

# Opportunities & Choices

**L**everaging our opportunities and understanding the effects of our choices will lead to community resilience and sustainability. We are beginning to think in generations, not years, to ensure that we plan for a changing population and changing needs.



Sustainable development balances economic, environmental, and social aspects of our community. This chapter looks at many of the social aspects — housing, health and human services, local food systems, access to schools, and the transportation network that knits the region together into a complete community.



What is a complete community? One that contains affordable, safe, quality, and energy-efficient housing that, through safe and efficient transportation, has access to:

- Affordable healthy food;
- Family-wage jobs and job training;
- Parks, natural resources, and cultural activities; and,
- Quality education.

What is safe and efficient transportation? It's more than just a street network for cars. Our region has long recognized and invested in "complete streets" that include sidewalks and bike lanes supporting safe travel for people walking and biking or riding in a car or a bus. But it hasn't always been that way.

Suburban home-building, automobile ownership, and interstate highway construction exploded in the wake of World War II. A single-family home with a little more elbow room and a picket fence epitomized the American dream for many people. However, this shifting land-use pattern made it difficult for these new suburbanites to access grocery stores, jobs, schools, and parks without an automobile. These areas don't work for everyone today. "Drive

mostly" neighborhoods mean dependence on cars to fill every day-to-day need — difficult for the very old, the young, and those who can't afford multiple car ownership and use.

One example is the Millennial Generation — generally, defined as people born between 1980 and 2000. The percentage of 16-to-24-year-olds with a driver's license has dropped to less than 70 percent for the first time since 1963. For this generation, safe and efficient transportation assumes walkable neighborhoods, safe bicycle routes, and frequent transit service.

Baby Boomers — born between 1946 and 1964 — who raised families in newfangled suburbs, are also reshaping land use as they retire. Some Boomers aim to age in place, while others will downsize and seek more convenient and accessible housing choices. If we want to attract the Millennials and retain the Boomers, we need to create complete communities that offer a full range of housing. These trends led to Sustainable Thurston goals to create walkable urban areas — places that provide people opportunities to live, work, shop, and play without having to depend on a private automobile. This is great news for our health. People living in auto-oriented

suburbs tend to drive more, weigh more, and walk less than people living in walkable neighborhoods. Walking reduces the risk of obesity. With many of our neighborhoods built during the latter half of the 20th century designed around cars, the prevalence of obesity may result in today's generation of children being the first in more than 200 years with a shorter lifespan than their parents.

Creating complete communities will also help eliminate food deserts — parts of the community with little or no access to the fresh, affordable food essential to maintain a healthy diet. Throughout the Sustainable Thurston process, community members have expressed concerns about the affordability and accessibility of fresh and local food.

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*"The draft plan... places appropriate emphasis on the important role that the local food system plays in achieving our shared vision of a more sustainable future for Thurston County."*

-Thurston Food System Council

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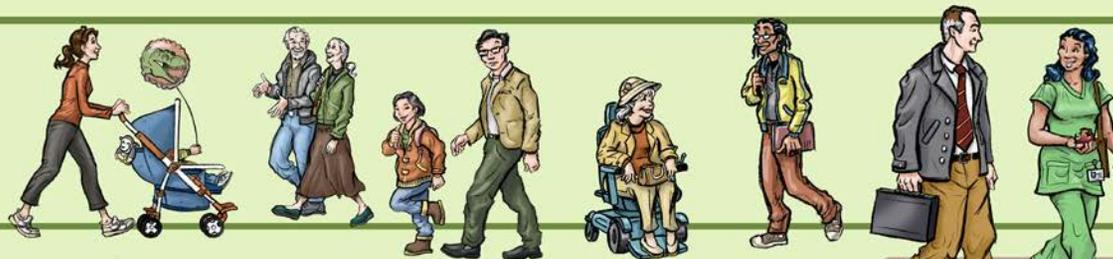
### Sustainable Thurston Foundational Principles & Policies related to Opportunities & Choices:

- Increase housing and transportation choices to support all ranges of lifestyles, household incomes, abilities, and ages;
- Increase opportunities to use transit, biking, walking, ridesharing, allowing and encouraging flexible work schedules, and telework; and,
- Encourage development of local services for food, clothing, and other basic human needs.



This West Olympia farm stand is along a bus route and within walking distance of several housing developments.

# 5 ELEMENTS OF A WALKABLE URBAN CENTER



## PEOPLE

People living, working, shopping, and recreating in compact centers are an indicator of walkable urban places. People add vibrancy and liveliness to city streets, generating walk-up customers for local businesses and growing the market for more walkable urban development. It takes a concentration of people in a compact area to support the kind of activities that define a walkable urban center.

## PUBLIC AMENITIES

Public investment in well-designed streets and sidewalks, parks and plazas, public buildings and civic institutions are key to the viability of walkable centers. The most urban of these walkable centers feature a prominent role for public transportation and station areas that enhance the public realm.

## PARKING POLICY

Parking is a necessary part of walkable centers, but effective policies guide the price, supply, and design so that parking does not undermine an area's walkability. Free parking is minimized, parking supply requirements emphasize "maximum amounts" instead of "minimum amounts", and design standards locate parking behind buildings or within structures.



## Why are we so interested in Walkable Urban Centers?

Walkable urban centers offer people a lifestyle option that is different than that offered elsewhere in our cities, suburbs, and rural communities. Walkable urban centers provide people with the opportunity to live, work, shop, and play without having to rely on driving to meet every daily need. Walkable urban centers attract 21st century jobs, and nurture innovation and social exchange. They are fertile ground for local businesses, artists, and other entrepreneurs. The array of housing choices offered

in these places meet the needs of many people in different stages of life, from the Millennial Generation to retired Boomers. Walkable urban centers are inherently more energy efficient than any other community development pattern, which is good for the environment and for household budgets. They offer an array of viable, active travel choices for people of all abilities and incomes, travel choices that reinforce healthy lifestyles and enable independence for those who don't drive.

Despite their benefits, walkable urban centers are not easy to create. Obstacles include high land prices and construction costs, difficult financing and fees, and cumbersome regulatory processes. Alignment of rent structures and other market forces is more difficult than it is for typical neighborhood and suburban development. Studies indicate, though, that there is pent-up demand for walkable urban lifestyle choices in the Thurston region, which is why cities continue to work to overcome these obstacles and increase this opportunity for area residents and businesses.

## PROXIMITY

Walkable centers need a diversity of destinations and activities that are within walking distance of each other to support the needs of people who live and work there. This includes grocery stores and pharmacies, retail and services, entertainment venues and restaurants, parks and recreational opportunities, in addition to housing. Larger centers with a diversity of destinations and activities in close proximity allow more people to live a "car-lite lifestyle", offering a range of viable travel choices.

## PHYSICAL FORM

Both public and private realms in successful walkable centers have physical forms that make walking a pleasant, safe, and convenient alternative to driving. Carefully designed sidewalks, transit stations, parks and streets are built on well-connected grids of short city blocks. Distinctive architectural details like windows, doors, awnings, and step-backs characterize buildings – most of which are multi-story with ground-floor uses oriented around retail or services. The public and private realms come together in walkable centers to create places that are welcoming to pedestrians and supportive of business and the local economy.

# Housing

People want more housing choices that will meet their needs throughout their life. Rural, suburban, urban, small city, or town living opportunities should be among the choices available in coming decades. This will require providing more choice and access to housing for all ages and incomes in locations that offer people easy access to goods and services.

## Challenges & Opportunities

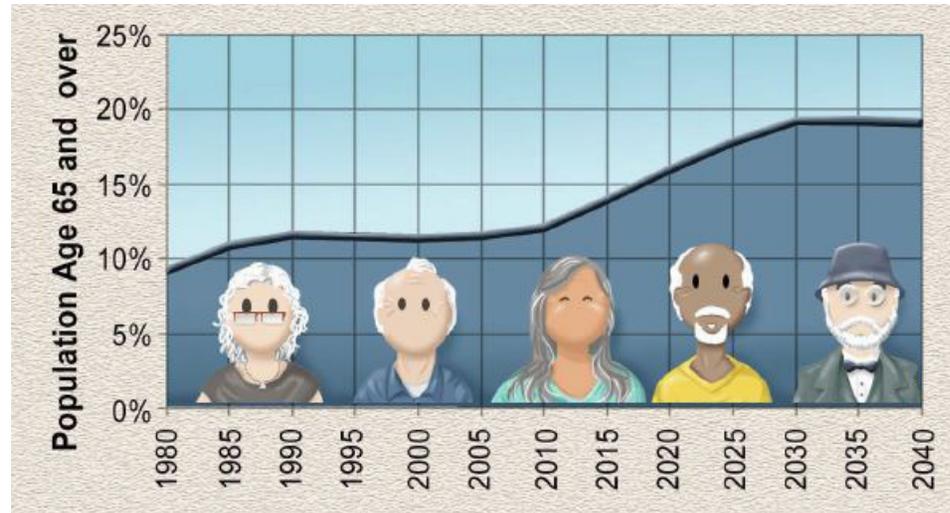
Our region's wants and needs are changing. The share of the population age 65 and older is projected to grow from 12 percent today to 19 percent in 2035. Many young people are foregoing or delaying marriage and parenthood. New high school and college graduates are substituting smart phones for shiny cars and seeking urban areas instead of suburbs. We have around 108,000 housing units on the ground today. If our region continues to grow at the rate we have in the past, this will increase by around 52,000 units. This means a third of the homes in 2035 will have been built between now and then, providing a clear opportunity to change our current housing patterns.

While plenty of single-family housing exists in the region's suburban and rural areas, there is pent-up demand and significant opportunity for a full range of smaller housing types. These include multifamily buildings amid the urban centers of Olympia, Lacey, Tumwater, and Yelm, along the major transit corridors that connect them, and in the smaller communities of Bucoda, Rainier, Tenino, and Grand Mound. Major financial, regulatory, infrastructure, and perception barriers stand in the way of increasing housing density, diversity, and affordability amid these urban areas, as well as in neighborhoods with the potential to support more small-scale shops and businesses.



This Plan's Preferred Land-Use Scenario calls for "actively creating vibrant centers, corridors, and neighborhood centers while protecting rural residential lands, farmlands, prairies, and forest lands." This future imagines:

- City and town centers that support thriving business districts with a walkable, urban form;
- Neighborhoods close to urban centers and corridors supporting more access to goods, services, and housing choices to fit the needs of a changing population;
- Suburban single-family neighborhoods that provide housing choices for families and others who value quiet streets and private spaces; and,
- Rural areas that remain a mixture of homes, farms, forests, and natural areas with markedly lower densities of residential development than the urban areas.



This Plan, as well as the companion *Regional Housing Plan*, include a consistent series of goals and actions to address the challenges noted below. The goals and actions are essential to achieving the Preferred Land-Use Scenario and broader sustainability goals, as well as to address the specific challenges identified by the Sustainable Thurston Housing Panel:

- Permit Delays & Resistance to Change: In some areas, permit-approval processes will be difficult and time-consuming unless neighborhood- or area-level planning can answer questions up-front and create enough clarity about desired street and building design to overcome residents' resistance to change. **(Goal H-1)**
- Patchwork Policy: Development policy and support varies between jurisdictions, making it difficult for developers to build projects across the region. **(Goal H-1)**

- Center and Corridor Housing: We need more housing in centers and along — or close to — major corridors. These areas offer more transportation options such as walking, biking, and riding transit, and greater access to jobs, shopping, and services. **(Goal H-2)**
- Insufficient Incentives: We do not have sufficient incentives to encourage the development of a full range of housing choices, especially housing with safe and convenient walk, bike, and transit travel. Without incentives, the cost of infill and redevelopment can outweigh the revenue (in rents or sale prices), making new projects financially unfeasible. **(Goal H-2)**
- Development Fees: Jurisdictions collect development impact or mitigation fees to ease the fiscal impacts of growth on local government. The impacts of growth on public infrastructure and facilities can vary, however, resulting in an undue effect on shaping the size, type, and location of new housing. **(Goal H-2)**
- Affordable Housing Supply: The growing cost of housing in the region has generally outpaced income growth during the past two decades so low- and moderate-income households face difficulties accessing, affording, and keeping housing that meets their needs. **(Goal H-3)**
- Affordable Housing Funding: Federal austerity measures threaten to reduce foreclosure prevention assistance for financially distressed households and reduce funds for renter vouchers and HOME grants for building and rehabilitating affordable housing units. Private lenders are also tightening the availability of mortgage and housing acquisition/rehabilitation loans. **(Goal H-3)**
- Aging Infrastructure: Some communities lack or have antiquated sewer systems and substandard road, sidewalk, and stormwater infrastructure that needs replacement as the region grows. **(Goal H-4)**
- Land of Last Resort: New development in the region's urban centers and along or near corridors often depends on using economically and environmentally challenged infill parcels. For example, some are former industrial sites or are located along shorelines, landfills, and other environmentally sensitive areas. **(Goal H-4)**
- Service-Enriched Programs: The region needs more tailored programs that provide the social and other services needed to place and stabilize chronically homeless and other high-risk tenants. Zoning is also a significant barrier to locating such facilities near areas with transit, services, and other amenities. **(Goal H-5)**

- Low-Density Zoning: Many local communities favor zoning that maximizes lower-density housing over multifamily housing. This preference limits mixed-use development that offers multifamily units above or close to places to shop, work, and access transit. **(Goal H-6)**
- Barriers to Small Housing: Development costs, inadequate financing, code requirements, and neighborhood opposition provide barriers to expanding the stock of accessory dwelling units (ADUs) and other microhousing — space-efficient housing that is generally more affordable and resource-efficient than single-family homes. **(Goal H-6)**
- Environmental Performance: Code regulations and limited home weatherization and energy retrofit incentives and funds curb improved environmental performance of homes. **(Goal H-7)**
- Energy Efficiency Appraisals: Building valuations do not often include energy efficiency savings, affecting the loan amount available to housing builders and buyers. **(Goal H-7)**

### Accessory Dwelling Units

Accessory dwelling units, or ADUs, are also called accessory apartments, second units, or granny flats. These additional living quarters on single-family lots offer an independent living space — with a kitchen and bathroom. They can be attached or detached from the main structure, built over the garage, in the back yard, or attached to the side of the original house. They offer a second living unit for relatives, caregivers, or rental income.

### Goal H-1: Improve regulatory clarity and predictability to encourage urban infill and redevelopment.

#### Sustainability Outcomes

Meeting housing needs on less land takes the pressure off of rural lands, including farms, forests, and resource lands. Offering more housing close to services will cut car use and dependence, reduce greenhouse gas emissions, and reduce the volume of pollutants from brakes, tires, and exhaust in the air and water. Support for more types of housing — especially multifamily — will build with collaborative neighborhood and activity center planning. Such strategies create clarity about street and building design outcomes before development is proposed. This is more efficient for everyone involved and attracts investors because of the clarity and predictability.

By collaborating with private-sector housing specialists and other jurisdictions, the region's communities could reduce the patchwork of development policy and clear the way for an adequate supply of both resource-efficient and affordable housing to meet the needs of residents in coming decades.

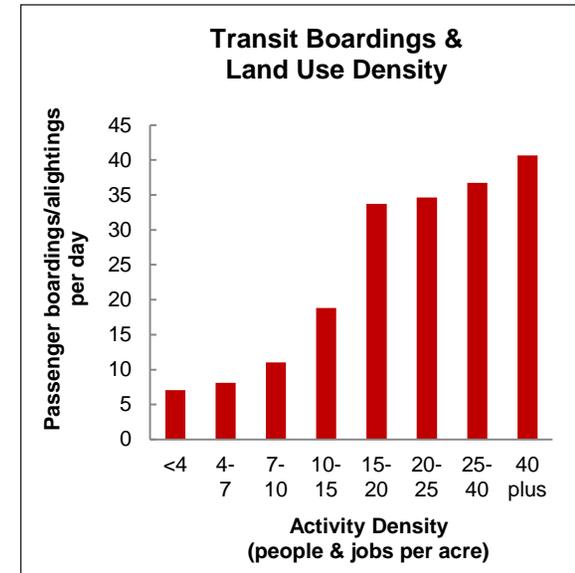
**Goal H-2: Increase housing amid urban corridors and centers to meet the needs of a changing population.**

**Sustainability Outcomes**

Building housing units along and close to major arterials encourages transit use and the viability of frequent transit service.

Police and fire departments can serve centrally located homes and buildings more quickly and economically. Per-household costs decrease with compact development when compared with low-density suburban and rural development.

More housing types in locations offering less car dependence strengthens household and community economics.



*Transit (bus) boardings on the Intercity Transit network increase with land-use density. The more people who live or work near a transit line, the more efficient the transit service.*



*About 80 cents of every dollar spent on gas pays for oil production and refining — money that leaves our local economy.*

**Goal H-3: Provide sufficient housing for low- and moderate-income households within each jurisdiction.**

**Sustainability Outcomes**

Locations that offer a range of housing types with easy access to goods and services near employment centers and transit can offer the affordability and accessibility that meets the needs of all ages and incomes.

Weatherizing homes that are located near transit and are affordable for low- and moderate-income households helps meet multiple economic, social, and environmental sustainability goals.

**Goal H-4: Maximize opportunity to redevelop land in priority areas by investing in infrastructure and environmental remediation.**

**Sustainability Outcomes**

Cleaning and redeveloping contaminated urban infill sites can improve human health, create jobs, and increase local tax revenues. This can also encourage creation of investment-ready places that attract development to city and town areas already developed and slow development outside of the urban activity centers on undeveloped land. Public investment in housing and infrastructure challenges available funding sources but will reap economic, social, and environmental returns on investment worth many times their value.

**Housing Affordability**

Providing sufficient housing affordable to low- and moderate-income households is a key challenge for the region's cities and towns. Today, 38 percent of Thurston County's households earn less than 80 percent of the county's median income (\$60,621 in 2011). These are referred to as "moderate-income" households, while "low-income" households earn less than 50 percent of the county's median income. Of these low- and moderate-income households — 64 percent report that they are cost-burdened, or pay more than 30 percent of their income on housing. Breaking it down further — a third of households earning less than 80 percent of median income report that they are severely cost-burdened, or pay more than half of their income on housing.

Redevelopment offers the opportunity to add stormwater infrastructure (where lacking), to capture rain runoff from impervious pavement and treat it before it returns to groundwater, streams, or Puget Sound. It is also an opportunity to improve a street's feel and function. Landscaping is a comparatively inexpensive way of enhancing shading and aesthetic appeal that increases walkability.

**Goal H-5: Provide sufficient service-enriched housing for homeless and high-risk populations.**

### **Sustainability Outcomes**

A full range of housing amid urban corridors, centers, and other close-in areas means that people can meet some daily needs without a private automobile. This supports active transportation, improves health outcomes, and increases equitable access to opportunity — no matter a person's economic status. Housing for at-risk populations should include — or have ready access to — social services.

**Goal H-6: Encourage housing density and diversity in neighborhoods to add vibrancy and increase equitable access to opportunity.**

### **Sustainability Outcomes**

Multifamily housing is generally cheaper to rent/buy, heat, and maintain. Mixing housing types within neighborhoods enables people of a range of all incomes, ages, and abilities to interact and access opportunities equitably. Increasing neighborhood density also provides enough customers to support small-scale businesses (cafes, bakeries, dry cleaners) and encourages walking in neighborhoods.

Well-designed accessory dwelling units and other small housing types (duplex, triplex, townhouses, mansion apartments) can add “gentle” density that creates a sufficient customer base to support public transit and neighborhood-scale businesses. Accessory dwelling units can also serve as an income source for homeowners/landlords, and an affordable and accessible housing option for elders, singles, and others who live on a limited budget.

**Goal H-7: Encourage the construction, weatherization, and operation of homes to boost energy efficiency.**

### **Sustainability Outcomes**

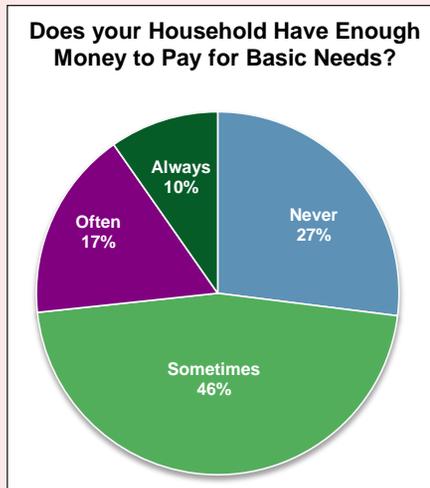
Many of the region’s older — and, often, most affordable — homes have poorly insulated walls, windows, and doors, and inefficient heating and ventilation equipment. A household can shrink its electricity bill and carbon footprint by using energy more wisely and eliminating waste.



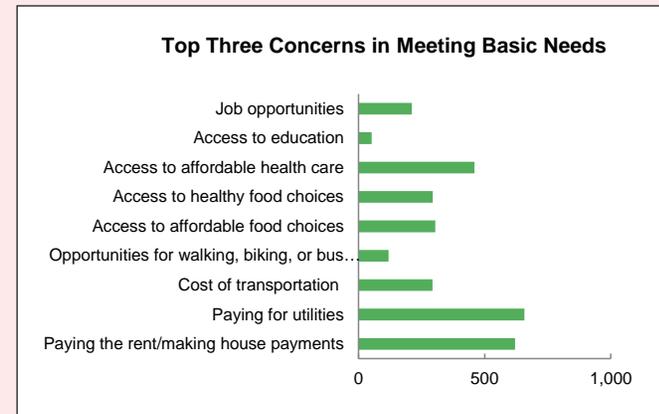
*Accessory dwelling unit located along an alley in West Olympia.*

## Sustainable Thurston "Basic Needs" Survey

A "Basic Needs" survey was distributed by TRPC partners including the Thurston County Housing Authority, Community Action Council, Family Support Center, and Thurston County Food Bank. Surveys were available in English and Spanish. This survey reached a demographic that traditionally does not participate in planning processes. Over 1,000 surveys were returned. A full summary of survey results is available at [www.sustainablethurston.org](http://www.sustainablethurston.org).



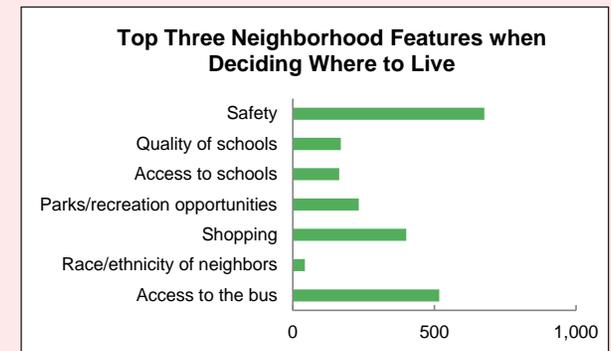
The survey was distributed through community organizations to reach households that were likely to have trouble meeting their daily needs. This allowed the Sustainable Thurston team to hear from people who do not traditionally participate in planning processes.



Asked about their top three concerns in meeting daily needs - paying for utilities, paying for housing, and access to affordable health care were at the top of the list. This emphasizes the need for focusing on energy efficiency and water conservation to lower utility bills.

### Other figures — of the people that responded:

- 72 percent have an annual household income under \$15,000. Only 6 percent of households countywide fall into that income category.
- 75 percent ride the bus
- 46 percent don't own a car
- 53 percent live in homes without energy efficient features (of respondees that know if their homes have had energy efficient upgrades).
- 53 percent cannot afford to heat their home sufficiently in the winter
- 88 percent sometimes, often, or always do not have enough money to buy food
- 55 percent report that buying organic or local food is moderately to very important; but only 14 percent often or always are willing to pay more to buy organic or locally grown food.



After safety, access to the bus and shopping were important neighborhood features for deciding where to live. This underscores the need to provide a range of housing choices in areas with frequent transit service and in close proximity to shopping and services.



*The Chehalis Western Trail, a former rail line, connects Lacey and Olympia.*

## Health & Human Services

Residents of the Thurston Region envision a healthier community, where health and human services supports, and is supported by, a vital economy, health-promoting environments, and good social systems. Working together, jurisdictions can create vital and resilient communities — with more healthy choices for physical activity, clean air and water, nutritious food, and opportunities to find needed care for physical or behavioral problems.

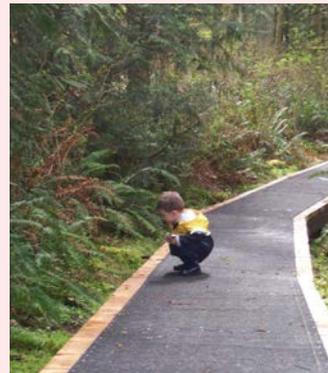
### Challenges & Opportunities

The health of our community's residents depends on much more than clinical health care or the varied services provided by the health providers. Among the other key factors in health outcomes are the physical environment, behavior, education, and income. Connections between health, housing, economics, environment, and food systems are vital to the ongoing sustainability of our community. Investment in health and human services networks and programs will avoid costs to law enforcement and emergency services, jails, and health care.

The many health and human services providers in our community do great work and contribute to the betterment and health of the Thurston Region. There are also many examples of cross-sector collaboration focused on addressing the health of our community, such as Safe Routes to School projects, workplace wellness efforts, and coalitions focused on health improvement for particular groups (Thurston Council for Children and Youth, Thurston Coalition for Women's Health). Providers of health and human services should continue to collaborate among themselves and with partners outside of the health arena to improve our community's built environment and mental, physical, and oral health, and to decrease problems associated with chemical dependency.

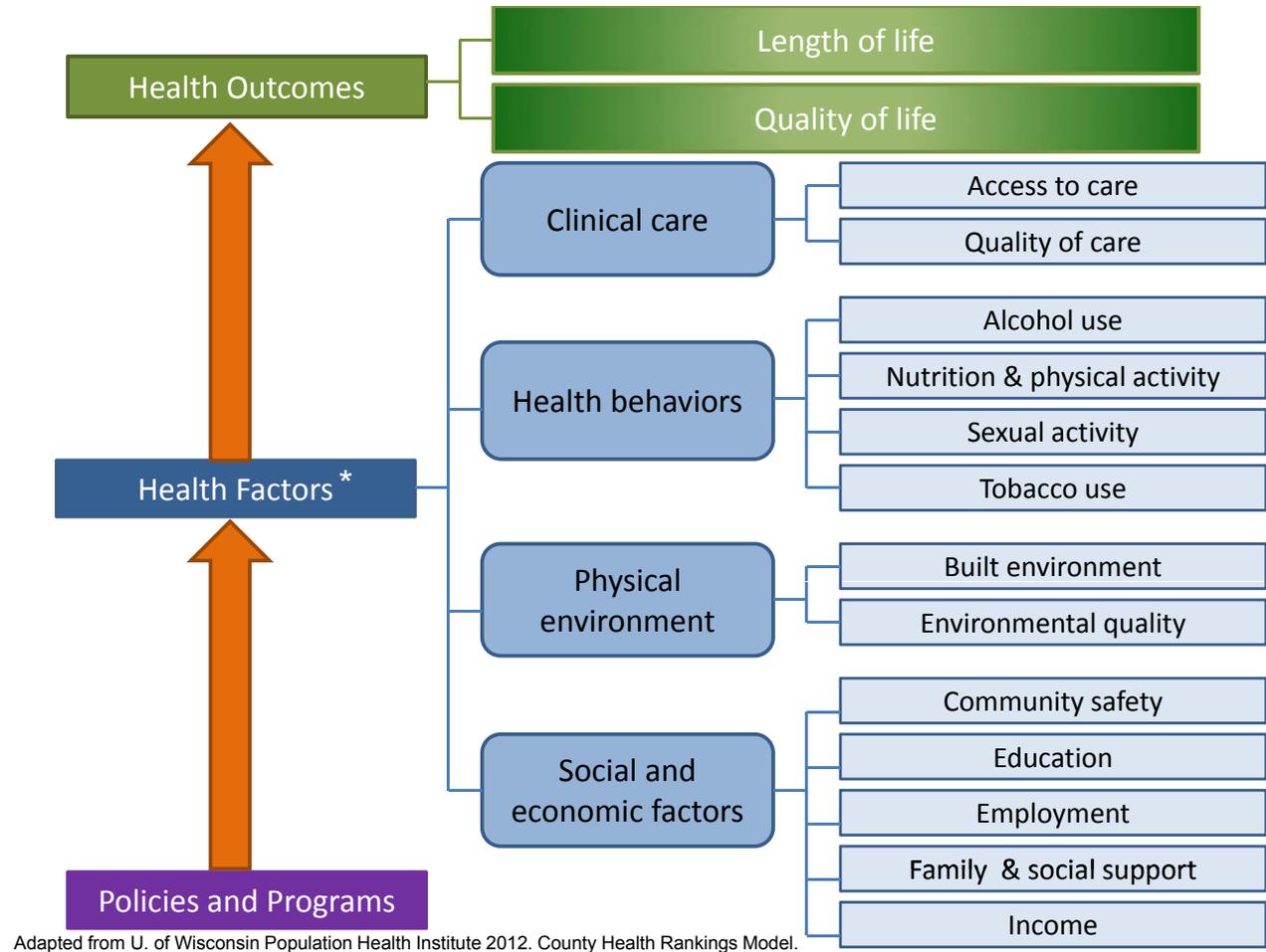
## Sustainability Activities Already Underway Helping the Thurston Region Thrive

**Thurston Thrives** is the Thurston County Board of Health's initiative to improve the health of residents around the region through collaborative partnerships and community engagement to address key factors in community health outcomes. The Sustainable Thurston Health & Human Services white paper and vision/strategies recognized the importance of social determinants of health, such as how our community is built and what economic opportunities it provides. The paper identified the need for a process to create an action agenda, with shared measurement and aligned activities to ensure that our community moves together toward better health. In 2013, the Board of Health, with the assistance of the Thurston County Public Health & Social Services Department, began engaging community leaders from business, education, local government, neighborhoods, medical care organizations, and local nonprofits and social groups to focus on the initiative. They used the white papers and other Sustainable Thurston materials to kick off these efforts. The strategy development and action planning of Thurston Thrives are being carried out by nine action teams, forming in 2013, whose members include the implementing partners for efforts on the health objectives pertaining to: 1) water, air, disease carriers, and the physical environment; 2) food systems; 3) housing; 4) education; 5) economy and income; 6) community design; 7) youth development and resilience; 8) clinical prevention, medical and behavioral treatment; and, 9) community resilience. The Board of Health and a new community advisory council will consider each team's recommendations and shape a final action agenda. To learn more, visit [www.ThurstonThrives.org](http://www.ThurstonThrives.org).



Our transportation and land-use patterns shape our health outcomes (see County Health Rankings model). Thurston County ranks 24th out of Washington’s 39 counties in terms of physical environment, which factors in air pollution, recreational facilities access, drinking water safety, and fresh food availability (Robert Wood Johnson Foundation and University of Wisconsin analysis). Half of the region’s restaurants are fast-food eateries — reflecting our reliance on automobiles to access jobs, goods, and services and our fast-paced lives that leave little time for family meals at home.

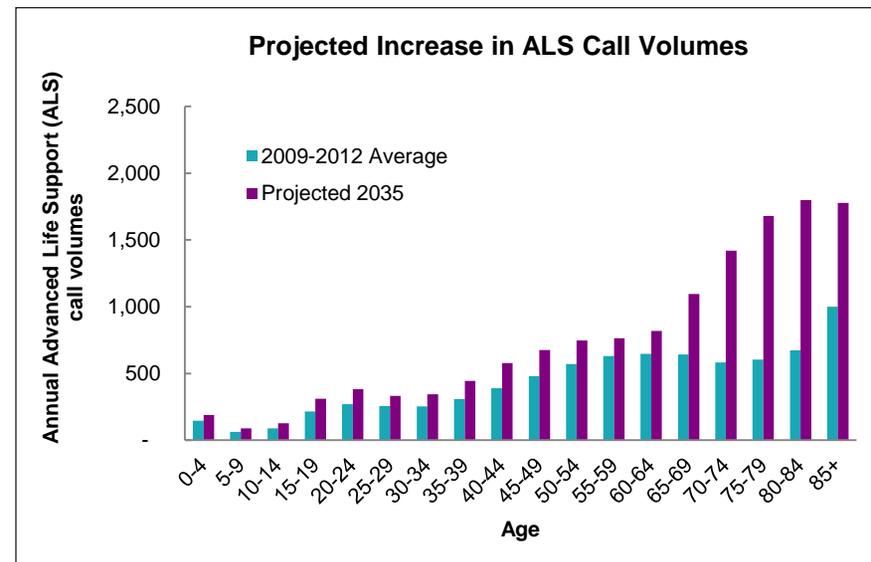
Our aging population will place a strain on both our health system and our emergency services system. As we age, we become more dependent on health and emergency services such as the advanced life support system, which supplies emergency services. Providing opportunities for seniors to live near existing hospitals and medical clinics will create efficiencies in providing emergency and health services. Equally important, enhancing opportunities for seniors to age in place - whether their existing home or community - will help them remain active and connected to friends and neighbors.



*The County Health Rankings model illustrates factors that influence our health.*

Challenges the Thurston Region faces include (related goals in parentheses):

- Insufficient Provider Network: The region lacks sufficient health care providers (for mental health, primary care, and treatment for chemical dependency), limiting our ability to care for those with the greatest risks of disease and disability. **(Goal HHS-1)**
- Aging Population: While there are programs to support the health of people of all ages, our community must advance a stronger focus on older people because they are an increasing share of our population. **(Goal HHS-1)**
- Rural-Urban Divide: Rural areas face different challenges than urban ones when it comes to health. **(Goal HHS-1)**
- Tobacco Use: Thurston County has one of the highest tobacco use rates among adults and youth in Washington State. **(Goal HHS-2)**
- Development Patterns: Auto-dependent community patterns inhibit active transportation and promote sedentary lifestyles that contribute to increasing rates of obesity and other chronic health conditions. **(Goal HHS-2)**
- Obesity: Many of our children and adults are overweight and at risk for developing chronic diseases. **(Goal HHS-2)**
- Prevention: An increased focus on prevention will improve health and decrease costs for service delivery in health and human services. **(Goal HHS-2)**



*With our aging population, we are expecting a large increase in emergency service call volumes. Providing opportunities for seniors to live close to existing medical and emergency centers will make providing service more efficient.*

Achieving the following goals, and taking the actions outlined at the end of the chapter, will improve community health and provision of human services.

**Goal HHS-1: Provide sufficient health and human services for all county residents.**

### Sustainability Outcomes

Maintaining the health of local residents means increased readiness to learn and less time lost from work. Preventative actions and programs can reduce health care costs and increase productivity.

**Goal HHS-2: Reduce the incidence of preventable disease.**

### **Sustainability Outcomes**

Changing to more compact patterns of development, with a mix of close-by goods and services, results in more active transportation (walk, bike, transit) and alternative transportation (carpooling and vanpooling). Such development patterns, ultimately decrease car dependence, and increase physical activity. Decreasing rates of obesity are vital to the economic and physical health of households and communities.

### **Sustainability Activities Already Underway Supporting Strategic Social Service Planning and Funding**

A few years ago, forward-thinking elected officials contemplated more strategic ways to manage scarce social service resources. Officials envisioned a single governing entity and a streamlined approach for project solicitations and contracting — operating under a comprehensive county-wide regional plan.

Since early 2012, TRPC has facilitated this Health & Human Services Planning group. The elected officials, city managers, and staff members considered the requirements and focus of each funding source, as well as past practices and potential collaborative efforts. By the end of 2012, the U.S. Department of Housing and Urban Development blessed a county Community Development Block Grant entitlement program, and the jurisdictions signed interlocal agreements to move the collaborative-planning effort forward.



School children who attend Michael T. Simmons Elementary School in Tumwater participate in the Walk & Roll program that encourages active transportation.

## Schools & Transportation

Residents of the Thurston Region want schools that function as centers for the surrounding neighborhoods and communities and that are easily accessible for children and others by foot, bike, or bus.

### Challenges & Opportunities

Sprawling school grounds and large-lot neighborhood designs that lack street connections discourage walking and increase vehicle trips to and around the neighborhood and school. The cost to school and household budgets for drive-only access is a growing problem, as is the lack of exercise that results in youth prone to health problems throughout life and high health care costs.



Some of the effects of this include the following national trends<sup>1</sup>:

- Within the span of one generation, the percentage of children walking or bicycling to school has dropped precipitously, from approximately 50 percent in 1969 to just 13 percent in 2009;
- In 2009, U.S. families drove 30 billion miles and made 6.5 billion vehicle trips to take their children to and from schools, representing 10-14 percent of traffic on the road during the morning commute;
- Over the past 40 years, rates of obesity have soared among children of all ages in the United States, and approximately 25 million children and adolescents — more than 33 percent — are now overweight or obese or at risk of becoming so;
- Kids are less active today. Twenty three percent get no free time physical activity at all;

- A 5 percent increase in a neighborhood’s “walkability” reduces vehicle miles traveled by 6 percent; and,
- Returning to 1969 levels of walking and bicycling to school in the U.S. would save 3.2 billion vehicle miles, 1.5 million tons of carbon dioxide, and 89,000 tons of other pollutants — equal to keeping more than 250,000 cars off the road for a year.

In coming years, we can build schools and neighborhoods that encourage walkability — with sidewalks, bike lanes, safe street crossings, inviting school entryways, and enough residential density to make those investments worthwhile. Careful location and design of schools will offer safe and efficient access for students, as well as for surrounding residents who use the facility as a neighborhood center and recreation site. Coordination and cooperation by school districts, jurisdictions and residents will be needed to plan and build schools in a way that makes active travel to schools a central component of a healthy, active school community and neighborhood.

Goals and actions that follow at the end of the chapter are designed to address these specific challenges:

- **School Buses:** Dependence on school buses drives up costs for school districts. Students living too far away from school rely on the school bus or family automobiles to transport them to school. **(Goal S-1)**

- **School Siting:** Currently consideration of school siting decisions does not take into account long-term transportation costs to households or community health. **(Goal S-1)**
- **Inefficient Land Use:** Large-acreage school sites in low-density neighborhoods use excessive land and discourage active transportation. Residents and schools that are not close together may not have safe or inviting walk or bike routes and the more sprawling pattern increases cost to build the routes. **(Goal S-1)**
- **Coordination & Collaboration:** Creative thinking about co-location of schools with other facilities is difficult without close collaboration on capital facility plans among jurisdictions and school districts or cooperation on funding mechanisms and grant applications. **(Goal S-2)**
- **Density Difficulties:** It is difficult to add housing to existing neighborhoods. Increasing density could maximize the investment already made in existing schools, streets, and sidewalks. **(Goal S-2)**
- **Financial Constraints — School Sites and Transportation:** Large school site parcels in close-in urban areas are difficult to find and expensive for schools to purchase, which continues to push new schools to the urban fringe where driving is the only feasible travel option. Rural housing development increases the cost of transportation to school for school districts and households. **(Goal S-2)**

- School Design and Location: The location and design of some schools and the lack of safe walk and bicycle infrastructure discourage active transportation. **(Goal S-3)**

**Goal S-1: Encourage safe and active school transportation to improve community health, economic, and environmental outcomes.**

### **Sustainability Outcomes**

Schools sited within neighborhoods with easy and safe walk and bike access to recreation and sociability support health and well-being. The goal is reduction of short- and long-term transportation and health costs to the community, including school districts and households. Neighborhood schools with good connections provide a destination and an activity center — an asset for the entire neighborhood.

**Goal S-2: Improve community coordination to create schools that use land, tax dollars, and other resources efficiently.**

### **Sustainability Outcomes**

Close coordination among school district and jurisdiction planners and leaders will maximize efficient use of these valuable public assets. Such collaboration could result in creative thinking about locations of schools, siting to encourage safe walk and bike access, form that uses as little land as possible, co-location of parks, or other community services at schools, reduction of energy use and greenhouse gas emissions, and shared maintenance agreements. Multistory school buildings use less energy to heat and cool.

**Goal S-3: Improve infrastructure around schools that results in safe pedestrian, bicycle, and bus access.**

### **Sustainability Outcomes**

Schools sited within neighborhoods offer a walkable destination if they have good street and path connections and safe sidewalk and bike routes. Such schools offer opportunity for lower household and school district transportation costs, healthier student and neighborhood residents, and chances for students to learn and practice safe travel and independence skills.

## Sustainability Activities Already Underway Supporting Healthy Kids and Safe Streets

“Why can’t kids walk and bike to school?”

Thurston Region community members asked this question at a forum about health and how neighborhood design discourages or encourages walking and biking. A series of small grants, the support of community leaders, and a partnership between TRPC, Intercity Transit, municipalities, school districts, and Safe Kids Thurston County led to development of the Healthy Kids – Safe Streets Action Plan. The goal is to build a generation of healthy and safe walkers, bicycle and bus riders, reinforce good traffic safety skills, and promote regular physical activity so students stay healthy and ready to learn.



A “Walk & Roll” program in several schools offers education and encouragement for students and their families to walk, bike, or take the bus to school. Walk route maps identify the safest routes and include safety tips. Partners work with schools to design programs that are fun and that reinforce the health and safety benefits. Several of the schools include special days when students, families, teachers, the principal, and a police escort meet about a half-mile from school and walk together. In addition, a volunteer-led “Bike Partners” program teaches bike maintenance and safety skills and refurbished bikes to students who need them.

An additional goal of the plan is to form a closer relationship between the school district and jurisdiction planners. The challenge is sustaining collaboration on the siting and design of schools and prioritizing the development of safe walk and bike networks around schools.

# Local Food Systems

Residents of the Thurston Region envision a thriving, just, and inclusive local food system that enhances the health of people, diverse communities, economies, and environments.

## Challenges & Opportunities

A sustainable local food system — just like access to housing, schools, and transportation — affects social, environmental, and economic elements of community health by:

- Supporting a stable base of family farms that are less chemical- and energy-intensive, emphasizing local outputs, and improving working and living conditions for farm labor;
- Fostering a business environment where food, community food enterprises and agriculture-related businesses promote local food whenever possible, create jobs, circulate financial capital within the community, and contribute to diversifying our community's economic development;
- Developing marketing and processing practices that create more direct and beneficial links between producers and consumers, reducing resources needed to move food;
- Improving access to fresh foods and educating on all aspects of food;
- Reducing waste through education about efficient and safe home and institutional meal planning, purchasing and storing, and supporting efforts that use food as long as safely possible — and when food becomes waste, recovering and composting it at the home and industrial levels; and,



- Managing costs and eliminating food insecurity with a coordinated system of service delivery, and improving access by all community members to culturally appropriate, adequate, healthy, and affordable food.

Goals and actions that follow at the end of the chapter address the following challenges:

- To meet its vision, the community needs a group focusing on local food systems, collecting data, and creating a formal action plan. The Thurston Food System Council is beginning to coordinate these efforts. **(Goal F-1)**
- Traditional agriculture is a major contributor to greenhouse gases and other pollutants. **(Goal F-2)**
- Participants in the local food system, such as farmers and producers, have difficulty making a living wage, identifying markets for their products, or finding economical avenues for marketing and delivery. The region also lacks commercial kitchens and food-processing facilities that the public can access for personal or business use. **(Goal F-2)**
- Some residents face transportation and economic challenges. A growing number of community members are facing hunger and food insecurity. **(Goal F-3)**
- Many people don't know where to purchase and how to prepare local foods. **(Goal F-4)**

This plan makes supporting local food systems a priority. The goal is to increase community resilience, health, and economic prosperity. As a first step, the region needs to develop local food systems plans.

**Goal F-1: Coordinate local food planning efforts to create a socially, economically, and environmentally sustainable regional system.**

### **Sustainability Outcomes**

A robust local food system increases community health, resilience and prosperity. Fresh, local and preserved food travels a short distance from farm to table. Food and food production was identified as one of the regional economic clusters with potential for increasing local employment, growing, processing and producing more food products locally, and creating an opportunity to recirculate and reinvest revenue collected from local food businesses. A local food system that offers fresh food and local food production will help with community prosperity and resiliency.

### Goal F-2: Enhance the economic viability of the local food system.

#### Sustainability Outcomes

Opportunities abound for exploring alternative energy sources for growing, processing, distributing, and refining food processes that will decrease the cost of production and transport, making more efficient use of existing energy sources. Some products of the food system can also generate energy — for example, using waste products and biofuels.

### Goal F-3: Ensure universal access to secure, nutritious, and affordable food in the Thurston Region.

#### Sustainability Outcomes

Housing with adequate food storage, especially in low-income housing, enables people to take advantage of bulk purchasing and seasonal availability of larger quantities of food from emergency food providers.

Having enough accessible/affordable, safe, nutritious foods for residents of the Thurston Region is a major factor in health. Securing sufficient land in the Thurston Region for food production creates jobs, decreases farm-to-table travel time, cost and greenhouse gas emissions, and contributes to a resilient food system.

### Goal F-4: Enhance public education and outreach related to the local food system.

#### Sustainability Outcomes

Ready access to healthy food, the skills to use it, and understanding the value of supporting local producers increases the economic and personal health and well-being of the region.

#### Disconnect

Forty percent of people in the Thurston Region feel it is important to have a grocery store within walking distance; only 13 percent live within a half-mile of a grocery store.

*Source: Sustainable Thurston Survey and TRPC data program.*

## Sustainability Activities Already Underway Breaking Bread and Working Together

In the Thurston Region, people are talking about local food systems. We're seeing more urban gardening, school gardens, more farmers' markets and farm stands, more grocery stores featuring local foods, and more interest in where our food comes from. We are also experiencing growing needs for emergency food. The regional food bank's lines grow, especially with those newly unemployed. The demand for school backpack programs and free and reduced lunches rises and the burgeoning senior population struggles to make their fixed incomes stretch in response to rising food costs.

With all of the interest and need, this region is talking, planning, and taking action. Advocacy groups and nonprofits collaborate with local and regional governments to address



issues and take advantage of opportunities. The Local Food Systems Panel — part of the broader Sustainable Thurston project spearheaded by TRPC — partnered with Sustainable South Sound to host a well-attended food summit in 2012. The partners collected data, envisioned the future, and agreed on planning action steps. The partners also worked together to form the Thurston Food Systems Council. At this table, organizations such as Sustainable South Sound, Slow Food, the Farm Bureau, TRPC, and Washington State University are working together to create “Local Food Systems 101” presentations for regional policymakers and considering ways to support local farmers and offer fresh food access to all incomes. The partners may not always agree on the urgency of the problem or the specific strategies to move forward, but they stay at the table — talking, planning, and eating together.

# Transportation Systems

Residents of the Thurston Region want to satisfy the diverse transportation needs of people today without diminishing opportunities for tomorrow’s residents. People expect an appropriate mix of transportation facilities and services that provide reasonable travel options, depending on where they live.

## Challenges & Opportunities

Our transportation network knits our region together and provides access to and from our communities and outlying regions. This essential public infrastructure supports community access to basic needs and services, economic vitality, and has large implications for our fiscal and environmental health.

Despite many successes in achieving the region’s shared transportation vision, several challenges still must be addressed:

- How will we pay for what we need and want?  
We have more than 2,100 miles of roads in the Thurston Region’s cities, towns, and rural areas. It costs between \$250,000 to \$500,000 dollars per mile to resurface one lane of roadway every 10 to 15 years. Funding for transit, new sidewalks, and maintaining street and landscape areas is already a challenge, yet residents want and expect increased services and amenities. Despite interest in some sort of high-capacity transit option (such as bus rapid transit) with links to outlying regions, the regions’ low population and low-density land-use patterns will not support this type of transit investment for decades. In addition, despite growing demand for travel between Thurston and Pierce counties — especially to and from Joint Base Lewis-McChord — there are few options for increasing capacity during the next 20 years.

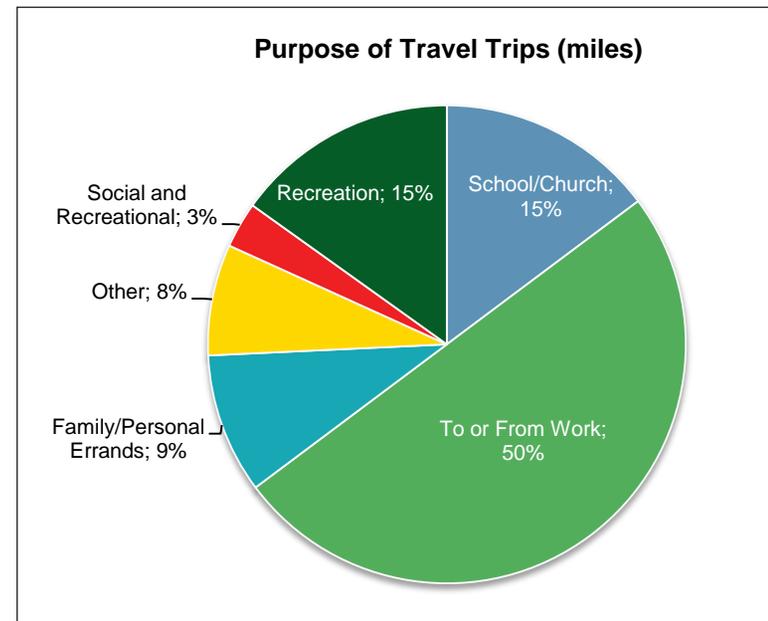


- How will we improve the efficiency of our transportation system and reduce our impacts on the natural environment?

Our community has set a target to reduce vehicle miles traveled.

Focused growth in city and town activity centers, transit corridors and urban areas, with much less growth in rural areas, will be critical, as will the following transportation strategies:

- Aggressively encourage employees and employers to participate in the state Commute Trip Reduction Program;
- Manage parking supply — including paying for parking (essential in activity centers with safe walk, bike, transit opportunities); and limit large expanses of surface parking that erode walkability and vitality;
- Use pricing mechanisms such as toll roads with higher fees during peak hours;
- Increase access to transit in locations with enough density, destinations, and design to support use;
- Connect streets and trails to provide multiple safe travel routes and shorter distances for all travel modes;
- Encourage carpools, vanpools, transit, and other commute alternatives;
- Increase opportunities to work from home; and,
- Increase opportunities for home businesses.



*We travel for a reason. Almost half of our travel trips are to and from work, which is why there is focus on reducing the number and length of commute trips.  
Source: 2009 National Household Travel Survey.*

- How will we move freight in and out of our community to support our regional economy?  
As our business districts and downtowns transition to a more walkable urban form, we need to address the inherent conflicts between moving freight in large vehicles and a more compact urban form. We must also address existing challenges relating to our railroad infrastructure.
- How do we better align our transportation and land-use plans and investments?  
Challenges include the large amounts of land used for surface parking that chills the ability to get the densities and walkable design that supports transit. It is difficult to plan future land use without considering the effects on the transportation network, and it is difficult to plan a transportation network without a land-use plan in place.

Goals and actions that follow at the end of the chapter are designed to address the following challenges:

- Jurisdictions struggle to pay for maintenance and upkeep of the existing transportation system. **(Goal T-1)**
- Future fuel price volatility will negatively impact municipal, transit, school district, and household budgets, cutting into their ability to pay for other essential services and needs. **(Goal T-1)**

- Inter-regional express transit service between Thurston and Pierce counties improves Interstate 5 (I-5) mobility but is paid for with Thurston County tax revenues, limiting funds available for expanding local transit service. **(Goal T-1)**
- Historically, rural areas have not supported tax increases to provide or increase public transportation services. **(Goal T-1)**
- Transportation accounts for 44 percent of our region's greenhouse gas emissions. **(Goal T-2)**
- Rural residents drive more miles per capita than urban-area residents, but the nature of rural travel makes riding transit, walking, and biking impractical. **(Goal T-2)**
- Changing demographics will increase the demand for rural transit options as local population ages. Traditional fixed-route service such as that found in the region's urban core is not a workable model in rural areas and small cities. **(Goal T-2)**
- Demand for I-5 travel between Thurston and Pierce counties during peak travel times exceeds highway capacity. Widening I-5 is unlikely to happen within the next 20 years. **(Goal T-2)**
- More than 152,000 vehicles travel through Joint Base Lewis-McChord gates every day, more than 80 percent using I-5. Seventy percent of personnel live off base. More than 30 percent of these people live in the Thurston Region. Use of

transportation demand management measures to reduce single-occupancy trips is limited due to the high share of active-duty personnel and requirements of base security.

**(Goal T-2)**

- Freight access needs to be an integral consideration for all commercial areas, but especially in city centers that have constraints on space, turning radius, and access points.

**(Goal T-3)**

- Not all parts of the metropolitan area can now, or will — in the foreseeable future — be able to support fixed-route bus service, even though demand for the service is growing. It is difficult for developers, employers, and residents to predict when or if service will arrive. **(Goal T-4)**

- Despite increasing interest in some sort of high-capacity transit option in urban Thurston County, the region's low population and predominately suburban land-use patterns will not support this type of transit investment for decades.

**(Goal T-4)**

**Goal T-1: Ensure adequate funding for maintaining and improving an efficient multimodal transportation system that efficiently moves people and goods.**

**Sustainability Outcomes**

The Thurston Region's sustainable economy will rely on a well-maintained transportation infrastructure. Efficiency is an essential component of sustainability as budgets tighten. The goal is to maximize use of the transportation network already in place. The Preferred Land-Use Scenario reduces the need to expand miles of road, limiting the jurisdiction's responsibility to build and maintain additional lane miles.

A multimodal transportation system includes walk, bike, bus, carpool, vanpool, telework, car, truck, and rail transportation systems. To be used efficiently it should be supported by well-designed, denser activity centers, urban corridor nodes of activity, and some additional commercial destinations within neighborhoods. Such improvements will increase travel options, decrease per capita vehicle miles traveled, create the types of places our community envisions, and improve health and access to goods and services.

### **Goal T-2: Reduce transportation congestion and environmental impacts.**

#### **Sustainability Outcomes**

Reducing transportation congestion, and meeting regional goals for reducing vehicle miles traveled, will lead to lower greenhouse gas emissions, less car dependence, more active travel by walk and bike modes, and more transit, carpool, vanpool travel. Fewer miles traveled results in less pollution from brakes, tires, and exhaust and less new road construction — saving huge development and maintenance costs over time.

### **Goal T-3: Consider freight mobility needs in local and regional planning.**

#### **Sustainability Outcomes**

A sustainable economy requires efficient and predictable freight movement. When we include the needs of freight to and through our region as part of transportation and land-use planning, we can reduce or eliminate conflicts within existing and future freight corridors.

### **Goal T-4: Integrate transportation considerations into land-use decisions, and vice versa.**

#### **Sustainability Outcomes**

Achieving the Plan's Preferred Land-Use Scenario requires significant land-use changes and infrastructure investments for city, town, and neighborhood places to emerge as envisioned over time. These places reduce the need to drive by enabling shorter vehicle trip distances or making alternatives to driving more practical options.

Economic, personal, and community health and prosperity will benefit as we take action on land-use and transportation goals. Less car dependence means local "gas" dollars could be available for other goods, activities, and services in the region. More active travel (walk, bike) also improves health and reduces health care costs.

The following table includes Opportunities and Choices goals and actions, as well as the timeline, lead, and partners for each action. Timeline definitions are as follows: Underway, Short (1-3 yrs); Medium (3-10 yrs); Long (10-20 yrs). See Appendix for lead and partner acronyms and explanations.

OPPORTUNITIES & CHOICES				
Goals and Actions		Timeline	Lead	Partners
Housing				
GOAL H-1	Improve regulatory clarity and predictability to encourage urban infill and redevelopment.			
Action H-1.1	Conduct neighborhood area planning. Involve the neighborhood in the process, answer questions up front, and encourage sharing of ideas and information with the goal of creating clarity and predictability about outcomes. Processes include discussions about: density and design, showing how to integrate additional housing to achieve desired vision and goals; and, using form-based codes or other tools that may streamline the permit process by creating more certainty about outcomes that may reduce opposition and costly delays.	Underway	Cities/towns; County	Neighborhoods; Civic groups
Action H-1.2	Make sure that housing as envisioned in different areas is feasible to finance and build. Do this by commissioning pro forma-type analyses as development code is updated.	Short	Cities/towns; County	Developers; Finance
Action H-1.3	Share green building design and construction best practices; be receptive to new building technologies and practices, and support Washington State Building Code Council amendments to the state building code that support market adoption of such technologies and practices.	Short; Medium	Cities/towns; County	State; Developers; Nonprofits; PSE
Action H-1.4	Offer financial incentives for reducing environmental impacts. Engage landlords, realtors, and other community stakeholders, to enable anyone, anywhere to live in a healthy, energy- and water-efficient home. Create incentives for stormwater retrofits in existing neighborhoods, disconnect downspouts to allow for infiltration, add rain gardens, rain water harvesting, porous patios and driveways, etc.	Underway	Cities/towns; County	Finance; Developers; Nonprofits; PSE
Action H-1.5	Create a local or regional standing committee, composed of public- and private-sector representatives, tasked with maximizing collaboration and cooperation toward achieving shared housing goals.	Underway	TRPC	Cities/towns; County; Developers; Finance; Nonprofits

# OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners
<b>GOAL H-2</b>	<b>Increase housing amid urban corridors and centers to meet the needs of a changing population.</b>		
<b>Action H-2.1</b>	Review regulations that stymie or prevent housing development near or within urban corridors and centers. Offer more opportunities for young, aging, and single populations to meet housing needs, especially in centers and transit corridor areas where there will be a choice for a less car-dependent lifestyle. For example, cities could use zoning to cluster senior care facilities near corridors and medical facilities to provide more efficient delivery of medical services.	Short	Cities/towns; County  Developers; Neighborhoods; IT
<b>Action H-2.2</b>	Remove barriers or “right-size” regulations to achieve goals. Regulatory barriers include: parking requirements, setbacks, building height limits, and barriers to building green or retrofitting existing housing.	Short; Medium	Cities/towns; County  Developers; Neighborhoods; PSE
<b>Action H-2.3</b>	Identify priority areas ripe for housing development that will meet multiple goals. These include areas that offer more transportation choices, such as urban corridors. Focusing housing and jobs may eventually achieve the density needed to support long-range goals for higher-capacity transportation such as bus rapid transit. Increased housing density is also needed to create the “places” envisioned in the Plan, such as vibrant urban centers and corridors, or to support neighborhood activity hubs. Support developments that meet these objectives. Reduce review and approval times and consider providing infrastructure to support this type of development. Expect neighborhood opposition and plan for it.	Short	Cities/towns  IT
<b>Action H-2.4</b>	Examine ways to encourage smaller, affordable housing units through the fee structure, especially in centers, corridors or adjacent to neighborhood service hubs.	Short	Cities/towns  Developers; Neighborhoods
<b>Action H-2.5</b>	Reduce local jurisdiction-specific impact fees where there is less impact (fewer trips due to proximity of services, transit, sidewalk, and bicycle networks; park fees in centers where the parks serve the entire community).	Medium	Cities/towns; County  Developers; Neighborhoods

# OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners	
<p><b>Action H-2.6</b></p>	<p>Use tax exemptions, such as Special Valuation (multifamily tax exemption), or other financing tools to make projects financially feasible.</p> <p>Special Valuation allows property tax exemptions in return for development of four or more low-income or market-rate housing units in designated areas. Where feasible, savings could be passed down to the purchaser or renter.</p>	<p>Medium</p>	<p>Cities/towns; County</p>	<p>Developers; Neighborhoods</p>
<p><b>Action H-2.7</b></p>	<p>Identify opportunities to aggregate properties where housing density is needed to achieve community goals and make multifamily projects feasible to build and finance.</p>	<p>Short; Medium; Long</p>	<p>Cities/towns</p>	<p>Developers; Neighborhoods</p>

# OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners
<b>GOAL H-3</b> Provide sufficient housing for low- and moderate-income households within each jurisdiction.			
<b>Action H-3.1</b>	Set goals and policies to provide sufficient housing for low- and moderate-income households within each jurisdiction.	Short; Medium; Long	Cities/towns; HOME Consortium Nonprofits; Developers
<b>Action H-3.2</b>	Expand and collaborate on efforts to educate tenants and landlords about housing rights and responsibilities.	Long	Cities/towns; Nonprofits Nonprofits; Landlord organization
<b>Action H-3.3</b>	Collect and review housing benchmark data.	Long	HOME Consortium Nonprofits
<b>Action H-3.4</b>	Incentivize developers to set aside a percentage of multifamily housing units for low- and moderate-income buyers and renters.	Short; Medium	Cities/towns; County Developers; Neighborhoods
<b>Action H-3.5</b>	Provide funding for shared-equity policies — via community land trust or down-payment assistance models — to make buying housing of all types (single-family homes, condos, duplexes) affordable.	Short; Medium	Nonprofits; Cities/towns; County Nonprofit funders; Finance
<b>Action H-3.6</b>	Encourage the bulk purchase of delinquent mortgages from lenders to prevent foreclosures and stabilize communities.	Short; Medium	Cities/towns; County Finance
<b>Action H-3.7</b>	Encourage re-entry into the housing market by fostering Housing Ownership Reengagement Centers. They offer services such as home ownership preparation and foreclosure assistance and prevention.	Short; Medium; Long	Cities/towns; County; Nonprofits Realtors
<b>Action H-3.8</b>	Encourage rapid build-up of equity through financial innovations so homeowners are less likely to default when market conditions are unfavorable.	Short; Medium; Long	Finance Nonprofits; State; Federal

# OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners	
<b>GOAL H-4</b>	<b>Maximize opportunity to redevelop land in priority areas by investing in infrastructure and environmental remediation.</b>			
Action H-4.1	Mitigate the additional cost of development in centers and corridors by making public infrastructure investment that adds value, safety and public enjoyment for the entire community and that result in appropriate public return on investment when adjacent properties are developed (increases area's tax base, activity and livability). Allow for latecomers and other methods of repayment for government outlay for infrastructure.	Underway; Short; Medium; Long	Cities/towns; County; IT; LOTT	Developers; Neighborhoods
Action H-4.2	Identify additional funding sources to make building infrastructure as part of a priority infill housing project more financially viable.	Short; Medium	Cities/towns; County	Finance; Developers
Action H-4.3	Do soil and groundwater assessments and evaluate appropriate remediation options where contaminated soils and groundwater exist. Identify funds for assessment and remediation. Apply for grants and loans to complete clean-up.	Short; Medium; Long	Cities/towns	State; Federal
<b>GOAL H-5</b>	<b>Provide sufficient service-enriched housing for homeless and high-risk populations.</b>			
Action H-5.1	Include shelters, group homes, transitional housing, and permanent housing with social services in zoning codes and locate where these facilities have access to transit, parks, and other amenities.	Short; Medium	Cities/towns; County	Nonprofits; IT; Neighborhoods

# OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners	
<b>GOAL H-6</b>	<b>Encourage housing density and diversity in neighborhoods to add vibrancy and increase equitable access to opportunity.</b>			
<b>Action H-6.1</b>	<p>Review and amend residential zoning policies to provide opportunity for the mix and density of housing needed to meet the needs of changing demographics, use land wisely, and support nearby transit and businesses.</p> <p>Remove barriers to providing for “middle density” types of housing, such as duplexes, fourplexes, and mansion apartments in neighborhoods close to transit corridors. Consider innovative housing options such as “new” boarding houses, or aPodments, which have common kitchen and living spaces and little or no onsite parking. This will offer those wishing to live in a walkable urban are an alternative to suburban single-family homes, which can then be sold to newly forming households with children.</p>	Medium	Cities/towns; County	IT
<b>Action H-6.2</b>	<p>Encourage “gentle densification,” such as accessory dwelling units, small houses on small lots, attached housing types or appropriately scaled multifamily buildings, cottage housing, and village cohousing developments in neighborhoods.</p> <p>Make desired outcomes clear, identify infill opportunity sites, and resolve issues to achieve desired results. Create pre-approved housing templates to reduce fees and processing times.</p>	Short	Cities/towns; County	

# OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners
<b>GOAL H-7</b>	Encourage the construction, weatherization and operation of homes to boost energy efficiency.		
<b>Action H-7.1</b>	Prioritize home weatherization funds to preserve affordable housing (units for low- and moderate-income households) and further other sustainability goals.	Short	Cities/towns; County; State; Federal; Nonprofits; PSE
<b>Action H-7.2</b>	Support and expand current funding and incentive programs that encourage building owners and occupants to choose resource-efficient appliances and weatherize homes.	Underway	Cities/towns; County; PSE; TE; LOTT
<b>Action H-7.3</b>	Engage landlords and property managers in energy efficiency efforts.	Underway	Cities/towns; County; TE; Housing Authority; PSE
<b>Action H-7.4</b>	Work with local financial institutions to facilitate affordable financing of energy upgrades.	Short	Cities/towns; County; Finance; PSE
<b>Action H-7.5</b>	Encourage energy audits of large power consumers to identify efficiency improvements.	Short	Cities/towns; County; PSE
<b>Action H-7.6</b>	Work collaboratively to adopt uniform energy-efficiency building standards and engage in continuous improvement.	Short	Cities/towns; County; Nonprofits; State; PSE

# OPPORTUNITIES & CHOICES

Goals and Actions		Timeline	Lead	Partners
Health & Human Services				
<b>GOAL HHS-1</b>	<b>Provide sufficient health and human services for all county residents.</b>			
<b>Action HHS-1.1</b>	Implement Affordable Care Act provisions. Develop health homes that include treatment and prevention activities (primary care, mental health, chemical dependency, and oral health). Use information technology to support better coordination and communication, and integrate services.	Underway; Short	Federal HHS	DOH; HCA; Local health care providers
<b>Action HHS-1.2</b>	Continue promising, evidence-based practices to address violence, particularly against young women.	Underway	TCPHSS	Thurston Coalition for Women's Health
<b>Action HHS-1.3</b>	Implement innovative approaches and expand on proven ways to improve service delivery. Examples of promising practices include: MedMAN, a program to develop a common approach and shared resources for treating patients with complex medication management needs; and, introducing and implementing PEARLS, an evidence-based program for treating depression in the elderly ( <a href="http://www.pearlsprogram.org">www.pearlsprogram.org</a> ).	Short; Medium; Long	Various	
<b>Action HHS-1.4</b>	Develop a robust, sustainable funding system for evidence-based, promising practices to support health and human services.	Underway; Short; Medium; Long	Thurston County BOH	Various – involved in TT
<b>Action HHS-1.5</b>	Increase the number of health care providers for the population. Example: Expand the Providence St. Peter Family Medicine Residency Program	Medium	Various	Hospitals
<b>Action HHS-1.6</b>	Develop public/private partnerships to accomplish improved health promotion and service delivery both within the Thurston Region and across a multi-county region.	Short; Medium; Long	Thurston County BOH	Multiple TT action teams
<b>Action HHS-1.7</b>	Include health and human service goals, objectives and policies in local comprehensive plans.	Underway; Short; Medium	Cities/towns; County	

# OPPORTUNITIES & CHOICES

Goals and Actions		Timeline	Lead	Partners
<b>GOAL HHS-2</b>	<b>Reduce the incidence of preventable disease.</b>			
<b>Action HHS-2.1</b>	<p>Thurston Thrives</p> <p>Develop a community-wide health action agenda for sustainable health improvement. The health agenda will establish population-wide indicators, improvement targets, strategies and partnerships in each major domain of community health including: water, air, disease carriers and the physical environment, our food system, housing, education, income, community design, community cohesion, youth development and resilience, clinical prevention, and medical and behavioral treatment. [Also Action L-2.5]</p>	Underway (Phase 1 2013-2014)	Thurston County BOH	Cities/towns; TRPC; Nonprofits; Businesses; IT
<b>Action HHS-2.2</b>	<p>Expand programs or measures to reduce tobacco and other drug use.</p> <p>This includes: continuing/expanding youth programs to prevent initiation of tobacco use; expanding or establishing new smoke/tobacco free areas around the county; and, introducing and implementing measures to curtail tobacco marketing and sales.</p>	Short; Medium; Long	TCPHSS; TOGETHER!	Cities/towns
<b>Action HHS-2.3</b>	Continue expanding Early Childhood Education and Assistance Programs (ECEAP).	Short; Medium; Long	School districts	State; Federal
<b>Action HHS-2.4</b>	Expand evidence-based home visitation programs and parent education offered in neighborhood areas, especially for low-income new parents.	Short; Medium; Long	Various	
<b>Action HHS-2.5</b>	Continue to review projects/development applications for health impacts.	Underway; Short; Medium; Long	County (Environment al Health)	Cities/towns
<b>Action HHS-2.6</b>	<p>Review land-use regulations/regulatory changes for their health impacts; implement more extensive health impact assessment.</p> <p>Example: Add analysis that address how the project helps or hinders access to healthy foods or opportunities for physical activity.</p>	Medium	Cities/towns; County	IT
<b>Action HHS-2.7</b>	Amend state law to make it easier for cities to annex areas with an identified health problems that could be corrected by the addition of sewer, water, or stormwater infrastructure.	Medium	State (Legislature)	Cities/towns; County

# OPPORTUNITIES & CHOICES

Goals and Actions		Timeline	Lead	Partners
<b>Schools &amp; Transportation</b>				
<b>GOAL S-1</b>	<b>Encourage safe and active school transportation to improve community health, economic, and environmental outcomes.</b>			
<b>Action S-1.1</b>	Acknowledge primary responsibility of schools for education as well as common interest in the health and safety of students.	Short; Medium; Long	School districts; Cities/towns; County	TRPC; IT
<b>Action S-1.2</b>	Continue to support and act on the Healthy Kids – Safe Streets Action Plan and other programs that are working to build a generation of healthy and safe walkers, bicycle, and bus riders. Offer education and encouragement programs and build the necessary sidewalk, bike lane and other safety improvements necessary to increase student physical activity, safe travel knowledge and practice, and reduce car trips and traffic around schools especially during peak travel times.	Short; Medium; Long	School districts; Cities/towns; TRPC; IT	County; Nonprofits
<b>Action S-1.3</b>	Commit to early and frequent collaboration between school districts and jurisdictions on school siting, design, and safe travel infrastructure around schools to encourage walk, bike, and bus trips to school.	Short; Medium; Long	School districts; Cities/towns	TRPC; IT
<b>Action S-1.4</b>	In new neighborhoods, site and design schools that maximize opportunity for neighborhoods and the community, and encourage travel to schools on foot, by bike or by bus.	Short; Medium; Long	School districts; Cities/towns	IT
<b>Action S-1.5</b>	Develop new public/public or public/private partnerships to maximize and leverage revenue for schools and other facilities, including surrounding safe walk/bike routes.	Short; Medium; Long	School districts; Cities/towns	County; IT

# OPPORTUNITIES & CHOICES

Goals and Actions		Timeline	Lead	Partners
Action S-1.6	Maximize use of Intercity Transit and school district buses for trips to and from school. Look for opportunities to coordinate systems where efficiencies will result.	Short; Medium; Long	School districts; IT	Cities/towns; County
Action S-1.7	Incorporate “peaceful school bus” training in schools (program teaches good travel behavior, including anti-bullying education and safety for walkers, bike riders, and bus riders).	Short; Medium; Long	School districts	IT
Action S-1.8	Organize seniors to be a safety resource for students (block watch and “walking school bus” monitors — adults walk with groups of students to school on a fixed route through the neighborhood).	Short; Medium; Long	School districts	TRPC; IT
<b>GOAL S-2</b>	<b>Improve community coordination to create schools that use land, tax dollars, and other resources efficiently.</b>			
Action S-2.1	Require school district and jurisdiction planners to meet at least twice annually to share information and discuss issues related to long- and short-term planning for schools, parks, bike/pedestrian/bus network or other facilities. Build relationships and share issues and information to encourage creativity, innovative thinking, and collaboration.	Short; Medium; Long	School districts; Cities/towns	TRPC; County; IT
Action S-2.2	Commit to long-range cost/benefit analysis when making school siting, design and infrastructure investment decisions. Ensure analysis considers community and household transportation and health costs, as well as cost to build sidewalk connectivity within a quarter to half mile radius of school. Consider changing demographic needs (younger and older households needing safe, accessible walk routes and neighborhood destinations).	Short; Medium; Long	School districts; Cities/towns	County; IT
Action S-2.3	Explore innovative strategies, such as public-to-public land swap opportunities, to create suitably-sized parcels for new schools close to existing neighborhoods or where there is convenient access to good transit service.	Short; Medium; Long	School districts; Cities/towns	IT; County
Action S-2.4	Build multistory schools, and co-locate facilities to use less land and maximize use of public facilities and funds (schools, athletic facilities, parks, street, sidewalk, trail improvements).	Short; Medium; Long	School districts; Cities/towns	

## OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners
<p><b>Action S-2.5</b></p>	<p>Identify joint use and cost-sharing opportunities when co-locating facilities or making infrastructure investments. Make it easy to allow secondary uses (daycare centers) at school sites.</p>	<p>Short; Medium; Long</p>	<p>School districts; Cities/towns Nonprofits</p>
<p><b>Action S-2.6</b></p>	<p>Create incentives to locate schools within walking distance of large student populations or near available transit routes.</p>	<p>Medium</p>	<p>School districts; Cities/towns State; TRPC</p>
<p><b>Action S-2.7</b></p>	<p>Create incentives that support retrofit and maintenance of existing schools, and infrastructure improvements such as sidewalks.</p>	<p>Medium</p>	<p>School districts; Cities/towns State; TRPC</p>
<p><b>Action S-2.8</b></p>	<p>Create funding for school land acquisition, including incentives for purchases, land swaps, and other avenues for obtaining land inside the Urban Growth Area.</p>	<p>Medium</p>	<p>School districts; Cities/towns; County State; TRPC</p>
<p><b>Action S-2.9</b></p>	<p>Increase state compensation to school districts for construction costs of schools sited within the Urban Growth Area.</p>	<p>Medium</p>	<p>School districts; Cities/towns State; TRPC</p>
<p><b>Action S-2.10</b></p>	<p>Change state law to simple majority vote for school bond measure approval.</p>	<p>Medium</p>	<p>School districts; Cities/towns State; TRPC</p>

# OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners	
<b>GOAL S-3</b>	<b>Improve infrastructure around schools that results in safe pedestrian, bicycle, and bus access.</b>			
<b>Action S-3.1</b>	Identify and collaborate on funding support for safety education and infrastructure improvements around schools (transportation and safe routes to school funds).	Short; Medium; Long	Cities/towns; School districts	TRPC; IT; State
<b>Action S-3.2</b>	Adopt policy in jurisdiction plans to make improvements around schools a high priority. Prioritize, fund, and build improvements within one mile of school — focusing effort within a quarter to half-mile of schools.	Short; Medium; Long	Cities/towns; School districts	TRPC; IT
<b>Action S-3.3</b>	Include infrastructure improvements in bond measures when building or retrofitting schools (sidewalks and paths, safe crossing and safe access for walkers, bike and bus riders arriving at school).	Short; Medium; Long	School districts	Cities/towns
<b>Action S-3.4</b>	Review capital facilities plans and implement school impact fees countywide to help cover the cost of infrastructure needs as growth occurs.	Short	County; School districts	Cities/towns
<b>Action S-3.5</b>	Identify targeted revenue source for sidewalk and safety improvements around schools — especially those with walk and bike safety education and encouragement programs.	Short; Medium	Cities/towns; County	IT; TRPC
<b>Action S-3.6</b>	Recognize the needs of small Cities/towns and school districts to collaborate with the Washington State Department of Transportation to meet challenges. This includes building frontage roads as part of development when locating schools adjacent to state highways, and slowing speeds on portions of state highways in close proximity to schools crossing areas.	Short	State; Cities/towns	

# OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners
Local Food Systems			
<b>GOAL F-1</b>	<b>Coordinate local food planning efforts to create a socially, economically, and environmentally sustainable regional system.</b>		
<b>Action F-1.1</b>	Convene a food policy council/advisory group, bringing all the food “players” to the table and develop a local food systems plan, including a production capacity analysis. [Also Action L-2.2]	Underway	Thurston Food System Council
<b>Action F-1.2</b>	Plan for gardens when developing plans for schools and other public facilities (i.e. provide/include a water source).	Long	School districts
<b>Action F-1.3</b>	Consider food-related places as “destinations” in land-use and transportation planning. Consciously plan where to locate a food bank, a meal program, a farm, or a store.	Medium	Cities/towns; County
<b>Action F-1.4</b>	Encourage more sustainable agriculture processes.	Long	IT; School districts; Nonprofits; State; TRPC; WSU
<b>Action F-1.5</b>	Explore less land-intensive farming models such as aquaculture and vertical gardening.	Long	Cities/towns; County; Higher Ed; Land trusts; Nonprofits; TESC; Tribes
<b>Action F-1.6</b>	Increase regional seed production.	Medium	WSU
<b>Action F-1.7</b>	Find creative ways to protect and replenish soil.	Medium	WSU

# OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners
<b>GOAL F-2</b> Enhance the economic viability of the local food system.			
<b>Action F-2.1</b>	Help support living wages for farmers, including year-round farmers’ markets and community-supported agriculture, farm stands, farm stays, and agritourism.	Underway	Agritourism; STEDI; Thurston Food System Council Cities/towns; County; Higher Ed; Land trusts; Nonprofits; School districts; Tribes; TESC
<b>Action F-2.2</b>	Work with long-established entities, such as granges and the Washington State University Extension, to help food businesses network and gain information.	Underway	WSU EDC; Higher Ed; Land trusts; Nonprofits; State; Tribes
<b>Action F-2.3</b>	Work with the banking industry and local investors and lenders on models to support small food-related business.	Underway	Thurston Food System Council Cities/towns; Chambers; County; EDC; Finance; Nonprofits; State; Tribes
<b>Action F-2.4</b>	Create a regional food center with space for food growing, processing, training, storage, and restaurants. (Assessment underway)	Long	Thurston Food System Council Cities/towns; Chambers; County; EDC; Finance; Higher Ed; Nonprofits; Port; State; Tribes
<b>Action F-2.5</b>	Create cooperatives that allow businesses and community members to share processing facilities, equipment, and food storage space. A good local example is the grain-buyers coop. (Assessment underway)	Medium	Thurston Food System Council EDC; Higher Ed; Nonprofits; Tribes
<b>Action F-2.6</b>	Consider developing small agricultural processing plants and mobile operations to increase opportunity and economic viability.	Medium	WSU Cities/towns; Chambers; County; EDC; Higher Ed; Nonprofits; Port; State; Tribes

# OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners
<b>Action F-2.7</b> Encourage farmers' transportation co-operatives for taking goods to market and to central distribution points. (Assessment underway)	Medium	TRPC; WSU	Cities/towns; Chambers; County; EDC; Higher Ed; Nonprofits
<b>Action F-2.8</b> To support no-net loss of agricultural and resource lands, a primary sustainability goal, create cooperative opportunities for joint purchase of land and incentives for using lands for farming, and zone existing farmlands for agriculture.	Medium	Cities/towns; County	Land trusts; Nonprofits; State; WSU
<b>Action F-2.9</b> Encourage urban and rural agriculture by lowering the cost of water, including subsidizing or providing reclaimed water options at a lower rate. Encourage State Department of Ecology to expand allowable rainwater harvesting without violating water rights law to support agriculture.	Long	Cities/towns; County; State	LOTT; Nonprofits; Port; State; Federal
<b>Action F-2.10</b> Work with waterfront property owners on voluntary oyster seeding and other shellfish production. This should include public and private owners, including TESC.	Long	Cities/towns; County; State	LOTT; TESC; Nonprofits; Port; State; Federal
<b>Action F-2.11</b> Track rural area issues and conflicts, and implement strategies to resolve these. Examples include dairy cow manure-to-biogas operations, eco-tourism, and other value-added activities that increase economic viability of agricultural operations.	Underway	Cities/towns; County	Chambers; EDC; Higher Ed; Land trusts; Nonprofits; Port; PUD; PSE; State; STEDI; TCAT; TE; TESC; Utilities
<b>Action F-2.12</b> Encourage entrepreneurial food truck businesses. Examine health and safety regulations, zoning and other policies and adapt as necessary to support this industry while still protecting public health. Explore centralized commercial kitchens to support this type of business opportunity.	Short	Cities/towns; County; TCPHSS	Chambers; EDC; Nonprofits; Enterprise for Equity; TESC

# OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners
<b>GOAL F-3</b> Ensure universal access to secure, nutritious, and affordable food in the Thurston Region.			
<b>Action F-3.1</b> Implement more mobile food delivery, working with neighborhood associations and community organizations (e.g., the bookmobile model).	Medium	Cities/towns; County	Chambers; EDC; Higher Ed; Nonprofits
<b>Action F-3.2</b> Create a “food hub” that connects producers with users. This may include connecting farmers with restaurants/stores that need local produce or with locations to process or distribute products.	Medium	Thurston Food System Council	Chambers; EDC; Higher Ed; Nonprofits; School districts; State; Tribes
<b>Action F-3.3</b> Identify locations to serve as hubs for food distribution, such as worksites that allow community-supported agriculture deliveries, and explore integration with the emergency food system.	Medium	Thurston Food System Council	Higher Ed; Nonprofits; School districts; State; Tribes
<b>Action F-3.4</b> Identify opportunities to buy fresh food at rural commercial hubs.	Medium	Thurston Food System Council	Cities/towns; Chambers; County; EDC; Higher Ed; Nonprofits; School districts; Tribes
<b>Action F-3.5</b> Identify public spaces to use for community gardens and other food production. Consider underused school property and encourage neighborhood/school cooperative gardens.	Underway	Thurston Food System Council	Cities/towns; County; Higher Ed; Housing Authority; Land trusts; Nonprofits; School districts; State; TESC; WSU
<b>Action F-3.6</b> Encourage large public worksites with plentiful free parking to make some spaces available to food trucks to bring diverse meal options and fresh produce to workers.	Long	Cities/towns; County; State; TRPC	Chambers; EDC; Nonprofits
<b>Action F-3.7</b> Create systems to support food donations by hospitality industry and other institutional food producers. Support local business and encourage local food donations. Create additional incentives for farmers to encourage gleaning. Support distribution model that improves access of low income households to food throughout county.	Underway	Thurston County Food Bank; Senior Services for South Sound	Cities/towns; Chambers; County; EDC; Nonprofits; Tribes

# OPPORTUNITIES & CHOICES

Goals and Actions		Timeline	Lead	Partners
Action F-3.8	Encourage food production in urban areas/neighborhoods.	Underway	Cities/towns; County	Nonprofits; School districts
Action F-3.9	Explore disincentives — such as taxes on junk food — for nutritionally deficient foods.	Long	Cities/towns; County; State	Nonprofits
<b>GOAL F-4</b>	<b>Enhance public education and outreach related to the local food system.</b>			
Action F-4.1	Establish a local branding campaign that helps the public recognize and value “produced in Thurston Region” products.	Medium	Agritourism; STEDI; Thurston Food System Council	Cities/towns; Chambers; County; Nonprofits; Tribes
Action F-4.2	Create a central website for food and food-related activities, events, and information. Provide education/training on all aspects of the food system.	Underway	Thurston Food System Council	Cities/towns; Chambers; County; EDC; Higher Ed; Nonprofits; School districts; State
Action F-4.3	Market food activities as part of a larger education campaign. This may include National Food Day.	Underway	Thurston Food System Council	Cities/towns; County; Higher Ed; Nonprofits; School districts; Tribes; VCB
Action F-4.4	Organize ceremonies and celebrations around food and include local food in existing community events.	Underway	Thurston Food System Council	Cities/towns; Chambers; County; Higher Ed; Nonprofits; School districts; Tribes; VCB
Action F-4.5	Provide education and outreach about “when is food trash.” Explain pull dates, expiration dates, and other coding.	Medium	TT; Thurston County Food Bank; Thurston Food System Council	Cities/towns; County; Higher Ed; Nonprofits; School districts

# OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners
Transportation System			
<b>GOAL T-1</b>	<b>Ensure adequate funding for maintaining and improving an efficient multimodal transportation system that efficiently moves people and goods.</b>		
<b>Action T-1.1</b>	Dedicate sufficient revenue to pay for system maintenance and preservation, raise additional revenues for this purpose if necessary through Transportation Benefit Districts or other means. Include a coordinated, regional approach to maintaining the regional trail system.	Short	Cities/towns; County Federal; State; TRPC
<b>Action T-1.2</b>	Pursue state funding support for interregional express transit service that relieves demand for additional interstate capacity. Continue to explore partnerships with Sound Transit to share express service responsibilities between Thurston and Pierce counties.	Underway	IT Cities/towns; County; State; TRPC
<b>Action T-1.3</b>	Conduct an alternatives analysis, a specific type of analysis used to determine what types of high capacity transit the region may be able to support in the future, and which is required to apply for federal funding.	Long	TRPC IT; Cities/towns; County
<b>Action T-1.4</b>	Building on the current Rural & Tribal Transportation Service (R/T), continue to explore models for providing rural transit services tailored to the needs of rural communities. Identify potential sustainable funding sources.	Short	TRPC Cities/towns; IT; Federal; State

# OPPORTUNITIES & CHOICES

Goals and Actions		Timeline	Lead	Partners
<b>GOAL T-2</b>	<b>Reduce transportation congestion and environmental impacts.</b>			
<b>Action T-2.1</b>	Explore ways to increase the use of alternative forms of travel (walk, bike, bus, carpool, vanpool, telecommute). Develop and maintain incentives for employers and jurisdictions that encourage Commute Trip reduction for their employees.	Underway	TRPC; Cities/towns; County; State	IT; R/T; State
<b>Action T-2.2</b>	Expand travel options for rural residents by establishing park-and-pool facilities that increase vanpool and carpool options in the small cities and rural communities – especially around Bucoda, Rainier, and Tenino.	Underway	STEDI	Cities/towns; County; IT; State
<b>Action T-2.3</b>	Connect urban and rural bicycle and pedestrian pathways with parks and open spaces to encourage more active transportation and use of natural areas.	Short	Cities/towns; County	TRPC
<b>Action T-2.4</b>	Explore “hard shoulder running” to add a high-occupancy vehicle (HOV) lane between Thurston and Pierce counties within the existing I-5 paved right-of-way.	Short	WSDOT	Cities/towns; County; TRPC; IT
<b>Action T-2.5</b>	Explore congestion pricing between Thurston and Pierce counties to encourage transit, vanpool, and carpool use on I-5 during peak commute periods. Target revenues to projects that enhance system efficiency.	Short	TRPC	State; Federal; IT
<b>Action T-2.6</b>	Promote increased use of vanpool and carpools by Joint Base Lewis-McChord personnel living in the region, supporting these efforts by taking a leadership role.	Underway	JBLM; IT; PT	Cities/towns; County; State; TRPC
<b>Action T-2.7</b>	Pursue changes in U.S. Department of Defense policies that restrict demand management measures such as parking pricing, flex schedules, and funding of on-base shuttles.	Short	TRPC; Federal	IT; State

# OPPORTUNITIES & CHOICES

Goals and Actions	Timeline	Lead	Partners	
Action T-3.1	Ensure that transportation plans and funding strategies explicitly consider the need to move goods and services within and between local communities, and between the Thurston Region and other markets.	Medium	Cities/towns; County; TRPC	Port; State
<b>GOAL T-4</b>	<b>Integrate transportation considerations into land use decisions, and vice versa.</b>			
Action T-4.1	As land use plans are updated, assess zoning densities and location of urban neighborhoods and activity centers and identify areas where density can increase. Change urban zoning and land-use rules so that a more compact form of development can be created to ensure that future land-use patterns will be efficient to serve with transit, freight or other transportation infrastructure.	Short	Cities/towns; County	IT
Action T-4.2	Establish time-lines and criteria for expansion of transit to existing and newly emerging activity centers.	Short	IT; TRPC	Cities/towns; County
Action T-4.3	Align transportation infrastructure funding to support the region’s preferred land-use vision for vibrant centers, corridors, and neighborhood centers while protecting rural residential lands, farmlands, prairies, and forest lands.	Underway	TRPC; Cities/towns; County	IT; Port
Action T-4.4	Evaluate integration of location-efficiency into transportation impact fee structures.  Impact fees could be adjusted depending on location within a city. Some areas such as centers are more location-efficient as jobs, housing and shopping are in close proximity. This means that new buildings (commercial and residential) located in these areas tend to have less impact on the existing street network than development in more suburban or rural locations, where people tend to be more auto-dependent and drive greater distances.	Short	Cities/towns; County	TRPC
Action T-4.5	Work with interested stakeholders to create transportation management areas where traditional fixed-route transit service is not feasible. This will help identify and implement alternative models of employee-oriented transit service funded by the transportation management area.	Short	TRPC	Cities/towns; County; IT