PLANNING FOR

Whole Communities

TOOLKIT

Puget Sound Regional Council • July 2014

Contents


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Introduction

Purpose

Land use and transportation plans and programs can positively influence the health and safety of the places we live, work, play, and learn by increasing opportunities for physical activity, healthy eating, and sustainable practices. While health and equity goals have been an emerging regional policy area, many local jurisdictions in South King County find it difficult to address health, equity, and sustainability in local plans and programs. Local jurisdictions expressed a need for prescriptive, outcome-oriented resources and best practices to help them transform their communities.

The Planning for Whole Communities Toolkit is a planning resource, including topical resource guides, helpful links, and best practices that local jurisdictions can use to promote health, equity, and sustainability in plans, programs, and policies. The Toolkit provides information applicable for the entire region, but was developed in collaboration with jurisdictions in South King County, including the cities of Auburn, Burien, Des Moines, Kent, North Highline, Renton, SeaTac, and Tukwila, and the neighborhoods of Southeast Seattle – including Beacon Hill, Georgetown, and South Park.

Attention to health as a consequence of planning and infrastructure decisions can improve quality of life, reduce health care costs, and lessen impacts from lost productivity. Developing and implementing plans and policies that promote health, equity, and sustainability can be politically and financially challenging for local jurisdictions. Providing robust tools and resources, and opportunities for recognition helps to incentivize this planning approach and brings widespread benefits to South King County as well as the central Puget Sound region.

The Toolkit is a living document which can be expanded and amended with additional information and more tools and best practices. Over time, resource guides will be revised and new resource guides will be developed on relevant topics.

Organization of the Toolkit

The Toolkit is divided into 25 resource guides describing specific tools and outlining guidance for local implementation. While each resource guide is designed to stand alone, many are closely related and can be combined to create a suite of policies or programs that meets a jurisdiction's needs.

The resource guides are grouped into four categories: Land Use and Environment; Complete Communities; Economic Opportunity; and Active Transportation. The categories help to navigate through the Toolkit. There is also a glossary and table of contents to help make the information more accessible.

The Planning for Whole Communities Toolkit, including resource guides, additional resources, and a directory of partners, is available online at http://www.psrc.org/wctoolkit.

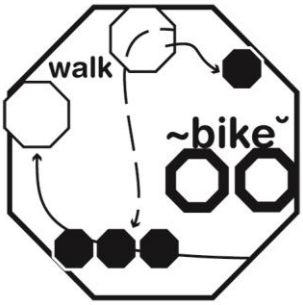
About the Project

The Planning for Whole Communities Toolkit is a product of a Community Transformation Grant and the result of a yearlong collaboration among planners, community advocates, and public health professionals. The grant is part of a national initiative to prevent chronic disease and promote health through policy, systems, and environment changes.

The Toolkit was developed in two phases, the first focusing on assessment and the second focusing on research and toolkit design . During the first phase, PSRC convened an interagency working group to provide guidance on the development of the Toolkit. PSRC also conducted a baseline needs assessment to assess the current state of planning practices, and planning needs and interests, and. This assessment was used to inform the development of the Toolkit resource guide design and content. During the second phase, PSRC developed the Toolkit content and website design. In addition to the resource guides, the Toolkit includes a set of best practices for recognizing healthy community planning efforts at the local level. The collaborative process has helped to create ownership of the Toolkit and build a strong foundation for ongoing partnerships.

Made possible with funding from the Centers for Disease Control and Prevention in partnership with Seattle Children's Hospital, Public Health- Seattle & King County and the Healthy King County Coalition.

Active Travel Choice Programs



Background

Definition

Active travel choice programs, often called local and regional neighborhood programs, are aimed at increasing awareness and changing behavior related to how people get around their neighborhood. These efforts can be one-offs that are short in duration and tailored to specific places or part of a larger effort marketing the same message but spread across a wider geographic area.

Local and regional neighborhood programs are typically considered a transportation demand management (TDM) activity. TDM refers to activities that help people use the transportation network more efficiently, and help get the most out of transportation infrastructure and services by making lower cost, higher efficiency transportation options easier to use and more readily available. The Regional TDM Action Plan describes the strategic priorities that TDM implementers continue to pursue and recommends implementation actions for the Puget Sound Regional Council and the region's TDM Steering Committee to support and augment the work happening at the local level.

Health, equity and sustainability considerations

The health, equity, and sustainability considerations of local and regional neighborhood programs vary by the specific type of neighborhood program. Typically, these programs are focused on getting residents to use a mode of active transportation rather than driving alone.

Travel choice programs encourage individuals to think about all the trips they make and pledge to make changes where they can. These programs have proven to be successful in long-term behavior change because they go beyond education and tailor the program to the community, including understanding and overcoming perceived barriers and utilizing existing community resources and social networks.

The average adult who starts to take transit to work loses 6 pounds of body fat in the first year.

Active transportation, including walking, bicycling and taking transit can increase physical activity and improve health. The Centers for Disease Control and Prevention has drawn connections between active transportation and a reduction in obesity, diabetes, osteoporosis, pulmonary and cardiac diseases, and even cancer.

Increased pedestrian and cycling activity reduces the reliance on driving and therefore reduces emissions from automobiles. A 5% increase in neighborhood walkability is associated with 6.5% fewer vehicle miles traveled (VMT) per capita. Fewer vehicle miles traveled results in a reduction in fossil fuel consumption and the resulting greenhouse gas emissions. Projects that support walking are often designed in ways that have

environmental benefits, such as green landscaping, street trees and in some cases, the use of permeable surfaces.

Program and Policy Examples

Program examples

Many existing TDM activities focus on work-based trips as these trips constitute a larger portion of demand during peak hours of travel. Yet nearly 70% of trips in the Puget Sound regional are not work-related. The ability to influence how these trips are made is a great opportunity for local jurisdictions implementing local and regional neighborhood programs.

Travel choice programs help communities and individuals make the most of their transportation network. These programs present an inclusive approach to transportation demand management and encourage individuals to think about all the trips they make and pledge to make changes where they can. Healthy travel choice programs encourage the use of alternative and active travel modes, and provide information and incentives for busing, biking, carpooling, vanpooling, and walking.

While travel choice programs can vary based on the program focus and the needs of the community, successful programs share eight key program components. According the In Motion Toolkit, these include:

- *Pledging*. Participants commit to reducing their drive alone travel during the project time period (an average of ten weeks). Individuals are offered the chance to pledge to change two trips a week from drive-alone to any other travel mode,
- *Rewards*. Individuals are offered an additional motivation to engage in the program. Initial rewards for participation/pledging have usually consisted of a packet of transit vouchers for one week of bus travel to and from work or other destinations.
- *Prompting*. A minimum level of visibility can consist of posters at local business sponsors, and displays at local libraries and community centers. More is better. The most successful programs have included action posters on utility poles throughout the neighborhood, yard signs displayed by program participants, and a tabling presence at local events or community gathering spaces.
- *Direct communication*. A well-designed direct mailing is the primary communication tool with every household. Messaging is targeted based on input received during the project development phase, and should include a call to action and method of response.
- *Website/online support*. An easy to find website can be a key project resource. Methods for online registration, pledging and trip reporting help keep administration tasks under control. The website can also serve as a portal to other travel resources, and provide feedback on individual and project success.
- *Prompt customized information delivery to participants*. King County has used mail back of information packets, with the goal of providing requested materials within one week.
- *Partnerships with businesses or non-profits*. This can include providing visibility, such as sending emails or posting signs to advertise the program and the website. Businesses may also agree to provide incentives (merchant coupons) to reward individuals who follow through on their trip reduction pledge.
- *Evaluation*. In Motion has consistently had participants fill out a short travel questionnaire at the beginning and end of each project, allowing a simple evaluation of program effect.

How is it used locally?

King County Metro's In Motion program focuses on neighborhood-based outreach and trip reduction. In Motion addresses the potential to change any trip from drive alone to an alternative mode. The program demonstrates the effectiveness of community-based social marketing techniques in affecting people's transportation awareness and behavior. The In Motion program provides neighborhood residents with incentives to try driving less, raises awareness of alternate travel choices, and helps counteract the easy choice to drive for all trips. The program was designed to be easily adapted to other neighborhoods with minor modifications in message and materials. In Motion also relies on local partners, such as local chambers of commerce, sustainability groups, neighborhood organizations, and businesses to help support the program in the community and to contribute prizes and incentives.

As of 2014, In Motion has worked with 28 communities and over 13,000 residents across King County. These programs have helped to reduce over 2 million vehicle miles traveled, and saved close to 120,000 gallons of gas.

Implementation

Considerations for local implementation

Transportation demand management efforts should be concentrated in areas where there are local champions, transportation options are feasible, and people have compelling reasons to utilize other transportation options.

The majority of TDM activities are implemented at the local level. Local ownership keeps organizations engaged, aligns activities with community interests, and allows implementers to adapt activities to the needs of the community. At the same time, local and regional neighborhood programs can leverage existing models and tailor them to the specific needs of their community. While In Motion is one program, it has been deployed in numerous ways across King County to address opportunities in different places.

When implementing local and regional neighborhood programs, it's important to set goals and objectives for what the program is meant to accomplish, ensure participation and contribution from relevant stakeholders, and identify a means for measuring performance to see what works and what doesn't.

King County's In Motion Toolkit provides in-depth information on best practices and a step-by-step guide for developing and implementing a travel choice program.

Resources

King County Metro's Transportation Resources Index (2013)

King County Metro's Successfully Changing Individual Travel Behavior: Applying Community-Based Marketing to Travel Choice (2006)

MRSC's Transportation Demand Management Resource Page (2014)

Puget Sound Regional Council's Transportation Demand Management Resource Page (2014)

Affordable Housing

Background

Definition

Households that pay more than 30% of their income for housing are considered cost burdened and may have difficulty affording necessities such as food, clothing, transportation and medical care. High quality affordable housing includes a mix of rent-restricted and/or subsidized and market units that all residents can afford. Special attention should be paid to strategies that provide housing for households that earn less than 30% AMI.

Less than 50% of the almost 300,000 renter households in King County can afford the average two-bedroom apartment.

Ensuring the availability of housing affordable to persons at all income levels is a stated tenet of Washington's Growth Management Act (GMA) (RCW 36.70A). VISION 2040, the Puget Sound Regional Council's integrated, long-range growth strategy, also calls for increasing the supply of housing throughout the region by providing a variety of housing types and densities for both renters and owners.

Among jurisdictions in the central Puget Sound region there is a variety of existing tools to promote affordable housing. This resource guide presents some of the guiding principles of affordable housing that successfully promote health, equity, and sustainability. More comprehensive sets of affordable housing tools that have proven effective in the central Puget Sound Region can be found in the Resources section at the end of this guide.

Healthy, Equity and Sustainability Considerations

Physical and psychological health

Significant numbers of households pay more than 30% of income for housing. With over 30% of income devoted to housing costs, households have less money for other necessities like food, clothing, transportation and medical care. Lower-income, cost-burdened households are of particular concern, because they are more likely to have to choose between rent or a mortgage payment and other necessities.

Residential instability—frequent moves, eviction, and foreclosure—are related to elevated stress levels, depression, and hopelessness. Unstable housing environments can also negatively affect readiness to learn and school achievement.

Affordable housing is also important for age and lifecycle inclusivity. Affordable rentals and home-ownership opportunities in expensive markets provide housing opportunities for older residents looking to "age-in-place," young adults entering the housing market, and families.

Access to services and amenities

Physical neighborhood attributes, including access to services and amenities, play a significant role in promoting health. These include:

- Pedestrian-friendly design to reduce car usage, support walking, encourage biking and transit ridership, improve local air quality, and promote neighborhood security
- Mixed-use development to increase the likelihood of locating healthy food, retail, and other services within neighborhoods
- Access to well-maintained parks and recreation facilities to increase the likelihood that residents will engage in regular physical activity and subsequently reduce the risk of obesity, diabetes, heart disease, cancer, and stroke, and promote social interactions and community cohesiveness.

Many of the changes that make neighborhoods healthier increase demand for housing by affluent households, causing rents and home prices to rise and forcing low- and moderate-income families to relocate to more dispersed areas. Local jurisdictions can implement policies to preserve existing affordable housing, ensure that a share of new developments is affordable, and reduce the negative effects of displacement.

Connecting home and work

Another important reason to address affordable housing in expensive markets is to help attract and retain a skilled workforce. Every community, even the most affluent, requires workers at a variety of low- to middle-wage levels, including civil servants, educators, public safety professionals, and service industry employees, to thrive. Without affordable housing options near jobsites, employers may also find it more difficult to recruit and retain workers.

The lack of affordable housing near employment opportunities can force lower-income workers and their families to relocate from urban to suburban areas with cheaper rents and home prices. This relocation can result in a longer commute, often by car instead of transit. This contributes to traffic congestion, exacerbates the cost of transportation for low-income households, and leads to increased GHG emissions.

Sustainable building practices

The use of green building strategies can reduce environmental pollutants, lower energy costs, and improve indoor environmental quality. VISION 2040 outlines the many benefits of sustainable building practices:

"Conserving resources and reducing environmental impacts can literally begin at home. Efficient fixtures, appliances, and landscaping can help conserve water and energy. New systems and technology provide opportunities for the reuse of wastewater. Improved indoor air quality and increased daylight contribute to better health and comfort. More efficient sources of energy allow each household to decrease the amount of carbons entering the atmosphere and can save money as well."

Sustainable building practices and upgrading and repairing homes can also promote investment in a community. This investment, when done on a neighborhood scale, can contribute to positive effects that facilitate safety and walkability, and reduce stress.

Implementation

Despite the many connections between housing and health, there is often a lack of coordination between the two. Using an interdisciplinary approach in the local planning process can help to engage a diverse group of constituents to develop and support more effective and coordinated policies to achieve shared goals.

Regulatory tools, incentives, and other local government strategies can help to foster local affordable housing production and/or preservation and innovative, compact development. Local jurisdictions may need a range of tools to achieve this, and strategies will be different for each community. The Resources section provides links to several toolkits and policy guides with a focus on integrating health, equity, and sustainability into affordable housing efforts.

Opportunities for funding

Adopted in 1981 and renewed in 2009, the Seattle Housing Levy creates affordable housing in the City of Seattle through one bond and four levies.

The National Housing Trust Fund, a program under the U.S Department of Housing and Urban Development (HUD), was established as a provision of the Housing and Economic Recovery Act of 2008. The fund will, once capitalized, provide communities with funds to build, preserve, and rehabilitate rental homes that are affordable for extremely and very low income households. It is a permanent program and is targeted toward rental housing for extremely low income households. As of June 2013, $115,300,000 of funding was allocated to Washington-state.

The HOME Investment Partnerships Program provides grants to States and localities (often in partnership with local nonprofit group) to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership. HOME funds are awarded annually as formula grants. The program's flexibility allows States and local jurisdictions to use the funds for grants, direct loans, loan guarantees, or other forms of credit enhancements or rental assistance.

Considerations for local implementation

Each local jurisdiction should consider its community housing goals before adopting tools and policies that affect affordable housing development. Affordable housing tools are likely to vary depending on the goals the jurisdiction chooses to implement.

For some homeowners, affordable housing tools may be viewed as a potential threat to the stability of single-family neighborhoods. For these homeowners, the most important goals may be to protect property values, neighborhood stability, and to preserve the single-family character of community neighborhoods. The challenge for local jurisdictions and other policy makers is to find the right balance between the community's need for more affordable housing and the desire to preserve the status quo in residential neighborhoods.

When affordable units are integrated into a market rate development, it is crucial that they do not stand out from market units. This is important for community character, as well as marketability of the rest of the project. One approach is to use design standards to require that the affordable units look the same as the market units on the exterior, while using less costly fixtures and finishes on the interior.

Challenges to implementation

Opposition to affordable housing strategies usually arises from neighborhood concerns about property values, density, changes in neighborhood appearance, and increased parking and traffic congestion. In response to these concerns, many communities have adopted regulations designed to deal with such issues as the size of units, their exterior appearance, off-street parking, and their concentration in neighborhoods.

These types of regulations work to calm neighborhood fears by controlling the number of conversions, minimizing neighborhood change, and upholding prevailing standards.

Resources

Center for Disease Control and Prevention's (CDC) Healthy Places: Health Effects on Gentrification (2013)

Center for Housing Policy's Insights from Housing Policy Research The Impacts of Affordable Housing on Health: A Research Summary (2011)

ICF International's Inclusionary Zoning Toolkit (2006)

National Center for Healthy Housing's Housing and Health: New Opportunities for Dialogue and Action (2012)

Nonprofit Quarterly's Confronting the Health Impacts of Gentrification and Displacement (2014)

Puget Sound Regional Council's VISION 2040: Housing (2008)

Puget Sound Regional Council's Growing Transit Communities (2013)

Puget Sound Regional Council's Housing Innovations Program (2008)

A Regional Coalition for Housing's (ARCH) Housing 101 Workbook (2011)

Tacoma-Pierce County Health Department's Healthy Community Planning Toolbox—Policy Intervention Tools: Physical Activity, Access to Opportunity (2013)

Urban Land Institute's Using Safe and Affordable Housing as a Vaccine for Healthier Children (2014)

Brownfield Redevelopment

Background

Definition

The U.S. Environmental Protection Agency defines brownfields as sites that are either contaminated or perceived as contaminated. Brownfield redevelopment addresses environmental problems, reduces health and safety hazards, and supports urban infill, along with community and economic development. Typical brownfields in Washington include: abandoned lumber mills, gas stations and bulk-fuel facilities, rail and transportation, landfills, port facilities, light industrial, and dry cleaners.

In the past, a property owner may have found it more advantageous to leave a contaminated property abandoned because development or sale would require a costly cleanup or potentially spur a lawsuit. Over the past decade, state and federal environmental laws and policies have addressed some of these issues and focused on how to turn brownfields into opportunities for investment and redevelopment.

Local jurisdictions can take a leadership role in redeveloping brownfield sites. Staff and officials can coordinate funding, assume financial responsibility for the site remediation costs, offer incentives, and facilitate permit processes and communication among private developers and state and federal environmental agencies.

Health, equity and sustainability considerations

Brownfield redevelopment can turn a perceived problem into a community asset. A redeveloped site has the potential to help meet a community's needs, be it business development or creating a public park or wildlife habitat. Restoring properties to active use can stimulate a community's economy, including creating more jobs and expanding the local tax base.

Brownfield redevelopment can create new housing options and provide jobs for residents.

Abandoned brownfield sites can negatively affect a community. Left untreated, contaminated soils and groundwater can harm health and the environment. The sites are often considered eyesores and can reduce surrounding property values, limit economic growth and development, and contribute to neighborhood crime.

Often, low-income neighborhoods and communities of color have been disproportionately burdened by brownfields and environmental pollution. Redeveloping brownfields can help to improve environmental health and provide access to new developments and services to underserved communities.

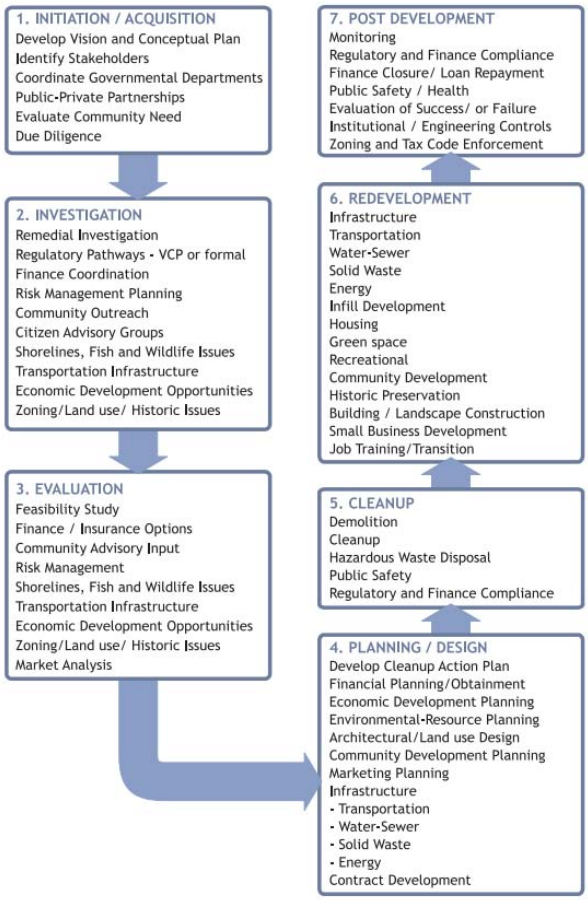
Program and Policy Examples

The U.S. Environmental Protection Agency breaks the redevelopment process into three phases. Each subsequent phase builds on the previous phase. A site may not require completion of all three phases depending on contamination levels and findings.

Phase I. Site Assessment determines the likelihood that some form of environmental contamination is present at the site. A site investigation includes a visual site assessment, search for any environmental liens, and review of historical documents. Findings in a Phase I report will determine if a site investigation is warranted.

Phase II. Site Investigations include a more comprehensive review of the site. This typically includes collecting soil and groundwater samples, and analyzing these samples for contaminants. Analysis that finds contaminant levels above legal levels will contain a recommendation for Phase III.

Phase III. Site Investigation and Remedial Action Plan is often the final stage of assessment. Phase III investigations can include additional collection of soil and groundwater samples. The Remedial Action Plan consists of a Soils and Material Management plan for off-site disposal or on-site reuse of impacted soil, suggestions for ongoing groundwater monitoring, a list of required permits, and suggestions for the use of controls such as activity use restrictions.



The chart to the left provides more information on the redevelopment process, including actions to be taken and stakeholders to involve.

Brownfield sites can be converted for numerous uses. It is important for local jurisdictions to fully evaluate a site's contamination levels and needed cleanup to develop a redevelopment plan that best fits the site and community needs. Some redevelopment options include:

- Renewable energy (solar and wind installations)
- Community gardens and urban agriculture
- Parks and open space
- Mixed-use development providing diverse commercial, retail, and residential options

Development regulations and model ordinances

Brownfield revitalization, including cleanup, reuse, liability, and financing, is governed by

federal and state policies.

At the federal level, the Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) provides funds to assess and clean up brownfields and outlines liability protections. The U.S. Environmental Protection Agency (EPA) provides information on CERCLA and other laws and regulations that affect brownfield cleanup and reuse on its Laws and Statutes page.

Washington State provides oversight on brownfield redevelopment through the Toxics Cleanup Program. In 2013, the state legislature made significant changes to the Model Toxic Control Act (MTCA) to facilitate clean up and redevelopment of brownfields. Changes include providing for model remedies to facilitate development of low risk sites and granting local governments the authority to establish redevelopment opportunity zones. The Toxics Cleanup Program is currently developing additional rules including grants and loans, sediment standards, and underground storage tank regulations. The Washington State Department of Ecology outlines these regulations on its Laws and Rules page.

How is it used locally?

In 2009, the City of Bothell underwent cleanup of a former dry cleaner that had polluted groundwater past MTCA legal maximums. The site is located in downtown Bothell and was part of a larger downtown revitalization project. Working with the King County Solid Waste Division, the city conducted environmental assessment and hired consultants to perform additional tests and develop a cleanup plan. The site and surrounding area are now being converted into a mixed-use development called the City Hall + City Center Project that includes a new city hall and underground parking.

In 2008, SouthEast Effective Development (SEED), a nonprofit community development corporation, purchased the Chubby and Tubby, a former gas station and store in the Rainier Valley of South Seattle. King County conducted a Phase II environmental assessment and SEED used this information to meet the Department of Ecology's requirements for cleanup. In 2009, the site was redeveloped into a mixed-use building with 75 units of affordable housing and almost 6,000 square feet of new commercial and retail space.

The Thea Foss Waterway cleanup was led by the City of Tacoma in partnership with agencies, organizations, property owners, and other responsible parties. In 1983, the EPA identified the Thea Foss waterway as part of a larger 12-acre Commencement Bay Superfund site. The City of Tacoma investigated the sources and extent of contamination and developed cleanup options based on this data. The cleanup removed or capped in place sediments contaminated by more than a century of environmentally insensitive practices. The restored waterway provides habitats around the Foss and other areas of Commencement Bay, and now includes a mixed-use waterfront community.

Local jurisdictions can also help facilitate privately funded redevelopment. Private companies, including Vulcan, Inc., redeveloped a 20-acre site in the City of Renton to be the Seahawks training facility. The Department of Ecology's Linking Toxics Cleanup and Redevelopment Across the States: Lessons for Washington State (2009) describes the redevelopment process and the role the City of Renton played (page 158).

Implementation

Model policy language

Liability and enforcement are common concerns for local jurisdictions considering brownfield redevelopment. The U.S. Environmental Protection Agency provides model policy and agreements to ensure local jurisdictions address liability issues, and can effectively enforce cleanup and other institutional controls.

The Uniform Environmental Covenants Act (UECA) allows for long-term enforcement of cleanup controls to be contained in a voluntary agreement, or environmental covenant, which will be binding on subsequent purchasers and tenants of the property. Environmental covenants help to ensure that the land use controls involved in a cleanup will be reliable and enforceable. In 2008, the Sunnyside Valley Irrigation District and the State of Washington Department of Ecology entered into an environmental covenant. It provides model language for covenants between local jurisdictions and other entities.

Opportunities for funding

Funding, including grants, loans, tax incentives, and technical assistance, is available at the federal, state, and county level. The Washington State Department of Ecology's Resource Guide: Assistance for Redevelopment in Washington State provides a comprehensive matrix of funding sources (pages 30-32). This includes funding from the Washington State Department of Ecology, Public Works Board, Department of Commerce, and Department of Transportation.

The Washington State Department of Commerce's Brownfields Revolving Loan Fund offers funding to help local and regional governments, non-profit agencies and private businesses clean up and redevelop brownfield sites.

King County also provides funding and technical assistance, including:

- Technical assistance for site assessment and cleanup
- Grants for assessment and cleanup
- Low-interest loans for cleanup

Considerations for local implementation

Western Pennsylvania's Brownfields Center developed a Site Selection Tool to help local jurisdictions prioritize site selection based on weighing numerous criteria including environmental and health, ease of development, and social and economic considerations.

The American Planning Association's Creating Community-Based Brownfields Redevelopment Strategies (2010) outlines 10 factors that make a brownfield redevelopment successful. These include:

- Assemble a strong brownfields team with leadership from the top
- Connect brownfields with community revitalization priorities
- Begin with the end in mind
- Involve citizens from the start
- Engage the private sector and reduce risk
- Make cleanups work for you
- Leverage the funding
- Join forces with the state and local brownfield program

- Partner with key federal agencies

Resources

Washington State Department of Ecology's Linking Toxics Cleanup and Redevelopment Across the States: Lessons for Washington State (2009)

Washington State Department of Commerce's Brownfields Revolving Loan Fund Success Stories (2014)

The Environmental Coalition of South Seattle's (ECOSS) Brownfields Program (2014)

The Northwest Environmental Business Council (NEBC) Brownfields Solutions Providers (2014)

Northeast-Midwest Institute's Getting Started with Brownfields—Key Issues and Opportunities: What Communities Need to Know (2006)

Northeast-Midwest Institute's Redevelopment Best Practices and Guides (2006)

U.S. Environmental Protection Agency's Brownfields Federal Programs Guide (2013)

U.S. Environmental Protection Agency's Building Vibrant Communities: Community Benefits of Land Revitalization (2009)

The United States Conference of Mayors' Reclaiming the Land, Revitalizing Communities- Brownfields Redevelopment: A Compendium of Best Practices, Vol. 4 (2011)

Municipal Research and Services Center's (MRSC) Brownfields and Brownfield Redevelopment Resource Page (2014)

Community Engagement Tools

Background

Definition

Community engagement is an integral component of public planning processes. Effective engagement allows community members to voice their views and contribute to policy decisions that affect their communities. Well-designed engagement processes are accessible and meaningful to community members with diverse backgrounds and knowledge on the issues at hand, and are responsive to community input and transparent in decision-making.

In Washington State, there are many statutes that establish minimum standards for community engagement in planning—including the Growth Management Act, State Environmental Policy Act, Open Meetings Act, and Public Records Act. Beyond these baseline requirements, however, jurisdictions and public agencies view community engagement as an essential element of a wide range of planning activities and a means to produce the community buy-in that is critical to plan implementation. For example, the Puget Sound Regional Council's Public Participation Plan (2013) contains guiding principles that articulate why meaningful public involvement yields better policy decisions and implementation.

The Growing Transit Communities Strategy identified a toolbox of equitable community engagement strategies that include:

- *Multilingual outreach and engagement*
- *Outreach through existing community groups and organizations*
- *Direct person-to-person outreach where people live and do business*
- *Support for meeting participation, such as childcare, refreshments, and convenient scheduling and locations*
- *Clarity of communications on scope and focus of engagement, expectations and process*
- *Visualization tools and other multi-media approaches*
- *Innovative models for effective engagement and long-term relationship building, such as trusted advocate and public outreach liaisons*
- *Building capacity and cultural competency within organizations and public agencies, such as through training and recruitment, in order to engage effectively with diverse constituencies*

Community engagement is not a single tool, but is rather a process that may take place at various levels and employ different approaches at multiple points throughout a planning process. The King County Community Engagement Guide (2011) provides a continuum for community engagement (see figure on following page). On one end of the continuum, the public agency engages the community primarily though one-directional "top-down" mechanisms to share information. On the other end, it is the community that directs the process, providing information and direction to the public agency. All approaches along this continuum are valid and may be effective, depending on the issue at hand, previous engagement activities, and how far along planning has progressed.

Community Engagement Continuum (adapted from King County Community Engagement Guide, 2011)

Health, equity and sustainability considerations

Effective community engagement must address key equity considerations and may lead to positive health and sustainability outcomes. The King County Community Engagement Guide states that "[community engagement processes] should consider the diversity of our communities, including culture and ethnicity, and seek to create an inclusive and accessible process. Effective engagement removes barriers for communities that may have previously prevented residents from successfully working with [local] government."

The Tacoma-Pierce County Health Department's guidelines for public participation (2012) links community engagement to health outcomes, stating "Public health research shows that citizens who are more civically engaged and those who feel a sense of control over the decisions that impact their lives experience better health outcomes. Successful stakeholder participation can lead to a more informed, empowered and continuously engaged base." In short, equitable engagement leads to more equitable decisions and better health and equity outcomes in communities.

The Growing Transit Communities Partnership, a three-year effort supported by a Sustainable Communities Regional Planning Grant through the U.S. Department of Housing and Urban Development, created the Regional Equity Network in part to recommend strategies to empower communities and build local capacity to actively participate in planning and policy making processes. The Regional Equity Network's definition of social equity includes a statement that "those affected by poverty, communities of color, and historically marginalized communities have leadership and influence in decision making processes, planning, and policy-making." In 2012, the Regional Equity Network developed principles for equitable development that included:

> ***Practice meaningful community engagement.*** *Require local community participation and leadership in decision-making to reflect a diversity of voices, including targeted strategies to engage historically marginalized communities. Build cultural competence and responsiveness among all stakeholders, and structure planning processes to be clear, accessible and engaging.*

A key equity challenge to meaningful community engagement is the limited capacity in time and resources of many community members and community-based organizations to participate in public planning processes. Local governments and non-governmental organizations can adopt proactive strategies to build community capacity for engagement, including investments in training, leadership development, and community organizing that increases the knowledge base, resources and competencies of individuals or

groups to participate effectively in public planning and decision-making. The Regional Equity Network administered a three-year Equity Grant Program, highlighted below, to develop innovative community engagement and capacity building mechanisms.

Program and Policy Examples

Program examples

Growing Transit Communities (GTC) Equity Grant Program The GTC Equity Grant Program was based on the belief that effective community engagement and local leadership in planning and decision-making are essential to achieving equitable transit communities. Through investments of over $450,000 in small capacity-building grants to community-based organizations, the grant program provided resources to organize and increase participation of underrepresented communities to shape the future of transit station areas and surrounding neighborhoods. The program, funded through the Growing Transit Communities Partnership, awarded 37 grants, ranging from $5,000-$15,000, to 29 organizations. The grant investments leveraged an additional $574,500 in community resources.

> One of the grant recipients was the Community Network Council (CNC), a group of community organizations and volunteers working cooperatively to connect youth with resources that will help them become successful. CNC focused on community outreach and capacity building in the Midway area along the south corridor. CNC developed surveys for resident and business outreach and identified Data Collectors from the neighborhood to administer the surveys. Before the Data Collectors began their door-to-door outreach, they received information about the upcoming light rail development so they were able to relay information to survey participants. CNC also provided postcards with a link to an online version of the survey, information about the potential light rail development, and a "Save the Date" for CNC's community forum in September. Data Collectors passed out 400 of these postcards.
>
> CNC organized a Community Transportation Forum to report back survey results and raise awareness about transportation issues in the area. Sound Transit gave a presentation on the upcoming planning process. HomeSight (a peer grantee and member of the Equity Steering Committee) shared lessons learned from their experience in South Seattle, and Forterra provided an overview of GTC strategies and led some small group activities. The result of the forum was an increased awareness for participants of the light rail extension and beginning engagement in conversations about TOD and what this might mean for their communities. In addition to outreach conducted as part of the survey, CNC used social media, and passed out flyers at community events, local businesses, community colleges, and bus stops. CNC also reached out to the Neighborhood Council in Des Moines, schools, and local service providers.
> Following up from the forum, CNC produced a newsletter with information about the Federal Way Transit Extension Project and ways to be involved in the planning process. CNC also published information in the Kent Reporter and conducted in-person outreach at various events. They organized a leadership training for emerging community leaders, to better equip them to engage in TOD and planning discussions. CNC also participated in the Equity Summit.

Key summaries and findings from the grant program are included in an Equity Grant Program Final Report (January 2014). The report highlights six key lessons, summarized below:

- *Invest resources*. Outreach to and engagement with low-income communities, communities of color, and immigrant and refugee communities is time-intensive, people-focused work.
- *Build relationships*. Building relationships is a worthwhile investment and a fundamental component for equitable community engagement.
- *Make planning relevant*. Community members are experts in their experiences, but cannot lend their expertise to issues that are not relevant to them.
- *Increase cultural competency between organizations*. Policy advocacy organizations and cultural advocacy organizations may be more effective by working together.
- *Invest in community organizing and community capacity*. Community organizing and building community capacity are critical for communities to more fully engage in local planning.
- *Tailor communication methods*. Planners should experiment with communication tools and graphics that effectively communicate complex topics and decision making processes to diverse audiences.

The Final Report also contains numerous recommendations for public agencies and community-based organizations to improve community engagement by the agencies and organizations doing the outreach and increase capacity for engagement among the diverse communities in the region.

King County Community Engagement Guide

King County's Community Engagement Guide builds on the county's Strategic Plan and Equity & Social Justice Ordinance to promote tools, examples, and resources to assist county departments in designing effective and equitable community engagement strategies. The Guide asserts that "community engagement is a two-way exchange of information, ideas and resources," and that "engagement activities include a range of approaches from informing to sharing leadership to resident-led efforts, depending on the degree of community and county involvement, decision-making and control."

The Guide is intended to complement a Community Engagement Worksheet that county personnel complete at the beginning of each planning process. Using the Community Engagement Continuum (generalized in the figure on page 2), the worksheet helps county staff identify appropriate activities to engage different audiences. Depending on the level of engagement, activities may range from more "top-down" information-sharing, such as media releases or program brochures, to more interactive and integrated dialogues, such as through community advisory boards and community-hosted forums.

The guide acknowledges that community engagement "work is challenging and complex and [that staff] might make mistakes. The rewards of successful public engagement, however, are great, and lead to better results and work products."

Implementation

Considerations for local implementation

The Growing Transit Communities Strategy (GTC Strategy) (2013) includes a toolkit of 24 key strategies to promote equitable transit communities in the central Puget Sound region, including strategies related to community engagement and capacity building. The full GTC Strategy document recommends detailed actions that different partners across the region may take to make progress toward these goals, including the following recommendations for local governments:

- Community Engagement: Continue to develop and apply equitable community engagement strategies as part of local comprehensive and station area planning and other decision-making affecting transit communities.
- Capacity Building: Support community-based organizations through actions such as: convening community organizations, providing information about plans and projects in station areas, and offering staff support, meeting facilities, or funding for community organizations.

When developing community engagement strategies for public planning processes, local governments should consider the following:

- Effective community engagement requires cost in time and resources, but yields more successful plans.
- Traditionally underrepresented populations may require extra effort and innovative strategies for engagement.
- Partnerships with community-based organizations can increase depth and reach of engagement. Partnerships may benefit from capacity building and support to community-based organizations.
- Best practices—such as the Equity Grant Program—offer models of innovative strategies and lessons learned that can be applied to other planning processes.
- Transparent decision making and feedback to community members can build trust and improve future engagement.

The GTC Strategy acknowledges that, as with all public planning processes, "successful implementation…will depend on effective, responsive and ongoing engagement with as broad a range of community members and stakeholders as possible with opportunities to influence policies and actions early and often throughout the public decision making process."

Resources

King County Equity and Social Justice Tools and Resources (2014)

King County Equity and Social Justice Community Engagement Guide (2011)

MRSC's Communications and Citizen Participation Techniques Resource Page (2014)

MRSC Insights' Can you hear me now? Reaching out to engage increasingly diverse communities (2014)

Puget Sound Regional Council's Public Involvement Resource Page (2013)

Puget Sound Regional Council Growing Transit Communities' Social Equity Resource Page (2014)

Community Gardens and Urban Agriculture

Background

Definition

Urban agriculture refers to growing vegetables, fruits and herbs, and raising livestock and animals in an urban setting. Urban agriculture activities include: home gardening in front and backyards and planting strips, container and rooftop gardening, keeping livestock (e.g., chickens, rabbits), beekeeping, operating larger urban farms, and private and public community gardening. Urban agriculture also encompasses related commercial activities such as the production and sale of value added products like jams, pickles, and honey, and on-site sales of locally produced food. Home and community gardeners typically grow food for their own consumption, donation, or limited nonprofit sales. Community gardens typically engage a number of stakeholders. Urban farms operate on a larger scale than community gardens, grow produce for sale, and often require a business license to operate.

Urban agriculture can play an important role in increasing food security, building community, and improving the environment. Gardening and other food production activities help to supplement residents' diet with fresh fruits and vegetables and increase outdoor physical activity. Community gardens offer safe, natural spaces for community members to meet and socialize.

Gardens and urban farms provide increased access to open space, especially for residents living in multifamily buildings with limited or no green space for gardening. Home gardening can help to reduce the burden of food costs, and larger scale community gardens and urban farms often offer training and job-skills programs for youth and other community members.

Urban agriculture can improve watershed health by reducing stormwater runoff. Gardens and urban farms can also help to mitigate the urban heat island effect and provide additional habitat for struggling urban ecosystems.

Health, equity and sustainability considerations

There are a number of equity considerations for community gardening programs. Programs should consider equitable access to resources, including where garden plots are located, outreach to encourage broad participation, and accessibility of sites for all ages and abilities. Among other guidelines, Seattle manages its P-Patch waitlists with an eye toward reflecting the neighboring community and representation of populations underserved by the program.

On average, gardeners eat double the servings of fruits and vegetables than non-gardeners.

In recent years, raising backyard chickens, small livestock, and beekeeping has become increasingly popular. Many cities have successfully updated their ordinances to allow animals, but it can be controversial and raise concerns about impacts on neighbors. Permitting processes should consider what will work for the broader community. Pilot programs have been used in other cities and can be an effective way to test new approaches and understand the benefits and concerns.

While gardens have health-promoting benefits, understanding of soil conditions and potential contaminants is important. Adopting best management practices is also important to ensure that gardening is a sustainable, environmentally beneficial activity.

Many local jurisdictions' development regulations do not protect, or may even actively restrict, urban agriculture and food growing activities. Outdated zoning ordinances and lack of policy coordination can cause these activities to be considered illegal or extra-legal. To ensure the sustainability and viability of community gardens and urban agriculture, jurisdictions should adopt or update zoning and land use policies that authorize and protect them.

Community gardens and urban agriculture can help to supplement fresh fruit and vegetable intake, and lessen the burden of limited access to food retail. It should be noted that community gardens are just one component of the larger goal of improving access to fresh, healthy food. See the Healthy Food Retail guide for other strategies to increase food access in your community. Additionally, King County has resources available that measure food access, available at King County AIMs High.

Program and Policy Examples

Program examples—How is it used locally?

Local jurisdictions can support new and existing community gardens and urban agriculture in a variety of ways. Cities can provide financial support, make municipal land and water available for free or at reduced cost, or act as partners in operating gardening programs.

The Federal Way Community Garden Foundation is a non-profit group that helps Federal Way community members to design, build, plant, and maintain vegetable gardens. All of the gardens distribute their produce to the community. Gardens located within a school help to feed children from that particular school. Several of the larger gardens organize with homeless programs, subsidized and transitional housing units, and senior programs. The foundation also offers gardening and nutritional education.

The City of Seattle and a nonprofit land trust manage the P-Patch Program. The community garden program plans, administers, and protects gardens throughout the city, supporting more than 75 gardens on private and public land. They also provide special programs to youth, low-income and underrepresented communities.

Metro Parks Tacoma has partnered with community groups to develop a one-acre food forest in Swan Creek Park. The food forest includes a variety of trees, shrubs and perennials that provide free, healthy, nutritious, low-maintenance food for the community. This project hopes to change the community's culture around food, much in the way that community gardens transform the local landscape.

Development regulations and model ordinances

The City of Tacoma adopted a revised urban forestry element in its comprehensive plan in 2010. Since then, they have been revising their city code to ensure that the plan may be implemented. Tacoma recently amended its code regarding poultry husbandry. The change was brought about after a member of the Sustainable Tacoma Committee identified that the animal code discouraged residents from keeping poultry by requiring a 50-foot setback for chicken coops and imposing criminal penalties for offenders. The City examined other jurisdictions' codes regarding chickens and worked with code enforcement to draft new rules. The revised code was presented to the community for feedback and passed in 2012. Additionally, a community petition prompted the City of Tacoma to allow raised bed gardening in planting strips on a permit basis. The code was revised simply to allow this and to remove the annual fee for occupying the right of way.

The City of Seattle enacted code changes in 2010 to encourage urban agriculture and protect existing farms and gardens. See Summary of Seattle Code Changes and Ordinance 123378. Prior to recent changes, the University of Washington compiled a comprehensive list of municipal code pertaining to urban agriculture.

In 2013, the City of Federal Way amended its regulations to remove barriers to urban agriculture and respond to growing interest in cultivating food in the city. Ordinance 13-754 added several definitions, including community gardens, cottage food operations, farmers markets, farm stands, and urban agriculture. The regulatory package also amended the sign code to allow signage for farmers markets and urban agriculture. The city also amended the allowable use tables to allow urban agriculture in every zone (depending on size), in addition to other regulatory changes.

Keeping livestock, like chickens, is increasingly popular in urban areas. Cities typically regulate keeping livestock by specifying the number and kinds of animals allowed in certain zones. These regulations aim to manage noise and smell and provide adequate living conditions. The King County Department of Development and Environmental Services' Small Animals and Livestock Information Serves Bulletin provides an overview of livestock regulations in the county. Municipal Research and Services Center's Regulating Livestock and Other Farm Animals resource page provides best practices and model ordinances.

In San Francisco, California, Mayor Ed Lee enacted the "Salad Law" in 2012 allowing urban agriculture in all areas of the city. See San Francisco Administrative Code: Urban Agriculture Program.

Performance evaluation/success stories

Given the small-scale and diffuse nature of urban agriculture, comprehensively measuring existing levels of urban agriculture and change over time is challenging. In 2013, PSRC identified options for measuring urban agriculture for various purposes in the report Measuring Urban Agriculture in the City of Seattle. Measurement tools depend on overall objectives, but include GIS analysis, surveys, and indicators. Seattle's P-Patch Community Gardens program includes a triennial survey of gardeners; surveys can be a useful tool for evaluating success of specific programs.

There are numerous examples of successful programs and partnerships that teach gardening skills, increase food access, and address environmental issues. The Rainier Beach Urban Farm and Wetlands (RBUFW) is an urban community learning farm where people learn to grow food in the city. The farm used to be called the Atlantic City Nursery and is owned by Seattle Parks and Recreation. Seattle Tilth was granted co-

operatorship of the site in 2011 along with Friends of Rainier Beach Urban Farm and Wetlands. With the help of community volunteers and organizations, Seattle Tilth is developing the eight-acre site into a dynamic farm that will be an educational place for the whole community.

THE RBUFW works closely with the Rainier Beach community and tailors its programs to meet the needs of residents. The youth program focuses on the large East African immigrant population in the neighborhood, provides a safe place for teenagers to learn practical skills, and provides access to healthy food.

Implementation

Developing policy language

According to the Puget Sound Regional Council's Food Policy Blueprints, a code audit is an effective policy action to encourage urban agriculture.

From the policy blueprint:

A code audit could focus on urban agriculture holistically, or a targeted subject, e.g., community gardens. In either case, the audit and subsequent code changes should be mindful of the sustainability of implementing a policy, particularly in view of tenure and maintenance of property that will be farmed or gardened. Involving external groups with dedicated interests in urban agriculture, such as conservation districts, can help both the audit and review of proposed code changes.

Jurisdictions will first need to understand the location and types of urban agricultural activities currently allowed. Then, desired activities, including their scale and permitted locations, can be examined. Different agricultural activities may require amending definitions, land use codes, zones, and site requirements in zoning and development regulations. For example, jurisdictions have identified and developed policies and code language that address:

- *Zones suitable for urban agriculture and community gardens*
- *Where gardening is allowed on private property (e.g., planting strips, front yards)*
- *Accessory structures (hoop houses, cold frames, tool sheds)*
- *Roof treatments*
- *Vertical/Indoor farms*
- *Bonuses for including gardening space or edible landscaping in development projects*
- *Animals allowed*
- *Pest management*
- *Onsite sales of produce/products*
- *Licensing for offsite sales*
- *Community kitchens*
- *Incorporating gardens/fruit trees in landscaping guidelines*
- *Targets for community garden access*
- *Composting and waste*
- *Water use and reuse for agricultural purposes*

Model policy language

Model policy language is a useful starting point for communities to tailor and adopt as amendments to their existing zoning laws, or as part of a comprehensive zoning update. Local jurisdictions vary considerably by

size, density, availability of land, and demand for urban agricultural activities and there is no one-size-fits-all approach when it comes to zoning for urban agriculture. ChangeLab's Seeding the City provides model definitions and types and use regulations.

Opportunities for funding

There are a variety of in-kind and monetary funding programs and grants available at the national, regional, and city level. It is important to find a grant or funding program that best fits your urban agriculture programs and policies.

City and county government can use a variety of funding sources to launch a community garden program and acquire land. In this region, sources have included general funds, parks levy funds, Conservation Futures Program funding, and funding from conservation districts. The City of Seattle's P-Patch program offers an example of a city-run project supported by a non-profit (The P-Patch Trust) that funds acquisition of land, among other activities.

The City of Seattle's Neighborhood Matching Fund provides neighborhood groups with city resources for community-driven projects that enhance and strengthen their own neighborhoods. All projects are initiated, planned and implemented by community members in partnership with the city. Every award is matched by neighborhoods' or communities' resources of volunteer labor, donated materials, donated professional services or cash.

King County Environmental Awards and Grants offer a variety of funding opportunities for community garden implementation and new projects linked to environmental stewardship and health.

The King County Conservation District Grant Program awards grants for projects that "directly improve the condition of natural resources to provide education and outreach to increase awareness, build capacity to enhance implementation of natural resource improvement projects and implement pilot of demonstration projects."

The American Community Garden Association (ACGA) keeps a robust and up to date website with funding opportunities and grant programs across the country.

The U.S. Department of Agriculture (USDA) People's Garden Grant Program was designed to invest in urban and rural areas identified as food deserts and/or food insecure areas, particularly those with persistent poverty. The major goal of the People's Garden Grant Program is to facilitate the initial investment needed in these communities, not long-term support. The USDA also manages the Community Food Projects Competitive Grants Program for community food projects that promote comprehensive responses to local food access, farm, and nutrition access.

Considerations for local implementation

There are many legal and practical issues affecting urban agriculture that should be considered when implementing these model land use policies. These include:

- Soil contamination: EcoTools: Urban Gardens and Potentially Contaminated Land
- Food handling and food safety: National Sustainable Agriculture Information Center

- An Illustrated Guide to Growing Safe Produce on Your Farm - IP382Pesticides and other environmental regulations: National Association of State Departments of Agriculture: Federal Environmental Laws Affecting Agriculture, and individual summaries of state environmental laws affecting agriculture
- Compliance with the Americans with Disabilities Act (ADA): Making Your Garden Accessible
- Animal welfare and control: Animal Welfare Institute's Animal Welfare Approved Standards

The Washington State University (WSU) Extension Master Gardener Program provides support for community gardens and conducts Community Garden Specialist training. These volunteers receive additional training in working with communities to grow food.

Challenges to implementation

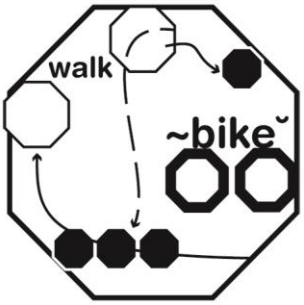
Challenges to implementing and maintaining community gardens and urban agriculture typically fall into five categories:

- Existing policy: As discussed earlier, existing land use and zoning policy may limit or restrict food production activities. It is essential to review and understand current policy and make revisions as needed. For examples of different program options, please see Urban Agriculture: A Sixteen City Survey of Urban Agriculture Practices Across the Country.
- Land availability and cost: Undeveloped land can be hard to come by, especially in densely populated areas. And land that is available is often out of the price range for a local jurisdiction or community group. Private-public partnerships, such as the land agreement at Rainier Beach Urban Farm and Wetlands and the P-Patch Program's work with a nonprofit land trust, can help to facilitate and provide more resources for land procurement.
- Funding: While there are numerous grants and funding opportunities available for gardens and urban farms, most programs are extremely competitive and only provide funding for garden creation, not maintenance. Projects should look for a diverse group of funding options to help maintain funding over the long-term.
- Maintenance: Community members and city staff are often very excited to create and develop a new community garden. It is more difficult to maintain community participation in the long-term, especially for routine garden maintenance and continued funding. Creating a garden council or leadership group can help to encourage ongoing investment.
- Create markets: Urban farms can thrive when there is a guaranteed market for their products. Creating opportunities for farmers to sell produce directly to the community via farmers markets, and pop-up stands, or connecting local retailers to urban farms, can help create markets for local produce.

Resources

Tacoma-Pierce County Health Department's Healthy Community Planning Toolbox Policy Intervention Tools: Land Use and Healthy Food, Economic Development and Healthy Food (2013)

Complete Streets



Background

Definition

Complete streets are defined as streets that safely accommodate all users. There is no one definition and no singular design for complete streets that fits all types of roads and communities. A "complete" street in a rural area may be fundamentally different than one in an urban area in its design, but both seek to balance the safety and mobility needs of all users. Complete streets policies demonstrate a local jurisdiction's commitment to multimodal planning and projects that serve all users, and act as a catalyst for the development of more connected transportation networks. According to Smart Growth America, adopting a complete streets policy enables communities to "direct their transportation planners and engineers to routinely design and operate the entire right of way to enable safe access for all users, regardless of age, ability, or mode of transportation." This statement is also reiterated in Washington's Complete Streets and Main Street Highways Case Study Resource.

Health, equity and sustainability considerations

Many existing streets do not encourage active modes of transportation and are barriers to more active lifestyles. When streets are "complete" – safe, comfortable, and convenient for people walking, bicycling, riding public transportation, and driving – people have more opportunities to choose active forms of transportation. Thus streets become a public health asset rather than a barrier. Active transportation benefits people, the environment, and the transportation system. People who walk, bike and take transit are more likely to get the physical activity they need every day than those who drive.

The average adult who starts biking to work loses 10 pounds of body fat in the first year.

By definition, complete streets accommodate all users and all modes, and thus policies are based on the concept of equity and access for all. Emphasizing the diverse user groups, such as children, seniors, and people with disabilities, is a great way to strengthen local policy, and consideration of these populations often results in more robust implementation.

Program and Policy Examples

Program examples

Many jurisdictions in the central Puget Sound region have adopted complete streets policies and ordinances. There are many different ways to implement a complete streets policy such as through resolutions, laws and binding ordinances and also through departmental directives, plans, design guidelines, city polices and tax levies. The National Complete Streets Coalition provides an interactive map demonstrating the various types of complete streets policies.

The City of Burien adopted a complete streets policy with the passage of Ordinance 556. The policy calls for inclusive transportation planning and projects. From this point forward, transportation projects and plans in Burien will need to consider and accommodate all modes of transportation – bikes, pedestrians, transit,

freight and automobiles. The policy was supported by Communities Putting Prevention to Work, a Centers for Disease Control (CDC) funded initiative working to help curb chronic disease in Seattle-King County.

The City of SeaTac's Draft Safe & Complete Streets Plan is a long-range plan that outlines goals for the development of SeaTac's pedestrian and bicycle networks through the year 2040. The recommendations identified within the plan are anticipated to be integrated within and considered for adoption as part of the upcoming transportation plan and major comprehensive plan update processes. Similar to the City of Burien, SeaTac's complete streets efforts were supported by Communities Putting Prevention to Work.

The City of Renton is implementing complete streets with the passage of Ordinance 5517. The city is tying complete streets and active transportation efforts to other planning efforts. The Renton Housing Authority's Sunset Area Revitalization Efforts, a program working to accomplish major redevelopment in transportation, stormwater control, mixed-income housing, and community amenities, is implementing complete streets principles to the revitalization. The current neighborhood is physically split by SR 900 and is not designed to encourage pedestrian or bicycle circulation. Complete streets principles will be applied to SR 900 to improve opportunities for multimodal transportation by providing bike lanes, increasing space for transit shelters, creating planting strips that calm traffic, providing a pedestrian buffer, enlarging sidewalks, improving crosswalks, and proving better street and sidewalk lighting.

Seattle's complete streets works to create and maintain safe streets for all residents. In 2007, the Seattle City Council passed Ordinance 122386, known as the Complete Streets ordinance, which directs Seattle Department of Transportation (SDOT) to design streets for pedestrians, bicyclists, transit riders, and persons of all abilities, while promoting safe operation for all users, including freight. This is the lens through which SDOT views its major maintenance and construction projects. In 2006, the City of Seattle also passed *Bridging the Gap* a nine-year, $365 million tax levy for transportation maintenance and improvements. Funding supports a variety of transportation projects including the Neighborhood Street Fund program, which pays for community-identified projects that improve access and mobility.

Implementation

Developing policy language

The National Complete Streets Coalition recognizes a variety of different policy statements as official commitments to incorporate the principles of complete streets into new and existing transportation infrastructure. These policies include:

Council Driven:

- Ordinance: Legally require the needs of all users be addressed in transportation projects and change city code accordingly.
- Resolution: Issued by a community's governing body, resolutions are non-binding, official statements of support for approaching community transportation projects as a way to improve access, public health, and quality of life.

Council Approved:

- Plans: Policies can be found within community comprehensive plans or transportation plans.
- City policies: A city council may also take action by adopting a complete streets policy as official city policy.

- Design guidelines: Communities may decide to integrate complete streets planning and design into new design guidance for their streets.

Directives:

- Departmental policy: A city department may issue its own complete streets policy directive.
- Executive order: A city's chief executive, often the mayor, can issue an executive order.

Citizen Vote:

- Tax levy: Some communities have decided to pursue an additional tax that will fund transportation improvements.
- Ballot measure: A citizen-led campaign for a complete streets law enacted not by a body of elected officials but by direct ballot by the general voting public.

Washington State Department of Transportation's (WSDOT's) Complete Streets Program encourages local governments to adopt arterial retrofit street ordinances based on safe access for all users: pedestrians, bicyclists, motorists, public transportation users, and truck drivers.

According to WSDOT's Bikeways and Walkways Plan, a complete streets design policy is defined by several elements:

- Language that specifies "all users". This includes pedestrians, bicyclists, transit vehicles and users, and motorists of all ages and abilities.
- A primary initiative of creating a comprehensive, integrated, connected network.
- Recognition of the need for flexibility: that all streets are different and user needs will be balanced.
- Applicability to all roads.
- Applicability to both new and retrofit projects, including design, planning, maintenance, and operations for the entire right of way.
- Description of any exceptions and establishment of a clear procedure for executive or elected official(s) approval.
- Direction that complete streets solutions fit in with the context of the community.
- Performance standards with measurable outcomes.

Model policy language

The National Complete Streets Coalition has identified ideal complete streets policies with clear and direct statements that focus on the complete transportation system rather than focusing on "complete streets elements". Jurisdictions can adopt complete streets policies, resolutions and ordinances. The National Complete Streets Coalition cites the City of Seattle's Complete Streets ordinance as a good example of a strong complete streets Policy:

> *"SDOT will plan for, design and construct all new City transportation improvement projects to provide appropriate accommodation for pedestrians, bicyclists, transit riders, and persons of all abilities, while promoting safe operation for all users, as provided for below."*

Opportunities for funding

In 2011, Washington state bill HB 1071 created a Complete Streets Grant Program. The WSDOT website provides more information on the development of the grant program and future funding opportunities.

In 2011, the Federal Transit Administration established a formal policy on the eligibility of pedestrian and bicycle improvements for FTA funding and defined the catchment area for pedestrians and bicyclists in relation to public transportation stops and stations.

Considerations for local implementation

Complete streets policies are just one piece of the framework of policies and programs that support active transportation and complete networks. Having a complete streets policy should guide the planning of a comprehensive transportation system for all people and for all transportation choices. Full connectivity of the bicycle and pedestrian systems should be the goal of local communities. As local communities assess pedestrian and bicycle networks, this provides an opportunity to make local decisions as to the scale of complete streets along a roadway. In some areas, it makes sense to provide neighborhood greenways on local roads that parallel busy arterials. In other cases, all users may need to be accommodated within the right-of-way of the road. Both of these examples implement complete streets policies.

Local jurisdictions should make it a priority to educate engineers, planners, and all others involved in complete streets projects. Understanding the guiding principles of complete streets and the benefits of active transportation and complete networks can help to make for more meaningful and robust projects.
In 2013, the Federal Highway Administration issued a memorandum supporting flexible bicycle and pedestrian street designs like those outlined in the NACTO Urban Bikeway Design Guide.

In 2013, the Washington State Department of Transportation endorsed the Urban Street Design Guide put out by the National Association of City Transportation Officials. The manual provides instruction on creating treatments like protected bike lanes, transit-priority streets, and parklets, which aren't included in the predominant American engineering guides.

The Seattle Department of Transportation (SDOT) provides a useful Checklist for jurisdictions looking to implement complete street principles.

Resources

Municipal Research and Services Center's Compilation of Washington State Complete Streets Resources (2014)

Smart Growth America's Complete Streets Policy Workbook (2013)

Smart Growth America's Complete Streets Policy Analysis (2012)

Smart Growth America's Report on Complete Streets in Underserved Communities

Tacoma-Pierce County Health Department's Health Community Planning Toolbox Policy Intervention Tools: Safety and Injury, Physical Activity (2013)

Crime Prevention Through Environmental Design

Background

Definition

Crime Prevention Through Environmental Design (CPTED, pronounced "sep-ted") seeks to deter criminal behavior through design of the built environment. Proper design, use, and management of the built environment can lead to reductions in the incidence and fear of crime, while improving community vitality and overall quality of life. These design principles stem from the traditional "eyes on the street" concept, which holds that urban areas are safer when more people are present.

Both CPTED and traditional crime prevention work towards similar goals, but go about it in different ways. CPTED focuses on incorporating "natural" or "passive" strategies that rely on design elements, while traditional crime prevention typically focuses on mechanical strategies such as neighborhood watch groups and security equipment.

Health, equity and sustainability considerations

Jane Jacobs, the acclaimed urban planner, said that "a well-used city street is apt to be a safe street," and noted that the qualities of a safe street include good lighting, adults and children on the sidewalks, and "eyes on the street" from businesses and public places.

There is a strong link between neighborhood conditions and health. Crime can have direct and indirect effects on individual and public health. Direct effects include violence, homicide, dangerous driving, and substance abuse. Indirect effects include stress, fear of crime, repeat victimization, and social isolation.

CPTED fosters collaboration among planners, law enforcement, engineers, designers, code enforcement, and community stakeholders. This collaborative approach can help to improve community and government relations, and increase activity and camaraderie among residents and visitors. The goal is to increase the number of people in public spaces and provide safe access to goods, services, jobs, and schools.

In contrast to the approach of addressing crime concerns by implementing visually affronting security or target hardening measures such as locks, hard barriers, security gates, security patrols, CPTED promotes high quality and visually pleasing solutions as first responses that aim to enhance the legitimate use of space, and encourage active, shared spaces.

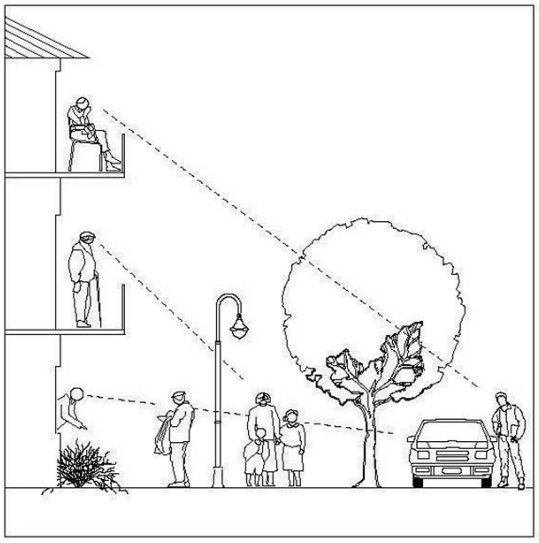
Removing plant overgrowth and other visibility barriers can significantly reduce incidents of crime.

Program and Policy Examples

Program examples

The American Planning Association's Community CPTED Quicknotes (2013) lists ten key principles that communities should consider when implementing a CPTED framework. These design principles include:

- **Natural Surveillance**: *the design and placement of physical features to maximize visibility and surveillance*. Key strategies include the design, placement, and lighting of doors, windows, walkways, gathering areas, roadways, and structures. The objectives are to eliminate hiding places and increase the perception of human presence and supervision.
- **Natural Access Management***: the physical guidance of people and vehicles*. Key strategies include the use of real or perceived barriers such as fencing or plantings, and other wayfinding elements such as lighting, signage, and artwork. The objectives are to provide orientation and a pedestrian-friendly environment and to discourage would-be offenders by making noncompliance obvious.
- **Territorial Reinforcement**: *the use of physical attributes to delineate space and express a positive sense of ownership*. Key strategies include the use of art, signs, landscaping, and boundary treatments as well as the orientation and strategic place of buildings. The objectives are to define borders, express ownership, and communicate a space is cared for and protected.
- **Physical Maintenance**: *the repair, replacement, and general upkeep of a space, building, or area*. Key strategies include the use of low-maintenance landscaping and architectural materials, trash collection and removal, and other programs to maintain a clean and orderly environment. The objective is to allow for the continued use of a space for its intended purpose.
- **Order Maintenance:** *the attention to minor violations and reduction of opportunities for inappropriate behavior*. Key strategies include posting rules and expectations, using graffiti-and vandalism-resistant materials, and imposing quick, fair, and consistent consequences for violations. The objectives are to foster safe, orderly, and predictable behaviors.
- **Activity Support**: *the planning and placement of safe activities*. Key strategies include sidewalk and street level activities, such as markets, fairs, and festivals, in key community areas. The objective is to increase the number of people using a space, thereby enhancing visibility, social comfort, and control.
- **Social Capital**: *the social trust, norms, and networks people draw upon to solve common problems, foster civic engagement, and discourage inappropriate behaviors*. Key strategies include designated gathering areas, social events, and community programs. The objective is to encourage communication, trust, and collaboration among stakeholders and also with the government agencies that serve them.
- **Land Use and Community Design**: *the distribution, location, and amount of land for various uses; land use density and intensity; and the design elements, strategies, and overall character of a planning area*. Key strategies include team training for professionals involved in planning and development activities, solicitation of community public safety concerns, and collaboration in problem solving and incorporation of CPTED principles into planning processes. The objectives are to create, or recreate, and manage built environments in a manner that includes consideration for public safety.



- **Target Hardening**: *the making of potential targets resistant to criminal attack*. Key strategies include the reinforcement of entry and exit features, law enforcement or security presence, and security devices such as locks, alarms, and cameras. The objectives are to increase the efforts that offenders

must expend and the risk of their being identified or apprehended in committing an offense.

- **Natural Imperatives**: *ensuring access to necessary goods and services including natural light, clean air and water, healthy foods, physical activity, employment, and housing*. Key strategies include pedestrian amenities, public parks, accessible transit systems, quality food sources, and education and employment opportunities. The objective is to promote healthy behaviors and reduce mental fatigue and associated risky behaviors by meeting the biological, social, and economic needs of the population.

How is it used locally?

The City of SeaTac includes CPTED design principles in its municipal code (Municipal Code Title 17). The code creates CPTED standards to reduce the fear and incidence of crime and to improve the quality of life.

The Burien Police Community Crime Prevention Unit offers free CPTED consultations and guidance for neighborhoods.

King County Metro's S. Kirkland TOD Parking Garage and Transit Center includes CPTED design features as outlined in Design Criteria and Performance Specifications (April 2012).

Columbia City, a neighborhood in Southeast Seattle, incorporated CPTED improvements as part of the neighborhood design review process to improve real and perceived levels of public safety and the quality of the built environment, as outlined in the Southeast Seattle Action Agenda (March 2005).

The Seattle Neighborhood Group, a non-profit working to prevent crime and build community through partnerships with residents, businesses, law enforcement and other organizations, offers CPTED services citywide, with an emphasis on Central and Southeast Seattle, West Seattle, and White Center. The Seattle Neighborhood Group staff visit a site, take photographs, collect anecdotal information from property users and generate an illustrated CPTED report for the site. The Seattle Neighborhood Group works with business, apartment properties, private property owners, and has partnered with the City of Seattle to address park safety.

Implementation

Developing policy language

CPTED can be implemented through a variety of plans, programs, and policies, including area and comprehensive plans, land development regulations and guidelines, review and approval processes, and capital improvement plans.

Model policy language

CPTED principles provide a common language to help government staff work with communities to identify and respond to issues.

Many general and comprehensive plans include the themes commonly associated with Crime Prevention Through Environmental Design in the normal review process for development proposals. The Washington State Department of Commerce's 2007 Example Comprehensive Plans to Support Physically Active Communities includes model CPTED language from the City of Spokane Comprehensive Plan (2001).

Considerations for local implementation

CPTED has been most successful in communities where government staff train as a team, collaborate with the public through workshops and community assessments, and address public safety in conjunction with other efforts, including economic development, neighborhood and business revitalization, capital improvements, and public health.

Traditionally, comprehensive plans do not address safety. CPTED should be included as an environmental design component if it is to be included in a comprehensive plan.

The American Planning Association's Safe Growth America Checklist (2004) provides a set of questions to help community members examine their neighborhood and implement a set of CPTED principles that best fit community needs.

Challenges to implementation

There is no "one size fits all" approach to CPTED. Each neighborhood should choose how to best implement CPTED principles. For example, alleys are often a controversial element. Many planners encourage the use of alleys as a place for garages, utilities, and trash receptacles, to encourage the opening up of the front of residential streets to people, pedestrians, social interactions, and "eyes on the street." CPTED principles, however, assert that alleys can provide escape routes and additional access points for criminals.

Resources

Carter & Carter, LLP's Resources and U.S. Case Studies

SafeScape: Creating Safer, More Livable Communities Through Planning and Design (2001)

Seattle Police Department's CPTED Brochure

Seattle Police Department's South Park 76 Statin and Subway Restaurant CPTED Survey

Tacoma-Pierce County Health Department's Healthy Community Planning Toolbox—Policy Intervention Tools: Land Use and Safety and Injury, Parks and Recreation and Safety and Injury (2013)

Design for Aging in Place

Background

Definition

Design for aging in place involves designing the built environment to be usable to the greatest extent possible by all people, regardless of special needs or age.

Communities have the opportunity to develop a better understanding of locally specific aging experiences, specifically the obstacles and constraints presented by the built environment. An aging-sensitive community provides housing alternatives, a transportation system and a land use pattern that enable all residents to maintain healthy, independent lives even as their needs change. Aging-sensitive planning is also called universal design.

Health, equity and sustainability considerations

Strategies to promote aging in place put an emphasis on increasing access and options for all residents, regardless of age, health, or income. According to the American Planning Association, "communities built to address the needs of older persons and families are communities that can serve all residents well. Livable communities have physical and social features that benefit people of all ages. When a wide range of needs is addressed, families and individuals have the option to stay and thrive in their communities as they age."

The central Puget Sound, like the rest of the United States, has entered an aging trend. The number of senior citizens is predicted to double to 23 percent of King County's population by 2025. Seniors who remain in suburban homes often find themselves in communities designed for families with young children and cars. Daily activities such as going to visit friends, shopping, and other needed services can be challenging without a private vehicle and limited public transit.

70% of seniors are living in the same place they celebrated their 65th birthday.

Older adults are living longer, which means they are more likely to have disabilities, need additional services and require modified homes during their lifetimes. Increased medical costs, longer life spans, and limited savings mean that up to 90 percent of seniors will outlive their individual savings.

An aging population presents many opportunities for local jurisdictions. Seniors pay taxes but often do not require schools, have low crime rates, support the arts and cultural activities and are often active in civic and volunteer activities.

Program and Policy Examples

Program examples—How is it used locally?

Programs promoting aging in place can take many forms, including:

Affordable Housing. These efforts include incorporating universal design in new construction and remodeling, making strategic investments of public funding to expand the supply of affordable housing for seniors, and encouraging the creation of new types of supportive housing that creates a wider range of choices for all seniors.

An accessory dwelling unit (ADU) is a small, self-contained residential unit built on the same lot as an existing single family home. They can be an effective way to add variety and affordable rental housing stock to existing single family neighborhoods. ADUs can be a great option for allowing residents to age in place or live with or near family and caregivers, providing a flexible way to address family needs for additional housing. Washington cities and towns with populations greater than 20,000 are required to plan for ADUs in single-family zones (RCW 43.63A.215). The Puget Sound Regional Council's Housing Innovations Program (2013) provides more information and best practices for ADUs.

Elder Cottage Housing Opportunity, or ECHO housing, is a portable, fully accessible cottage that is placed on the lot of a single-family home to provide accommodations for an older person. The ECHO house is removed once it is no longer needed—often because the senior resident has found a permanent home. It is not considered a permanent addition to the housing stock. The City of Portland, Oregon, amended its zoning ordinance to allow for ECHO housing.

Senior housing developments include adult care foster homes, congregate housing, and assisted housing. These types of housing differ from the traditional nursing homes which provide primary care for seniors once their needs increase to the point they can no longer stay at home. These new types of developments often do not conform to existing zoning code and are considered multifamily rental housing or medical institutions. Age-sensitive design should work to integrate these new housing forms through zoning and site planning standards that relate the housing to the surrounding neighborhood and transportation system. Diane Y. Carsten's Site Planning and Design for the Elderly (1993) outlines strategies and policy tools to better incorporate senior housing developments into a community.

Local comprehensive plans can also help to promote diverse housing options for seniors. The City of Tukwila's 2012 Comprehensive Plan calls for the "promotion of available, quality housing options at all price points to support social diversity and ensure families and individuals can remain in Tukwila as life circumstances change." This includes expanding opportunities for assisted-living options for seniors that are neither low-income nor in-home care.

Coordinate Transportation. Transportation efforts work to improve mobility and access to public transit. The King County Mobility Coalition facilitates the coordination of King County special needs transportation to better serve the community. See the Special Needs Transportation resource guide for more information on transportation for aging populations.

In addition to improving access to public transit, local jurisdictions can also improve pedestrian areas to make them more accessible to seniors. Many pedestrian areas, including sidewalks and crosswalks, are not designed to accommodate seniors. Design improvements include: making pavement more even and smooth, extending the time pedestrians are given to cross the street; constructing bus bulb-outs that bring the passenger to the bus; and decreasing the speed of cars. New York City's Transportation Alternatives report Walk the Walk: Connecting Senior Pedestrian Safety to Seniors in New York City (2009) includes an

overview of the barriers to senior pedestrian safety and recommendations for policy and plan improvements.

Promote Healthy Living. These efforts include improving access to healthy foods and opportunities for physical activity. The Farm to Table Partnership connects senior meal and childcare programs with local farms. The partnership's goal is to increase the health and well-being of vulnerable populations by making fresh produce more affordable and accessible.

The Senior Farmers Market Nutrition Program works to increase aging populations' access to fresh fruits and vegetables while supporting local sustainable agriculture. Baskets of fresh produce are delivered to homebound seniors and include information on unfamiliar foods, recipes, and information about the farmers. Additionally, each summer, one-time market vouchers are provided to 2,000 low-income seniors.

Most senior centers provide opportunities for fitness, volunteerism, and lifelong learning for anyone over the age of 50. The Seattle for a Lifetime: City Goals for Older Adults (2010) outlines the role of senior centers and the City of Seattle's policy and goals for older adults. There is also a comprehensive list of senior centers in King County, listed by city. The City of Renton's Golden Opportunities brochure includes information on opportunities and activities at the Renton Senior Activity Center.

Age-Friendly NYC has launched a pilot program to develop Aging Improvement Districts. To create an Aging Improvement District, the concerns and suggestions of older adults in a specific neighborhood are brought together with the leaders and resources of local businesses, non-profit organizations, city officials, cultural, educational and religious institutions to think strategically to make no- and low-cost improvements. Improvements include adding benches to nearby parks to allow seniors to socialize and rest, and working with local businesses to offer clearly posted senior discounts.

Existing regulations

The Aging and Long-Term Support Administration is part of the Washington State Department of Social and Health Services. The administration provides programs, services, and resources to adults who need care. The State Council on Aging was established under RCW 43.20A.680-690 as an advisory council to the Governor, the Secretary of Social and Health Services, and the Office of Aging. The Washington State Plan on Aging 2010-2014 sets objectives and goals for the state, including: strengthening home and community based services; and implementing evidence-based healthy aging programs.

Area Agencies on Aging were established under the Older Americans Act in 1973 to respond to the needs of Americans 60 and over in every local community. By providing a range of options that allow older adults to choose the home and community-based services and living arrangements that suit them best, AAAs make it possible for older adults to remain in their homes and communities as long as possible.

The Washington Association of Area Agencies on Aging provides an overview to local area agencies. Aging and Disability Services is the Area Agency on Aging for Seattle and King County. Aging and Disability Services plans, coordinates, and advocates for a comprehensive service delivery system for older adults, family caregivers, and people with disabilities in King County. The agency is a division of the Seattle Human Services Department and works in partnership with King County and United Way to: improve the health and quality of life for seniors and adults with disabilities; connect seniors and adults with disabilities with helpful resources; and provide help and support for caregivers.

Aging and Disability Services also developed the Area Plan on Aging for Seattle-King County (2014), a plan that outlines steps to: improve health care quality for older adults and adults with disabilities; address basic needs; improve health and well-being; increase independence for frail older adults and adults with disabilities; and promote aging readiness.

Implementation

Opportunities for funding

Funding and resources to promote aging in place are often tied to other work. For instance, developing senior housing options can be linked to affordable housing funding and development levies. Improving pedestrian access for seniors can be linked to pedestrian safety initiatives and Safe Routes to School.

Considerations for local implementation

The World Health Organization's Checklist of Essential Features of Age-friendly Cities is a tool for a local jurisdiction's self-assessment and map for charting progress towards more age-sensitive design.

Partners for Livable Communities' Community Report Card helps local leaders and residents to think about their community's strengths and weaknesses in age-sensitive design.

Resources

Age-Friendly NYC's Tools and Resources Page (2014)

The American Association of Retired Persons (AARP) Livable Communities Resource Page

American Planning Association's Multigenerational Planning

The Northwest Universal Design Council (NWUDC)

MRSC's Impact of Demographic Changes on Local Government Resources Page (2013)

Partners for Livable Communities' Aging in Place Initiative Aging in Place Technical Assistance Guide (2011)

Senior Housing Study: Age Wave Maxes Out Affordable Housing, King County 2008-2025 (2009)

U.S. Department of Housing and Urban Development's Residential Remodeling and Universal Design (1996)

World Health Organization's Global Age-friendly Cities: A Guide (2007)

Green Stormwater Infrastructure

Background

Definition

Stormwater is rain and snow melt that runs off surfaces such as rooftops, paved streets, highways, parking lots, and compacted landscaping such as lawns. As water runs off these surfaces, it can pick up pollutants such as oil, fertilizers, pesticides, soil, trash, and animal waste. From here, the water might flow directly into a local water body or infiltrate into an aquifer. Or, it may go into a storm drain and continue through storm pipes until it is released untreated into a local waterway or combined with sewage and taken to a wastewater treatment plant. Stormwater is of concern for two main issues: one related to the volume and timing of runoff water (flooding and erosion) and the other related to potential contaminants that the water is carrying (contamination of drinking, recreational, and fish-bearing waters). These problems can occur where there is no stormwater infrastructure, and also where there is conventional stormwater infrastructure such as storm drains. Combined sewer overflows can contribute to water quality problems when wastewater exceeds the capacity of the combined sewer overflow system, usually during storms. When this occurs, untreated wastewater discharges from combined sewer outfalls directly into water bodies, further impairing water quality.

Green stormwater infrastructure (often called low impact development), addresses the problem of runoff by using vegetation and soil to filter and cleanse rainwater where it falls. By weaving natural processes into the built environment, green infrastructure provides not only stormwater management, but also flood mitigation, groundwater recharge, stream and wetland replenishment, air quality management, green spaces, water quality management, and other benefits. There are many types of green stormwater infrastructure, including bioswales, rain gardens, planters, and green roofs. Keeping stormwater out of combined sewer overflow systems by diverting it to green infrastructure can decrease the number of overflow incidents.

Health, equity and sustainability considerations

Effective and ecologically sound stormwater management techniques reduce a community's risk for a number of public health issues, such as drinking water and seafood contamination, unsafe transportation and living conditions, urban heat island effect, and pollution of water bodies used for recreation. Many people in rural and suburban areas use their own private water supplies, typically shallow groundwater wells that are not covered by the Safe Drinking Water Act and are rarely treated or monitored. These people are particularly at risk when development increases around them (more septic tanks and impervious surfaces), although new development and redevelopment is regulated by local jurisdictions.

Stormwater management systems that utilize green infrastructure often result in lower capital costs.

Stormwater management can be viewed through an equity lens as part of a larger effort to ensure environmental justice, as vulnerable populations may be exposed to greater environmental risks and should be adequately protected. And while green stormwater infrastructure has clear implications for protecting health, water resources, and habitat, it can also reduce infrastructure costs by preventing erosion and flooding damage to roads and other public infrastructure. Using green stormwater infrastructure can also help beautify a neighborhood, making it more attractive for walking. Mental health, social capital, economic, and other benefits have also been associated with green infrastructure.

Polluted stormwater often finds ways into the Puget Sound and detrimentally affects water quality and wildlife. The Washington State Department of Ecology and other organizations are actively working to limit the amount of polluted stormwater that enters the Sound.

According to the Puget Sound Partnership, stormwater transports a mixture of pollutants such as petroleum products, heavy metals, animal waste and sediments from construction sites, roads, highways, parking lots, lawns and other developed lands, with the following results:

- Stormwater pollution has harmed virtually all urban creeks, streams and rivers in Washington state.
- Stormwater is the leading contributor to water quality pollution of urban waterways in the state.
- Two species of salmon and bull trout are threatened with extinction under the federal Endangered Species Act. Loss of habitat due to stormwater and development is one of the causes.
- Shellfish harvest at many beaches is restricted or prohibited due to pollution. Stormwater runoff is often one of the causes.
- Stormwater likely contributes to the killing of high percentages of healthy coho salmon in Seattle creeks within hours of the fish entering the creeks, before the fish are able to spawn.
- English sole are more likely to develop cancerous lesions on their livers in more urban areas. Stormwater likely plays a role.

Improving management of stormwater so that water quality, habitat and aquatic resources are protected is one of eight key objectives established in law for the Puget Sound Partnership's 2020 Action Agenda.

Program and Policy Examples

Program examples—How is it used locally?

The following programs and projects have increased sustainable stormwater management through construction of projects and providing education on green stormwater infrastructure.

The city of Puyallup's Rain Garden Program has educated hundreds of citizens on stormwater pollution prevention and green infrastructure techniques. The program has helped disconnect millions of gallons of stormwater from storm and sewer systems since its start in 2009.

Bainbridge Island's Winslow Way project helped create a vibrant pedestrian downtown by introducing new green infrastructure systems including rain gardens, stormwater planters, Silva Cells™ and porous pavements.

The City of Seattle and Seattle Housing Authority's High Point redevelopment features the largest natural drainage project that the city has undertaken, and is the first time that a natural drainage strategy of this scale has been used in such a high density urban setting.

Development regulations and model ordinances

The city of Seattle's stormwater regulations work to protect people, property, and the environment from damage caused by stormwater runoff. They also satisfy the city's obligation to comply with its Municipal Stormwater Discharge National Pollutant Discharge Elimination System (NPDES) Permit, issued by the Washington State Department of Ecology (Seattle Municipal Code 22.800-22.808). There are green stormwater management requirements for new construction and significant remodels and additions.

Decision-making applications

In addition to providing multiple benefits, green stormwater infrastructure can be less expensive than conventional stormwater infrastructure for cities and developers.

Project prioritization for Transportation 2040 included additional points for projects which enhanced water quality by improving hydrological functions and/or reducing stormwater runoff.

Performance evaluation/success stories

The city of Puyallup's Rain Garden Program has installed over 62 rain gardens since its start in 2009. The program offers a cost-share opportunity to residents to encourage the installation of green stormwater infrastructure at residential properties in the city of Puyallup, supporting water quality improvements. Approved participants pay for labor and equipment fees to install a rain garden or permeable pavement on their property, and the city pays for material costs and disposal fees. For approved rain barrel installations, participants can receive up to a $75 reimbursement, not to exceed purchase price of the rain barrel. Funding for this program comes from Department of Ecology grants as well as donations from local businesses and individuals.

Implementation

Developing policy language

The Puget Sound Partnership's Integrating Low Impact Development into Local Codes: A Guidebook for Local Governments lists the following steps to help local governments ensure that local codes encourage the use of low impact development.

1. Assemble the Project Team
2. Understand General Topics to Address
3. Review Existing Codes and Standards
4. Amend Existing Codes and Develop New Codes
5. Public Review and Adoption Process
6. Ensure Successful Implementation

Opportunities for funding

There are several grant opportunities at the state and federal level. The various programs vary in mission and scope, so it is important to apply for grants that best align with your proposed project. The Washington State Department of Ecology offers Water Quality Financial Assistance, and the U.S. Environmental Protection Agency offers Environmental Education Grants. City-run programs, such as the Puyallup's Rain

Garden Program, have been successful securing in-kind donations and/or reduced prices, including supplies and installation labor, from local businesses.

Considerations for local implementation

Urban areas that collect stormwater runoff in municipal separate storm sewers and discharge it to surface waters are required to have a permit under the federal Clean Water Act. These permits, administered by the Washington State Department of Ecology, now require that low impact development techniques be included in stormwater management strategies. Incentives to encourage the use of low impact development are included in the Stormwater Management Manual for Western Washington. The Washington State Department of Ecology offers grants for projects to improve water quality and quantity in watersheds through retrofitting areas with green stormwater infrastructure.

In some compact urban places such as regional growth centers, alternatives to site-by-site stormwater management may be appropriate. A program called Building Cities in the Rain is providing information on this issue. This approach is supported by regulations under the federal stormwater permit program that offer a structure for considering the water quality benefits associated with smart growth techniques. The central Puget Sound region's growth management strategy is well aligned with this stormwater best management practice.

The King County Surface Water Management programs address impacts from stormwater runoff such as flooding, erosion, pollution, habitat degradation, and low stream flows. To pay for these services, a fee is assessed on property owners in unincorporated King County. Charging adequate surface water management fees are needed to allow jurisdictions to effectively manage stormwater and incentivize the construction and use of green stormwater infrastructure.

Challenges to implementation

Green stormwater infrastructure is a fairly new strategy to manage stormwater. Some stormwater professionals, regulators, and planners are still learning how to incorporate low impact development and green stormwater infrastructure into their stormwater management plans. Ecology offers training on low impact development topics.

Resources

The Puget Sound Partnership's Stormwater & Low Impact Development Resource Page (2014)

The U.S. Environmental Protection Agency's Green Infrastructure Resource Page (2014)

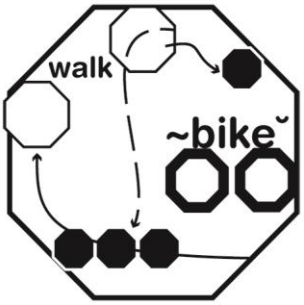
The University of Washington's Green Cities: Good Health Program (2013)

The Washington State Department of Ecology's Low Impact Development Resource Page (2013)

The Washington State Department of Commerce's Building Cities in the Rain Program (2014)

The Natural Resources Defense Council's Rooftops to Rivers Program (2014)

Greenhouse Gas Emission Reduction Strategies



Background

Definition

Greenhouse gas (GHG) emission reduction strategies identify ways in which local governments can assess greenhouse gas contributions and set priorities to reduce the reliance on fossil fuels. A key component of this includes how governments can encourage and incentivize more sustainable behavior among residents.

The U.S. Environmental Protection Agency (2014) studies show that greenhouse gases trap heat and make the planet warmer, contributing to climate change. Human activities are responsible for almost all of the increase in greenhouse gases in the atmosphere over the last 150 years. The largest source of greenhouse gas emissions from human activities in the United States is from burning fossil fuels for electricity, heat, and transportation.

Health, equity and sustainability considerations

A warming climate is expected to impact the availability of basic necessities like fresh water, food and energy, as outlined in the Intergovernmental Panel on Climate Change's Fourth Assessment Report (2007). Sea level rise may displace communities and businesses. Climate change will influence these and other human living conditions and the basis for social and economic development, but priorities on sustainable development will also influence emissions of greenhouse gases as well as vulnerability to impacts.

Climate change is likely to have an impact on human health, particularly for sensitive populations such as the elderly, those with respiratory ailments, and young children, from increases in extreme heat events, forest fires, and increased summer air pollution. An increase in rates of heat-related illnesses, respiratory illness, and infectious disease is also likely.

Washington state is expected to experience decreases in snowpack, increases in stream temperatures, and more frequent summer water shortages. Crops and livestock will also be affected by rising temperatures and impacts to water quality and supply. The University of Washington Climate Impacts Group provides more information on climate change considerations specific to the Pacific Northwest and Washington state.

More than 30 cities in King County have helped to reduce greenhouse gas emissions since 2007.

Rising temperatures and the resulting changing streamflows threaten forests, agriculture and salmon populations in the Northwest. According to King County, in 2012, more than 80% of surveyed streams and rivers in King County exceeded the state temperature standard for protection of salmon habitat.

The Washington State Department of Ecology's Greenhouse Gas Emissions Inventory (2013) shows that despite state and countywide reduction plans, Washington State GHG emissions went up approximately 8.7% between 1990 and 2010. However, some key trends include the following:

- There is a decreasing trend in GHG emissions since 2007
- Washington state's GHG emissions per capita are significantly lower than U.S. emissions per capita, in large part due to our reliance on hydropower
- Between 2008 and 2010 the transportation sector showed a 6.6% decrease in GHG emissions

This trend is consistent in King County, with community level GHG emissions rising by 5% between 2003 and 2008, and an 11% decline in per person GHG emissions from vehicle travel by cars and light trucks (King County Greenhouse Gas Emissions Inventory, 2012). Many other counties and cities in Washington state have developed inventories and/or action plans to address climate change.

Program and Policy Examples

Program examples

There are many strategies a local jurisdiction can undertake to help reduce GHG emissions and minimize the expected impacts of climate change. These include:

Energy use: Buildings, equipment, and infrastructure all use energy. Buildings can be made more efficient by upgrading to more efficient fixtures and retrofitting the building. In the City of Seattle, the Energy Benchmarking and Reporting Program (Ordinance 123226 and 123993) requires non-residential and multifamily building owners to conduct annual energy performance tracking. Building owners and operators must disclose the data and ratings to potential buyers, renters or lenders for buildings greater than ten thousand square feet.

Green power purchases are another strategy to reduce emissions from fossil fuels and support the creation of alternative energy resources. Utility providers, including Puget Sound Energy, offer a green electricity option through their Green Power Program.

Waste and recycling: There are also GHG emissions associated with the energy involved in waste handling. To reduce emissions from their own operational waste stream, local jurisdictions can improve access to recycling and composting. According to the King County Cities Climate Collaboration, every 1 ton of waste sent to a landfill translates to roughly 2.97 metric tons of CO2 produced. Setting aggressive recycling goals can lead to significant carbon savings.

Water delivery and wastewater treatment: The movement, storage, and treatment of water and wastewater use significant amounts of energy. Low-flow fixtures can help to reduce water consumption. Water reclamation and graywater systems can also help to reduce water use.

Transportation: Replacing older vehicles with more efficient vehicles can reduce GHG emissions. Instituting programs to encourage alternate modes of transportation including walking, bicycling, and carpooling can also limit GHG emissions from fossil fuel burning vehicles. The City of Snoqualmie (5.G.2.6) is working to

retrofit its fleet of vehicles to "improve fuel efficiency and reduce costs [and] consider vehicles that use alternative fuel sources for greater energy efficiency and lower pollution."

The built environment: More efficient construction and building practices can also reduce GHG emissions. Many communities are building or retrofitting facilities to green building standards, such as Leadership in Energy and Environmental Design (LEED) certification. Building codes also provide an opportunity for local jurisdictions to change the energy used in construction. The City of Seattle's 2013 Commercial Energy Code update includes a Target Performance Path, an option energy code compliance path that allows the design team, contractor, and owner to determine the most effective methods to achieve energy efficiency.

Mitigation projects: Mitigation projects undertake projects or actions for the purpose of mitigating or offsetting GHG emissions. Maintaining healthy urban forests and street trees, and reforesting open spaces can help with urban carbon sequestration—the capture and long-term storage of atmospheric carbon dioxide.

Existing Regulations

Washington state legislation set GHG Emissions Limits to the following: return to 1990 levels by 2020; reduce emissions to 25% below 1990 levels by 2035; and reduce emissions to 50% below 1990 levels by 2050.

King County has set community level targets to reduce countywide GHG emissions by at least 80% below 2007 levels by 2050. Two overarching plans govern GHG emission reductions in King County: the 2012 Strategic Climate Action Plan (SCAP) and the 2012 King County Comprehensive Plan (Policy E-210-211).

In addition to King County, many cities in the region have adopted GHG reduction targets and have, or are developing, climate action plans and incorporating GHG emission reduction strategies within their comprehensive planning processes.

Implementation

Developing policy language

Policies related to climate change and the reduction of GHG emissions within local, regional and state planning processes vary in breadth and focus, as do available resources and technical capabilities. Policies may be directly related to the reduction of emissions and/or the adaptation to climate change, or may address cross-cutting issues such as water quality, waste reduction, renewable energy, health, etc.

Model policy language

The California Air Pollution Control Officers Association (CAPCOA) 2009 guide on Model policies for GHG emission in General Plans includes model language for nine categories of GHG emission reduction policies: GHG reduction planning; transportation; land use and urban design; energy efficiency; conservation and open space; education; waste reduction and diversion; municipal operations; and alternative energy. The Climate Pathways from ICLEI, Local Governments for Sustainability USA, provides resources to local governments to measure, plan for, and reduce emissions and energy use.

Considerations for local implementation

There are currently no specific requirements or protocols to address climate change at the local government level. Each jurisdiction is unique and will therefore need to customize its adoption of policies. Jurisdictions should consider available resources when deciding if and how to establish various targets or goals for sustainability and GHG reduction.

Resources

ICLEI's Climate Pathways Tool (2014)

U.S. Conference of Mayor's Climate Protection Agreement (2005)

Puget Sound Regional Council's Plan Review Manual (2010)

Tacoma-Pierce County Health Department's Healthy Community Planning Toolbox—Policy Intervention Tool: Natural Environment (2013)

Green Waste Management

Background

Definition

Green waste management includes access to residential and work site composting, education on proper disposal of waste, and other opportunities to divert waste from landfills. Green waste management is a relatively new service at the city level and education and outreach are needed to change residents' behavior to properly dispose of green waste.

Nationwide, organic wastes, including food scraps and yard waste, constitute over 25% of the solid waste sent to landfills. This organic waste is a great opportunity for waste reduction—to divert materials from the traditional garbage can to landfill waste stream. It is also an opportunity for positive environmental impact as composting green waste not only prevents organic waste from entering landfills but also produces compost, a useable product.

Health, equity and sustainability considerations

Traditionally, green waste management programs have focused on curbside service for single family residences. To provide equal service to all residents and to reduce the amount of waste sent to landfills, local jurisdictions should provide food scrap and yard waste collection to multifamily residences and businesses. Information about collection services and educational materials should be available in different languages to promote participation of diverse communities.

Green waste management practices protect the environment and protect residents from the detrimental health effects of pollution and climate change. The clustering and disproportionate siting of waste transfer and processing facilities in low-income communities and communities of color is an environmental justice issue. Without proper mitigation of negative effects, these facilities can degrade health and environmental conditions, as well as displace community revitalization plans and economic activity.

The average household produces over 40 pounds of green waste every month.

The King County Comprehensive Solid Waste Management Plan outlines strategies to promote equity, including:

- "Fair distribution of transfer facilities and division resources, such as the community litter cleanup, school education, and green building programs, helps ensure that everyone has access to services that create safer and healthier communities.
- The division provided technical assistance to ensure that the benefits of green building strategies, such as lower energy costs and improved indoor air quality, are available to residents of affordable housing developments.

- In siting new transfer facilities, the division engages communities to ensure equal opportunity for involvement in the siting process. The division utilizes demographic data to ensure that these essential public facilities are distributed equitably throughout the county and that any negative impacts of the facilities do not unfairly burden any community.
- In addition to translating materials into multiple languages, the division has added a Spanish-language component to its comprehensive outreach programs. Rather than simply translate existing materials, the division has worked directly with the local Spanish-speaking community to create new programs and materials in Spanish that respond to the questions and needs of the community."

Program and Policy Examples

Program examples—How is it used locally?

Noted below are a variety of programmatic actions designed to divert green waste from landfills.

Access to curbside composting service. Collection of organic materials for composting has proven to be one of the most successful strategies to divert material from disposal. King County has been collecting curbside yard waste since the 1990s and curbside food scraps and food-soiled paper since 2002. Nearly 100 percent of single family customers with curbside garbage collection now have access to food scrap collection. Additional strategies, however, are needed to provide access to yard waste and food scrap disposal to residents beyond those living in single family homes. These strategies include:

- *Residential multifamily*: jurisdictions require multifamily housing developments to provide green waste disposal bins that are as convenient as trash bins. Jurisdictions can also fine property owners for container contamination—charging customers if green waste is found in garbage containers.
- *Commercial food waste disposal*: Commercial waste can make up to 50% of an urban community's waste. Many local jurisdictions have added commercial food waste programs.
- *Local Government*: Local governments should adhere to the same practice and philosophies that they communicate with the communities that they govern. Since local governments are similar to businesses, they should adhere to commercial green waste disposal standards.

The City of Auburn's multifamily food and yard waste service provides compostable pick-up service on a subscription basis. City Code 8.08.120 prohibits yard waste from being mixed with garbage. Garbage containers containing yard waste and garbage will not be picked up.

The City of Seattle's Zero Waste Strategy mandates food waste collection for all commercial sites that generate food scraps. Customers are fined for mixing food waste with garbage.

The City of Des Moines' Farmers Market provides food scrap collection bins to work towards a zero waste market.

Education. Education is needed to inform residents and businesses about the benefits of composting and how to properly use waste bins and curbside pick-up services. Tools for Change's Changing Recycling and Composting Behavior Through Social Marketing (2013) provides best practices on how to best integrate new composting programs into existing waste management practices, and how to encourage residents to utilize composting services.

King County's Master Recycler Composter program provides free training about waste reduction, recycling, solid waste impacts on climate change and public outreach. The program is open to all King County residents living outside the cities of Seattle and Milton. In exchange for free training, program graduates are expected to volunteer for public outreach to inspire others to reduce waste.

Other opportunities. Event recycling reinforces a recycling ethic and provides a way to compost green waste while away from a home or business where waste containers may be available. Many local jurisdictions require vendors to use compostable food and beverage containers and/or require event organizers to provide a plan to manage food waste.

Local jurisdictions can provide support and services to schools to practice resource conservation and engage students in environmental stewardship. King County's SWD's Green Schools Program assists over 400 schools in 11 school districts to improve their conservation practices and involve students in conservation and outreach efforts. The program offers a three-tier system where each tier achieves different levels of certification towards sustainability and stewardship. Each level of certification helps schools to educate, promote, and enhance knowledge of environmental stewardship, including green waste management.

In addition to composting, King County and local jurisdictions collaborate with food producers, grocers, restaurants, and schools to donate surplus meals and staple food items to local food banks rather than sending unused food to the landfill. Programs use the Washington State Department of Health Charity Food Donation guidelines.

Development regulations and model ordinances

Green waste management is guided by policies and plans at the state and county levels.

Beyond Waste, Washington state's plan for managing hazardous and solid waste, is a 30-year plan with the goal to eliminate wastes and toxics wherever possible and to use the remaining wastes as resources.

King County's 2013 Comprehensive Solid Waste Management Plan presents strategies for managing King County's solid waste over the next six years, with consideration of the next 20 years. State law (RCW 70.95) delegates authority to the county to prepare a comprehensive solid waste management plan in cooperation with the cities within its boundaries. An interlocal agreement (ILA) is required for any city participating in a joint city-county plan (RCW 70.95.080(3)). The King County Solid Waste Division provides an up-to-date list of local jurisdictions with ILAs.

Implementation

Developing policy language

Local government policy typically consist of goals—zero waste policy, recycling and disposal targets—beyond those set by King County, and additional incentives and bans. They can also provide more targeted education and outreach to residents.

The Ohio EPA's Urban Agriculture, Composting, and Zoning: A zoning code model for promoting composting and organic waste diversion (2012) provides model policy language to promote composting in urban areas.

Considerations for local implementation

At the regional level, proper green waste management requires collection infrastructure—collection and haulers, processing, and end of use disposal. Yard waste composting requires a specialized processing facility and food waste composting requires an even more sophisticated facility to address odors, and avoid problems with animals, insects, and pests. King County has both yard waste and food scrap processing facilities that process waste from local jurisdictions across the county.

Challenges to implementation

Communities are often concerned about local composting because of potential odors, rodents, and pests. Proper management of composting processing facilities can minimize these problems.

Successful green waste management programs require residents and businesses to change their behavior. Many residents do not participate in green waste management practices because they are unaware they should be doing so and/or they are accustomed to disposing of all waste in a garbage container. Education and outreach can help with long-term behavior change. Fines for putting yard waste and food scraps in garbage collection bins can also promote the proper disposal of green waste.

Resources

Mecklenburg County Land Use & Environmental Services Agency's Best Practices for Local Government Solid Waste Recycling, Diversion from Landfill and Waste Reduction (2011)

Metro's Guide to Effective Composting (2010)

Washington State Department of Ecology's Organic Materials Management (2013)

Waste Management's Commercial Composting Guidelines (2014)

Waste Management's Apartment and Multifamily Composting Guidelines (2014)

Health Impact Assessment

Background

Definition

Health Impact Assessment (HIA) ensures that health is a key factor in decision-making, including planning, policies, programs, and other projects. The International Association of Impact Assessment defines HIA as: "a combination of procedures, methods and tools that systematically judges the potential, and sometimes unintended effects of a policy, plan, program or project on the health of a population and the distribution of those effects within the population." In addition to simply evaluating or assessing, HIA identifies appropriate actions to increase the potential for improved health resulting from a policy, plan, program, or project. HIA also aims to inform the public and decision-makers when decisions about policies, plans, programs and projects have the potential to significantly impact human health, and to advance the values of democracy, equity, sustainable development, the ethical use of evidence and a comprehensive approach to health.

A health impact assessment can help to spur investment in a project by identifying health benefits that would have otherwise gone unrecognized.

The National Research Council highlights that HIA is "a systematic process that uses an array of data sources and analytic methods, and considers input from stakeholders to determine the potential effects of a proposed policy, plan, program, or project on the health of a population and the distribution of those effects within the population. HIA provides recommendations on monitoring and managing those effects."

The National Research Council suggests that HIA typically includes the following stages:

- Screening (identifying plans, projects or policies for which an HIA would be useful)
- Scoping (identifying which health effects to consider)
- Assessing risks and benefits (identifying which people may be affected and how they may be affected)
- Developing recommendations (suggesting changes to proposals in order to best promote positive health effects or to minimize adverse health effects)
- Reporting (presenting the results to decision-makers)
- Monitoring and evaluating (determining the effect of the HIA on the decision)

HIA likely has maximum impact when it:

- Is a forward-looking and systematic process that seeks input from multiple stakeholders and other sources (rather than retrospective or even after a policy, plan, program, or project has already been adopted or implemented)
- Progresses through and is resourced to complete each and all of its stages

- Is integrated early and in an on-going way into the process of public policy development to inform decision-making (some have suggested that HIA is a policy formation tool)

Health, equity and sustainability considerations

HIA by definition is a process that attempts to better incorporate health and equity into all planning and decision-making processes. HIA specifically incorporates equity through a multi-disciplinary analysis of how the project or plan impacts various social determinants of health. The inclusion of equity and health is further fostered through community and stakeholder engagement (e.g., usually through community meetings and/or a resident, community leader, and community-based organization advisory committee), where the various stakeholders can identify and deliberate about health interests related to the target plan or decision.

Program and Policy Examples

Program examples

HIA has been used extensively, originally and more robustly outside of the U.S. to examine potential health impacts of plans, policies, and programs. The flexibility of an HIA allows for the examination of multiple aspects of health (e.g., physical activity, obesity, injury) of single policies, plans, or programs, or conversely one singular aspect of health in the context of multiple policies, or complex plans, or multiple programs. Most HIAs fall somewhere in between these extremes, with the first step (i.e., scoping process) being a critical part of defining the scale and direction of a specific HIA.

Common targets of HIA have included:

- Comprehensive and neighborhood plans
- Transportation and related changes (e.g., expansions of transportation infrastructure or service)
- Green infrastructure, including parks, recreation, and open space
- Housing and other development
- Employment conditions and benefits (e.g., living wages, paid sick days)

Although many HIAs have been conducted on policies, plans, or projects that are already known to have a direct connection to health, HIA should also be considered for policies, plans, or projects that have a less well known connection to health. Despite its intent to infuse consideration of health into all policies, plans, projects, and programs, HIA is often not considered or pursued if there is not a direct or well-established link with health.

How is it used locally?

There are recent local examples of HIA work completed in western Washington around planning, transportation, and other issues.

In 2008, Puget Sound Clean Air Agency and Public Health – Seattle & King County published information about an HIA conducted on the State Route 520 replacement project near and over Lake Washington. The 520 HIA (2008) focused on construction-related noise and pollution, transportation, and green space, with corresponding recommendations in these areas to support better health and active living in particular. Additional content of this HIA addressed neighborhood aesthetics, connectivity, and storm water management.

A rapid HIA in Clark County in 2010 focused on the county's bicycle and pedestrian master plan. Examples of policy recommendations stemming from this HIA included creating policies to improve bicycle and

pedestrian access to healthy food, prioritizing projects that increase walkability through greater street network connectivity and greater density and land use mix, as well as including health equity in project prioritization. There was a positive follow-up, Evaluation of Health Impact Assessment: Clark County Bicycle and Pedestrian Master Plan (2011), regarding how conducting this HIA contributed to the bicycle and pedestrian master plan development and process.

Tacoma-Pierce County Health Department partnered with the City of Puyallup to work with community partners and organizations on the South Hills Neighborhood Health Impact Assessment (2010) and this area's associated plan policies for future development. Within this HIA, they explored the impacts on various aspects of health (physical activity, injury, crime/safety, access to healthy foods, social networks and cohesiveness) of land use and urban form, green infrastructure, and transportation. Examples of recommendations within this HIA report included modifications to existing codes and standards and enforcement of existing codes, added planning (e.g., for neighborhood-wide green infrastructure, for healthy food access), ongoing measurement (e.g., travel modes), and specific infrastructure changes (e.g., safe walking/cycling amenities).

The HIA regarding the proposed cleanup plan for the lower Duwamish River was reported on in 2013. The Health Impact Assessment: Proposed Cleanup Plan for the Lower Duwamish Waterway Superfund Site (2013) has targeted recommendations for the various partners engaged in this cleanup, with a particular emphasis on ensuring equity, creating local economic opportunities, and addressing health concerns of local communities. Through the CDC-funded Community Transformation Grant (2012-2014) awarded to Seattle Children's Hospital, Public Health – Seattle and King County, and the Healthy King County Coalition, the city of Auburn is embarking upon an HIA regarding their comprehensive plan update. The link will be posted when available.

Implementation

Considerations for local implementation

There is no single way to conduct an HIA. The HIA needs to be tailored to local context while still retaining the systematic and multi-step approach to its implementation. Most HIAs are conducted in consultation with or through organizations with prior experience in conducting HIA. This can be done sometimes through local organizations (with the benefit of local knowledge) or through outside organizations with a history of conducting HIAs not necessarily in their local area.

Often, community members and elected officials fear an HIA is a binding contract. Outreach efforts can help to educate residents and leaders about the benefits of an HIA and that they provide essential information that the community can use as it sees fit.

Human Impact Partners is a recognized leader in HIA. Their core mission includes increasing awareness and provision for health and equity in all policies and decision-making. Health Impact Partners' website has tools and resources for learning more about and implementing the various steps of HIA (e.g., screening, scoping). Examples of completed HIAs across a variety of topic areas and an extensive searchable list and links to HIA reports are available from Human Impact Partners.

Opportunities for funding

The Robert Wood Johnson and the Pew Charitable Trusts have a collaboration called The Health Impact Project, which seeks to build healthier communities through promoting the use of HIA as a decision-making tool. They have also been funding HIAs since 2011, with yearly calls for proposals in 2011, 2012, and 2014.

Challenges to local implementation

Challenges to implementing an HIA may include:

- Inadequate time and resources to conduct the full HIA process and to fit HIA into the political and other decision-making processes and timeframe that drive planning, policies, projects, and programs
- Only limited data sources available regarding the various aspects of health that may be impacted by plans or policies
- Limited or weak engagement of some stakeholders and decision-makers

Resources

Centers for Disease Control and Prevention's Health Impact Assessment Resource Page (2014)

National Association of County and City Health Officials' Health Impact Assessment Resource List (2014)

Public Health—Seattle & King County's Health Impact Assessment Resource Page (2014)

University of Minnesota Design for Health's Rapid Health Impact Assessment Toolkit (2008)

World Health Organization's Health Impact Assessment Resource Page (2014)

Healthy Food Retail

Background

Definition

Healthy food retail supports access to fresh food purveyors, including grocery stores, farmers markets, and healthy corner stores. Healthy food retail includes incentives for grocery development in underserved areas, actions to support farmers markets, and policies and programs to support fresh food at corner stores and other, smaller outlets.

Jurisdictions can establish goals and policies that support healthy food retail, along with taking action and developing programs that can encourage more choices at the neighborhood scale. Policy goals can focus on establishing land use policies that explicitly support healthy food access or encouraging healthy food purveyors, such as grocery stores and farmers markets, to locate close to housing and transit facilities.

Health, equity and sustainability considerations

Healthy food options are limited in some low-income communities. In many communities, unhealthy food is pervasive and supermarkets and other healthy food purveyors are scarce. Healthy food retail needs to be accessible in terms of cultural relevance, cost and location. Community members also need to feel welcome at healthy food retail stores. A 2014 study of food access in the Delridge neighborhood of Seattle found that many low-income residents felt unwelcome in higher-income markets, regardless of cost and location.

Residents' fruit and vegetable consumption increased 32% in census tracts with a newly opened full-service grocery store.

In a 2008 report, Yale's Rudd Center for Food Policy and Obesity outlines a few of the health, equity, and community sustainability policy outcomes of meeting the demand for grocery stores in areas where they do not exist.

"Bringing supermarkets to low-income areas and helping smaller groceries expand their stock of healthy and affordable items, is a win-win situation for communities and residents who gain:

- Access to healthy foods
- Increased potential to reduce obesity through healthy eating
- New jobs
- Increased revenue
- Increased potential for commercial revitalization
- Capacity-building of community organizations and coalitions"

Program and Policy Examples

Program examples

Noted below are a variety of ways to improve community food access.

Grocery. The NYC FRESH program (Food Retail Expansion to Support Health) provides a national example of a grocery store incentive program with various development, zoning and other incentives. Development incentives for locating new food retail in certain neighborhoods include real estate tax reductions, sales tax exemptions, and property tax deferral. Zoning incentives include additional development rights, parking requirement reductions, and larger allowed stores in certain districts. Other program incentives include the New York Healthy Food & Healthy Community Fund and NYSERDA Energy Efficiency Benefits.

In addition to providing access to healthy, fresh food, grocery stores' hiring and sourcing practices can benefit a community. Whole Foods Market, a national chain grocer, opened a store in Detroit in 2013. To ensure that the market benefited as many community members as possible, the Equitable Detroit Coalition worked with Whole Foods Market staff to negotiate a Community Benefits Agreement. The agreement outlines local hiring and food sourcing practices, and programs to make the store economically and culturally relevant to Detroit residents.

Mobile grocery stores are another innovative approach to increase access to healthy food in underserved communities. Mobile grocery stores are most commonly temperature-controlled trucks that bring healthy, affordable food to communities with limited mobility, including low-income and aging residents. Several cities have passed regulations allowing mobile grocery stores to sell food from the street, including Minneapolis, Minnesota.

Farmers markets. The City of Seattle encourages shopping at farmers markets through the Fresh Bucks program, which incentivizes purchase of fresh produce by doubling the value of SNAP (food stamps) transactions up to $10. The City of Seattle piloted the Fresh Bucks program, in partnership with the Neighborhood Farmers Market Alliance, in 2012 with funding from JPMorgan Chase and the Seattle Foundation. With continued funding from JPMorgan Chase and the Seattle Foundation, in addition to City General Fund support, the program expanded in 2013 from seven to 15 Seattle markets (all markets in Seattle). The program offers the benefits of bringing more shoppers to neighborhood farmers markets, as well as promoting healthy food and increasing food access for low-income shoppers.

Healthy corner stores. In 2012, Los Angeles County created the Healthy Corner Store Conversion Program, a private-public partnership that works to bring nutritious and fresh foods to communities that lack it. The program is administered by NCB Capital Impact in conjunction with the California FreshWorks Fund. The fund received almost $250 million in capital from industry, nonprofit, and government partners to finance new and upgrade existing grocery and corner stores in underserved communities.

Performance evaluation

Distance-based measures of food access are common ways to assess performance. Equity kNOW, a collaboration between Public Health—Seattle & King County and Futurewise, has created a countywide map of access to grocery stores and farmers markets. King County has resources available that measure food access, available at King County AIMs High. USDA also maintains the Food Access Research Atlas. Programs to encourage more healthy food outlets could also track number of new outlets taking advantage of incentives or change in the number of outlets overall. The City of Seattle Food Action Plan (2012) is currently monitoring and releasing annual reports on a variety of access measures including distance and food diverted from the waste stream.

Resources are available to help local jurisdictions evaluate food access in their communities and potentially establish quantifiable measures to track changes. Several jurisdictions have found the Retail Food Environment Index (RFEI) to be a useful indicator of the availability of healthy and unhealthy retail. The RFEI is calculated by dividing the total number of fast-food restaurants and convenience stores by the total number of supermarkets and produce vendors. More information and state-by-state maps of the Retail Food Environment Index are available online.

Implementation

Developing policy language

Jurisdictions can establish goals and policies that support healthy food retail, along with developing programs that can encourage more choices at the neighborhood scale. Policy language can focus on establishing land use policies that explicitly support healthy food access or encouraging healthy food purveyors, such as grocery stores and farmers markets, to locate near housing and transit. Some jurisdictions have developed numeric goals to achieve equitable food access.

Examples:

> Promote food security and public health by encouraging locally-based food production, distribution, and choice through the support of home and community gardens, farmers or public markets, and other small-scale, collaborative initiatives. (*City of Edmonds Comprehensive Plan - Community Sustainability Element, Goal F.3)*
>
> The City should consider access to food in the context of downtown land use decisions and support the creation of a permanent farmer's market as a catalyst project (2.1C.1). (*City of Tacoma Comprehensive Plan – Downtown Element, Policy 2.3E.B*)
>
> Provide opportunities for shops, services, recreation, and access to healthy food sources within walking or bicycling distance of homes, work places, and other gathering places. *(City of Redmond)*
>
> Bring 75% of Philadelphians within a 10-minute walk of healthy food. *(City of Philadelphia)*
>
> Ensure that more than 75 percent of the households in the city live within a half-mile of a full-service grocery store, fresh produce market, an ethnic market, or a convenience store that stocks fresh produce. *(City of Richmond, CA)*

To implement programs promoting availability of healthy food, an early step is defining eligibility for programs. If offering incentives to locate in underserved neighborhoods, it is important to define those locations and the types of operations eligible for incentives. It is also critical to understand the economic development and financing strategies available as they vary by project type and local ordinances and development regulations.

Grocery. ChangeLab Solutions has a 2009 publication, Getting to Grocery, which helps community leaders identify and overcome challenges to attracting grocery stores to underserved communities. The guide also explores several economic development proposals, with guidance for putting together an incentive package. Grocery incentive programs have been critiqued for providing tax preferences for grocery chains.

Jurisdictions should holistically consider their overall objectives in designing a program to attract grocery stores.

Policylink's 2007 resource guide, Coordinated Grocery Store Attraction Strategies , provides extensive documentation on ten steps to attract grocery retail to underserved communities. Components of strategies include stakeholder identification and outreach, financing and incentive opportunities, market analysis, and community marketing.

Farmers markets. Jurisdictions have adopted a variety of strategies to support location of farmers markets in their communities. Farmers markets are generally not significantly profitable for the organizations that run them, so additional incentives are helpful to locate and sustain farmers markets. Beyond location of markets, the cost of food at farmers markets can be a barrier for some shoppers. Programs to incentivize or offset the cost for shopping at farmers markets can be beneficial for both markets and low-income shoppers.

- Identify farmers markets as allowable uses in specific zones, including a range of market sizes.
- Provide clear guidance on how markets can locate on public land and start in your community.
- Provide financial support or sponsorship of markets.
- Support farmers market food assistance programs.
- Partner on developing permanent space for markets.

Developing marketing and community support to ensure a customer base at farmers markets can be an important component for their success. See the Food Policy Blueprint on Farmers Markets for additional detail and local examples for some of the strategies.

Healthy corner stores. Healthy corner stores have launched in several cities. The Healthy Corner Store Network provides examples of successful stores. The Los Angeles Food Policy Council's 2012 report Creating Healthy Corner Stores provides information on the best practices and necessary factors to convert corner stores to sell fresh fruits and vegetables.

Healthy corner stores are promising programs for healthy food access, but have had mixed success in their execution. Achieving long-term sustainability for these programs is an important factor to consider when launching a program – several resources are available to help develop a successful program.

Considerations for local implementation

There are a number of equity considerations for healthy food retail programs including location and access, food prices, and sustainable business models. There are multiple strategies to address healthy food access. It is imperative to select a strategy that best fits with the needs and sentiments of the jurisdiction. Entering the policy development process with a clear understanding of current conditions will help to guide the selection of a strategy.

Action by jurisdictions can take other forms. Beyond bringing healthy foods to underserved communities, jurisdictions may also consider transportation strategies that can be employed to support access to healthy food. These can include financing shuttles to grocery stores and encouraging transit planning or transportation project prioritization that considers food access.

Incentivizing healthy food retail is just one approach to increase access to fresh food. Education opportunities, skill sharing, and community events can also serve as tools to promote healthy eating habits.

For healthy corner store projects, Urban Food Link has developed a tip sheet for development of a successful project. Two other local resources include the Delridge Healthy Corner Store Project: A Toolkit for Community Organizers and Store Owners (July 2009) and Healthy Foods Here: Recommendations for Future Programming.

Local jurisdictions can also use zoning to reduce the density of fast food restaurants in certain areas, including the restriction of fast food restaurants being constructed within a certain radius of schools. A 2009 study on the relationship between fast-food restaurants near schools and obesity among middle and high school students in California found that exposure to poor-quality food environments has important effects on adolescent eating patterns and weight. The study recommends policy interventions limiting the proximity of fast-food restaurants to schools, which could help reduce adolescent obesity. ChangeLab Solutions' Model Healthy Food Zone Ordinance (2013) provides more information on model policy language and best practices for developing and implementing new zoning ordinances.

Challenges to implementation

Grocery, farmers markets, and healthy corner stores all face different challenges to implementation. Stimulating private development is challenging, and an incentive program may not bring the intended results.

Grocery. The United States Department of Agriculture identifies several challenges to improving food access in their report From Access to Affordable and Nutritious Food: Measuring and Understanding Food Deserts and Their Consequences. These challenges include local regulatory approval processes, assembling land, environmental remediation, higher operating costs in urban areas, lower traffic flow and less space for parking, and local politics, where officials and groups may have competing goals for development.

Farmers markets. The business models and economics of farmers markets require unique circumstances for market viability. A farmers market requires a fixed location with good access, high visibility, committed vendors and shoppers, and a skilled operator, among other qualities, to succeed. King County profiles some challenges faced by local farmers markets in its King County Farmers Market Report.

Healthy corner stores. Sustaining healthy corner stores can prove difficult, as smaller stores do not have the purchasing power of grocery stores, and cannot pass cost savings along to consumers. Additionally, stock turnover may not be fast enough or stores may be unequipped to handle perishable food items.

Food access has multiple components, and distance to healthy food outlets is just one factor. Access to culturally appropriate foods, food prices and quality also impact choices, so developing easier-to-reach locations is only one element of food access.

Resources

Communities Putting Prevention to Work (CPPW) Healthy Foods Here's GIS Baseline Assessment of the Food Retail Environment for Healthy Foods Here, a CPPW-funded Project in King County, Washington (2010)

Centers for Disease Prevention and Control's State Initiatives Supporting Healthier Food Retail: An Overview of the National Landscape

Healthy Corner Stores Network (2013)

Healthy Food Access Portal's Grocery Stores Resources (2014)

King County: Community Health Indicators (2010)

Project for Public Spaces' Farmers Markets as a Strategy to Improve Access to Healthy Food for Low-Income Families and Communities

Seattle Women's Commission's Seattle Women and Food Access (2014)

UW Northwest Center for Livable Communities' Food Access Policy and Planning Guide (2011)

Washington State Department of Health's Growing Nourishing Food Systems: A Guide for Local Governments to Improve Healthy Eating in Washington State (2012)

Washington State Farmers Market Association's Resource Center (2014)

Inclusive Contracting and Business Development Programs

Background

Definition

Inclusive contracting and business development programs provide access and opportunities for a more diverse range of businesses and entrepreneurs to contribute to the local and regional economy. These programs can also provide access to family wage jobs, job training, and technical assistance and funding.

Health, equity, and sustainability considerations

As Washington continues to become more diverse, support of small, women- and minority-owned businesses is an increasingly important part of an economic development strategy. These businesses are a crucial part of the region's economy, both in terms of economic impact and in terms of job creation. As a number of small, women- and minority-owned businesses grows, the success of these businesses translates to more jobs, increased wealth and long-term prosperity for the region's residents. More must be done to ensure that these entrepreneurs have the tools, resources and access they need to be successful.

The Alameda County Public Health Department asserts that socioeconomic status, a measure of income, education, and/or occupation, is a powerful predictor of health. Individuals with a higher socioeconomic status tend to live longer and experience fewer health problems across the course of life. Thus, improving access to family wage jobs and job training may have a profound impact on health.

Immigrant entrepreneurs start businesses at higher rates than native-born Americans.

In 1998, Initiative 200 (I-200) passed in Washington State prohibiting racial and gender preferences by state and local government. Because of the restrictions of I-200, state and local organizations focus outreach and strategies specifically around supporting small businesses. In addition, many "small business" services provided by non-state or local organizations have specific outreach efforts related to women- and minority-owned businesses.

Program and Policy Examples

Program Examples

Strategies that municipalities and other organizations can implement to support small, women- and minority-owned businesses focus on expanding contracting opportunities for these businesses and better connecting these businesses to financial and technical assistance. These include:

- *Small, women- and minority-owned business contracting opportunities.* Many local jurisdictions and counties, the State of Washington, and federal agencies offer small, women- and minority-

owned businesses opportunities to contract on public works projects, including good and services, construction, and consulting contracts.

- *Apprenticeship programs.* Apprenticeship programs help to train workers, primarily in the construction industry. This is important as trends in recent demographic studies forecast a shortage of skilled workers. These programs provide opportunities for minorities, women, persons with disabilities, and economically disadvantaged youth to participate in public works projects.
- *Community workforce agreements.* A community workforce agreement consists of a project labor agreement that includes a targeted hire provision designed to get low-income workers into construction careers.
- *Financing and technical support.* Numerous public and private organizations provide a variety of financial and technical support services to help small, women- and minority-owned businesses become more competitive in the local and regional economy.

How is it used locally?

Below are some of the programs, organizations, and best practices in the region:

Local Jurisdictions

The Tacoma City Council's Government Performance and Finance Committee develops, implements, and monitors policies, programs, and services related to city workforce development and diversity. The city has made equity a top strategic objective for 2014. This includes working towards the following outcomes:

- A workforce that more effectively interacts with the community it serves because of its raised awareness of equity, including racial equity.
- A workforce within the City of Tacoma that reflects the community it serves.

King County Finance and Business Operations runs the Procurement Reform Initiative launched in 2010 that has implemented new contracting methods, a small business accelerator and new regional partnerships for small business certification, bolstered by a more efficient and equitable environment that has made it easier for small firms to do business with the county. In 2013, this program won the Crystal Eagle award from Tabor 100, a non-profit association of entrepreneurs and business advocates committed to economic power, educational excellence and social equity for African-Americans and the community at large.

Sound Transit's diversity program develops strategies and policies to provide meaningful contracting opportunities to minority, women, and disadvantaged businesses. The aim is for these businesses to have equal employment opportunities to compete for contract work and for Sound Transit to achieve a workforce diversity reflective of the central Puget Sound region.

The City of Seattle Labor Equity Group is committed to ensuring access for women, people of color, and others with social and economic disadvantages, particularly those in Seattle, in pursuit of construction careers. City Purchasing and Contracting Services implements policies to support career pipelines and employment of such workers through city-funded construction contracts.

The City of Seattle utilizes community workforce agreements to ensure equitable hiring on public works construction projects. In 2013, the Seattle Housing Authority, the City of Seattle, King County, and organized labor entered an agreement for the Yesler Terrace Redevelopment. This community workforce

agreement sets goals and metrics for equal employment and small business opportunities for the construction project.

In order to broaden the benefits of the city's contracts, the City of Seattle requires apprenticeship on all city construction contracts above $1 million in value. The city is studying policies and practices in Seattle and elsewhere to determine improvements that increase worker diversity on construction sites.

In 2013, Seattle Resolution 31485 created Construction Careers Advisory Committee to review the city's current contracting program and outcomes, best practices from other jurisdictions, and make policy and program recommendations based on their work.

Community Advocates

Performance First is an educational curriculum designed to help large corporations improve their procurement and purchasing systems with regard to minority-owned businesses.

The Billion Dollar Roundtable promotes and shares best practices in supply chain diversity excellence through the production of white papers. In discussions, the members review common issues, opportunities and strategies.

The Small Business Transportation Resource Center provides one-on-one business counseling, access to capital assistance, and procurement assistance.

Procurement Technical Assistance Center provides statewide services in King, Kitsap, Pierce, and Snohomish counties including interpretations of solicitations to help small business owners understand government contract opportunities. The Center also provides registration and certifications of 8(a), HUBZone, small disadvantages, veteran-owned, women-owned, and minority-owned businesses, and marketing assistance to help businesses determine target markets and how to best access these markets.

The University of Washington's Entrepreneurial Law Clinic offers business planning, structure and governance services. The Clinic also consults on employment law, business licensing, and tax planning and compliance.

Score provides free mentoring covering topics such as finance and accounting, business planning, marketing strategy, IT services, and legal issues. It also offers workshops and events, and free templates and tools.

SouthEast Effective Development (SEED) offers business assistance including planning, financing, legal issues, and marketing.

Washington CASH provides business education and one-on-one coaching.

Northwest Mountain Minority Supplier Development Council is home to the Minority Business Executive Program that works to increase the competitiveness of Minority Business Enterprises.

The Puget Sound Latino Chamber of Commerce offers entrepreneurial development training including one-on-one sessions for women.

The Seattle Chinatown International District Preservation and Development Authority (SCIDpda) provides accounting and legal counseling, and a variety of workshops and training sessions.

Implementation

Model policy language

The City of Seattle's Elliott Bay Sea Wall construction project community workforce agreement outlines model policy language and the elements commonly found in formal agreements.

The Partnership for Working Families' Community Workforce Agreements: The Pathway to Coalitions Between Labor and Community (2010) provides basic information on community workforce agreements, including a discussion of common components, an overview of best practices, and examples.
In the Public Interest's Sample Responsible Contracting Legislation and Policy provides best practices and sample legislation and policy from across the country.

Considerations for local implementation

Immigrant entrepreneurs start businesses at higher rates than native-born Americans. Many immigrant entrepreneurs have been underserved by traditional business support programs and lenders. Local jurisdictions can help improve access to existing support services by increasing awareness, and developing culturally appropriate and linguistically accessible training.

Resources

Alameda County Public Health Department's Life and Death from Unnatural Causes: Health and Social Equity in Alameda County (2008)

King County's Changing Demographics (2013)

Partnership for Working Families' Policy & Tools (2012)

Performance First's Supplier Diversity Toolkit (2009)

Prosperity Partnership's Minority-Owned Business Development Strategy (2008)

Puget Sound Regional Council's Regional Economic Strategy for the Central Puget Sound Region (2012)

Washington State Office of Minority & Women's Business Enterprises' Resource for Small Businesses (2014)

Joint Use Agreements

Background

Definition

Shared use (also sometimes known as "joint use") is the sharing of space by the entity that owns the facility with one or more other entities. A shared use agreement is a written document that memorializes the agreement to share space. Typically the shared use agreement will lay out the terms and conditions of usage and address other matters such as fees and liability.

Successful partnerships between agencies, schools or other organizations rely on a well written agreement that clarifies rights and responsibilities.

JUAs can have a simple scope (e.g., opening school playgrounds to the public outside of school hours) to complex (allowing community individuals and groups to access all school recreation facilities).

See the Change Labs Factsheet for more about the benefits of written, shared-use agreements.

Health, equity and sustainability considerations

Joint use agreements can promote active and healthy lifestyles. Sharing spaces and recreation facilities can help to increase access to physical activity and healthy eating.

Many communities lack safe, adequate places for children and their families to exercise and play. Schools might have a variety of recreational facilities—gymnasiums, playgrounds, fields, courts, tracks—but many districts close their property to the public after school hours because of concerns about costs, vandalism, security, maintenance, and liability in the event of injury. Joint use agreements address these liability concerns and emphasize efficiency and maximizing community resources to meet community needs. When groups share space, limited resources can be utilized to meet other community needs rather than building new facilities.

People with access to nearby parks and recreational facilities exercised 38% more than those who do not have easy access.

Joint use agreements can also create and strengthen community partnerships. Community players who have never interacted may come together to form and carry out a joint use agreement to serve the needs of the community.

Program and Policy Examples

Program examples

Public vs. private property owners

Shared use agreements can occur between private owners, between private and public owners, and between public owners.

- Private-Private: A person who has a treadmill may work out an agreement with his neighbor who has a basketball hoop so that they can use each other's equipment.
- Private-Public: Public owners may work together with private owners to create a walking trail across their combined lands.
- Public-Public: A common example of this type of shared use is between cities and school districts. The agreement may allow the city to hold community forums in school classrooms.

How is it used locally?

In 2014, Highline School District #401 and the cities of Burien, Des Moines, Normandy Park, and SeaTac entered into a joint use agreement to allow for the reciprocal use of building, recreational spaces, and fields. The agreement allows the local jurisdictions and school district to work together to fit the needs of all agencies.

Seattle School District #1 and Seattle Parks and Recreation entered into a five year (2010-2015) joint use agreement. The agreement outlines shared use to ensure that all public facilities and groups "shall benefit and be used by Seattle children, adults, and families to the maximum extent possible. It is incumbent upon the District and Parks to develop a unified approach to serving the community's recreation needs and to cooperatively maintain Parks and District facilities and grounds in order to foster community and neighborhood learning and vitality."

Decision-making applications

Change Lab Solutions has developed a checklist to help in identifying issues to consider when developing a JUA to share existing facilities.

Additionally, the Childhood Obesity Prevention Coalition offers: Shared use for Washington State: A toolkit to guide community partners in forming successful agreements, a step-by-step guide for approaching a shared use agreement.

Performance evaluation

What makes joint use partnerships successful?

- Clearly articulated goals
- Detailed planning that includes sources of funding and division of responsibilities
- A recognition of the individual benefits to each partner
- A long-term commitment from everyone involved
- Ongoing communication among partners and with the community
- A process for resolving any conflicts that may arise
- Support from policy makers and community members

Implementation

Developing policy language

In Washington, interlocal agreements (agreements between two governmental entities) historically required statutory authorization. In 1967, the Interlocal Cooperation Act (39.34 RCW) was passed, which

allows government agencies to jointly perform tasks. The Act specifies that if an agency has the authority to perform a task, then it may work with others to accomplish that task. It is common for governments to label their shared use agreements "interlocal agreements" rather than "shared use agreements," but the purpose and content are the same.

Change Lab Solutions has developed a series of Model Joint Use Agreements.

The following list describes the model JUAs available:

- *Joint Use Agreement 1: Opening Outdoor School Facilities for Use during Non-School Hours.* An agreement in which the community can use designated school district outdoor recreation facilities.
- *Joint Use Agreement 2: Opening Indoor and Outdoor School Facilities for Use during Non-School Hours.* An agreement in which the community can use designated school district indoor and outdoor recreation facilities.
- *Joint Use Agreement 3: Opening School Facilities for Use during Non-School Hours & Authorizing Third Parties to Operate Programs.* An agreement in which the community can use designated school district indoor and outdoor recreation facilities, and it also allows for third parties, to operate recreation programs using school facilities.
- *Joint Use Agreement 4: Joint Use of District and City Recreation Facilities.* An agreement in which the school district and local government agree to open all or designated recreational facilities to each other for community and school use. It also allows for third parties to operate recreation programs using school facilities.

Model policy language

The 2001 Joint Use Agreement between Shoreline School District #412 and the City of Shoreline includes a joint use agreement that outlines shared use of: school facilities; city facilities; scheduling; staffing; fees; dispute resolution; replacement of materials/equipment; improvement; maintenance, operation and refurbishment; termination; and insurance. It also includes addendums to the agreement for specific schools, playfields, and other recreation facilities.

Considerations for local implementation

Fifty-State Scan of Laws Addressing Community Use of Schools is a state-by-state overview of statutes about whether school property can be used by the community for recreation. You can also learn about special rules regarding liability, fees, insurance, joint use, or applicability to K-12 or universities/colleges.

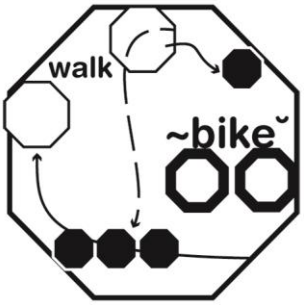
The Summary of Legal Rules Governing Liability for Recreational Use of School Facilities focuses on liability, outlining what general liability standards are applied, as well as any limitations on liability or damages. This summary is especially useful to better understand how states might apply liability rules for injuries that occur during community use of school facilities.

Resources

Childhood Obesity Prevention Coalition: Shared use for Washington State: A toolkit to guide community partners in forming successful agreement (2012)

MSRC Intergovernmental Cooperation in Parks and Recreation (2014)

Multimodal Concurrency



Background

Definition

Concurrency describes a planning process that ensures that transportation infrastructure supports new and existing development as it occurs according to local standards for transportation system performance. These local standards are known as level-of-service standards. As development brings new demands on the transportation system, concurrency programs help a community ensure its facilities and services keep pace. Conversely, local jurisdictions can also use transportation facilities and concurrency programs to support and encourage desired patterns of growth. The Growth Management Act defines transportation concurrency to mean that necessary improvements are in place at the time of development, or that funding is in place to complete the necessary improvements within six years (RCW 36.70A.070(6), RCW 36.70A.108). The types of improvements shown in the statute include increased public transportation service, ride sharing programs, demand management, and other transportation systems management strategies; interestingly, automobile trips are not mentioned. Concurrency requirements can also be established for utilities and public services. Concurrency programs often drive infrastructure funding decisions. In effect, "you get what you measure."

Multimodal concurrency refers to a concurrency program that recognizes that the transportation system is multimodal, including motor vehicles, pedestrians, transit, and bicycles. Multimodal concurrency requires either multiple level-of-service standards that are specific to each mode (e.g., one standard for the pedestrian network, one for transit), or one unified level-of-service standard that considers all modes together (e.g., person-trip capacity across all modes compared to demand).

Concurrency mitigation refers to financial or in-kind contributions by developers in situations where the transportation system is unable to accommodate the predicted demand from the proposed development. Multimodal concurrency programs allow developers to mitigate concurrency failures with improvements to pedestrian, transit, and bicycle networks, as well as roadways and intersections.

Health, equity and sustainability considerations

Establishing, improving, and maintaining multimodal LOS standards and concurrency programs promotes physically active transportation by making planning for pedestrian, bicycle and transit travel more visible and transparent to planners, elected officials, and members of the community. Multimodal concurrency programs also make it easier for growth and development to contribute to multimodal transportation facilities. Accessible, safe, and well-designed facilities benefit users of all incomes, ages, physical ability, and language proficiency. One recent study conducted in King County found that a 5% increase in neighborhood walkability is associated with 32.1% more minutes devoted to physically active travel and about one-quarter point lower Body Mass Index or BMI (0.228). Multimodal facilities also promote more environmentally sustainable methods of transportation, and can increase access across income levels when used alongside other sustainable planning methods such as compact, mixed-use neighborhoods and transit-oriented development.

There are over 300 miles of regional trails and bicycle paths in King County.

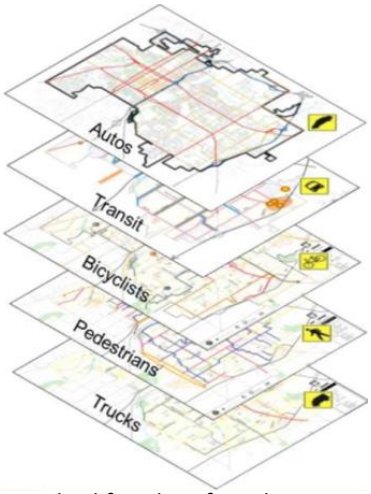
The Growth Management Act requires level-of-service standards for arterials and transit routes, but does not prescribe what these standards should be. In fact local governments have "virtually limitless discretion" when setting LOS standards. The central Puget Sound region's Multicounty Planning Policies similarly require local jurisdictions to "address nonmotorized, pedestrian, and other multimodal types of transportation options in concurrency programs – both in assessment and mitigation", but do not specify standards or measurement methodology.

To make progress towards a more active, safe, and equitable transportation network, local jurisdictions should incorporate multimodal provisions for bicycles, pedestrians, and transit into the concurrency assessment and mitigation components of their transportation planning process. Multimodal level-of-service standards should be set to prioritize the movement of people and goods instead of only the movement of vehicles. Level-of-service standards should encourage development that can be supported by transit and the improvement of conditions for walking, bicycling, and transit use.

Program and Policy Examples

Program examples

There are various approaches for establishing multimodal level of service. There is no "one-size-fits-all" methodology for measuring multimodal level of service. Concurrency should be tailored to local land use goals and infrastructure needs.



Layered Networks

The layered networks approach evaluates and plans for each mode as a separate network while also considering intermodal connections and relationships between the needs of different travel modes. Layered networks may designate modal emphasis by street to create a complete streets network. This approach recognizes that while all traveler types need to be accommodated within a community, no single street can accommodate all transportation users at all times. The layered network concept envisions streets as systems, with each street type designed to create a high quality experience for its intended users. A layered network approach can also use context sensitive land use and mode overlays to enhance additional transportation modes. This also allows preferred features by mode for evaluating level of service per layer. This provides a method for identifying layer specific deficiencies and prioritizing improvements.

In June, 2009, the Puget Sound Regional Council prepared a special report on multimodal concurrency (PSRC and City of Bellevue Multimodal Concurrency Pilot Project) to the Washington State Legislature's Joint Transportation Committee. The report includes a proposed method, or template, and suggested metrics for each mode (see chapter III) as well as background and context on multimodal concurrency.

2010 Highway Capacity Manual

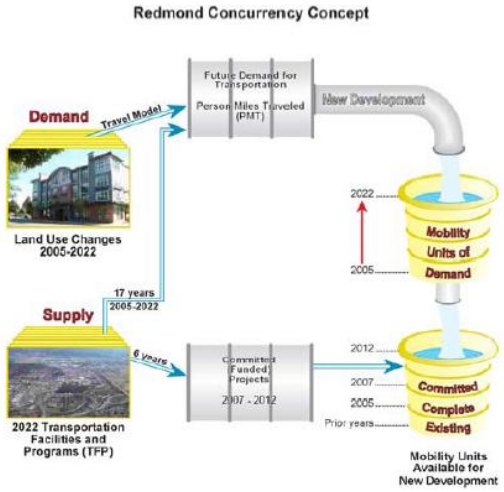
The 2010 Highway Capacity Manual (HCM 2010) provides detailed information on how to calculate LOS for bicycles and pedestrians on urban streets and at intersections. The HCM manual includes methodologies that account for travel lanes, bike lanes, parking, landscaping, sidewalks and bus shelters. The LOS

standards are based on quality of service and comfort as well as speed of traffic and vehicle volumes. LOS measures are graded A through F for each mode and then the LOS ratings can be layered so that all modes are addressed when prioritizing the needs for the transportation network.

Person Capacity vs. Automobile Capacity

Plan-Based Transportation Concurrency System - City of Redmond

The City of Redmond uses this tool to manage the pace of development while providing transportation improvements for all users, including bicyclists, pedestrians, drivers, and transit riders. The concurrency concept in Redmond is simple – compare system demand to system supply by comparing Transportation Mobility Units (TMU). This approach estimates person demand by mode of travel to the supply (available supply of mobility units) and then uses this comparison to apply the concurrency review process when development occurs.



Person Delay

Another example of multimodal level of service that addresses people as opposed to vehicles is measuring person delay. This measure uses microsimulation to evaluate the delay per person for each mode of travel at an intersection. This allows for all the various transportation modes to be combined and compared equally. In addition, this microsimulation is conducive to evaluating alternatives in project development. Some benefits of using person delay are that all modes are accounted for (including vehicle and transit occupancy) and it provides insight into how different types of improvements can benefit different modes. This example of person delay is from the UC Davis Campus and from the Fehr and Peers MMLOS Toolkit.

Bellingham's Multimodal Transportation Concurrency Program (BMC 13.70) was one of the first in the nation to move beyond traditional auto-oriented level-of-service measurements to assess the adequacy of the citywide transportation network and has been featured in a wide variety of state and national publications.

The City of Bellingham combines multimodal LOS standards and a "plan-based" multimodal transportation concurrency system tailored to achieving local Bellingham Comprehensive Plan goals and priorities for urban infill and multimodal transportation. By separating the city into separate districts, Bellingham can tailor its program to special land use and transportation needs, as well as creating a closer nexus between development and investments. This method is GIS-based and measures pedestrian, bike and trail data on an annual basis in addition to arterial street traffic, transit ridership and transit seated capacity.

Implementation

Minimum Expectations

Multimodal concurrency and LOS programs that meet the requirements of the Growth Management Act and, within central Puget Sound, multicounty planning policies in VISION 2040, will include elements such as the following:

1. *A methodology to evaluate levels of service for transit, bicycles, and pedestrians and autos.*
    a. Single LOS standard: The LOS evaluation methodology can be unified across all modes (e.g., person-trip volume-to-capacity with capacity contributions from transit, sidewalks, and bike lanes in addition to vehicles), or separate methodologies for each mode.
    b. Mode-specific LOS standard: Auto LOS standards generally focus on volume-to-capacity ratios, while bicycle and pedestrian levels of service may more appropriately focus on presence of facilities since congestion of these specific modes is less of a concern. In more urbanized parts of the region, capacity of transit and reducing overcrowding may be the primary concern. In less urbanized parts of the region, presence, frequency, or span of service of transit may be the most important measures.
2. *A level-of-service standard based on the methodology.* These standards should reflect the community's expectations for transportation performance during the comprehensive plan period. LOS standards should balance community goals, available and anticipated funding, and the impacts of planned growth (including availability of developer mitigation). Standards should be tailored to different subareas to align concurrency with growth goals. Standards can be for areas, corridors, screenlines, or a combination.
3. *Identification of existing and future deficiencies.* Developing a program that clearly identifies multimodal deficiencies (i.e., facilities that are currently operating below the adopted LOS standard), as well as those that are projected to operate below the standard in the future, is a key to ensuring mitigation is multimodal.
4. *Strategies for addressing existing and future deficiencies.*
    a. Identify projects, programs, or strategies that will address existing and future deficiencies: Doing this at the planning stage, rather than the individual development stage, provides more certainty that the mitigations will align with jurisdictional goals; funding required from developers can be used to fund these pre-identified projects.
    b. Identify reasonable funding program: This will include traditional funding sources as well as developer mitigations for multimodal improvements. This can be a concurrency-based mitigation program, ad-hoc SEPA mitigation, or impact fees. Developer mitigation is usually only appropriate for addressing deficiencies resulting from the development.

Developing Policy Language

The Washington Department of Commerce Transportation Guidebook (see p. 140) provides guidance for jurisdictions on developing GMA-compliant transportation elements.

Fehr & Peers has also developed an MMLOS Toolkit, which includes 16 methodologies for establishing multimodal level of service with considerations for urban, suburban, and rural communities.

Resources

Transportation Research Board's Highway Capacity Manual (2010)

FDOT's Quality/Level of Service Handbook (2013)

Cascade Bicycle Club's Multimodal Level of Service in King County (2011)

Commerce - PSRC and City of Bellevue's Multimodal Concurrency Pilot Project (2009)

Washington State Transportation Center's Options for Making Concurrency More Multimodal (2006)

Washington State Transportation Center's The Possibilities of Transportation Concurrency: Proposal and Evaluation of Measurement Alternatives (2003)

Victoria Transport Policy Institute's Potential Multimodal LOS Indicators (2014)

Redmond's Multimodal Plan-Based Transportation Concurrency System (2009)

APA's Multi-modal Transportation Planning in Bellingham, WA (2009)

City of Sammamish's Concurrency Program (2013)

PSRC's Adopted Level of Service Standards for Regionally Significant State Highways (2014)

WSDOT Community Planning Portal's Transportation Data for Planning (2014)

VTPI's Multimodal Level-of-Service Indicators Resource List (scroll to bottom) (2014)

Washington State Transportation Center's 2007 Concurrency Study Resources (2007)


STOP

Opportunity Mapping

Background

Definition

A neighborhood's social, physical, and economic conditions can have enormous impacts on the life outcomes of community members. These neighborhood conditions are the essence of "opportunity"—defined as "a situation or condition that places individuals in a position to be more likely to succeed and excel." (Equity, Opportunity, And Sustainability In The Central Puget Sound Region: Geography Of Opportunity In The Central Puget Sound Region, 2012) Mapping access to opportunity ("Opportunity Mapping") is a research tool that measures various neighborhood indicators to understand where neighborhoods of opportunity exist and assess who has access to them.

The Kirwan Institute for the Study of Race and Ethnicity, who developed the methodology for Opportunity Mapping and has led opportunity analysis efforts across the country, explains the framework in the following terms:

> An extensive body of research has established that neighborhood conditions and proximity to opportunities such as high performing education or sustainable employment have a critical impact on quality of life and self-advancement. The central premise of opportunity mapping is that residents of a metropolitan area are situated within an interconnected web of opportunities that shape their quality of life. Opportunity mapping provides an analytical framework to measure opportunity comprehensively in metropolitan regions and determine who has access to opportunity rich areas. Opportunity mapping also provides a framework to assess what factors are limiting opportunity in a community and can assist in identifying what measures are needed to remedy these impediments to opportunity.

Health, equity, and sustainability considerations

There are many direct health and equity considerations in the Opportunity Mapping framework, both in terms of indicators measured and policy implementations. The following text from the central Puget Sound region's Opportunity Mapping analysis (2012) succinctly captures how health and equity serve as the underlying principles for the analysis:

> [Opportunity Mapping] is based on two premises: (1) All people should have fair access to the critical opportunity structures and the necessary social infrastructure to succeed in life. (2) Connecting people to opportunity creates positive, transformative change in communities. The Communities of Opportunity model advocates for a fair investment in all people and neighborhoods, to improve life outcomes for all citizens, and to improve the health of entire regions.

Because no single factor contributes solely to the success or marginalization of a community or demographic group, the Opportunity Map methodology examines many different health and equity measures—such as high rates of incarceration, neighborhood disinvestment, housing barriers, educational and early childhood challenges, and labor market discrimination—that may act in

combination to restrict access to opportunities and severely limit the individual and collective ability to build assets.

In addition, access to opportunity is a sustainability issue. Sustainable growth that is sensitive to the needs of marginalized populations makes urban communities areas more attractive to wide range of people by addressing the social, economic and environmental quality of places where people live. Inclusive and thriving communities that attract future growth may result in many environmental benefits including decreases in greenhouse gas emissions, improved air and water quality, and a reduction in pressure to convert rural and resource lands.

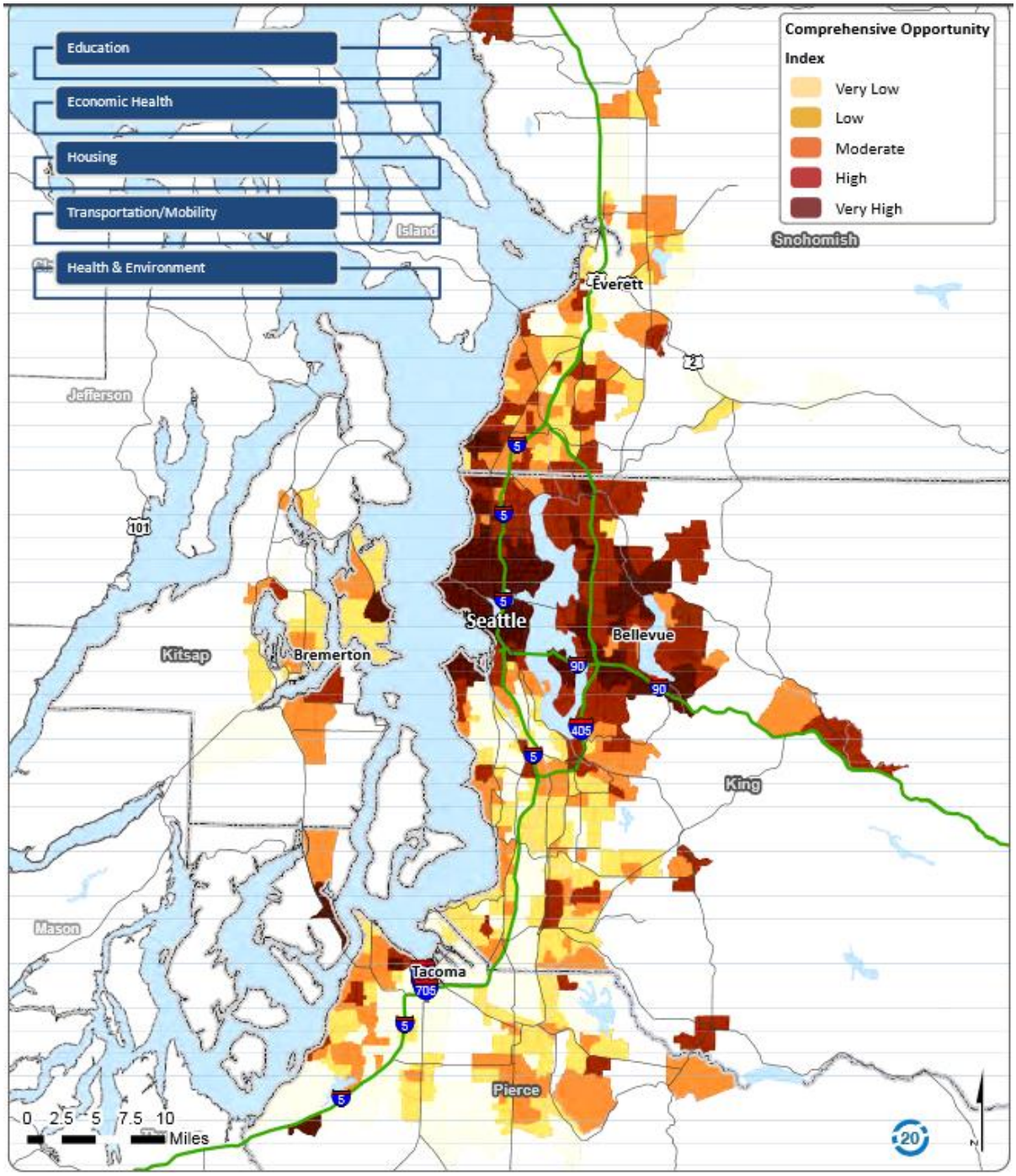
Program and Policy Examples

Program example: *Growing Transit Communities Partnership*

The Puget Sound Regional Council partnered with the Kirwan Institute in 2012 to analyze access to opportunity in the four-county central Puget Sound region. The work was completed as part of the Growing Transit Communities Partnership, a three-year effort supported by a Sustainable Communities Regional Planning Grant through the U.S. Department of Housing and Urban Development. The analysis examined a total of 20 indicators across five sub-measures of opportunity—education, economic health, housing and neighborhood quality, mobility and transportation, and health and environment. See the following figure for the complete list of indicators.

Central Puget Sound Region Opportunity Sub-Measures and Data Indicators

The resulting report, *Equity, Opportunity and Sustainability in the Central Puget Sound Region* (2012), documents disparities in access to opportunity in the region, provides maps for each opportunity sub-measure, and uses graphical overlays to illustrate the intersection of access to opportunity with a number of additional community characteristics, such as race and housing cost-burden. An interactive web-based mapping tool allows users to view neighborhood-level data for each of the 20 indicators and thematic overlays. See the map below for the Comprehensive Opportunity Index results for the central Puget Sound region.



Central Puget Sound Region Comprehensive Access to Opportunity Index Results, 2012

The central Puget Sound region Opportunity Mapping analysis generated four major recommendations:

- Leverage the success of HUD site-based affordable housing near high opportunity areas to promote economic mobility of low-income residents
- Use the [opportunity] map to help voucher holders move to areas with access to opportunity
- Emphasize linkages between areas of low and high opportunity as the Sound Transit Regional Transit Plans (ST2) are implemented

- Invest in the fundamentals of opportunity to improve access for current and future neighborhood residents.

Since its completion in 2012, the Opportunity Mapping analysis has been used to help inform plans and investments at the regional level. For example:

- The Growing Transit Communities Partnership used Opportunity Mapping results in a People + Place Implementation Typology that linked specific implementation strategies to each of 74 transit communities based on their physical and social characteristics. The Opportunity Mapping contributed to a community's "People Profile" that measured the degree to which a transit community's social infrastructure supports a community context in which residents may succeed and thrive (Access to Opportunity) and the likelihood that growth pressures will present a risk of displacement and other negative impacts on communities (Displacement Risk). The People Profile has been used to inform implementation strategies such as community needs assessments and monitoring, affordable housing preservation and production strategies, and community stabilization and revitalization efforts.
- The Opportunity Mapping analysis has also been used to inform prioritization of regional transportation projects. The 2014 update to Transportation 2040, the region's long-range transportation plan, included a comprehensive prioritization process to balance the transportation financial plan with key VISION 2040 policy objectives. "Social equity and access to opportunity," one of nine measures used to evaluate projects, used the Opportunity Mapping results to address "the extent to which projects improve mobility and/or reduce negative impact to minority, low income, elderly, youth, people with disabilities, and non-vehicle owning populations, and whether they support access to opportunities."

Implementation

Considerations for local implementation

Local jurisdictions and community organizations may use the data from Opportunity Mapping in many ways. For example, the City of Tacoma has included Opportunity Mapping data in their subarea plan for the North Downtown area in order to illustrate community needs. The City of Seattle has used Opportunity Mapping data as part of personnel trainings on race and equity issues.

Broadly speaking, Opportunity Mapping analyses may illustrate disparities between communities or demographic groups, and inform community planning and investments. Local implementation from Opportunity Mapping analyses may include more detailed community needs assessments to understand the root causes of disparities, transportation and housing investments to improve equitable access to opportunity-rich communities, and targeted community investments to address needs in areas of lower access to opportunity.

In addition to the methodology by the Kirwan Institute and specific data set, there are other ways local jurisdictions are looking at these issues. For example:

- The King County Department of Natural Resources and Parks carried out an equity assessment for its major lines of business. The assessment utilized Geographic Information Systems to map how selected services and faciliites relate to basic demographic conditions. This comparison helps to identify and address the relative fairness in distribution of benefits and burdens across the servcie areas, with the goal of reducing racial or income-based inequity associated with facilities and programs.

Resources

Kirwan Institute's Opportunity Mapping Initiative and Project Listing Resource Page (2013)

Kirwan Institute's Place Matters: Using Mapping to Plan for Opportunity, Equity, and Sustainability

Kirwan Institute's The Geography of Opportunity: Mapping to Promote Equitable Community Development and Fair Housing in King County, WA (2010)

PolicyLink's Community Mapping for Health Equity Advocacy (2009)

Public Health—Seattle & King County's Community Health Indicators (2014)

Puget Sound Regional Council Growing Transit Communities' Opportunity Mapping Resource Page (2013)


BABY CHICKS

Parking Management

Background

Definition

Every automobile trip starts and ends at a parking space. Parking is provided in a variety of contexts: on-street public parking, off-street public parking, private pay lots, and on-site parking for the residents, customers, and employees of private development. In all its forms, parking is a dominant land use in most neighborhoods. There are many good reasons for this. Cars remain the primary mode of transportation in the U.S. and businesses and residents alike rely on parking availability at the start and finish of daily trips of all kinds. However, there are many downsides to the way in which parking supply, and particularly oversupply, has been shaped by public policy.

Health, equity, and sustainability considerations

Parking lots and structured parking contribute to a built environment that discourages walking, biking, and transit use. Rigid and excessive parking requirements for new development can result in inefficient use of urban land, reduced densities, and increased costs that drive up the cost of housing and commercial space and may even render compact development financially infeasible. Public policies that seek to ensure a ready supply of free parking create an incentive for single-occupant auto travel, with negative impacts on air quality, congestion, and public health. Finally, surface parking increases the square footage of impervious surfaces, leading to increased polluted runoff and higher stormwater volumes.

Most new developments provide 50% more parking than is needed.

According to Parking Evaluation by the Victoria Transport Policy Institute, a typical off-street parking space uses 300-400 square feet of land, whether in a surface lot or parking structure. On-street parking requires 140-160 square feet per space. As a result, up to half or more of the land in many U.S. cities is devoted to parking.

Research from the Victoria Transport Policy Institute also shows that construction costs for structured parking are estimated to total $20,000 for above ground and $40,000 for below ground parking per stall. These figures do not include the lost opportunity cost of land or development capacity for space that could have been occupied by additional housing or commercial space. Structured parking costs add an estimated 12.5% to the cost of housing for each stall required.

Local governments can address the need for automobile parking while mitigating many of its negative impacts by using a range of innovative parking management tools to ensure a tighter fit of parking supply to actual demand. The tools described in this overview of parking management encompass a range of approaches, from flexible regulations to pricing strategies to district-wide management of parking supply.

Program and Policy Examples

Program examples

Most local governments set minimum parking requirements for every land use while at the same time providing free on-street parking. These requirements typically ensure that developers will provide enough spaces to satisfy the peak demand for free parking. Some estimates suggest that 99% of all parking is provided at no cost to the user. The result is that parking is highly subsidized by the public, developers, consumers, and households through increased rents. There are examples, however, of fresh approaches to regulating and managing parking that achieve more balanced and sustainable outcomes.

King County Metro's Right Size Parking project focuses the best available data and innovative tools to inform the management of parking supply for multifamily residential projects. The project aims to reduce the oversupply of residential parking that compromises the ability of local communities to achieve sustainable, healthy, and transit-supportive outcomes.

The project has produced guidance on local best practices and for parking policies in multifamily residential development, including a summary table showing parking tools used by communities and a review of market-based and other innovative approaches to parking management as an alternative to mandatory minimums.

Right Size Parking carried out original research on parking utilization in multifamily projects throughout King County. Using a robust set of factors, including transit service, housing prices, and demographics, the project developed a model for predicting parking needs for different types of multifamily projects in a variety of urban locations. The model is at the heart of an online calculator that can be used to inform local policy discussions.

The City of Ithaca, New York, has eliminated minimum parking requirements in selected residential zones, and has established a committee to evaluate zoning assumptions about parking minimums for new developments (as well as off-street parking pricing). Additionally, the city hired its first Director of Parking to oversee implementation of changes to parking minimums and monitor pricing of public parking.

The City of Santa Monica, California, adopted policy that created an alternative parking provision, rather than eliminating minimum parking requirements. In 1986, the Santa Monica City Council approved a business assessment district to fund improvements for the downtown Promenade area. Part of that program included this critical piece: it gave developers the ability to opt out of providing the required on-site parking by paying an annual fee of $1.50 per square foot of floor area added for which there was no parking provided. This new policy allows small-scale developers and entrepreneurs to find and implement the most successful uses for those properties without having to worry about whether meeting the expensive minimum parking requirements was practical or cost-effective.

The City of Pasadena implemented higher prices per hour and longer metered times for on-street parking in the Old Town Pasadena commercial district. The parking revenue went directly to Old Town Pasadena to pay for building and sidewalk improvements and maintenance. The higher prices have led to a better balance between the supply and demand for parking, with more vacant parking spots now available, thus

reducing vehicles circling the block. The meter prices discourage many residents and visitors from driving and have led to an increase in other modes of transit to avoid paying for parking.

Another example of innovative on-street pricing for parking is the *SFPark* initiative in San Francisco, California. The program uses variable pricing to set rates based on demand as measured in real time by on-street sensors. The aim of this system is to achieve an optimal balance of supply and demand that results in approximately 85% of the parking spaces occupied at any one time.

Development regulations and model ordinances

As part of a larger reform of land-use regulations in 2012, Seattle's Ordinance No. 123939 (Seattle Municipal Code 23.54.015, Table B) reduced minimum parking requirements by 50 percent for new developments in multifamily and commercial zones with access to frequent transit service. Additionally, new or redeveloping office and manufacturing sites can lower parking minimums 40 percent if the worksite provides transportation alternatives to mitigate demand for single-occupancy travel. The ordinance also removed parking minimums altogether for residential development in urban centers, urban villages, or station overlays, allowing developers to calculate parking provision based on market demand.

The City of Berkeley enacted a Parking Requirement Reduction (Berkeley Municipal Code Section 23E.28.140) in coordination with its Transit-Oriented Development efforts. The city ordinance reduced the amount of needed off-street parking for new development within 1/3 mile of the Bay Area Rapid Transit (BART). Enacting the reduced parking requirements in close proximity to alternate modes of transit supported the new regulations by providing an alternative to travel by automobile for area residents and visitors alike.

Finally, King County's Right Size Parking project produced an extensive guide for local jurisdictions that highlighted model code language to enact a range of innovative parking tools.

Performance evaluation

Several aspects of performance management can help to support a parking management system. New technologies exist to track the utilization of on-street parking. Such data can be used as a basis for setting meter rates to match actual demand.

Studies of on-site parking utilization are crucial data sources for calibrating parking requirements (minimums or maximums) to actual needs. The research conducted by King County's program is an excellent model of how to approach this kind of evaluation.

Performance evaluation can and should go beyond actual parking outcomes, but also assess what difference parking reforms have made on the built environment and affordable housing. A study of parking deregulation in Los Angeles showed that removing parking requirements for even a subset of downtown buildings led to a greater number and variety of housing units, including more affordable housing and redevelopment in underused neighborhoods. (See Michael Manville, "Parking requirements as barrier to housing development: regulation and reform in Los Angeles," Lewis Center for Regional Policy Studies, University of California Los Angeles, 2010).

Implementation

Developing policy language

The Metropolitan Transportation Commission (greater San Francisco) published a useful guide for parking policy reform aimed at their region's smart growth goals. The guide provides resources for a variety of community types – from regional center to rural town – and transit access, and provides a table of potential strategies for each. Each policy strategy is defined and provided alongside best practices from the San Francisco metropolitan region.

The American Planning Association (APA) published a comprehensive best practices guide that outlines alternative parking management strategies that establish more accessible land-use patterns; reduce congestion, pollution, and accidents; and enhance mobility for non-drivers.

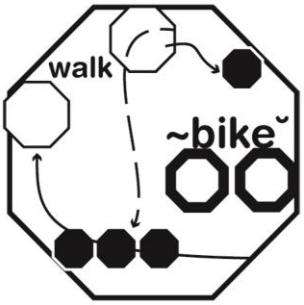
Considerations for local implementation

There are numerous local development incentives that influence parking requirements. According to the PSRC's Housing Innovations Program, reducing minimum parking requirements is most applicable in areas or districts that have good transit accessibility and offer amenities within walking/biking distance. In smaller jurisdictions, reduced parking requirements may be more appropriate in downtown locations or business districts where space is at a premium, congestion is most severe, more transit options are available, and the community wants to encourage a lively pedestrian atmosphere.

Challenges to implementation

- *Concerns about parking spillover.* Residents of districts where reducing or eliminating off-street parking minimums has been proposed will often oppose such reforms out of a concern that developers will not provide sufficient parking, and demand will spill over to take up parking space on surrounding streets. Reduced parking does not mean that a new development will not have parking; tools exist for local governments to address parking demand with better data and developers have strong market incentives to provide sufficient parking in their residential and commercial projects. With supportive regulations, parking may be accommodated with different forms, including tandem stalls, shared spaces, or first-come access parking. In addition, new developments with reduced parking requirements are most appropriately implemented in dense areas with more transit options. Finally, local governments can incorporate residential parking permit programs to ensure residents can access on-street parking.
- *Concerns about parking availability for small businesses.* Business owners may oppose the adoption of new or increased on-street parking charges for fear that it will drive away customers. However, if properly managed to achieve optimal occupancy (about 85%), fees charged for on-street parking can result in an increase in parking turnover and thus increased accessibility to nearby businesses.
- *Education.* Overcoming resistance to changes to existing and long-standing parking regulations and free or low-cost on-street parking can be furthered by educating policy makers, residents, and business owners about the many other policy goals that are affected and perhaps thwarted by policies that result in an oversupply of parking. Furthermore, the case for parking reforms can be strengthened by linking parking charges to tangible local improvements and by coupling parking reductions to enhanced transit service.

Pedestrian-Oriented Design



Background

Definition

Walkable communities are places where people can easily and safely walk to access goods, services and local amenities. They are places that have a variety of transportation options and where pedestrian activity is encouraged. Pedestrian-oriented design encourages a dense mix of land uses including compact residential and commercial areas, smaller block sizes, design features that prioritize pedestrian safety, and local amenities such as parks, street trees and public art. Pedestrian-oriented design also helps to make places more walking friendly by providing a range of transportation options. These can include clear, comfortable pedestrian pathways, bicycle connections, bicycle parking, access trails and walkways, and transit options and access to bus stops.

Health, equity, and sustainability considerations

More than 20% of trips in the region are less than one mile. For these short trips, walking can be the most efficient way to travel. Furthermore, 14% of trips less than one mile are completed by driving alone, while 18% of these trips are completed by two people driving together. In order to encourage people to take more walking trips, an emphasis on safety, walkable communities, and connectivity should be a priority.

Pedestrian infrastructure can yield up to a 200% increase in walking trips.

One way jurisdictions can help increase the number of people walking is to market the many benefits such as improved personal health, lower greenhouse gas emissions, and cost savings (parking fees, gas, etc.).

Walking is a practical way to increase physical activity and improve health. The Centers for Disease Control and Prevention has drawn connections between active transportation, including walking, and a reduction in obesity, diabetes, osteoporosis, pulmonary and cardiac diseases, and even cancer.

Increased pedestrian activity reduces the reliance on driving and therefore reduces emissions from automobiles. A 5% increase in neighborhood walkability is associated with 6.5% fewer vehicle miles traveled (VMT) per capita. Fewer vehicle miles traveled results in a reduction in fossil fuel consumption and the resulting greenhouse gas emissions. Projects that support walking are often designed in ways that have environmental benefits, such as green landscaping, street trees and in some cases, the use of permeable surfaces.

Making it easier for residents to walk to their destinations can also stimulate the local economy. Providing quality pedestrian access can reduce costs associated with traffic congestion and parking. An influx of foot traffic can also boost sales at local businesses. Walking saves money on transportation costs. This green dividend can be spent on things other than transportation, such as restaurants and retail purchases, which helps to keep money in the local economy.

Program and Policy Examples

Program Examples—How is it used locally?

Cities can play an important role in providing walkable communities. By implementing pedestrian-oriented design strategies, local communities achieve economic and health benefits, and create a sense of place. Pedestrian-oriented communities are often best located within centers, near transit, schools, retail areas and other places where people may access goods and services within walkable distances. The following outlines specific strategies for implementing pedestrian-oriented design.

Centers for Disease Control and Prevention 2012, newpublichealth.org

Small Block Sizes and Dense Mix of Land Uses

Walking distance to amenities is one factor related to "walkability." Land use strategies can help to facilitate this by providing a dense mix of land uses, including compact residential and commercial areas, with smaller block sizes, which are more manageable on foot. Block size is a good indicator of pedestrian-scale development and overall walkability. A small average block size reflects multiple access points to the activities located on that block, and a fine network of streets.

For a high degree of walkability, block lengths of 300 feet, more or less, are desirable, although blocks of 400-500 feet still function to support pedestrian-oriented environments. These are typical in older, urban areas. Block sizes that are more scaled to the automobile (more than 600-800 feet) can be made more pedestrian friendly with mid-block crossings as well as pedestrian pathways between buildings, through alleys and along easements to allow for access to amenities within a walking distance.

Connectivity of Walkways

The connectivity and contiguity of sidewalks and pedestrian pathways facilitates walkability and is critical for safety and to accommodate people of all ages and abilities. Connected walkways can also help break up large block sizes into more manageable walking distances. Connection to regional trails and shared use paths can help to improve this connectivity. The quality of pavement is critical for the safety of all users. Wider sidewalks than the recommended five feet may be installed in busier areas with high concentrations of pedestrians.

Prioritizing pedestrian infrastructure can be a challenge for jurisdictions that lack pedestrian amenities. Local jurisdictions can begin to evaluate high priority areas by including sidewalks and pathways in the inventory of the transportation system, developing pedestrian networks for incorporation into comprehensive plans and assessing areas that are most appropriate for pedestrian-oriented design such as within local centers, retail and activity centers, near schools or parks, transit hubs, or in areas that have historically lacked investment such as low-income areas that can benefit from infrastructure that provides lighting and encourages safety and visibility. Safe Routes to School programs are a great initiative to encourage walking and network planning in and around schools.

Local communities should then consider the walking distances and existing infrastructure from these destinations when assessing pedestrian routes. An industry standard for an average pedestrian trip is about one-half of a mile, or about a ten-minute walk. Considering the walking distances, conditions and routes to access these destinations is the first step in developing a pedestrian network.

Sidewalks are opportunities for social engagement as well as for taking walking trips. In small centers and rural main streets, the sidewalk becomes an integral part of community character. Community outreach is one of the key elements to assessing pedestrian networks. Jurisdictions are encouraged to engage with community members to identify needs.

In 2013, the City of Olympia created the Neighborhood Pathways Program to increase neighborhood walkability and to involve residents in the creation of pedestrian and bicycle paths in their neighborhood. The program works to construct non motorized routes that connect to parks, streets, schools and other services. Local neighborhood associations are the key driver behind the proposals for the program. The majority of construction is to be completed by community volunteers. The Olympia Bicycle and Pedestrian Advisory Committee gives about $150,000 to the program every year. Funding comes from a private utility tax approved by voters in 2004.

The City of Tukwila assessed walking distances in order to prioritize investments. The city assessed walking distances one-fourth and one-half mile from priority destinations such as schools, shopping centers and employment hubs. This information overlays the existing transportation system, including sidewalks, paved shoulders, and existing, and future separated shared use paths.

Access to Walkable Places

As jurisdictions prioritize pedestrian improvements, a range of travel options also should be considered. Bicycle networks that connect to pedestrian zones and a range of transit options help facilitate access to walkable communities. Access to transit stops within walkable communities as well as adequate bicycle parking helps to relieve congestion and parking pressure within areas where pedestrian activity is encouraged.

Engineering Solutions for Safety

Safe crossings are also critical to supporting pedestrian-oriented design. Crossing treatments at bus stops, intersections and mid-block crossings within reasonable walking distances help to prevent dangerous jaywalking in areas with high concentrations of pedestrians and transit users. Improving visibility at crossings, refuge islands and increased crossing times that accommodate people with slower mobility can improve safety in walking environments.

Curb extensions (also called bulb-outs) extend the sidewalk into the parking lane in order to narrow the roadway, shortening crossing distances, slowing traffic speeds and providing additional pedestrian space and visibility. It is critical that public works engineers are highly trained in pedestrian design issues and kept up to date on best practices.

Pedestrian Priority Zones

Pedestrian priority zones help communities identify places that may attract high numbers of pedestrians and provide for vibrant streetscapes that create a high quality of life. These zones are often located within

local or regional centers and near transit and bicycle infrastructure. Signage, art, wayfinding and safe infrastructure help to facilitate a pedestrian zone.

Reduce speed limits

In 2013, the Washington State Legislature passed the Neighborhood Safe Streets bill, which allows more flexibility for local communities to reduce speed limits to 20 miles per hour. This provides communities another option for creating safer environments for all users.

Jurisdictions can also improve pedestrian safety by improving lighting and visibility on walkways. This "eyes on the street" strategy can help to improve real and perceived safety along pedestrian networks. The Crime Prevention Through Environmental Design resource guide provides more information on design strategies to promote safe spaces.

Implementation

Opportunities for funding

The Washington State Department of Commerce offers several grants that provide funding for pedestrian-oriented design efforts, including the Washington State Community Development Block Grant and funding from the Community Economic Revitalization Board.

Local jurisdictions also have the opportunity to pass an ordinance or tax levy to create an ongoing funding source for pedestrian improvements. In 2004, voters in the City of Olympia approved a 3% increase in the utility tax to fund improvements to parks, sidewalks, and open spaces.

Additionally, many pedestrian-oriented design projects may be eligible for funding from complete streets funding programs. See the Complete Streets resource guide for more information.

Considerations for local implementation

Transportation 2040 calls for the development of local and regional pedestrian networks. Identifying networks can help direct resources to those areas with the greatest likelihood to result in increased walking.

Centers (both regional and locally designated) and transit station areas are ideal locations for investments that support and encourage more walking. Further, following the direction of VISION 2040 and encouraging compact development patterns near transit should result in places that are more walkable.

Municipal code and improvement districts can support the development and maintenance of pedestrian infrastructure. The City of Lacey's municipal code (16.25) outlines sidewalk requirements and maintenance for the city's central business district. These requirements include planter strips separating sidewalks from the street curb and a local grant program to fund sidewalk improvement.

Challenges to implementation

One explanation for why some people choose not to walk more is because of real or perceived issues of safety. Pedestrians are much more vulnerable to incidents involving motor vehicles than almost all other modes of transportation. Safety issues stem not only from conflicts with motor vehicles, but also from places that may pose a crime risk such as poorly lit areas. Enforcement strategies—aimed at specific locations or at specific behaviors that put pedestrians at risk—are crucial to overcoming these barriers.

Resources

The City of Seattle's Pedestrian Toolbox (2014)

Federal Highway Administration's A Resident's Guide for Creating Safe and Walkable Communities (2008)

Feet First's Walking Audits (2014)

Puget Sound Regional Council's Active Transportation Plan (2014)

Tacoma-Pierce County Health Department's Healthy Community Planning Toolbox—Policy Intervention Tool: Placemaking (2013)

University of British Columbia's The Walkability Index (2013)

U.S. Department of Transportation's Walkability Checklist

U.S. EPA's Technical Assistance for Sustainable Communities: Walkability Workshop Report (2011)

Walkshed tool (2010)

Recognition Programs

Background

Definition

Jurisdictions can develop a community recognition program to acknowledge community groups and agencies working to create and sustain healthy communities. Recognition programs can range in scale from acknowledgement through social media to a recurring awards program.

Health, equity and sustainability considerations

Linking health, equity, and sustainable development programs and policies provides opportunities for collaboration among diverse stakeholders and may lead to greater involvement of disenfranchised and marginalized groups. Recognition programs also present opportunities for local leadership to get involved in health, equity and sustainable development issues through the award giving process.

The central Puget Sound region is home to numerous new and long-standing recognition programs. Given the large market of programs, developing and implementing a new program for the Planning for Whole Communities Toolkit may not be the most effective use of time and resources. This resource guide provides information on a variety of existing recognition programs that present award opportunities for local jurisdictions that utilize the Planning for Whole Communities Toolkit.

Program Examples

Program examples—Best practices

The following program examples fall into two categories: ongoing social media recognition and annual awards programs. The annual awards programs category includes creating a new program and working with an existing program to create a new award or category. Additionally, each program has direct ties to the Planning for Whole Communities Toolkit resource guides. Jurisdictions that utilize the resource guides have the potential to meet award criteria and apply for recognition.

Ongoing Social Media Recognition

Puget Sound Regional Council Blog, Twitter and Facebook—Social media recognition presents a less formal way to recognize work while still promoting leaders in public health, equity, and sustainability. It requires considerably less time and resources than a more traditional awards program. Social media can be easily forwarded on to other groups. Blog posts are linked on other sites, and tweets are "retweeted" by other users, helping to pass along the message. The Puget Sound Regional Council's blog "Regional View" provides daily updates on the Council's work and local efforts across the region. Many local jurisdictions and community groups also host and regularly update blogs that may be ideal ways to showcase work.


Regional View

..... NEWS FROM THE PUGET SOUND REGIONAL COUNCIL

Town center emerging in Mountlake Terrace

Posted on March 14, 2014

Mountlake Terrace is busy building a town center and getting ready for light rail that is anticipated in 2023.

The city recently broke ground on Vineyard Park, an assisted living facility near the northern boundary of the revitalizing town center district.

The development also includes over 8,000 square feet of commercial space, pedestrian features and open space.

Vineyard Park, a new development under construction in Mountlake Terrace's growing town center.

More details are available on the city's website, including a great brochure describing the town center plan.

This entry was posted in Economy, Growth Management, Transportation and tagged Mountlake Terrace, transit-oriented development.

← Deadline to submit VISION 2040 Award nominations is March 31

Futurewise honors PSRC with Livable Communities Award →

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The PSRC Blog "Regional View" recognizing the smart growth planning work in Mountlake Terrace

Twitter, an online social networking service that lets users send and read short 140-character messages called "tweets" is another avenue for social media recognition. Users register for a free account and can read and post tweets. Unregistered users can only read tweets. A tweet can be "retweeted" by other users, helping to pass the message on to a broader audience.


Retweeted by PSRC

Futurewise @FuturewiseWA · Mar 18

Congrats to all our awardees: @stockboxgrocers , @SoundRegion , @Burien and WRIA 9, @SpokaneCity and Greenstone Corporation

Collapse Reply Retweet Favorite More

RETWEETS 7 FAVORITES 3

5:47 PM - 18 Mar 2014 · Details

A "tweet" from Futurewise that was "retweeted" by PSRC

Facebook is another social networking site where jurisdictions can communicate with residents.


Puget Sound Regional Council

June 2

Congratulations to our Growing Transit Communities Partnership on winning a 2014 Smart Community Award!

http://blog.psrc.org/2014/06/growing-transit-communities-wins-governors-smart-communities-award/ — with Governor Jay Inslee.

Like · Comment · Share

A Facebook post by PSRC

Annual Awards Programs

Puget Sound Regional Council VISION 2040 Awards—Each year the Puget Sound Regional Council honors real-life examples of how the central Puget Sound region is achieving its ambitious vision for smart growth. The awards are designed to recognize the exemplary working being done by public and private organizations to achieve VISION 2040, the region's growth, economic, and transportation strategy. The awards program has clear and well communicated eligibility and criteria, and nomination process. While there are no distinct award categories, the Puget Sound Regional Council typically chooses five to seven award recipients, representing a broad range of programs and projects.

Washington State Governor's Smart Communities Awards – This annual award recognizes outstanding efforts throughout the state to create quality communities through achieving Growth Management Act objectives. Awards are presented in three categories: Smart Vision, Smart Choices, and Smart Partnership. The Department of Commerce oversees the award program and similar to the VISION 2040 program, sets clear eligibility and selection criteria. The program is effective in linking local efforts to larger statewide policies and goals.

Seattle Human Services Coalition Human Services Awards—This annual award recognizes public and private human service providers and community members working to help Seattle-King County residents meet their basic needs. Awards are presented in five categories: Outstanding Program, Excellence in Advocacy, Innovative Program, Stewardship, and the Ron Chisom Anti-Racism Award. The Seattle Human Services Coalition nominates recipients for the annual City of Seattle Mayor's Award, linking the nonprofit coalition's award program with the public city-wide program.

The American Planning Association Washington Chapter provides an annual award for Excellence in Planning and Awards to Individuals. The Excellence in Planning awards program is intended to bring attention and deserved recognition to public and private sector planning programs. Nominations are due in May and winners are presented at the APA Washington conference in the fall. The Awards to Individuals is presented to individual planners and officials who have made significant contributions to the chapter and/or profession.

Futurewise, a statewide public interest group working to promote healthy communities and cities, presents annual Livable Community Awards in three categories: Equity and the Environment, Smart Growth, and Protecting Natural Resource Areas.

Forterra hosts an annual awards breakfast honoring leaders that work to create and sustain great communities and great lands. Awards are given in three categories: Visionary Game Changer, Community Game Changers, and Conservation Game Changers.

Feet First's Walkable Washington program recognizes, supports, and provides a springboard for action to communities dedicated to creating walking and vibrant places throughout Washington. Feet First's Online Case Study Library summarizes local projects and programs. Local jurisdictions may submit a project using Feet First's online form. It also serves as a pool from which they select their Walkable Washington Innovation Award.

The Center for Active Design began its annual Excellence award program in 2014. This is the first Active Design award to recognize the role design plays in addressing the ongoing obesity and chronic disease epidemic by encouraging physical activity through the design of buildings and public spaces. The Greenbridge Master Plan in King County won an award for integrating active design strategies in its site planning for housing mixed with recreational facilities.

Opportunities and challenges

There are a variety of opportunities and challenges associated with the different types of recognition programs. These include:

Ongoing Social Media Recognition

Opportunities:

- Minimal time and resources needed
- Does not have to compete in larger pool of local and national awards programs
- Potential for message to be carried on by other users
- Opportunities to link work with other efforts and agencies
- Recognize work in real time

Challenges:

- Reach limited audience—only those with computer/web access
- Less formal recognition may seem less official to some recipients
- Requires a staff member to have time and skills needed to maintain posts

Annual Awards Program

Opportunities:

- More formal process can be important to awards recipients
- Potential to reach larger audience (dependent on outreach efforts and local awards market)
- Possible to add new award category to existing program

Challenges:

- Time and resources need to develop, implement, and maintain the program
- Difficult to establish new program in currently overloaded awards program market in Seattle-King County

Implementation

Developing a recognition program

Developing a new recognition program includes the following steps:

- Find a dedicated, long-term source of funding and staff time to develop, implement, and maintain the program.
- Tie award selection criteria to overall mission, goals, and values.
- Include a diverse group of stakeholders in the program design and recipient selection processes.
- Be as transparent as possible in the selection process/share the decision making process. This will also help to build buy-in and excitement for the program.
- Make the nomination process simple and accessible.
- Ongoing outreach is essential. Do not assume the program is well known/established after its first year.
- Explain/promote the program in person. Go beyond emails and flyers.

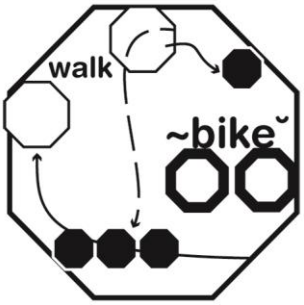
Opportunities for funding

Two of the most accessible opportunities for funding are partnering with an existing recognition program and soliciting for local in-kind donations. Obtaining funding specifically for staff and/or program development can be more challenging. Typically, grants and other funding sources will include a portion of funds for a recognition program, rather than devoting an entire grant to the project. If using grant funds to develop a recognition program, it is essential to find ongoing funding to maintain the program.

Partnering with an existing recognition program (creating a new category within an established program) allows the new award to utilize that program's resources.

Many local businesses will donate in-kind goods and services that can be used as awards for recognition programs. In-kind donations are especially useful for award ceremonies and celebratory events. The City of Kent is very effective in securing in-kind donations from a variety of local businesses.

Safe Routes to School



Background

Definition

Safe Routes to School (Safe Routes) programs are designed to make it easier for more children to walk and bike to school safely and easily. They use a variety of equity, education, encouragement, engineering, evaluation, and enforcement strategies that help make routes safer and entice more children to walk and bike. SRTS programs focus on students in kindergarten through grade 8. SRTS programs have grown popular in recent years with the increasing emphasis on:

- benefits children receive from increased physical activity
- growing congestion issues around schools
- the increasing cost to operate school buses

Health, equity and sustainability considerations

Low-income neighborhoods or communities, particularly in urban settings, often have greater traffic-related risks. Residents in low-income urban areas are more likely to report significant neighborhood barriers to physical activity, such as higher numbers of busy through streets and poor pedestrian and bicycle infrastructure. SRTS programs can mitigate these safety risks and promote more active forms of transportation.

A 5% increase in a neighborhood's "walkability" reduces vehicle miles traveled by 6%.

Children who walk and/or bike to school are more "ready to learn" – they have better academic performance, school attendance, and better behavior and concentration in class – than those who do not. Students also get the health benefits of more active forms of transportation. Cardiovascular fitness and weight are better in students who walk or bike to school versus those who do not.

Traditionally, schools occupied a central place within compact neighborhoods and community centers. Many students could conveniently walk or bike to school. In some areas, there has been a trend toward building larger schools on large sites in low density areas remote from existing population centers.

Washington's SRTS program, administered by the Washington State Department of Transportation, has awarded projects that serve approximately 230 schools statewide, making walking and biking conditions safer for about 100,000 children. Since its inception in 2005, the number of children biking and walking has increased by approximately 20%. However, the need is much greater. Approximately $50 million has been awarded, but requests to the Washington State Department of Transportation exceeded $195 million.

Program and Policy Examples

Program examples

There are many creative ways of implementing SRTS programs.

- Infrastructure Investments: Improving the sidewalks, bike facilities and crossings
- Speed control and signage: Flashing light beacons, narrowing lanes, speed bumps or roundabouts
- Walking School Bus: A group of children walking to school, usually with one or more adults, picking up students along the way
- Bicycle Train : Similar to a Walking School Bus but on bicycles
- Walk to School Celebrations and other events: Throughout the school year
- Pedestrian and Bicycle Safety Education Classes: Training sessions for adult volunteers, teachers and students
- Walking field trips around school campuses: Appropriate learning stations around the school
- Safe Routes Mapping: Walk and bike route maps using a community engagement process
- Drop-off and Pick-up Zone Improvements: Morning and afternoon car count, observation and a report quantifying walking hazards and troublesome driving patterns with tools for schools to follow up on recommendations and measure progress
- Social Marketing Plan: Identify strengths, weaknesses, opportunities and threats associated with walking to school and conduct focus groups with parents and staff
- Walking Audit: A walking audit involves training for parents, school officials and students on walking safety and identifying safest walking routes to school
- Parent Involvement: Increasing parent involvement helps to promote a culture shift- a change in attitude towards walking and biking as a safe way to get to school. Involving parents and caretakers may help garner support and implement low-cost improvements that do not require additional funding

How is it used locally?

Mark Twain Elementary in the City of Federal Way implemented a variety of traffic calming measures to encourage safe walking routes. The Star Lake Road school speed zone is directly in front of the elementary school and serves as the sole crosswalk for the school entrance. School zone flashing beacons and two solar powered LED rectangular-shaped rapid flashing crosswalk beacons were installed at this location. The school speed zone and speed emphasis patrols helped to reduce vehicle travel speeds and calm traffic. A multi-use path between the crosswalk and the entrance to the school building was installed to provide students with a walk/bike route separated from the cars. Children were encouraged during a school assembly and with educational materials to walk and bike safely. The program was completed as a Transportation Capital Improvement Project.

The Mountlake Terrace Elementary school purchased 42 new bikes to support their bicycle education program. These bikes stay at school and allow the school to expand bicycle education to every elementary school in the district. The bikes were purchased through a Safe Routes to Schools grant, which was obtained through a partnership between the City of Mountlake Terrace, Cascade Bicycle Club and the Edmonds School District. The grant also paid for a new sidewalk, two bike trailers, a free bike helmet for

every child at Mountlake Terrace Elementary, a weekly Wheels Club, a Bike Rodeo in May, and an inspiring school assembly with mountain biker Ryan Leech.

Implementation

Developing policy language

The Safe Routes to School Local Policy Guide helps practitioners in making the transition from working on strictly ”programs” to championing and implementing “policy” which can lead to lasting changes, increased funding, and also support programs for the long term.

Safe Routes to Schools policy can be included in a variety of local and regional plans. These plans include:

- Bicycle and Pedestrian Master Plans. These plans define existing bicycle and pedestrian paths, lanes and routes and develop plans for where future bicycle and pedestrian improvements should be made
- Capital Improvement Plans. The Capital Improvement Plan is a short- or long-term plan for towns or cities that is a blueprint for planning a community’s capital expenditures and is one of the most important responsibilities of government officials.
- Regional Transportation Plans. The Regional Transportation Plan is a federally required document that must be adopted at least every four years. The plan is usually not very well-known to the public, but is vital to the economy, community and lives of its residents. A region’s long-term transportation priorities are represented in their regional transportation plan. Conducted by a region’s Metropolitan Planning Organization or similar entity, these transportation plans are designed to plan for transit, highways and local roads – and should include bicycle and pedestrian needs.
- General Plans/Comprehensive Plans. The General Plan (sometimes referred to as a Comprehensive Plan) exists to create a “planning toolbox” for the government staff to use in guiding the writing of ordinances and codes.
- Safe Routes to Schools Jurisdiction Wide Plans. Implementing school district-wide and/or city or countywide Safe Routes to School programs is by far one of the most powerful ways to effect broad based policy change. Through federal Safe Routes to School funds available through state DOTs, or a variety of potential local funding sources, cities, counties or school districts can choose to hire a full-time Safe Routes to School coordinator to manage volunteers, and implement educational programs, infrastructure planning and implementation, and evaluation across an entire jurisdiction.
- Complete Streets. Complete Streets policies work to reverse this trend by ensuring that roads that are “designed to be safe for drivers, bicyclists, transit vehicles and users, and pedestrians of all ages and abilities”.
- School Wellness Policies. School wellness policies are an important tool to address childhood obesity and promote healthy eating and physical activity through changes in school environments.. The Safe Routes to School National Partnership emphasizes that the need for schools to develop wellness policies provides a great opportunity to insert Safe Routes to School (SRTS) programs and goals into school district plans.

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Opportunities for funding

Safe Routes to School is a Washington state and Federal Highway Administration funded program which was created to enable and encourage children to walk and bicycle to school safely, thereby encouraging a

healthy and active lifestyle from an early age. Due to changes in MAP-21, the federal SRTS program is no longer a specific standalone program, but each state has the opportunity to maintain the SRTS program. Washington state decision makers have maintained both the state and federally funded SRTS program in Washington.

The City of Seattle also offers a variety of grants that can provide funding for a Safe Routes to School program.

Washington state school zone safety legislation, or "fine based funding" (RCW 46.61.440), provides double fines for speeding in school crosswalks and playground zones. This legislation dictated that half of the doubled fine be attributed to improving safety in school zones. More than $3 million was given to local communities in 2009. The project aims to increase children's safety in these zones by funding law enforcement agencies to enforce speed limits, fund radar trailers, public education campaigns, minor engineering enhancements and additional funding for school zone improvement projects.

The Seattle Department of Transportation's School Road Safety Initiative partnered with the Seattle Police Department to install and operate speed cameras in school zones to enforce the 20 mph speed limit in effect while school zone beacons are flashing. Revenue from the speed cameras goes into safety improvements around schools.

Considerations for local implementation

Feet First is a Seattle-based non-profit organization that specializes in SRTS education and encouragement programs, grant services, materials development and policy advancement. Feet First provides assistance for anything from one-day walk-to-school campaigns to comprehensive, multi-year plans to establish SRTS programs in communities. They provide training on best practices, as well as technical assistance to enrich new and existing programs, many of which are noted below. Feet First manages the Safe Routes to School Action Network, a coalition of grass-roots stakeholders working in communities around the state of Washington.

The Cascade Bicycle Club also provides bicycle education and safety training for Safe Routes to Schools programs and events, including the "Basics of Bicycling" skills education curriculum taught in many local schools, an after school urban bicycling club and bike rodeo community events.

Washington Bikes is the statewide non-profit focused on bike advocacy, education and outreach. They support communities, schools, and bicycle organizations in improving the riding conditions around schools and encouraging more students to ride to or from school. Washington Bikes provides trainings and technical assistance to school districts for the Bike and Pedestrian Safety Education Program, bike to school encouragement activities, best practices with policies and programs, and assessments of bicycle infrastructure.

Challenges to implementation

It is important to note that in some cases, you may not be able to implement a desired local policy unless a state law or state policy is first changed. This is because sometimes state policies put parameters around what local municipalities and school districts can do. This may be the case when working on policies such as school siting, speed limits, or creating new funding mechanisms through fines or transportation sales taxes.

The Washington State Safe Routes to Schools program offers funding and additional support for schools with students in kindergarten through grade 8. Programs for high school aged students should look for other sources of funding and support.

Resources

The National Center for Safe Routes to School has developed an online resource developed by the Pedestrian and Bicycle Information Center (PBIC) in collaboration with SRTS experts from around the country and support from the National Highway Traffic Safety Administration (NHTSA), Federal Highway Administration (FHWA), Centers for Disease Control and Prevention (CDC) and Institute of Transportation Engineers (ITE). This Safe Routes to Schools Guide includes a wealth of resources for communities planning their own SRTS programs.

The Washington State Department of Transportation (WSDOT) Safe Routes to Schools provides no-cost technical assistance to past, current and future funding recipients, applicants and interested communities. It helps fund cost effective projects within two miles of primary and middle schools (K-8) to provide children a safe, healthy alternative to riding the bus or being driven to school. Technical services include assistance developing walk route plans as a way of helping schools and communities identify safe walking routes and locations that need improvements. WSDOT collaborates with the Office of the Superintendent of Public Instruction and Washington Bikes to implement the SRTS Bike and Pedestrian Safety Education Program. The program provides curriculum and materials for physical education classes about bicycle and pedestrian safety for students in grades 6- 8 across the state.

SafeRoutes WA.org has a wealth of resources including Safe Routes to School information for multiple stakeholders and a bike and pedestrian safety curriculum for teachers. The website is managed cooperatively by Feet First and Washington Bikes, and was initially funded by a grant from the Washington State Department of Transportation.

Resources

Bike and Pedestrian Safety Education Program Evaluation Report (January 2013)

Center for Safe Routes to School in Washington State

Healthy Places for Healthy People (2012)

MRSC's Transportation Efficient Land Use: Planning and Land Use Strategies that Reduce the Need to Drive (2014)

National Center for Safe Routes to School

Rethinking Community Planning and School Siting To Address The Obesity Epidemic (2004)

Safe Routes to School National Partnership

Safe Routes to Schools WA - Curriculum

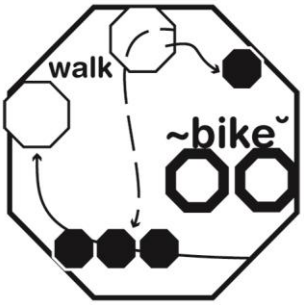
Tacoma-Pierce County Health Department's Healthy Community Planning Toolbox—Policy Intervention Tools: Access to Opportunity (2013)

Walk Bike Schools

Walk Bike to School (additional resources from the National Center for Safe Routes to School)

Washington State Department of Transportation – Safe Routes to School Flier (January 2013)

Special Needs Transportation



Background

Definition

Special needs transportation is any mode used by those defined as transportation disadvantaged or with a special transportation need. Transportation-disadvantaged people are those who are unable to transport themselves due to physical or cognitive limitations, or income (Washington state law, RCW 81.66.010). This also includes special needs caregivers. Transportation includes buses that have regular stops, specialized services such as vans, cabulances and taxis that pick up people at the curb or door, rideshare programs, volunteer driver services, ferries, trains, or any federal, state, and local publicly funded transportation service or program.

Health, equity and sustainability considerations

The ability to access daily needs, including education, employment, and health care, is crucial to maintain quality of life.

Safe, reliable, and affordable public transportation is important to many people. For seniors, people with disabilities, and individuals with low income, public transportation is critical – to get to work, school, doctor visits, and the grocery store, and to maintain socials contacts. Typically, the working poor spend a higher percentage of their income on transportation than those of higher means. In some areas of King County, infrequent schedules and limited span of service make it difficult for commuters who work nontraditional shifts or are school-aged children who need transportation after school and on weekends. Access to transportation can also be limited due to language and cultural barriers. Limited English proficient (LEP) populations often have limited access to transit because of lack of information about routes and services.

The primary mode of transportation for the majority of people in the Puget Sound region is a private vehicle. However, for those with special transportation needs, driving a car is not always an available or viable option.

47% of the central Puget Sound population fits the criteria for special needs transportation.

Nearly 80 million baby boomers turned 65 in 2011, and the Puget Sound region is experiencing this aging trend just like the rest of the country. In 2011, seniors 65 or older comprised 11 percent of the region's population. Beyond the complications associated with aging, some seniors have additional transportation needs stemming from low-income status or having a disability.

Program and Policy Examples

Program examples

A variety of transportation programs and services serve special needs populations. Each program has a discrete service area, target population, and operating authority. The Puget Sound Regional Council's

Coordinated Transit- Human Services Transportation Plan lists the types of transportation programs and services offered in King County that go beyond an established route and schedule.

Demand Response Services. Demand response services operate in response to calls from passengers or their agents to the transportation provider, who then dispatches a vehicle to pick up the passengers and transport them to their destinations. Demand response services are commonly provided through ADA paratransit or non-ADA paratransit services. More information at the Transit Cooperative Research Program's Resource Guide for ADA and Non-ADA Paratransit.

Shared Rides. Vans or small buses operating as a ride sharing arrangement, providing transportation to a group of individuals directly to a regular destination. More information at King County Metro's Rideshare website.

Door-to-Door Service. Specialized form of paratransit service where a driver meets customers at their door and walks with them to the vehicle and then to the door of their destination. More information at King County Metro's ACCESS door-to-door shuttle website.

Program Transportation. Specific program services such as medical, community service, and education, including school buses, and employment.

Training Programs. Programs for individuals or groups to increase the skills, knowledge, and abilities for those using transportation services and travel training professionals. More information at King County Mobility Coalition's Community Transit Travel videos.

Financial Subsidies. Financial assistance to support special needs transportation services and programs. King County Metro's Taxi Script program is an example of a financial subsidy program. Metro Taxi Scrip Program provides a subsidy to low-income King County residents age 18 to 64 who have a disability or are age 65 and over. Registered individuals can purchase taxi scrip for 50 percent of the face value of taxi script.

Information, Referral, and Assistance. Refers to ways to get information, resources, services, and support.

Development regulations and model ordinances

The federal Interagency Coordination Council on Access and Mobility (CCAM) works "to continue to improve mobility, employment opportunities, and access to community services for persons who are transportation disadvantaged." One of the council's strategic goals is to "expand the coordinated human-service transportation infrastructure." The council works with the United We Ride initiative, which facilitates coordination and provides funding for state and local governments.

State-level coordination is achieved through the Agency Council on Coordinated Transportation (ACCT). The ACCT supports countywide coalitions to create local plans that inventory available services in their area and provide strategies to streamline service delivery. The King County Mobility Coalition is the coordinating coalition for King County. They work to assess the needs of their local community and current transportation network and provide recommendations to improve the system.

How is it used locally?

See the full list of special needs transportation programs in King County.

Fixed Route Service. King County Metro's buses are ADA accessible and offer a variety of features to make transit use more accessible for all users. All Metro buses have lifts or ramps for wheelchair and scooter users and others who use a walker or cane or simply have trouble climbing steps. Priority seats in the front of buses are reserved for seniors and people with disabilities. A driver may help to make room in the priority seating area if it is currently full. Most mobility devices can be taken on the bus. Additionally, Metro buses are equipped with automated stop announcements and reader boards to let riders know when the bus has reached their stop or destination. This system assists riders unfamiliar with a neighborhood, people who ride the bus infrequently, and riders with disabilities.

Drivers are required to permit any customer with a service animal to ride King County Metro buses. This includes animals-in-training accompanied by a trainer or person with a disability. Service animals for persons with disabilities ride for free. No permit is required, but the driver may ask if your animal is a service animal to determine if a fare is appropriate.

Bus Buddy. The Bus Buddy program is designed to give a safe, convenient and personal introduction to using public transit with individual assistance or in groups within King County. Training is available in 17 languages. The program's goal is to give riders the confidence to travel in and around the area. Participants receive training and support from their Bus Buddy until they feel they are ready to ride solo. The program also offers group excursions.

Medicaid Transportation. Within King County, the private nonprofit agency Hopelink serves as the Medicaid broker. Under contract with the Department of Social and Health Services' Medical Assistance Administration, Hopelink coordinates transportation to and from medical appointments for low-income residents on Medicaid assistance. Hopelink uses contracted providers, fixed-route transit passes, gas cards, and volunteers to provide service.

School Bus Transportation. King County currently has 19 school districts and one Educational Service District that provide school bus transportation. Since schools are required to pay for the transportation of students outside a one-mile radius of the school, many districts are no longer transporting their regular education students who live within the one-mile radius. This has created safety concerns, in particular for families who live in rural areas where there may not be sidewalks or other pathways to the school.

Regional Reduced Fare Permit. The Regional Reduced Fare Permit (RRFP) enables seniors 65 and older, people with disabilities, and their attendants to ride on the region's transit system at a significant discount.

With an RRFP, riders can buy a Metro-only monthly reduced fare pass for $5.50 or an annual reduced fare sticker for $66. This sticker qualifies as payment for Metro's reduced bus fare and is good for 25 cents toward an Access Transportation fare. The pass is also valid for full fare on Sound Transit's Link light rail.

Performance evaluation/success stories

The Hyde Shuttle program transports seniors and people with disabilities to hot meal programs, medical appointments, senior centers, grocery stores, and other local destinations.

Named in honor of Lillian May Hyde, a longtime Seattle resident and Access Transportation user whose generous bequest started community service in the Beacon Hill and Rainer Valley. Ms. Hyde's legacy has grown to serve countless seniors (55 and older) and people with disabilities. Through a partnership with Senior Services of Seattle, the Washington State Department of Transportation, and Seattle/King County Aging and Disability Services' 38 vans now serve 24 communities in King County.

The Hyde Shuttles help to counteract the challenges that age, income, disability, geographic obstacles and cultural and language barriers pose for many people. The first Hyde Shuttle started in 1997, with the goal of providing user-friendly, reliable, community-based, sustainable special needs transportation. The program has expanded over the years in response to growing demand. In 2013,Hyde Shuttles transported over 3,000 people to life-sustaining and life-enriching activities. The Hyde Shuttles fall into two categories: Nutrition Vans and Community Vans. The Nutrition Vans transport refugee and immigrant elders to culturally sensitive meal programs, and Community Vans provide transportation within specific communities or neighborhoods.

The Hyde Shuttles offer the personalized alternative to public transportation that many seniors and people with disabilities require. The Hyde Shuttle accessible vehicles offer adaptable demand-response transportation. The Hyde Shuttle is easy to sign up for and use. With a single telephone call riders, can register and make a reservation for service. No fare is collected, although donations are gladly accepted. The Hyde Shuttles' focus on serving local communities allows efficient grouping of rides that reduce rider wait and trip times.

Implementation

Opportunities for funding

The majority of special needs transportation funding comes from local sale taxes and is used by transit agencies to operate accessible fixed-route and ADA complementary paratransit service. Federal and state resources also fund special needs transportation programs, although available resources are insufficient to meet demand. There are, however, opportunities for funding specific projects.

The federal United We Ride initiative offers funding for specific projects including transportation for veterans, school transit, and tribal transit services.

The National Center on Senior Transportation hosts a collection of grant opportunities on their website. These grants all focus on transportation for seniors and aging populations. In 2011, the National Center on Senior Transportation awarded King County a Breaking New Ground Grant to fund, in part, transportation for immigrant and refugee elders in King County.

The Puget Sound Regional Council's competitive Special Needs Coordinated Grant Program funds eligible projects using Federal Transit Administration funds dedicated for special needs transportation. The Washington State Department Transportation (WSDOT) also administers federal and state special needs transportation funds through a consolidated grant program.

The Washington State Department of Transportation (WSDOT) Grant Program helps provide access, mobility and independence to Washington residents. Made possible by state and federal funds, these grants, along with PSRC Special Needs Coordinated Grants funds, provide elderly and people with

disabilities transit services within and between cities, and funding to purchase vehicles and other equipment. Funding is also available to improve public transportation in and between rural communities.

Considerations for local implementation

Gaps in special needs transportation fall into one of the following five categories according to the Puget Sound Regional Council's Coordinated Transit- Human Services Transportation Plan: temporal, institutional, infrastructure, and awareness. Coordinating services between multiple service providers is also proving to be a challenge.

Spatial. Spatial gaps refer to locations that are underserved or not served at all by transportation services. To be cost-efficient, public transportation service is primarily oriented towards the Puget Sound's urbanized area providing service to, from and between activity and employment centers leaving spatial gaps in low density suburban and rural areas where transit service is either unavailable or inadequate to meet the daily needs of special needs populations.

Temporal. Temporal gaps occur when transportation service is not available at times when it is needed by special needs transportation populations. In some King County areas, transportation options are inadequate outside of peak hours—very early in the morning, middle of the day, after 7 p.m., and on weekends.

Institutional. Institutional gaps occur when rules, regulations, and requirements that govern transportation service inadvertently create obstacles to use. In King County, connection with ferries is difficult for paratransit vehicles, and paratransit systems generally do not provide same-day service.

Infrastructure. Infrastructure gaps occur when a lack of physical or technological infrastructure prevents individuals from accessing needed transportation options. In King County, many neighborhoods do not have sidewalks, curb cuts and safe pedestrian crossings, making it difficult for seniors and people with disabilities to get to a bus stop or transit center Often bus stops lack weather protection and benches needed by the special needs population. Even when pedestrian crossings are signalized, sufficient crossing times are not long enough for seniors, children, and individuals with mobility impairments to safely cross.

Awareness. Awareness gaps occur when individual riders and social service providers are not fully informed about available transportation options. In King County, language and cultural barriers prevent riders and clients from using available transportation options, social service agencies do not always have adequate information regarding available transportation choices and may be adverse to referring clients to fixed-route transit."

Challenges to implementation

Funding essential services for special needs populations has and will continue to face funding limitations. The region's public transportation agencies rely heavily on unstable sales tax receipts that fluctuate with economic conditions. Therefore, sustaining existing service and growing service to meet demand and fill gaps is problematic. As a result of the 2008 recession, all of the region's transit agencies were forced to make cuts to fixed-route services and more cuts are on the way. Since cuts to fixed-route service mean a corresponding reduction to complementary ADA paratransit service, the effect of mobility on special needs populations is often severe. Depending on local human service organizations and non-profit transportation providers to fill new service gaps is problematic given the funding challenges these organizations face sustaining.

Sustainable Parks and Open Space

Background

Definition

Open space includes critical areas, recreation and cultural sites, agricultural lands, and urban reserves. Parks and open space provide recreational opportunities and preserve ecological functions and promote biodiversity. Parks and open space promote community and environmental health and wellbeing. In addition to identifying and protecting parks and open spaces, jurisdictions should also consider maintenance, stewardship and design for functionality.

Health, equity and sustainability considerations

According to The City Project, communities of color living in poverty with no access to a car suffer first and worst in terms of access to green space and opportunities for physical activity. Health and quality of life disparities often follow the same pattern as green access disparities. While there is an abundance of green space in the central Puget Sound region, not all residents enjoy equal access to these resources, and accessible green spaces may not be adequately maintained.

Parks and open spaces provide spaces for activity, including walking and running trails, sports fields, and play structures for children, free of charge. These spaces can help residents to lead more active lifestyles and meet the Center for Disease Prevention and Control's (CDC) Physical Activity Guidelines, and help to improve overall health and fitness, and reduce the risk of many chronic diseases. Parks are also key sources of community cohesion. Studies show that the institutions and places that make up this web of human relationships can make a neighborhood stronger, safer, and more successful.

Numerous studies have consistently shown that parks and open space have a positive impact on nearby residential property values. The evidence reveals that most people are willing to pay more for a home close to a nice park. Economists call this phenomenon "hedonic value."

Parks and unpaved open spaces reduce stormwater management costs by capturing precipitation and/or slowing its runoff. Large permeable surface areas allow precipitation to infiltrate and recharge the groundwater. Also, vegetation provides considerable surface area that intercepts and stores rainwater, allowing some to evaporate before it ever reaches the ground.

In Seattle, park use led to almost $65,000,000 in health cost savings.

While parks are free to use, economists can calculate a "Direct Use" value based on peoples' willingness to pay. The direct use value represents the savings to residents by not having to pay a market rate for similar experiences in commercial venues. The Trust for Public Land's The Economic Benefits of Seattle's Parks and Recreation System (March 2011) calculated the direct use for parks and recreation service in the City of Seattle to be over $450,000,000 in 2010.

Additionally, the Trust for Public Land estimates that nearly 200,000 Seattle residents engaged actively enough in parks to cut their health costs. The health benefits of parks can also be measured as the collective economic savings that residents realize by their active use of parks. The key data input for determining medical cost savings is the number of park users indulging in a sufficient amount of physical activity to make a difference.

Program and Policy Examples

Program examples

Parks come in a range of sizes and, depending on how they are designed, can accommodate a variety of uses and programming, including:

- Community revitalization
- Community engagement
- Economic development
- Create safer neighborhoods
- Green infrastructure
- Help children learn
- Improve public health
- Arts and cultural programs
- Promote tourism
- Smart growth
- Climate change management

The American Planning Association's City Parks Forum Briefing Papers (2014) provide more information and best practices for all of the programs and needs listed above.

How is it used locally?

The Growth Management Act requires comprehensive plans to include a parks and recreation element (RCW 36.70A.070(8)). Although this element is not mandatory until adequate funding is available, many jurisdictions have adopted a parks and recreation element as part of their comprehensive plan. WAC 365-196-440 provides guidance on the preparation of the parks and recreation element.

The 2011 Comprehensive Park Plan for the City of Normandy Park (Ordinance No. 87) sets forth a comprehensive assessment of the city's existing parks and how it plans to meet current and future needs. The plan outlines the city's current recreational and park needs and a thorough inventory of existing parks and facilities. It includes a set of objectives and policies that all work towards the goal to "develop a system of parks, walking trails and recreational facilities that are financially sustainable, meet public recreation needs, and incorporate and enhance the natural environment." The plan also includes a capital improvement program.

The 2012, the City of Burien Parks, Recreation, and Open Space Master Plan (PROS Plan) provides guidance to the city in its management and development of park properties and recreation programs. The plan makes the City of Burien eligible for state and federal grants. The plan is updated every six years.

In 2011, the City of Renton adopted the Parks, Recreation, and Natural Areas Plan as a component of their comprehensive plan. The plan sets forth two goals: providing the opportunity for the community to connect to, participate in, support and encourage a healthy environment and active lifestyle; and supporting city spaces where an integrated trails/road network becomes a realistic transportation alternative. A noteworthy aspect of the plan is the focus on sustainability: Policy P-5: "Ensure long-term economic and environmental sustainability in system planning, design, operation, maintenance and decision making."

Implementation

Opportunities for funding

The Washington Recreation and Conservation Funding Board administers nine grants ranging from a Recreational Trails Program to a Boating Facilities Program. The Board also provides Manual 2: Planning Policies and Guidelines (2014), a how-to manual for developing a park plan. Local jurisdictions seeking funding from this agency are required to have a plan that is consistent with these guidelines.

The National Park System doesn't just provide recreation in far-away places. Cities and communities can apply to their Rivers, Trails, and Conservation Assistance program for outdoor recreation funding.

Local jurisdictions can implement policies to generate long-term funding internally. A metropolitan park district (MPD) is a junior taxing district that has two regular property tax levies available—one of 50 cents per thousand dollars assessed valuation (AV) and one of 25 cents. They are considered as one levy for the purposes of the levy limits in chapter 84.55 RCW, which sets limits on the amount by which a levy can be increased.

Seattle Parks and Recreation Parks Legacy Citizens' Advisory Committee Final Report (March 2014) looked at different funding options, including the potential use of a metropolitan parks district or a property tax levy. It also examined how the city allocated these funds for keeping facilities open, maintenance, and acquisition of new land and development of new facilities.

Considerations for local implementation

While parks may be regularly distributed in a community, differences in maintenance and programming affect how people will use and perceive parks and open space. Poorly funded maintenance budgets and inappropriate uses by a small number of people can make it hard for those who live near a park or open space to reap the full benefits.

The King County Equity Impact Review (EIR) tool is both a process and a tool to identify, evaluate, and communicate the potential impact—both positive and negative—of a policy or program on people, with a particular focus on communities of color, low income communities, and limited English proficient (LEP) communities. The tool may be helpful in identifying and addressing areas with limited access to parks and open spaces, or areas with poor park maintenance.

Challenges to implementation

In recent years, parks and open spaces have faced a funding crisis. With the financial resources available to local governments in decline, there has been significant competition among different public services for tax funds. Parks and open spaces have often lost this funding competition, meaning parks have far less tax support than they used to.

Resources

The American Planning Association's City Parks Forum Briefing Papers (2013)

The City Project's Healthy Parks, Schools and Communities: Green Access and Equity for the Southern California Region (2012)

MSRC's Park Planning, Design, and Open Space (2014)

Tacoma-Pierce County Health Department's Healthy Community Planning Toolbox—Policy Intervention Tools: Physical Activity, Safety and Injury, Placemaking (2013)

Washington State Department of Commerce's Development Planning for Parks, Recreation, and Open Space in Your Community (2005)

Tobacco-Free Parks Policies

Background

Definition

Tobacco-free parks policies restrict the use of cigarettes and other tobacco products, often including electronic smoking devices, in community parks and open spaces. Tobacco-free parks policies contribute to the de-normalization of smoking, supporting attitudes and views of smoking as outside typical healthy behavior. Additionally, they reduce litter from cigarette butts and other tobacco products.

Health, equity and sustainability considerations

Tobacco-free parks policies reduce public exposure to second-hand smoke. Exposure to second-hand smoke has a disproportionate health impact on vulnerable populations including children and the elderly. Additionally, discouraging tobacco use is an integral component of other public health programs and initiatives for cessation.

Tobacco-free parks policies are a useful tobacco exposure reduction tool in Washington State, specifically in areas where local governments are otherwise pre-empted from enacting restrictions on smoking in workplaces, tobacco advertising, or regulation of retailers.

South King County communities have a higher than average rate of tobacco use than the rest of King County. Public Health – Seattle & King County reports that countywide smoking rates are at 11% compared to 14% to 20% in South King County communities.

20% of adults smoke in South King County communities.

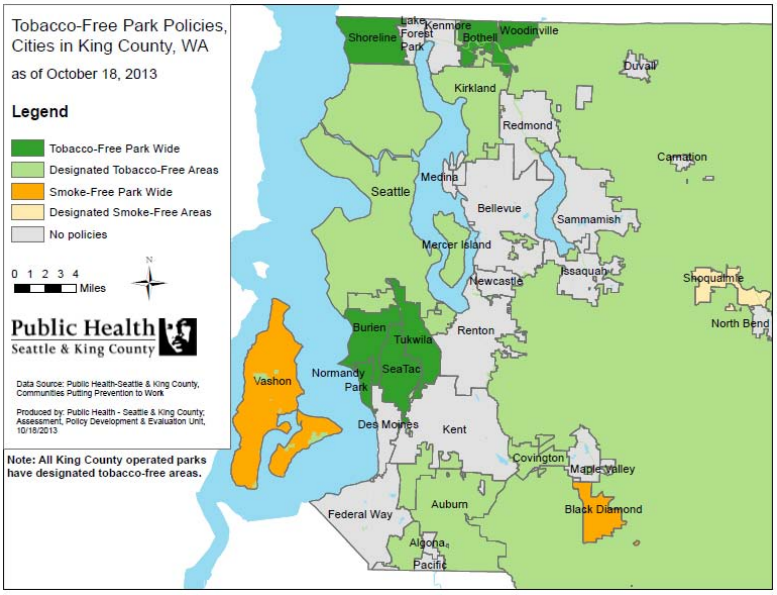
The January 2014 Public Health- Seattle & King County report on tobacco policies in public parks reported on the four cities in King County with 100% tobacco-free policies: Bothell, Shoreline, Woodinville, and Burien. Of the four cities, Burien is the only city in south King County. However, the majority of cities (26) in King County have no tobacco-use policies for parks.

Kirkland, SeaTac, Woodinville, Tukwila, and Covington (42% of cities with policies) differentiated tobacco-use enforcement measures from enforcement of other types of park conduct (i.e., littering, alcohol use, etc.). The remainder enforced their tobacco policy in the same manner as other provisions in their parks' code of conduct. No cities explicitly restrict e-cigarette use.

Program and Policy Examples

Program examples—How is it used locally?

A number of communities in King County have instituted restrictions on smoking or tobacco use in their parks. The policies vary by jurisdiction.



King County jurisdictions with tobacco-free parks policies, October 2013.

Burien's ordinance requests youth athletic associations to enforce the restrictions during their events. See City of Burien, Policy 3000.300.10.

Normandy Park recently amended its tobacco-free parks policy to include restrictions on the use of "unapproved nicotine delivery products" such as electronic or "smokeless" cigarettes. See City of Normandy Park, Ordinance 904.

SeaTac restricts the ban on tobacco use to designated parks. See City of SeaTac Municipal Code, 2.45.365.

Development regulations and model ordinances

The Washington state Smoking in Public Places law, enacted in 2005, prohibits smoking in "public places" including bars, restaurants, and private residences used to provide childcare and other social services. The law also prohibits smoking within 25 feet of entrances, exits, windows that open, and ventilation intakes. While this law makes great strides to curb the detrimental effects of cigarette smoke in enclosed spaces, it does little to address tobacco use in public outdoor spaces. Local jurisdictions have added additional smoking restrictions to their municipal codes and city ordinances. See Program Examples above for example regulations and ordinances.

Decision-making applications

Developing tobacco-free parks policies are relatively inexpensive and demand minimal time and resources. Extensive local policy sets ideal precedent for additional jurisdictions to build policy language. Implementation can be more challenging and resource demanding as new policy may require outreach and enforcement to encourage behavior change and make tobacco-free parks a new social norm.

Implementation

Developing policy language

The majority of King County residents (72%) support prohibiting smoking in outdoor public areas. Public Health—Seattle & King County provides an implementation guide with a number of case studies, models, contact information and other resources. See Tobacco-Free Parks: Policy Implementation Guide. Pages 6-7 of the guide focus on model policy language and provide example policy.

Opportunities for funding

Tobacco-free park policies often require little to no additional funding. The policy can build on a jurisdiction's existing tobacco prohibition policies and park conduct enforcement. If linked with other

policies and programs, such as sustainable parks and open spaces, and child physical activity, there may be opportunities for shared funding.

Considerations for local implementation

Tobacco-free and smoke-free parks are becoming a norm across Washington state. More than 25 cities in 12 counties throughout Washington have already adopted policies promoting tobacco and smoke free public outdoor areas. Jurisdictions can build on existing policies and precedent to help quick start and streamline local efforts.

In King County, the Communities Putting Prevention to Work (CPPW) grant helped to lay a robust framework for creating neighborhoods where it's safer to walk or bike, where schools and childcare settings are providing healthier foods and drinks, and where all King County residents can breathe smoke-free air.

Challenges to implementation

The 2007 Behavioral Risk Factor Surveillance System (BRFSS) Survey conducted by the Washington State Department of Health reports that a majority of King County residents (72%) support prohibiting smoking in outdoor public areas. Nonetheless, while the examples highlighted above demonstrate how policies have been adapted to a community's needs, there may be additional resistance to policies related to outdoor facilities, where the risk of exposure to second-hand smoke is ostensibly diminished.

Other cities have demonstrated legislative rationale for smoke-free parks policies by declaring legitimate government interest in such issues as reducing parks maintenance costs and fire risks, increasing park access to vulnerable populations such as children and seniors, and the right to regulate "nuisances."

Public Health—Seattle & King County can provide additional resources to jurisdictions seeking to implement smoke-free parks policies.

Resources

Michael Johns, PhD, et al, "Evaluating the NYC Smoke-free Parks and Beaches Law: A Critical Multiplist Approach," 2013

Transit-Oriented Development

Background

Definition

Transit-Oriented Development (TOD) refers to development of housing, commercial space, services, and job opportunities close to public transportation. Such development is intended to reduce dependency on automobiles, to increase ridership, and to better link residences to jobs and services.

Planning for TOD usually occurs at the station area or district level. Such neighborhoods are often called transit communities or transit-oriented communities, and comprise the area within a half-mile radius of, or approximate ten-minute walking distance from, high-capacity transit stations such as light rail, bus rapid transit, streetcar, and other major transit hubs. Communities throughout the region are increasingly focusing on TOD both as a way to accommodate growth in transit communities and to achieve a range of economic, health, social, and environmental benefits.

The Growing Transit Communities Strategy advances a comprehensive definition of "equitable transit communities":

> *Equitable transit communities are mixed-use, transit-served neighborhoods that provide housing and transportation choices and greater social and economic opportunity for current and future residents. Although generally defined by a half-mile walking distance around high-capacity transit stations, they exist within the context of larger neighborhoods with existing residents and businesses.*
>
> *These communities promote local community and economic development by providing housing types at a range of densities and affordability levels, commercial and retail spaces, community services, and other amenities that are integrated into safe, walkable neighborhoods.*
>
> *Successful equitable transit communities are created through inclusive planning and decision-making processes, resulting in development outcomes that accommodate future residential and employment growth, increase opportunity and mobility for existing communities, and enhance public health for socially and economically diverse populations.*

The region's transit ridership grew by over 7% from 2010 to 2013.

TOD is not a single tool, but rather is a planning framework that integrates multiple tools—including in the areas of housing, transportation, and community development—focused in a geographic area near key transit infrastructure. These other tools include those described by several other Planning for Whole Communities Toolkit resource guides, including: Affordable Housing, Community Engagement Tools, Complete Streets, Greenhouse Gas

Reduction Strategies, Parking Management, Opportunity Mapping, Pedestrian Oriented Design, Safe Routes to School, Sustainable Parks and Open Space, and Transportation Demand Management. TOD provides an important geographic focus for these and other tools and investments. Done well, TOD creates a level of activity, investment, and connectivity that enhances sustainable outcomes in all of these areas.

Health, equity and sustainability considerations

There are many health, equity, and sustainability benefits associated with transit-oriented development. These include the potential to:

- Promote active living by encouraging walking and biking
- Improve public health by cutting air pollution associated with automobiles
- Lower household transportation-related expenses
- Reduce taxpayer-burden associated with municipal infrastructure costs
- Help meet the growing demand for "walkable communities"
- Conserve farms and natural ecosystems, and protect water quality, by curbing land consumption
- Cut energy use and greenhouse gas emissions associated with both transportation and the built environment

Promoting equitable community development in transit communities can enhance all of the above benefits by ensuring access to a full range of households, regardless of income or demographic group. As transit-oriented communities change and grow over time, it is important to provide housing that is affordable at a range of incomes and community facilities that meet the needs of existing and future residents. This requires special attention to communities that currently lack access to transportation choices, quality schools, and other social and physical neighborhood resources that allow community members to thrive and succeed.

Program and Policy Examples

Program examples

The Growing Transit Communities Strategy recommends a "playbook" of 24 strategies to support equitable development in transit communities. The strategies address three main regional goals: to attract more of the region's residential and employment growth near high capacity transit, to provide housing choices affordable to a full range of incomes, and to increase access to opportunity for existing and future transit community members. Because no two transit communities are alike, the Strategy also includes a typology of implementation approaches that link specific actions to different community contexts.

While all 24 strategies are ingredients for successful TOD and are detailed in the complete Growing Transit Communities Strategy, five strategies that enhance transit communities' ability to attract growth are highlighted below.

1. Establish a regional program to support thriving and equitable transit communities
2. Build partnerships and promote collaboration
3. Engage effectively with community stakeholders
4. Build capacity for community engagement
5. Evaluate and monitor impacts and outcomes

6. Conduct station area planning
7. Use land efficiently in transit communities
8. Locate, design and provide access to transit stations to support TOD
9. Adopt innovative parking tools
10. Invest in infrastructure and public realm improvements

11. Assess current and future housing needs in transit communities
12. Minimize displacement through preservation and replacement
13. Direct housing resources to support transit-dependent populations
14. Implement a TOD property acquisition fund
15. Expand value capture financing as a tool for infrastructure and affordable housing
16. Make surplus public lands available for affordable housing
17. Leverage market value through incentives
18. Implement regional fair housing assessment

19. Assess community needs
20. Invest in environmental and public health
21. Invest in economic vitality and opportunity
22. Invest in equitable mobility options
23. Invest in equitable access to high quality education
24. Invest in public safety in transit communities

The five Attract Growth strategies include:

Strategy 6: Conduct station area planning. Station area planning is the process whereby local jurisdictions engage broad community interests to produce a unique vision for a transit community and a blueprint for regulations and investments that successfully attract residential and employment growth consistent with that vision. Each high capacity transit station area should have a dedicated plan, or policies within an existing plan, addressing a comprehensive range of topic areas.

Examples:

The Tacoma South Downtown Subarea Plan (2013) is a district-level example of neighborhood planning that integrates anticipated housing and employment growth with access to a regional transit center and several local streetcar stations.

Numerous local jurisdictions have developed station area plans in advance of Sound Transit's Link light rail service.

The City of Seattle undertook station area planning from 1998-2001 in advance of the construction of Link light rail in the Rainier Valley.

Station area planning efforts for SeaTac's future Angle Lake Station and Shoreline's future 185th Street and 145th Street Stations are underway in 2014.

Strategy 7: Use land efficiently in transit communities. Transit communities contain a limited amount of land to accommodate housing, workplaces, retail and services, open space and other public amenities. Attracting growth to transit communities starts with policies and regulations that use that resource wisely and allow sufficient compact development to meet growth and ridership goals along with public and private actions to support those investments.

Examples:

The City of Seattle has lidded reservoirs, such as Cal Anderson near the future Capitol Hill Link Station and Jefferson Park near the Beacon Hill Link Station, to create needed park and open space near transit communities.

The Master Plan for the Capstone/Group Health site near the future Overlake Village Link Station in Redmond allows for an enormous increase in residential and employment density while also improving pedestrian amenities and stormwater management.

Strategy 8: Locate, design, and provide access to transit stations to support TOD. Decisions about the siting and design of transit facilities can have a significant impact on the potential for building transit communities within a given corridor. Current and future community members are best served and ridership potential is best supported where transit systems are designed to foster long-term TOD potential and connectivity to surrounding neighborhoods and communities.

Examples:

Proactive subarea planning in the Bel-Red Corridor helped make the case for an East Link light rail alignment that would maximize the TOD potential of the district.

Community Transit selected Highway 99/Evergreen Way for its first Swift BRT route in large part because of the existing densities, size, mix of development, regional location, access, street design, transit-dependent populations, and planned growth in the corridor. Recognizing the strong linkage between land use, transit and the role counties and cities play in transit market development, Community Transit worked with local jurisdictions to identify thirteen Transit Emphasis Corridors in its Long Range Transit Plan (2011).

Sound Transit developed a System Access Policy (2013) to "maximize pedestrian, bike and transit access and provide parking capacity within available resources."

Strategy 9: Adopt innovative parking tools. Frequent and reliable transit service within walking distance of housing and commercial uses reduces the amount of parking needed as part of new development. Requirements for parking that are inflexible and exceed demand can drive up development costs and resulting prices and rents, and may render new development unfeasible. A range of innovative parking tools

are available for use in transit communities that are effective in supporting TOD while meeting the limited parking needs of a transit-rich environment.

Examples:

King County's Right Sized Parking effort found that parking in multifamily buildings exceeded actual usage. The program includes a web-based tool to help policymakers, developers and community members determine the expected parking needs in a project.

Strategy 10: Invest in infrastructure and public realm improvements. Local governments and private developers have identified insufficient infrastructure and community amenities as major barriers to new residential and commercial development in transit communities. For example, data indicate that many current and potential station areas within the light rail corridors lack the street networks, sidewalks, parks, and other public facilities desired for livable transit communities. A regional strategy to provide sufficient infrastructure and enhance the public realm includes creating new funding tools and targeting existing funds for maximum benefit. Provision of this infrastructure is an opportunity to achieve multiple environmental and health benefits.

Examples:

The rebuilt Bremerton Ferry Terminal and concurrent public realm improvements along the waterfront helped spur revitalization and new economic development in downtown Bremerton.

Jurisdictions along Highway 99/Pacific Highway South in south King County have made a series of corridor improvements that have expanded multimodal mobility and improved speed and reliability of the RapidRide A Line.

The Tacoma South Downtown subarea planning included a Programmatic EIS that creates the framework for infrastructure improvements as the district grows over time.

Performance evaluation/success stories

The success of TOD and transit communities in supporting thriving and equitable transit communities is realized over the long-term. There is the need to evaluate tools as they are implemented and monitor outcomes as they are realized in order to modify the strategies to strengthen success over time. Evaluation and monitoring efforts should focus not only on attracting residential and employment growth near transit, but also on key social and equity outcomes, including availability or affordable housing choices and equitable access to opportunity. As a complement to the monitoring efforts, public agencies should evaluate the equity impacts of policies and investments before they are implemented in transit communities.

Implementation

Considerations for local implementation

The following high-level checklist captures actions that a local jurisdiction might undertake to promote TOD near transit investments:

- Develop local vision and policy framework for development near transit
- Identify and map transit communities
- Evaluate existing physical conditions and community characteristics to identify needs
- Develop station area plans
- Implement plan strategies and actions

- Monitor and evaluate outcomes

Resources

Center for Transit Oriented Development's Station Area Planning Manual (2007)

Puget Sound Regional Council's Growing Transit Communities Publications (2011-2013)

Tacoma-Pierce County Health Department's Healthy Community Planning Toolbox—Policy Intervention Tools: Transportation and Physical Activity, Land Use and Physical Activity, Housing and Physical Activity (2013)

Glossary of Terms

The following terms are defined according to their intended use in this document.

Accessibility

A measure of the ability to travel easily among various origins and destinations.

Active Living

Promotion of physical activity, including walking and bicycling, to address health and personal well-being, focusing on how the built environment – including neighborhoods, transportation systems, buildings, parks and open space – can contribute to more daily movement and activity.

Active Transportation

Active transportation refers to multimodal transportation solutions that connect people of all ages and abilities to where they need to go using active modes such as walking, bicycling, and taking public transit.

Affordable Housing

Housing is considered unaffordable when a household's monthly housing costs exceed a certain threshold percentage—the conventional U.S. standard ranges from 25% to 33% (most commonly 30%) of gross monthly income—thereby reducing the budget available for basic necessities. Housing costs typically include rent or mortgage payments, taxes, insurance, and utility costs.

Area Median Income

Midpoint in the family-income range for a metropolitan statistical area or for the non-metropolitan parts of a state. The figure often is used as a basis to stratify incomes into very low, low, moderate, and upper ranges.

Bikeway

Any road, street, path, or right-of-way that is specifically designated in some manner as being open to bicycle travel, for the exclusive use of bicycles, or shared use with other vehicles or pedestrians.

Brownfield

A previously developed property or site – often having been used for industrial activity – that now is underutilized or not in active use, on land that is either contaminated or perceived as contaminated.

Built Environment

Refers to the human-created surroundings that provide the setting for human activity, ranging from large-scale civic districts, commercial and industrial buildings, to neighborhoods and individual homes.

Capacity Building

Investments in training, leadership development, and community organizing that increase the knowledge base and competencies of individuals or groups to participate effectively in public planning and decision-making.

Carpool

An arrangement in which two to six people share the use and/or costs of traveling in privately owned automobiles between fixed points on a regular basis. (See also vanpool.)

Climate Change

Refers to the variation in the earth's global climate (or in regional climates) over time. It describes changes in the variability or average state of the atmosphere. Climate change may result from natural factors or processes (such as changes in ocean circulation) or from human activities that change the atmosphere's composition (such as burning fossil fuels or deforestation).

Community Engagement

Public participation that involves dynamic relationships and promotes a mutual exchange of information, ideas, and resources between community members and public agencies in a context of partnership and reciprocity. Community engagement can include varying degrees of involvement, decision-making, and control.

Commute

Regular travel between home and a fixed location (e.g., work, school).

Complete Streets

Streets designed and operated to ensure safe travel for all users – pedestrians, cyclists, transit-riders, and motorists. Typically, complete streets include sidewalks, crosswalks, bike lanes, and other features and amenities.

Comprehensive Plan

A document that guides growth and development for a jurisdiction.

Concurrency

A state planning requirement to ensure that needed services and facilities are in place by the time development is completed and to be occupied, or that funding has been committed to provide such services within six years.

Crime Prevention Through Environmental Design

A method of deterring crime by creating physical environments that discourage criminal behavior and encourage healthier use of space.

Critical Area

Lands that perform key functions that enhance the natural environment and built environment, as well as protection from hazards. Under the Growth Management Act, such areas include wetlands, floodplains, aquifer recharge area, wildlife conservation areas, and certain geologic areas.

Direct Use

A value representative of the savings to residents by not having to pay a market rate for similar experiences in commercial venues. This value is often used to highlight the saving associated with public facilities and infrastructure such as recreation facilities and parks.

Demand Response Service

Transit that operates in response to calls from passengers or their agents to the transportation provider, who then dispatches a vehicle to pick up the passengers and transport them to their destinations

Ecosystem

The diversity of plant and animal species in a geographic area and how they interact. Biodiversity is the variety of plant and animal species within an ecosystem or geographic area.

Equity

As defined by the Planning for Whole Communities Toolkit Working Group, equity describes an outcome where all people have access to resources and opportunities to improve their quality of life and enable them to reach their full potential. This includes fair and just allocation of benefits and burdens, sensitivity to the unique needs and strengths of diverse communities, as well as open and equal access to influence public process.

Health

As defined by the Planning for Whole Communities Toolkit Working Group, health refers to the state of physical, social, and mental well-being, a state that is dependent upon the resilience of the natural environment, the strength of the central Puget Sound region's communities and social networks, and the way we build our cities and transportation systems. A healthy community is characterized by the availability of safe, viable, healthy lifestyle choices to individuals and families regardless of economic standing.

Family Wage

The wage required to meet the basic needs and costs of supporting a family independently. Factors for determining family wage include housing, food, transportation, utilities, health care, child care and recreation.

Fixed-Route Transit

Regularly scheduled service operating repeatedly over the same street or highway pattern on a determined schedule.

Green Building

Building design that yields environmental benefits, such as savings in energy, building materials, and water consumption, or reduced waste generation. Green development minimizes energy consumption, pollution, and the generation of wastes, while maximizing the re-use of materials and creating healthful indoor environments.

Growth Management Act (GMA)

State legislation passed in 1990 to guide planning for growth and development in Washington state. GMA requires local governments in fast growing and densely populated counties to adopt long-range comprehensive plans that define urban growth areas and address land use, housing, capital facilities, utilities, transportation, and other related elements of local and regional planning. GMA has been regularly amended to further define requirements and to advance coordination among local governments. (RCW 36.70A.)

Impact Fees

Costs imposed on new development to fund public facility improvements required by new development and ease fiscal burdens of providing services on localities.

Impervious Surface

Surfaces – such as rooftops, sidewalks, roads, and parking lots – covered by impenetrable materials, including asphalt, concrete, brick, and stone. These materials seal surfaces, repel water and prevent precipitation and runoff from infiltrating into soils.

Infill Development

Projects that use vacant or underutilized land in areas that were previously developed.

Jobs-Housing Balance

A planning concept which advocates that housing and employment be in relative proximity so as to reduce the length of commute travel or vehicle trips altogether.

Joint Use Agreement

Formal agreement to share space by the entity that owns the facility with one or more other entities. Such agreements are often to allow joint use of recreation or community facilities.

Jurisdiction

Includes counties, cities, and towns. As appropriate, the term "jurisdiction" also includes federal and state agencies and federally-recognized tribes.

Level of Service Standard

A mechanism used to determine if a given facility or service is operating efficiently. Innovations in level of service for transportation now take into account overall people-moving performance, rather than focusing on traditional assessments of vehicular volume and capacity.

Low Impact Development

An approach to environmentally friendly land use planning. Includes a number of landscaping and design techniques to maintain the natural, pre-developed ability of a site to manage stormwater. More broadly, it refers to a range of development techniques that have minimal environmental or energy-related impacts.

Mixed-Use Development

Projects or districts that include residential, commercial, and business accommodations. Vertical mixed-use development refers to building that have multiple uses in a single structure, such as ground-floor retail, offices, and residences. Horizontal mixed-use development refers to districts where zoning allows for different uses to be in adjacent building and complexes.

Mobility

The ability of people to move from one location to another.

Mode

A particular form of travel, such as walking, bicycling, driving alone, carpool or vanpool, train, ferry, or airplane.

Multimodal

Those issues or activities which involve or affect more than one form – or mode – of transportation, including transportation connections, choices, cooperation, and coordination of various modes.

Multimodal Concurrency

Multimodal level of service (MMLOS) establishes a level-of-service indicator across various transportation modes, with considerations for how different modes interact. Multimodal concurrency refers to a concurrency program that incorporates considerations for several transportation modes, including motor vehicles, pedestrians, transit, and bicycles. Multimodal concurrency is used to mitigate development and is often in conjunction with transportation demand management programs.

Network

In planning, a computerized system of links and nodes that describes a transportation system.

Nonmotorized

Refers to bicycle, pedestrian, and other modes of transportation not involving a motor vehicle.

Open Space

A range of green places, including natural and resource areas (such as forests), recreational areas (such as parks and trails), and other areas set aside from development (such as plazas).

Paratransit

Transit service that is scheduled or dispatched upon demand, providing "point-to-point" travel. Normally used in specialized applications with user eligibility limitations (e.g., elderly, and/or handicapped) or where demand is not sufficient to support fixed-route service.

Pedestrian Oriented Development

The development and siting of housing, commercial space, services, and job opportunities in a manner that accommodates walking. Such development is intended to create more vibrant urban areas and to reduce dependency on automobile travel.

Peak Period

The period of the day during which the maximum amount of travel occurs. It may be specified as the morning (A.M.) or afternoon or evening (P.M.) peak. Generally from 6-9a.m, 4-7p.m.

Recycling

The process by which waste materials are collected and reused as "raw" materials for new products.

Redevelopment

The restoration or improvement of an existing structure or property.

Region

Refers to the central Puget Sound region, including King, Kitsap, Pierce and Snohomish counties and the cities and towns within those counties.

Renewable Energy

Energy sources that can be regenerated and that are much less polluting than nuclear power or fossil fuels, such as wind, solar power, biomass, and hydropower.

Single- Occupant Vehicle

A motor vehicle occupied by the driver only.

Solid Waste

Refuse generated by individual households, businesses, or institutions.

Special Needs Populations

People with special transportation needs are defined in RCW 81.66.010 as people, "including their personal attendants who because of physical or mental disability, income status, or age are unable to transport themselves or purchase transportation."

Special Needs Transportation

Special needs transportation is any mode of transportation used by those defined as transportation disadvantaged or with a special transportation need. This includes buses that have regular stops (e.g., fixed routes for transit and schools), specialized services such as vans, cabulances and taxis that pickup people at the curb or door (e.g., demand response or dial-a-ride), rideshare programs, volunteer driver services, ferries, trains, or any federal, state. and local publicly funded transportation.

Stormwater Infrastructure

An infrastructure system that collects runoff from storms and redirects it from streets and other surfaces into facilities that store and release it – usually back into natural waterways.

Sustainability

Commonly defined as "meeting the needs of the present without compromising the ability of future generations to meet their own needs." Encompasses environmental, economic, social, and institutional factors.

Sustainable Development

Also referred to as "sustainable communities," implies that growth and development occur in a manner that is balanced with the preservation and management of the natural environment and its resources, and is supported by physical infrastructure and financial resources. Sustainable communities function within physical and biological limits of the environment, and support long-term use and reuse of natural resources.

Transit Dependent

Individual(s) dependent on public transit to meet personal mobility needs (e.g., unable to drive, not a car owner, not licensed to drive).

Transit-Oriented Development

The development of housing, commercial space, services, and job opportunities in close proximity to public transportation. Such development is intended to reduce dependency on automobiles, as well as to improve mobility and access between residences, jobs, and services.

Transportation Demand Management

A concept designed to reduce or eliminate vehicle trips, including a variety of programs and strategies, such as carpool/vanpool, flextime, working from home, and ride matching.

Vanpool

An organized ridesharing arrangement in which 7 to 15 people travel together on a regular basis in a van. The van may be publicly owned, employer owned, individually owned, or owned by a third party. Expenses are shared and there is usually a regular volunteer driver. (See also carpool.)

Vehicle Miles Traveled

A measurement of the total miles traveled for a specified time period. For transit, the number of vehicle miles operated on a given route, line, or network during a specified time period.

VISION 2040 (Regional Growth Strategy)

Adopted in 2008, VISION 2040 is the long-range, integrated environmental, land-use, economic development, and transportation strategy for the four-county central Puget Sound region. VISION 2040 was developed through a public scenario planning and evaluation process over a 3-1/2 year period. Under the state growth management planning framework, VISION 2040's policies guide the development of regional implementation plans, and their implementing development regulations. VISION 2040 contains a regional vision statement and overarching goals as a sustainable framework for a Regional Growth Strategy and for each of six major categories of multicounty planning policies.

Outcome Matrix

Resource Guide	Health			Equity		Sustainability		
	Obesity Prevention	Reduced Exposure to Harmful Pollutants	Improved Mental Health & Well Being	Community Engagement & Political Access	Access to Jobs & Regional Prosperity	Multimodal Mobility & Connectivity	Mixed Use & Compact Development	Protect & Restore Natural Systems
Active Travel Choice Programs						*	*	*
Affordable Housing		*	*		*		*	
Brownfield Redevelopment	*	*					*	*
Community Engagement Tools				*				
Community Gardens & Urban Agriculture	*		*	*				*
Complete Streets	*		*			*	*	*
Crime Prevention Through Environmental Design			*	*				
Design for Aging in Place	*		*		*	*	*	
Green Stormwater Infrastructure		*						*
Greenhouse Gas Emission Reduction Strategies		*						*
Green Waste Management								*
Health Impact Assessment								
Healthy Food Retail	*				*			
Inclusive Contracting & Business Development				*	*			
Joint Use Agreements	*		*	*				
Multimodal Concurrency						*		*
Opportunity Mapping								
Parking Management						*	*	
Pedestrian-Oriented Design	*					*	*	
Recognition Programs				*				
Safe Routes to School	*		*			*		*
Special Needs Transportation					*			
Sustainable Parks and Open Spaces	*							*
Tobacco-Free Parks	*	*						
Transit-Oriented Development					*	*	*	

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