalks.
- Slow speed down on the street through high volume traffic calming techniques.
- Study opportunities for on-street parking in selected areas or at off-peak times.
- Where possible, build bulb-outs and mid-crossing pedestrian refuges.
- Ensure that large parking lots are designed as street blocks with streets so that they can be retrofitted in the future (Figure 3).

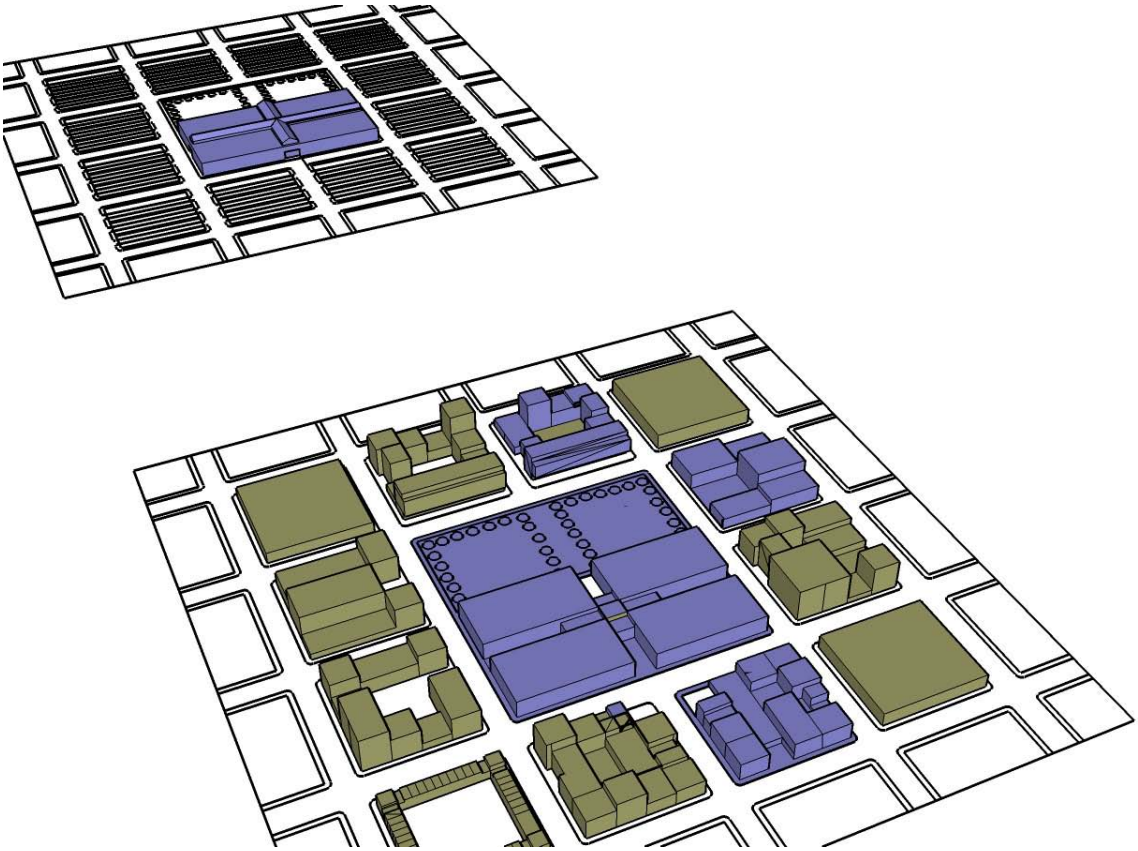

Figure 3: Example of Integrating Parking and Transit

The jurisdictions should consider building 10 foot sidewalks on arterials bordered non-industrial uses. Currently 8 feet appears to be the standard with a 10 foot planting strip. Increasing the width to 10 feet will allow the addition of pedestrian amenities such as benches.

4.1 MULTIMODAL STRATEGY CORRIDORS / MAIN STREET NODES

This report recommends the jurisdictions review their street design standards to encourage development of pedestrian oriented streets. For example, Yelm only allows on-street parking on local streets and the street design standards for the other three jurisdictions do not permit parking on arterials. While this may not seem like a major problem, on-street parking can be a major component of a pedestrian area that supports use of other modes. Currently, a project on Capital Way has discounted the possibility of adding on-street parking because City of Olympia arterial street design standards do not allow on-street parking. The adopted street design standard for arterial streets in Olympia, Lacey and Tumwater is 5-lane cross sections with speeds of 40 MPH. These design standards can make it very difficult for pedestrians to cross streets as well as transit riders to get to their stop.

Thurston Regional Planning Commission, acting as the area Metropolitan Planning Organization has designated certain streets as strategy corridors in the 2005 Regional Transportation Plan. These include:

- Martin Way
- Harrison Avenue
- Yelm Highway

Strategy corridors are high volume arterials in which exceeding , adopted arterial LOS does not automatically trigger a development moratorium as would be required elsewhere., These streets are designated as multi-modal corridors, but with five lanes of traffic, no on-street parking and speed limits of up to 40 miles an hour they cannot be considered pedestrian friendly. However, these streets must move high volumes of traffic. Therefore competition exists between vehicular traffic and pedestrians and bikers

One way to combine these uses is to designate appropriate segments of these streets as Main Streets that are truly pedestrian oriented. These segments would have 25 MPH speed limits, four traffic lanes, medians and turn lanes as appropriate, on-street parking and buildings to street edge. This would slow traffic down and might increase congestion but this technique could be coupled with access management strategies outside the main street corridors that would improve traffic flow.

Main Street corridors should be designated in areas where the zoning and land use requirements support dense pedestrian oriented activities. An example of an existing such corridor is in Lake City Way in Seattle – where high traffic volumes, on-street parking, and pedestrian friendly businesses coincide. Examples of potential locations in Thurston County that could be studied for ways to improve multi-modal use include:

- In Lacey along Martin Way in the areas zoned CBD or Mixed Use High Density
- In Olympia along Martin Way in the HDC1 Zone
- The Capital Way corridor in Olympia
- The Harrison Avenue corridor on Olympia's westside.

5 BICYCLE FACILITIES

All the municipalities in Thurston County require bike lanes when arterial and collector streets are built or upgraded. In most instances this bike lane would be a separate five foot lane on each side of the road or it could be a 10 foot two-way lane. However, in some instances, standards allow a 14-foot outside lane shared by bicycles and motorized vehicles. This can be a practical solution in limited right-of-way but must be used very carefully especially when used where the posted travel speed is greater than 25 miles an hour and average daily traffic is more than about 5,000 vehicles a day. It is often unsafe for bicyclists to use a wide outside lane in these conditions. Moreover, the wide outside lane can encourage speeding. The City of Olympia is exploring a solution to this problem by painting the outside edge of the wide lane so as to visually narrow the lane

Both Olympia and Lacey require set numbers of off-street bicycle parking based on the size and use of the project. Tumwater provides development bonuses for the provision of bicycle parking. Using a set standard ensures that all development will have bike parking.

The Lacey Zoning Code has specific bicycle design standards.

1. The minimum bicycle rack should be grouped into four parking stalls for ease of visibility to the public. Bicycle facilities should be shared among adjoining establishments.
2. Bicycle racks which only support a bicycle front or rear wheel are not permitted. The rack shall be securely mounted to the ground and covered.
3. Bicycle parking spaces should be two feet by six feet with no less than a seven foot over head and a five-foot maneuvering aisle behind each row of bicycle parking.
4. A bicycle parking area should be separated from a motor vehicle parking area by a barrier, post or bollard, or by at least five feet of open space behind the maneuvering area.
5. Bicycle facilities should be located no further from a public entrance than the nearest non-handicapped parking stall.
6. If public bicycle parking is not clearly visible from the main entrance then directional signs should be provided.

Providing specific standards is an excellent idea to ensure adequate facilities are provided.

APPENDIX D: NORTH THURSTON COUNTY REGIONAL GTEC FEASIBILITY ANALYSIS

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North Thurston County Regional GTEC Feasibility Analysis

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North Thurston County Regional GTEC Feasibility Analysis

1. Background – Commute Trip Reduction (CTR) and Growth and Transportation Efficiency Centers (GTEC)

A. North Thurston County Regional GTEC Feasibility Analysis Summary

The new state CTR law requires Commute Trip Reduction Plans for each north county jurisdiction major employers, and provides an opportunity to complete an optional plan for a Growth and Transportation Efficiency Center (GTEC). A focused GTEC program would be expected to result in a more aggressive decrease in employee drive alone rate for an identified area – that would not be limited to major employers in the identified area.

The goal of this feasibility analysis is to:

(1) Analyze the potential for the emergence of Growth and Transportation Efficiency Centers in four north county areas of Thurston County,

(2) Identify any areas that could benefit from a GTEC program now (they have the density, urban form, regulations, services and program commitments needed to meet more aggressive CTR goals.)

(3) Identify the elements or actions that could result in the emergence of additional GTEC areas in the future.

Lacey, Olympia and Tumwater have similar goal and policy vision articulated in their comprehensive plans for city/activity centers. The vision is for some areas to evolve into higher density live, work, shop and play activity centers that will support decreases in the number of employees driving alone to work.

Research on the synergy of density, urban form, and alternative transportation mode support offers some clues about what kind of modes are most likely to be used in an area. The results of CTR program efforts in other areas and in the Thurston County region help to identify what kind of efforts could be successful in an identified GTEC area.

B. Overview and History of North County Centers and Corridors

The first regional transportation plan under new Washington State Growth Management Act rules was adopted in 1993 for Thurston County region. Wide ranging discussions about how and where to grow occurred over two years. The goal was to grow in a way that would best serve current and future land use and transportation needs.

The land use form that was determined is one that still dominates the goals and policies of Lacey, Olympia and Tumwater Comprehensive Plans. That form was - and still is – a focus on city centers or activity centers and the corridors between them. The vision was that concentrated commercial, office, retail and housing in these areas would eventually result in vital live, work, shop and play areas.

The four north county centers identified in this Regional GTEC Feasibility Study and in the regional transportation and local plans includes Downtown Olympia, Olympia's Westside area around the Capital Mall and the city centers of Tumwater and Lacey including their city halls. These areas were envisioned to support transportation alternative modes – at least for employees commuting to and from jobs during morning and evening peak periods.

It was acknowledged that most employees would continue to drive to these areas but that evolving urban form (i.e., a pleasant and safe walking environment that offered some mix of services) would emerge over time. It was also projected that increases in the cost of land would eventually result in structured parking. This would eventually allow the emergence of higher density areas and continuous street edges that contribute to good urban design and the pleasant and safe streets that support pedestrian travel and which are key to decreasing trips in activity centers.

The increased density of jobs and housing in these activity centers and on – or close to - the corridors between them would support increased transit service. It is envisioned that increases in biking and walking would emerge as bike lanes and improved sidewalks also emerged in these areas to support alternative mode use. Transportation Demand Management (TDM) programs that offered incentives and support for users of alternative modes was also envisioned.

These goals and policies were supported by the passage of the first CTR law in 1992. Fast forward 15 years. The goals and policies of Lacey, Olympia and Tumwater for their activity centers are still intact – with development regulations that support the eventual emergence of higher density centers and corridors.

C. What research tells us about conditions that affect our choice of travel mode.

1. Transit Use

A report for the Transit Cooperative Research Program – Transportation Research Board notes that:

> "…People drive not because they want to, but because there are few practical alternatives….Characteristics of a place, such as residential density, street layout, land use mix, transit accessibility, pedestrian and bicycle friendliness and regional development patterns, together determine the most efficient mode of transportation available to the individual. Where these local characteristics work together to encourage automobile use, greenhouse gas emissions will be highest. Where these local characteristics support mass non-motorized forms of transportation, greenhouse gas emissions will be lower…..Higher density of urban development acts both to restrain auto use and to encourage the use of public transit. Average figures from a number of urban areas in the US suggest that at densities between 1 and 7 dwellings per acre, transit use is minimal. A density of 7 dwellings per acre appears to be a threshold above which transit use increases sharply…..The land use policies which will do most for public transportation are those which will help cluster nonresidential floor space in downtown and other compact development patterns."

Transit Supportive Residential Density Thresholds – Source: Ewing 1996

Type of Transit Service	Residential Density Threshold (Dwelling Units I Acre)
Basic Bus Services (1 bus every 30 minutes)	7
Premium Bus Service (one bus every 10 minutes)	15
Rail Services	20-30

Transit-Supportive Employment Density Thresholds – Source: Puget Sound Regional Council 1999

Type of Transit Services	Minimum Employment Density (Jobs / Acre)
Frequent, High Capacity Transit Services	25 (clustered near transit station)
Light Rail	50 (preferred target)

As employment increases in the activity center areas and residential opportunity becomes available these areas can expect increases in transit services. Downtown Olympia and Capitol Campus area and Tumwater city center areas have the highest employment per acre, followed by West Olympia and then Lacey. While employees are not "clustered near a transit station" most employees in the area are close to transit routes that have the most frequent service available. All four identified areas have very low housing density that does not even begin to meet the 7 to 15 unit/acre density. Consequently, transit will continue to serve the transit dependent, and additional employees who choose this mode and who live within walking distance of a transit route.

Transit passes ensure employees have simple and convenient access to transit service. Employers reimburse transit agencies based on use – determined either by ongoing counts or sample surveys. Another alternative is to purchase bus passes as needed on a monthly basis for employees. Free transit passes are available for all State employees, City of Olympia employees and County employees. Lacey and Tumwater do not currently offer this program.

Actions to support Transit use in GTEC areas:

- Increase concentration of jobs and housing in activity centers so that they will eventually reach densities that can support increased transit - or other public transportation service
- Actively promote and solicit infill and redevelopment projects in city center/activity center areas.
- Pursue excellent urban design (buildings and streets) so that riders are attracted to the area, and feel safe as transit riders and walkers.
- Add shelters so that riders are protected from the elements while waiting.
- Give transit passes to all employees willing to consider commuting by bus
- Provide pass information and an incentive for private employers in the area to provide free employee transit passes.
- Pay employees who do not drive alone to work

2. Walking

Research regarding how far people will walk to transit or to shopping opportunity shows that in mixed use areas with good connections people will walk a quarter mile to a half mile depending on the **design, density and diversity** offered in the area. (Source: FTA – Transit Cooperative Research Program – Research Results Digest 2002)

In order to encourage walk trips, design (continuous building street edges, connected street network, sidewalks, and other amenities such as street trees), density, diversity (a mix of uses), are needed to encourage even the shortest walking trips. Other research finds:

- Shoppers resist moving horizontally more than 1,000 to 1200 ft. (4 blocks) but may walk further with visual interest. (Source: Urban Land Institute, 2002, Mixed Use Development Handbook)
- Walking is the mode of choice for nearly all trips of one-tenth mile or less. Walking is chosen only 10 percent of the time when trips reach one-half mile in length. (Source: APA, 1997 Reid Ewing, Transportation and Land Use Innovation)
- Even in more dense neighborhoods with some mix of uses, a shorter distance than one-quarter mile is more realistic (to expect for walking trip length.) Source: WA State Transportation Commission Innovations Unit, 1995, The Transportation Impacts of Mixed use Neighborhoods)

Actions to support walking in GTEC areas:

- Fund and maintain a dense sidewalk network
- Separate the walker from the moving traffic and slow speeds with on-street parking adjacent to sidewalks
- Add pedestrian amenity such as bulb-outs, ADA ramps, street trees, signal timing that favors pedestrians
- Pursue excellent urban design (buildings and streets) so that walkers are attracted to the area and feel safe. Remember that all visitors to the area are walkers at the beginning or end of their trip – this includes those arriving by car, transit, or bike.
- Pay employees who do not drive alone to work

3. Bicycle Riding

Year 2000 U.S. Census data for Thurston County commuters show that most bike commuters are 16 to 34 year olds. Bike commuting drops by almost half in the 35 to 44 year old age group and by half again in the 45 to 54 year old age group.

Sources: 2000 Census CTPP and PUMS datasets, TRPC

	Percent of Commuters by Mode (i.e., exclude work-at-home)							
Age Group	SOV	Carpool	Bus	Bicycle	Walked	Other	Worked at home	Grand Total
16 to 24	70.2%	15.9%	5.1%	1.9%	6.4%	0.5%		100.0%
25 to 34	77.5%	13.4%	3.3%	1.1%	4.0%	0.7%		100.0%
35 to 44	81.0%	14.4%	1.5%	0.6%	1.9%	0.5%		100.0%
45 to 54	84.4%	11.2%	1.3%	0.4%	1.9%	0.8%		100.0%
55 to 64	82.1%	12.7%	1.7%	0.7%	2.7%	0.1%		100.0%
65 to 74	83.7%	11.4%	0.3%	0.0%	4.3%	0.3%		100.0%
75+	73.8%	14.3%	0.0%	0.0%	7.1%	4.8%		100.0%
Total:	79.8%	13.3%	2.3%	0.8%	3.1%	0.6%		100.0%

This does not diminish the need to provide a bike network that can offer safe and convenient travel options for school children riding to school and commuters riding to work. It is a clean mode of transportation that is good for the environment and the health of the cyclist, and an integral part of any transportation strategy. The percentage of trips by bike may be only 2% to 4% of alternative mode use. However, because biking has low on-going operational costs to government and the user, compared to transit and ridesharing, this is a highly efficient mode to promote. In a city/activity center setting with density (housing and jobs), design (continuous building street edges, connected street network, bike routes and bike racks and sidewalks), and diversity (mix of uses) higher percentages of residents will bike or walk to work.

Actions to support bike riding in GTEC areas:

- Identify, connect and stripe a network of bike routes
- Incorporate in-pavement sensing devices at signalized intersections that are sensitive to the presence of bikes – not just cars.
- Extend bike trail plans and bike networks including wide shoulders throughout the area to encourage longer distance riders
- Make bike racks readily available and include bike lockers at work sites
- Have shower/locker rooms available for bike commuters
- Provide a grant program to assist businesses and building owners to retrofit to install bike parking and showers
- Educate both bike riders and car drivers to the rules of the road with the goal of decreasing conflict and accidents
- Pay employees who do not drive alone to work

4. Travel Demand Management (TDM) – Including Carpool/Vanpool; Park and Ride; Programs that inform, encourage, and offer incentives: Teleworking, Flextime and Compressed work week, and Parking Management.

TDM measures focus on reducing transportation system demand. TDM encompasses strategies intended to support personal travel choices that reduce the need to drive alone at peak periods. TDM tools have the greatest potential to reduce drive alone trips over the next several years since most trip reduction is likely to continue to result from carpooling, vanpooling and “flex work” arrangements. Twelve percent of commute trips in Thurston County are made by carpool/vanpool.

Over time, effective land use planning that focuses growth in activity centers will result in additional trip reduction. Additional opportunity to live close to work will attract some employees and will add to trip reduction. The way a community is built – the kind of travel options it provides – and the effort put into informing and encouraging trip reduction will influence individual travel behavior.

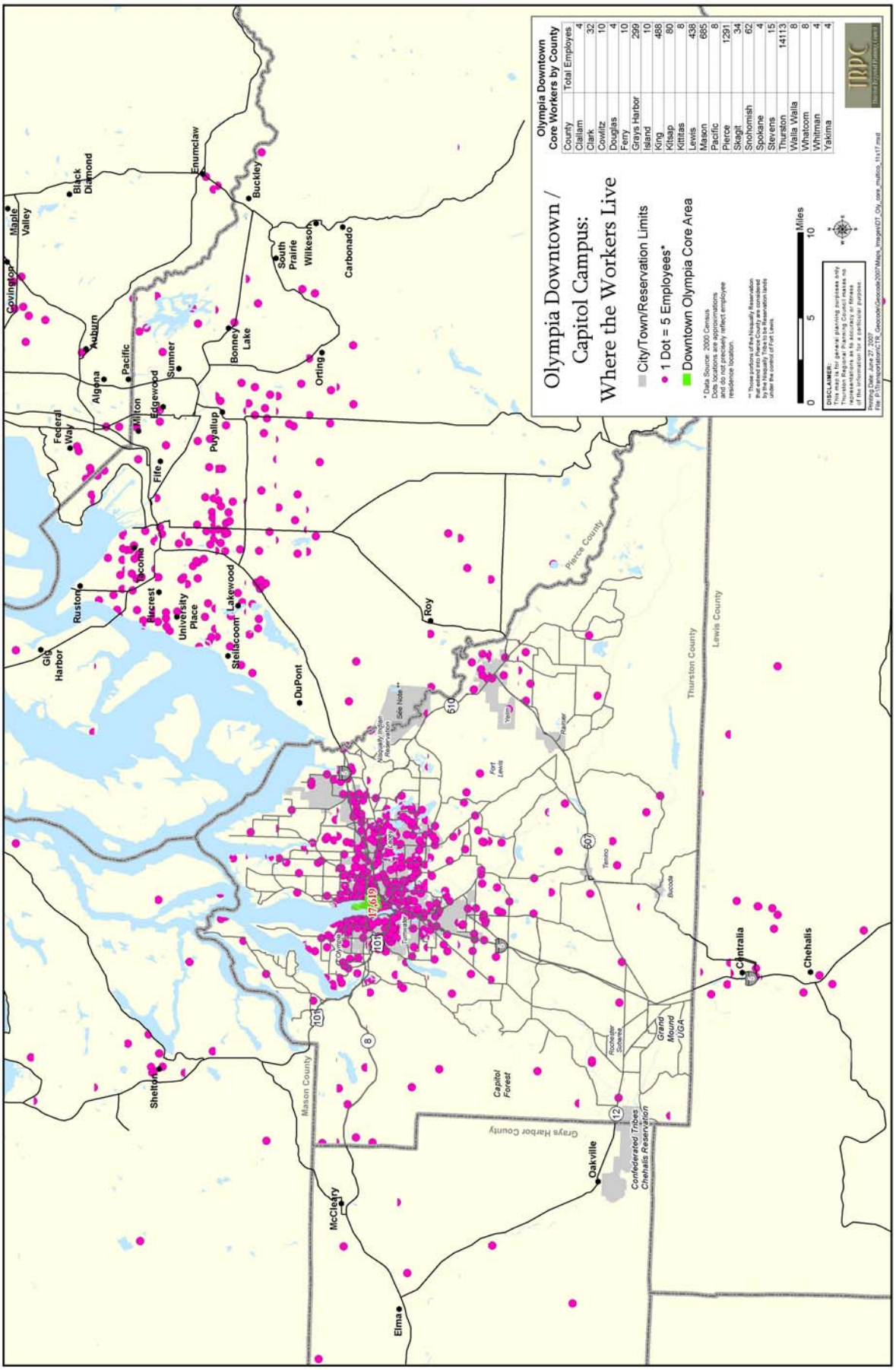
Workers at Workplaces in Thurston County
Sources: 2005 American Community Survey – Workers 16 Years and Over, Census, TRPC

	Number							
	SOV	Carpool	Bus	Bicycle	Walked	Other	Worked at Home	Grand Total
Total:	87,574	13,236	1,755	914	2,288	592	3,959	110,318

	Percent of Workers by Mode							
	SOV	Carpool	Bus	Bicycle	Walked	Other	Worked at Home	Grand Total
Total:	79.4%	12%	1.6%	0.8%	2.1%	0.5%	3,6%	100.0%

Carpool

The attached map illustrates why carpools (and vanpools) are – and will continue to be the most used – and viable – trip reduction travel option. The map shows where the employees live, who come to work in downtown Olympia and the Capital Campus each day. There are close to 20,000 workers who come to this area to work each day, but limited opportunities to live in – or close to downtown in the surrounding moderate density older neighborhoods. Workers residences are spread throughout the county and beyond – making carpooling or vanpooling the most viable options for trip reduction now and in the foreseeable future.


Olympia Downtown / Capitol Campus: Where the Workers Live
City/Town/Reservation Limits
1 Dot = 5 Employees*
Downtown Olympia Core Area
* Data Source: 2000 Census
Dots locations are approximations and do not precisely reflect employee residence location.
** Those portions of the Nisqually Reservation that extend into Pierce County are considered by the Nisqually Tribe to be Reservation lands under the control of Fort Lewis.
Olympia Downtown Core Workers by County
County | Total Employes
Clallam 4
Clark 32
Cowlitz 10
Douglas 4
Ferry 10
Grays Harbor 299
Island 10
King 486
Kitsap 80
Kittitas 8
Lewis 436
Mason 685
Pacific 8
Pierce 1291
Skagit 34
Snohomish 62
Spokane 4
Stevens 15
Thurston 14113
Walla Walla 8
Whatcom 8
Whitman 4
Yakima 4
0 5 10 Miles
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File: F:\Projects\GTEC_Geocode\Geocode2007\Maps_Images\GT_Oly_core_multicc_11x17.mxd
TRPC
Thurston Regional Planning Council
Olympia
Lacey
Tumwater
Yelm
Rainier
Tenino
Bucoda
Centralia
Chehalis
Roy
Puyallup
Sumner
Bonney Lake
Orting
Buckley
Enumclaw
Black Diamond
Maple Valley
Covington
Auburn
Algona
Pacific
Milton
Edgewood
Federal Way
Fife
Tacoma
Ruston
Gig Harbor
Fircrest
University Place
Lakewood
Steilacoom
DuPont
South Prairie
Wilkeson
Carbonado
Shelton
McCleary
Elma
Oakville
Grand Mound UGA
Rochester Suburbs
Capitol Forest
Confederated Tribes Chehalis Reservation
Nisqually Indian Reservation
Fort Lewis
Mason County
Grays Harbor County
Pierce County
Thurston County
Lewis County
101
8
12
5
510
507

Parking Management

A cheap and plentiful supply of parking for employees is the single most important factor contributing to continued high commute drive alone rates. Property owners and business in activity centers can benefit from parking management by freeing up parking spaces for customers or by freeing up land for business expansion and development of additional business. Surface parking in activity centers detracts from good urban design unless the parking is behind buildings. Surface parking lowers the density, and the concentration of live, work, shop and play activities and encourages making a car trip for each destination in the activity center.

Acknowledging the true cost of parking is a central element of any city/activity center commute trip reduction program that hopes to achieve aggressive alternative mode goals.

Employer provided financial incentives reward trip reduction and promote use of alternatives to driving alone. Parking fees can be used to pay for programs. These efforts, once in place, are simple to maintain and effective.

A jurisdiction or a Growth and Transportation Efficiency Center (GTEC) organization program could include:

- Providing information and guidance on managing the parking supply could be provided to employers.
- Managing private lots within a GTEC area on behalf of employers, property or business owners
- Providing incentives for employers to implement financial incentive programs.

A GTEC is a group of business and employers in an area working together to reduce trips. Shared services, communication and programs are efficiently provided to groups of businesses. Ideally a GTEC is managed by a public/private partnership since outreach to business as well as monitoring and reporting functions will be necessary.

Actions to support Travel Demand Management (TDM) programs in GTEC areas:

- Recognize TDM success depends on good urban design principles of density, design and diversity. Some potential carpool and vanpoolers will be reluctant to participate if they cannot easily, pleasantly and safely get to places to eat, shop, walk and recreate at lunch breaks.
- Implement parking management by decreasing or eliminating easy and cheap parking. Use employee parking fees for incentive funding or program funding.
- Discuss and implement regional activity/city center maximum parking requirements; eliminate minimum parking ratios in these areas; review and decrease maximum parking requirements as much as possible.
- Set commute trip reduction goals and put programs in place that can succeed in meeting the goals. Identify funding sources and an organization to support an effective program **(See Lloyd District example below)**
- Inform and communicate commute options, benefits and plans.
- Offer incentives (pay for each day not driving alone to work, offer gift certificates etc.), flex work options and programs such as guaranteed ride home in emergencies, and parking management to reach goals
- Enhanced, targeted carpool and vanpool match program
- Build strategically placed park and ride lots

- Locate additional employment and high density housing in and close to the city center/activity centers to reach basic employment goals (25+ employees/acre) and residential goals (7-15+ units/acre).

D. Results of Focused CTR Programs

1. The Lloyd District – An Example of an Aggressive and Effective Focused Commute Trip Reduction Program in an Activity Center

Source: Lloyd District Regional Center Plan and Progress, Rick Williams Consulting, December 2006

The experience of the Lloyd District in Portland illustrates what a focused program that includes parking management can accomplish. The Lloyd district was targeted to capture 20,000 new jobs and 4000 housing units. Analysis showed that if commuter drive alone percentages were to remain constant over the 20 year plan horizon, traffic congestion would exceed standards and strangle the district. In addition, the cost of supplying parking at current rates (3.5 stalls/1000 SF) was not financially feasible.

Property owners and business opted to form the Lloyd District Transportation Management Association in 1997 with the goal of decreasing drive alone rates from 72% (in 1994) to 33% over 20 years. By 2004 they had reduced drive alone rates to 41%.

Initiatives that led to success include:

Regional Level Initiatives

- **Urban Growth Boundary/Centers Concept** – urban growth boundary focused regional attention on managing "up rather than out" and gave impetus to find more efficient and innovative ways to manage congestion and access in and out of urbanizing centers.
- **Regional Parking Maximum Rations for New Development**
  Established regional maximum parking ratios for most commercial office development within center areas served by transit. Ratios were more generous in areas with less transit service. This was the first sep toward "leveling the playing field" for managing access and parking development.
- **Transit agency – special consideration strategy** – Correlated to regional parking maximums – transit adopted a strategy designed to reward jurisdictions that implemented measures and programs that encouraged increasing transit ridership. Measures included: elimination of free commuter parking, maximum parking rations that were more aggressive than the regional standard, agreement to bulk purchase employee transit passes, restrictions/prohibitions on surface parking lot development.

Local and Private Level Initiatives

- **Adoption of jobs/housing goals** – especially the jobs goals which are important to evaluating the impacts of the vision on the district's transportation systems.
- **Adoption of mode split targets for all modes** – programs, products and infrastructure decisions were required to be evaluated (i.e. How does this idea or program facilitate getting to the 42% transit mode split?") The results showed that more creative, innovative and new ways of thinking had to be pursued.
- **Eliminate free commuter parking** – Seminal initiative demonstrated commitment and recognition of the long-term consequences if mode split goals were not achieved.

- **Support for parking maximums for new development at rates less than the regional requirement** – Recognized that the regional maximum of 3.41/1000SF would not result in desired mode splits. The Lloyd District adopted maximum ratios for commercial and retail development of 2.0/1000 SF.
- **Elimination of minimum parking requirements** – based on the recognition that the market would determine the appropriate level of parking for projects within the parking maximum.
- **Prohibition on new surface parking** – Recognition that the district could not achieve the employment goals if the district continues to build surface parking lots.

Partnerships

- **Exemption from major employer CTR state rules –** the Lloyd District LTMA was given an exemption to report as a district – removing the program and reporting that was required of large employers (affected work sites).
- **New direct route transit with increased pass sales** – transit provider (TRIMet) and the LTMA negotiated a partnership that linked the number of new employee transit passes sold in the district to the provision of new transit service to the district. One new direct route was added to the district for every 2000 new passes sold. This agreement followed the action to remove free commuter parking from the district and implementing on-street metering.
- **Creation of PASSport annual employee transit pass** – a discounted annual pass is based on transit mode splits for the district.
- **Revenue sharing (meters/pass sales)** – agreement with the City of Portland to allocate the majority of net meter revenue back to the district in return for parking management and aggressive pass sales goals/targets. As the central point of sales for PASSports the LTMA receives a 3% commission on the sales of the passes.
- **Formation of the LTMA and Business Improvement District** – The LTMA provides a strategic forum for all the partnering agencies and the business community to come together. It also is a central resource for delivering programs, accessing the business community and monitoring and reporting on success measures developed. Originally the LTMA was funded by meter revenue, regional grant money (CMAQ) and commissions from transit pass sales. A Business Improvement District with an assessment on commercial property ownership assured that the LTMA would not be a dues based organization (common for many Transportation Management Associations – TMA's).
- **Business Energy Tax Credits (BETC)** – Oregon State provides a BETC that makes investments in energy saving measures, which include investment in employee transportation benefits programs. The BETC provides a 35% credit against business income taxes. Businesses transfer their credits to LTMA who sells those credits on the open market (much like federal air quality credits). This program provides $200,000 annually in funds for the LTMA. In return for the transfers from the businesses the LTMA invests in an agreed upon list of priority infrastructure projects within the district.

Overall the ability for the Lloyd District to create a business supportive access environment came together as a result of a number of mutually reinforcing strategies and partnerships. Each element was implemented due to the fact that both the public and private sector derived benefit and leverage from their involvement in implementing that specific element.

Specific results that have transpired since implementation of the Lloyd District Partnership Plan in 1997 include:

- Employee transit commute mode splits have increased from 21% (1997) to 41% (2005 for LTMA members and from 10% to 30% for non-LTMA members.
- Employee bicycle commute mode splits have increased from 1% to 5% members and non-members.
- Pedestrian commute trips are up 46% over the past three years
- Commercial office vacancy rate fell from 12% (2001) to 3% (2005) resulting in increase of 3.000 net new employees to the district.
- Average built ratio of parking has decreased to 1.95 stalls per 1000 SF (from 3.5 per 1000 SF)
- Over 1.3 million SF of new public/private development has taken place in the district since 1995 with no net increase in total parking supply. This includes the expansion of the Oregon Convention Center (doubling its size) with no addition of new parking
- Employee annual transit pass sales have increased from 1,250 in 1997 to 6,000 in 2005.
- LTMA member businesses invest over $1 million annually private in the LTMA transit program
- Three new direct route bus lines have been added to the district since 1997 as a result of partnership agreement success in meeting pass sales goals. Service hours have also been increased on existing routes.
- Fareless area was extended to the Lloyd District from downtown as a result of achievement of goals.
- Annual reduction of 3.9 million vehicle miles traveled (VMT).

Conclusion: Significant process, information, cooperation among stakeholders, and aggressive action was required to get such results (SOV trip reduction from 72% in 1994, to 60% in 1997 (when the TMA was formed), to 41% in 2004.

2. Seattle CTR Study

A study of the impact of employer-based programs on transit system ridership and transportation system performance showed that the demand management program had a significant impact on traffic congestion, travel delay, fuel savings and emissions. The disproportionate impact of TDM is perhaps the most significant finding with respect to communities. Even a small reduction (4 percent) in vehicle trips could also result in significant impact on the transportation network.. Though there was a reduction of about 29 percent in vehicle trips, other system performance measures such as decrease in delay in vehicle-minutes, emissions, energy consumption, and spatial extent of congestion (i.e. decrease in lane-miles that takes 30 percent longer to travel) decreased by approximately 70 percent. This reinforces the “tipping point” impact TDM can have on congestion.

Clearly, every little bit helps. (Source: Impact of Employer-based Programs on Transit System Ridership and Transportation System Performance – Phil Winter et al.)

3. Tumwater CTR Site Focused Program

How the lessons of the focused CTR program could be used for city/activity center areas.

E. Goals, Targets, and Criteria for CTR and GTEC areas

GTEC goals and targets must exceed the minimum goals and targets established in the applicable local and regional CTR plan. The CTR minimums are, for peak period commute trips, from 6 a.m. and 9 a.m., between the base year 2005 and target year 2011:

- 10 percent reduction in the single occupancy vehicle (SOV) rate, and
- 13 percent reduction in vehicle miles traveled (VMT).

<u>Proposed GTEC Regional Criteria</u>

GTEC plans must also meet the following minimum regional land use and transportation related criteria at establishment:

1. GTEC plans must be consistent with and support the goals of local and regional CTR plans, local comprehensive and transportation plans, the regional transportation plan and local transit plans.
2. The GTEC district must have a density of 7 dwelling units per acre and/or 25 employees per acre.
3. The GTEC district must be served by primary, trunk and/or express transit service. If served by a primary or trunk route, headways should be 30 minutes or less during the peak periods and for most of the day. The GTEC plan must address needed transit improvements to substantially increase transit ridership in the GTEC district. The transit element should result in frequent transit service in the GTEC district which could be achieved through shorter headways, additional routes and/or other transit strategies. The GTEC plan must include letters of support from affected transit service providers serving the GTEC district.
4. The GTEC district must include a strategy corridor.*
5. The GTEC district must have maximum parking ratios established for new commercial and residential development.
6. The GTEC district must be regulated by a parking management program to impact parking demand. If a parking management plan does not already exist, the GTEC plan must address development of a parking management plan.
7. The GTEC district must include established bike routes.
8. The GTEC district must be subject to sidewalk connectivity policies and/or regulation.
9. The GTEC district must be subject to bicycle and pedestrian supportive building design and siting regulations.

* Strategy corridors, identified in the Regional Transportation Plan (RTP), are places where road widening is not a preferred option to address congestion. These corridors may already be at their maximum 5 lane configuration (the regional policy), are physically constrained by built or natural elements, or are located in environmentally sensitive areas. As a result, development of alternative modes of transportation (like increased transit, and bicycle and pedestrian facilities) is especially important in these corridors.
See Map 5.

2. GTEC Feasibility Study Planning Areas - Analysis of Areas with the Highest Employee Density

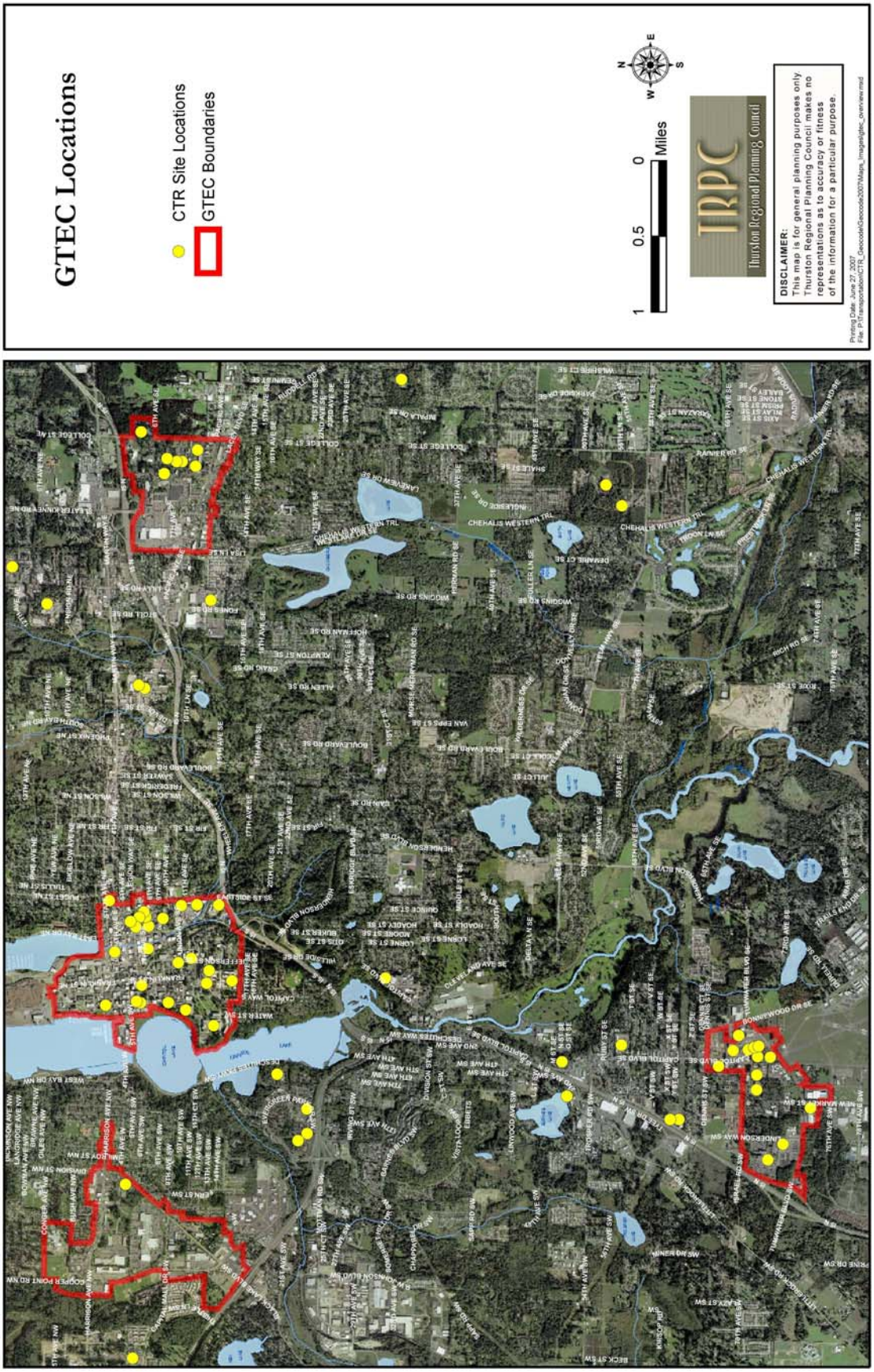
A. Olympia Downtown/Capitol Campus

B. Olympia Westside

C. Lacey City Hall

D. Tumwater City Hall

Map of GTEC Feasibility Study Analysis Areas



A. Olympia Downtown/Capitol Campus - Climate for Trip Reduction

1. Policy and regulation checklist

a. Vision, and Goal/Policy Support

The vision, goals and policies for downtown are complete and clearly articulate and acknowledge the elements that are important to achieve aggressive commute trip reduction goals (Policy T1.5 of Olympia's Comprehensive Plan sets a goal of decreasing drive alone commute trips to downtown from 75% in 2001 to 59% in 2010.) The plan acknowledges that CTR efforts will be key to eventually reaching the drive alone commute goal. Increased density including the addition of housing zones in high amenity areas downtown have been added to the plan since first adoption in 1994, as well as parking management programs that continue to evolve toward elimination of free parking in the downtown.

b. Development Regulation Support

Development regulations support higher density infill, and redevelopment. Allowed (permitted) land uses support emergence of a vibrant urban mixed use area. Development standards encourage maximizing the use of land in order to encourage higher density uses in the area.

c. Design Guideline Support

- Special design guidelines have been developed to encourage development of the kind of streetscape and built edges that encourage travel on foot in the downtown.
- The Pedestrian Street Overlay Zone identifies "A" streets (the main pedestrian streets) and "B" streets (secondary pedestrian streets) where some added requirements will assure that these main pedestrian routes evolve into continuous street edges despite the possibility that elements such as structured parking will be built.
- Other design guidelines applicable to downtown include Basic Commercial Design Criteria; Downtown District Design Criteria; Multifamily Residential Design Criteria.

d. Employment Density and Infill Incentives

- The City has worked to encourage state offices and other employers to locate in downtown.
- The City assigned a staff person to help get a new state office approved and built in record time.
- The City will build its new city hall closer to the core of downtown (and closer to the transit station). The existing city hall on the edge of downtown will be used for a court and police station.

e. Housing Density and Infill Incentives

- After a North Downtown Study, the City succeeded in getting a senior housing project built in downtown close to the Olympia Center where senior programs are available.
- The City has set aggressive housing density goals and has worked to identify the market and rezone some areas for housing to make sure that housing is built on the identified high amenity sites.
- The City has worked to reach an agreement with a developer to build housing on a site owned by the City.
- The City has adopted a Special Valuation for Multifamily Housing built in the downtown. This 10-year property tax exemption for development of 4 or more additional units of housing acknowledges the added costs associated with building infill or redevelopment projects in a city center where there are issues of contaminated soils, structured parking, redevelopment or repair of street edges and streets, special design guidelines, public scrutiny, and traffic management during construction.

f. Parking Management

The City has aggressively pursued parking management. Surveys have informed the discussions. As parking has become less available, the city has taken action to:

- charge for parking and is in discussion to eliminate any remaining free public parking
- eliminate parking requirements for downtown housing and reduced requirements for other uses
- encourages shared parking as well as credit for adding trip reduction programs or services for employees
- put a variance procedure in place that allows requests for less or more parking than is required. The City reports that with the increase in the cost of land that requests are for less – not more – parking

Downtown Olympia GTEC

General Description: Downtown Olympia GTEC
CTR Sites: Many State and Local Government Sites

Existing and Planned Land Use Conditions

For CTR Work Sites (2005 Survey)		*For the General Area (half mile from center of cluster)*	
# of CTR Work Sites:	37	Total Dwellings:	1,456
# of CTR Sites Reporting Employees:	37	Dwellings per acre:	2.7
# of Affected Employees	7,456	Total Employees in Cluster:	19,850
Total Employees at CTR Sites:	11,227	Employees per acre:	36.2

Sidewalks and Bike Lanes at CTR Sites

Sidewalks onsite:	most	Bike Lanes onsite:	some
Within three blocks:	yes	Within three blocks:	yes

Existing and Planned Transit Services and Facilities at CTR Sites

Bus Stop onsite:	some	Within three blocks:	yes

Drive Alone Rate at CTR Sites: 71.5%

Existing Parking Conditions at CTR Sites

# Employees per Parking Stall:	1.73
Average Monthly Charge:	$17.50
On-street parking in vicinity:	yes

Top Three Modes of Travel of Employees at CTR Sites (other than drive alone)

Carpool	11.7%
Bus	3.8%
Compressed schedule	1.8%

Top Three Things that Survey Results show will encourage CTR in Worksites in this Cluster

Opportunity to work from home
Financial incentives
Guaranteed ride home

Top Three Commute Alternatives Surveyed Employees are Likely to Use

Compressed Work Week
Telecommute
Carpool

Mode of Travel for All Employees Arriving to Work at Any Time of Day
2000 Census

SOV	77.6%	Bus	3.0%
Carpool	14.0%	Bicycle	1.3%
Vanpool	0.3%	Walk	3.7%

Worksite Locations as of Spring 2007
Survey Data Gathered in 2005
Aerial Photos Flown September, 2004

500 250 0 500
Feet

TRPC
Thurston Regional Planning Council

N W E S

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GTEC FEASIBILITY STUDY PLANNING AREAS – POLICY AND REGULATION CHECKLIST
OLYMPIA DOWNTOWN/CAPITOL CAMPUS

DENSITY	Olympia Downtown	
Current Residential Density = 2.7 units/acre		
Residential mixed use policy/regulation	Allowed	Required
7u/acre or more	Yes – density restricted only by heights allowed	No
15u/acre or more	Yes – density restricted only by heights allowed	No
Current Employment Density = 36.2 employees/acre		
Employment policy		
25 employees/acre or more	Yes, in activity centers	No
Building coverage allowed		
100%	Yes	No
70 – 85%	Yes	No
70% or less	Yes	No
min/max floor area	In downtown housing zones – commercial floor area restrictions	UW-H zone one floor of commercial allowed, remainder of height (65' – 75') must be residential UR zone – very limited commercial
PARKING		
Parking Management	Policy	Regulation
Charge for on-street parking	Yes	Yes
Charge for off-street parking	Yes	Yes, city owned, state and some private lots
Parking exempt area (i.e. City Center)	Yes	Yes, in downtown for housing projects and existing business
Minimum/maximum parking requirement	Yes	Yes, less or more allowed w/variance process approval Reduced requirements in HDC 1 and 2
DESIGN		
Land Use	Policy	Regulation
Vision for area or corridor	Yes	Yes
Incentives for mixed use	Yes	Mf hsg. tax incentive in downtown
Design guidelines	Yes	Yes – Pedestrian Street Overlay: Basic Commercial Design Criteria: Downtown District Design Criteria; Multi-family Residential Design Criteria
Residential density allowed/encouraged in commercial area	Yes	Yes multifamily housing tax incentive
Transportation	Policy	Regulation
Bike/Ped/Transit Amenity		
• Bike racks	Yes	Yes
• Bike lockers	Yes	Yes (unless building without parking)
Bike/Ped supportive design or building siting	Policy	Regulation
Bldg. placement – activity center		
• At street edge	Yes	Yes
• Minimum setback	No	No
• Maximum setback	Yes	Yes
• Pedestrian focused (overlay area)	Yes	Yes, pedestrian street overlay zone in downtown
Off-street parking lot placement restriction		
• Parking behind or on side of bldg.	Yes	Yes

• % street-edge restriction for parking lots	No	100% - no surface parking on "A" (main) pedestrian streets, except 20% of street edge west of Water St. can be surface parking
Street Standards/Design	Policy	Regulation
Bulb-outs	Yes	Yes, with on-street parking
Medians	Yes	Yes
Crosswalks	Yes	Yes
On-street parking	Yes	Yes
Street Trees	Yes	Yes
Planter Strips	No	No
Alternative Mode Support	Policy	Regulation
CTR	Yes – aggressive goal = reduce downtown commute trip drive alone from 75% in 2001 to 59% in 2010	Yes, city employees
Transit	Yes	Bus stops and shelters; transfer station and hub in downtown and Dash (10 minute headway along Capitol Way from the State Campus to Farmers Market transit station in city center)
Carpool	Yes	No
Vanpool	Yes	No
Biking	Yes	Yes, bike plan
Walking	Yes	Yes, sidewalk standards
Park and Ride Lot	Yes	No
Flex time/compressed work week/telework	Yes	Yes, city and state employees
Connected Streets	Yes	Yes
Through-Block connection	Yes	Yes
• Distance between intersections	Allowed	Required
• Arterials		
* 1000 feet or less	Yes	Yes, 500' – 700'
* 1000 feet or more	N/A	N/A
* No restriction	N/A	N/A
• Collector		
* 250' – 800 feet	Yes	Yes, 250' – 500'
* More than 800 feet	No	No
* No restriction	N/A	N/A

Ctrplanning\policy and reg table\Olympia city center policy and reg analysis table

2. Viability for alternative modes

a. How Olympia Downtown/Capitol Campus GTEC Area Employees Got To Work (2000 Census)

Mode Split for GTEC area employees (excludes those working at home)
Sources: 2000 Census, TRPC

	Number						
	SOV	**Carpool**	**Bus**	**Bicycle**	**Walked**	**Vanpool**	**Grand Total**
Total:	13,891	2,500	534	225	660	55	17,901

	Percent of Workers by Mode						
	SOV	**Carpool**	**Bus**	**Bicycle**	**Walked**	**Vanpool**	
Total:	77.6%	14%	3%	1.3%	3.7%	.3%	

b. Land use/transportation supportive urban form

1. Short Term - current and expected evolution

a) **Programs** – The City has plans to continue to implement the aggressive parking management program in the downtown.
- Downtown continues to be the highest priority area for infill and redevelopment

b) **New Initiatives** – Plans for 3 new State Offices on the Capitol Campus are in planning stages.
- Plans for two high-density housing projects that could result in more than 130 additional housing units in downtown are in review stage.
- Plans for a new City Hall closer to the core of downtown and closer to the downtown IT Station are in the planning stage.
- Additional development on 17 acres of Port property in the possible GTEC area is in the planning stage.
- The new Public Works standards that include bulb-outs and ADA ramps on all downtown streets with on-street parking.
- The new sidewalk program funded through private utility tax will continue to add to the completion of the sidewalk network.
- Continued completion of the identified bike network as road maintenance and improvement occurs.

2. Long Term – expected evolution by 2030

- Downtown density goals remain in the plan. Some infill and redevelopment expected. Higher density hoped for with continued addition of state and private offices and both rental and for sale housing. Once new high density housing confirms market viability – especially for housing - densities may exceed the projections in downtown. Increased density in neighborhoods throughout the City will increase opportunity for carpooling. Increased density within walking distance of transit routes

will result in increased ridership and support more transit service over time. Completion of sidewalk and bike networks will encourage walking and biking – including by commuters.

c. Short term viability for:

1. Carpooling – the mode with the most potential in downtown and the Capitol Campus as workers trips are likely to continue to originate from a wide variety of places

   - Support expansion of Intercity Transit (IT) ride match system focusing on a program that provides a smaller scale match system within a neighborhood or within downtown/Capitol Campus GTEC worksite area

   - Offer free parking passes for registered carpoolers on street or in City or State lots

   - Enlist Olympia Neighborhood Associations to promote ridesharing and connect residents with ride match services

2. Vanpooling – Long distance commute trips are projected to increase (doubling over 20 years). Vanpools will increase as long distance commuters increase (projected to double in 20 years).

   - Support Intercity Transit (IT) efforts to fund expansion of vanpool programs

   - Support WSDOT, transit agency and other jurisdiction efforts to locate park and ride lots for longer distance commuters to encourage vanpools and carpools

3. Transit (service and facilities) – Work with IT to install transit shelters – especially on major routes that lead to downtown.

   - Focus existing programs on the corridors leading to the downtown Olympia and State Capitol Campus area

4. Walk – As employment and housing density increases, and urban form evolves, increased walk trips can be expected. Downtown/Capitol Campus currently provides the most employment density and the most "walkable" area in the county.

   - Complete or improve pedestrian amenity in all Downtown/ Capitol Campus areas including sidewalks, street trees, pedestrian crossing improvements and ADA ramps, lighting, transit shelters etc.

   - Redevelop surface parking lots to add density, moving parking into structures

   - Reduce the number of street edge surface parking lots recognizing the importance of a continuous street edge form to walkability

   - Expect and support excellent building design or redevelopment in order to encourage walking from one place to another

5. Bike – A complete bike network should attract some additional riders. Recognize biking as the nonpolluting, low maintenance mode that it is.

   - Complete the planned bike network on Arterials and Major Collectors in the City using identified City funds and focus
   - Design special treatments for missing links unique to transition areas (i.e. 5th Avenue dam, Martin Way and Pacific "Y", etc.)
   - Provide grant programs to assist businesses and building owners to retrofit and install bike parking, and showers
   - Require that older buildings housing a certain number of employees be retrofitted with bike parking and showers

6. Other TDM -

   a. Parking Management – Parking management and financial incentive programs will continue to be key to additional trip reduction since parking supply and cost are the key influence in a person's decision to drive to work.

      - Encourage employee trip reduction through parking cost and supply
      - Provide information and guidance on managing parking supply to employers
      - Continue to expand and adjust the downtown parking management system, including:
        - Convert City lots to customer parking and 9-hour meters to 3-hour where appropriate and encourage other employers to do the same.
        - Manage private lots within the downtown on behalf of employers, property or business owners
        - Free parking for carpools/vanpools (in specified areas)
        - Limit new employee supply in new garages.
        - Eliminate free employee parking at all City worksites and encourage other employers to do the same
        - Use parking management fees to pay for incentive programs
        - Local tax incentive for charging employees parking fees (i.e. B&O tax)

b. Alternative mode education program

c. Incentive programs
   - Alternative mode use payment

3. GTEC Implementation Plan Ideas (Olympia Downtown / Capitol Campus)

a. Process for establishing an Olympia Downtown/Capitol Campus GTEC

Identify partners, elements of program, and budget. Write plan draft for review and submit with endorsement letters to the state for review and possible funding.

b. Possibility for GTEC Administration

1. Existing organization/s willing to administer? Possibilities include a joint partnership of any of Olympia Public Works, State Departments, Intercity Transit, Olympia Downtown Association, and TRPC (for survey and data management)
2. Possible new organization made up of the above partners with a full time staff under contract with Olympia Public Works.

c. Ideas for GTEC Community Focused Programs

1. Marketing Program: Similar to the campaign during the 4th avenue bridge construction, educate the public and promote the use of alternatives to driving along through events, campaigns, materials, web information, and media outreach. Possible actions include:

a. Employee Commute Guide: Create a commute guide for any resident of the City. Distribute the guide through welcome packets, neighborhood association, and on-line. The guide would review all the commuter services available to residents in the City.

b. Commute Packet for New Businesses: Provide information and resources to small businesses. Include sample policies on parking, telecommuting, and flextime. Provide examples of incentive programs and bus pass programs, and links to ride match services. Provide employee guides. A packet could be provided at the time of business licensing.

c. Grants to Neighborhood Associations: Provide grants to neighborhood association to conduct their own commuter campaigns to promote ridesharing, walking biking and transit.

d. School Curriculum: Develop curriculum and projects for schools about reducing drive alone trips. Integrate with other civic and environmental education.

e. Merchant Discount Program: Registered smart commuters could receive discounts at participating local businesses.

f. Door-to Door-Service Directory: Compile a listing of businesses that provide delivery services such as dry cleaning, groceries, etc. These reduce

an employees need to make other trips during the week, thereby making other modes more convenient.

g. **One Less Car Family program:** Initiate a program whereby families volunteer to give up one car and document their experiences replacing those trips with other modes.

h. **Neighborhood Transit Pass Programs:** Neighborhoods could work with Intercity Transit to provide a pass program whereby passes are provided at a discount if a certain number are purchased.

i. **Flex Car Program:** A fleet of vehicles is managed and maintained for community use by a non-profit organization. Members pay a fee to join the program and signup for use of vehicles. The program allows residents to eliminate the need to own a car or a second car, which encourages the more regular use of alternative modes. The City can participate in the program and use flex cars to meet City fleet needs.

j. **Focus Groups:** Annually, focus groups of community members can provide information on barriers to trip reduction and effective new program elements.

d. City Code and Policy Change

1. **Car Parking Code Alignment:** The code-required amount of motor vehicle parking for office and some commercial land uses should be lowered to a level to support employee CTR. Steps the City must take to amend the code include:
   - Study parking demand at various land uses and revise code to express maximum parking ratio, thereby reducing the overbuilding of parking.
   - Large office building parking supply should be more closely aligned with SOV goals: provide parking to meet a 55 percent single occupancy vehicle rate on any given day at a worksite.
   - The requirement for government office building should be consistent with general office, not higher as is the currently (3.5 stalls per 1,000 sq.ft. compared to 2.5-2.85 per 1,000 sq.ft. for General Office).
   - Commercial parking should be more sensitive to customer parking needs, yet assume employee trip reduction.

2. **Building/Development Features for Impact Fees and Parking Code:** Review TDM requirements in the parking and impact fee code. Consider additional or more widespread code requirements.

3. **Site Design:** Larger new commercial, office or school development must provide a bus stop and turn-around closer than the parking area to make transit more appealing.

4. **Cluster Services:** Review and change to zoning to promote more mixed uses so that auto trips are not required by employees to conduct errands during the day. Solicit businesses to provide more complete services to employees at worksites clusters.

5. **Downtown Housing:** Increasing the downtown housing stock can reduce the need for commute trips. Employees of the Capitol Campus and downtown, who live downtown, can more easily walk. Downtown residents have better access to transit.

6. **Employer Backed Mortgages**: Back City of Olympia employee mortgages for homes purchased in the City limits.

7. **Businesses Apply for Tax Refunds for Incentives:** Establish a program whereby B and O taxes are reduced based on an employers CTR program for employees. The incentive could be provided to businesses that charge employees for parking, provide financial incentives, and provide free bus passes to employees. Tax incentives are provided on the federal level to large employers.

4. Options for Influencing Policy Change - Regional GTEC Discussions

a. Discuss a regional parking maximum policy to include in the Regional Transportation Plan. This could help to equalize and begin to reduce excessive amounts of surface parking as new projects are proposed and built.

b. Discuss ways to incorporate efficiencies and evolution of travel corridors between the four activity centers (Downtown Olympia, Lacey and Tumwater City Hall/town centers, and Olympia Westside)

c. Ideas for Influencing Policy Change

2. **School Programs:** Work with schools to reduce commute trips and mitigate school-related traffic.

   Strategies include:
   - Encourage schools to limit parking supply for students and teachers
   - Complete pedestrian and bike connections adjacent to school property
   - Establish bicycle and pedestrian short cuts to adjacent neighborhoods
   - Establish polices about student driving
   - Establish policies about student drop offs
   - Stagger start times
   - Organize walking school buses

2. **Transit Service and Vanpool Program Expansion:** Work to define and find funding for expanding Intercity Transit's programs.

3. **Management awareness**: CTR's effectiveness requires leadership from management of businesses and organizations. Incorporate CTRs value in to management discussions.

   Possible actions might include:
   - Develop a speakers forum
   - Develop materials for management to foster awareness and support

4. **Introduce CTR as a Topic in Service Clubs and professional Organizations**

5. **Insurance Policies:** Work with the State to encourage more progressive insurance rates for fewer vehicle miles traveled.

B. Olympia Westside Activity Center - Climate for Trip Reduction

1. Policy and regulation checklist

a. Vision, and Goal/Policy Support

- The vision, goals, and policies for West Olympia are complete and clearly articulate and acknowledge the elements that are important to achieve aggressive commute trip reduction goals. The extensive policies for commercial areas - and the Capital Mall specifically -identify the intent that these areas evolve with greater development intensity and activity that will increase their vitality, support excellent mass transit (identified as 10 minute service intervals) and make better use of available infrastructure. The policies acknowledge that most of the commercial area outside of downtown is auto-oriented and characterized by low intensity development.

  The vision is for the areas to evolve into a more urban form that incorporates:
  - good street and building **design;**
  - higher **density** (High Density Corridor areas including the Capital Mall is envisioned to achieve at least 15 units/acre residential density and 25 or more employees per acre); and
  - **diversity,** a more balanced mix of commercial, residential, and recreational uses.

  Most of the Olympia Westside GTEC area identified is within the High Density Corridor-4 district:

  <u>High Density Corridor-4 (HDC-4)</u>. This designation provides for a mix of high-intensity commercial, offices, and high-density multifamily residential uses. Over time this area will transform into a more dense form of community activity centers and as continuous a street edge as possible which balances the access needs of pedestrians, bicyclists, transit riders and motorists. (Ord. 6073, 12/12/00)

  The plan acknowledges that CTR efforts will be key to supporting a transportation network that continues to work for cars but also accommodates transit riders, pedestrians, and bike riders. Transportation policy in the plan notes the importance of continuing to work on encouraging more density in already developed areas in order to meet aggressive reduction in drive alone commute trips over time.

  The plan goes on to recommend regional parking strategies:
  Work with adjacent jurisdictions to establish regionally consistent and coordinated parking strategies since they are key to achieving the commute trip reduction goals of the region.

b. Development Regulation Support

Development regulations support higher density infill, and redevelopment. Allowed (permitted) land uses support emergence of a vibrant urban mixed use area. Development standards encourage maximizing the use of land in order to encourage higher density uses in the area.

c. Design Guideline Support

- Special design guidelines have been developed to encourage development of the kind of connections, streetscape and built edges that will encourage travel on foot in the HDC-3 and 4 areas.
- Other design guidelines applicable to HDC-3 and 4 include:
  - Basic Commercial Design Criteria (Building location and design);
  - Commercial Design Criteria - High Density Corridor (Building orientation, Building design, Surface parking, HDC-4 Capital Mall – Incremental expansion); and
  - Multifamily Residential Design Criteria (Grading and tree retention, Pedestrian and vehicular circulation, Parking location and design, Usable open space, Fences and walls, landscape plant selection, Screening mechanical equipment, site lighting, screening blank walks and fences, Building orientation and entries, Neighborhood scale and character, Building modulation, Building windows, Materials and colors).

d. Employment Density and Infill Incentives

- The City has worked to encourage the evolution of the HDC-3 and 4 area including helping to establish a plan for the evolution of the Capital Mall into a more dense, urban area that will support pedestrian movement from one place to another in the area. The Capital Mall plan details have been adopted into the Olympia Comprehensive Plan.
- The City has partnered with the State Department of Transportation on a West Olympia Access Study to determine programs, connections and transportation projects that can keep the Westside transportation network working as efficiently as possible – for all modes of travel - as infill and higher density occurs over time.

e. Housing Density and Infill Incentives

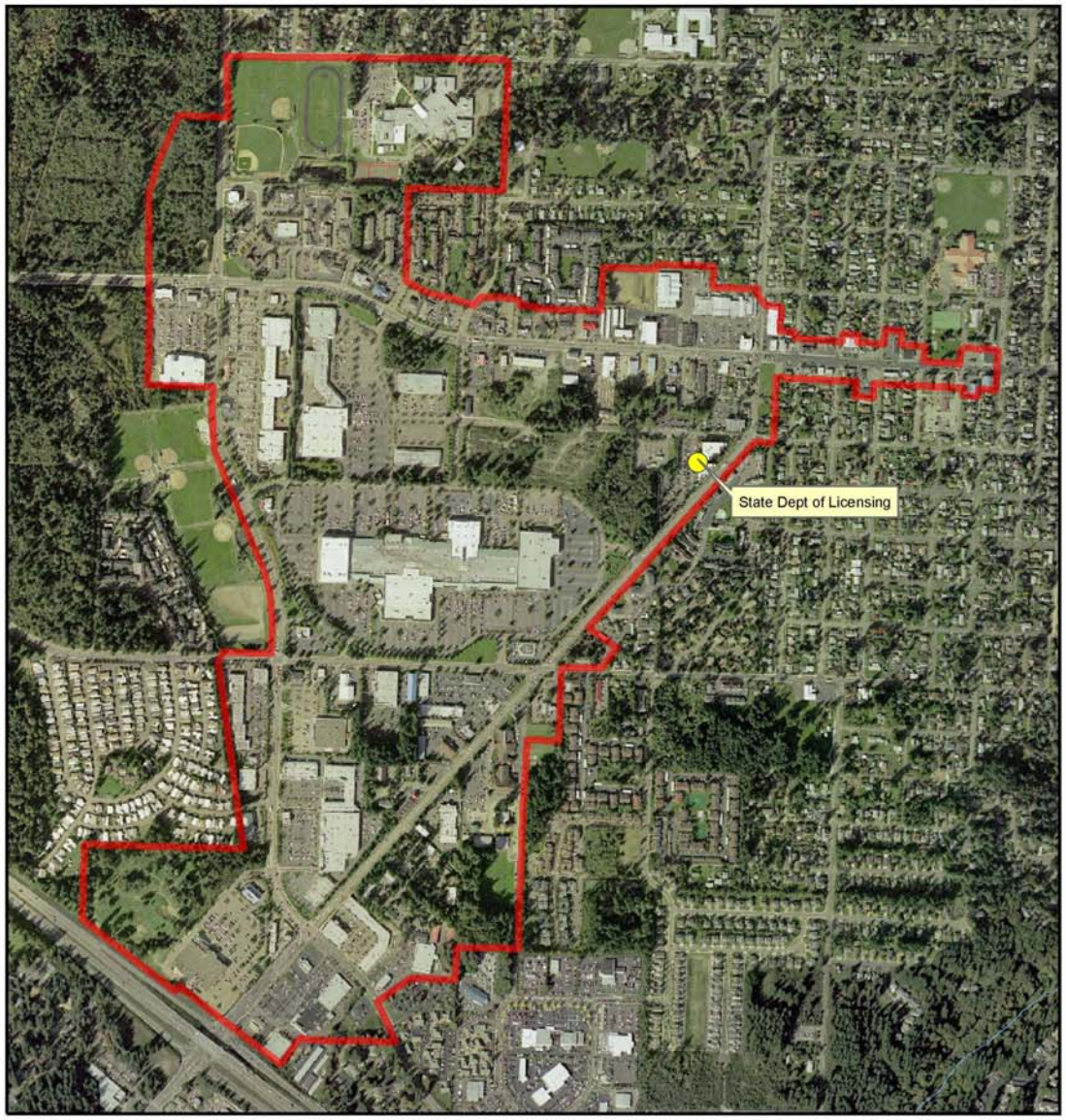
While Comprehensive Plan goals envision reaching 15 unit/acre density and zoning and development regulations allow housing within the HDC-3 and 4 areas, there are no incentives in place to achieve these densities over a large area. However, it appears that the higher density apartments surrounding the Westside GTEC area (zoned Residential 24) are contributing to higher than expected walk to work commuters (6.3%). Transit also has relatively strong employee ridership (6.1%) – a tribute to the good direct transit service available. The City has also worked over the last five years to improve the pedestrian crossings and add amenity such as street trees and medians in some areas.

Both walk and transit trip levels are surprising given the fairly suburban form in the area. The combination of close by high density housing, good transit service, pedestrian improvements, and lower wage retail jobs has encouraged some trip reduction in the Westside activity center area.

f. Parking Management

While there is almost no parking management program on Olympia's Westside (the State Dept of Licensing CTR site charges $10/month for parking), transportation goals and policies clearly identify the importance of the full range of strategies especially parking management that reduces the amount of cheap and plentiful parking for employees.

[The Plan Notes: Making parking less convenient and more costly for employees is the most effective tool for encouraging people to use alternative transportation. Research shows that most employees will continue to drive if they can be assured of an easy and cheap place to park. Parking management is most successful when good alternatives to driving alone are provided for those who choose not to drive.]



West Olympia GTEC

General Description: Retail with one State Worksite
CTR Sites: Department of Personnel site

Existing and Planned Land Use Conditions

For CTR Work Sites (2005 Survey)		*For the General Area (half mile from center of cluster)*	
# of CTR Work Sites:	1	Total Dwellings:	489
# of CTR Sites Reporting Employees:	1	Dwellings per acre:	1.6
# of Affected Employees	377	Total Employees in Cluster:	6,307
Total Employees at CTR Sites:	377	Employees per acre:	20.0

Sidewalks and Bike Lanes at CTR Sites

Sidewalks onsite:	yes	Bike Lanes onsite:	yes
Within three blocks:	yes	Within three blocks:	yes

Existing and Planned Transit Services and Facilities at CTR Sites

Bus Stop onsite:	no	Within three blocks:	yes

Drive Alone Rate at CTR Sites: 70.1%

Existing Parking Conditions at CTR Sites

# Employees per Parking Stall:	1.48
Average Monthly Charge:	$10.00
On-street parking in vicinity:	yes

Top Three Modes of Travel of Employees at CTR Sites (other than drive alone)

Carpool	16.5%
Bus	2.5%
Compressed schedule	1.5%

Top Three Things that Survey Results show will encourage CTR in Worksites in this Cluster

Opportunity to work from home
Financial incentives
Guaranteed ride home

Top Three Commute Alternatives Surveyed Employees are Likely to Use

Telecommute
Compressed Work Week
Carpool

Mode of Travel for All Employees Arriving to Work at Any Time of Day
2000 Census

SOV	73.9%	Bus	6.5%
Carpool	12.1%	Bicycle	1.1%
Vanpool	0.0%	Walk	6.3%

Worksite Locations as of Spring 2007
Survey Data Gathered in 2005
Aerial Photos Flown September, 2004

500 250 0 500
Feet

TRPC
Thurston Regional Planning Council

N W E S

DISCLAIMER:
This map is for general planning purposes only. Thurston Regional Planning Council makes no representations as to accuracy or fitness of the information for a particular purpose.

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GTEC FEASIBILITY STUDY PLANNING AREAS – POLICY AND REGULATION CHECKLIST
OLYMPIA WESTSIDE ACTIVITY CENTER

DENSITY	Olympia Westside	
Current Residential Density = 1.6 units/acre		
Residential mixed use policy/regulation	Allowed	Required
• 7u/acre or more	Yes	No
• 15u/acre or more	Yes	No
Current Employment Density = 20 employees/acre		
Employment policy		
• 25 employees/acre or more	Yes	No
Building coverage allowed		
• 100%	No	No
• 70 – 85%	Yes HDC- 1,2, 3, 4	No
• 70% or less	Yes	No
• min/max floor area	No	No
PARKING		
Parking Management	Policy	Regulation
• Charge for on-street parking	No	No
• Charge of off-street parking	No	No
• Parking exempt area (i.e. City Center)	No	No
• Minimum/maximum parking requirement	Yes	Yes – variance process for more or less parking, reduced requirements in HDC-1 and 2 areas
DESIGN		
Land Use	Policy	Regulation
• Vision for area or corridor	Yes	Yes
• Incentives for mixed use	Yes	No, except special valuation for multifamily in HDC-1 and 2 areas
• Strategy corridor design guidelines	Yes	Yes
• Residential density allowed/encouraged in commercial area	Yes	Yes
Transportation	Policy	Regulation
• Bike/Ped/Transit Amenity		
▪ Bike racks	Yes	Yes
▪ Bike lockers	Yes	Yes
Bike/Ped supportive design or building siting	Policy	Regulation
▪ Bldg. placement – activity center		
❖ At street edge	Yes, HDC-3, except HDC-4 more flexible	Yes, 10' max
❖ Minimum setback	No	No
❖ Maximum setback	Yes	Yes, 10' max

❖ Pedestrian focused (overlay area)	Yes	Yes, HDC Design Criteria; HDC-4 Capital Mall Incremental Expansion Criteria; Commercial Design Criteria; Multifamily Design Criteria
• Off-street parking lot placement restriction		
▪ Parking behind or on side of bldg.	Yes	Yes
▪ % street-edge restriction for parking lots	Yes	Yes, limited to 50% of street edge
• Street Standards/Design	Policy	Regulation
▪ Bulb-outs	No	No
▪ Medians	Yes	Yes
▪ Crosswalks	Yes	Yes
▪ On-street parking	Yes	Yes, some areas
▪ Street Trees	Yes	Yes
▪ Planter Strips	Yes	Yes
• Alternative Mode Support	Policy	Regulation
▪ CTR	Yes	No
▪ Transit	Yes	Bus stops and shelters, possible future transit station (Apital mall vicinity)
▪ Carpool	Yes	No
▪ Vanpool	Yes	No
▪ Biking	Yes	Yes, bike plan
▪ Walking	Yes	Yes, sidewalk standards
▪ Park and Ride Lot	Yes	No
▪ Flex time/compressed work week	Yes	No
• Connected Streets	Yes	Yes
• Through-Block connection	Yes	Yes
▪ Distance between intersections	Allowed	Required
❖ Arterials		
* 1000 feet or less	Yes	Yes, 500’ – 750’
❖ Collector		
* 250’ – 800 feet	Yes	Yes, 250’ – 500’
* More than 800 feet	No	No

Ctrplanning\policy and reg tables\Olympia Westside policy and reg analysis table

2. Viability for alternative modes – Olympia Westside GTEC

a. How Olympia Westside GTEC Area Employees Got To Work (2000 Census)

Mode Split for Olympia Westside GTEC area employees who arrive anytime during the day (excludes those working at home)
Sources: 2000 Census, TRPC

	Number						
	SOV	**Carpool**	**Bus**	**Bicycle**	**Walked**	**Vanpool**	**Grand Total**
Total:	3090	506	272	44	265	0	4180

	Percent of Workers by Mode						
	SOV	**Carpool**	**Bus**	**Bicycle**	**Walked**	**Vanpool**	
Total:	73.9%	12.1%	6.5%	1.1%	6.3%	0%	

b. Land use/transportation supportive urban form

1. Short Term - current and expected evolution
   a. Programs – No new programs in the area.
   b. New Initiatives
      - The new sidewalk program funded through private utility tax will continue to add to the completion of the sidewalk network.
      - Continued completion of the identified bike network as road maintenance and improvement occurs.

2. Long Term – expected evolution by 2030
   - Increased density goals remain in the plan. Some infill and redevelopment expected. Higher density hoped for with continued addition of commercial, office, retail within the GTEC identified area (HDC-3 and 4) and continued increase in housing density adjacent to the area on all sides. Housing density increase within the GTEC area may not occur as competition for commercial will continue. Increased density in neighborhoods throughout the Olympia (and Tumwater and Lacey areas) will increase opportunity for carpooling. Increased density within walking distance of transit routes will result in increased ridership and support more transit service over time.
   - Completion of sidewalk and bike networks will encourage walking and biking – including by commuters.
   - Westside network programs or projects that emerge from the West Olympia Access Study will help maintain circulation in the area and assure viability for additional growth and density in the area.

c. Short term viability for:

1. **Carpooling** – the mode with the most potential as workers trips are likely to continue to originate from a wide variety of places
   - Support expansion of Intercity Transit (IT) ride match system focusing on a program that provides a smaller scale match system within a neighborhood or within Olympia Westside GTEC worksite area
   - Offer preferential parking for registered carpoolers

- Enlist Olympia Neighborhood Associations to promote ridesharing and connect residents with ride match services

2. **Vanpooling** – There were no vanpools reported in the Census data. The Westside commercial/retail businesses do not have a majority of employees arriving at the same time. This is different than the more uniform office environment found in areas such as the State Capitol Campus. Vanpooling expectations in the area are consequently low. However, Long distance commute trips are projected to increase doubling over 20 years. There are currently 15,000 employees that come to Thurston County each day and 30,000 commuters leave Thurston County for outlying areas. These commute figures are expected to double over 20 years. Vanpools may increase as long distance commuters increase (projected to double in 20 years).
   - Support Intercity Transit (IT) efforts to fund expansion of vanpool programs
   - Support WSDOT, transit agency and other jurisdiction efforts to locate park and ride lots for longer distance commuters to encourage vanpools and carpools

3. **Transit** (service and facilities) – Work with IT to install transit shelters – especially on major routes that lead to the Westside Activity Center area.
   - Focus existing programs on the corridors leading into and out of the Westside Activity Center area.

4. **Walk** – As employment and housing density increases, and urban form evolves, increased walk trips can be expected. While lower density and the evolving suburban form that exists today are not thought of as very "walkable," walk and bus commute trips are higher than expected due to area in the county. The combination of close by high density housing, good transit service, pedestrian improvements, and lower wage retail jobs has encouraged some trip reduction in the Westside Activity Center area.

   - Complete or improve pedestrian amenity in – and adjacent to - the Westside Activity center area including sidewalks, street trees, pedestrian crossing improvements and ADA ramps, lighting, transit shelters etc.
   - Redevelop surface parking lots to add density, moving parking into structures
   - Reduce the number of street edge surface parking lots recognizing the importance of a continuous street edge form to walkability
   - Expect and support excellent building design or redevelopment in order to encourage walking from one place to another

5. **Bike** – A complete bike network should attract some additional riders. Recognize biking as the nonpolluting, low maintenance mode that it is.

   - Complete the planned bike network on Arterials and Major Collectors in the City using identified City funds and focus.

- Provide grant programs to assist businesses and building owners to retrofit and install bike parking, and showers.
- Require that older buildings housing a certain number of employees be retrofitted with bike parking and showers.

6. Other TDM -

a. Parking Management – Parking management and financial incentive programs will continue to be key to additional trip reduction since parking supply and cost are the key influence in a person's decision to drive to work.

- Encourage employee trip reduction through parking cost and supply
- Review parking codes for uses in the HDC-3 and 4 areas and reduce as much as possible (staff tells us that property values appear to have risen enough to cause projects to use parking variance procedures for supplying less parking.
- Provide information and guidance on managing parking supply to employers
- Discuss and implement a parking management program for employees in the area.
- Charge for drive alone employee parking and provide free parking for carpools/vanpools (in specified areas).
- Encourage development of structured parking to increase density of commercial/retail HDC-3 and 4 areas.
- Consider rezoning portions of the area to a high density housing zone to assure additional housing gets built in – or close to – the Westside Activity Area.
- Use parking management fees to pay those who do not drive to work alone.
- Local tax incentive for charging employees parking fees (i.e. B&O tax).

b. Alternative mode education program

c. Incentive programs
- Alternative mode use payment

3. GTEC Implementation Plan Ideas (Olympia Westside Activity Center)

a. Process for establishing an Olympia Westside Activity Center GTEC

Identify partners, elements of program, and budget. Write plan draft for review and submit with endorsement letters to the state for review and possible funding.

b. Possibility for GTEC Administration

1. Existing organization/s willing to administer? Possibilities include a joint partnership of Olympia Public Works, Intercity Transit, West Olympia Business Association (WOBA), and TRPC (for survey and data management)
2. Possible new organization made up of the above partners with a full time staff under contract with Olympia Public Works.

c. Ideas for GTEC Community Focused Programs

1. Marketing Program: Similar to the campaign during the 4th avenue bridge construction, educate the public and promote the use of alternatives to driving along through events, campaigns, materials, web information, and media outreach.

Possible actions include:

a. Employee Commute Guide: Create a commute guide for any resident of the City. Distribute the guide through welcome packets, neighborhood association, and on-line. The guide would review all the commuter services available to residents in the City.

b. Commute Packet for New Businesses: Provide information and resources to small businesses. Include sample policies on parking, telecommuting, and flextime. Provide examples of incentive programs and bus pass programs, and links to ride match services. Provide employee guides. A packet could be provided at the time of business licensing.

c. Grants to Neighborhood Associations: Provide grants to neighborhood association to conduct their own commuter campaigns to promote ridesharing, walking biking and transit.

d. School Curriculum: Develop curriculum and projects for schools about reducing drive alone trips. Integrate with other civic and environmental education.

e. Merchant Discount Program: Registered smart commuters could receive discounts at participating local businesses.

f. Door-to Door-Service Directory: Compile a listing of businesses that provide delivery services such as dry cleaning, groceries, etc. These reduce an employees need to make other trips during the week, thereby making other modes more convenient.

g. One Less Car Family program: Initiate a program whereby families volunteer to give up one car and document their experiences replacing those trips with other modes.

h. Neighborhood Transit Pass Programs: Neighborhoods could work with Intercity Transit to provide a pass program whereby passes are provided at a discount if a certain number are purchased.

i. **Flex Car Program:** A fleet of vehicles is managed and maintained for community use by a non-profit organization. Members pay a fee to join the program and signup for use of vehicles. The program allows residents to eliminate the need to own a car or a second car, which encourages the more regular use of alternative modes. The City can participate in the program and use flex cars to meet City fleet needs.

j. **Focus Groups:** Annually, focus groups of community members can provide information on barriers to trip reduction and effective new program elements.

d. City Code and Policy Change

1. **Car Parking Code Alignment:** The code-required amount of motor vehicle parking for office and some commercial land uses should be lowered to a level to support employee CTR.

   Steps the City must take to amend the code include:

   - Study parking demand at various land uses and revise code to express maximum parking ratio, thereby reducing the overbuilding of parking.
   - Large office building parking supply should be more closely aligned with SOV goals (determine this for the Westside Activity Center area – i.e. a 55 percent single occupancy vehicle rate on any given day at a worksite).
   - The requirement for government office building should be consistent with general office, not higher as is the currently (3.5 stalls per 1,000 SF compared to 2.5-2.85 for General Office).
   - Commercial parking should be more sensitive to customer parking needs, yet assume employee trip reduction.

2. **Building/Development Features for Impact Fees and Parking Code:** Review TDM requirements in the parking and impact fee code. Consider additional or more widespread code requirements.

3. **Site Design:** Larger new commercial or office development must provide a bus stop and turn-around closer than the parking area to make transit more appealing.

4. **Cluster Services:** Review and change to zoning to promote more mixed uses so that auto trips are not required by employees to conduct errands during the day. Solicit businesses to provide more complete services to employees in the Westside Activity Center area.

5. **Housing:** Increasing the housing stock in and around the Westside Activity Center can reduce the need for commute trips. Employees who live close by can more easily walk. Good direct transit access to the Westside Activity Center area is available – although the improvements to the north side of the Capital Mall have resulted in the mall transit stop placed away from the new main entrance to the mall.

- Extend the Special Valuation for Multifamily Housing to the Westside HDC-3 and 4 areas as an incentive to get more high density housing in the area. This 10-year property tax exemption for development of 4 or more additional units of housing acknowledges the added costs associated with building infill or redevelopment projects in an activity center area where City goals and policies are depending on higher density and where there may be issues of contaminated soils, structured parking, redevelopment or repair of street edges and streets, special design guidelines, and traffic management during construction.

1. **Employer Backed Mortgages**: Back City of Olympia employee mortgages for homes purchased in the City limits.

2. **Businesses Apply for Tax Refunds for Incentives:** Establish a program whereby B and O taxes are reduced based on an employers CTR program for employees. The incentive could be provided to businesses that charge employees for parking, provide financial incentives, and provide free bus passes to employees. Tax incentives are provided on the federal level to large employers.

4. Options for Influencing Policy Change - Regional GTEC Discussions

a. Discuss a regional parking maximum policy to include in the Regional Transportation Plan. This could help to equalize and begin to reduce excessive amounts of surface parking as new projects are proposed and built.

b. Discuss ways to incorporate efficiencies and evolution of travel corridors between the four activity centers.

c. Ideas for Influencing Policy Change

1. **School Programs:** Work with schools to reduce commute trips and mitigate school-related traffic. Strategies include:
   - Encourage schools to limit parking supply for students and teachers
   - Complete pedestrian and bike connections adjacent to school property
   - Establish bicycle and pedestrian short cuts to adjacent neighborhoods
   - Establish polices about student driving
   - Establish policies about student drop offs
   - Stagger start times
   - Organize walking school buses

2. **Transit Service and Vanpool Program Expansion:** Work to define and find funding for expanding Intercity Transit's programs.

3. **Management awareness**: CTR's effectiveness requires leadership from management of businesses and organizations. Incorporate CTRs value in to management discussions. Possible actions might include:
   - Develop a speakers forum
   - Develop materials for management to foster awareness and support

- Introduce CTR as a topics in service clubs and professional organizations

4. Introduce CTR as a Topic in Service Clubs and professional Organizations

5. Insurance Policies: Work with the State to encourage more progressive insurance rates for fewer vehicle miles traveled.

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C. Lacey City Center - Climate for Trip Reduction

1. Policy and regulation checklist

a. Vision, and Goal/Policy Support

- The vision, goals and policies for Lacey City Center area are complete and clearly articulate and acknowledge the elements that are important to achieve aggressive commute trip reduction goals. The policies for commercial areas identify the intent that these areas evolve with greater development intensity and activity that will increase their vitality, support excellent mass transit and make better use of available infrastructure. Most of the commercial area is auto-oriented and characterized by low intensity development.

  The vision is for the areas to evolve into a more urban form that incorporates:

  - good street and building **design;**
  - higher **density**; and
  - **diversity,** a balanced mix of commercial (full range including office and retail), residential, and civic and public spaces.

  Policy related to **design** include:

  > *"…. Develop an interconnecting network of streets and alleys ….Create attractive pedestrian-friendly streetscapes, transit and alternative forms of transportation, allow on-street parking to replace or reduce uninterrupted expanses of parking lots…"*
  > *"As retail and personal services are business uses dependent on walk-in traffic, they should be encouraged to group together, preferable within planned centers to maximize sales and pedestrian movement."*
  > *"New business development should be designed to encourage buses, pedestrians and bicyclists, as well as motorists."*
  > *"High quality attractive, innovative design characterized by humanistic scale…include specific design and performance standards that provide pedestrian and transit orientation, spatial relationships between buildings, building and façade articulation, window and entrance treatments, the relationship of buildings to streets and pedestrians, attractive streetscapes….."*
  > *"Mixed use concepts should ensure an integrated relationship between buildings and their positive relationships to streets. Building and their primary entrances shall face streets."*
  > *"Development should use setbacks, site designs and landscaping to avoid creating a corridor with parking lot after parking lot and to promote safe pedestrian walkways within parking lots."*

  Policy related **density** include:

  > *"Mixed use concepts must promote efficient land use by encouraging infill, ensuring development at more compact, higher urban densities, and placing residential uses in close proximity to basic retail and support services, as well as work places."*

"Support increased transit service over time in response to infill, higher density development and growth…."

Policy related to **diversity** includes:

"Use mixed use concepts to promote reduced dependency on single occupancy vehicle use by providing some selected services within walking distance of residences."
"Arterial commercial entrance corridors should also incorporate facilities for non-automotive transportation, including: (1) Pedestrian facilities that provide easy access but with strong separation from heavy street traffic; and (2) Bikeways designed to be distinct from pedestrian paths; and (3) Transit facilities."

The plan recognizes that single-occupancy vehicles will continue to be the primary mode of transportation for many people but also encourages the use of smaller more fuel-efficient vehicles. It also notes that Travel Demand Management efforts will be important for supporting a transportation network that continues to work for cars but also accommodates transit riders, pedestrians, and bike riders.

In the short-term, the plan recommends

"…establish education, incentives and services that encourage employees and students to use alternative transportation methods for work, school, and other trips. Over time, phase in disincentives, regulations and enforcement that discourage driving alone."

The plan goes on to recommend parking management *"Manage parking to decrease the percentage of drive alone commuters. This can be done by developing parking management plans in all jurisdictions, especially in the Core Areas and along High Density Residential Corridors where transit runs most frequently. Parking management should acknowledge customer parking needs in commercial areas."*
"Local jurisdictions are encouraged to move from minimum parking standards to maximum parking standards, especially for employees, in areas where alternative transportation facilities are available."
'Consider public provision of commercial parking in Core Areas that can be redeveloped as other transportation services become available and the density of Core Areas increase…."
"Maximize the use of existing parking lots, wherever possible, as park and ride lots, especially where services are available that will allow one stop shopping. Support local jurisdiction efforts to develop regulations requiring transportation management plans for new development, especially in Core Areas and along the High Density Residential Corridors."
"School districts are encouraged to implement student parking management strategies while working with neighborhoods to minimize impacts on surrounding streets and roads."

b. Development Regulation Support

- Development regulations support higher density infill, and redevelopment. Allowed (permitted) land uses support emergence of a well connected urban

mixed use area. Development standards encourage maximizing the use of land in order to encourage higher density uses in the area.

c. Design Guideline Support

- Special design standards have been developed to encourage development of the kind of connections, streetscape and built edges that will encourage those traveling on foot, by bike or transit – as well as supporting motor vehicle travel.

Pedestrian Corridor Design Standards for Zones with Pedestrian Emphasis and key Multimodal Corridors and Intersections note:

"If the city's goals of a more pedestrian-friendly city are to be realized, these multimodal corridors and intersections and surrounding road networks must develop with amenities and designs that will entice pedestrians, bicyclists and transit riders."

These standards address the full range of urban form elements including awnings, blank wall limitation, pedestrian amenities, and street design elements for aesthetics and access including mid block crossings for pedestrians. Woodland District design standards go even further addressing building layout (50% of street edge must be building), building articulation and other details that contribute to and create a good urban environment, and street standard requirements such as wider sidewalks.

d. Employment Density and Infill Incentives

- The Woodland Square area south to Pacific Avenue is considered the "employment core" and is the "preferred leasing area" for state offices. Lacey City Center is home to Lacey City Hall and the library, as well as a major office and retail center.

e. Housing Density and Infill Incentives

- While Comprehensive Plan goals envision increased density and mixed use within the Lacey City Center area, there are few incentives in place to achieve these densities over a large area (there is bonus building coverage for including a plaza in the development). However, there is some higher density apartments and residential to the south of the identified GTEC area. Since employees to the area live throughout Thurston County, and there are few opportunities to live within walking distance, it is not surprising that carpool and vanpools combined make up the majority of alternative mode use (13.3%). The transit station and excellent transit to the area encourages transit ridership among some employees (2.2%). The addition of street trees, development of a more urban edge along 6th Avenue and pedestrian connections from one area to another encourage some pedestrian travel and opportunities during the day for alternative mode users.

f. Parking Management

While there are almost no parking management programs – average monthly charge is $4.17 at employment sites currently involved in a Commute Trip Reduction (CTR) program. Lacey Core Area transportation goals and policies clearly identify the importance of the full range of strategies especially parking

management that reduces the amount of cheap and plentiful parking for employees.

The Lacey plan recommends regional parking management where jurisdictions work together to move from minimum parking standards to maximum parking standards.

Lacey GTEC

General Description: Tumwater GTEC
CTR Sites: Many State and Local Government Sites

Existing and Planned Land Use Conditions

For CTR Work Sites (2005 Survey)		*For the General Area (half mile from center of cluster)*	
# of CTR Work Sites:	8	Total Dwellings:	178
# of CTR Sites Reporting Employees:	8	Dwellings per acre:	0.4
# of Affected Employees	1,436	Total Employees in Cluster:	7,087
Total Employees at CTR Sites:	1,711	Employees per acre:	17.2

Sidewalks and Bike Lanes at CTR Sites

Sidewalks onsite:	yes	Bike Lanes onsite:	some
Within three blocks:	yes	Within three blocks:	yes

Existing and Planned Transit Services and Facilities at CTR Sites

Bus Stop onsite:	some	Within three blocks:	yes

Drive Alone Rate at CTR Sites: 76.3%

Existing Parking Conditions at CTR Sites

# Employees per Parking Stall:	1.05
Average Monthly Charge:	$4.17
On-street parking in vicinity:	most

Top Three Modes of Travel of Employees at CTR Sites (other than drive alone)

Carpool	9.0%
Bus	3.4%
Vanpool	2.8%

Top Three Things that Survey Results show will encourage CTR in Worksites in this Cluster

- Opportunity to work from home
- Financial incentives
- Guaranteed ride home

Top Three Commute Alternatives Surveyed Employees are Likely to Use

- Compressed Work Week
- Telecommute
- Carpool

Mode of Travel for All Employees Arriving to Work at Any Time of Day
2000 Census

SOV	81.6%	Bus	2.2%
Carpool	12.2%	Bicycle	0.6%
Vanpool	1.1%	Walk	1.9%

Worksite Locations as of Spring 2007
Survey Data Gathered in 2005
Aerial Photos Flown September, 2004

500 250 0 500 Feet

TRPC
Thurston Regional Planning Council

N W E S

DISCLAIMER:
This map is for general planning purposes only. Thurston Regional Planning Council makes no representations as to accuracy or fitness of the information for a particular purpose.

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GTEC FEASIBILITY STUDY PLANNING AREAS – POLICY AND REGULATION CHECKLIST
LACEY CITY CENTER

DENSITY	Lacey City Center	
Residential mixed use policy/regulation	Allowed	Required
7u/acre or more	Yes	No
15u/acre or more	Yes in all central business districts	No
CURRENT DENSITY - Possible GTEC area = 13.3 employees/acre		
Employment policy		
25 employees/acre or more	Yes	No
Building coverage allowed		
100%	No	No
70 – 85%	No	No
70% or less	40 to 70%, bonus coverage for provision of plaza	
min/max floor area	No	No
PARKING		
Parking Management	Policy	Regulation
Charge for on-street parking	No	No
Charge of off-street parking	No	No
Parking exempt area (i.e. City Center)	No	No
Minimum/maximum parking requirement	Yes	Yes, with lots of flexibility, additional parking allowed with justification
• Shared parking	Yes	Yes, shared parking encouraged
DESIGN		
Land Use	Policy	Regulation
Vision for area or corridor	Yes	Yes
Incentives for mixed use	No	No
Residential density allowed/encouraged in commercial area	Yes	Yes
Transportation	Policy	Regulation
Bike/Ped/Transit Amenity	For Activity Center	
• Bike racks	Yes	Yes, "bike parking"
• Bike lockers	Yes	No
Bike/Ped supportive design or building siting	Policy	Regulation
Bldg. placement – city center		
• At street edge	Yes	Yes, no parking in front of building; some flexibility for landscaping or plaza
• Minimum setback	No	No, except to fit in utilities; some flexibility for landscaping or plaza; no parking in front of building
• Maximum setback	Yes – policy addresses desirability for building at street edge	Yes – O' - 15', some flexibility for landscaping or plaza; no parking in front of building
• Pedestrian focused (overlay area)	Yes	Yes, pedestrian corridor design standards for zones with pedestrian emphasis and key multimodal corridors and intersections , 6th Ave SE, from College to Sleater Kinney and design standards for Woodland District

• Off-street parking lot placement restriction		
• Parking behind or on side of bldg.	Yes, (with any street edge parking screened)	Yes
• % street-edge restriction for parking lots	No	Yes, parking on the side or back of buildings; Woodland District – 50% of street edge must be building
Street Standards/Design	Policy	Regulation
Bulb-outs	Yes	Yes, with on-street parking
Medians	Yes	Yes
Crosswalks	Yes	Yes, with in pavement lighting at all signalized intersections
On-street parking	Yes	Yes, except on arterial streets on 6th Avenue and planned in Gateway Center
Street Trees	Yes	Yes
Planter Strips	Yes	Yes
Alternative Mode Support	Policy	Regulation
CTR	Yes	Yes
Transit	Yes	Bus stops and shelters, transit station in city center
Carpool	Yes (preferential parking)	No
Vanpool	Yes (preferential parking)	No
Biking	Yes	Yes (bike routes)
Walking	Yes	Yes (sidewalks)
Park and Ride Lot	Yes	No
Flex time/compressed work week	Yes	No
Connected Streets	Yes	Yes
Through-Block connection	Yes	Yes
• Distance between intersections	Allowed	Required
• Arterials		
* 1000 feet or less	Yes	Yes, ideal block size identified as 250'-500'
• Collector		
* 250' – 800 feet	Yes	Yes, ideal block size identified as 250'-500'

2. Viability for alternative modes – Lacey City Center GTEC

a. How Lacey City Center GTEC Area Employees Got To Work (2000 Census)

Mode Split for Lacey City Center GTEC area employees who arrive anytime during the day (excludes those working at home)
Sources: 2000 Census, TRPC

	Number						
	SOV	**Carpool**	**Bus**	**Bicycle**	**Walked**	**Vanpool**	**Grand Total**
Total:	3665	547	100	29	85	50	4489

	Percent of Workers by Mode						
	SOV	**Carpool**	**Bus**	**Bicycle**	**Walked**	**Vanpool**	
Total:	81.6%	12.2%	2.2%	0.6%	1.9%	1.1%	

b. Land use/transportation supportive urban form

1. Short Term - current and expected evolution
   a. Programs
      – No new programs in the area. However, the Woodland Square area south to Pacific Avenue is considered the "employment core" and is the "preferred leasing area" for state offices. Lacey City Center is home to Lacey City Hall and the library, as well as a major office and retail center.
   b. New Initiatives
      - Continued completion of the identified bike and trail network

2. Long Term – expected evolution by 2030
   - Increased density goals remain in the plan. Some infill and redevelopment expected. Higher density hoped for with continued addition of commercial, office, retail within the Lacey City Center GTEC identified area. Possible location of housing in mixed use projects over time and some increased density in the neighborhoods immediately surrounding the city center area. Housing density increase within the GTEC area may be difficult given the competition for commercial. Increased density in neighborhoods throughout the Lacey (and Olympia and Tumwater areas) will increase opportunity for carpooling. Increased density within walking distance of transit routes will result in increased ridership and support more transit service over time, a vision articulated in the Lacey Comprehensive Plan.
   - Completion of sidewalk and bike networks will encourage walking and biking – including by commuters.

c. Short term viability for:

1. **Carpooling** – the mode with the most potential as workers trips are likely to continue to originate from a wide variety of places
   - Support expansion of Intercity Transit (IT) ride match system focusing on a program that provides a smaller scale match system within the Lacey City Center GTEC worksite area
   - Offer preferential parking for registered carpools

- Support WSDOT, transit agency and other jurisdiction efforts to locate park and ride lots for longer distance commuters to encourage carpools

2. **Vanpooling** – In 2000 there were 50 vanpools operating in the area. Vanpools are less likely to work for the many commercial/retail employees in the area who arrive at work throughout the day. This is different than the more uniform office environment found in parts of the Lacey City Center area such as at Lacey City Hall and at state offices. Continued concentration of workers in the Lacey City Center, and increasing commuters from outlying counties will encourage the growth of vanpools. Long distance commute trips are projected to increase doubling over 20 years. There are currently 15,000 employees that come to Thurston County each day and 30,000 commuters leave Thurston County for outlying areas. These commute figures are expected to double over 20 years.
   - Support preferential parking for vanpools
   - Support Intercity Transit (IT) efforts to fund expansion of vanpool programs
   - Support WSDOT, transit agency and other jurisdiction efforts to locate park and ride lots for longer distance commuters to encourage vanpools

3. **Transit** (service and facilities) – Work with IT to install transit shelters – especially on major routes that lead to the Lacey City Center area. Shelters take adequate square footage along sidewalk corridors. Make sure these are included in development and redevelopment plans.
   - Focus existing programs on the corridors leading into and out of the Lacey City Center area.

4. **Walk** – When employment and housing density increases, and urban form evolves, increased walk trips can be expected. While lower density and the evolving suburban form that exists today are not thought of as very "walkable", there were some walk and bus commute trips reported in the 2000 census. The combination of some higher density housing – especially to the south, good transit service, pedestrian improvements, and lower wage retail jobs is likely to encouraged some trip reduction in the Lacey City Center area.

   - Continue to improve pedestrian amenity in – and adjacent to – the Lacey City Center area including sidewalks, street trees, pedestrian crossing improvements and ADA ramps, lighting, transit shelters etc.
   - Redevelop surface parking lots to add density, moving parking into structures
   - Reduce the number of street edge surface parking lots recognizing the importance of a continuous street edge form to walkability
   - Expect and support excellent building design or redevelopment in order to encourage walking from one place to another

5. **Bike** – A complete bike network should attract some additional riders. Recognize biking as the nonpolluting, low maintenance mode that it is.
- Complete the planned bike network
- Provide grant programs to assist businesses and building owners to retrofit and install bike parking, and showers

6. **Other TDM** -
   a. Parking Management – Parking management and financial incentive programs will continue to be key to additional trip reduction since parking supply and cost are the key influence in a decision to drive to work.
   - Encourage employee trip reduction through parking cost and supply
   - Review parking codes for uses in the Lacey City Center area - reduce as much as possible (Lacey is not yet experiencing requests for less parking from new development, nor development of structured parking)
   - Provide information and guidance on managing parking supply to employers
   - Discuss and implement a parking management program for employees in the area.
   - Charge for drive alone employee parking and provide free parking for carpools/vanpools (in specified areas)
   - Encourage development of structured parking to increase density of the area
   - Consider rezoning portions of the area to a high density housing zone to assure additional housing gets built in – or close to the Lacey City Center area
   - Use parking management fees to pay those who do not drive to work alone
   - Local tax incentive for charging employees parking fees (i.e. B&O tax)

3. GTEC Implementation Plan Ideas (Lacey City Center)

a. Possible process for establishing a Lacey City Center GTEC

Identify partners, elements of program, and budget. Write plan draft for review and submit with endorsement letters to the state for review and possible funding.

b. Possibility for GTEC Administration

1. Existing organization/s willing to administer? Possibilities include a joint partnership of Lacey Public Works (a new or already established business organization), Intercity Transit, and TRPC (for survey and data management)
2. Possible new organization made up of the above partners with a full time staff under contract with Olympia Public Works.

c. Ideas for GTEC Community Focused Programs

1. **Marketing Program:** A campaign to educate the public and promote the use of alternatives to driving along through events, campaigns, materials, web information, and media outreach. Possible actions include:

   a. **Employee Commute Guide:** Create a commute guide for any resident of the city. Distribute the guide through welcome packets, neighborhood association, business and civic organizations and on-line. The guide would review all the commuter services available to residents in the city.

   b. **Commute Packet for New Businesses:** Provide information and resources to small businesses. Include sample policies on parking, telecommuting, and flextime. Provide examples of incentive programs and bus pass programs, and links to ride match services. Provide employee guides. A packet could be provided at the time of business licensing.

   c. **Grants to Neighborhood Associations:** Provide grants to neighborhood associations, business and civic organizations to conduct their own commuter campaigns to promote ridesharing, walking biking and transit.

   d. **School Curriculum:** Develop curriculum and projects for schools about reducing drive alone trips. Integrate with other civic and environmental education.

   e. **Merchant Discount Program:** Registered smart commuters could receive discounts at participating local businesses.

   f. **Door-to Door-Service Directory**: Compile a listing of businesses that provide delivery services such as dry cleaning, groceries, etc. These reduce an employees need to make other trips during the week, thereby making other modes more convenient.

   g. **One Less Car Family program:** Initiate a program whereby families volunteer to give up one car and document their experiences replacing those trips with other modes.

   h. **Neighborhood Transit Pass Programs:** Neighborhoods could work with Intercity Transit to provide a pass program whereby passes are provided at a discount if a certain number are purchased.

   i. **Flex Car Program:** A fleet of vehicles is managed and maintained for community use by a non-profit organization. Members pay a fee to join the program and signup for use of vehicles. The program allows residents to eliminate the need to own a car or a second car, which encourages the more regular use of alternative modes. The city can participate in the program and use flex cars to meet city fleet needs.

   j. **Focus Groups:** Annually, focus groups of community members can provide information on barriers to trip reduction and effective new program elements.

d. City Code and Policy Change

1. **Car Parking Code Alignment:** City of Lacey Comprehensive Plan policy recommends regional parking management where jurisdictions work together to move from minimum parking standards to maximum parking standards.
The code-required amount of motor vehicle parking for office and some commercial land uses should be lowered to a level to support employee CTR.

   Steps the city might take to amend the code include:
   - Study parking demand at various land uses and revise code to express maximum parking ratio, thereby reducing the overbuilding of parking.
   - Large office building parking supply should be more closely aligned with SOV goals (determine this for the Lacey City Center area – i.e. a 55 percent single occupancy vehicle rate on any given day at a worksite.)
   - The requirement for government office building should be consistent with general office, not higher.
   - Commercial parking should be more sensitive to customer parking needs, yet assume employee trip reduction.

2. **Building/Development Features for Impact Fees and Parking Code:** Review TDM requirements in the parking transportation (trip) mitigation code. Consider additional or more widespread code requirements.

3. **Site Design:** Larger new commercial, or office development should provide a bus stop and turn-around closer than the parking area to make transit more appealing.

4. **Cluster Services:** Review and change zoning to promote more mixed uses so that auto trips are not required by employees to conduct errands during the day. Solicit businesses to provide more complete services to employees in the Lacey City Center area.

5. **Housing:** Increasing the housing stock in and around the Lacey City Center area can reduce the need for commute trips. Employees who live close by can more easily walk. Good direct transit access to the Lacey City Center area is available. Assure that as development occurs, the design will encourage transit rider and pedestrian movement in the area.
   - Implement a Special Valuation for Multifamily Housing in the Lacey City Center area as an incentive for getting more high density housing in the area. This 10 year property tax exemption for development of 4 or more additional units of housing acknowledges the added costs associated with building infill or redevelopment projects in an activity center area. City center goals and policies are depending on higher density and where there may be issues of commercial competition, contaminated soils, structured parking, redevelopment or repair of street edges and streets, special design guidelines, and traffic management during construction.

6. **Employer Backed Mortgages**: Create city backed employee mortgages for homes purchased in the city limits.

7. **Businesses Apply for Tax Refunds for Incentives:** Establish a program whereby B and O taxes are reduced based on an employers CTR program for employees. The incentive could be provided to businesses that charge employees for parking, provide financial incentives, and provide free bus passes to employees. Tax incentives are provided on the federal level to large employers.

4. Options for Influencing Policy Change - Regional GTEC Discussions

a. Discuss a regional parking maximum policy to include in the Regional Transportation Plan. This could help to equalize and begin to reduce excessive amounts of surface parking as new projects are proposed and built.

b. Discuss ways to incorporate efficiencies and evolution of travel corridors between the four activity centers.

c. Ideas for Influencing Policy Change

1. **School Programs:** Work with schools to reduce commute trips and mitigate school-related traffic.

   Strategies include:
   - Encourage schools to limit parking supply for students and teachers
   - Complete pedestrian and bike connections adjacent to school property
   - Establish bicycle and pedestrian short cuts to adjacent neighborhoods
   - Establish polices about student driving
   - Establish policies about student drop offs
   - Stagger start times
   - Organize walking school buses

2. **Transit Service and Vanpool Program Expansion:** Work to define and find funding for expanding Intercity Transit's programs.

3. **Management awareness**: CTR's effectiveness requires leadership from management of businesses and organizations. Incorporate CTRs value into management discussions.

   Possible actions might include:

   - Develop a speakers forum
   - Develop materials for management to foster awareness and support
   - Introduce CTR as a topics in service clubs and professional organizations

4. **Introduce CTR as a Topic in Service Clubs and professional Organizations**

5. **Insurance Policies:** Work with the State to encourage more progressive insurance rates for fewer vehicle miles traveled.

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D. Tumwater City Center - Climate for Trip Reduction

1. Policy and regulation checklist

a. Vision, and Goal/Policy Support

- The vision, goals and policies for Tumwater City Center area are complete and acknowledge the elements that are important to achieve aggressive commute trip reduction goals. In addition, Tumwater has completed a master plan for its town center area. The policies for the town center and mixed use zone in the identified GTEC area, articulate the intent that these areas evolve with greater development intensity and activity that will increase their vitality, support excellent mass transit and make better use of available infrastructure. The older office/commercial areas are auto-oriented and characterized by low intensity development. The new development – mostly office with some commercial – has been developed following the vision to transition to a more urban place.

  The goals and policies of the Tumwater Comprehensive Plan for a more urban city center area incorporate:

  - good street and building **design;**
  - higher **density**; and
  - **diversity,** a balanced mix of commercial (full range including office and retail), residential, and civic and public spaces.

  Policy related to **design** of streets, street edges and buildings relationship to them include:

  > *"… In Core Areas and along High Density Residential Corridors, urban design standards for streets and buildings will be especially important to assure the creation and maintenance of human scale areas that encourage and accommodate pedestrian activity."*
  >
  > *"Use development standards that encourage and accommodate pedestrian, bicycle and transit riders. Such standards include:*
  >
  > - *The use of connected street grids, with alley access for garages and service and delivery vehicles, where practical, in new urban growth area development;*
  > - *Safe and accessible transit stops;*
  > - *Pleasant, safe and attractive streets and sidewalks;*
  > - *Convenient access to the fronts of buildings;*
  > - *Good pedestrian connections between buildings;*
  > - *New or redeveloped buildings placed close to the street edge of the planned right of way, with parking on the sides or behind the buildings or in a way that does not interfere with efficient transit service and easy access by bicycles and pedestrians;*
  > - *Park-and-ride lots that encourage the location of convenience stores and personal services for the day-to-day needs of commuters.*

  Policy related to **density and diversity include:**

  > *"Attract the density, mix, type and concentration of development in Core Areas and identified corridors throughout the region to support and encourage the use of alternative transportation modes….This will provide the population concentration necessary to support increased transit service, and enable some people to meet day-to-day needs without driving."*

"Create strong incentives to attract appropriate development in and around Core Areas and High Density Residential Corridors. Site public buildings and focus public investment in these areas in order to encourage the concentration and mix of uses that will help achieve transportation and land use goals. Development in these areas will support the use of alternative transportation modes and the substantial investment in TDM focused in these areas.

"*Make sure development and redevelopment in these areas makes it as easy to get around by transit, walking, or bicycling as by driving. Development guidelines should direct building placement in ways that do not interfere with efficient transit service or access by pedestrians and bicyclists in certain areas. Sidewalks should make good connections with bus stops and with the entrances to buildings and comply with the Americans with Disabilities Act.*

The plan recognizes that single-occupancy vehicles will continue to be the primary mode of transportation for many people but also envisions increased density that will support additional transit in the short term and densities that can support high capacity transit (HCT) in the future.

"Support increased transit service over time in response to infill, higher density development and growth. Intercity Transit should maximize system productivity by emphasizing service in the Core Areas and High Density Residential Corridors…. Continue to explore the feasibility of providing high capacity transit (HCT) services between Thurston County and the Central Puget Sound Region."

It also notes that Travel Demand Management efforts will be important for supporting a transportation network that continues to work for cars but also accommodates transit riders, pedestrians, and bike riders. In the short-term, the plan recommends:

"…establish education, incentives and services that encourage employees and students to use alternative transportation methods for work, school, and other trips. Over time, phase in disincentives, regulations and enforcement that discourage driving alone."

The Plan notes:

"Over time, phase in disincentives, regulations and enforcement that discourage driving alone."

The plan recommends parking management:

"Manage parking to decrease the percentage of drive alone commuters. This can be done by developing parking management plans in all jurisdictions, especially in the Core Areas and along High Density Residential Corridors where transit runs most frequently. Parking management should acknowledge customer parking needs in commercial areas."
"Local jurisdictions are encouraged to move from minimum parking standards to maximum parking standards, especially for employees, in areas where alternative transportation facilities are available."
"Consider public provision of commercial parking in Core Areas that can be redeveloped as other transportation services become available and the densities of Core Areas increase"

"Maximize the use of existing parking lots, wherever possible, as park and ride lots, especially where services are available that will allow one stop shopping. Support local jurisdiction efforts to develop regulations requiring transportation management plans for new development, especially in Core Areas and along the High Density Residential Corridors."
"School districts are encouraged to implement student parking management strategies while working with neighborhoods to minimize impacts on surrounding streets and roads."

The plan recommends Intermodal Connections

"Provide adequate connections and access among all transportation modes that function an an integrated regional transportation system.
"Encourage the provision of intermodal supporting facilities at appropriate locations. Such facilities may include park-and-ride lots at appropriate interregional transit stations, bus shelters at transit transfer centers and bus stops, bike racks and shower facilities at major employment sites.

b. Development Regulation Support

Development regulations support higher density infill, and redevelopment. Allowed (permitted) land uses support emergence of a well connected urban mixed use city center area. Development standards encourage maximizing the use of land in order to encourage higher density uses in the area.

c. Design Guideline Support

Special design standards have been developed for the Tumwater Town Center to encourage development of the kind of connections, streetscape and built edges that will encourage those traveling on foot, by bike or on transit – as well as supporting motor vehicle travel. In the mixed use areas north of the town center, parking lots are allowed in the front of buildings (not limited to the sides and the back of the development – a form necessary to allow continuous street edges to evolve – a form that best supports walking.)

d. Employment Density and Infill Incentives

The Tumwater City Center area is a preferred leasing area for state offices, is home to Tumwater City Hall and the library, as well as a major office site along Capital Way that includes some structured parking. There are also some much needed new and redeveloping commercial services close to the office sites at Capitol Way and Isreal Road. Most employees in the Tumwater City Center GTEC identified area are part of a commute reduction program (CTR site). Consequently, we can use the census figures to compare the change in mode split in the area between 2000 and 2005 resulting from the increase in employment density since the 2000 census. Bus ridership to and from the area has gone from 1.3% to 2.2%. Vanpool use has gone from .6% to 3.1%.

e. Housing Density and Infill Incentives

- While Comprehensive Plan goals envision increased density and mixed use within the Tumwater City Center area, there are few incentives in place to achieve these densities over a large area. There is bonus building coverage

for including housing in mixed use projects since residential floor area is not counted as part of floor area ratio. No building step-back is required where a plaza is built into the development. Tumwater has a minimum density requirement and no maximum. Main Street area mixed use must include 20% of first floor storefront in high pedestrian uses (i.e. retail or restaurant).

- Since employees to the area live throughout Thurston County and have few opportunities to live close to work in this area, it is not surprising that carpool and vanpools combined make up the majority of alternative mode use (13.6%). There are some higher density apartments and residential to the north of the identified GTEC area which accounts for some walk trips (1.8%). The good transit to the area (15-minute service headways) encourages some transit ridership (1.3%).
- Development of a more urban edge will occur as additional development occurs. Development of street connections and street amenities will emerge with the new development that should eventually include a wider variety of services and activities that can satisfy some of the employee needs in the emerging area.

f. Parking Management

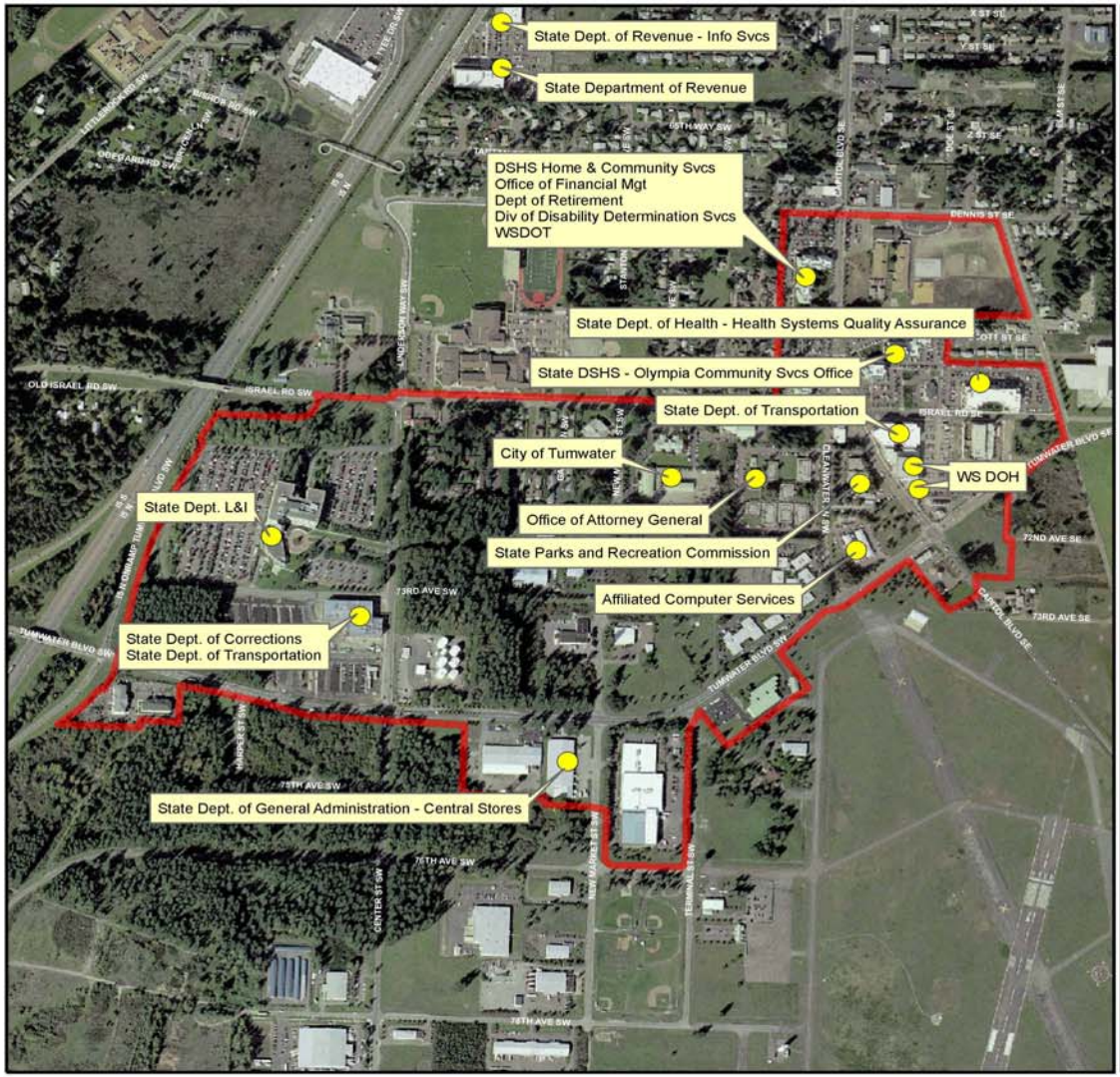
There are currently no parking management programs in the Tumwater City Center GTEC area. Transportation goals and policies clearly identify the importance of the full range of strategies especially parking management that reduces the amount of cheap and plentiful parking for employees.

The Tumwater Comprehensive Plan recommends:

- Regional parking management where jurisdictions work together to move from minimum parking standards to maximum parking standards, especially in the Core Areas and along High Density Residential Corridors where transit runs most frequently.
- Public provision of commercial parking in Core Areas that can be redeveloped as other transportation services become available and the densities of Core Areas increase.
- Maximize the use of existing parking lots, wherever possible, as park and ride lots, especially where services are available that will allow one stop shopping.
- Support local jurisdiction efforts to develop regulations requiring transportation management plans for new development, especially in Core Areas and along the High Density Residential Corridors.

g. Transit and Sidewalks

While only State offices in Tumwater City Center area have bus pass programs, the City has a cash for alternative transportation use program. The City also has a $50,000 sidewalk infill budget with a 20% cost recovery from adjacent property owners where improvements are made.



Tumwater GTEC

General Description: Tumwater GTEC
CTR Sites: Many State and Local Government Sites

Existing and Planned Land Use Conditions

For CTR Work Sites (2005 Survey)		*For the General Area (half mile from center of cluster)*	
# of CTR Work Sites:	8	Total Dwellings:	334
# of CTR Sites Reporting Employees:	8	Dwellings per acre:	1.2
# of Affected Employees	5,577	Total Employees in Cluster:	8,088
Total Employees at CTR Sites:	6,811	Employees per acre:	28.5

Sidewalks and Bike Lanes at CTR Sites

Sidewalks onsite:	yes	Bike Lanes onsite:	some
Within three blocks:	yes	Within three blocks:	some

Existing and Planned Transit Services and Facilities at CTR Sites

Bus Stop onsite:	some	Within three blocks:	yes

Drive Alone Rate at CTR Sites: 72.1%

Existing Parking Conditions at CTR Sites

# Employees per Parking Stall:	0.89
Average Monthly Charge:	$0.00
On-street parking in vicinity:	some

Top Four Modes of Travel of Employees at CTR Sites

Carpool	12.8%
Vanpool	3.1%
Bus	2.2%

Top Three Things that Survey Results show will encourage CTR in Worksites in this Cluster

Opportunity to work from home
Financial incentives
Guaranteed ride home

Top Three Commute Alternatives Surveyed Employees are Likely to Use

Compressed Work Week
Telecommute
Carpool

Mode of Travel for All Employees Arriving to Work at Any Time of Day
2000 Census

SOV	83.2%	Bus	1.3%
Carpool	13.0%	Bicycle	0.0%
Vanpool	0.6%	Walk	1.8%

Worksite Locations as of Spring 2007
Survey Data Gathered in 2005
Aerial Photos Flown September, 2004

500 250 0 500
Feet

TRPC
Thurston Regional Planning Council

N
W E
S

DISCLAIMER:
This map is for general planning purposes only. Thurston Regional Planning Council makes no representations as to accuracy or fitness of the information for a particular purpose.

Printing Date: June 6, 2007
File: P:\Transportation\CTR_Geocode\Geocode2007\Maps_Images\gtec_turn.mxd

GTEC FEASIBILITY STUDY PLANNING AREAS – POLICY AND REGULATION CHECKLIST
TUMWATER CITY CENTER

DENSITY	Tumwater City Center	
Residential mixed use policy/regulation	Allowed	Required
7u/acre or more	Min 14 units/acre mixed use zone, no max; Min 30 units/acre town center zone	Min 14 units/acre mixed use zone, no max; Min 30 units/acre town center zone, no max
15u/acre or more	Min 30 units/acre town center zone, no max	Min of 30 units/acre, town center zone, no max
CURRENT DENSITY - GTEC area = 28.5 employees/acre		
Employment policy		
25 employees/acre or more	Yes	No
Building coverage allowed		
100%	Yes	No
70 – 85%	Yes	No
70% or less	Yes	No
min/max floor area	Yes, in mixed use zone min FAR .25 min (one story must cover 23%), max FAR 2; Yes, in town center max FAR 2 (3 with incentives), no min; In mixed use project housing portion doesn't count in FAR calculation	Yes, in mixed use zone min FAR .25 min; No min in town center; In mixed use project housing portion doesn't count in FAR calculation
PARKING		
Parking Management	Policy	Regulation
Charge for on-street parking	No	No
Charge of off-street parking	No	No
	Tumwater City Center	
Parking exempt area	No	No
Minimum/maximum parking requirement	Yes, allows 20 to 40% more - or less (if close to transit)	Yes
• Shared parking	Yes	Yes, allows fewer parking spaces where shared parking by agreement
DESIGN		
Land Use	Policy	Regulation
Vision for area	Yes	Yes
Incentives for mixed use	Yes, height bonus in town center	Yes height bonus up to 85' in town center
Residential density allowed/encouraged in commercial area (core areas and high density residential corridors)	Yes	Yes
Transportation	Policy	Regulation
Bike/Ped/Transit Amenity		
• Bike racks	Yes	Yes
• Bike lockers	No	No
Bike/Ped supportive design or building siting	Policy	Regulation
Bldg. placement – activity center		
• At street edge	Yes, main street, town center zone design standard; No in mixed use zone	Yes, main street design standard in town center zone; No in mixed use zone – allow parking in front of buildings

• Minimum setback	Yes (policy notes bldg. placement at street edge)	Yes
• Maximum setback	Yes, main street, town center zone	Yes, town center; No, mixed use zone – allow parking in front of buildings
• Pedestrian focused (overlay area)	Yes, main street, town center	Yes, main street, town center; No, mixed use zone
• Off-street parking lot placement restriction		
• Parking behind or on side of bldg.	Yes, main street, town center	Yes, main street, town center; No, restrictions in mixed use zone
• % street-edge restriction for parking lots	No	No
Street Standards/Design	Policy	Regulation
Bulb-outs		Yes, town center
Medians	Yes	Yes, town center
Crosswalks	Yes	Yes, town center
On-street parking	No (except traffic calming is mentioned)	Yes, town center
Street Trees	Not specific (street amenity mentioned)	Yes
Planter Strips	Not specific (street amenity mentioned)	Yes
Alternative Mode Support	Policy	Regulation
CTR	Yes	No
Transit	Yes	No
Carpool	Yes	No
Vanpool	Yes	No
Biking	Yes	No
Walking	Yes	No
Park and Ride Lot	Yes	No
Flex time/compressed work week	Yes	No
Connected Streets	Yes	Yes
Through-Block connection	Yes	Yes
• Distance between intersections	Allowed	Required
• Arterials		
* 1000 feet or less	Yes	No
* 1000 feet or more	Yes	No
* No restriction	Yes	
• Collector		
* 250' – 800 feet	Yes	No
* More than 800 feet	Yes	No
* No restriction	Yes	

Ctrplanning\tumwater city center policy and reg analysis table

2. Viability for alternative modes – Tumwater City Center GTEC

a. How Tumwater City Center GTEC Area Employees Got To Work (2000 Census)

Mode Split for Tumwater City Center GTEC area employees who arrive anytime during the day (excludes those working at home)

Sources: 2000 Census, TRPC

	Number						
	SOV	**Carpool**	**Bus**	**Bicycle**	**Walked**	**Vanpool**	**Grand Total**
Total:	3346	521	54	0	74	25	4020

	Percent of Workers by Mode						
	SOV	**Carpool**	**Bus**	**Bicycle**	**Walked**	**Vanpool**	
Total:	83.2%	13%	1.3%	0.0%	1.8%	0.6%	

b. Land use/transportation supportive urban form

1. Short Term - current and expected evolution

   a. Programs – No new programs in the area; however, the Tumwater City Center area continues to be a preferred leasing site for state office development.

   b. New Initiatives
      - Continued work on town center plan especially attracting a mix of uses and development of the town center street grid.

2. Long Term – expected evolution by 2030

   - Increased density goals remain in the plan. Some infill and redevelopment expected. Higher density hoped for with continued addition of office and some hoped for commercial, and retail services within the Tumwater City Center GTEC identified area. A mix of services is important for those working and living in the area. It difficult to persuade employees to leave their car at home without restaurants and other services and destinations close by. Without this mix, vitality of the area will be lacking. As increased density occurs, street improvements and a more urban street edge will emerge in the town center. Possible location of housing in the mixed use area and the town center over time with some increased density in the neighborhoods to the north and east immediately surrounding the city center area. Housing density increase within the GTEC area may be difficult given the competition for commercial.
   - Increased density in outlying areas and in neighborhoods throughout the Tumwater (and Olympia and Lacey areas) will increase opportunity for carpooling. Increased density within walking distance of transit routes will result in increased ridership and support more transit service over time, a vision articulated in the Tumwater Comprehensive Plan.
   - Completion of sidewalk and bike networks will encourage walking and biking – including by commuters.

c. Short term viability for:

1. **Carpooling** – the mode with the most potential as workers trips are likely to continue to originate from a wide variety of places

   - Support expansion of Intercity Transit (IT) ride match system focusing on a program that provides a smaller scale match system within the Tumwater City Center GTEC worksite area
   - Offer preferential parking for registered carpools
   - Support WSDOT, transit agency and other jurisdiction efforts to locate park and ride lots for longer distance commuters to encourage carpools

2. **Vanpooling** – In 2000 there were 25 vanpools operating in the area (0.6%). This increased to 3.1% in 2005 because of the rapid increase in state office employment the area. The more uniform office environment found in Tumwater town center – especially if state office development continues – will lead to even more of an increase in vanpools. Commute trips to Thurston County from outlying counties will double from 15,000 commuters today to 30,000 in 2030.

   - Support preferential parking for vanpools
   - Support Intercity Transit (IT) efforts to fund expansion of vanpool programs
   - Support WSDOT, transit agency, outlying counties, and other jurisdiction efforts to locate park and ride lots for longer distance commuters to encourage vanpools

3. **Transit** (service and facilities) – Work with IT to install transit shelters – especially on major routes that lead to the Tumwater City Center area.

   - Focus existing programs on the corridors leading into and out of the Tumwater City Center area.

4. **Walk** – When employment and housing densities increases, and urban form evolves, increased walk trips can be expected. Lower density and the lack of opportunity to live in – or close to the town center area will keep walk trips low. Walking will become viable with a combination of some higher density housing – in the town center, mixed use zone and other areas immediately adjacent, good transit service, pedestrian improvements, and the emergence of an urban form that attracts walkers.

   - Continue to improve pedestrian amenity in – and adjacent to – the Tumwater City Center GTEC area, including sidewalks, street trees, pedestrian crossing improvements and ADA ramps, lighting, transit shelters etc.
   - Redevelop surface parking lots to add density, moving parking into structures.
   - Reduce the number of street edge surface parking lots recognizing the importance of a continuous street edge form to walkability. Expect

street edge development in mixed use zone areas (parking is currently allowed in front of buildings).

- Expect and support excellent building design or redevelopment in order to encourage walking from one place to another.

5. **Bike** – A complete bike network should attract some additional riders. Recognize biking as the nonpolluting, low maintenance mode that it is.

   - Complete the bike network
   - Provide grant programs to assist businesses and building owners to retrofit and install bike parking, and showers

6. **Other TDM** –

   a. Parking Management – Parking management and financial incentive programs will continue to be key to additional trip reduction since parking supply and cost are the key influence in a persons decision to drive to work.

      - Encourage employee trip reduction through parking cost and supply
      - Review parking codes for uses in the Tumwater City Center GTEC area - reduce as much as possible. Tumwater succeeded in having structured parking built as part of a complex of state offices in the area.
      - Provide information and guidance on managing parking supply to employers
      - Discuss and implement a parking management program for employees in the area.
      - Charge for drive alone employee parking and provide free parking for carpools/vanpools (in specified areas)
      - Encourage development of structured parking to increase density of the area
      - Consider rezoning portions of the area to a high density housing zone to assure additional housing gets built in – or close to the Tumwater City Center area
      - Use parking management fees to pay those who do not drive to work alone
      - Local tax incentive for charging employees parking fees (i.e. B&O tax)

3. GTEC Implementation Plan Ideas (Tumwater City Center)

a. Possible process for establishing a Tumwater City Center GTEC

Identify partners, elements of program, and budget. Write plan draft for review and submit with endorsement letters to the state for review and possible funding.

b. Possibility for GTEC Administration

1. Existing organization(s) willing to administer? Possibilities include a joint partnership of Tumwater Public Works and other city depts.., Intercity Transit, State agencies in the area (DOT, State Parks, AG, DSHS, DOH, L&I, Corrections), a new or already established business organization, and TRPC (for survey, data management, reporting)
2. Possible new organization made up of the above partners with a full time staff under contract with Olympia Public Works.

c. Ideas for GTEC Community Focused Programs

1. Marketing Program: A campaign to educate the public and promote the use of alternatives to driving along through events, campaigns, materials, web information, and media outreach. Possible actions include:

a. Employee Commute Guide: Create a commute guide for any resident of the city. Distribute the guide through welcome packets, neighborhood association, business and civic organizations and on-line. The guide would review all the commuter services available to residents in the city.

b. Commute Packet for New Businesses: Provide information and resources to small businesses in the GTEC area. Include sample policies on parking, telecommuting, and flextime. Provide examples of incentive programs and bus pass programs, and links to ride match services. Provide employee guides. A packet could be provided at the time of business licensing.

c. Grants to Neighborhood Associations: Provide grants to neighborhood associations, business and civic organizations to conduct their own commuter campaigns to promote ridesharing, walking biking and transit.

d. School Curriculum: Develop curriculum and projects for schools about reducing drive alone trips. Integrate with other civic and environmental education.

e. Merchant Discount Program: Registered smart commuters could receive discounts at participating local businesses.

f. Door-to Door-Service Directory: Compile a listing of businesses that provide delivery services such as dry cleaning, groceries, etc. These reduce an employees need to make other trips during the week, thereby making other modes more convenient.

g. One Less Car Family program: Initiate a program whereby families volunteer to give up one car and document their experiences replacing those trips with other modes.

h. Neighborhood Transit Pass Programs: Neighborhoods could work with Intercity Transit to provide a pass program whereby passes are provided at a discount if a certain number are purchased.

i. **Flex Car Program:** A fleet of vehicles is managed and maintained for community use by a non-profit organization. Members pay a fee to join the program and signup for use of vehicles. The program allows residents to eliminate the need to own a car or a second car, which encourages the more regular use of alternative modes. The city can participate in the program and use flex cars to meet city fleet needs.

j. **Focus Groups:** Annually, focus groups of community members can provide information on barriers to trip reduction and effective new program elements.

d. City Code and Policy Change

4. **Car Parking Code Alignment:** City of Tumwater Comprehensive Plan policy recommends regional parking management where jurisdictions work together to move from minimum parking standards to maximum parking standards.

   The code-required amount of motor vehicle parking for office and some commercial land uses should be lowered to a level to support employee CTR goals – or focus on the Tumwater City Center GTEC area for first steps in parking code changes. Steps the city might take to amend the code include:

   - Study parking demand at various land uses and revise code to express maximum parking ratio, thereby reducing the overbuilding of parking.
   - Large office building parking supply should be more closely aligned with SOV goals (determine this for the Tumwater City Center area – i.e. a 55 percent single occupancy vehicle rate on any given day at a worksite.)
   - The requirement for government office building should be consistent with general office – not higher.
   - Commercial parking should be more sensitive to customer parking needs, yet assume employee trip reduction.

5. **Building/Development Features for Impact Fees and Parking Code:** Review TDM requirements in the parking transportation (trip) mitigation code. Consider additional or more widespread code requirements.

6. **Site Design:** Larger new commercial or office development should provide a bus stop and turn-around closer than the parking area to make transit more appealing.

7. **Cluster Services:** Review and change zoning to promote more mixed uses close to office sites so that auto trips are not required by employees to conduct errands during the day. Solicit businesses to provide more complete services to employees in the Tumwater City Center area.

8. **Housing:** Increasing the housing stock in and around the Tumwater City Center area can reduce the need for commute trips. Employees who live close by can more easily walk. Good transit access to the Tumwater City Center area is available. Assure that as development occurs, the design will encourage transit rider and pedestrian movement in the area.

- Implement a Special Valuation for Multifamily Housing in the Tumwater City Center area as an incentive for getting more high density housing in the area.. When City population reaches 15,000, this State legislatively approved program could be put in place. It is one of the few financial incentive tools for attracting housing to activity centers. This 10 year property tax exemption for development of 4 or more additional units of housing acknowledges the added costs associated with building infill or redevelopment projects in an activity center area where city goals and policies are depending on higher density and where there may be issues of commercial competition, contaminated soils, structured parking, redevelopment or repair of street edges and streets, special design guidelines, and traffic management during construction.

9. **Employer Backed Mortgages**: Create city backed employee mortgages for homes purchased in the city limits.

10. **Businesses Apply for Tax Refunds for Incentives:** Establish a program whereby B and O taxes are reduced based on an employers CTR program for employees. The incentive could be provided to businesses that charge employees for parking, provide financial incentives, and provide free bus passes to employees. Tax incentives are provided on the federal level to large employers.

4. Options for Influencing Policy Change - Regional GTEC Discussions

a. Discuss a regional parking maximum policy to include in the Regional Transportation Plan. This could help to equalize and begin to reduce excessive amounts of surface parking as new projects are proposed and built.

b. Discuss ways to incorporate efficiencies and evolution of travel corridors between the four activity centers.

c. Ideas for Influencing Policy Change

1. **School Programs:** Work with schools to reduce commute trips and mitigate school-related traffic.

   Strategies include:
   - Encourage schools to limit parking supply for students and teachers
   - Complete pedestrian and bike connections adjacent to school property
   - Establish bicycle and pedestrian short cuts to adjacent neighborhoods
   - Establish polices about student driving
   - Establish policies about student drop offs
   - Stagger start times
   - Organize walking school buses

2. **Transit Service and Vanpool Program Expansion:** Work to define and find funding for expanding Intercity Transit's programs.

3. **Management awareness:** CTR's effectiveness requires leadership from management of businesses and organizations. Incorporate CTRs value in to management discussions. Possible actions might include:

   - Develop a speakers forum
   - Develop materials for management to foster awareness and support

- Introduce CTR as a topics in service clubs and professional organizations

4. **Insurance Policies:** Work with the State to encourage more progressive insurance rates for fewer vehicle miles traveled.

APPENDIX E: AFFECTED EMPLOYERS IN THE THURSTON REGION

2007 Active and Voluntary Worksites

Lacey

City of Lacey	420 College St. SE
Health Care Authority	676 Woodland Square Loop SE
TwinStar Credit Union (formerly Twin County Credit Union)	4525 Intelco Loop SE
Verisign Telecommunication Services	4501 Intelco Loop SE
Washington State Dept. of Ecology	300 Desmond Drive
Washington State DSHS	4450/4500 10th Ave SE
Washington State DSHS	612 Woodland Square Loop SE
Washington State DSHS - Aging & Disability Svcs Admin	640 Woodland Square Loop SE
Washington State DSHS - Div of Child Support	6135 Martin Way
Washington State DSHS - Office of Assistant Secretary - DMOS	1009 College St. SE
Washington State Employment Security Department	605 Woodland Square Loop SE
Washington State Gambling Commission	4565 7th Avenue SE
Building Program	4565 7th Avenue SE

Olympia

Administrative Office of the Courts	1206 Quince Street SE
Attorney Generals Office	1110 Capitol Way
City of Olympia	900 Plum Street
City of Olympia	924 7th Avenue SE
City of Olympia	825 Legion Way
City of Olympia	809 Plum Street SE
City of Olympia	1401 Eastside Street SE
City of Olympia	520 Pear Street SE
City of Olympia	222 Columbia Street NW
City of Olympia	100 Eastside Street
City of Olympia	924 7th Avenue SE
City of Olympia	2600 NE East Bay Dr
City of Olympia - CP & D	837 7th Avenue SE
City of Olympia - Municipal Court	909 8th Avenue
City of Olympia - Parking Svcs	117 Legion Way
Climate Solutions	219 Legion Way SW, Suite 201
Columbia Capital Medical Center	3900 Capital Mall Drive SW
Group Health Cooperative	700 Lilly Road NE
Intercity Transit	526 Pattison St. SE
Office of Attorney General	1125 Washington Street
Office of Attorney General	2425 Bristol Court SW
Office of Financial Management	302 14th Avenue SW
Office of Superintendent of Public Instruction	600 Washington Street SE
Providence St. Peter Hospital	413 Lilly Road NE
Thurston County	2000 Lakeridge Drive SW
Thurston Regional Planning Council	2424 Heritage Court SW
Washington State Dept of Employment Security	212 & 106 Maple Park Ave SE
Washington State Dept of Revenue	1025 Union Avenue SE

Washington State Dept of Transportation	310 Maple Park Ave SE
Washington State Dept. of Agriculture	1111 Washington St.
Washington State Dept. of Community Development	906 Columbia Street SW
Washington State Dept. of Fish and Wildlife	1111 Washington St. SE
Washington State Dept. of General Administration	210 11th Avenue SW
Washington State Dept. of General Administration	14th & Jefferson
Washington State Dept. of General Administration - Consolidated Mail	616 Cherry Street SE
Washington State Dept. of General Administration - Trans Svcs	1312 Fones Road SE
Washington State Dept. of Information Services	1110 Jefferson St.
Washington State Dept. of Licensing	1125 Washington Street
Washington State Dept. of Licensing	405 & 421 Black Lake Blvd and 2000 4th Ave SW
Washington State Dept. of Licensing	2424 Bristol Court SW
Washington State Dept. of Natural Resources	1111 Washington St. SE
Washington State Dept. of Personnel	521 Capitol Way S
Washington State DSHS	1115 Washington Street SE
Washington State DSHS - Div of Child Support & Office of Financial Recovery	712 Pear Street SE
Washington State DSHS - Health & Recovery Services (HRSA)	626 8th Ave
Washington State DSHS - Medical Assistance Health & Recovery Svcs Admin	626 8th Avenue SE
Washington State DSHS - Operations Support Division (OSD)	724 Quince St. SE
Washington State Employees Credit Union	400 Union Avenue
Washington State House of Representatives	416 14th Avenue SE & 504 15th Ave SW
Washington State Liquor Control Board	3000 Pacific Ave SE
Washington State Patrol	210 11th Avenue SW
Washington State Senate	416 14th Avenue SE
Washington State Utilities and Transportation Commission	1300 Evergreen Park Dr NW
Building Program	906 Columbia Street NW
Building Program	3000 Pacific Avenue SE
Industrial Insurance Appeals	1300 Evergreen Park Drive NW
Building Program	1300 Evergreen Park Drive NW
Building Program	210 11th Avenue SW
Building Program	1111 Washington St SE
Building Program	302 14th Ave SW
Building Program	416 14th Ave SE

Tumwater

Affiliated Computer Services (formerly LiveBridge)	148 Tumwater Blvd.
City of Tumwater	555 Israel Road SW
Dept of Financial Institutions	150 Israel Road SW
Dept of Health	111 Israel Rd.
Office of Attorney General	7141 Cleanwater Dr. SW
Point Plaza West - Dept of Retirement	6639-6835 Capitol Blvd SW
Point Plaza West - DSHS Home & Community Svcs	6639-6835 Capitol Blvd SW
Point Plaza West - Office of Financial Mngt	6639-6835 Capitol Blvd SW
Point Plaza West - WSDOT	6639-6835 Capitol Blvd SW
Point Plaza West -DSHS Div of Disability Determination Svcs	6639-6835 Capitol Blvd SW
WA State Department of Revenue	6500 Linderson Way SW

WA State Dept of Health	101 Israel Road SW
Washington State Auditor's Office	3200 Capitol Blvd.
Washington State Dept of Health	243 Israel Rd SE
Washington State Dept of Health - Health Systems Quality Assurance	310 Israel Road SE
Washington State Dept. of Corrections	7345 Linderson Way SW
Washington State Dept. of General Administration - Central Stores	7511 New Market St.
Washington State Dept. of Labor & Industries	7273 Linderson Way SW
Washington State Dept. of Revenue - Info Svcs	6300 Linderson Way
Washington State Dept. of Transportation	7345 Linderson Way SW
Washington State Dept. of Transportation - Materials Lab	1655 2nd Avenue SW
Washington State Dept. of Transportation - Olympic Region	5720 Capitol Blvd. South
Washington State DSHS - Olympia Community Svcs Office	6860 Capitol Blvd.
Washington State Office of the Insurance Commissioner	5000 Capitol Blvd.
Washington State Parks & Recreation Commission	7150 Cleanwater Ln SW

Thurston County

The Evergreen State College	2700 Evergreen Parkway NW
Western Institutional Review Board	3535 7th Avenue SW

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APPENDIX F: PUBLIC COMMENT

When developing the local, regional and GTEC Commute Trip Reduction Plans for the Thurston Region, TRPC solicited preliminary comments from Employee Transportation Coordinators across the region. As part of the formal public comment process for individual jurisdictional and Regional Planning Council Plan adoption, ETCs will be provided with another opportunity to comment.

- Transit service in the core Olympia/Lacey/Tumwater business areas needs to continue later into the evening because many people don't get off work until after 8:00 p.m.

- Management support is a real challenge. All of our management chooses the single occupant vehicles from their homes. They are not serious about it, so the challenge is in individual employee's lap.

- I choose to take the bus as much as possible only because I have decided I want less money in gas going toward work and more going toward my personal life. Additionally I have found that once I got past the "thinking about it" stage, the easier it got to walk out and get in the bus line.

- One method that might improve the willingness of people to take Intercity Transit is to better expose the conditions of the transit vehicles and the clientele. Thanks to TV: Many people think of buses as being dirty, "inner city", and graffiti laden vehicles. NOT TRUE. They are clean, safe, air conditioned, and many are new vehicles. Others think that the people that ride buses are weird street people and thugs. NOT TRUE. Most are middle class commuters like you and me. I found that if I just sit calmly, gripping my pepper spray, I feel better! Then I discovered that I was the "weird street people," and I quit worrying about it.

- If we want to support commuting by bicycle, we need to not only provide clean, safe and secure parking for commuters, but also for staff and visitors traveling between state buildings. I would suggest that building codes be changed so that all governmental buildings and commercial office buildings serving in excess of 100 visitors per day provide limited bicycle parking that is:
  - Clearly indicated by signage
  - Located near the entrance of the building
  - Safe to both the rider and the vehicle

- I have commuted to work by bike bus and car this summer. When I bike, I sometimes try to use my bike to go to meetings in other state buildings. Ideally a state worker could bicycle to work and to meetings in other buildings. Bike parking is usually awkward, inconvenient, or non-existent. Signage is often non-existent and visitors must allot extra time to finding out if bike parking exists and where it might be.

  Some state facilities have biking facilities convenient to visitors to the building. At others, you have to hunt around the building (no signage) to find the bike rack (hidden in between buildings) where the racks are crowded by benches. This is better then what a certain site offers, which is to use the smoking shelter a block away, park at another building and use their bike locker or chain their bike to a tree. If you drive you just park, turn your key in the lock and walk through the door. Why would anyone ride a bike?

- Remove student parking lots from area high schools. Do you really expect kids who don't ride the very-available school bus in favor of their personal car, to suddenly park their car and take the bus as adults? And don't accept the excuse that these kids need cars for after-school activities and work, they can take the school or community buses for that. Training needs to start young.

- I would think a major concern with me would be not having access to a vehicle during the lunch hour. If one was available I could see more staff taking advantage of car pooling

- Make bus stops more appealing – such as a covered area with a bench. Weather is a big deterrent here in Washington.

- More park and ride lots with a transit center and bike lockers.

- Bike lanes on all the roads in the area. For example: I would use my bicycle (and I know others in my area would, too – even people who walk) if Meridian NE had a bike lane on it. It is 50 mph with lots of hills, big ditches, and very dangerous. I wouldn't let my son ride his bike there, so as a parent, I didn't encourage my kid to ride a bike or walk when he was young, so now he drives everywhere. Gotta teach them good habits while they are young, but we must have the tools to do this.

- I would also like bus service extended to Beach Crest/Jubilee areas in NE Lacey. The closest bus stop is 4 miles away! This is not a very great way to encourage ridership.

- Daycares, stores, and other conveniences (coffee shops) by the bus stops. Have the grocery stores sell those wheeled wire grocery carts that lots of old people use to cart their things from destination to destination.

- Have Internet outlets on the buses so we can work or take care of our home e-mails while we take the LONG drawn out Intercity Transit ride that we must suffer through because there are not enough buses to create a good transit system.

- Improve the bus system. As it is, it takes me 1-1/2 hours to get from home to work on the bus, and it takes 20 minutes by car. I have to go WAY out of the way to get to places just a couple of miles away. What is there encouraging me to ride the bus with the time it takes to get places? Other cities don't have this problem.

- There is a lack of accommodations for bikers. Have lots of bike lockers EVERYWHERE! Provide air and pressure gauges for checking tires; wipes for sweating and riding in the rain; water fountains for hydration – there could be a charge for these or have them available in vending machines (like the ones at the car washes). 25 years ago there were water fountains everywhere – what happened to them? For incentives to get people to ride bikes, why not create free parking for them – and take out some of the automobile parking? Create a law that makes business owners have bike racks in front of their business – the lack of safe places for bicycles is a problem.

- Let vanpoolers park for free anywhere within city limits.

- A huge hurdle is not having public transportation to the South County. Our only option is van pool/car pool.

- Provide some way for carpoolers/vanpoolers to get around quickly during the lunch hour – such as renting a bicycle or moped.

- Free coffee or chocolate for people using CTR methods.

- City/County should require that all buildings be designed such that it is easy to walk from the bus stop to the building entrance.

- Would be helpful if City/County closed the gaps in the bicycle/pedestrian network as people have trouble planning a route that is safe for biking and walking.

- Transit service needs to start earlier in the morning because many people start at 7:00 a.m.

- The City/County should lower their parking requirements for new buildings. With so much excess parking, it is just too easy to drive a single occupancy vehicle.

- The City/County should broaden marketing to target all residents rather than just those at affected worksites.

- I'd like to see more pressure put on state agencies to allow teleworking at least one day each week for jobs where it is feasible. For employees living in rural areas, and who need to work a flex schedule, there are no other alternatives to driving alone.

  We definitely need cities/counties to provide more Park N Ride lots for staff to park their car and ride the bus to work. Most are currently filled to capacity and one of our staff has had difficulty finding a space at the Lakewood Park N Ride lot. The Hawks Prairie lot was closed several years ago when the new mall was erected on that site. People need places to park their cars so they can take the bus to nearby cities such as Tacoma and Seattle and vice versa. This is a current and urgent need.

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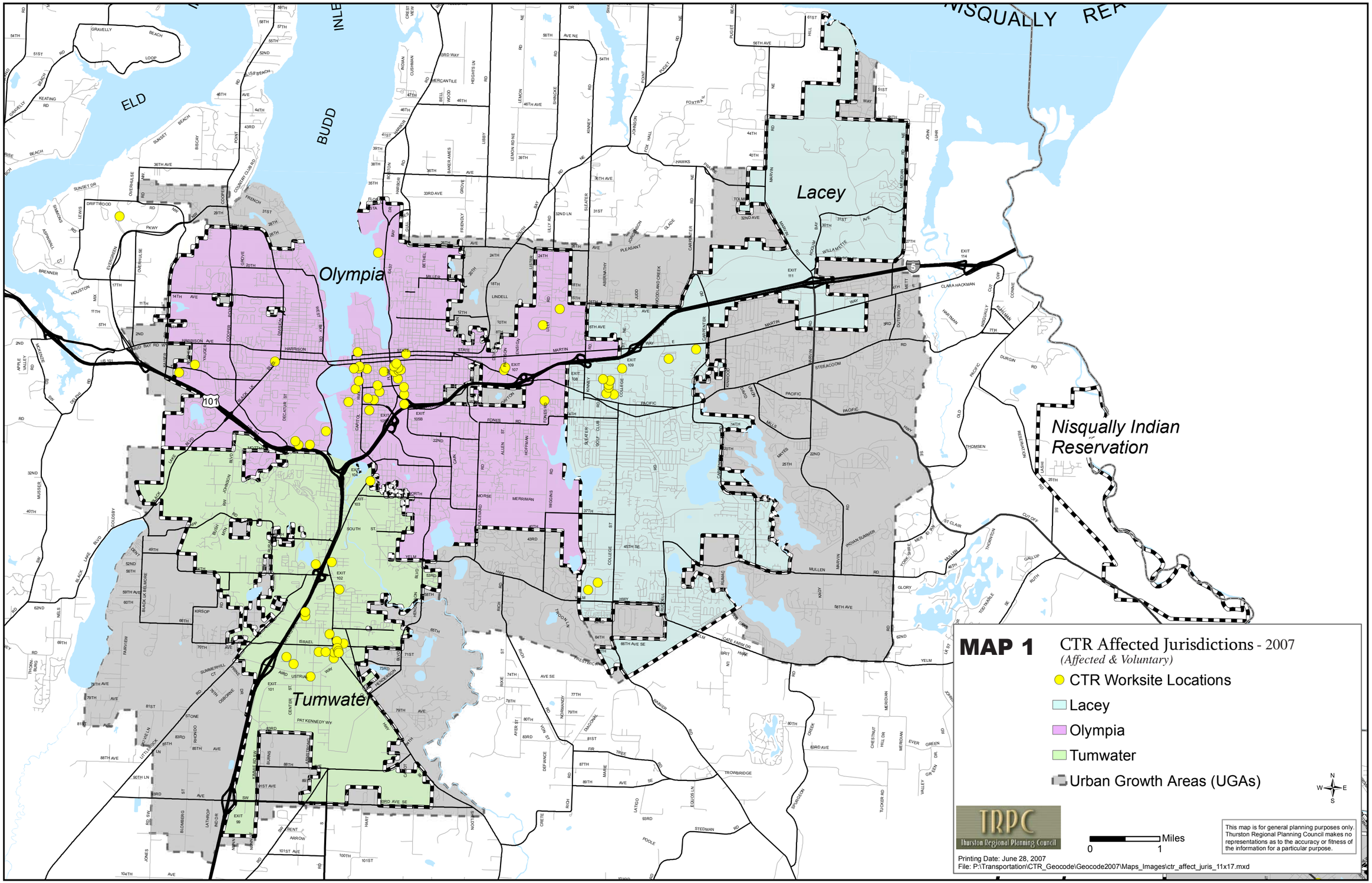
APPENDIX G: MAPS

Map 1. TRPC Affected and Voluntary Worksites – June 2007
Map 2. The Thurston Region
Map 3. Major Roadways in the Thurston Region
Map 4. Thurston Region Strategy Corridors
Map 5. Intercity Transit's Service Area, Routes and Facilities
Map 6. Thurston Region Existing and Proposed Trail System
Map 7. Thurston Region Population Density
Map 8. Thurston Region Residential Zoning Densities
Map 9. Lacey Center – Where Employees Live
Map 10. Downtown Olympia – Where Employees Live
Map 11. Tumwater Center – Where Employees Live
Map 12. Park and Ride Facilities in South Puget Sound
Map 13. Intercity Transit's 2012 Transit Plan Services


Olympia
Lacey
Tumwater
Nisqually Indian Reservation
ELD
BUDD
INLET
NISQUALLY REA
MAP 1
CTR Affected Jurisdictions - 2007
(Affected & Voluntary)
CTR Worksite Locations
Lacey
Olympia
Tumwater
Urban Growth Areas (UGAs)
N
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TRPC
Thurston Regional Planning Council
Miles
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This map is for general planning purposes only. Thurston Regional Planning Council makes no representations as to the accuracy or fitness of the information for a particular purpose.
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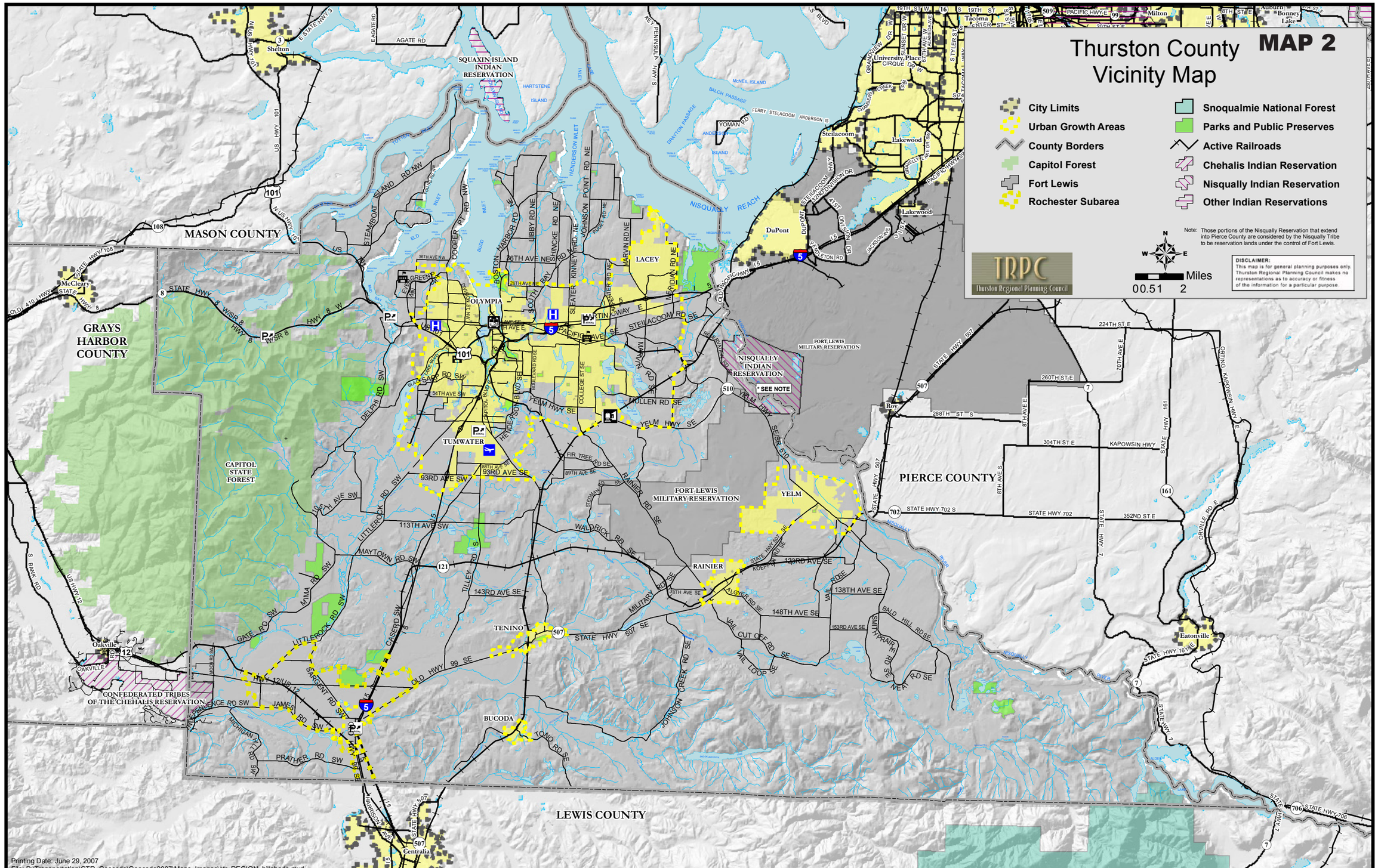
Thurston County
Vicinity Map
MAP 2
City Limits
Urban Growth Areas
County Borders
Capitol Forest
Fort Lewis
Rochester Subarea
Snoqualmie National Forest
Parks and Public Preserves
Active Railroads
Chehalis Indian Reservation
Nisqually Indian Reservation
Other Indian Reservations
Note: Those portions of the Nisqually Reservation that extend into Pierce County are considered by the Nisqually Tribe to be reservation lands under the control of Fort Lewis.
DISCLAIMER:
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TRPC
Thurston Regional Planning Council
Miles
0 0.5 1 2
MASON COUNTY
GRAYS HARBOR COUNTY
PIERCE COUNTY
LEWIS COUNTY
SQUAXIN ISLAND INDIAN RESERVATION
NISQUALLY INDIAN RESERVATION
* SEE NOTE
FORT LEWIS MILITARY RESERVATION
CAPITOL STATE FOREST
CONFEDERATED TRIBES OF THE CHEHALIS RESERVATION
OLYMPIA
LACEY
TUMWATER
YELM
RAINIER
TENINO
BUCODA
DuPont
Steilacoom
Lakewood
University Place
Tacoma
Milton
Auburn
Bonney Lake
Roy
Eatonville
Shelton
McCleary
Oakville
Centralia
NISQUALLY REACH
BALCH PASSAGE
DRAYTON PASSAGE
HENDERSON INLET
KEY PENINSULA HWY S
STATE HWY 507
STATE HWY 702
STATE HWY 161
STATE HWY 706
224TH ST E
260TH ST E
288TH ST S
304TH ST E
352ND ST E
KAPOWSIN HWY
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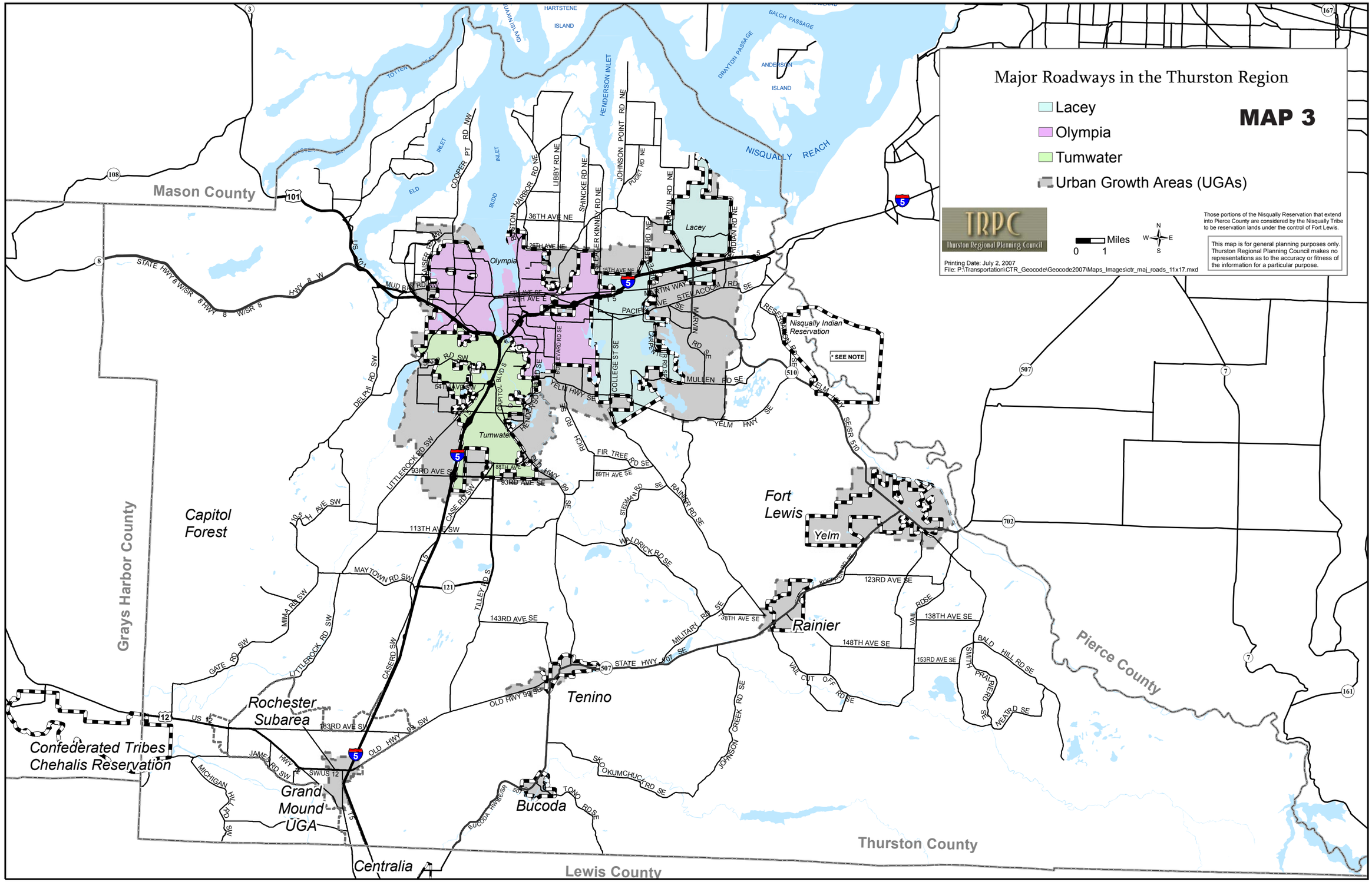
Major Roadways in the Thurston Region
MAP 3
Lacey
Olympia
Tumwater
Urban Growth Areas (UGAs)
TRPC
Thurston Regional Planning Council
Miles
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S
Those portions of the Nisqually Reservation that extend into Pierce County are considered by the Nisqually Tribe to be reservation lands under the control of Fort Lewis.
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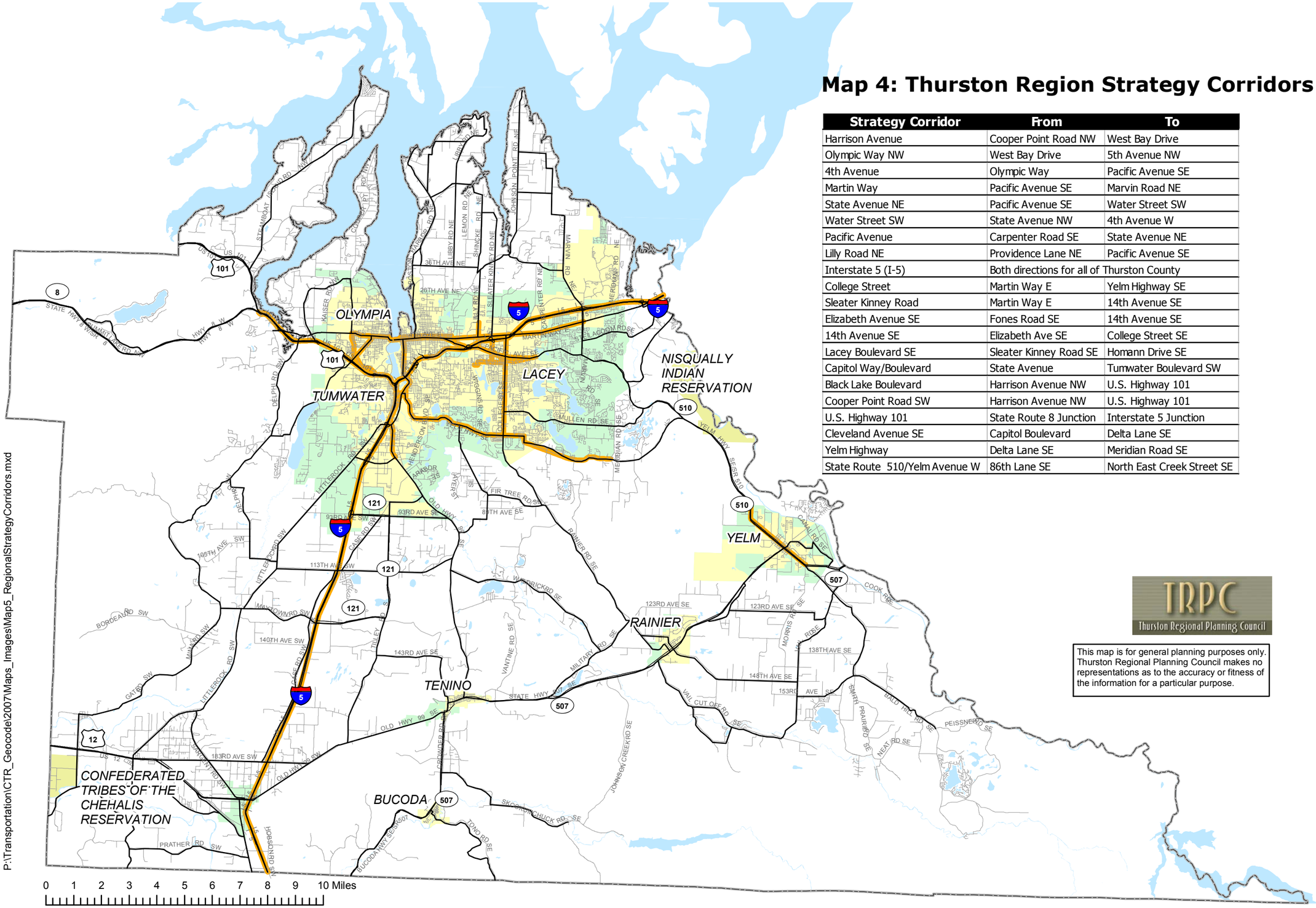
Mason County
Grays Harbor County
Pierce County
Thurston County
Lewis County
Capitol Forest
Fort Lewis
Yelm
Rainier
Tenino
Bucoda
Rochester Subarea
Grand Mound UGA
Centralia
Confederated Tribes Chehalis Reservation
Nisqually Indian Reservation
* SEE NOTE
NISQUALLY REACH
HENDERSON INLET
DRAYTON PASSAGE
BALCH PASSAGE
HARTSTENE ISLAND
ANDERSON ISLAND
TOTTEN INLET
EASTON BAY
ELD INLET
BUDD INLET
STATE HWY 8 WISR 8
US 101
I 5
36TH AVE NE
26TH AVE NE
15TH AVE NE
MARTIN WAY
STEILACOOM RD SE
PACIFIC AVE SE
MULLEN RD SE
YELM HWY SE
COLLEGE ST SE
BOULEVARD RD SE
CAPITOL BLVD S
93RD AVE SE
88TH AVE SE
FIR TREE RD SE
89TH AVE SE
113TH AVE SW
MAYTOWN RD SW
143RD AVE SE
123RD AVE SE
138TH AVE SE
148TH AVE SE
153RD AVE SE
183RD AVE SW
STATE HWY 507 SE
OLD HWY 99 SE
OLD HWY 99 SW
US 12
SR 510
SR 507
SR 702
SR 121
SR 161
SR 167
SR 108
SR 3
SR 8
SR 507
SR 7
SR 507
SR 510
SR 702
SR 161
SR 167

Map 4: Thurston Region Strategy Corridors

Strategy Corridor	From	To
Harrison Avenue	Cooper Point Road NW	West Bay Drive
Olympic Way NW	West Bay Drive	5th Avenue NW
4th Avenue	Olympic Way	Pacific Avenue SE
Martin Way	Pacific Avenue SE	Marvin Road NE
State Avenue NE	Pacific Avenue SE	Water Street SW
Water Street SW	State Avenue NW	4th Avenue W
Pacific Avenue	Carpenter Road SE	State Avenue NE
Lilly Road NE	Providence Lane NE	Pacific Avenue SE
Interstate 5 (I-5)	Both directions for all of Thurston County	
College Street	Martin Way E	Yelm Highway SE
Sleater Kinney Road	Martin Way E	14th Avenue SE
Elizabeth Avenue SE	Fones Road SE	14th Avenue SE
14th Avenue SE	Elizabeth Ave SE	College Street SE
Lacey Boulevard SE	Sleater Kinney Road SE	Homann Drive SE
Capitol Way/Boulevard	State Avenue	Tumwater Boulevard SW
Black Lake Boulevard	Harrison Avenue NW	U.S. Highway 101
Cooper Point Road SW	Harrison Avenue NW	U.S. Highway 101
U.S. Highway 101	State Route 8 Junction	Interstate 5 Junction
Cleveland Avenue SE	Capitol Boulevard	Delta Lane SE
Yelm Highway	Delta Lane SE	Meridian Road SE
State Route 510/Yelm Avenue W	86th Lane SE	North East Creek Street SE



TRPC
Thurston Regional Planning Council

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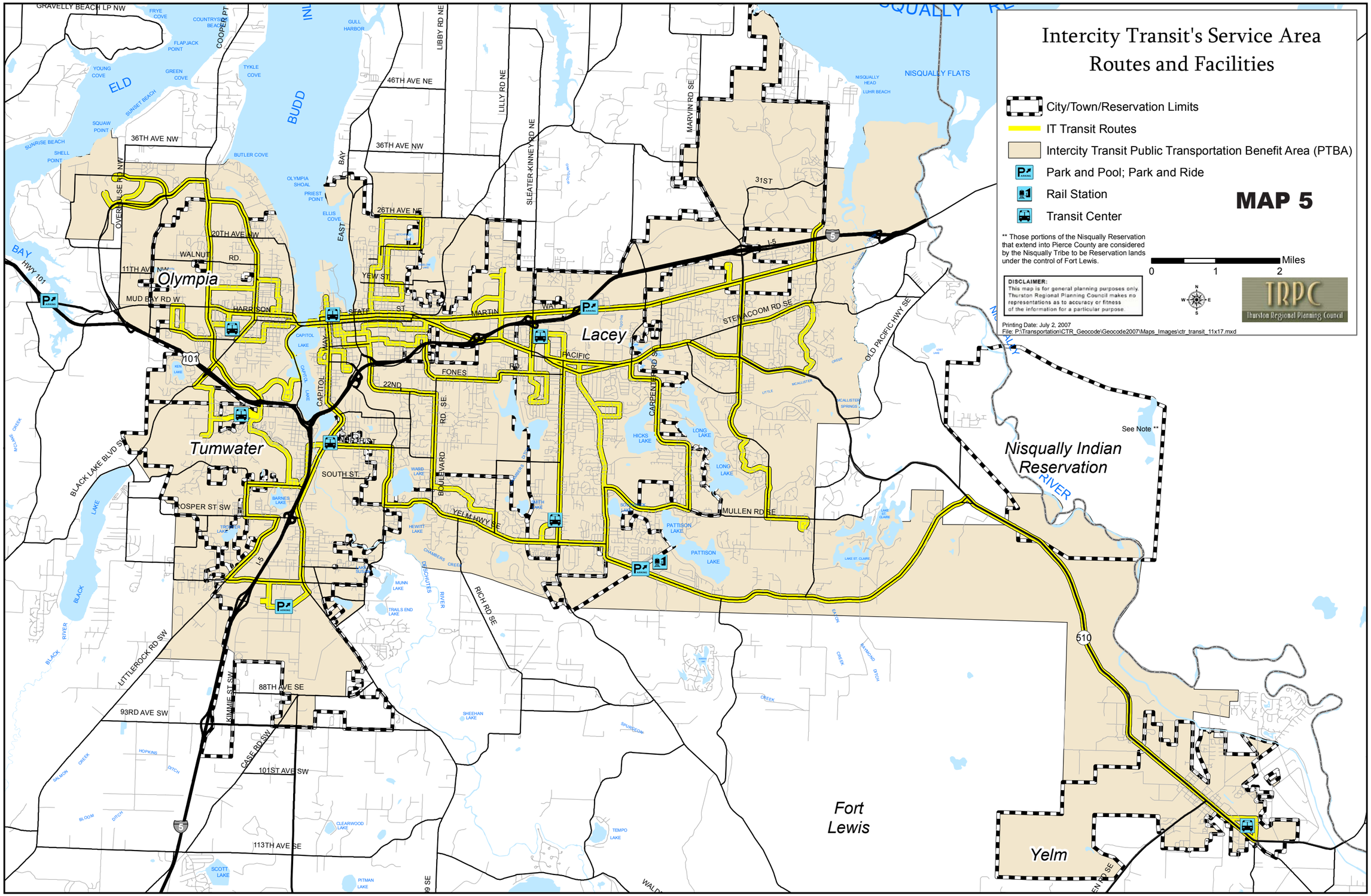
Source: TRPC Geographical Information System


Intercity Transit's Service Area
Routes and Facilities
City/Town/Reservation Limits
IT Transit Routes
Intercity Transit Public Transportation Benefit Area (PTBA)
Park and Pool; Park and Ride
Rail Station
Transit Center
MAP 5
** Those portions of the Nisqually Reservation that extend into Pierce County are considered by the Nisqually Tribe to be Reservation lands under the control of Fort Lewis.
Miles
0
1
2
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TRPC
Thurston Regional Planning Council
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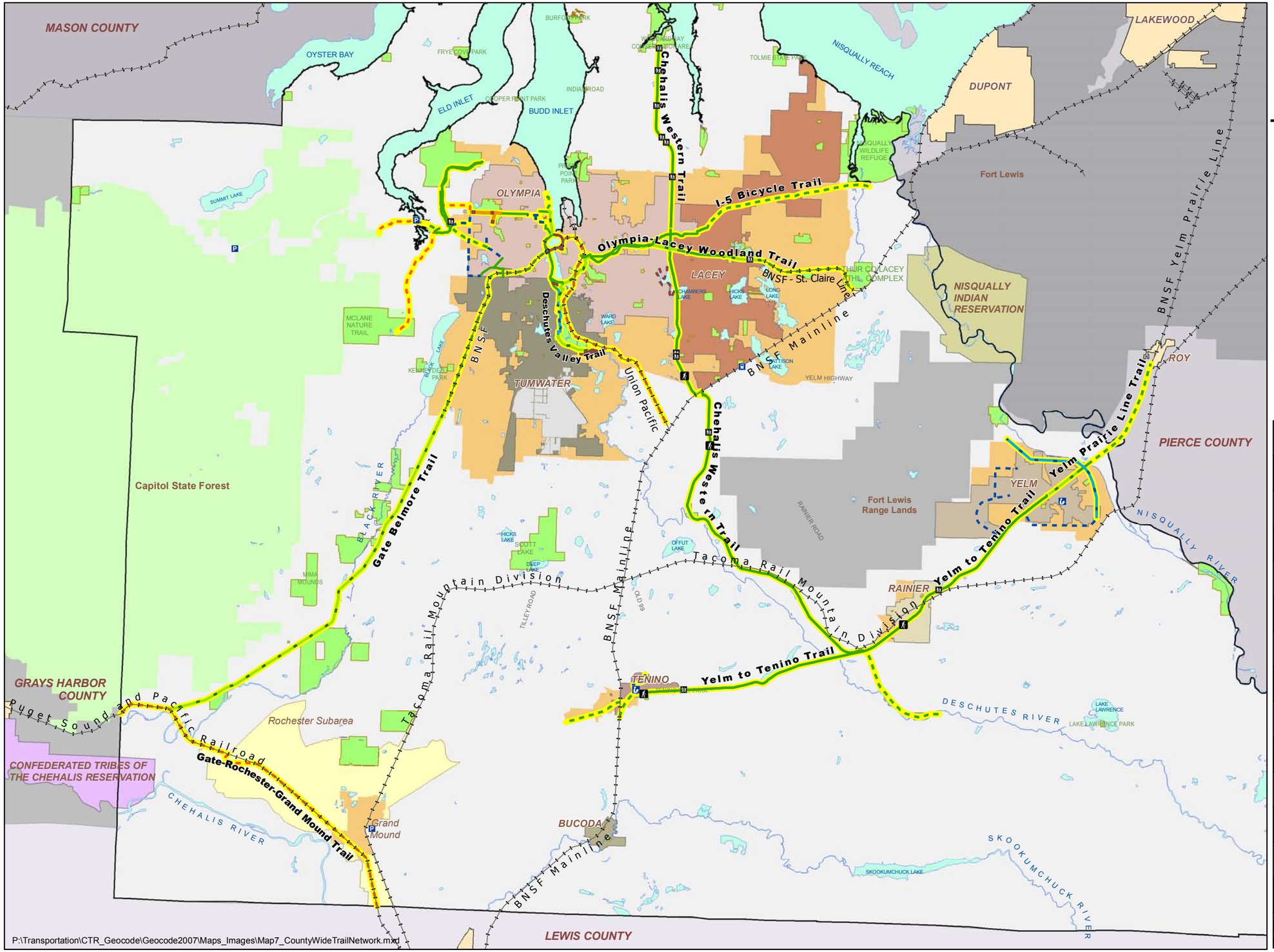
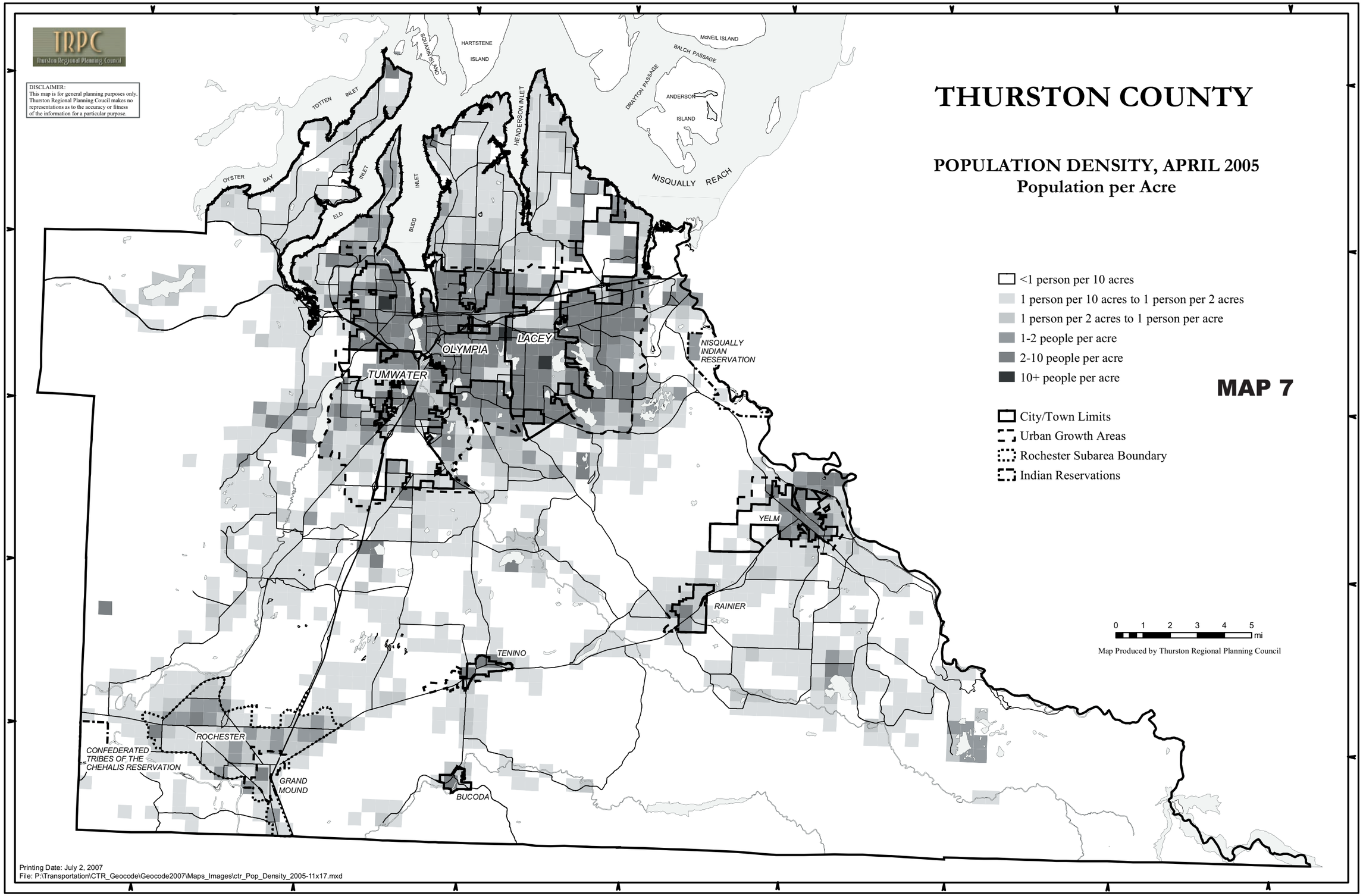
Olympia
Lacey
Tumwater
Nisqually Indian Reservation
See Note **
Fort Lewis
Yelm
BUDD
ELD
BAY
NISQUALLY FLATS
NISQUALLY RIVER
BLACK LAKE
BLACK RIVER
DESCHUTES RIVER
I-5
101
510
HWY 101
GRAVELLY BEACH LP NW
36TH AVE NW
46TH AVE NE
26TH AVE NE
20TH AVE NW
11TH AVE NW
WALNUT RD.
MUD BAY RD W
HARRISON
STATE ST
MARTIN WAY
PACIFIC
FONES RD.
22ND
CAPITOL WAY
BOULEVARD RD. SE
YELM HWY SE
MULLEN RD SE
STEILACOOM RD SE
OLD PACIFIC HWY SE
CARPENTER RD SE
MARVIN RD SE
SLEATER-KINNEY RD NE
LILLY RD NE
LIBBY RD NE
31ST
BLACK LAKE BLVD SW
LITTLEROCK RD SW
KIMMIE ST SW
88TH AVE SE
93RD AVE SW
CASE RD SW
101ST AVE SW
113TH AVE SE
RICH RD SE
SOUTH ST.
MOSPER ST SW

MAP 6

DRAFT Thurston Region Trail Network





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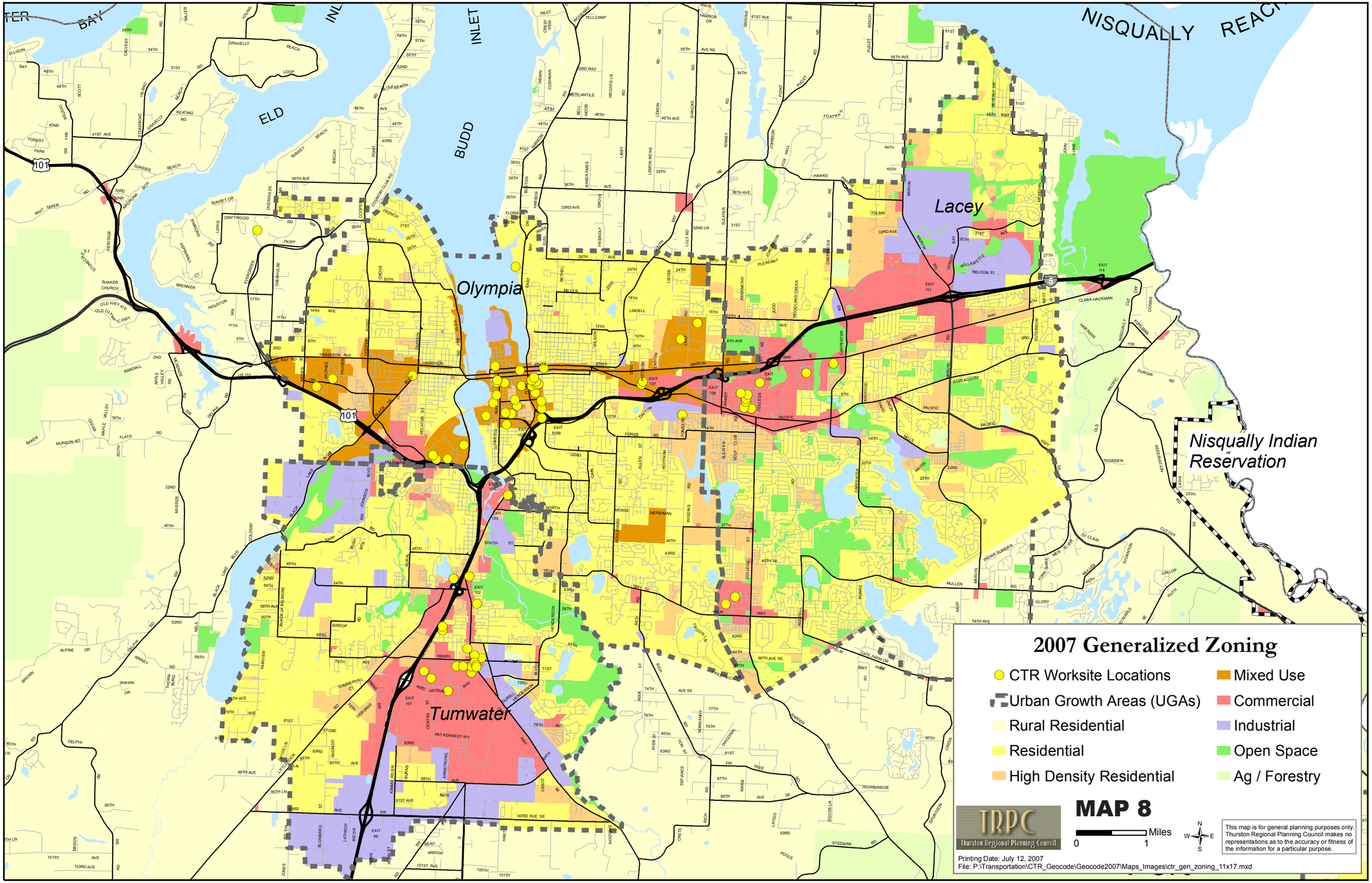
2007 Generalized Zoning
CTR Worksite Locations
Urban Growth Areas (UGAs)
Rural Residential
Residential
High Density Residential
Mixed Use
Commercial
Industrial
Open Space
Ag / Forestry
MAP 8
Miles
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TRPC
Thurston Regional Planning Council
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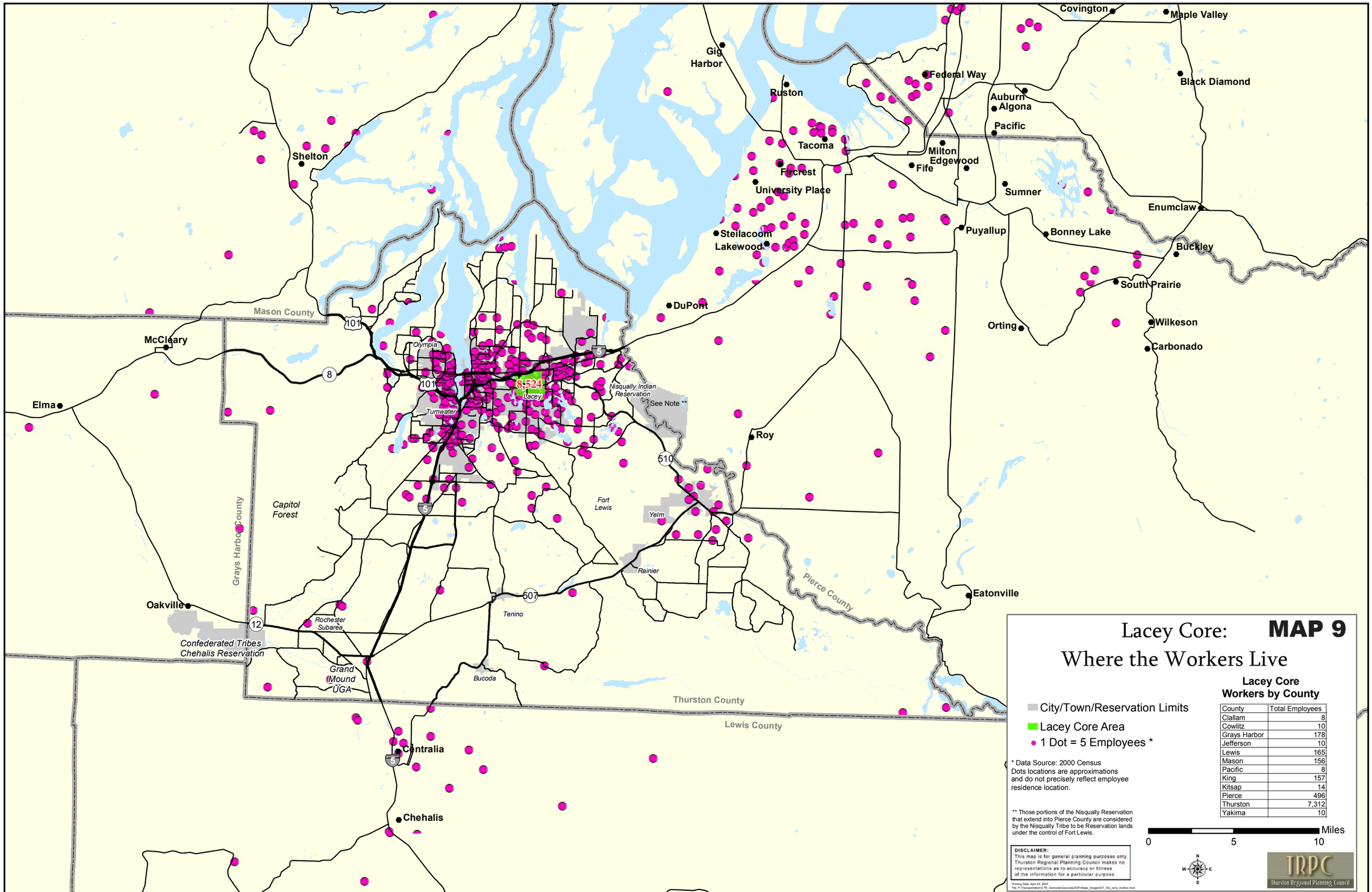
Olympia
Lacey
Tumwater
Nisqually Indian Reservation
BUDD INLET
ELD
NISQUALLY REACH


Lacey Core: MAP 9
Where the Workers Live
City/Town/Reservation Limits
Lacey Core Area
1 Dot = 5 Employees *
* Data Source: 2000 Census
Dots locations are approximations and do not precisely reflect employee residence location.
** Those portions of the Nisqually Reservation that extend into Pierce County are considered by the Nisqually Tribe to be Reservation lands under the control of Fort Lewis.
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Printing Date: April 20, 2007
File: P:\Transportation\CTR_Geocode\Geocode2007\Maps_Images\DT_City_core_multico.mxd
Lacey Core Workers by County
County | Total Employees
Clallam | 8
Cowlitz | 10
Grays Harbor | 178
Jefferson | 10
Lewis | 165
Mason | 156
Pacific | 8
King | 157
Kitsap | 14
Pierce | 496
Thurston | 7,312
Yakima | 10
0 5 10 Miles
N W E S
TRPC
Thurston Regional Planning Council
8,524
Lacey
Olympia
Tumwater
Nisqually Indian Reservation
See Note **
Fort Lewis
Yelm
Rainier
Tenino
Bucoda
Rochester Subarea
Grand Mound UGA
Capitol Forest
Confederated Tribes Chehalis Reservation
Mason County
Grays Harbor County
Pierce County
Thurston County
Lewis County
Shelton
McCleary
Elma
Oakville
Gig Harbor
Ruston
Tacoma
Fircrest
University Place
Steilacoom
Lakewood
DuPont
Roy
Centralia
Chehalis
Eatonville
Federal Way
Auburn
Algona
Pacific
Milton
Edgewood
Fife
Sumner
Puyallup
Orting
Covington
Maple Valley
Black Diamond
Enumclaw
Bonney Lake
Buckley
South Prairie
Wilkeson
Carbonado
101
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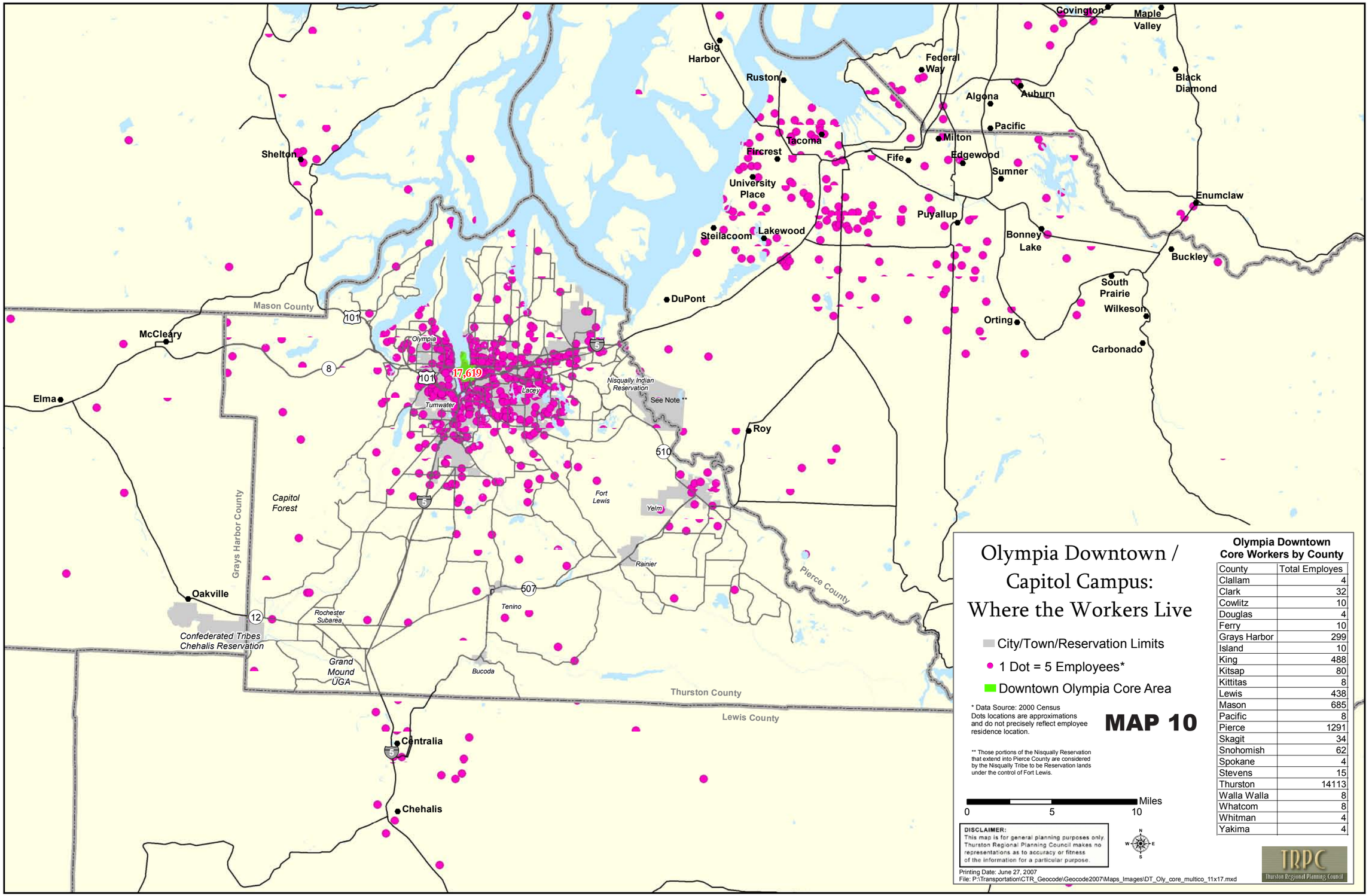
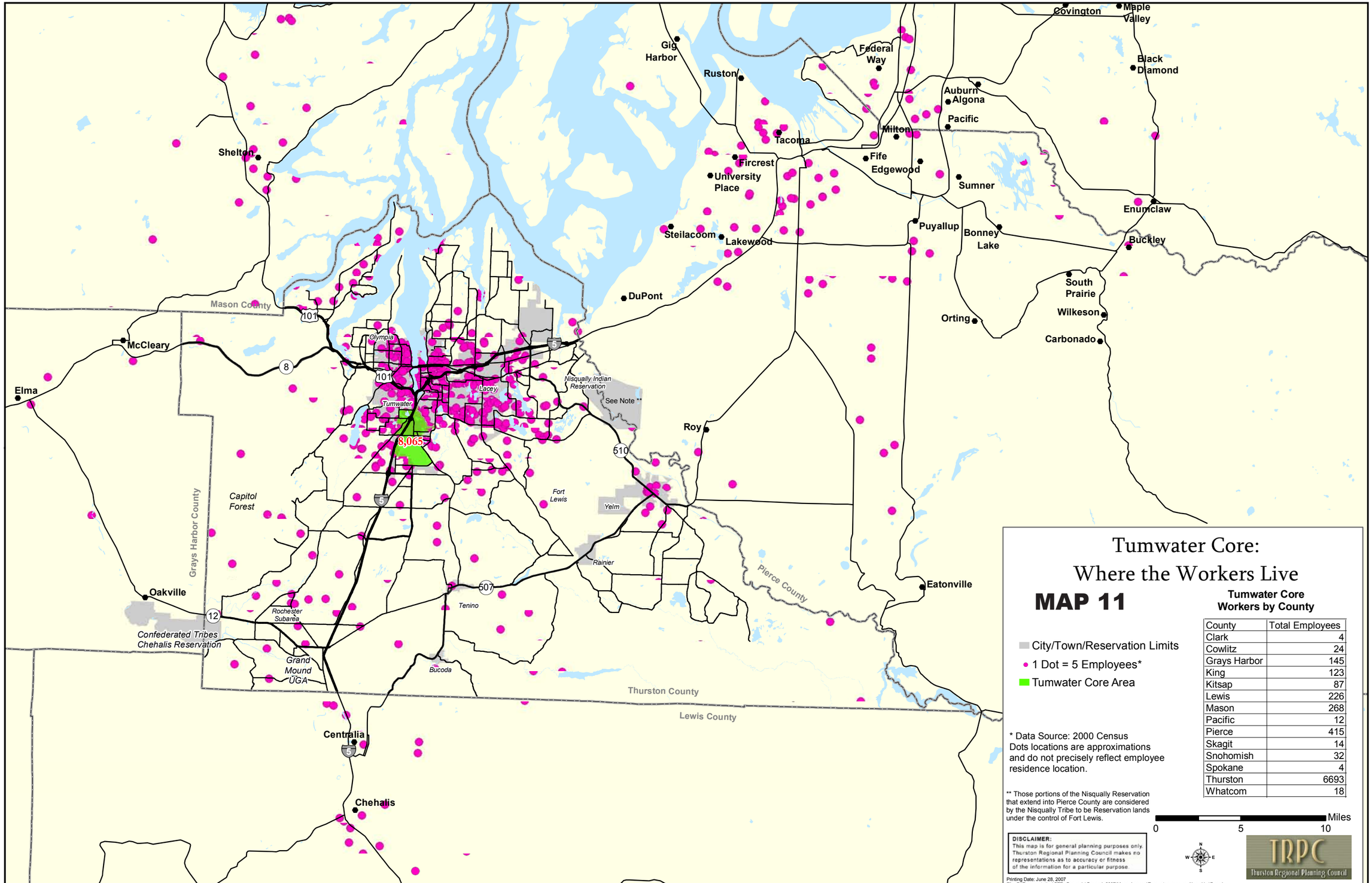
510
507
12

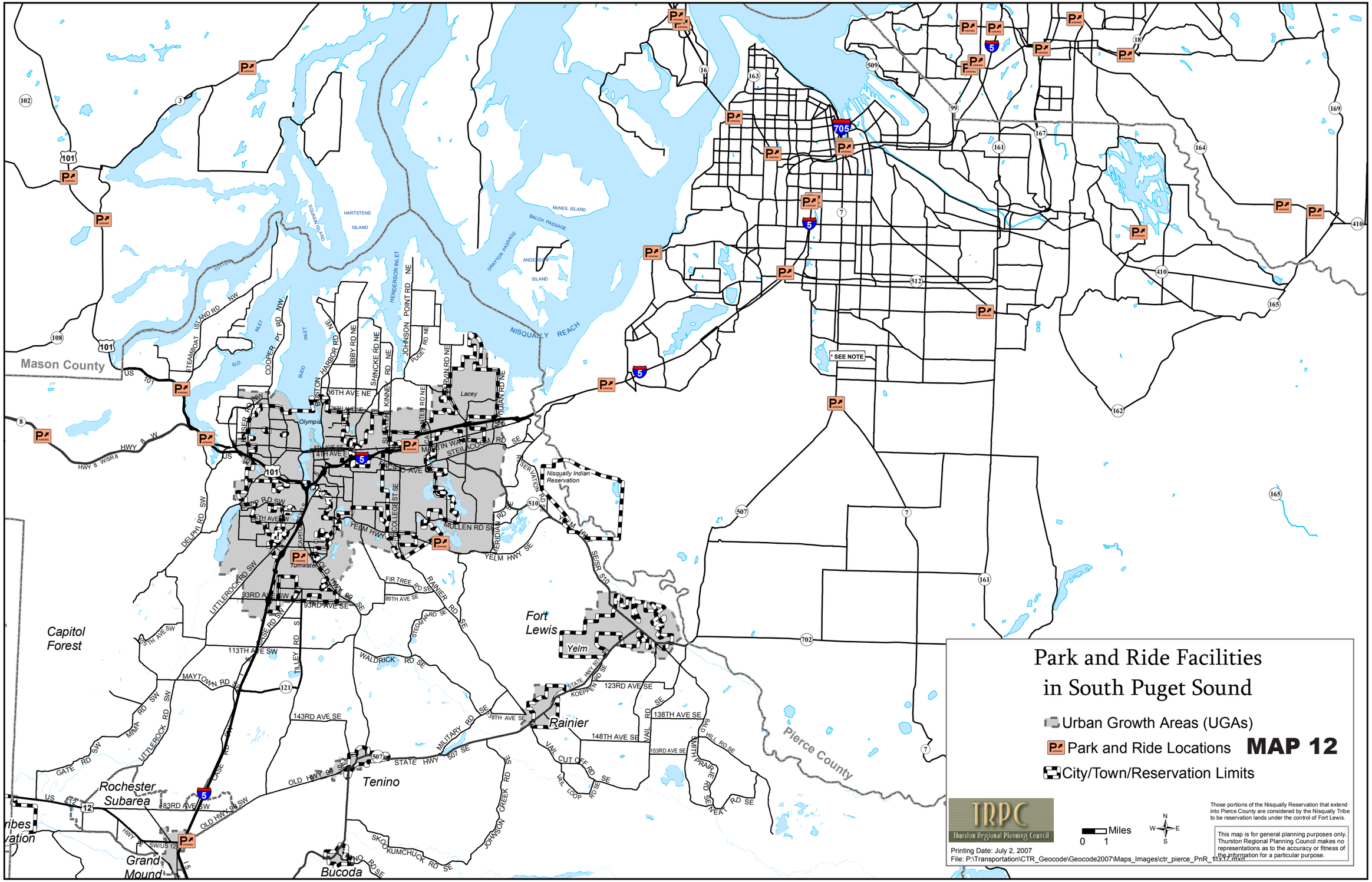


Olympia Downtown Core Workers by County

County	Total Employes
Clallam	4
Clark	32
Cowlitz	10
Douglas	4
Ferry	10
Grays Harbor	299
Island	10
King	488
Kitsap	80
Kittitas	8
Lewis	438
Mason	685
Pacific	8
Pierce	1291
Skagit	34
Snohomish	62
Spokane	4
Stevens	15
Thurston	14113
Walla Walla	8
Whatcom	8
Whitman	4
Yakima	4



County	Total Employees
Clark	4
Cowlitz	24
Grays Harbor	145
King	123
Kitsap	87
Lewis	226
Mason	268
Pacific	12
Pierce	415
Skagit	14
Snohomish	32
Spokane	4
Thurston	6693
Whatcom	18


Park and Ride Facilities
in South Puget Sound
Urban Growth Areas (UGAs)
Park and Ride Locations
City/Town/Reservation Limits
MAP 12
TRPC
Thurston Regional Planning Council
Miles
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N
W E
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Those portions of the Nisqually Reservation that extend into Pierce County are considered by the Nisqually Tribe to be reservation lands under the control of Fort Lewis.
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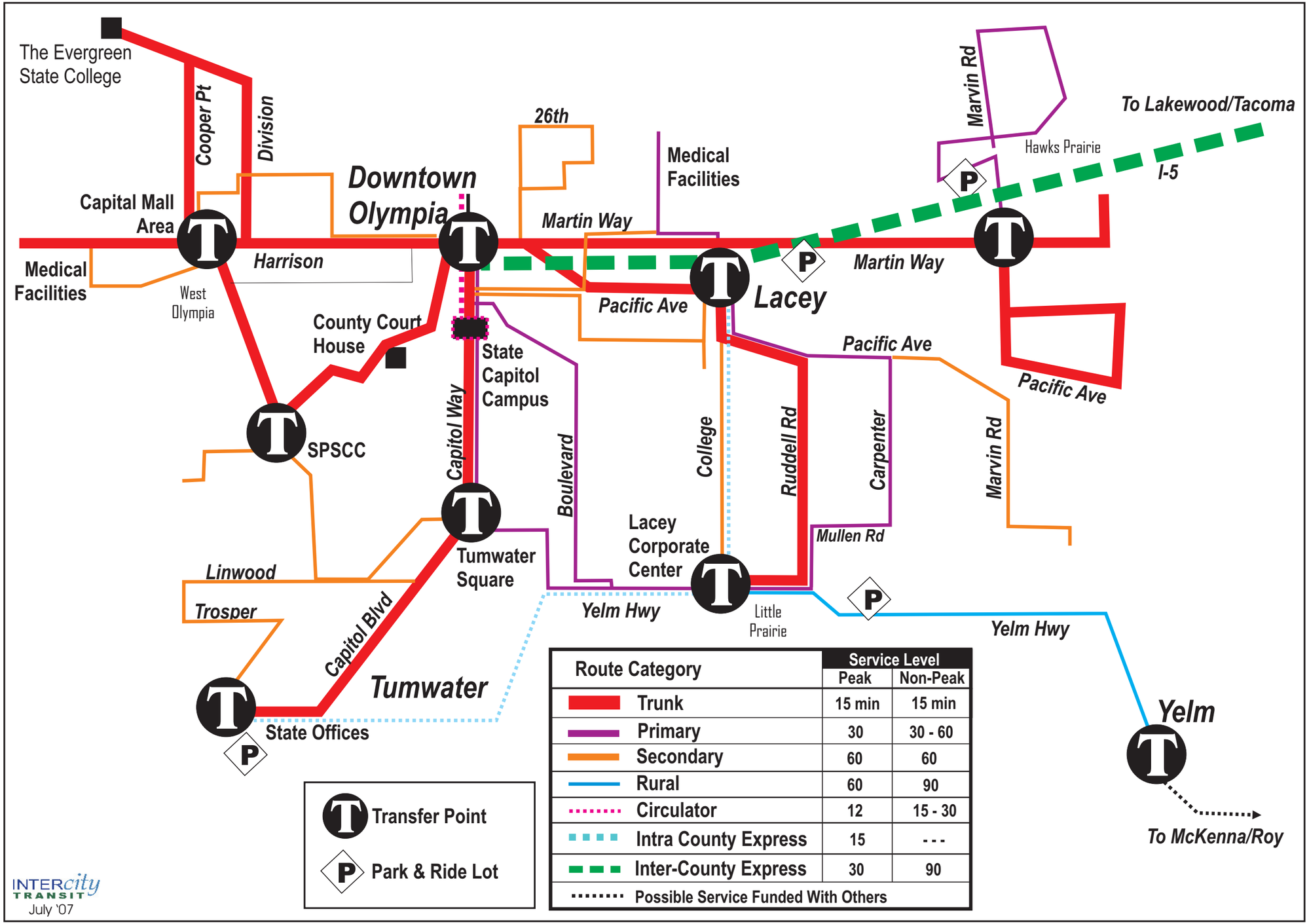
Mason County
Pierce County
Capitol Forest
Fort Lewis
Yelm
Rainier
Tenino
Bucoda
Rochester Subarea
Grand Mound
Olympia
Lacey
Tumwater
Nisqually Indian Reservation
* SEE NOTE
HARTSTENE ISLAND
SQUAXIN ISLAND
McNEIL ISLAND
ANDERSON ISLAND
BALCH PASSAGE
DRAYTON PASSAGE
NISQUALLY REACH
HENDERSON INLET
STEAMBOAT ISLAND RD NW
COOPER PT RD NW
BOSTON HARBOR RD NE
LIBBY RD NE
SHINCKE RD NE
KINNEY RD NE
JOHNSON POINT RD NE
PUGET RD NE
MARVIN RD NE
INDIAN RD NE
36TH AVE NE
26TH AVE NE
HWY 8 W
HWY 8 WISR 8
4TH AVE E
PACIFIC AVE
STEILACOOM RD SE
MARTIN WAY
COLLEGE ST SE
MULLEN RD SE
MERIDIAN RD SE
YELM HWY SE
RESERVATION RD
SR 510
DELPHI RD SW
LITTLEROCK RD SW
93RD AVE SW
93RD AVE SE
FIR TREE RD SE
89TH AVE SE
RAINIER RD SE
STEDMAN RD SE
113TH AVE SW
MAYTOWN RD SE
TILLEY RD S
WALDRICK RD SE
MIMA RD SW
GATE RD SW
CASE RD SW
143RD AVE SE
MILITARY RD SE
98TH AVE SE
STATE HWY 507 SE
OLD HWY 99 SE
83RD AVE SW
OLD HWY 99 SW
JOHNSON CREEK RD SW
SKOOKUMCHUCK RD SE
STATE HWY 510 SE
KOEPPEN RD SE
123RD AVE SE
138TH AVE SE
148TH AVE SE
153RD AVE SE
VAIL RD SE
VAIL CUT OFF RD SE
VAIL LOOP RD SE
BALD HILL RD SE
SMITH PRAIRIE RD SE
VEAT RD SE

Intercity Transit Projected Service Levels by 2012

Source: *Intercity Transit Short Range Service Plan, 2006 -2011 (Perteet, 2005)*



Route Category	Service Level Peak	Service Level Non-Peak
Trunk	15 min	15 min
Primary	30	30 - 60
Secondary	60	60
Rural	60	90
Circulator	12	15 - 30
Intra County Express	15	- - -
Inter-County Express	30	90
Possible Service Funded With Others		