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## IV. PROGRAM STRATEGIES

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The City of Olympia and its GTEC partners propose to implement the following elements as part of its GTEC program. Implementation of the elements will be done in partnership and in coordination with the State, Intercity Transit, Olympia Downtown Association, and Thurston Regional Planning Council. Listed below are the following planned local services and strategies for achieving the established goals and targets

### A. Proposed Target Population

All Downtown Olympia and Capitol Campus GTEC area employees will be the target of the GTEC program. Outreach to downtown residents and to other residents of the City will occur as part of the program but these will not be surveyed and tracked.

### B. Policies and Regulations

#### 1. Comprehensive plan policies

- No amendment to City policies is deemed necessary. See Policies and Regulation Checklist (Appendix B). The Olympia Comprehensive Plan policies are both complete and specific regarding dedication to the land use/transportation issues including dependence on Transportation Demand Management to keep the transportation network operational as density increases and focused growth occurs – especially in activity centers like the downtown. Both the Land Use and Urban Design chapter and the Transportation chapter have extensive goals and policies to support reduced drive alone rates. The Plan also ties these goals to sustainability, environment, public safety, services and economic development.

#### 2. Olympia zoning code and land use regulations

- Car Parking Code Alignment – Review parking requirements as part of GTEC program for opportunities to reducing or eliminating parking requirements downtown. Consider maximums if necessary.
- At the very least, the code-required amount of motor vehicle parking for office should be lowered to support employee CTR. Steps the City could take citywide to amend the code include:
  - Large office building parking supply should be more closely aligned with SOV goals: provide parking to meet a target single occupancy vehicle rate on any given day at a worksite.
  - The requirement for government office building should be consistent with general office, not higher as it is currently (3.5 stalls per 1,000 SF compared to 2.5-2.85 for General Office).
- Site Design – Review awning requirements with the goal of adding as many awnings as possible on downtown buildings. Consider a loan or other incentive program for adding awnings with façade improvements. Make sure awnings or transit shelters will accommodate transit drop off as close - or closer - than parking areas.

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- Increase Housing Density - Consider applications for rezones to downtown housing zones to assure development of necessary housing density. Downtown is deficient in meeting its goals for housing density downtown – especially given the Olympia Comprehensive Plan goals for less reliance on vehicles. Some “market rate” housing may become available within the GTEC 4 year program. This should result in proving the downtown market and attracting many additional housing projects in the downtown – a necessary ingredient for the sustained trip reduction expected and supported by infrastructure and services in the downtown.
- Include GTEC program plans into the planned City Mobility Master Plan to clarify links among Olympia Comprehensive Plan vision, transportation planning process and CFP - 2008 - 2009.

### 3. Services and Facilities

As part of its capital improvement program, the City, State, and IT are planning the following improvements that will help reduce drive alone trips and vehicle miles traveled. Elements that are being planned and/or being implemented include:

**Carpooling** – the mode with the most potential in downtown and the Capitol Campus since many work trips are likely to continue to originate from distances too great for walking and biking, or locations not served by transit. (See Appendix C map showing where GTEC area employees live). Trip reduction of 10% will require reaching many employees new to carpooling. The following GTEC service and programs would be used:

- GTEC Service: Support and promote expanded use of Intercity Transit (IT) ride match system (Rideshare Online) within Downtown Olympia/Capitol Campus GTEC employment area and within Olympia neighborhoods using prize promotion incentives. Outreach would include all downtown/Capitol Campus employees, downtown residents and Olympia neighborhood associations. This would result in workers being approached through their worksite and in their neighborhoods.
- GTEC Program: Offer free, reduced rate and preferential parking passes for registered carpoolers on street or in City or State lots.

**Vanpooling** – Long distance commute trips are projected to increase (doubling over 20 years). Employees commuting each day into Thurston County will reach 30,000 by 2030. A 10% reduction in SOV trips by employees to the downtown will require some increased use of vanpools. The map in Appendix C. shows how many people come from outlying counties. Some of these employees will find that a vanpool can work for their daily commute. Vanpool vans are readily available through IT.

- GTEC Program: Stage heavily promoted events to reward (with prize promotions and subsidy for new vanpool users) and help commuters sign up for Rideshare Online for new vanpool connections.

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- GTEC Program: Support Intercity Transit (IT) efforts to continue funding expansion of vanpool programs. Service/Infrastructure: Support WSDOT, transit agency and other jurisdiction efforts to locate park and ride lots for longer distance commuters to encourage vanpools and carpools.

**Transit (service and facilities)** – Increased service and infrastructure and increased promotion including education and incentives will be needed to increase transit use if 10% SOV trip reduction is to be achieved.

- GTEC Program/infrastructure: City works with IT to improve transit stops with shelter and bulb outs, in the downtown and on corridors leading to the downtown.
- GTEC Service: Focus service improvements on the corridors leading to and within Downtown Olympia and State Capitol Campus area. Additional transit service on north/south and east/west routes in and out of the downtown would support the GTEC focused marketing and promotions that would result in increased transit use.

Intercity Transit is proposing a TRPP project aimed at employees working in the proposed GTEC that live outside of the Intercity Transit service area. This project will complement the GTEC program and will focus additional resources to eliminate the longest commuter trips. This has the potential to make a significant reduction in vehicle miles traveled and to remove vehicles from the most congested regional highways.

**Walk** – As employment and housing density increases, and urban form evolves, increased walk trips can be expected. Downtown/Capitol Campus currently provides the most employment density and the most “walkable” area in the county. The grid street system in the surrounding neighborhoods adjacent to the GTEC area and continued improvement of street amenity, offer a good environment for attracting additional walk trips with GTEC education and promotion. Additional housing density in the downtown will increase walk trips in the GTEC area.

The City is heavily committed to promoting walking and biking and will launch two new programs for encouraging walking and biking to downtown starting in 2008. A seasonal campaign will promote walking to and within the downtown for events and arts, as well as to shop, work and do business. The second program is a year long Bicycle and Pedestrian Education, Encouragement, Enforcement (E3) program. This grant funded program will apply Citywide but will naturally focus on the downtown as Olympia’s the commercial and employment hub. These programs will be coordinated with the GTEC program to reach the substantial increases in walking and biking that the GTEC 10% SOV reduction goal will require.

- GTEC Program/infrastructure: Complete or improve pedestrian amenities in all Downtown/ Capitol Campus areas and corridors leading to the area - including sidewalk repair, street trees, pedestrian crossing improvements and ADA ramps, lighting, transit shelters etc.
- Ongoing City Programs that support GTEC:
- Promote redevelopment of surface parking lots to add density, moving parking into structures;

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- Through continued efforts to promote infill development, reduce the number of street edge surface parking lots recognizing the importance of a continuous street edge form to walkability;
- Expect and support excellent new building design or redevelopment in order to encourage walking from one place to another.

**Bike** – A complete bike network, both trails and on street facilities, will attract additional riders. Bicycling has continued to rise as more facilities have been built in the last 15 years. Olympia’s bike network is 75% complete. The City will:

- Continue to work to complete the planned bike network on Arterials and Major Collectors in the City, focusing identified City funds as part of the GTEC planning.
- Continue to work with partners to design special treatments for missing links unique to transition areas in the GTEC area and on the corridors adjacent to downtown (i.e. 5<sup>th</sup> Avenue dam, Martin Way and Pacific “Y”, etc.).
- GTEC Program/infrastructure: - GTEC Program: Assist businesses and building owners to retrofit and install bike parking, and showers. Work with the State to assure inclusion of CTR supportive infrastructure in planned new Capitol Campus buildings.
- GTEC Program: Arrange for use of shared showers and lockers or use of local gym showers (the 5<sup>th</sup> Avenue Gym and the YMCA) for bike riders. Install secure bike parking at participating gyms and other sites in the GTEC area.

### Other TDM –

- **Parking Management** – Parking management and financial incentive programs will continue to be key to additional trip reduction since parking supply and cost are a key influence in a person’s decision to drive to work. GTEC education program that includes options for getting to work, the financial and health benefits, and promotion incentives will support next step parking management by the City and its partners (the Public Benefit Improvement District and Olympia Downtown Association). Olympia has an aggressive parking management program that has evolved over the last twenty years or more. The goal of the program is to meet customer needs while encouraging employees to use alternatives to driving alone.
  - GTEC Program: Enhance employee trip reduction through parking cost and supply.
  - GTEC Program: Continue to expand and adjust the downtown parking management system as part of the GTEC program, including:
    - Convert all City lots to pay customer parking and 9-hour employee meters to 3-hour customer parking where appropriate. Encourage private lot owners to do the same.
    - Manage private lots within the downtown on behalf of employers, property or business owners. City management of private lots can bring more of the parking supply into alignment with City parking management goals - a focus

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on the customer. Revenues beyond management expenses would be returned to property owner.

- Free or reduced parking cost for carpools/vanpools (in specified areas). Currently vanpools can park at 9-hour meters for free.
- Limit employee parking supply in new garages.
- Eliminate free employee parking at all City worksites and encourage other employers to do the same.
- Use parking management fees to pay for incentive programs.

### D. Marketing and Incentives

#### - Alternative mode outreach and education program

**Market Campaign to promote walking, biking, and ridesharing.** Similar to the campaign during the 4<sup>th</sup> avenue bridge construction, educate employers and employees about alternatives to driving alone. Promote alternatives through events, campaigns, materials, web information and outreach: Actions include:

GTEC Program: Outreach to Smaller Employers - Provide information and resources including sample policies on parking, telecommuting, and flextime. Provide information on incentive programs and bus pass programs, including links to ride match services. Provide employee commute guides. Provide a packet of information for new business at the time of business licensing.

GTEC Program: Appropriate and relevant materials for different types and sizes of employers will be marketed through expansion of the City's current Parking "Walkabout" program. Parking management staff on a "Walkabout" will visit with small employers and any new business accompanied by GTEC staff. They will review the GTEC and parking management program including CTR incentives and services.

GTEC Program: Outreach to State and other large employers – Work closely with State CTR staff to get marketing and promotions materials to state agencies on the Capitol Campus and in downtown.

GTEC Program: Coordinate events and promotions that appeal to both large and small employers needs and schedules, employees already aware of CTR programs, and those new to CTR. Stage heavily promoted events with reward incentives and help commuters sign up for Rideshare Online.

GTEC Program: Enlist Olympia neighborhood associations to promote ridesharing and connect residents with Rideshare Online and other alternatives to driving alone. Materials should identify the benefits to households, neighborhood, downtown large and small business, the city and the region.

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- Distribute materials at neighborhood association meetings and events, enlisting their support to promote ridesharing, walking, biking and transit.
- Work with the neighborhood association to initiate a program whereby families volunteer to give up one car and document their experiences replacing those trips with other modes.

GTEC Program: Focus Groups - Annually, focus groups representing GTEC area employers and employee can provide information on barriers to trip reduction. Information will be used to make adjustments to the GTEC program, and add effective new program elements.

GTEC Program: Provide information and guidance on the benefits of managing parking supply to employers.

GTEC Program: Educate employers about the benefits of parking cash out. Encourage employers who currently pay for their employees' parking to offer their employees an equivalent amount in cash for using an alternative mode. As part of GTEC promotions, employers could offer an incentive to try parking cash out for a several month trial period. A program to pay employees for each day they don't drive to work, and CTR registration for participants for cash reward drawings, would also be promoted.

**Incentive programs and services** – The GTEC program will need to use new incentives and services to meet the 10% reduction in drive alone goal in 4 years. Incentives have been shown to capture attention and encourage trying alternative modes. The goal is to get employees to experiment with alternative modes with the expectation that some employees will continue to use the models that work best for them.

GTEC Program: GTEC marketing and promotions would be done in partnership with existing IT programs to add value to transit service to, from and within the GTEC area. Educate potential users about the high transit level of service, and encourage new users with incentive programs.

GTEC Program: A transit pass program will encourage use of transit by employees in the GTEC area not currently enrolled in one of the existing transit pass programs (such as the STAR Pass for State employees).

A free transit pass program is a major financial benefit to a downtown employee. An employee using the transit pass can save \$70 per month if they were parking at a 9-hour meter. In addition, good downtown transit service will demonstrate that bus riding can be convenient – especially for those living close to transit stops. City CTR plan data shows heavy walk and bus mode use where there is a combination of good service, lots of retail jobs and high density housing in the surrounding area.

GTEC Program: Alternative mode use incentives for those who register and participate as required. These incentives may include: daily cash from employer for

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not driving alone, the transit pass program, new vanpool user subsidy program, restaurant and merchant discount program, parking cash-out, and preferential parking and parking discounts for carpools and vanpools.

GTEC Program: Parking charges and discounts

Parking cost incentives include metering core area parking, encouraging private lot parking charges by employers, and preferential parking for carpools and vanpools.

GTEC Program: Track, publicize and celebrate successful flexible work schedule policy and programs by employers – including flexible work hours or telecommuting.

GTEC Program: Track employer and employee individualized marketing program needs and develop these after the initial program is launched and survey and focus group work can be analyzed.

GTEC Program: Publicize, honor and celebrate participation. Distribute participation signs for businesses that have employees registered in the GTEC program. Track results and publish these.

Integrate the City Education, Encouragement, Enforcement walk and bike promotion program with the GTEC. Olympia Public Works and GTEC staff will maximize resources to increase biking and walking in the GTEC area.

### E. Schedule for Implementing Program Strategies and Services

The jurisdiction has identified the following schedule for implementing the GTEC program strategies and services. The agency responsible for implementing the strategy or service is also listed.

Program Strategy or Service	Agency Responsible	Scheduled Date for Implementation
<b>Policies and Regulations</b>		
Review and revise parking code for downtown zones	Olympia Public Works and Planning	2008
Review awning requirements – identify ways to extend to façade improvements – explore loan program	Olympia Planning	2008
Review additions to downtown housing zoning – assign ombudsman to housing projects to aid issue resolution and assure successful project completion	Olympia Planning	2008 – 2012
Include GTEC program in the Mobility Master Plan	Olympia Public Works	2008-2009

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Program Strategy or Service	Agency Responsible	Scheduled Date for Implementation
<b>Services and Facilities</b>		
<b>Carpool and Vanpool</b>		
Ridematch services	Intercity Transit	2008-2012
Free, reduced rate and preferential parking program for registered participants	GTEC Staff and Partners, Olympia Public Works	
Expand vanpool program	Intercity Transit	2008-2012
<b>Transit Service and Facility Improvements</b>		
Install transit shelters and bulbouts	Intercity Transit and Olympia Public Works	2008-2009
Add service on corridor connections to downtown and the Capitol Campus area	Intercity Transit	2008-2012
<b>Pedestrian and Accessibility Improvements</b>		
Make sidewalk, pedestrian crossing, ADA accessibility improvements, and add other pedestrian amenities in the GTEC area, adjacent corridors, and close-in neighborhoods	City of Olympia Public Works	2008-2012
<b>Bike Improvements</b>		
Continue to build on-street bicycle facilities and make network improvements	Olympia Public Works	2008-2012
Design special treatments for missing links (i.e., 5 <sup>th</sup> Ave. dam, Martin Way and Pacific Y)	Olympia Public Works and State G.A. (5 <sup>th</sup> Ave. dam project)	2008-2012
Add bike parking and showers to new and retrofit buildings	Olympia Planning, Public Works and State G.A.	2008-2012
Arrange for use of shower facilities	GTEC Staff, Olympia Public Works, State G.A, Olympia Downtown Assoc.	2008-2012
<b>Emergency Ride Home</b>		
Contract for service	GTEC Staff, Olympia Public Works.	2008-2012
<b>Parking Management</b>		
Convert all City lots to pay customer parking and 9-hour employee meters to 3-hour customer parking where appropriate	Olympia Public Works	2008-2012
Encourage employers to eliminate free parking - manage private lots within the downtown on behalf of employers, property or business owners	Olympia Public Works, Olympia Downtown Assoc.	2008-2012
<b>Streetscape Improvements</b>		
Direct Capital funds towards streetscape improvements identified in plans and studies, particularly the East Downtown Streetscape plan.	City of Olympia	2008-2012

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Program Strategy or Service	Agency Responsible	Scheduled Date for Implementation
<b>Marketing and Incentive Programs</b>		
<b>Outreach and Education</b>		
Stage 1 - GTEC program marketing research and materials development website prep, incentive development,		
Stage 2 – Web launch, outreach, events, promotions, survey for goal tracking and reporting, focus group	GTEC staff with CTR ETC's and GTEC partners (Olympia Downtown Assoc., City, State, Intercity Transit, TRPC)	2008-2009
Stage 3 – If ongoing program funded – adjust program based on analysis	GTEC staff with CTR ETC's and GTEC partners	2009-2011
Outreach to small employers and new employers. Expand Olympia's "Walkabout" focused on parking management to include GTEC CTR information.	GTEC staff, City of Olympia staff and ODA	2008-2011
Marketing materials, information and incentives for outreach to State of WA and other large employers and their employees	GTEC staff with CTR ETC's and GTEC partners	2008-2011
Stage events and promotions with broad appeal to large and small employers, existing - and potential new CTR participants	GTEC staff with CTR ETC's and GTEC partners	2008-2011
Enlist Olympia neighborhood associations to promote ridesharing and other CTR options	GTEC staff and City staff	2008-2011
Provide information, guidance, encouragement and incentives that support parking management goals and programs.	GTEC staff and City staff	2008-2011
<b>Service Enhancements</b>		
Partner with IT to maximize promotion of enhanced transit service with focused marketing.	GTEC and IT staff	2008-2011
Bulk transit pass program for GTEC area employees (those working for State government already have access to the StarPass)	GTEC and IT staff	2008-2009 (possible extension with adjustments to 2011)
Other incentive pay programs for registered CTR participants	GTEC staff, GTEC partners and private business	2008-2011
Preferential parking and discount parking for carpools and vanpools	GTEC and City staff	2008-2011
Track, publicize and celebrate successful flexible work schedule policy and programs	GTEC staff and partners	2008-2011
Integrate City walk and bike promotion projects into GTEC branded and focused program	GTEC and City staff	2008-2011

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### F. Proposed System for Measurement and Reporting

The jurisdiction proposes the following system for measuring and reporting progress of the GTEC program for meeting its goals.

Performance Measure	Agency Responsible	Scheduled Date
Drive alone rate for all employees in the GTEC area, Alternative mode use analysis	WSDOT, City of Olympia, GTEC staff, TRPC	Spring 2008 – sample survey and focus group (small business/employee) Spring 2009 – sample survey and focus group – analysis for possible course correction 2010-2011 Survey, focus group and analysis
Vehicle miles traveled among employees of GTEC area	WSDOT, City of Olympia, GTEC staff, TRPC	2008 - 2011
Transit, bike, walking participation	City of Olympia, Intercity Transit, GTEC staff	2008 - 2011
Carpool and Vanpool participation	Intercity Transit, GTEC staff	2008 - 2011