

# Survey

## **of Land Use Regulations and Financial Tools:**

used by communities in the Thurston County region  
to implement Transportation Efficient Development



Thurston Regional Planning Council

June 2012



**THURSTON REGIONAL PLANNING COUNCIL (TRPC)** is a 22-member intergovernmental board made up of local governmental jurisdictions within Thurston County, plus the Confederated Tribes of the Chehalis Reservation and the Nisqually Indian Tribe. The Council was established in 1967 under RCW 36.70.060, which authorized creation of regional planning councils.

TRPC's mission is to **“Provide Visionary Leadership on Regional Plans, Policies, and Issues.”**

**To Support this Mission:**

- Support **regional transportation** planning consistent with state and federal funding requirements.
- Address **growth management, environmental quality**, and other topics determined by the Council.
- Assemble** and **analyze data** that support local and regional decision making
- Act as a **“convener”**, build regional **consensus** on issues through information and citizen involvement.
- Build **intergovernmental consensus** on regional plans, policies, and issues, and advocate local implementation.

This report was prepared as part of the Thurston Regional Planning Council's 2012 regional work program.

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# 1. Executive Summary

Transportation efficient development is development that supports the use of alternative transportation modes while reducing the need to drive alone. When compared to typical suburban projects, transportation efficient development has been shown to increase people's use of transit or non-motorized transportation modes while reducing the length and amount of vehicle trips. Local jurisdictions have taken a variety of approaches to implementing transportation efficient development. This has been due to a range of issues including; the Growth Management Act, to increase the viability of transit, congestion pressure on local roadways, and the revitalization of urban neighborhoods.

To study transportation efficient development, the Washington State Department of Transportation (WSDOT) staff and University of Washington research assistants examined 19 study areas along two major state highway corridors in the central Puget Sound region in Washington State. They reviewed permitted development proposals, interviewed local planners, and sought details on regulations, incentives, and other programs used to encourage transportation efficient development. Their conclusions were prepared in *Strategies and Tools to Implement Transportation Efficient Development: A Reference Manual* (2003), hereafter known as the "*Reference Manual*". *The Reference Manual* provides both regulatory and financial strategies and tools.

The regulatory strategies and tools for transportation efficient development are divided into six categories:

- Mixed-Use Development
- Compact Development
- Auto and Pedestrian Connectivity
- Parking
- Pedestrian Environment
- Affordable Housing

The financial strategies and tools for transportation efficient development are divided into four categories:

- Public Private Financing
- Tax Based Public Financing
- Public Sector Incentives
- Private Sector Support

All municipal local governments within the Thurston County region were surveyed for their existing use of regulatory and financial tools as of autumn 2011. Refer to the following tables. Other sections of the report provide detail descriptions of the various tools. The final chapter provides some observations of what regulatory or financial categories that could be use the most help to eliminate barriers to infill and redevelopment. These results are shown on the following tables.

# Regulatory Strategies and Tools

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
<b>A. MIXED LAND USES</b>								
<b>Neighborhood Level Tools</b>								
1. Performance zoning or standards to allow mixed-use development				•	•	•	• <sup>A</sup>	• <sup>A</sup>
2. Planned Unit Development standards	•	•	•	•	•	•	• <sup>B</sup>	•
3. Neighborhood district zoning				•	•	•	•	
4. Establishing mixed use targets					•		•	
5. Parallel development codes					•			
6. Limiting auto-oriented businesses				•	•	•	•	•
<b>Parcel Level Tools</b>								
1. Density bonuses to encourage mixed use commercial/residential buildings				•	•	•	•	•
2. Residential above commercial/retail allowed or required		•	•	•	•	•	•	•
3. Commercial/retail on the ground floor requirements		•		•	•	• <sup>C</sup>	•	•
4. Home occupations	•	•	•	•	•	•	•	•
<b>B. COMPACT DEVELOPMENT</b>								
<b>Neighborhood Level Tools</b>								
1. Increased public acceptance of density				•	•			
2. Minimum density zoning				•	•	•	•	•
3. Minimum floor area standards for employment centers				•	•	•	•	•
4. Maintaining average densities within critical areas				•				
5. Transitional zoning					•	•	•	•
6. Overlay zones along transit corridors						• <sup>D</sup>	• <sup>D</sup>	• <sup>D</sup>
7. Joint planning areas		•	•	•	•	•	•	•
8. Density bonuses to stimulate development in target areas						•	•	
<b>Parcel Level Tools</b>								
1. Lower minimum lot sizes in single family areas		•		•	•	•	•	•
2. Setting average lot sizes		•	•			•		
3. Zero lot line development and reducing required setbacks				•	•	•	•	•
4. Accessory Dwelling Units	•	•	•	•	•	•	•	•

A = Yes – zoning standards; No – performance zoning

B = Yes – villages & centers zones; No - citywide

C = Yes – in urban centers; No – along corridor

D = Yes – have transit oriented development standards in zoning district; No – overlay

# Regulatory Strategies and Tools

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
<b>C. AUTO AND PEDESTRIAN CONNECTIVITY</b>								
<b>Connectivity Tools</b>								
1. Maximum size of street blocks	@	©	©	•		•	•	
2. Alleys or lanes allowed in commercial and residential development	@	©	©	•	•	•	•	•
3. Future street extensions allowed	•	©	©	•	•	•	•	•
4. Continuous network of connected streets; while limiting or eliminating cul-de-sacs and dead-end streets		•		•		•	•	•
5. Continuous network of pathways for pedestrians and bicyclists						•		•
<b>D. PARKING</b>								
<b>Parking Supply Tools</b>								
1. Lowering minimum parking requirements					•	•	•	•
2. Maximum parking requirements					•	•	•	•
3. In-lieu of parking fees								
4. Land bank for future parking				•		•	•	•
5. Flexible parking standards in exchange for amenities							•	•
6. On-street parking to contribute to private parking requirements	•			•	•		•	
7. Redevelopment of unused parking areas	•			•	•		•	•
<b>Parking Management Tools</b>								
1. Parking below or behind buildings				•	•	•	•	•
2. Shared parking between different land uses or adjacent properties	•	•	•	•	•	•	•	•
3. Management of on-street parking				•	•	•	•	
4. Lower parking ratios for development near transit								
5. Rideshare parking requirements						•		
6. Other innovative parking practices						•	•	

@ = Adopted the Thurston County Road Standards  
 © = No adopted street standards – Uses Thurston County’s

# Regulatory Strategies and Tools

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
<b>E. PEDESTRIAN ENVIRONMENT</b>								
<b>Street Design Tools</b>								
1. Design of the travelway	●	●	●	●	●	●	●	●
2. Reduced street widths for collectors and neighborhood streets				○*	● <sup>E</sup>	●	●	●
3. Intersection designs that balance pedestrian and auto movements				●	●	●	●	●
4. Road designs to accommodate transit on arterials	#	#	#	●	●	●	●	●
5. Access management standards				●	●	●	●	●
6. Traffic calming techniques				●	●	●	●	●
7. Pedestrian access and crosswalk standards				●	●	●	●	●
8. Bicycle access standards				●	●	●	●	●
<b>Building Design Tools</b>								
1. Building setbacks and orientation				●	●	●	●	●
2. Building fronts and entrances				●	●	●	●	●
3. Building articulation/modulation				●	●	●	●	●
4. Ground floor window and transparency				●	●	●	●	
5. Weather protection standards				●	●	●	●	
6. Pedestrian and bicycle amenities.				●	●	●	●	●
7. Open space/plaza requirements				●	●	●		●
<b>F. AFFORDABLE HOUSING</b>								
<b>Affordable Housing Tools</b>								
1. Inclusionary housing practices in zoning and comprehensive plans				●	●	●		●
2. Density bonuses to attract new affordable housing				●		●	●	
3. Accessory Dwelling Units	●	●	●	●	●	●	●	●
4. Adaptive reuse of buildings	●	●	●	●	●	●	●	●
5. Changing parking standards to reflect the actual needs				●		●	●	○*

\* = Proposed ordinance in review process

# = As provided in the Thurston County Road Standards

E = Yes – on neighborhood streets, No – on collectors

# Financial Strategies and Tools

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
<b>A. PUBLIC/PRIVATE FINANCING</b>								
1. Local Improvement Districts		•	•	•		•	•	•
2. Benefit Assessment Districts							•	
3. Business Improvement Districts								
4. Public Development Authority								
5. Public Facilities District						•	•	•
<b>B. TAX BASED PUBLIC FINANCING</b>								
1. Land value taxation								
2. Tax abatement programs							•	
3. Multi-family tax abatement zones						• <sup>F</sup>	•	
4. Tax increment financing								
5. Revenue sharing					•	•		•
<b>C. PUBLIC SECTOR INCENTIVES</b>								
1. Land banking								
2. Transfer of Development Rights					•	•	•	•
3. Density bonuses to stimulate infill development in target areas						•	•	•
4. Impact fee waivers or reductions							•	
5. Streamlined permit review								
6. Design review and guidelines				•	•	•	•	•
7. Programmatic Environmental Impact Statement				•			•	
8. Interlocal Agreements and Memoranda of Understanding	•	•	•	•	•	•	•	•
<b>D. PRIVATE SECTOR SUPPORT</b>								
1. Location efficient mortgage programs								
2. Mixed use development financing								
3. Community land trusts								

F = Yes - used tax program to upgrade a housing project; No – established district or zone

## **Survey Findings** *(Refer to the proceeding tables)*

### **A. Regulatory Tools**

The larger communities within the Thurston County region utilized significantly more transportation efficient development regulations (about four times) than did the small communities. There were 6 of 60 regulatory tools which were adopted by all the communities with 2 of 60 tools adopted by none of the communities within the region.

### **B. Financial Tools**

The communities within the Thurston County region were much more likely to adopt regulatory tools than to have ever used financial tools to encourage transportation efficient development. Financial tools are used at a significantly lower rate regardless the size of the community. The community with the highest use of financial tools - adopted 83 percent of the regulatory tools, as compared to 52 percent of the financial tools.

Only one financial tool was adopted by all the communities, while 9 of 21 financial tools were not adopted by any community within the region. The Private Sector Support category was the only category (either regulatory or financial) where local usage or adoption was completely absent.

## 2. Barriers to Infill and Redevelopment Areas

**“Infill** is the construction of new buildings within existing urban areas on vacant or underutilized parcels of land. It may be as simple as building a single family home on one lot in an established neighborhood or as complex as creating a mixed-use center for offices, housing and retail on a much larger piece of land. Infill parcels are generally located in areas with water, sewer, transportation and other services in place.

**Redevelopment** is finding new or more intensive uses for land or buildings within an existing urban area. It may involve replacing existing structures with new ones or converting them to new uses. Redevelopment also can result in a change in use, such as replacing existing homes with apartments or building a restaurant on a parking lot. Redevelopment is typically market driven. It usually occurs when a developer or community group determines that a new use for a site will be more profitable or productive than the current use.

**Infill and redevelopment are compact forms of development that use land and other resources efficiently to improve and create more livable communities.”<sup>1</sup>**

Within the Thurston County region possible infill and redevelopment areas could include the following:

- **Urban Centers** – are often designated as the commercial cores to the cities of Lacey, Olympia, Tumwater, and Yelm.
- **Transportation Corridors** – transit oriented developments need to be located along corridors to be most efficient. Within the metropolitan areas of Lacey, Olympia and Tumwater, the Martin-Capitol Way corridor was designated a first priority corridor by the Urban Corridors Task Force (2011). Pacific Avenue in Lacey and the Capitol Mall Loop & Harrison Avenue in Olympia are considered to be second priority corridors.
- **Small Cities** – provide the opportunity to live close to work, recreation and local amenities. Rainier, Tenino, and Bucoda are small communities which are located in southern part of the Thurston County region.

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<sup>1</sup> Planning Division. “Mixed Used Development in Eugene – Infill and Development”. City of Eugene (undated).

## 2A. Transportation Efficient Development

Some time ago, the Washington State Department of Transportation undertook a research project to identify what transportation and land use features fostered “transportation efficient development”.

**Transportation efficient development supports the use of alternative transportation modes while reducing the need to drive alone.**

This research was undertaken by the Washington State Transportation Center and the University of Washington from 2000 to 2005 with a focus on the central Puget Sound region. Local land use regulations were inventoried and local planners were interviewed to uncover the types of programs, incentives, and other processes which were being used to encourage transportation efficient development. The highlights of that those inventories and interviews were incorporated into a resource guide entitled “Guide to Transportation Efficient Land Use and Development Patterns” (2003), hereafter known as the *Reference Manual*.

The primary purpose of the *Reference Manual* was to itemize and explain the basic approaches of coordinating land use and transportation policies that lead to system efficiency. The manual focused on then state-of-the-art best practices at the national level, in addition to those being used within the northwest or Puget Sound region. The overall focus was on strategies that the public sector can employ to affect the use of private land. The *Reference Manual* contains both strategies and tools.

**Strategies** were identified which related to the overall planning and policy making environment shaping land use. These are the general approaches and related policies used to plan transportation efficient land use and development.

**Tools** refer to the specific mechanisms that are used to guide implementation of those strategies.

Strategies and tools within the *Reference Manual* are grouped into two broad categories:

1. Those that address the regulatory frameworks governing the use and development intensity of urban land.
2. Those that use the financial aspects of land development to influence the types of land uses and development patterns.



## 2B. Regulatory Barriers to Infill and Redevelopment

The *Reference Manual* grouped the different aspects of transportation efficient land use into six broad strategies. These categories were based from extensive local and national research on the relationship between land use and transportation carried out over the past decades. Each has been documented as having some impact on travel behavior and the regulatory strategies are not mutually exclusive. For example, some tools may relate to more than one strategy.

While the strategies reviewed rely on public sector actions that encourage the private sector to generate transportation efficient development, public sector policies and actions must eventually meet private sector approval to ensure successful implementation. Good land-use and development practices derive from a coordinated process in which both the public and the private sectors work together to produce desired outcomes.

The six regulatory strategies for transportation efficient development practices consist of the following:

- A. Mixed Land Uses
- B. Compact Development
- C. Auto and Pedestrian Connectivity
- D. Parking
- E. Pedestrian Environment
- F. Affordable Housing

### Regulatory Strategies

#### **Mixed-Use Development**

The existence of residential, commercial, and office uses within walking distance would allow people to fulfill everyday needs without getting in a car. Uses can be mixed vertically (different uses in the same building) or horizontally (different uses within a certain radius—typically within a ½-mile walking distance).

#### **Compact Development**

Development that is compact puts more people within walking distance of transit stops and other goods and services. This can be facilitated by allowing greater densities, encouraging a greater variety of housing types (especially within single-family zones), reducing minimum lot sizes in single-family zones, and allowing development to be built to the lot line (zero-lot line development).

#### **Auto and Pedestrian Connectivity**

A well-connected, fine-grained street and non-motorized network can shorten both automobile and non-motorized trips. An area with high auto connectivity would include a street network, with small blocks and few dead end streets. Pedestrian connectivity would include a safe, well-connected sidewalk network, with paths, crosswalks, and connected to transit stops. A network of bicycle lanes and off street trails could be a part of both systems.

## **Parking**

A landscape that is not visually dominated by parking makes a more interesting and engaging walking environment, while a limited parking supply would encourage people to carpool or use transit or non-motorized modes. This strategy contains two subcategories. **Parking Supply** - The amount of parking is constrained in order to encourage the use of transit or non-motorized modes. **Parking Management** - Priority parking is provided for rideshare vehicles, and there is adequate bicycle parking that is safe and sheltered from the elements. Parking management also includes the location of the parking so that it is placed behind or underneath buildings and does not dominate the landscape.

## **Pedestrian Environment**

A walking environment that is safe, inviting, and aesthetically pleasing will encourage walking to destinations or to transit stops. This strategy contains two subcategories. **Street Design** - Streets that serve traffic volumes while keeping speeds low and minimizing pedestrian/vehicle conflicts. **Building Design** - Buildings of a pedestrian scale and which are designed to provide a visually interesting streetscape. Buildings entryway address the street and are not dominated by garages or parking.

## **Affordable Housing**

Housing that is affordable—near major activity centers and employment concentrations, in both cities and suburbs—allows people to live near their work, shopping, and recreation, in close-in locations or near transit if they choose. Many of the strategies listed above that encourage compact development can also help to provide housing types that are more affordable and increase the overall supply of housing.

## **2C. Financial Barriers to Infill and Redevelopment**

The *Reference Manual* also sought to identify the financial strategies that could financial benefit landowners or developers, or otherwise affect the financial viability of transportation efficient development. Four groupings of financial strategies and tools were derived from a common understanding of the interactions between the public and the private sectors in land use matters.

Financial strategies used by public sector entities are a powerful means to influence private sector actions. While this section focuses on the financial impact of the various tools on development, there is some overlap with the regulatory strategies. Financial strategies always take place within a regulatory framework, such as local zoning codes, and growth management directives.

The four financial strategies for transportation efficient development practices consist of the following:

- A. Public/Private Financing
- B. Tax Based Public Financing
- C. Public Sector Incentives
- D. Private Sector Support

## **Financial Strategies**

### **Public/Private Financing**

Public/private financing could involve associations of private property owners working with the public sector that gather and raise funds to maintain or improve a neighborhood or district. Public/private financing strategies are also common at the project level. Four tools relating to different organizational structures are associated with this strategy.

### **Tax Based Public Financing**

Tax based public financing could address the public sector generating ways to redirect, reduce, or eliminate the property tax burden in order to foster transportation efficiency. Six tools are associated with this strategy.

### **Public Sector Incentives**

Public sector incentives or strategies address ways that the public sector can facilitate and reduce the length of the development process, thereby saving private sector money. Also included are tools that increase development rights, which allow the private sector to increase return on their investments. Eight tools are associated with this strategy.

### **Private Sector Support**

Private sector support or private sector-initiated financial arrangements could support and facilitate transportation efficient development. Three tools are associated with this strategy.

## **2D. Community Survey - Assessing Current Conditions**

The first step to eliminate barriers to infill and redevelopment is to assess the current conditions - both regulatory and financial. This required a survey of all the municipal governments within the Thurston County region. This survey establish a common baseline of conditions, from which action recommendations could be based. Given the dual regulatory and financial components of the *Reference Manual*, it served as the reference source for a community survey instrument. An example of the regulatory and financial tool format is provided on the following page.

A community survey was undertaken with the help of eight local governments located within Thurston County. Staff from Thurston Regional Planning Council arranged for an in-person interview during the autumn of 2011. The interview was seen as an important step to insure that all questions were answered consistently, and that an opportunity to discover interesting additional details was not overlooked. The community survey template and a copy of the *Reference Manual* were provided in advance of the interviews. TRPC staff also helped to clarify the intent of the survey questions which were crafted from the title of the tools, as they appeared in the *Reference Manual*. Individuals interviewed ranged from the city planner, to principal planner, chair of the planning commission, planning manager, and other senior staff.

# EXAMPLE

## Title of the Tool

<b>Tool</b>	<i>Regulation or Financial</i>
<b>Strategy</b>	<i>Regulation – Six types;      Financial – Four types</i>
<b>Scale</b>	<i>Parcel, Neighborhood or District, or Community</i>
<b>Background</b>	<p><i>The text was taken directly from or slightly edited from the “Strategies and Tools to Implement Transportation-Efficient Development: A Reference Manual” (2003). All quotations and sourcing were removed to aid readability. The one exception was the text for Public Facilities District was from the Municipal Research Center of Washington webpage of this subject.</i></p> <p><i>(The corresponding page in the Reference Manual is noted.)</i></p>
<b>Other Northwest Examples</b>	<p>❖ <i>Northwest cities or counties noted in the Reference Manual</i></p>
<b>Adopted by</b>	<p><i>Local adoption is noted below with a bullet. Also, communities are listed by population - with the smallest to the largest.</i></p> <div style="background-color: #cccccc; height: 15px; width: 100%;"></div> <p style="text-align: center;"> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Bucoda</span> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Tenino</span> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Rainier</span> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Yelm</span> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Tumwater</span> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Lacey</span> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Olympia</span> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Thurston Co</span> </p>
<b>Best Fit Locations</b>	<p><i>Best fit locations are noted below by a bullet. This is from the Reference Manual and is only provided for regulatory strategies.</i></p> <div style="background-color: #cccccc; height: 15px; width: 100%;"></div> <p style="text-align: center;"> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Urban Center</span> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Transit Oriented Development</span> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Cluster</span> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Retail</span> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Office</span> <span style="display: inline-block; transform: rotate(-90deg); white-space: nowrap;">Residential</span> </p>
<b>Comments</b>	<i>Adoption patterns, interview points, or text from the Reference Manual about a local community’s programs.</i>

## 2E. Report Outline

- **Chapter 1, Executive Summary** – Overview of the report, and the results of the community survey are summarized on tables.
- **Chapter 2, Barriers to Infill and Redevelopment Areas** – The bulk of the report provides detailed explanation of the various regulatory tools and strategies
- **Chapter 3, Regulatory Strategies and Tools** – A detailed explanation of the various regulatory tools and strategies.
- **Chapter 4, Financial Strategies and Tools** – A detailed explanation of the various financial tools and strategies.
- **Chapter 5, Conclusion and Survey Findings** – An overview of regulatory and financial tools used by the communities within the Thurston County region.

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### 3. Regulatory Strategies and Tools

This chapter will provide detailed descriptions of the regulatory tools which can be used to encourage transportation efficient development. These are arranged by the six regulatory strategies. The portion of the community survey for that strategy will serve as the introduction to that subsection.

#### 3A. Regulatory Tools for Mixed Land Use

Mixing land uses is the combination of different land uses within a small enough area (typically within walking distance – ¼ to ½ mile) to encourage non-motorized travel. Ten specific tools to encourage the implementation of mixed-use development are associated with this strategy.

**TABLE 1: REGULATORY TOOLS FOR MIXED LAND USE**

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
<b>Neighborhood Level Tools</b>								
1. Performance zoning or standards to allow mixed use development				●	●	●	● <sup>A</sup>	● <sup>A</sup>
2. Planned Unit Development standards	●	●	●	●	●	●	● <sup>B</sup>	●
3. Neighborhood district zoning				●	●	●	●	
4. Establishing mixed use targets					●		●	
5. Parallel development codes					●			
6. Limiting auto-oriented businesses				●	●	●	●	●
<b>Parcel Level Tools</b>								
1. Density bonuses to encourage mixed use commercial/residential buildings				●	●	●	●	●
2. Residential above commercial/retail allowed or required		●	●	●	●	●	●	●
3. Commercial/retail on the ground floor requirement		●		●	●	● <sup>C</sup>	● <sup>C</sup>	●
4. Home occupations	●	●	●	●	●	●	●	●

A = Yes – zoning standards; No – performance zoning

B = Yes – villages & centers zones; No - citywide

C = Yes – in urban centers; No – along corridor

## Performance zoning or standards to allow mixed use development

<b>Tool</b>	Regulation																
<b>Strategy</b>	Mixed Land Use																
<b>Scale</b>	Neighborhood																
<b>Background</b>	<p>Performance zoning or standards focus on directly controlling the impacts of new development on existing uses rather than regulating the uses themselves. In order to encourage a mix of uses, performance zoning seeks compatibility between land uses in terms of activities, functions, and aesthetics.</p> <p>Many communities are now incorporating performance standards into their traditional zoning to allow greater mix and compatibility between uses. These performance standards spell out the desired end result, and allow flexibility in the particular means or approach for achieving the objective. A code may, for instance, require that "on-site parking should not be visible from the public street," allowing a range of alternatives (such as underground parking, landscaping, berming, or change in topography) to be used to accomplish the stated objective. Several communities in other states emphasize project performance rather than land use as a basis for project approval.</p> <p>(See <i>Reference Manual</i>, pg 19)</p>																
<b>Other Northwest Examples</b>	❖ Vancouver, WA																
<b>Adopted by</b>	<table border="0"> <tr> <td></td> <td></td> <td></td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>				●	●	●	●	●	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
			●	●	●	●	●										
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●	●	●															
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
<b>Comments</b>	Olympia and Thurston County have equivalent zoning standards, but not "performance zoning".																

# Planned Unit Development standards

<b>Tool</b>	Regulation
<b>Strategy</b>	Mixed Land Use
<b>Scale</b>	Neighborhood
<b>Background</b>	<p>Planned Unit Development (PUD) zoning can help create pedestrian friendly, mixed-use communities if it is accompanied by complementary design guidelines. PUD zoning has been used as interim zoning, allowing planners to control the nature and location of new, often large developments. It can also serve as a short-term stopgap measure while a master plan or zoning standards are being revised to include mixed-use districts.</p> <p>(See <i>Reference Manual</i>, pg 19)</p>
<b>Other Northwest Examples</b>	❖ Vancouver, WA
<b>Adopted by</b>	<ul style="list-style-type: none"> <li>● Bucoda</li> <li>● Tenino</li> <li>● Rainier</li> <li>● Yelm</li> <li>● Tumwater</li> <li>● Lacey</li> <li>● Olympia</li> <li>● Thurston Co</li> </ul>
<b>Best Fit Locations</b>	<ul style="list-style-type: none"> <li>● Urban Center</li> <li>● Transit Oriented Development</li> <li>● Cluster</li> <li>● Retail</li> <li>● Office</li> <li>● Residential</li> </ul>
<b>Comments</b>	<p>This is currently being use by all local jurisdictions. It is an old technique.</p> <p>Olympia only allows this technique in urban villages &amp; centers zones and not citywide.</p>

## Neighborhood district zoning

<b>Tool</b>	Regulation																
<b>Strategy</b>	Mixed Land Use																
<b>Scale</b>	Neighborhood																
<b>Background</b>	<p>Some cities have experimented with creating new zones to carry out specific land-use objectives without modifying their basic zoning code. New zones may apply to downtown areas, main street districts, neighborhood centers, or community commercial centers. This approach can be beneficial in jurisdictions where existing land-use codes are significantly different from what is desired, making mere revision of existing zoning difficult. On the other hand, creating new zones can add complexity to a land-use code, making the code difficult for the developer, the community, and the planner to use.</p> <p>(See <i>Reference Manual</i>, pg 20)</p>																
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Hillsborough, OR – Orenco Station</li> <li>❖ Portland, OR</li> </ul>																
<b>Adopted by</b>	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 12.5%;"></td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>									Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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<b>Best Fit Locations</b>	<table border="1" style="width: 100%; text-align: center;"> <tr> <td style="width: 16.6%;"></td> </tr> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> </table>							Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
<b>Comments</b>	None																

## Establishing mixed use targets

<b>Tool</b>	Regulation								
<b>Strategy</b>	Mixed Land Use								
<b>Scale</b>	Neighborhood								
<b>Background</b>	<p>According to a study by the City of Seattle, mixed-use projects are more likely to succeed where commercial uses are clustered in compact areas surrounded by reasonably dense residential areas. To help create specific mixes of activities, jurisdictions can establish targets for amounts and types of development to take place in designated areas. Research shows that the different land uses in a mixed-use community typically fall within the following ranges:</p> <p><b>Public uses</b> (including park space and civic uses) – 5 to 15 percent of total land area</p> <p><b>Commercial retail space</b> – 10 to 50 percent of total land area</p> <p><b>Residential development</b> – 30 to 80 percent of total land area</p> <p><b>Employment</b> – 20 to 60 percent of total land area</p> <p>This approach requires regular monitoring of actual development and adjustments to zoning if targets are not met within the planned time frame. Targets should be locally applied on the basis of land-use goals specific to the planning area. Unless the targets are implemented carefully, large blocks of single-use areas can still occur, with limited access provided to nearby residents, employees, or shoppers. Mixing uses within designated areas is not an exact science, and meeting the goals noted above does not guarantee a practical mix of uses.</p> <p>(See <i>Reference Manual</i>, pg 22)</p>								
<b>Other Northwest Examples</b>	❖ Seattle, WA								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	None								

## Parallel development code

<b>Tool</b>	Regulation																
<b>Strategy</b>	Mixed Land Use																
<b>Scale</b>	Neighborhood																
<b>Background</b>	<p>Changing existing zoning codes so that they can facilitate mixed-use development can be a time consuming and politically difficult process. However, local governments can permit and encourage mixed-use development by creating codes that parallel existing codes. In this situation, the option to use conventional codes remains, but the parallel codes make it legal to develop innovative projects, such as those that accommodate mixed-use development or treat parking differently than allowed in a city zoning code. This approach gives developers an opportunity to build mixed-use projects without having to endure the long approval process associated with variances and rezone applications.</p> <p>(See <i>Reference Manual</i>, pg 22)</p>																
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .																
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>●</td> <td></td> <td></td> <td></td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co					●			
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
●	●	●	●	●	●												
<b>Comments</b>	Past local experience with optional stormwater regulations for Low Impact Development (LID) has indicated that a voluntary approach has limited value.																

## Limiting auto-oriented businesses

<b>Tool</b>	Regulation
<b>Strategy</b>	Mixed Land Use
<b>Scale</b>	Neighborhood
<b>Background</b>	<p>Because of their low intensity of development and reliance on automobile access, some land-use types are inappropriate in areas targeted for increased transit use, bicycling, and walking. Uses such as fast food restaurants, car washes, banks, and auto sales or repair businesses are generally incompatible with mixed-use zones.</p> <p>(See <i>Reference Manual</i>, pg 23)</p>
<b>Other Northwest Examples</b>	❖ Redmond, WA
<b>Adopted by</b>	<p>● ● ● ● ●</p> <p>Bucoda    Tenino    Rainier    Yelm    Tumwater    Lacey    Olympia    Thurston Co</p>
<b>Best Fit Locations</b>	<p>● ● ● ● ●</p> <p>Urban Center    Transit Oriented Development    Cluster    Retail    Office    Residential</p>
<b>Comments</b>	None

# Density bonuses to encourage mixed use commercial/residential buildings

<b>Tool</b>	Regulation								
<b>Strategy</b>	Mixed Land Use								
<b>Scale</b>	Parcel								
<b>Background</b>	<p>Density bonuses in target areas can serve as incentives to encourage mixed use or any other type of development a neighborhood needs. Ideally, density bonuses give these target areas a competitive edge over non-targeted areas. At the same time, they should not result in projects that are out of scale and character with the existing environment. Density bonuses often come in exchange for certain benefits or amenities to ensure that new development makes a net positive contribution to the neighborhood, and they are a common tool for encouraging housing in downtown areas.</p> <p>(See <i>Reference Manual</i>, pg 23)</p>								
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Bellevue, WA</li> <li>❖ Seattle, WA</li> </ul>								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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<b>Best Fit Locations</b>	<table border="1"> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> </table>	Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential		
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	There are two other tools which use density bonuses. Another regulatory approach can be found in Section 3F: Affordable Housing and a financial approach in Section 4C: Public Sector Incentives.								

## Residential above commercial/retail allowed or required

<b>Tool</b>	Regulation								
<b>Strategy</b>	Mixed Land Use								
<b>Scale</b>	Parcel								
<b>Background</b>	<p>Allowing or requiring mixed-use buildings in targeted areas provides a ready market for non-motorized travel. Also, incorporating residential development in mixed-use commercial and retail projects can add new housing types to an area, contributing to the diversity of a community. Bringing residents into an area helps support local commercial establishments while the retail or services in a mixed-use development adds to the vitality in an existing neighborhood.</p> <p>(See <i>Reference Manual</i>, pg 24)</p>								
<b>Other Northwest Examples</b>	❖ Dupont, WA								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	There is a significant difference between requiring and allowing a use to happen.								

## Commercial/retail on the ground floor requirements

<b>Tool</b>	Regulation																
<b>Strategy</b>	Mixed Land Use																
<b>Scale</b>	Parcel																
<b>Background</b>	<p>A number of communities encourage or require retail uses on the ground floor of residential or office buildings. This may include requiring a portion or all of a parcel's street fronting ground floor to house commercial uses. The vertical mixing of uses is typically accepted and successful in dense commercial areas with high pedestrian activity. Such areas, however, must be limited in size to what the market can support.</p> <p>(See <i>Reference Manual</i>, pg 24)</p>																
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Seattle, WA</li> <li>❖ Vancouver, WA</li> </ul>																
<b>Adopted by</b>	<table border="0"> <tr> <td></td> <td>•</td> <td></td> <td>•</td> <td>•</td> <td>•</td> <td>•</td> <td>•</td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>		•		•	•	•	•	•	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
<b>Comments</b>	In Olympia and Lacey this is required in urban centers, but not along corridors.																

# Home occupations

<b>Tool</b>	Regulation
<b>Strategy</b>	Mixed Land Use
<b>Scale</b>	Parcel
<b>Background</b>	<p>Most residentially zoned areas traditionally prohibit businesses to be run out of a home. The intent is to retain the residential nature of the area by maintaining low traffic volumes, keeping noise down, and strangers out. However, with changes in family structure, household composition, and the advent of computer-based businesses and telecommuting, these factors may no longer be priorities in new and existing communities.</p> <p>(See <i>Reference Manual</i>, pg 26)</p>
<b>Other Northwest Examples</b>	❖ Portland, OR
<b>Adopted by</b>	<ul style="list-style-type: none"> <li>● Bucoda</li> <li>● Tenino</li> <li>● Rainier</li> <li>● Yelm</li> <li>● Tumwater</li> <li>● Lacey</li> <li>● Olympia</li> <li>● Thurston Co</li> </ul>
<b>Best Fit Locations</b>	<ul style="list-style-type: none"> <li>Urban Center</li> <li>Transit Oriented Development</li> <li>Cluster</li> <li>Retail</li> <li>Office</li> <li>Residential ●</li> </ul>
<b>Comments</b>	This tool is already being used by all local jurisdictions.

### 3B. Regulatory Tools for Compact Development

Compact development is development at densities that are high enough to support transit use and to entice other land uses to locate in close proximity. Eight tools are associated with neighborhood or district density, while four tools are related to parcel level scale of this strategy.

**TABLE 2: REGULATORY TOOLS FOR COMPACT DEVELOPMENT**

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
<b>Neighborhood Level Tools</b>								
1. Increased public acceptance of density				●	●			
2. Minimum density zoning				●	●	●	●	●
3. Minimum floor area standards for employment centers				●	●	●	●	●
4. Maintaining average densities within critical areas				●				
5. Transitional zoning					●	●	●	●
6. Overlay zones along transit corridors						● <sup>D</sup>	● <sup>D</sup>	● <sup>D</sup>
7. Joint planning areas		●	●	●	●	●	●	●
8. Density bonuses to stimulate development in target areas						●	●	
<b>Parcel Level Tools</b>								
1. Lower minimum lot sizes in single family areas		●		●	●	●	●	●
2. Setting average lot sizes		●	●			●		
3. Zero lot line development and reduced required setbacks				●	●	●	●	●
4. Accessory Dwelling Units	●	●	●	●	●	●	●	●

D = Yes – have transit oriented development standards in zoning district; No – overlay

## Increased public acceptance of density

<b>Tool</b>	Regulation																
<b>Strategy</b>	Compact Development																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	<p>The challenge for Washington communities is to fit compact development into the existing fabric of established neighborhoods. Design strategies that blend into existing neighborhood features can facilitate public acceptance of compact development. In Arlington County, Virginia a 1960s strip commercial development along the Metro Rail line was gradually replaced by high-density commercial and residential development, strategically focused around the rail stations. Older single-family areas located behind the strip remained largely untouched. The impact of higher density was further mitigated by gradually decreasing the height of buildings from the station nodes to the single-family areas.</p> <p>Vancouver, BC's studies of neighborhood acceptance of density showed that factors other than design may be important. Family housing will be favored, as will housing that includes community amenities, such as a park or a school. Owner-occupied units are also preferred. Careful location may be another key to accepting higher density infill housing. New development that replaces poorly maintained or nonconforming uses or improves existing heterogeneous areas near transportation, shopping, and other services can meet with greater community acceptance.</p> <p>(See <i>Reference Manual</i>, pg 31)</p>																
<b>Other Northwest Examples</b>	❖ Vancouver, BC																
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> <tr> <td></td> <td></td> <td></td> <td>●</td> <td>●</td> <td></td> <td></td> <td></td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co				●	●			
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<b>Best Fit Locations</b>	<table border="1"> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>●</td> </tr> </table>	Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential						●				
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
					●												
<b>Comments</b>	Olympia planners commented on a multi-story housing project in west Olympia during their interview. When the project was first proposed in 2007, the City received few comments. It is now a concern to the neighborhood.																

## Minimum density zoning

<b>Tool</b>	Regulation								
<b>Strategy</b>	Compact Development								
<b>Scale</b>	Neighborhood or District								
<b>Background</b>	<p>Traditional zoning codes focus on maximum density thresholds, which development may or may not meet—frequently undermining plans for compact activity centers. On the other hand, minimum density thresholds require development to be at or near planned densities. By ensuring that development occurs at densities consistent with comprehensive plans, minimum density standards help achieve growth targets or urban form and growth management objectives. A similar (and in most cases, probably more realistic) strategy is the establishment of a density range, which sets both minimum and maximum density thresholds</p> <p>Requiring minimum densities in areas targeted for future growth might slow development in the short run as market adjustments take place. Density requirements and thresholds should reflect densities that the local market can support. Other options could include requiring minimum densities only in designated areas, or to suggest higher densities through regulatory incentives, such as reduced parking requirements.</p> <p>(See <i>Reference Manual</i>, pg 31)</p>								
<b>Other Northwest Examples</b>	❖ Portland, OR								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	None								

## Minimum floor area standards for employment centers

<b>Tool</b>	Regulation
<b>Strategy</b>	Compact Development
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>Compact development needs to support transit and non-motorized travel at both the home and the work end of the trip. Minimum floor area ratios (FAR, the total area of building divided by the site area) and allowable lot coverage standards are common tools used to control development density in employment zone. An FAR of 0.4 typically requires multistory buildings in order to accommodate parking at ground. The maximum allowable lot coverage in an activity center or downtown can be 100 percent if open space is available in public plazas or parks. Lot coverage standards should be reviewed on the basis of local character and community priorities.</p> <p>(See <i>Reference Manual</i>, pg 32)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<p>● ● ● ● ●</p> <p>Bucoda      Tenino      Rainier      Yelm      Tumwater      Lacey      Olympia      Thurston Co</p>
<b>Best Fit Locations</b>	<p>● ●</p> <p>Urban Center      Transit Oriented Development      Cluster      Retail      Office      Residential</p>
<b>Comments</b>	None

## Maintaining average densities within critical areas

<b>Tool</b>	Regulation
<b>Strategy</b>	Compact Development
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>Areas may fall short of density goals as other regulations, which overlay those of the zoning district, eat away at permitted densities. In particular, area density can be reduced after environmentally constrained lands are subtracted from the total land area used for calculating allowed density. To address this issue, some communities have developed a sliding scale approach, which allows a decreasing portion of the density to be transferred to other sites in the area of concern as the percentage of constrained area increases</p> <p>(See <i>Reference Manual</i>, pg 32)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<p>Bucoda      Tenino      Rainier      Yelm      Tumwater      Lacey      Olympia      Thurston Co</p>
<b>Best Fit Locations</b>	<p>Urban Center      Transit Oriented Development      Cluster      Retail      Office      Residential</p>
<b>Comments</b>	None

# Transitional zoning

<b>Tool</b>	Regulation								
<b>Strategy</b>	Compact Development								
<b>Scale</b>	Neighborhood or District								
<b>Background</b>	<p>Transition zones are used to reduce the functional conflicts and visual contrast between high- and low-density zones or commercial and residential zones. Special treatment of the boundaries between these zones helps integrate them both functionally and aesthetically. Transition zones can allow a mix of building types found in the “base” zones on either side of the boundary, within one or more blocks of the boundary. In cases of boundaries between different land uses, most jurisdictions require reduced development intensity on the commercial side of the zone boundary. Portland, Ore., allowed the reverse—increased densities on the residential side of the zoning boundary.</p> <p>(See <i>Reference Manual</i>, pg 32)</p>								
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Portland, OR</li> <li>❖ Vancouver, BC</li> <li>❖ Tacoma, WA</li> </ul>								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	None								

## Overlay zones along transit corridors

<b>Tool</b>	Regulation
<b>Strategy</b>	Compact Development
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>Transit “overlay zones” require special land-use and building design standards in targeted areas. In these zones, required densities may be higher within a certain distance of a fixed-route transit stop or station. With supportive land-use policies, development along transit lines can create and support higher population and employment densities.</p> <p>(See <i>Reference Manual</i>, pg 35)</p>
<b>Other Northwest Examples</b>	❖ Eugene, OR
<b>Adopted by</b>	<p>● ● ●</p> <p>Bucoda      Tenino      Rainier      Yelm      Tumwater      Lacey      Olympia      Thurston Co</p>
<b>Best Fit Locations</b>	<p>●</p> <p>Urban Center      Transit Oriented Development      Cluster      Retail      Office      Residential</p>
<b>Comments</b>	<p>Lacey, Olympia, and Thurston County have Transit Oriented Development (TOD) standards in their zoning codes, but they do not have overlay zones.</p> <p>Tenino has an overlay zone along SR 507, but there are not any transit routes to and from the city.</p>

## Joint planning areas

<b>Tool</b>	Regulation
<b>Strategy</b>	Compact Development
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>Joint planning areas are portions of the unincorporated county which are part of an adopted urban growth area (UGA). These areas will eventually be annexed by adjacent incorporated jurisdictions. Significant growth is anticipated in these areas when urban services are available, and the adopted land use regulations seek to allow for future densification. Buildings and infrastructure are sited and designed to promote the incremental accommodation of compact development. In the <i>Reference Manual</i> this term is called "shadow zoning".</p> <p>(See <i>Reference Manual</i>, pg 36)</p>
<b>Other Northwest Examples</b>	❖ Portland, OR
<b>Adopted by</b>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul> <p style="display: flex; justify-content: space-around; text-align: center;"> <span>Bucoda</span> <span>Tenino</span> <span>Rainier</span> <span>Yelm</span> <span>Tumwater</span> <span>Lacey</span> <span>Olympia</span> <span>Thurston Co</span> </p>
<b>Best Fit Locations</b>	<ul style="list-style-type: none"> <li>•</li> </ul> <p style="display: flex; justify-content: space-around; text-align: center;"> <span>Urban Center</span> <span>Transit Oriented Development</span> <span>Cluster</span> <span>Retail</span> <span>Office</span> <span>Residential</span> </p>
<b>Comments</b>	None

## Density bonuses to stimulate development in target areas

<b>Tool</b>	Regulation
<b>Strategy</b>	Compact Development
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>Density bonuses are increases in development capacity that are permitted in exchange for special amenities. Density bonuses can encourage development that contributes to neighborhood needs and can promote infill development in target growth areas. As noted in the section on Mixed Use Development, density bonuses are often given in exchange for amenities to ensure that new development makes a net positive contribution to the neighborhood communities.</p> <p>(See <i>Reference Manual</i>, pg 36)</p>
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Clark County, WA</li> <li>❖ Bellevue, WA</li> <li>❖ Woodinville &amp; King County, WA</li> </ul>
<b>Adopted by</b>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #cccccc; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-between; width: 100%;"> <span>Bucoda</span> <span>Tenino</span> <span>Rainier</span> <span>Yelm</span> <span>Tumwater</span> <span>Lacey</span> <span>Olympia</span> <span>Thurston Co</span> </div> </div>
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<b>Comments</b>	None

## Lower minimum lot sizes in single family areas

<b>Tool</b>	Regulation								
<b>Strategy</b>	Compact Development								
<b>Scale</b>	Neighborhood or District								
<b>Background</b>	<p>The design and layout of parcels in a new development can have a substantial effect on density levels. Small lots and flexible requirements for housing design help to encourage denser development. Changing the orientation of houses to place the house's shortest side along the street uses land more efficiently and can achieve densities of 7 to 10 dwellings per acre.</p> <p>Generally, an area developed with 4,000 to 5,000 square foot lots can be achieved through clustered or small lot single-family homes and zero-lot line or row housing. Such development can support regular bus service which normally requires residential densities of 8 or more units per acre.</p> <p>Two-story townhouses and single-family homes with accessory units can achieve densities of 12 to 20 units per acre, while attractive 3 to 4 story buildings with flats above parking have been built at densities of 30 to 70 units per acre.</p> <p>(See <i>Reference Manual</i>, pg 37)</p>								
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	None								

## Setting average lot sizes

<b>Tool</b>	Regulation
<b>Strategy</b>	Compact Development
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>Most codes specify exact minimum lot areas and even define minimum lot width and depth to establish the character of a single-family neighborhood. Yet the ability to vary lot dimensions gives developers and builders the flexibility necessary to provide various housing types and to address market demand. It also allows developers to build according to site conditions and to mix single- and multi-family units. Subdivision and zoning codes should seek to balance design flexibility and neighborhood compatibility by establishing limits on the range of possibilities.</p> <p>(See <i>Reference Manual</i>, pg 37)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>
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<b>Best Fit Locations</b>	<ul style="list-style-type: none"> <li>•</li> </ul>
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<b>Comments</b>	None

## Zero lot line development and reduced required setbacks

<b>Tool</b>	Regulation								
<b>Strategy</b>	Compact Development								
<b>Scale</b>	Neighborhood or District								
<b>Background</b>	<p>Setback requirements, particularly side setback requirements, can be relaxed to allow attached housing types, providing a range of choices of housing types and compactness. A local jurisdiction can establish setback requirements that are proportional to lot size and proposed building types.</p> <p>(See <i>Reference Manual</i>, pg 38)</p>								
<b>Other Northwest Examples</b>	❖ Hillsboro, OR – Orenco Station								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	None								

# Accessory Dwelling Units

<b>Tool</b>	Regulation
<b>Strategy</b>	Compact Development
<b>Scale</b>	Parcel
<b>Background</b>	<p>Accessory Dwelling Units (ADUs) and also known as mother-in-law units have been advocated for many years. However, because of a desire to restrict unwanted uses or rental units in single family areas, they have generally not been permitted by local zoning codes. Recently more cities are beginning to permit accessory units because of their relative utility. ADUs can increase density while maintaining single-family neighborhood character, provide affordable housing for new or small households, allow for intergenerational independence, and provide space for a home office, studio or similar use.</p> <p>(See <i>Reference Manual</i>, pg 39)</p>
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Sumner, WA</li> <li>❖ Vancouver, BC</li> </ul>
<b>Adopted by</b>	<div style="background-color: #cccccc; padding: 5px; text-align: center;"> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> </div> <p style="text-align: center;"> <span style="display: inline-block; width: 30px; text-align: center;">Bucoda</span> <span style="display: inline-block; width: 30px; text-align: center;">Tenino</span> <span style="display: inline-block; width: 30px; text-align: center;">Rainier</span> <span style="display: inline-block; width: 30px; text-align: center;">Yelm</span> <span style="display: inline-block; width: 30px; text-align: center;">Tumwater</span> <span style="display: inline-block; width: 30px; text-align: center;">Lacey</span> <span style="display: inline-block; width: 30px; text-align: center;">Olympia</span> <span style="display: inline-block; width: 30px; text-align: center;">Thurston Co</span> </p>
<b>Best Fit Locations</b>	<div style="background-color: #cccccc; padding: 5px; text-align: center;"> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> </div> <p style="text-align: center;"> <span style="display: inline-block; width: 30px; text-align: center;">Urban Center</span> <span style="display: inline-block; width: 30px; text-align: center;">Transit Oriented Development</span> <span style="display: inline-block; width: 30px; text-align: center;">Cluster</span> <span style="display: inline-block; width: 30px; text-align: center;">Retail</span> <span style="display: inline-block; width: 30px; text-align: center;">Office</span> <span style="display: inline-block; width: 30px; text-align: center;">Residential</span> </p>
<b>Comments</b>	<p>This tool is also described in Section 3F: Affordable Housing.</p> <p>This tool is already being use by all local jurisdictions.</p>

### 3C. Regulatory Tools for Auto and Pedestrian Connectivity

The connectivity of auto and pedestrian facilities is the provision of road, street, sidewalk, trail, or bike lane networks that offer directional choice of travel route and that optimize route directness for the different modes of travel. Five tools are associated with this strategy.

**TABLE 3: REGULATORY TOOLS FOR AUTO AND PEDESTRIAN CONNECTIVITY**

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
<b>Connectivity Tools</b>	@	©	©					
1. Maximum size of street blocks				●		●	●	
2. Alleys or lanes allowed in commercial and residential development	@	©	©	●	●	●	●	●
3. Future street extensions allowed	●	©	©	●	●	●	●	●
4. Continuous network of connected streets; while limiting or eliminating cul-de-sacs and dead-end streets		●		●		●	●	●
5. Continuous network of pathways for pedestrians and bicyclists						●		●

@ = Adopted the Thurston County Road Standards  
 © = No adopted street standards – Uses Thurston County's

## Maximum size of street blocks

<b>Tool</b>	Regulation								
<b>Strategy</b>	Auto and Pedestrian Connectivity								
<b>Scale</b>	Neighborhood or District								
<b>Background</b>	<p>Small blocks support pedestrian travel because their frequent intersections create more direct routes, shorten distances between trip origin and destination, and ease wayfinding. They maximize natural light, create neighborhoods and districts at a human scale, and contribute to a diverse, vibrant pedestrian experience. Finally, short blocks also slow down motor vehicles—the high frequency of intersections offers an increased number of decision points for both automobiles and pedestrians</p> <p>Breaking down the size of large parcels and street blocks is essential to accommodating pedestrian travel. Large development sites, such as apartment complexes, retail centers, and their attendant parking lots, can be made into smaller blocks by retrofitting them with a network of local streets, driveways, and sidewalks. Residential and commercial block perimeters should range from 300 feet to 800 feet to ensure walkability by providing direct routes between origins and destinations for pedestrians and slowing down vehicular traffic.</p> <p>(See <i>Reference Manual</i>, pg 49)</p>								
<b>Other Northwest Examples</b>	No local examples were provided in the <i>Reference Manual</i> .								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	Since the initial survey, Tenino adopted maximum block sizing in its West Tenino zoning.								

## Alleys or lanes allowed in commercial and residential development

<b>Tool</b>	Regulation																
<b>Strategy</b>	Auto and Pedestrian Connectivity																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	<p>Using alleys for driveways and garage access in single-family residential areas helps to keep blocks free of curb cuts. Sidewalks are open and pleasant for pedestrians, while retaining the option of compact housing development. Alleys are economically feasible when used in conjunction with narrow residential streets, allowing the net available land for development to remain the same.</p> <p>Alley driveways with special paving, sometimes called “mews”, are also being developed in higher density housing developments. Originally narrow cartways flanked by stables, today’s ‘mews’ are designed as semi-private drive lanes or walkways cut into the grid of city blocks. Mews may provide access to garages or serve as pedestrian entrances to townhouses located on either side of the right-of-way. Mews also help pedestrians walk through the site along a network of continuous internal paths.</p> <p>(See <i>Reference Manual</i>, pg 50)</p>																
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .																
<b>Adopted by</b>	<table border="1"> <tr> <td>○</td> <td>○</td> <td>○</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	○	○	○	●	●	●	●	●	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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●	●	●	●	●	●												
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
<b>Comments</b>	Bucoda, Tenino, and Rainier have adopted or use the Thurston County Road Standards. These were not included in the tally of adopted tools.																

## Future street extensions allowed

<b>Tool</b>	Regulation																
<b>Strategy</b>	Auto and Pedestrian Connectivity																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	Permits for subdivisions and individual developments are typically reviewed and approved incrementally as individual property owners are ready to develop their properties. Yet in order to ensure that that the streets developed for the individual sites constitute a coherent network, an area-based network plan is necessary to match up lot patterns and other development features. A network plan allows future street and pathway extensions to be considered when individual subdivisions are reviewed, ensuring the evolution of a complete system as development intensifies.  (See <i>Reference Manual</i> , pg 50)																
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Eugene, OR</li> <li>❖ Kirkland, WA</li> <li>❖ Redmond, WA</li> </ul>																
<b>Adopted by</b>	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>●</td> <td>○</td> <td>○</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	●	○	○	●	●	●	●	●	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
●	○	○	●	●	●	●	●										
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●							●										
Urban Center	Transit Oriented Development	Cluster	Retail	Office			Residential										
<b>Comments</b>	Tenino and Rainier use the Thurston County Road Standards. These were not included in the tally of adopted tools.																

## Continuous network of connected streets; while limiting or eliminating cul-de-sacs and dead-end streets

<b>Tool</b>	Regulation								
<b>Strategy</b>	Auto and Pedestrian Connectivity								
<b>Scale</b>	Neighborhood or District								
<b>Background</b>	The use of cul-de-sacs and dead end streets should be avoided, as they can greatly increase travel distances to nearby destinations. Where it is not possible to directly connect new to existing streets, access ways for pedestrians can still be provided.  (See <i>Reference Manual</i> , pg 52)								
<b>Other Northwest Examples</b>	❖ Portland, OR								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	None								

## Continuous network of pathways for pedestrians and bicyclists

<b>Tool</b>	Regulation								
<b>Strategy</b>	Auto and Pedestrian Connectivity								
<b>Scale</b>	Neighborhood or District								
<b>Background</b>	<p>Good pedestrian access requires direct links to destinations; yet new subdivisions are frequently walled off from surrounding areas through the use of perimeter fences, walls or shrubbery, which often block direct access to nearby destination points. Sidewalks frequently terminate at the edge of the property, at the end of parking lots, or when a change in topography or other obstacles occurs.</p> <p>Development codes can prevent such occurrences, making walking and wheel chair use safe, convenient, and comfortable (Figure III.6). For transit stops and commercial areas, pedestrian routes should be located along (and visible from) all streets. Bicycle routes should be part of a continuous network and link employment centers, schools, and other community facilities. Wheelchair-accessible pedestrian pathways and sidewalks need to be continuous and connected to streets and adjacent developments.</p> <p>(See <i>Reference Manual</i>, pg 52)</p>								
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Vancouver, BC</li> <li>❖ Portland, OR</li> <li>❖ Clark County, WA</li> </ul>								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	None								

### 3D. Regulatory Tools for Parking

Parking is divided into two major sections: parking supply and parking management. It covers the availability of parking, especially free parking, minimizes the visual impact of parking on the street environment, and encourages shared parking between neighboring land uses. Such strategies minimize single occupancy vehicles use for short and very short trips and encourage walking between chained trips. Seven tools are associated with parking supply and six tools are associated with parking management.

**TABLE 4: REGULATORY TOOLS FOR PARKING**

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
<b>Parking Supply Tools</b>								
1. Lowering minimum parking requirements					•	•	•	•
2. Maximum parking requirements					•	•	•	•
3. In-lieu of parking fees								
4. Land bank for future parking				•		•	•	•
5. Flexible parking standards in exchange for amenities							•	•
6. On-street parking to contribute to private parking requirements	•			•	•		•	
7. Redevelopment of unused parking area	•			•	•		•	•
<b>Parking Management Tools</b>								
1. Parking below or behind buildings				•	•	•	•	•
2. Shared parking between different land uses or adjacent properties	•	•	•	•	•	•	•	•
3. Management of on street parking				•	•	•	•	
4. Lower parking requirements for development near transit								
5. Rideshare parking requirements						•		
6. Other innovative parking practices						•	•	

## Lowering minimum parking requirements

<b>Tool</b>	Regulation																
<b>Strategy</b>	Parking - Supply																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	<p>Excessive parking standards are not appropriate in densely built areas, especially where transit service and other alternative modes can substitute for automobile travel. To accommodate growth in parking demand, communities can lower minimum off-street parking requirements in zoning regulations and development policies. Utilizing demand studies that more accurately reflect local conditions, or doing a survey of local parking demand, can justify reductions in parking requirements. Coordinating parking requirements among jurisdictions is helpful in order to avoid conflicts and minimize competing interests. Unfortunately, this is typically a contentious process.</p> <p>(See <i>Reference Manual</i>, pg 59)</p>																
<b>Other Northwest Examples</b>	❖ Portland, OR																
<b>Adopted by</b>	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>					●	●	●	●	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
				●	●	●	●										
Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co										
<b>Best Fit Locations</b>	<table border="1"> <tr> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> </tr> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> </table>	●	●	●	●	●	●	Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
●	●	●	●	●	●												
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
<b>Comments</b>	<p>A similar tool can be found in Section 3F: Affordable Housing.</p> <p>From 1992-95 the City of Olympia conducted field studies of actual parking use and adjusted its parking requirements downward to reflect real demand. For example, on the basis of its studies, the City now requires between 2.5 and 4 spaces per 1,000 square feet for office uses, with smaller office complexes required to provide a higher ratio of parking to space. One space per residential unit is required for accessory or studio units and for any residential unit in the downtown business or high-density multifamily zones.</p>																

## Maximum parking requirements

<b>Tool</b>	Regulation																		
<b>Strategy</b>	Parking - Supply																		
<b>Scale</b>	Neighborhood or District																		
<b>Background</b>	<p>Where public parking and frequent transit service are provided, local governments can consider limiting how much parking can be developed on a property. Maximum parking ratios are typically based on land use type and size. Exemptions to the standard can be provided for parking structures, shared parking, valet parking spaces, market-rate parking, or similarly managed parking facilities.</p> <p>Some urban areas impose limits on parking capacity allowed for various types of uses, or within particular areas as part of their TDM programs. The City of San Francisco limits parking to 7 percent of a downtown building's floor area. The City of Seattle allows a maximum of one parking space per 1,000 square feet of downtown office space. The City of Portland limits office buildings on the transit mall to only 0.7 parking spaces for every 1,000 square feet of office space, while buildings farther away are allowed more, but never more than two spaces per 1,000 square feet.</p> <p>(See <i>Reference Manual</i>, pg 59)</p>																		
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Portland, OR</li> <li>❖ Seattle, WA</li> </ul>																		
<b>Adopted by</b>	<table border="0" style="width: 100%; text-align: center;"> <tr> <td style="width: 12.5%;"></td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> <td></td> </tr> </table>										Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co	
Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co												
<b>Best Fit Locations</b>	<table border="0" style="width: 100%; text-align: center;"> <tr> <td style="width: 16.6%;"></td> </tr> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> </table>							Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential						
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential														
<b>Comments</b>	None																		

## In-lieu of parking fees

<b>Tool</b>	Regulation
<b>Strategy</b>	Parking - Supply
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>“In-lieu” fees allow developers to forego providing their own on-site parking and pay into a fund for off-site municipal parking facilities. This technique yields efficient, shared parking facilities that can be optimally located to ensure the functionality and design quality of a district.</p> <p>Public parking is a particularly efficient way to manage shared parking since each space can serve many users and destinations. It has been estimated that 100 public parking spaces are equivalent to 150 to 250 private parking spaces. Additionally, in many areas, the oversupply of existing parking may mean that even if existing standards are reduced, there will be little, if any, impact on people’s travel behavior in the future. It may, then, be more important to look at parking in a neighborhood comprehensively rather than simply revising parking standards.</p> <p>(See <i>Reference Manual</i>, pg 60)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<div style="background-color: #cccccc; height: 20px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Bucoda</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tenino</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Rainier</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Yelm</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tumwater</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Lacey</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Olympia</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Thurston Co</div> </div>
<b>Best Fit Locations</b>	<div style="background-color: #cccccc; height: 20px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">● Urban Center</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">● Transit Oriented Development</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">● Cluster</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Retail</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Office</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Residential</div> </div>
<b>Comments</b>	This is one of the sixty regulatory tools which have not been adopted by any community within the county.

## Land bank for future parking

<b>Tool</b>	Regulation
<b>Strategy</b>	Parking - Supply
<b>Scale</b>	Community
<b>Background</b>	<p>At-grade parking on private property consumes a considerable amount of land that yields low returns. Local jurisdictions can offer incentives to minimize the amount of off-street, at-grade parking on a site by allowing developers to locate parking off-site, in a nearby location appropriate for parking. The undeveloped parts of sites can then be "land-banked," or reserved for future development, rather than used for at-grade parking.</p> <p>(See <i>Reference Manual</i>, pg 62)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<p>Bucoda      Tenino      Rainier      Yelm      Tumwater      Lacey      Olympia      Thurston Co</p>
<b>Best Fit Locations</b>	<p>Urban Center      Transit Oriented Development      Cluster      Retail      Office      Residential</p>
<b>Comments</b>	None

## Flexible parking standards in exchange for amenities

<b>Tool</b>	Regulation
<b>Strategy</b>	Parking - Supply
<b>Scale</b>	Parcel
<b>Background</b>	<p>Many cities find it advantageous to waive parking standards or to reduce parking ratios in downtown locations and in densely developed districts. Lower parking standards benefit the private sector by lowering development costs and, in effect, by yielding higher development capacity. Flexible parking standards also benefit the public sector by reducing the number of vehicles on specific sites, thereby encouraging transit use or non-motorized travel within the district. They also help yield more compact development and increase active, people- rather than car-oriented uses, and create pedestrian-friendly environments.</p> <p>(See <i>Reference Manual</i>, pg 62)</p>
<b>Other Northwest Examples</b>	❖ Portland, OR
<b>Adopted by</b>	<div style="background-color: #cccccc; padding: 2px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-between; text-align: center;"> <div>Bucoda</div> <div>Tenino</div> <div>Rainier</div> <div>Yelm</div> <div>Tumwater</div> <div>Lacey</div> <div>Olympia</div> <div>Thurston Co</div> </div>
<b>Best Fit Locations</b>	<div style="background-color: #cccccc; padding: 2px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-between; text-align: center;"> <div>Urban Center</div> <div>Transit Oriented Development</div> <div>Cluster</div> <div>Retail</div> <div>Office</div> <div>Residential</div> </div>
<b>Comments</b>	None

## On-street parking to contribute to private parking requirements

<b>Tool</b>	Regulation
<b>Strategy</b>	Parking - Supply
<b>Scale</b>	Parcel
<b>Background</b>	<p>On-street parking has multiple benefits, including convenience and flexibility for drivers, and protection from traffic for pedestrians. On-street parking can be efficiently configured as angle parking on streets with low volumes of low-speed traffic (but high demand for parking). On-street parking provides a good visual and safety buffer between the sidewalk and a main arterial, while still allowing frequent transit access. Jurisdictions can provide credit for off-street parking if on-street parking is available.</p> <p>(See <i>Reference Manual</i>, pg 63)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<p>● ● ● ● ● ● ● ●</p> <p>Bucoda Tenino Rainier Yelm Tumwater Lacey Olympia Thurston Co</p>
<b>Best Fit Locations</b>	<p>● ● ● ● ● ● ● ●</p> <p>Urban Center Transit Oriented Development Cluster Retail Office Residential</p>
<b>Comments</b>	None

## Redevelopment of unused parking area

<b>Tool</b>	Regulation
<b>Strategy</b>	Parking - Supply
<b>Scale</b>	Parcel
<b>Background</b>	<p>Surface parking lots often cover more ground than the building they are intended to serve, especially in suburban centers, commercial corridors, and multifamily complexes. This unfortunate reality generates environments that the public has consistently rated as unpleasant and constitutes a barrier to building compact, pedestrian, and transit supportive places. Several cities and jurisdictions have taken measures to encourage the redevelopment of unused parking at-grade into more attractive and active uses such as publicly accessible open space. Others have sought to facilitate private development in target areas with large amounts of at-grade parking.</p> <p>(See <i>Reference Manual</i>, pg 63)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<ul style="list-style-type: none"> <li>● Bucoda</li> <li>● Tenino</li> <li>● Rainier</li> <li>● Yelm</li> <li>● Tumwater</li> <li>● Lacey</li> <li>● Olympia</li> <li>● Thurston Co</li> </ul>
<b>Best Fit Locations</b>	<ul style="list-style-type: none"> <li>● Urban Center</li> <li>● Transit Oriented Development</li> <li>● Cluster</li> <li>● Retail</li> <li>● Office</li> <li>● Residential</li> </ul>
<b>Comments</b>	None

## Parking below or behind buildings

<b>Tool</b>	Regulation
<b>Strategy</b>	Parking - Management
<b>Scale</b>	Parcel
<b>Background</b>	<p>Surface parking lots take up large amounts of space, separate uses and activities, and discourage walking in many suburban cities. Locating surface parking behind buildings, underground, or in the interior of a block can offer safe and efficient access for pedestrians.</p> <p>(See <i>Reference Manual</i>, pg 64)</p>
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Seattle, WA</li> <li>❖ Bellevue, WA</li> </ul>
<b>Adopted by</b>	<div style="background-color: #cccccc; padding: 5px; text-align: center;"> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> </div> <div style="display: flex; justify-content: space-around; text-align: center; margin-top: 5px;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Bucoda</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tenino</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Rainier</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Yelm</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tumwater</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Lacey</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Olympia</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Thurston Co</div> </div>
<b>Best Fit Locations</b>	<div style="background-color: #cccccc; padding: 5px; text-align: center;"> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> </div> <div style="display: flex; justify-content: space-around; text-align: center; margin-top: 5px;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Urban Center</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Transit Oriented Development</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Cluster</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Retail</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Office</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Residential</div> </div>
<b>Comments</b>	None

## Shared parking between different land uses or adjacent properties

<b>Tool</b>	Regulation
<b>Strategy</b>	Parking - Management
<b>Scale</b>	Parcel
<b>Background</b>	<p>Property owners in neighborhood or urban centers typically restrict parking on their property to their own customers. In areas of high demand, conflicts arise as property owners police their parking lots and even try to fine violators. Agreements to share parking between adjacent property owners resolve many of the conflicts between private owners and their customers. Shared parking helps even out the different peak utilization rates associated with different uses. It also benefits the public by reducing the number of vehicular trips made between shopping destinations and encourages non-motorized travel in commercial and retail districts.</p> <p>As noted earlier, public parking facilities, including on-street parking spaces, are efficient shared facilities. For shared parking to operate successfully, the participating owners of facilities need to be in close proximity to each other and have different peak operating times on a daily or weekly basis. Flexible zoning regulations can support shared parking by allowing firms to trade parking capacity among themselves to optimize use. Shared parking also saves space because each property owner or tenant wants to keep parking occupancy below 85 percent.</p> <p>(See <i>Reference Manual</i>, pg 64)</p>
<b>Other Northwest Examples</b>	❖ Portland, OR
<b>Adopted by</b>	<ul style="list-style-type: none"> <li>● Bucoda</li> <li>● Tenino</li> <li>● Rainier</li> <li>● Yelm</li> <li>● Tumwater</li> <li>● Lacey</li> <li>● Olympia</li> <li>● Thurston Co</li> </ul>
<b>Best Fit Locations</b>	<ul style="list-style-type: none"> <li>● Urban Center</li> <li>● Transit Oriented Development</li> <li>● Cluster</li> <li>● Retail</li> <li>● Office</li> <li>● Residential</li> </ul>
<b>Comments</b>	This tool is already being use by all local jurisdictions.

## Management of on street parking

<b>Tool</b>	Regulation																
<b>Strategy</b>	Parking - Management																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	<p>Jurisdictions need to manage carefully their existing and potential supply of on-street parking. Streets can be assessed for their potential to accommodate parking. Beyond adding to the overall supply of parking, on-street parking slows traffic, creates better pedestrian environments by buffering sidewalks from moving vehicles, increases the viability of retail shops and services, and contributes to reducing the amount of land used for off-street lots.</p> <p>Typical barriers for implementing on-street parking requirements are street standards that prohibit backing movements onto major streets. Local jurisdictions, and especially newer suburban cities, can revise their street standards to consider on-street parking in commercial, retail, and residential areas. Most suburban jurisdictions prohibit on-street parking on arterials and collectors. Increasingly, however, they allow on-street parking in their downtown and in some neighborhood commercial centers.</p> <p>(See <i>Reference Manual</i>, pg 66)</p>																
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .																
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> <tr> <td></td> <td></td> <td></td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td></td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co				●	●	●	●	
Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co										
			●	●	●	●											
<b>Best Fit Locations</b>	<table border="1"> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> <tr> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> </tr> </table>	Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential	●	●	●	●	●	●				
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
●	●	●	●	●	●												
<b>Comments</b>	None																

## Lower parking requirements for development near transit

<b>Tool</b>	Regulation
<b>Strategy</b>	Parking - Management
<b>Scale</b>	Parcel
<b>Background</b>	<p>Areas well served by transit have reduced needs for parking. Jurisdictions can acknowledge this and take steps to reduce parking standards for development in and near transit stations or corridors.</p> <p>(See <i>Reference Manual</i>, pg 66)</p>
<b>Other Northwest Examples</b>	❖ Portland, OR
<b>Adopted by</b>	<p>Bucoda Tenino Rainier Yelm Tumwater Lacey Olympia Thurston Co</p>
<b>Best Fit Locations</b>	<p>Urban Center Transit Oriented Development Cluster Retail Office Residential</p>
<b>Comments</b>	This is one of the sixty regulatory tools which have not been adopted by any community within the county.

## Rideshare parking requirements

<b>Tool</b>	Regulation								
<b>Strategy</b>	Parking - Management								
<b>Scale</b>	Parcel								
<b>Background</b>	<p>Rideshare programs encourage or require the provision of priority or preferential parking for van/carpool vehicles (these are high occupancy vehicle HOV reserved parking spaces, similar to handicapped spaces). Rideshare incentives and pricing strategies are parts of commute trip reduction (CTR) programs and result in time and cost savings, and improved congestion and air quality. Rideshare priority parking offers an additional incentive to van/carpooling by insuring low-cost or free parking near destinations. In employment and especially office zones, it can be effective in encouraging commuters to van/carpool. In retail development, however, it is considered less useful because shoppers often ride together and enforcement is problematic.</p> <p>Many local jurisdictions provide preferential parking for van/carpools and have requirements or incentives in place for employers and property owners to accommodate HOV parking. Priority rideshare parking is often required along with bicycle parking as part of development mitigation negotiations.</p> <p>(See <i>Reference Manual</i>, pg 68)</p>								
<b>Other Northwest Examples</b>	❖ Portland, OR								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co		
<b>Best Fit Locations</b>	<table border="1"> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> </table>	Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential		
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	None								

## Other innovative parking practices

<b>Tool</b>	Regulation																
<b>Strategy</b>	Parking - Management																
<b>Scale</b>	Community																
<b>Background</b>	<p>Innovative Parking Practices may include one of the following or a similar program:</p> <ul style="list-style-type: none"> <li>• Integrate parking management with Transit Demand Management and Smart Growth planning.</li> <li>• Develop a program to collect information on parking supply, demand, costs and prices, and if possible, incorporate it into a GIS database that integrates with other mapping and planning data systems.</li> <li>• Uses transportation management associations to provide parking and transportation management services to users, and/or provides parking brokerage services to businesses.</li> <li>• Consider a wide range of possible solutions to parking problems. Give as much consideration to strategies that encourage more efficient use of existing parking as to strategies that increase parking supply.</li> <li>• Adopt up-to-date design standards that make parking facilities safer and more convenient to users, and more attractive and less environmentally harmful to a community.</li> </ul> <p>(See <i>Reference Manual</i>, pg 68)</p>																
<b>Other Northwest Examples</b>	❖ Victoria, BC																
<b>Adopted by</b>	<table border="0"> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>•</td> <td>•</td> <td></td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>						•	•		Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
					•	•											
Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co										
<b>Best Fit Locations</b>	<table border="0"> <tr> <td>•</td> <td>•</td> <td>•</td> <td>•</td> <td>•</td> <td>•</td> </tr> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> </table>	•	•	•	•	•	•	Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
•	•	•	•	•	•												
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
<b>Comments</b>	None																

### 3E. Regulatory Tools for the Pedestrian Environment

The pedestrian environment is the spatial arrangement and design of places that are safe and comfortable to walk in, thus enticing large numbers of people to walk. This strategy includes both street and building design which are linked to the pedestrian environment. Eight tools are associated with design features along the street and seven tools are associated with building design.

**TABLE 5: REGULATORY TOOLS FOR THE PEDESTRIAN ENVIRONMENT**

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
<b>Street Design Tools</b>								
1. Design of the travelway	●	●	●	●	●	●	●	●
2. Reduced street widths for collectors and neighborhood streets				○	● <sup>E</sup>	●	●	●
3. Intersection designs that balance pedestrian and auto movements				●	●	●	●	●
4. Road designs to accommodate transit on arterials	#	#	#	●	●	●	●	●
5. Access management standards				●	●	●	●	●
6. Traffic calming techniques				●	●	●	●	●
7. Pedestrian access and crosswalk standards				●	●	●	●	●
8. Bicycle access standards				●	●	●	●	●
<b>Building Design Tools</b>								
1. Building setbacks and orientation				●	●	●	●	●
2. Building fronts and entrances				●	●	●	●	●
3. Building articulation/modulation				●	●	●	●	●
4. Ground floor window and transparency				●	●	●	●	
5. Weather protection standards				●	●	●	●	
6. Pedestrian and bicycle amenities				●	●	●	●	●
7. Open space/plaza standards				●	●	●		●

○ = Proposed ordinance in review process

# = As provided in the Thurston County Road Standards

E = Yes – on neighborhood streets, No – on collector streets

# Design of the travelway

<b>Tool</b>	Regulation																
<b>Strategy</b>	Pedestrian Environment - Street Design																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	<p>Careful street design leads to a balanced transportation system that fully integrates automobile, public transportation, bicycle, pedestrian, and freight needs. Street design may require some trade-offs between the modes.</p> <p>- <b>Travel lane</b> width is a function of the use of the lane, the type of vehicles served, and the desired vehicle speed. Travel lane width is also determined by the location of the travel lane within the roadway. Wide travel lanes are therefore associated with higher traffic speeds.</p> <p>- <b>Medians</b> will vary in form depending on the purpose for which they are used. Raised concrete medians with plantings are most attractive and supportive of pedestrian and bicycle travel. Landscaping, particularly tree planting, helps reduce the perceived (and actual) width of a street, slowing traffic. Simple raised concrete/asphalt medians without plantings generally serve to channel traffic, control left turns or U-turns, and separate traffic flowing in different directions.</p> <p>- <b>Pedestrian facilities</b> are an essential part of a complete street cross-section. Wider streets lengthen the crossing distance for pedestrians. Medians need to accommodate pedestrian islands and crossings. Street trees planted in a median may have been placed along the side of the street and sidewalk in other locations.</p> <p>(See <i>Reference Manual</i>, pg 76)</p>																
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .																
<b>Adopted by</b>	<table border="0"> <tr> <td>●</td><td>●</td><td>●</td><td>●</td><td>●</td><td>●</td><td>●</td><td>●</td> </tr> <tr> <td>Bucoda</td><td>Tenino</td><td>Rainier</td><td>Yelm</td><td>Tumwater</td><td>Lacey</td><td>Olympia</td><td>Thurston Co</td> </tr> </table>	●	●	●	●	●	●	●	●	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
<b>Comments</b>	This is already being use by all local jurisdictions.																

## Reduced street widths for collectors and neighborhood streets

<b>Tool</b>	Regulation																
<b>Strategy</b>	Pedestrian Environment - Street Design																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	<p>Streets with wide rights-of-way and wide lanes were once presumed to help traffic flow, to accommodate fire trucks, and to facilitate civilian defense evacuation. However, several recent studies argue that narrower streets reduce through-traffic and accidents by forcing cars to slow down. Tests conducted in older neighborhoods confirm the workability of narrow streets, especially in residential areas. Municipalities are slowly backing off the expanded, 50 or 60 foot minimum width standards, and many new neighborhoods and planned communities have successfully adopted street widths of 28 feet or less.</p> <p>The common misconception that narrow streets do not provide adequate access for emergency vehicles, particularly fire vehicles, has been challenged, and a number of local fire codes now permit roadway widths as narrow as 18 feet. Narrow streets have an intimate feel and contribute to neighborhood walkability. Many traffic studies indicate that narrow street widths tend to reduce the speed at which drivers travel. Slower vehicle speeds also reduce the severity of injuries sustained in accidents.</p> <p>(See <i>Reference Manual</i>, pg 77)</p>																
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Portland, OR</li> <li>❖ Beaverton, OR</li> <li>❖ Eugene, OR</li> <li>❖ Albany, OR</li> </ul>																
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<b>Comments</b>	<p>In Yelm a proposed ordinance is in the review process. This was not included in the tally of adopted tools.</p> <p>In Tumwater this is used on neighborhood streets, but not on collector streets.</p>																

## Intersection designs that balance pedestrian and auto movements

<b>Tool</b>	Regulation																
<b>Strategy</b>	Pedestrian Environment - Street Design																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	<p>The design of intersections helps to reduce conflicts between different modes of travel moving in different directions. This is obviously a complex task. While proper intersection design considers design elements and standards based on the design speed of the street and the expected mix of traffic, it should also address trade-offs between increasing vehicular capacity and improving pedestrian and bicycle mobility and safety.</p> <p>Most current intersection design standards aim to allow vehicles to move in different directions but to reduce conflicts between them. Designated turning lanes and signalization best address these goals but lead to long waits for vehicles unless a sufficient number of lanes is provided for each travel direction. These types of intersections also yield long waits for crossing pedestrians, with short timing for the actual crossing.</p> <p>(See <i>Reference Manual</i>, pg 79)</p>																
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .																
<b>Adopted by</b>	<table border="0"> <tr> <td></td> <td></td> <td></td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>				●	●	●	●	●	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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<b>Comments</b>	None																

## Road designs to accommodate transit on arterials

<b>Tool</b>	Regulation																
<b>Strategy</b>	Pedestrian Environment - Street Design																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	<p>Accommodating transit often requires streets with appropriate width and turning radii. Yet all roads need not be widened for at-grade transit to be viable. A safe network of local transit routes is possible if on-street parking near intersection corners is properly regulated and eliminated to allow appropriate turning radii for transit as well as safe pedestrian and bicyclist crossing. Transit priority (or transit only) lanes are most common to improve transit efficiency on commercial streets. However, enforcing the proper use of priority lanes can be challenging, as private vehicles often use reserved bus lanes when making right turns.</p> <p>(See <i>Reference Manual</i>, pg 80)</p>																
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Portland, OR</li> <li>❖ Tacoma, WA</li> </ul>																
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
<b>Comments</b>	Bucoda, Tenino, and Rainier have adopted or use the Thurston County Road Standards. These were not included in the tally of adopted tools.																

# Access management standards

<b>Tool</b>	Regulation																
<b>Strategy</b>	Pedestrian Environment - Street Design																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	<p>Access management is a term used by transportation professionals to mean coordination between roadway design and land use to improve traffic flow. It is defined as ‘the process that provides access to land development while simultaneously preserving the flow of traffic on the surrounding road system in terms of safety, capacity, and speed’.</p> <p>Access management seeks to limit the number of driveways and intersections on arterials and highways by changing land use planning and roadway design practices. A recent Urban Land Institute report found that reducing the number of access points by 50 percent can result in about a 30 percent decrease in the accident rates. Access management also involves constructing medians to control turning movements, encouraging clustered development, and creating more pedestrian-oriented streets. For transportation efficiency, access management can not only improve motor vehicle traffic flow but also increase pedestrian, bicycle, and transit accessibility by limiting the number of conflicts between vehicles and other users.</p> <p>(See <i>Reference Manual</i>, pg 80)</p>																
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ SeaTac, WA</li> <li>❖ University Place, WA</li> </ul>																
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> <tr> <td></td> <td></td> <td></td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co				●	●	●	●	●
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<b>Best Fit Locations</b>	<table border="1"> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> <tr> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td></td> </tr> </table>	Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential	●	●	●	●	●					
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<b>Comments</b>	None																

# Traffic calming techniques

<b>Tool</b>	Regulation																																	
<b>Strategy</b>	Pedestrian Environment - Street Design																																	
<b>Scale</b>	Neighborhood or District																																	
<b>Background</b>	<p>Traffic calming is similar to access management in that it uses road design approaches to manage the speed of vehicular traffic. However, while access management emphasizes safe and effective flow of vehicular traffic, traffic calming focuses on reducing vehicle speeds and volumes, making streets safer for residents, pedestrians, and bicyclists. The list below describe some of the major traffic calming strategies, which can range from a few minor changes on neighborhood streets to major rebuilding of an entire street network.</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%;">Curb extensions ‘pinch points’</td> <td style="width: 50%;">Roundabouts</td> </tr> <tr> <td>Mini-circles</td> <td>Chicanes</td> </tr> <tr> <td>Median island</td> <td>Bike lanes and ‘road diet’</td> </tr> <tr> <td>Channelization islands</td> <td>Stop signs</td> </tr> <tr> <td>Speed humps</td> <td>Neo-traditional street design</td> </tr> <tr> <td>Rumble strips</td> <td>Street trees</td> </tr> <tr> <td>Pavement treatments</td> <td>Speed reductions</td> </tr> </table> <p>The range of strategies has been expanded over the years to address local needs. A focus on specific devices that effectively reduce traffic speeds resulted in speed humps (pillows) or chokers, curb bulbs, pedestrian refuge islands, and mid-block connections.</p> <p>(See <i>Reference Manual</i>, pg 82)</p>						Curb extensions ‘pinch points’	Roundabouts	Mini-circles	Chicanes	Median island	Bike lanes and ‘road diet’	Channelization islands	Stop signs	Speed humps	Neo-traditional street design	Rumble strips	Street trees	Pavement treatments	Speed reductions														
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<b>Other Northwest Examples</b>	❖ Seattle, WA																																	
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<b>Comments</b>	None																																	

## Pedestrian access and crosswalk standards

<b>Tool</b>	Regulation								
<b>Strategy</b>	Pedestrian Environment - Street Design								
<b>Scale</b>	Neighborhood or District								
<b>Background</b>	<p>Transit, bicycle and/or pedestrian routes and facilities must offer an acceptable level of convenience if they are to provide a realistic travel alternative to the automobile. Walking or riding distance and time particularly influence how convenient a transportation alternative appears to the traveler. A well-connected network of pathways is essential to provide pedestrians and bicyclists the opportunity to walk or ride to various destinations.</p> <p>Ways to increase pedestrian access include limited curb cuts, wide sidewalks, through-block connections, frequent crosswalks, and a continuous network of sidewalks. Recent studies are leading to systematic approaches to assess pedestrian route safety. As a result, many cities, including Seattle, Washington, are evaluating and redesigning their pedestrian crosswalk and network systems to enhance the quality and safety of pedestrian routes.</p> <p>(See <i>Reference Manual</i>, pg 87)</p>								
<b>Other Northwest Examples</b>	❖ Seattle, WA								
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	None								

# Bicycle access standards

<b>Tool</b>	Regulation																
<b>Strategy</b>	Pedestrian Environment - Street Design																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	<p>Bicycling is ideal for making short trips in low traffic areas. It is also a preferred mode of travel for children and adolescents, giving them a higher degree of mobility without a drivers' license. The provision of continuous bike paths linking complementary origins and destinations is essential to support this mode of transport. Bike lanes on existing streets make bicycle travel safer and can be expediently implemented, especially in the many communities that have a network of wide streets with low traffic volume.</p> <p>Integrating transit and bicycle travel provides the opportunity to engage bicyclists in taking trips that are longer than they can travel on just their bike—or to eliminate barriers such as steep slopes or weather. Secure bicycle storage at transit stations and park-and-ride lots, and the provision of bike racks on buses and trains support linking bike travel with other efficient modes.</p> <p>(See <i>Reference Manual</i>, pg 87)</p>																
<b>Other Northwest Examples</b>	❖ Tri-Met - Portland, OR																
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
<b>Comments</b>	None																

## Building setbacks and orientation

<b>Tool</b>	Regulation								
<b>Strategy</b>	Pedestrian Environment - Building Design								
<b>Scale</b>	Parcel								
<b>Background</b>	<p>Regulating building setbacks and orientation seeks to reverse auto-dominated strip commercial development that seeks to make room for street-fronting parking lots. Direct and visible access to buildings along a street minimizes pedestrian travel distance. It encloses and defines street space, enhancing streetscape continuity and pedestrian comfort.</p> <p>Using buildings to define a street affects safety as well as aesthetics. A street enclosed by structures (as opposed to being lined with parking lots) conveys narrowness to motorists, encouraging them to drive at slower speeds and pay attention to people along the roadway. Conversely, wide open, unconstrained spaces invite high speeds, creating hazardous conditions for children at play, as well as for pedestrians and bicyclists.</p> <p>(See <i>Reference Manual</i>, pg 90)</p>								
<b>Other Northwest Examples</b>	❖ Vancouver, WA								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	None								

## Building fronts and entrances

<b>Tool</b>	Regulation																		
<b>Strategy</b>	Pedestrian Environment - Building Design																		
<b>Scale</b>	Parcel																		
<b>Background</b>	<p>Placing buildings up to the edge of the sidewalk zone helps to minimize travel distances for pedestrians and transit users and creates interest along a street. Most people don't feel comfortable walking in wide open areas with parked cars and busy traffic passing closely by.</p> <p>Pedestrians are drawn to streets with a feeling of intimacy and enclosure. Locating shops along the street attract people to an area and help create a dynamic, lively, pedestrian-friendly environment. Store windows add interest to the street and draw people along their length. Retail destinations close to a bus or trolley stop are an added incentive for people to use transit. Storeowners near active transit stops also benefit from sales to the casual, walk-in buyer.</p> <p>(See <i>Reference Manual</i>, pg 90)</p>																		
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .																		
<b>Adopted by</b>	<table border="1"> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> <td></td> </tr> </table>										Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co	
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential														
<b>Comments</b>	None																		

## Building articulation/modulation

<b>Tool</b>	Regulation								
<b>Strategy</b>	Pedestrian Environment - Building Design								
<b>Scale</b>	Parcel								
<b>Background</b>	<p>A fine-grained mix of activities along streets—such as diverse storefronts, houses, or open space—adds interest to the pedestrian experience through the varied application of materials, design, color, and décor. Historic town centers and close-in neighborhoods offer some of the best examples of articulated street frontages. Their narrow lots and buildings were originally designed to appeal to slow-moving pedestrians rather than high-speed automobile traffic.</p> <p>A number of communities have developed provisions to reduce the effects of long, monotonous, featureless façades or other structures, which can often line the street. Façade articulation breaks down the scale of bulky buildings, making them less imposing.</p> <p>(See <i>Reference Manual</i>, pg 91)</p>								
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Kirkland, WA</li> <li>❖ Vancouver, BC</li> </ul>								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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<b>Best Fit Locations</b>	<table border="1"> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> </table>	Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential		
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	None								

## Ground floor window and transparency

<b>Tool</b>	Regulation																
<b>Strategy</b>	Pedestrian Environment - Building Design																
<b>Scale</b>	Parcel																
<b>Background</b>	<p>Further façade transparency requirements serve to enrich the transition between the public space and private space. In business areas, transparency is created through the use of windows, outdoor displays, and sidewalk cafes. In residential areas, raised front porches, stoops, or patios are an essential transition between public and private space. In areas where jurisdictions want to encourage pedestrian access, the façades of commercial buildings that face sidewalks should be encouraged to have at least 50 percent of the ground floor in windows, doors, or displays.</p> <p>(See <i>Reference Manual</i>, pg 92)</p>																
<b>Other Northwest Examples</b>	❖ Portland, OR																
<b>Adopted by</b>	<table border="0"> <tr> <td></td> <td></td> <td></td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td></td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>				●	●	●	●		Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co										
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●	●	●															
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
<b>Comments</b>	None																

## Weather protection standards

<b>Tool</b>	Regulation
<b>Strategy</b>	Pedestrian Environment - Building Design
<b>Scale</b>	Parcel
<b>Background</b>	<p>Exposure to weather is an unavoidable part of pedestrian and bicycle travel. However, simple facilities, such as awnings, can serve as protection from the wind, rain, and intense sun that can discourage walking and transit use. Frequent outdoor seating opportunities, restrooms, and other facilities can be provided to make travel by transit or foot more comfortable and enjoyable.</p> <p>(See <i>Reference Manual</i>, pg 92)</p>
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Redmond, WA</li> <li>❖ Clark County, WA</li> </ul>
<b>Adopted by</b>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #cccccc; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-around; width: 100%;"> <span>Bucoda</span> <span>Tenino</span> <span>Rainier</span> <span>Yelm</span> <span>Tumwater</span> <span>Lacey</span> <span>Olympia</span> <span>Thurston Co</span> </div> </div>
<b>Best Fit Locations</b>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #cccccc; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-around; width: 100%;"> <span>Urban Center</span> <span>Transit Oriented Development</span> <span>Cluster</span> <span>Retail</span> <span>Office</span> <span>Residential</span> </div> </div>
<b>Comments</b>	None

## Pedestrian and bicycle amenities

<b>Tool</b>	Regulation																
<b>Strategy</b>	Pedestrian Environment - Building Design																
<b>Scale</b>	Parcel																
<b>Background</b>	<p>Bicycle parking needs to be centrally located and easily accessible to building entries in commercial areas, employment sites, and close to public facilities. At employment sites, long-term parking must keep bicycles and accessories safe from theft and protected from weather. Convenient short-term parking is important near commercial areas. Racks must be well designed to hold the bike frame, rather than just the wheels, and accommodate a wide range of bicycles and lock types. Bicycle commuters may need showers and lockers, especially those who ride long distances in hot, humid, or rainy climates, and need to wear professional clothes during the day.</p> <p>(See <i>Reference Manual</i>, pg 94)</p>																
<b>Other Northwest Examples</b>	❖ Portland, OR																
<b>Adopted by</b>	<table border="0"> <tr> <td></td> <td></td> <td></td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>				●	●	●	●	●	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
<b>Comments</b>	None																

## Open space/plaza standards

<b>Tool</b>	Regulation								
<b>Strategy</b>	Pedestrian Environment - Building Design								
<b>Scale</b>	Parcel								
<b>Background</b>	<p>As density increases in centers and activity areas, the need for usable, publicly accessible open spaces also increases. Open spaces such as parks, plazas, or other informal gathering places are different from the protected natural areas that are withheld from development for environmental reasons, providing opportunities for recreation and adding to neighborhood vitality. In areas of intense development, open space should be thoughtfully planned to avoid creating wasteful landscaped areas with little more than visual appeal. Urban open space regulations have long been in effect in the downtowns of large cities. Smaller cities have followed suit, with most pedestrian-oriented district regulations now providing incentives for developers to integrate such spaces in their projects.</p> <p>(See <i>Reference Manual</i>, pg 95)</p>								
<b>Other Northwest Examples</b>	❖ Portland, OR								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co		
<b>Best Fit Locations</b>	<table border="1"> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> </table>	Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential		
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
<b>Comments</b>	None								

### 3F. Regulatory Tools for Affordable Housing

Affordable housing is the provision of housing for a range of income groups and household types in livable places. Affordable housing is closely related to jobs-housing balance—by increasing the jobs-housing balance in an area and allowing people to live closer to their work if they choose, affordable housing can thereby shorten or change the nature of their travel. Five tools are associated with this strategy.

**TABLE 6: REGULATORY TOOLS FOR AFFORDABLE HOUSING**

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
<b>Affordable Housing Tools</b>								
1. Inclusionary housing practices in zoning and comprehensive plans				●	●	●		●
2. Density bonuses to attract new affordable housing				●		●	●	
3. Accessory Dwelling Units	●	●	●	●	●	●	●	●
4. Adaptive reuse of buildings	●	●	●	●	●	●	●	●
5. Changing parking standards to reflect the actual needs				●		●	●	○

○ = Proposed ordinance in review process

## Inclusionary housing practices in zoning and comprehensive plans

<b>Tool</b>	Regulation																
<b>Strategy</b>	Affordable Housing																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	<p>Inclusionary zoning requires or encourages housing developers to build affordable units in new development or contribute to an affordable housing fund. Programs may be voluntary or mandatory, with incentives such as density bonuses or fee waivers offered in exchange for the provision of affordable units. Typically, an inclusionary zoning ordinance sets a minimum percentage of units in a development that can be rented or purchased by households earning a predefined percentage of the median area income.</p> <p>Most inclusionary housing programs rely on a combination of incentives, including density bonuses, financial subsidies, development fee waivers, options to produce off-site affordable units, relaxed development standards (such as parking spaces), reduced impact or other fees, and donations of land. Inclusionary zoning has proved to be a critical means for creating a supply of affordable housing and for achieving a greater range of choices in housing type and location for below-median income households. Lastly, it can support the creation of mixed-income communities and, more generally, can augment opportunities for households to live near jobs, services, and other resources.</p> <p>(See <i>Reference Manual</i>, pg 101)</p>																
<b>Other Northwest Examples</b>	<p>❖ Bellevue, WA</p>																
<b>Adopted by</b>	<table style="width: 100%; text-align: center;"> <tr> <td style="width: 12.5%;">●</td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	●	●	●	●	●	●	●	●	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co										
<b>Best Fit Locations</b>	<table style="width: 100%; text-align: center;"> <tr> <td style="width: 16.6%;">●</td> </tr> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> </table>	●	●	●	●	●	●	Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
●	●	●	●	●	●												
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
<b>Comments</b>	None																

## Density bonuses to attract new affordable housing

<b>Tool</b>	Regulation																
<b>Strategy</b>	Affordable Housing																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	<p>Density bonuses are often given in exchange for certain benefits or amenities to ensure that new development makes a net positive contribution to its neighborhood. Density bonuses can serve as incentives to encourage affordable housing development, as well as to encourage infill development in targeted growth areas.</p> <p>(See <i>Reference Manual</i>, pg 103)</p>																
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ King County, WA</li> <li>❖ Redmond, WA</li> <li>❖ Clackamas County, OR</li> </ul>																
<b>Adopted by</b>	<table border="1"> <tr> <td></td> <td></td> <td></td> <td>●</td> <td></td> <td>●</td> <td>●</td> <td></td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>				●		●	●		Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
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Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co										
<b>Best Fit Locations</b>	<table border="1"> <tr> <td>●</td> <td>●</td> <td>●</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> </table>	●	●	●				Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential				
●	●	●															
Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential												
<b>Comments</b>	<p>There are two other tools which use density bonuses. Another regulatory approach can be found in Section 3A: Mixed Land Use, and a financial approach is in Section 4C: Public Sector Incentives.</p>																

# Accessory Dwelling Units

<b>Tool</b>	Regulation
<b>Strategy</b>	Affordable Housing
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>Allowing Accessory Dwelling Units (ADUs) is an effective technique for providing affordable housing because it uses surplus space in existing single-family neighborhoods. An accessory dwelling unit is an additional living unit, including separate kitchen, sleeping, and bathroom facilities, attached or detached from the primary residence, on a single-family lot. Accessory units are also called "mother-in-law apartments," "accessory apartments," or "second units." They typically involve the renovation of a garage, basement family room, attached shed, or a similar space in a single-family home.</p> <p>Accessory dwelling units rely on existing housing resources, and as such, are a simple and inexpensive way for communities to address the affordable housing crisis. ADUs typically cost 25 to 40 percent less to build than new, comparably sized housing units because they do not require the acquisition of new land. Nor do they typically involve major foundation work or exterior construction. Also, ADUs are often much less expensive to rent, because homeowners are less interested in maximizing their return than they are in finding a compatible tenant.</p> <p>(See <i>Reference Manual</i>, pg 104)</p>
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Bellevue, WA</li> <li>❖ Portland, OR</li> </ul>
<b>Adopted by</b>	<ul style="list-style-type: none"> <li>● Bucoda</li> <li>● Tenino</li> <li>● Rainier</li> <li>● Yelm</li> <li>● Tumwater</li> <li>● Lacey</li> <li>● Olympia</li> <li>● Thurston Co</li> </ul>
<b>Best Fit Locations</b>	<ul style="list-style-type: none"> <li>● Urban Center</li> <li>● Transit Oriented Development</li> <li>● Cluster</li> <li>● Retail</li> <li>● Office</li> <li>● Residential</li> </ul>
<b>Comments</b>	<p>This tool is also described in Section 3B: Compact Development.</p> <p>This tool is already being use by all local jurisdictions.</p>

## Adaptive reuse of buildings

<b>Tool</b>	Regulation
<b>Strategy</b>	Affordable Housing
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>Adaptive reuse can help bring diversity in land type and mix of existing neighborhoods. In its broadest application, adaptive reuse aims at conserving, preserving, and recycling older “surplus” or unused property by adapting existing structures to meet current market needs. It involves the conversion of such buildings as old school houses, hospitals, train stations, warehouses, and factories to economically viable new uses. Many adaptive reuse projects have produced new office and retail space, food markets, restaurants, and other commercial developments. The reuse of older structures also tends to produce innovative new housing (with unusual apartments, studios, and townhouses fitted into special spaces).</p> <p>Downtown areas house many older buildings that may be adapted to residential uses and offer residents convenient access to transportation, shopping, and employment centers. Renovation and reuse of previously vacated or deteriorated buildings can be competitively priced with new construction since infrastructure and other site improvements are already in place. Lower construction costs associated with renovation, as well as special incentives related to historic preservation can help developers produce affordable living units.</p> <p>(See <i>Reference Manual</i>, pg 105)</p>
<b>Other Northwest Examples</b>	<p>❖ Seattle, WA</p>
<b>Adopted by</b>	<p>● ● ● ● ● ● ● ● ●</p> <p>Bucoda      Tenino      Rainier      Yelm      Tumwater      Lacey      Olympia      Thurston Co</p>
<b>Best Fit Locations</b>	<p>● ● ●</p> <p>Urban Center      Transit Oriented Development      Cluster      Retail      Office      Residential</p>
<b>Comments</b>	This is already being done by all local jurisdictions.

## Changing parking standards to reflect the actual needs

<b>Tool</b>	Regulation																				
<b>Strategy</b>	Affordable Housing																				
<b>Scale</b>	Neighborhood or District																				
<b>Background</b>	<p>Parking is a large component of the cost of developing any housing project, especially where land values are high. Parking is also expensive to build, with structured parking in high density areas adding from \$20,000 to over \$30,000 (in 2002) to the cost of a housing unit. Nonprofit developers estimate that parking adds 20 percent to the cost of each unit in a development. Also, it reduces the number of units that can be built on a site by 20 percent.</p> <p>Certain types of housing justify lower parking requirements without adding to spillover parking in adjacent neighborhoods. Assisted housing for seniors, many of whom do not drive, and housing for people with certain disabilities typically need a small number of spaces for residents and guests. Additionally, housing located in neighborhoods well served by transit can justify lower minimum parking requirements.</p> <p>(See <i>Reference Manual</i>, pg 106)</p>																				
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .																				
<b>Adopted by</b>	<table border="1"> <tr> <td></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Thurston Co</td> </tr> <tr> <td></td> <td></td> <td></td> <td>Tumwater</td> <td>Lacey</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>Olympia</td> </tr> </table>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Bucoda	Tenino	Rainier	Yelm	Thurston Co				Tumwater	Lacey					Olympia
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Bucoda	Tenino	Rainier	Yelm	Thurston Co																	
			Tumwater	Lacey																	
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<b>Best Fit Locations</b>	<table border="1"> <tr> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Urban Center</td> <td>Transit Oriented Development</td> <td>Cluster</td> <td>Retail</td> <td>Office</td> <td>Residential</td> </tr> </table>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential								
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Urban Center	Transit Oriented Development	Cluster	Retail	Office	Residential																
<b>Comments</b>	<p>In Thurston County a proposed ordinance is in the review process. This was not included in the tally of adopted tools.</p> <p>A similar tool can be found in Section 3D: Parking.</p>																				

## 4. Financial Strategies and Tools

This chapter will provide detailed descriptions of the financial tools which can be used to encourage transportation efficient development. These are arranged by the four financial strategies. The portion of the community survey for that strategy will serve as the introduction to that subsection.

### 4A. Financial Tools for Public/Private Financing

Public/private financing involving associations of private property owners working with the public sector that gather and raise funds to maintain or improve a neighborhood or district. Public/private financing strategies are also common at the project level. Five tools relating to different organizational structures are associated with this strategy.

**TABLE 7: TOOLS FOR PUBLIC/PRIVATE FINANCING**

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
1. Local Improvement District		•	•	•		•	•	•
2. Benefit Assessment District							•	
3. Business Improvement District								
4. Public Development Authority								
5. Public Facilities District						•	•	•

# Local Improvement District

<b>Tool</b>	Financial								
<b>Strategy</b>	Public/Private Financing								
<b>Scale</b>	Neighborhood or District								
<b>Background</b>	<p>The Local Improvement District (LID) process is about financing infrastructure improvements, not constructing them. When buying a property, a new owner inherits the responsibility and cost of maintaining sidewalks, curbs, water mains, utility service lines, and storm drainage systems that are adjacent to the property. LIDs are formed to simplify the process of improving this infrastructure on a district level by coordinating the efforts of the various property owners. Property owners in the area being improved are responsible for the initiation of the process, for forming the improvement district as well as for covering the costs incurred.</p> <p>LIDs are generally administered through the local government, which takes on the tasks of planning the project, hiring the contractors, and putting up the initial funds for the project. Property owners are typically given the option of either paying the total cost of the project within 30 days with no interest, or of paying it over a 10-year period with an interest rate that is generally below market rate. Individual property owners are charged on the basis of the added value that the improvements impart to their property.</p> <p>(See <i>Reference Manual</i>, pg 113)</p>								
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Hillsboro, OR</li> <li>❖ Portland, OR</li> </ul>								
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co		
<b>Comments</b>	None								

## Benefit Assessment District

<b>Tool</b>	Financial
<b>Strategy</b>	Public/Private Financing
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>Benefit assessment districts enable local government agencies to raise money for specific projects ranging from road maintenance to the provision of new streetlights. Only those owners who benefit from the services can belong to a benefit assessment district, which must, in turn, consist of at least a majority of those being assessed to pay the associated fees. The fees are based not on the value of individual properties but on the amount assessed for the projected benefits to each property.</p> <p>The fee can be collected in one lump sum, or over a period of time, which can be as long as ten years, depending on the size of the project and the financial status of the district. The fees are usually added onto the property owners' tax bill. The financial basis of benefit assessment districts permits individual property owners to pay for improvements as they directly affect their own property. They therefore provide flexibility as to where improvements are made unrelated to the size of properties or the intensity of development.</p> <p>(See <i>Reference Manual</i>, pg 114)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<div style="background-color: #cccccc; padding: 2px; display: flex; justify-content: space-between; align-items: center;"> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Bucoda</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Tenino</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Rainier</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Yelm</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Tumwater</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Lacey</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Olympia</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Thurston Co</span> </div>
<b>Comments</b>	None

## Business Improvement District

<b>Tool</b>	Financial
<b>Strategy</b>	Public/Private Financing
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>Business Improvement Districts (BIDs) are voluntary business associations that tax each member to pay for district-wide maintenance and improvements. BIDs have become common in many cities as a way to break away from traditional tax supported urban revitalization programs imposed by government. BIDs are formed and run directly by those who will be taxed. Their organizational and financial structure vary from state to state, but typically both the local government having jurisdiction over the district and those property owners controlling more than 50 percent of the land within a district must approve the formation of a BID. Generally, a public agency levies the fees, collects the money, and returns it to the BID. The members can elect a professional manager and a board of directors to make budgeting decisions.</p> <p>The cost of BID to individual members can vary widely and depends upon the reach of the district plans and programs and the types of businesses included in the BID. Typically, commercial BID members pay 10 to 15 cents per square foot of property, and total annual assessments usually equal 5 to 6 percent of the yearly property tax bill. Once a BID is created, payment by members is mandatory.</p> <p>(See <i>Reference Manual</i>, pg 114)</p>
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Seattle, WA – Downtown Seattle Association</li> </ul>
<b>Adopted by</b>	<div style="background-color: #cccccc; height: 20px; width: 100%;"></div> <p style="text-align: center;"> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: left top; white-space: nowrap;">Bucoda</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: left top; white-space: nowrap;">Tenino</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: left top; white-space: nowrap;">Rainier</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: left top; white-space: nowrap;">Yelm</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: left top; white-space: nowrap;">Tumwater</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: left top; white-space: nowrap;">Lacey</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: left top; white-space: nowrap;">Olympia</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: left top; white-space: nowrap;">Thurston Co</span> </p>
<b>Comments</b>	This is one of twenty one financial tools which have not been adopted by any of the local communities.

## Public Development Authority

<b>Tool</b>	Financial
<b>Strategy</b>	Public/Private Financing
<b>Scale</b>	Community
<b>Background</b>	<p>Originally developed to disburse federal funds, Public Development Authorities (PDAs) have evolved into the tool of choice for municipalities implementing projects for which they do not want direct responsibility and in which they want increased private participation. These projects run the gamut of urban development and management issues, from historical preservation to urban trail maintenance. As the name implies, PDAs are dependent upon public budgets. They also rely heavily on private sector volunteers to constitute their board and to raise support independently.</p> <p>PDAs are uniquely suited to completing non-standard projects. Their structure allows them to operate efficiently and utilize streamlined procedures. Each PDAs budget is developed through a public process. Community participation in PDAs tends to be very high. True to their original purpose, PDAs are able to administer federal funds in addition to collecting public taxes and private donations. Tax-exempt borrowing rates may also be available to PDAs.</p> <p>(See <i>Reference Manual</i>, pg 116)</p>
<b>Other Northwest Examples</b>	❖ Seattle, WA (Seattle has nine PDAs)
<b>Adopted by</b>	<div style="background-color: #cccccc; height: 20px; width: 100%;"></div> <p style="text-align: center;"> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Bucoda</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Tenino</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Rainier</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Yelm</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Tumwater</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Lacey</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Olympia</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Thurston Co</span> </p>
<b>Comments</b>	<p>This is one of twenty one financial tools which have not been adopted by any of the local communities.</p> <p>This is one of the suggested implementation measures contained in the Urban Corridors Task Force report.</p>

## Public Facilities District

<b>Tool</b>	Financial
<b>Strategy</b>	Public/Private Financing
<b>Scale</b>	Community
<b>Background</b>	<p>Public Facilities Districts (PFDs) are municipal corporations with independent taxing authority and are taxing districts under the state constitution. A PFD may charge fees for the use of its facilities, levy an admissions tax not exceeding 5 percent, and impose a vehicle parking tax not exceeding 10 percent. In addition to these revenue sources, state law allows PFDs to impose two different types of sales and use taxes. Public facilities districts may impose a local sales and use tax of up to 0.033 percent to finance regional centers and with voter approval, PFDs may also impose a local sales and use tax up to 0.2 percent to finance, design, construct, remodel, maintain, or operate public facilities.</p> <p>(See Municipal Research and Services Center of Washington – Public Finance Districts <a href="http://www.mrsc.org/subjects/econ/ed-pfd.aspx">http://www.mrsc.org/subjects/econ/ed-pfd.aspx</a>)</p>
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Yakima, WA</li> <li>❖ Walla Walla, WA</li> <li>❖ Bellingham &amp; Whatcom County, WA</li> </ul>
<b>Adopted by</b>	<div style="text-align: center; background-color: #cccccc; padding: 5px;"> <span style="display: inline-block; width: 10px; height: 10px; border-radius: 50%; background-color: black; margin-right: 5px;"></span> <span style="display: inline-block; width: 10px; height: 10px; border-radius: 50%; background-color: black; margin-right: 5px;"></span> <span style="display: inline-block; width: 10px; height: 10px; border-radius: 50%; background-color: black;"></span> </div> <div style="display: flex; justify-content: space-around; text-align: center; margin-top: 5px;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Bucoda</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tenino</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Rainier</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Yelm</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tumwater</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Lacey</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Olympia</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Thurston Co</div> </div>
<b>Comments</b>	<p>In 2004 Lacey, Olympia, and Thurston County adopted a joint Public Facilities District. The authorizing legislation was limited to the type of project, geography and time frame. While originally set up to fund a regional convention center within Thurston County, agreement was reached on suitable alternative projects. In Lacey the PFD funded the Regional Athletic Complex, and in Olympia it partially funded the Children’s Hands On Museum.</p>

## 4B. Financial Tools for Tax Based Public Financing

Tax Based Public Financing addressing public sector generated ways to redirect, reduce, or eliminate the property tax burden in order to foster transportation efficiency. Five tools are associated with this strategy.

**TABLE 8: FINANCIAL TOOLS FOR TAX BASED PUBLIC FINANCING**

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
1. Land value taxation								
2. Tax abatement programs							•	
3. Multi-family tax abatement zones						• <sup>F</sup>	•	
4. Tax increment financing								
5. Revenue sharing					•	•		•

F = Yes - used tax program to upgrade a housing project; No – established district or zone

## Land value taxation

<b>Tool</b>	Financial
<b>Strategy</b>	Tax Based Public Financing
<b>Scale</b>	Community
<b>Background</b>	<p>Current property tax structure in Washington State distinguishes the value of the land from that of improvements (i.e., buildings) made to the land. However, the same tax rate must, by law, be applied to both assessments. This setup has ramifications that shape the way land is utilized. Generally, it acts as an incentive to keep land idle, or as a disincentive to making improvements. As landowners make improvements, they must not only pay for them but also face tax increases related to the improvements. An alternative is land value taxation in which only the value of the land is taxed.</p> <p>(See <i>Reference Manual</i>, pg 118)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<div style="background-color: #cccccc; height: 20px; width: 100%;"></div> <p style="text-align: center;"> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Bucoda</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Tenino</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Rainier</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Yelm</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Tumwater</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Lacey</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Olympia</span> <span style="display: inline-block; transform: rotate(-90deg); transform-origin: center;">Thurston Co</span> </p>
<b>Comments</b>	This is one of twenty one financial tools which have not been adopted by any of the local communities.

## Tax abatement programs

<b>Tool</b>	Financial
<b>Strategy</b>	Tax Based Public Financing
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>Tax abatement programs are an economic development strategy used to mitigate the costs associated with the construction of a new facility or expansion of an existing one. These programs forgive a portion of taxes owed, usually property taxes, for a given period of time. This time period can vary from one year to the life of the property as long as it retains its use. The amount of the tax break is also flexible, ranging from less than ten to 100 percent of the value.</p> <p>Generally, tax abatement programs are most effective where (1) development costs are high and 2) there is a need to stimulate rehabilitation and new construction. In some jurisdictions, preservation of residential properties will automatically qualify developers for tax abatements. However, because property tax revenue is the means to provide vital community services, tax abatements need to be utilized sparingly.</p> <p>(See <i>Reference Manual</i>, pg 119)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<div style="background-color: #cccccc; padding: 5px; display: flex; justify-content: space-between; align-items: center;"> <span>Bucoda</span> <span>Tenino</span> <span>Rainier</span> <span>Yelm</span> <span>Tumwater</span> <span>Lacey</span> <span>Olympia</span> <span>Thurston Co</span> </div>
<b>Comments</b>	None

## Multi-family tax abatement zone

<b>Tool</b>	Financial
<b>Strategy</b>	Tax Based Public Financing
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>Multi-family tax abatement programs encourage new multi-family housing by forgiving part, or all, of the property tax payments for a period of time. Applying such a program to designated urban centers, and transit station areas can foster housing development. Washington State passed legislation in 1995 authorizing use of multi-family tax abatement, which is successfully used by cities.</p> <p>(See <i>Reference Manual</i>, pg 120)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<div style="background-color: #cccccc; padding: 5px; display: flex; justify-content: space-around; align-items: center;"> <span style="font-size: 1.2em;">•</span> <span style="font-size: 1.2em;">•</span> </div> <div style="display: flex; justify-content: space-around; text-align: center; margin-top: 5px;"> <span>Bucoda</span> <span>Tenino</span> <span>Rainier</span> <span>Yelm</span> <span>Tumwater</span> <span>Lacey</span> <span>Olympia</span> <span>Thurston Co</span> </div>
<b>Comments</b>	Lacey used the tax program to update a housing project, but did not establish a district or zone.

## Tax increment financing

<b>Tool</b>	Financial
<b>Strategy</b>	Tax Based Public Financing
<b>Scale</b>	Community
<b>Background</b>	<p>Tax increment financing (TIF) is a redevelopment tool allowing local governments to target private investment in areas with properties that are vacant, underdeveloped, or in disrepair. A TIF typically works by making initial public investments such as streetscape improvements and land assembly that will attract private investors. New private-sector investment helps increase tax revenues. The tax revenue garnered before improvements are made to an area is known as the base revenue. The base revenue (the amount of tax collected for the general fund) is frozen when the TIF is formed. The increase in tax revenue generated by new investments is the tax increment. The tax increment is used to cover the costs of the initial public improvements and, in some instances, to make additional improvements after private development has taken place. Cities usually put up tax-exempt governmental revenue bonds to garner startup capital for the initial improvements.</p> <p>(See <i>Reference Manual</i>, pg 122)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<div style="background-color: #cccccc; height: 20px; width: 100%;"></div> <p style="text-align: center;">             Bucoda              Tenino              Rainier              Yelm              Tumwater              Lacey              Olympia              Thurston Co           </p>
<b>Comments</b>	Since this financial tool is not permitted within Washington State, it is one of twenty one financial tools which have not been adopted by any of the local communities.

## Revenue sharing

<b>Tool</b>	Financial
<b>Strategy</b>	Tax Based Public Financing
<b>Scale</b>	Community
<b>Background</b>	<p>Revenue tax sharing is a tool that enables jurisdictions within a region to share some amount of taxes collected. Regional intergovernmental tax-sharing arrangements reduce tax disparities between jurisdictions and attenuate the potentially negative fiscal impacts of one jurisdiction's land-use decisions on others.</p> <p>Competition between jurisdictions in the same metropolitan area over a limited tax base leads to public actions to attract development through marketing and development incentives. Many planning and zoning decisions made by local officials are influenced by opportunities to lure tax revenue generators. Uses such as shopping centers and industrial facilities are much more attractive to a local jurisdiction than such "revenue absorbers" as housing or other uses that produce relatively low tax revenues and require a high level of public services (American Planning Association 1998). Developers may benefit from this system as they can pit one local government against another by searching for the most favorable terms, including public subsidies and a relaxation of land-use standards. As a result, tensions can escalate among neighboring jurisdictions.</p> <p>(See <i>Reference Manual</i>, pg 123)</p>
<b>Other Northwest Examples</b>	❖ Kitsap County, WA. & Bainbridge Island, Bremerton, Port Orchard, and Poulsbo, WA
<b>Adopted by</b>	<div style="background-color: #cccccc; padding: 5px; display: flex; justify-content: space-around; align-items: center;"> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Bucoda</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Tenino</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Rainier</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Yelm</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Tumwater</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Lacey</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Olympia</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Thurston Co</span> </div>
<b>Comments</b>	None

## 4C. Financial Tools for Public Sector Incentives

Public sector incentives or strategies that require little capital outlay from or loss in revenue by the public sector but provide financial benefits to the private sector. Eight tools are associated with this strategy. This strategy addresses ways the public sector can facilitate and reduce the length of the development process, thereby saving private sector money. Also included are tools that increase development rights, which allow the private sector to increase return on their investments.

**TABLE 9: FINANCIAL TOOLS FOR PUBLIC SECTOR INCENTIVES**

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
1. Land banking								
2. Transfer of Development Rights					•	•	•	•
3. Density bonuses to stimulate infill development in target areas						•	•	•
4. Impact fee waivers or reductions							•	
5. Streamlined permit review								
6. Design review and guidelines				•	•	•	•	•
7. Programmatic Environmental Impact Statement				•			•	
8. Interlocal Agreements and Memoranda of Understanding	•	•	•	•	•	•	•	•

# Land banking

<b>Tool</b>	Financial
<b>Strategy</b>	Public Sector Incentives
<b>Scale</b>	Community
<b>Background</b>	<p>The size of development and redevelopment projects has increased over the past decades, particularly that of commercial and mixed-use projects. In older areas, individual land parcels are often too small to accommodate projects, and land assembly is typically a lengthy and costly process involving many landowners. Public parcel assembly can provide an incentive for new development. Many infill and redevelopment projects also involve the assembly of parcels with absentee owners or with title or tax problems.</p> <p>Local jurisdictions can help developers acquire properties that are ripe for development, either directly or by negotiating for acquisition on the developer's behalf. They can assist in removing legal barriers to acquisition, forgiving tax liens (if allowed by state law), and clearing titles to property. Cities can use condemnation or eminent domain to obtain and reuse abandoned properties. Eminent domain is used on a selective basis to assemble land, typically when plans for a new project are well defined, because public authorities are reluctant to increase their inventory of underused properties. Finally, jurisdictions can buy property, write down its cost, and then sell it to a developer. All of these approaches facilitate the acquisition of key parcels for developments that will generate public benefits. Often, the mere possibility that such powers may be used is sufficient to persuade owners to sell underused property.</p> <p>(See <i>Reference Manual</i>, pg 126)</p>
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Renton, WA</li> </ul>
<b>Adopted by</b>	<div style="background-color: #cccccc; height: 20px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Bucoda</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tenino</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Rainier</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Yelm</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tumwater</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Lacey</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Olympia</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Thurston Co</div> </div>
<b>Comments</b>	<p>This is one of twenty one financial tools which have not been adopted by any of the local communities.</p> <p>This is one of the suggested implementation measures contained in the Urban Corridors Task Force report. In that report it is identified as a regulatory tool.</p>

# Transfer of Development Rights

<b>Tool</b>	Financial
<b>Strategy</b>	Public Sector Incentives
<b>Scale</b>	Neighborhood or District
<b>Background</b>	<p>The Transfer of Development Rights (TDR) is a market-based approach used by municipalities to preserve sensitive areas, while at the same time allowing new development to take place. As a tool to transfer density from one type of area to another, TDR does not add development density or capacity, as do the various strategies that entice development by increasing allowable densities.</p> <p>In TDR, properties that give up their development rights are known as “sending areas,” and properties that take them are called “receiving areas.” Sending areas typically consist of historically significant properties and open, undeveloped and agricultural lands. Receiving areas are those where increased density is desired or acceptable. After sending areas sell their development rights, they must remain as they are (open or working landscapes). Conservation easements or other clauses are attached to the sending properties’ title to limit their development rights.</p> <p>(See <i>Reference Manual</i>, pg 127)</p>
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ King County, WA</li> <li>❖ Seattle, WA</li> </ul>
<b>Adopted by</b>	<div style="background-color: #cccccc; padding: 5px; display: flex; justify-content: space-around; align-items: center;"> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Bucoda</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Tenino</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Rainier</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Yelm</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Tumwater</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Lacey</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Olympia</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Thurston Co</span> </div>
<b>Comments</b>	None

## Density bonuses to stimulate infill development in target areas

<b>Tool</b>	Financial
<b>Strategy</b>	Public Sector Incentives
<b>Scale</b>	Parcel
<b>Background</b>	<p>Providing density bonuses is a common, long-standing tool used to implement a variety of land-use policies. This tool was reviewed in the sections on Mixed Land Uses, Compact Development, and Affordable Housing as regulatory strategies. Providing additional density is an obvious way to entice the private sector to create compact or mixed-use communities. However, the tool can be used to achieve many additional outcomes. Because they do not require outlay of public dollars, density incentives or bonuses are indirect ways for the public sector to help finance new private development without affecting public budgets.</p> <p>Density bonuses translate into added revenues for private developers who, in turn, can afford to take more risk than they would by doing conventional development. Mixed-use, infill development, affordable housing, as well as the provision of public space and amenities or even shared parking are all good outcomes of density bonus incentives. Special zoning provisions in target areas may allow increases in development density that make specific developments more profitable on the condition that they reinforce linkages between land use, development patterns, and transportation.</p> <p>(See <i>Reference Manual</i>, pg 129)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<div style="background-color: #cccccc; padding: 5px; display: flex; justify-content: space-around; align-items: center;"> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Bucoda</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Tenino</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Rainier</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Yelm</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Tumwater</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Lacey</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Olympia</span> <span style="writing-mode: vertical-rl; transform: rotate(180deg);">Thurston Co</span> </div>
<b>Comments</b>	There are two other regulatory tools which use density bonuses. They can be found in Section 3A: Mixed Land Use and Section 3F: Affordable Housing.

## Impact fee waivers or reductions

<b>Tool</b>	Financial
<b>Strategy</b>	Public Sector Incentives
<b>Scale</b>	Parcel
<b>Background</b>	<p>Impact fees are payments required by local governments of new development to provide new or expanded public capital facilities to serve that development. Advance cash payment is typically required, with fee amounts levied on the basis of a pre-established calculation method based on the cost of the facilities and the nature and size of the development. Some fees are charged to finance improvements away from, but related to, the development site.</p> <p>Local communities use impact fees to finance a variety of public facilities. The most widespread use of impact fees is for sewer and water facilities, parks, and roads. They may also apply to schools, libraries, and other public services. Local governments have increasingly relied on impact fees because of diminishing state and federal transfers of funds. Local impact fees also serve to delay or substitute for general property tax increases. Overall, impact fees indicate a shift in financing the costs of public facilities away from the general taxpayer to the beneficiaries of new facilities.</p> <p>(See <i>Reference Manual</i>, pg 129)</p>
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Kirkland, WA</li> <li>❖ Issaquah, WA</li> </ul>
<b>Adopted by</b>	<div style="background-color: #cccccc; height: 15px; margin-bottom: 5px;"></div> <div style="display: flex; justify-content: space-between; padding: 0 10px;"> <span>Bucoda</span> <span>Tenino</span> <span>Rainier</span> <span>Yelm</span> <span>Tumwater</span> <span>Lacey</span> <span>Olympia</span> <span>Thurston Co</span> </div>
<b>Comments</b>	None

## Streamlined permit review

<b>Tool</b>	Financial
<b>Strategy</b>	Public Sector Incentives
<b>Scale</b>	Parcel
<b>Background</b>	<p>Development review refers to the administration and enforcement of local codes and land-use regulations such as zoning and subdivision ordinances, environmental health standards, public works standards, and building codes. These regulations directly influence a development's location, type, size, density, mix, and site design. Development review is a cumulative process in which proposals from developers are granted successive permits and ultimately full project approval once all applicable regulations and standards are met.</p> <p>The aim of streamlining the permitting process is to reduce application review time and increase certainty and predictability. Development review has become increasingly complex and time consuming in recent decades, so streamlining can be a significant incentive for developers. By allowing developers to move quickly from design to construction, streamlining reduces project preparation time and costs, thus, ideally, freeing up funds for site improvement and design costs. For the public sector, streamlining can be a powerful tool to bring in desirable new development.</p> <p>(See <i>Reference Manual</i>, pg 131)</p>
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Clark County, WA</li> <li>❖ King County, WA</li> <li>❖ Vancouver, WA</li> <li>❖ Renton, WA</li> <li>❖ Seattle, WA</li> </ul>
<b>Adopted by</b>	<div style="background-color: #cccccc; height: 20px; width: 100%;"></div> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Bucoda</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tenino</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Rainier</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Yelm</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tumwater</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Lacey</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Olympia</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Thurston Co</div> </div>
<b>Comments</b>	<p>This is one of twenty one financial tools which have not been adopted by any of the local communities.</p> <p>This is one of the suggested implementation measures contained in the Urban Corridors Task Force report. In that report it is identified as a regulatory tool.</p>

## Design review and guidelines

<b>Tool</b>	Financial
<b>Strategy</b>	Public Sector Incentives
<b>Scale</b>	Parcel
<b>Background</b>	<p>Many communities require that proposed development conform to specific, non-discretionary design standards. Design guidelines typically serve to clarify those aspects of the community's existing character that are of value and to make explicit a community's expectations for the quality of new development. They ensure that new development complements rather than disrupts existing neighborhood character. They also serve to motivate developers interested in getting quick approval for their project to incorporate in their designs features that are important to the community.</p> <p>A comprehensive set of design guidelines will seek to relate new development to the surrounding context at several levels. Design guidelines typically address aspects of site design that improve the relation of buildings to streets, specify landscaping, and parking design. They also focus on building design, including scale, proportions and massing, window patterns and shape, roof shape, building materials, and façade features such as porches.</p> <p>Design review can be administrated in a couple of ways. Local staff can administer a design review process without adding significant time for permit review. In most instances, however, staff cannot exercise broad discretion. Alternatively, a design commission can decide whether a proposal meets the intent of the guidelines. This process typically reduces the certainty of approval but allows greater flexibility in the interpretation of guidelines.</p> <p>(See <i>Reference Manual</i>, pg 133)</p>
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Gig Harbor, WA</li> <li>❖ King County, WA</li> <li>❖ Seattle, WA</li> <li>❖ Kirkland, WA</li> </ul>
<b>Adopted by</b>	<div style="background-color: #cccccc; padding: 5px; text-align: center;"> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> <span style="display: inline-block; width: 10px; height: 10px; background-color: black; border-radius: 50%;"></span> </div> <div style="display: flex; justify-content: space-around; text-align: center; margin-top: 5px;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Bucoda</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tenino</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Rainier</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Yelm</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tumwater</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Lacey</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Olympia</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Thurston Co</div> </div>
<b>Comments</b>	It is unclear why this traditional regulatory program was included as a financial incentive by the <i>Reference Manual</i> .

# Programmatic Environmental Impact Statement

<b>Tool</b>	Financial																
<b>Strategy</b>	Public Sector Incentives																
<b>Scale</b>	Neighborhood or District																
<b>Background</b>	<p>A programmatic Environmental Impact Statement (EIS) is a strategic environmental assessment tool directed at policies, plans, and programs. The impacts assessed are similar to those used in a regular EIS, but they apply to entire areas subject to future development. They are broader in scope than individual EIS and include possible cumulative impacts. The purpose of a programmatic EIS is to reduce paperwork and to facilitate the permitting process related to individual projects within the area considered. Developers welcome programmatic EISs, and local communities find that they provide a clearer picture of the large scale neighborhood or community-wide impacts of new development than a site specific project EIS. They also help suggest effective mitigation measures for that neighborhood or district.</p> <p>(See <i>Reference Manual</i>, pg 134)</p>																
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Mill Creek, WA</li> </ul>																
<b>Adopted by</b>	<table border="1"> <tr> <td>Bucoda</td> <td>Tenino</td> <td>Rainier</td> <td>Yelm</td> <td>Tumwater</td> <td>Lacey</td> <td>Olympia</td> <td>Thurston Co</td> </tr> <tr> <td></td> <td></td> <td></td> <td>●</td> <td></td> <td></td> <td>●</td> <td></td> </tr> </table>	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co				●			●	
Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co										
			●			●											
<b>Comments</b>	<p>In 1997 the City of Olympia prepared an EIS focused on its North Downtown Planning Area. The purpose of the EIS was to encourage the type and mix of development envisioned in the city’s comprehensive downtown plan. The EIS consolidates and discloses known information about the study area. As such, it reduces the time and expense of finding information and provides greater certainty for the developer about what may be involved in developing a property. Also, the EIS focuses on four development scenarios, examining market feasibility and identifying mitigation measures that will be needed under each scenario. Finally, it suggests key actions the city may want to take to further ready the area for desired development and redevelopment.</p> <p>This is one of the suggested implementation measures contained in the Urban Corridors Task Force report. In that report it is identified as a regulatory tool.</p>																

## Interlocal Agreements and Memoranda of Understanding

<b>Tool</b>	Financial
<b>Strategy</b>	Public Sector Incentives
<b>Scale</b>	Community
<b>Background</b>	<p>Coordination between jurisdictions is a key component for managing growth, as typically multiple agencies and jurisdictions make land use, transportation, and urban service policy decisions. The issue of intergovernmental coordination takes on greater significance in areas that use one or more special districts to provide urban services, or in those urban growth areas that include more than one city or county. Often actions or policies taken by one jurisdiction may be inconsistent with the plans of neighboring jurisdictions.</p> <p>- <b>Memoranda of Understanding (MOU)</b> between agencies or jurisdictions establish general guidelines for coordination. MOUs usually focus on specific issues and are relatively easy to implement because they are not legally binding. On the other hand,</p> <p>- <b>Interlocal Agreements</b> are legal agreements that establish specific roles and responsibilities between two or more jurisdictions. Generally, local governments (counties, cities, and special districts) should strive to formalize their relationships through the adoption of intergovernmental agreements. Parties to the agreement should include all of the local governments within an urbanized area. For example, an interlocal agreement could be among a city and a county, one county and several cities, or adjacent counties and cities within a regional urban growth area.</p> <p>(See <i>Reference Manual</i>, pg 135)</p>
<b>Other Northwest Examples</b>	<ul style="list-style-type: none"> <li>❖ Portland, OR – METRO</li> <li>❖ Bellevue &amp; Redmond, WA</li> </ul>
<b>Adopted by</b>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">●</div> </div> <div style="display: flex; justify-content: space-around; align-items: center; margin-top: 5px;"> <div style="text-align: center;">Bucoda</div> <div style="text-align: center;">Tenino</div> <div style="text-align: center;">Rainier</div> <div style="text-align: center;">Yelm</div> <div style="text-align: center;">Tumwater</div> <div style="text-align: center;">Lacey</div> <div style="text-align: center;">Olympia</div> <div style="text-align: center;">Thurston Co</div> </div>
<b>Comments</b>	This tool is already being use by all local jurisdictions.

#### 4D. Financial Tools for Private Sector Support

Private sector support or private sector initiated financial arrangements that support and facilitate transportation efficient development. Three tools are associated with this strategy.

**TABLE 10: FINANCIAL TOOLS FOR PRIVATE SECTOR SUPPORT**

	Bucoda	Tenino	Rainier	Yelm	Tumwater	Lacey	Olympia	Thurston Co
1. Location efficient mortgage programs								
2. Mixed use development financing								
3. Community land trusts								

NOTE: Private Sector Support is the only category (either regulatory or financial) where local responses were completely absent.

## Location efficient mortgage programs

<b>Tool</b>	Financial
<b>Strategy</b>	Private Sector Incentives
<b>Scale</b>	Community
<b>Background</b>	<p>Car ownership is one of the largest household expenses. The average American household spends between 15 and 22 cents out of every dollar on transportation. Reducing the number of cars per household, and to a lesser degree substituting car trips with walking, bicycling, and public transit trips can mitigate these costs. Although non-motorized modes compete most successfully with the automobile in developed urban areas with stores and good public transit, such areas often lack affordable housing.</p> <p>Location efficient mortgage (LEM) programs help people purchase homes in urban areas with good transit service by increasing their buying power. It enables families that are able to reduce their transportation costs to qualify for a larger mortgage than a conventional financing program. The savings realized through living in a transportation-efficient location is called the location efficient value (LEV).</p> <p>The LEV is the difference in transportation costs associated with living in an urban versus a suburban environment—which can amount to \$200 a month. LEMs work by adding the calculated LEV to the borrower’s qualifying income. Factors for determining the LEV of a particular area vary, but can include neighborhood density, pedestrian friendliness, and access to public transportation.</p> <p>(See <i>Reference Manual</i>, pg 137)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<div style="background-color: #cccccc; height: 20px; width: 100%;"></div> <p style="text-align: center;">             Bucoda              Tenino              Rainier              Yelm              Tumwater              Lacey              Olympia              Thurston Co           </p>
<b>Comments</b>	This is one of twenty one financial tools which have not been adopted by any of the local communities.

## Mixed use development financing

<b>Tool</b>	Financial
<b>Strategy</b>	Private Sector Incentives
<b>Scale</b>	Community
<b>Background</b>	<p>Numerous factors make financing transportation-efficient projects difficult. With mixed-use development, for example, each product—residential, retail, or commercial—comes under different financing criteria. Lenders tend to evaluate each use separately, making a mixed-use project seem small and uninteresting. In addition, the pedestrian-oriented or mixed-income elements of many infill projects do not fit into a standardized financing category. In the end, such projects are often considered risky, and financing, if available, is often more costly.</p> <p>Small projects in general are more difficult to finance, because national lenders often require minimum loans of \$10 million to generate enough fees to cover their transaction costs. Many small developers wanting to stay or expand in an urbanized area are not able to acquire long-term capital or construction loans at any price. Additional institutional barriers to financing mixed-use development exist—for example, the Federal Housing Administration limits commercial activity to 10 percent of the square footage of a residential project it supports. The Federal National Mortgage Association allows only up to 25 percent of a residential project to be in commercial use.</p> <p>(See <i>Reference Manual</i>, pg 138)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<div style="background-color: #cccccc; height: 20px; width: 100%;"></div> <div style="display: flex; justify-content: space-around; text-align: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Bucoda</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tenino</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Rainier</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Yelm</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Tumwater</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Lacey</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Olympia</div> <div style="writing-mode: vertical-rl; transform: rotate(180deg);">Thurston Co</div> </div>
<b>Comments</b>	This is one of twenty one financial tools which have not been adopted by any of the local communities.

## Community land trusts

<b>Tool</b>	Financial
<b>Strategy</b>	Private Sector Incentives
<b>Scale</b>	Community
<b>Background</b>	<p>Community Land Trusts (CLTs) constitute a long-term, often permanent mechanism to provide affordable housing and to expand the range of housing choices available. CLTs are typically nonprofit organizations that hold a piece of land for a long period of time and make the use of the land available to residents via long-term leases. CLTs therefore contribute to lowering the cost of a house by retaining ownership of the land, making housing affordable to lower-income households over a long period of time. In 2003 there are 83 CLTs nationally and 23 under development.</p> <p>Traditional subsidies for home ownership, such as down payment assistance or first-time home buyer subsidies can be administered through CLTs so that the benefits become permanently tied to the property and accrue to both existing and future low-income house purchasers. For example, down payment assistance in the amount of a grant of \$5,000 can be used to assist the CLT in purchasing the land portion of a targeted property. When directed through a CLT, the same grant can serve to lower acquisition cost for future owners. Communities should work to educate lenders about the concept of CLTs to ensure that future CLT homebuyers will be able to access conventional sources of financing. Such approaches are critical to ensuring that a sufficient range of housing types and costs exist, allowing a variety of households to find their place in a smart growth community.</p> <p>(See <i>Reference Manual</i>, pg 139)</p>
<b>Other Northwest Examples</b>	No northwest examples were provided in the <i>Reference Manual</i> .
<b>Adopted by</b>	<div style="background-color: #cccccc; height: 20px; width: 100%;"></div> <p style="text-align: center;">             Bucoda              Tenino              Rainier              Yelm              Tumwater              Lacey              Olympia              Thurston Co           </p>
<b>Comments</b>	This is one of twenty one financial tools which have not been adopted by any of the local communities.

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## 5. Conclusions and Survey Findings

### 5A. Perceptions of Regulatory and Financial Tools

In 2004 the Transportation Research Board (TPB) prepared a report regarding transit oriented development (TOD) within the United States.<sup>2</sup> In that report the authors surveyed transit agencies of both rail and bus service. The respondents reported on their use and perceived effectiveness of a short list of regulatory and fiscal policies or tools for transit oriented development.

The most widely used tools by a transit agency to encourage TOD were:

- Funds for planning (strategic station-area plans),
- Zoning/density bonuses,
- Relaxed parking standards,
- Capital funding (for streetscape and pedestrian enhancements), and
- Land assembly help.

However, in the order of being the most effective tool for TOD were:

1. Capital funding,
2. Tax-exempt bonds,
3. Funds of planning,
4. Land assembly help,
5. Buying land on the open market,
6. Tax increment financing, and
7. Zoning/density bonuses.

The TPB report also interviewed developers to determine which factors played the greatest role in their willingness to go forward with a transit oriented development project. Again the respondents reported on the perceived effectiveness of various regulatory and fiscal policies or tools for transit oriented development.

The most effective tools to encourage TOD for the development community were:

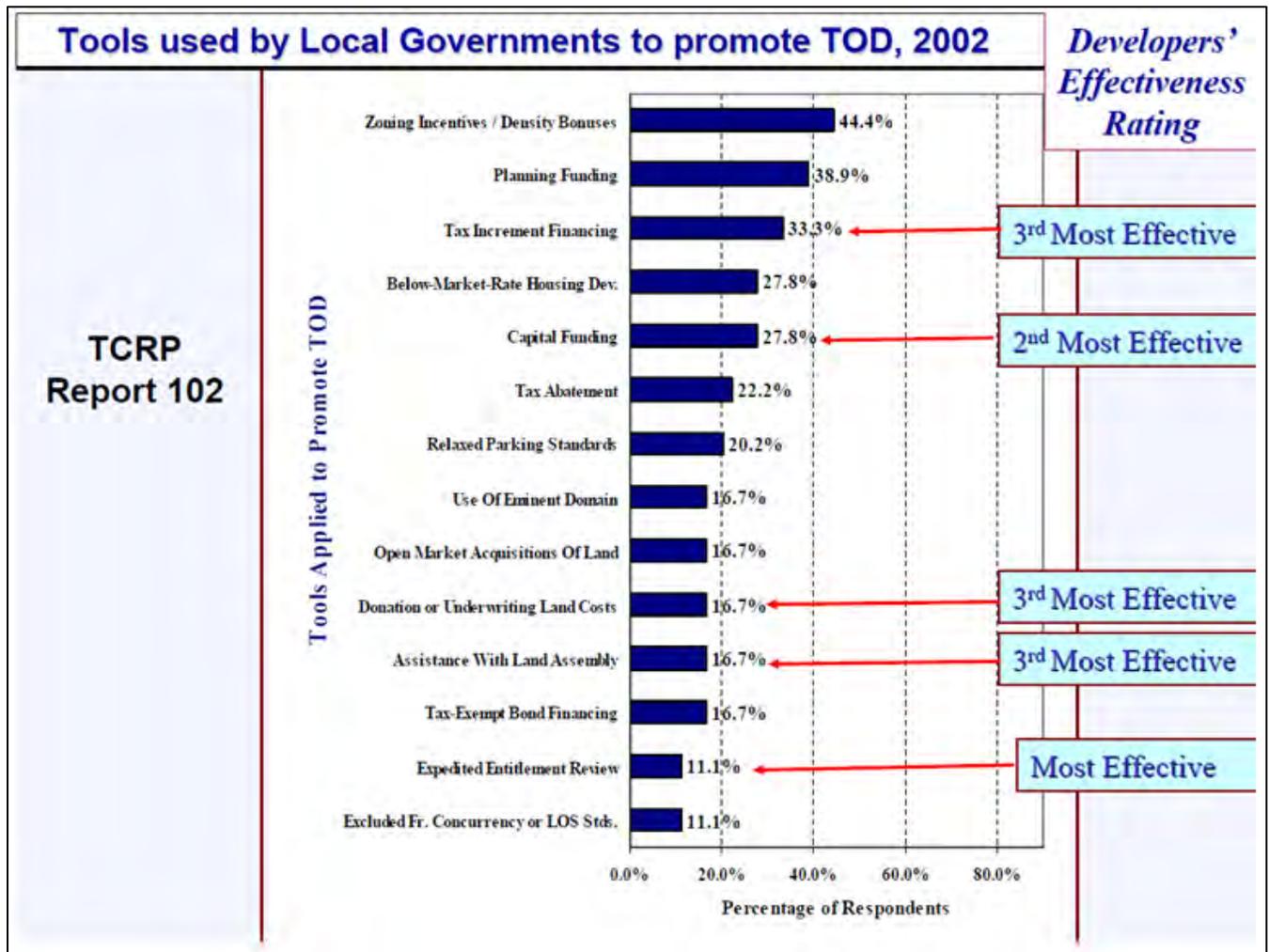
1. Supportive land use designations,
2. Potential rent premium for superior location or access,
3. Adjacent to transit station,
4. Availability of tax incentive,
5. Extent of real estate investment activity in area or near site,
6. Mixed use development, and
7. Public sector participation.

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<sup>2</sup> Transportation Research Board. 2004. *Transit-Oriented Development in the United States: Experiences, Challenges, and Prospects*. Transit Cooperative Research Program Report 102, U.S. Federal Highway Administration.

The TPB report clearly indicates a different perception for transit agencies and the development community. For local governments which deal with development regulations, success may be viewed as their use of a regulatory tool more wisely. Therefore, it should not be a surprise that the developer who plans, constructs, and then owns the TOD project might see success in financial terms. Regardless, these differences are highlighted in Figure 1 below.

FIGURE 1: EFFECTIVENESS OF TOD TOOLS USED BY TRANSIT AGENCIES AND DEVELOPERS<sup>3</sup>



<sup>3</sup> Transport 2020. 2006. *Environmental Impact Statement and New Starts Application – Summary of Land Use Workshops May 11 and 12, 2006, PowerPoint Presentation*. Transport 2020 Study Team, Madison, WI.

## 5B. Thurston County Communities - Survey Findings

### Regulatory Tools

The larger communities within the Thurston County region have adopted significantly more transportation efficient development regulations (about four times) than the small communities.

Table 12 (on the following page) indicates that six regulatory tools were adopted by all the communities, with only two regulatory tools which none of the communities were using.

- **Bucoda** Adopted 11 of 60 regulatory tools. It has some tools in each category with the fewest being in the Compact Development, Auto and Pedestrian Connectivity, and Pedestrian Environment categories. The Town has adopted the Thurston County Road Standards.
- **Tenino** Adopted 14 of 60 regulatory tools. It has some tools in most categories with the least being in the Auto and Pedestrian Connectivity, Parking, and Pedestrian Environment categories. The City does not have its own road standards, and relies on those from Thurston County.
- **Rainier** Adopted 11 of 60 regulatory tools. It has some tools in most categories with the least being in the Auto and Pedestrian Connectivity, Parking, and Pedestrian Environment categories. The City does not have its own road standards, and relies on those from Thurston County.
- **Yelm** Adopted 45 of 60 (or 75%) of the possible regulatory tools. It has many tools in each category with proportionally the fewest in the Parking category.
- **Tumwater** Adopted 45 of 60 (or 75%) of the possible regulatory tools. It has many tools in each category with the least being in the Auto and Pedestrian Connectivity category.
- **Lacey** Adopted 51 of 60 (or 85%) of the possible regulatory tools. It has many tools in each category with the least being in the Parking category.
- **Olympia** Adopted 50 of 60 (or 83%) of the possible regulatory tools. It has many tools in each category with the least being in the Compact Development category.
- **Thurston County** Adopted 42 of 60 (or 70%) of the possible regulatory tools. It has many tools in each category with the least being in the Mixed Land Use and Compact Development categories.

**TABLE 12: REGULATORY TOOLS USE BY COMMUNITIES IN THE THURSTON COUNTY REGION**

Currently used by all of the Communities	Used by none of the Communities
<b>3A. Mixed Land Use</b> <ul style="list-style-type: none"> <li>Planned Unit Development standards</li> <li>Home Occupations</li> </ul>	<b>3D. Parking</b> <ul style="list-style-type: none"> <li>In-lieu of parking fees</li> <li>Lower parking ratios for development near transit</li> </ul>
<b>3B. Compact Development</b> <ul style="list-style-type: none"> <li>Accessory Dwelling Units</li> </ul>	
<b>3D. Parking</b> <ul style="list-style-type: none"> <li>Shared parking between different land uses or adjacent properties</li> </ul>	
<b>3E. Pedestrian Environment</b> <ul style="list-style-type: none"> <li>Design the travelway</li> </ul>	
<b>3F. Affordable Housing</b> <ul style="list-style-type: none"> <li>Accessory Dwelling Units (<i>duplicate</i>)</li> <li>Adaptive Reuse of Buildings</li> </ul>	

## **Financial Tools**

The communities within the Thurston County region were much more likely to adopt regulatory tools than to use financial tools to encourage transportation efficient development. All financial tools are used at a significantly lower rate regardless the size of the community. For example, Olympia with the highest use of financial tools, adopted 83 percent of the regulatory tools as compared to 52 percent of the financial tools.

Table 13 (on the following page) indicates that only one financial tool was adopted by all the communities, while nine tools were adopted by no jurisdiction in the region. Private Sector Support is the only category (either regulatory or financial) where local responses were completely absent.

- **Bucoda** Adopted 1 of 21 possible financial tools.
- **Tenino** Adopted 2 of 21 possible financial tools.
- **Rainier** Adopted 2 of 21 possible financial tools.
- **Yelm** Adopted 4 of 21 possible financial tools.
- **Tumwater** Adopted 4 of 21 possible financial tools.
- **Lacey** Adopted 8 of 21 (or 38%) of the possible financial tools.
- **Olympia** Adopted 11 of 21 (or 52%) of the possible financial tools.
- **Thurston County** Adopted 7 of 21 (or 33%) of the possible financial tools.

**TABLE 13: FINANCIAL TOOLS USE BY COMMUNITIES WITHIN THE THURSTON COUNTY REGION**

Currently used by all of the Communities	Used by none of the Communities
	<b>4A. Public/Private Initiatives</b> <ul style="list-style-type: none"> <li>• Business Improvement Districts</li> <li>• Public Development Authority</li> </ul>
	<b>4B. Tax Based Public Incentives</b> <ul style="list-style-type: none"> <li>• Land Value Taxation</li> <li>• Tax Increment Financing <i>(not permitted in Washington State)</i></li> </ul>
<b>4C. Public Sector Incentives</b> <ul style="list-style-type: none"> <li>• Interlocal Agreement and Memoranda of Understanding</li> </ul>	<b>4C. Public Sector Incentives</b> <ul style="list-style-type: none"> <li>• Land Banking</li> <li>• Streamlined Permit Review</li> </ul>
	<b>4D. Private Sector Support</b> <ul style="list-style-type: none"> <li>• Location efficient mortgage programs</li> <li>• Mixed Use Development Financing</li> <li>• Community Land Trusts</li> </ul>

