MEMORANDUM

TO: Thurston Regional Planning Council
FROM: Marc Daily, Executive Director
DATE: November 26, 2019
SUBJECT: 2020-2022 Strategic Plan

PURPOSE
Inform the Council of the one substantive comment received on the draft Strategic Plan, the suggested disposition of that comment, and Council action on the 2020-2022 Strategic Plan.

Summary:
- In July 2019, the Council held its biennial retreat to discuss strategic priorities for the next two years.
- Staff developed a draft 2-year strategic plan based on the discussions of the Council retreat and also informed by the Transportation Policy Board (TPB) retreat held in September.
- Council discussed the draft Strategic Plan in October and were invited to provide comment.
- One substantive comment was received (see background below).
- After discussing disposition of the substantive comment, Council will consider action on the 2020-2022 Strategic Plan.

REQUESTED ACTION
Council will consider action on the 2020-2022 Strategic Plan.

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Attachment
BACKGROUND
Council held its biennial retreat in July 2019 at the Nisqually Indian Tribe's Red Wind Casino. Staff used input from the retreat, the Transportation Policy Board’s retreat in September, as well as the agency’s draft 2020 Work Program and 2020 Unified Planning Work Program to develop a draft 2020-2022 Strategic Plan. Council was briefed on the draft strategic plan at their October meeting and were invited to provide comment.

Executive Director Daily received one comment from Commissioner Tye Menser (Thurston County). Commissioner Menser suggested that under Environmental Stewardship, *Ensure future water quality and quantity* the high and low priority actions should be reversed. The draft high priority program/project is:

*Through Council meetings and potential evening forums, implement a water resources information series to educate the Council and Thurston residents on key water resource issues facing our region. Topics may include:*  
• Water resource availability, management, and protection  
• Pollution prevention (stormwater management, riparian buffers)  
• Aging infrastructure replacement (costs, funding sources, and cross-jurisdiction coordination) – coordinate with Center for Sustainable Infrastructure  
• Infiltration to groundwater and role of reclaimed water  
• Leak detection  
• Latest guidance on riparian buffers for water quality protection  
• Sea level rise impacts on river flows and groundwater

The draft Lower Priority program/project is:  
*Convene a standing committee tasked with developing a county-wide water quality and quantity management plan (frame the issues, identify stakeholder and user groups, etc.)*

On November 20, Commissioner Menser and Executive Director Daily discussed this comment. Mr. Daily explained the past concerns of jurisdiction water resources staff that they already coordinate extensively on water availability and that a TRPC process would not be addressing a major gap. Additionally, each watershed is undertaking water availability assessment in association with the “Hirst Fix” so there is an ongoing planning effort related to these issues. Finally, the agency does not have adequate budget to support a water planning process at this point.

Given these issues, Mr. Daily asked Commissioner Menser if he could support leaving the priority level as is and potentially revisiting this discussion in future years. That was an acceptable approach for Commissioner Menser.
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:

A. Support regional transportation planning consistent with state and federal funding requirements.

B. Address growth management, environmental quality, economic opportunity, and other topics determined by the Council.

C. Assemble and analyze data that support local and regional decision making

D. Act as a “convener” to build regional consensus on issues through information and citizen involvement.

E. Build intergovernmental consensus on regional plans, policies, and issues, and advocate local implementation.

2019 MEMBERSHIP
THURSTON REGIONAL PLANNING COUNCIL

GOVERNMENTAL JURISDICTION
- City of Lacey
- City of Olympia
- City of Rainier
- City of Tenino
- City of Tumwater
- City of Yelm
- Confederated Tribes of the Chehalis Reservation
- Nisqually Indian Tribe
- Town of Bucoda
- Thurston County
- North Thurston Public Schools
- Olympia School District
- Tumwater School District
- Intercity Transit
- LOTT Clean Water Alliance
- Port of Olympia
- PUD No. 1 of Thurston County

NAME OF REPRESENTATIVE
- Carolyn Cox, Councilmember
- Nathaniel Jones, Councilmember; TRPC Chair
- George Johnson, Councilmember
- David Watterson, Councilmember
- Tom Oliva, Councilmember
- JW Foster, Mayor; TRPC Vice-Chair
- Amy Loudermilk, Staff
- Heidi Thomas, Staff
- Alan Carr, Mayor
- Tye Menser, County Commissioner
- Chuck Namit, School Board Member
- Hilary Seidel, School Board Member
- Mel Murray, Staff
- Karen Messmer, Authority Member
- Cynthia Pratt, Board Member; TRPC Secretary
- Bill McGregor, Port Commissioner
- Russell Olsen, PUD Commissioner

ASSOCIATE MEMBERS
- Economic Development Council of Thurston County
- Lacey Fire District #3
- Puget Sound Regional Council
- Timberland Regional Library
- The Evergreen State College

- Michael Cade, Executive Director
- Gene Dobry, Commissioner
- Josh Brown, Executive Director
- LG Nelson, Facilities Manager
- Scott Morgan, Director of Facilities Services

CHAIR
- Nathaniel Jones
  City of Olympia

VICE CHAIR
- JW Foster
  City of Yelm

SECRETARY
- Cynthia Pratt
  LOTT Clean Water Alliance

Marc Daily, Executive Director
2020-2022 Strategic Framework

During their 2019 retreat, Thurston Regional Planning Council focused on setting the strategic framework for the next two years. In particular, the Council worked to better define priorities around economic development, water, education, and housing. Priorities for transportation and land use were mostly derived from the draft 2020 Work Program and 2020 Unified Planning Work Program. The following tables present a strategic framework that captures the TRPC’s strategic goals, strategies, programs and projects, and performance metrics that will guide the organization’s work over the next two years.

GOALS:

1. Maintain and preserve current transportation infrastructure.

2. Enhance multi-modal transportation systems - including trip reductions.

3. Preserve the Thurston Region as a livable, healthy, and sustainable region.

4. Ensure future water quality and quantity.

5. Reduce the region’s contributions to climate change and sustainably adapt to climate related impacts that occur.

6. Sustain and increase employment opportunities in our region.

7. Ensure that the region’s leaders and the public are well informed of the transportation, land use, environmental, and community development issues facing our area.

8. Ensure affordable, adequate and safe housing for all in our community, especially for those who are homeless and severely cost-burdened.
**strategies**

1. **Improve understanding of infrastructure current conditions, function, and future needs to foster more objective, data-driven decisions**

2. **Focus on the regional nature of transportation. Make use of data and modeling across jurisdictional boundaries, and convene regional forums**

3. **Proactively seek funding opportunities: unsettled budgets at the state and federal levels will challenge TRPC and what can be accomplished with available funding**

4. **Transportation Management Associations, tax increment financing, and public/private partnerships to address infrastructure needs and travel demand management**

**Addresses Mission:** A, C, E

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**HIGH PRIORITY Programs & Projects**

- Work with WSDOT to complete assessment of system needs to reduce congestion on I-5 and the rest of the connected transportation system. Next step include completion of a Planning and Environmental Linkages study
- Engage in state processes aimed at defining the next major state transportation package (e.g., Joint Transportation Committee 10-year Transportation Needs Assessment)
- Complete the Martin Way Corridor Study
- Complete Regional Transportation Plan update by July 2020
- Monitor transportation technology changes and incorporate in TRPC planning. Example: state connected and automated transportation infrastructure work group
- Working with the Technical Advisory Committee, develop federal funding process improvements for consideration by TPB and Council. Proposed improvements must meet the process goals defined in the TPB’s 2019 retreat.

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**LOWER PRIORITY Program & Project Ideas**

- Develop a transportation recovery strategy

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**ONGOING Programs & Projects**

- Continue to serve as the Transportation Committee co-chair for South Sound Military and Communities Partnership
- State of the transportation infrastructure (electric charging infrastructure, sidewalk connectivity, bus stop accessibility, pavement condition, bridges, and fish passage barriers (culverts)
- Regional Transportation Improvement Program
2. Enhance multi-modal transportation systems - including trip reductions.

1. Increase multi-modal options and programs
2. Use outreach and social marketing techniques to increase awareness and use of multi-modal options

Addresses Mission: A, B, C, D, E

HIGH PRIORITY Programs & Projects
- Conduct the Capitol Campus Transportation Demand Management project to increase implementation by state agencies of mobile work and other options
- Complete the Regional Trails Plan update
- Assist Intercity Transit in completion of Smart Corridors Phase 2
- Working with school districts, identify and map suitable walking routes to school for up to 28 elementary and middle schools

LOWER PRIORITY Program & Project Ideas
- Explore a regional approach to developing a multimodal level of service
- Develop a countywide bicycle (specifically e-bike consideration) and micromobility strategy
- Conduct high capacity transportation alternatives analysis

ONGOING Programs & Projects
- rT service to rural Thurston County
- Commute Trip Reduction
- Thurston Here to There
- Walk and Roll Program

PERFORMANCE METRICS:
- Transportation fatalities and serious injuries (target: no deaths or serious injuries by 2030)
- Vehicle miles traveled (target: decrease to 30% below 1990 values by 2035)
- Use of alternative commuting options (no target set - trend unchanged since 1990)
- Maintain concurrency – level of service
- Funding trends to implement priority programs and projects in the Thurston Region
- Pavement preservation, fish passage barriers, bridge condition, sidewalk completeness, electric vehicle charging infrastructure connectivity, and bus stop accessibility
<table>
<thead>
<tr>
<th>strategies</th>
<th>programs &amp; projects</th>
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<td>3. Preserve the Thurston Region as a livable, healthy, &amp; sustainable region.</td>
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1. Facilitate improved coordination across jurisdictions to promote a regional, systems approach to land use decisions (e.g., align planning in UGAs with County and all cities)

**Addresses Mission:** B, E

**HIGH PRIORITY Programs & Projects**
- Reconvene TRPC’s Urban Growth Management Subcommittee to work with the County and cities on countywide annexation and joint planning issues

**ONGOING Programs & Projects**
- Long range planners’ meeting facilitation
- Boundary Review Board Clerk

2. Apply TRPC’s land use expertise to assist planning in rural communities

**Addresses Mission:** B, E

**ONGOING Programs & Projects**
- Current planning for Rainier
3. Foster more objective, data-driven land use decisions by providing high quality GIS and other modeling

Addresses Mission: B, C

4. Assist the region in planning for recovery from major disasters

- **HIGH PRIORITY Programs & Projects**
  - Complete the regional forecast and develop the 2021 Buildable Lands Report including identifying a list of reasonable measures

- **LOWER PRIORITY Program & Project Ideas**
  - Freight – last mile: In addition to long haul freight, consider “last mile” freight. This includes smaller vehicles that deliver locally and how they fit into a downtown setting

- **ONGOING Programs & Projects**
  - Updates of The Profile
  - Updates of Sustainable Thurston Report Card

- **HIGH PRIORITY Programs & Projects**
  - Work in Partnership with Thurston County Emergency Management and the Emergency Management Council to update and expand the Thurston Region Disaster Recovery Framework and establish how a Disaster Recovery Council would operate

**PERFORMANCE METRICS:**

- Activity density in urban centers and corridors (target: 21 jobs + residents per acre by 2035)
- Percent of homes in Urban Center or Corridor (target: 17% by 2035)
- Homes within ½ mile of urban center, corridor, or neighborhood center (target: 72% by 2035)
- Average residential density (target: 7 units/acre by 2035)
- Share of new growth occurring in rural areas (target: no more than 5% of housing in rural areas)
4. Ensure future water quality and quantity.

**HIGH PRIORITY Programs & Projects**

- Through Council meetings and potential evening forums, implement a water resources information series to educate the Council and Thurston residents on key water resource issues facing our region. Topics may include:
  - Water resource availability, management, and protection
  - Pollution prevention (stormwater management, riparian buffers)
  - Aging infrastructure replacement (costs, funding sources, and cross-jurisdiction coordination) – coordinate with Center for Sustainable Infrastructure
  - Infiltration to groundwater and role of reclaimed water
  - Leak detection
  - Latest guidance on riparian buffers for water quality protection
  - Sea level rise impacts on river flows and groundwater
- As the Lead Entity Coordinator for the Deschutes Watershed, support update of the salmon recovery strategy for WRIA 13

**LOWER PRIORITY Program & Project Ideas**

- Convene a standing committee tasked with developing a county-wide water quality and quantity management plan (frame the issues, identify stakeholder and user groups, etc.)
strategies programs & projects

5. Reduce the region’s contributions to climate change and sustainably adapt to climate related impacts that occur.

1. Study, model, and plan for the impacts climate change will have on ecosystem health, land use, transportation, and economic development and to reduce the region’s ongoing contribution to climate change

HIGH PRIORITY Programs & Projects

• Work with Thurston County, Olympia, Lacey, and Tumwater on a Regional Climate Mitigation Plan to reduce the region’s greenhouse gas contributions

ONGOING Programs & Projects

• Thurston Climate Adaptation Plan implementation

PERFORMANCE METRICS:

• Reducing impervious surfaces in new development (no target)
• Condition rating of 43 basins (target: no loss of “intact” or “sensitive” and improvement of “impacted” streams)
• Per capita water use (target: reduce by 33% by 2035)
• Increased beneficial use of reclaimed water use (no target)
6. Sustain and increase employment opportunities in our region.

1. Support the ongoing work of the Economic Development Council (EDC) and local chambers of commerce

   **Addressed Mission:**
   B, E

   **HIGH PRIORITY Programs & Projects**
   • In collaboration with EDC, map zones supporting new industry – explore approaches that promote commercial and industrial development in those zones
   • Collaborate with the Port of Olympia in support of the Port’s Vision 2050 implementation

   **ONGOING Programs & Projects**
   • Participate in South Thurston Economic Development Initiative (STEDI)

2. Serve as a regional convener to support economic development discussions and catalyze action within and across jurisdictions

   **Addressed Mission:**
   B, D

   **HIGH PRIORITY Programs & Projects**
   • Work with the EDC to evaluate whether TRPC should serve as the Economic Development District for Thurston Region, as a means of making more funding sources available

3. Apply TRPCs transportation and land use expertise to issues of economic development

   **Addressed Mission:**
   A, B, D, E

   **HIGH PRIORITY Programs & Projects**
   • Work with Lacey, Olympia, Thurston County, and Intercity Transit on the Martin Way Corridor Study
   • On a regional basis – evaluate different development hubs (Lacey distribution, Tumwater industrial, Maytown distribution)
PERFORMANCE METRICS:

- Activity density in urban centers and corridors (target: 21 jobs + residents per acre by 2035)
- Unemployment (target: Thurston Co remains below state average)
- South county community spending within community (target: retail sales equal to expected spending of residents by 2035)
- Jobs to housing balance (target: Thurston county similar to state average of about 1.4)
- Households meeting needs (target: less than 10% cost burdened, less than 5% severely cost burdened)
7. Ensure that the region’s leaders and the public (particularly students) are well informed of the transportation, land use, environmental, and community development issues facing our area.

1. Assist the region in telling the story of the benefits of land use change (e.g., higher densities)

2. More targeted and consistent outreach to member boards and councils on emerging regional issues and needs (e.g., aging infrastructure replacement, automation and AI, regional open space planning, alternative energy)

3. Establish Council subcommittee on education
   a. Work with School Districts for informed youth

HIGH PRIORITY Programs & Projects
- TRPC Director and staff provide targeted and consistent outreach to member boards and councils on emerging issues and needs
- Convene a Council subcommittee on Education and Outreach to discuss what role TRPC should play in education and how to better utilize the membership of school districts and higher education

LOWER PRIORITY Program & Project Ideas
- TRPC engages in educational efforts to jurisdictions’ work committees regarding specific research, findings, and action steps that have been developed by the Council
- Learn from other areas of the country and around the world. Identify and educate about best practices that could be implemented locally
Thurston Regional Planning Council
Facebook: Published by Pat Planner - March 15

We’ve all been frustrated with traffic on I-5 at one time or another - now is our chance to be part of the solution!

WSDOT need our help. They are developing a plan to improve performance and manage congestion through Thurston County and they need input from those of us on the road every day.

Take the survey yourself, share the post, tell your friends and co-workers. The more info they get the better able they will make it work for the most people...

PERFORMANCE METRICS:

• Enhance funding, learning, and outreach Performance Metrics - TBD
8. Ensure affordable, adequate and safe housing for all in our community, especially for those who are homeless and severely cost-burdened (spending 50% or more of their income on housing)

1. Use TRPC’s data, mapping, and convening expertise to support housing and homelessness efforts

**HIGH PRIORITY Programs & Projects**
- Work with Lacey, Olympia, and Tumwater on a Washington Commerce grant opportunity to develop durable housing data and trend analyses in support of a Regional Housing Action Plan
- Form a Council Subcommittee on housing to help shape how TRPC can be most helpful on these issues

**LOWER PRIORITY Program & Project Ideas**
- Develop TRPC as a clearinghouse for housing and homeless data and strategies
- Potentially convene all regional housing stakeholders to develop county-wide housing policies and model ordinances

**PERFORMANCE METRICS:**
- Enhance funding, learning, and outreach Performance Metrics