

APPENDIX F:

Agency goals and policies

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1. City of Bellingham, WA 2006 Comprehensive Plan Transportation Element Transportation Visions, Goals, and Policies

(Amended in 2008 to incorporate Multimodal Transportation Concurrency)

The Bellingham Comprehensive Plan Transportation Element is available in its entirety at:

<http://www.cob.org/services/neighborhoods/community-planning/transportation/long-range-planning.aspx>

PART 7: TRANSPORTATION GOALS (TG)

The following goals and policies have been developed through a series of public planning processes over the past 15 years including the following:

Visions for Bellingham, 1992;

- Bellingham Comprehensive Plan, 1995;
- Whatcom County Comprehensive Plan, 1997;
- Whatcom Council of Governments, Whatcom Transportation Plan, 2001;
- Washington State Transportation Plan 2003-2022

- Whatcom Transportation Authority, Six-Year Strategic Plan, 2004;
- Community Forum on Growth Management; 2004; and
- Transportation Concurrency Methodology Revision; 2008.

Transportation Visions for Bellingham

TV-1 Bellingham's transportation network is consistent with its position as a cultural and economic center, with particular emphasis on fixed or light rail access connecting Seattle, Bellingham and Vancouver, ferry service to the San Juan Islands, British Columbia and Alaska, and continued use of our waterfront for water transportation.

TV-2 Development patterns that encourage walking, biking and transit use are fostered through incentives and zoning regulations, including provisions for developments which allow people to live within walking distance of shopping and employment. These provisions may encourage small scale neighborhood centers as well as cottage industry or home occupations.

TV-3 Both pedestrian and bicycle facilities connect living, working, education, and recreational areas throughout the town. New development is designed to be pedestrian friendly. Walking is made easier by requirements for street trees and separated sidewalks on all new or reconstructed arterials except where existing mature vegetation or terrain suggest otherwise. Bicycling as a form of recreation and bicycling as a form of transportation flourishes, using facilities that are well lit and are built and maintained to allow year-round, all-weather use, and allow safe on and off-street travel.

TV-4 Bellingham continues to recognize the need for an efficient arterial system which minimizes through traffic on local residential streets. Transportation grant applications and local transportation funding priorities address multi-modal transportation

improvements on City arterials, the Interstate 5 overpasses, and across the Interstate between Samish and West Bakerview.

TV-5 Bellingham reduces noise pollution and increases air quality by reducing its reliance on the automobile and promoting walking, bicycling, and other modes of transportation.

TV-6 Pedestrians enjoy improvements downtown that reduce or eliminate cars on some streets or alleys and provide space for public gatherings, such as a public square.

TV-7 Multi-modal transportation linkages between downtown and the waterfront connect the Central Business District with the Bay and provide a safe walkways and bicycle paths along Whatcom Creek between the Bay and Lake Whatcom.

TV-8 A significant increase in the number of bicycle commutes into the central downtown area reduces the need for new parking spaces while decreasing the congestion, noise and pollution caused by motorized traffic. Lower levels of motor-driven traffic (and a lessened need for parking) frees up street areas for open green spaces, creative commercial activities and cultural events that are increasingly attracting people to the downtown and waterfront area.

TV-9 Whatcom Transportation Authority's Primary Transit Network and high-frequency route enhancements reflect Bellingham's commitment to adjust to changing transportation needs, utilizing public transportation to improve air quality, to decrease parking demand and to reduce reliance on the use of the automobile. Route enhancements may include enhanced service hours, shuttles from outlying areas to downtown and Bellis Fair, a downtown area bus providing both internal circulation and access to parking, and the use of innovative or historic vehicles in downtown and Fairhaven.

TV-10 Transit riders enjoy an increased sense of security on Whatcom Transportation Authority's Primary Transit Network.

General Transportation Goals

TG-1 Enhance the function, safety, and appearance of Bellingham’s streets.

TG-2 Encourage and provide for energy efficient means of transportation in Bellingham.

TG-3 Establish on-going mechanisms to improve communication and develop coordinated approaches to common problems among governmental jurisdictions in Whatcom County and to ensure coordination and consistency among state, regional, and local transportation plans.

TG-4 Raise the public’s level of awareness about regional transportation issues, laws and regulations, and alternative transportation modes such as transit, rideshare, bicycling and walking to better achieve the goals of the comprehensive plan.

TG-5 Coordinate city and county comprehensive plans to encourage land use types, mixes, and densities that promote balanced and effective transportation systems.

TG-6 Provide a transportation system which minimizes environmental and social impacts and reduces reliance on fossil fuels.

TG-7 Focus on improving traffic circulation and reduce demand for constructing costly system improvements designed to accommodate additional single occupancy vehicle trips.

TG-8 Use Intelligent Transportation Systems (ITS) where appropriate to achieve Bellingham’s transportation goals and increase the efficiency of the transportation system.

Streets and Ways

TG-9 Ensure a regional system of state highways and local arterial streets that is functional, well maintained and meets the demands of the future without unnecessarily disrupting individual neighborhoods.

TG-10 Emphasize, accommodate, and provide facilities for multiple transportation modes on Bellingham streets wherever possible.

TG-11 Consider Intelligent Transportation Systems (ITS) solutions that will increase Bellingham’s arterial street capacity while reducing the need for new construction.

TG-12 Provide safe and functional residential streets while retaining those elements of the right-of-way which are valued aspects of the character of the area.

Truck Routes

TG-13 Provide truck access to industrial and commercial areas while minimizing the negative impacts associated with truck routes through design standards and location. **TG-14** Segregate residential and heavy industrial traffic to the greatest extent possible.

TG-15 Use Intelligent Transportation Systems (ITS) that improve commercial vehicle mobility and provide safer, expedited travel through Bellingham and Whatcom County.

Multi-modal Connectivity

TG-16 Identify and commit to connecting ‘missing links’ within the land-based transportation network for all modes of transportation, including pedestrian, bicycle, transit, and motor vehicles.

TG-17 Work with transportation providers and other jurisdictions to increase the efficiency and convenience of inter-modal transportation connections within the regional transportation network.

TG-18 Identify and analyze low-cost opportunities to increase street connectivity to create better traffic circulation within neighborhoods and throughout the city.

Pedestrian and Bicycle Facilities

TG-19 Increase mode share of bicycle and pedestrian trips by providing a safe, well-connected, and convenient bicycle and pedestrian circulation network throughout the city.

TG-20 Prioritize pedestrian and bicycle facility improvements over auto-oriented improvements within Urban Villages and areas targeted for infill development.

Public Transit

TG-21 Support the WTA 2004 Strategic Plan to focus transit resources in Bellingham, but also provide high quality, safe, convenient, accessible, cost-effective transit service throughout the urbanized area of Whatcom County as an attractive alternative to the single-occupancy vehicle.

TG-22 Support WTA high-frequency transit service by allowing higher density development in designated Urban Villages in Bellingham and the Bellingham UGA.

TG-23 When new development takes place, support WTA high-frequency transit service by encouraging transit-oriented development along and within ¼ mile of WTA's Primary Transit Network within Bellingham and the Bellingham UGA.

TG-24 Support WTA efforts to meet the public transportation needs of all segments of the community.

TG-25 Support WTA efforts to meet service standards to protect average transit service speed on arterials as identified in the WTA's 2004 Strategic Plan. **TG-26** Support efforts to increase public transportation's market share of total travel along WTA Primary Transit Network corridors in Bellingham and Whatcom County.

TG-27 Use Intelligent Transportation Systems (ITS) designed for improving transit services by providing more information at bus stops and on board buses, to enhance the safety of passengers

and drivers, and to provide signal pre-emption for transit vehicles throughout Bellingham.

Alternative Transportation Mode Shift

TG-28 Set target goals to increase the mode share of pedestrian, bicycle, and transit trips and reduce automobile trips as a percentage of total trips, as listed below.

Mode	2004	2010	2015	2022
Automobile	87%	84%	80%	75%
Transit Bus	2%	3%	4%	6%
Bicycle	3%	4%	5%	6%
Pedestrian	8%	9%	11%	13%

(Note: 2004 data from FTA/Social Data Study)

TG-29 Secure multi-jurisdiction (City, County, WTA, Port, WCOG, WWU, WSDOT, FTA) funding to conduct Social Data and "Individualized Marketing" surveys, including follow-up travel behavior intervention in 2010, or one-year prior to the next Bellingham Comprehensive Plan update, to track and monitor progress towards mode shift targets.

TG-30 Bellingham reduces automobile trips on roadways and increases the efficiency of transportation facilities by developing and encouraging Transportation Demand Management (TDM) strategies to help achieve target goals for transportation mode shift, wherever possible.

TG-31 Encourage public education and funding for bicycle safety enforcement.

TG-32 Emphasize and commit to the implementation of infill and Urban Village land use strategies to create residential densities that will support safe, viable, and convenient opportunities to use transportation modes other than the private automobile.

Parking Supply Reductions

TG-32 Review parking requirements for major commercial and industrial uses for the purpose of reducing the supply of parking thereby providing a disincentive to automobile use.

TG-33 Establish reduced parking requirements for transit-oriented development within master-planned Urban Villages and along and within ¼ mile of the WTA Primary Transit Network while ensuring that there will be minimal impacts to surrounding residential neighborhoods.

TG-34 Encourage the “unbundling” (separate pricing) of parking spaces associated with residential development in Urban Villages to promote reduction in ownership of multiple automobiles.

TG-35 Encourage the provision of car-sharing with new residential development within Urban Villages to reduce the residential parking demand.

TG-36 Establish parking reduction allowances for residential units in Urban Villages and within ¼ mile of the WTA Primary Transit Network that require each unit to receive WTA bus passes in perpetuity.

Lake Whatcom Watershed

TG-37 Minimize impacts to Lake Whatcom water quality from transportation uses.

TG-38 Encourage and support alternative transportation modes in the Lake Whatcom Watershed.

Railroads

TG-39 Emphasize the importance of economically competitive and high quality transportation services and foster the development of passenger and freight rail while minimizing the negative impacts of railroads within the Bellingham urbanized area.

Port of Bellingham

TG-40 Provide adequate facilities for the water and air transportation of passengers and goods, and provide safe, convenient linkages to the air and water transportation systems.

TG-41 Include inter-county and international transportation links, such as airports, Amtrak, high speed rail, bus transit and ferries in comprehensive transportation planning in Whatcom County.

Hazardous Materials

TG-42 Insure the enforcement of existing regulations which protect the safety of the citizens from the potentially catastrophic effects of an accident involving the transportation of hazardous material.

PART 8: TRANSPORTATION POLICIES (TP)

General Transportation Policies

TP-1 Consider revision of land use plans to allow densities and mixes of uses that reduce the number and length of vehicle trips and increase the opportunity to use public transportation and non-motorized modes of travel.

TP-2 Reinforce the link between land use and public transportation by encouraging transit-oriented development along and within ¼ mile of WTA Primary Transit Network corridors and near urban villages, town centers, and neighborhood centers.

TP-3 Ensure that proposed capacity improvements to transportation systems are designed to serve proposals that are contiguous to existing development, as a means to discourage “leap frog” development patterns.

TP-4 Provide development incentives (such as increased density, increased square footage, and parking requirement reductions) for new development located within Urban Villages and along and within ¼ mile of WTA Primary Transit Network corridors when amenities for transit users, bicyclists and pedestrians are included, while minimizing impacts to surrounding residential neighborhoods.

TP-5 Encourage land development proposals to utilize the full capacity of the existing multi-modal transportation system, especially transit and non-motorized modes.

TP-6 Encourage public and private development proposals to enhance the street side environment to maximize comfort of the transit user and pedestrian.

TP-7 Encourage subdivision and commercial/retail project design which facilitates cost effective transit and emergency service delivery.

TP-8 Discourage transportation improvements, regardless of the financing mechanisms, that would trigger premature development -- that is, development which is inconsistent with applicable comprehensive plans and zoning.

TP-9 Ensure that alternative transportation modes are included in comprehensive plans, subdivisions, and other land developments.

TP-10 Support efforts to develop a mechanism for coordinating public transit service with school district bus service where reasonable in order to reduce trip duplication.

TP-11 Establish Level of Service (LOS) standards for a range of multimodal transportation modes to identify deficiencies and need for improvements.

Bellingham's adopted LOS standard is "**Person Trips Available by Concurrency Service Area**" based on arterial and transit capacity for motorized modes and on the degree of network

completeness for pedestrian and bicycle modes, as listed below. The individual thresholds for each transportation mode available in each Concurrency Service Area are listed in Table 1. of BMC 13.70 Transportation Concurrency Management Ordinance.

Motorized Transportation Modes

- **Arterial Streets:** Peak Hour LOS Person Trips Available (PTA) during weekday p.m. peak hour based on data collected at designated Concurrency Measurement Points for each Concurrency Service Area;
- **Transit:** Determine seated capacity, measure ridership, and equate to person trips available via public transit service during weekday p.m. peak hour based on data collected at designated Concurrency Measurement Points for each Concurrency Service Area;

Non-motorized Transportation Modes

- **Bicycle:** Credit person trips according to degree of bicycle network completeness for designated system facilities/routes for each Concurrency Service Area;
- **Pedestrian:** Credit person trips according to degree of pedestrian network completeness for designated system facilities/routes for each Concurrency Service Area; and
- **Trails:** Credit person trips according to degree of bicycle and pedestrian network completeness, where trails serve a clear transportation function for a Concurrency Service Area.

TP-12 To further support the Urban Village and infill strategy of the Land Use Element, the Bellingham City Council allowing some arterials to experience higher levels of vehicle traffic congestion during the weekday p.m. peak hour, as follows:

- 1.) On local arterials within designated Urban Villages;
- 2.) On local arterials that enter/exit the City; and
- 3.) On local arterials where mitigation is not feasible.

TP-13 Implement the Intelligent Transportation Systems to increase the capacity and safety of arterials and collectors in the City of Bellingham.

Finance

TP-14 Maintain the concurrency management system to ensure that adequate transportation facilities are available to serve new development. Develop a financing plan that identifies funding necessary to meet identified needs or requires reassessment of the development pattern and forecast if needs cannot be met.

TP-15 Develop regionally consistent and equitable transportation impact fees by which land developers are assessed fair-share contributions for any transportation improvements, including but not limited to pedestrian facilities, bikeways, or roadways that are that are identified in the six-year Capital Improvement Financing Plan listed in the Capital Facilities Element.

TP-16 Emphasize preservation and enhancement of the existing transportation system in funding transportation programs.

TP-17 Transportation funding for public roads should be directed primarily toward multi-modal improvements that will enhance safety and circulation within and between urban villages, infill areas, schools, and employment centers within City limits.

TP-18 Transportation funding for widening of public roads at the edges of the City should be minimized and peak hour traffic congestion should be allowed to increase at entry and exit points to the City to discourage single occupancy vehicle work commutes from rural residential areas to urban employment centers.

TP-19 Evaluate whether Intelligent Transportation Systems may be more cost-effective in improving the transportation network before committing to the expenditure of public funds on more traditional transportation improvement projects.

Public Education

TP-20 Support efforts by WTA, City and County Bicycle and Pedestrian Advisory Committees, and the WCOG to develop an ongoing public education program for all transportation users in the urban area to learn about the rights of pedestrians and other forms of non-motorized transportation.

TP-21 Coordinate efforts between Public Works, Planning and Community Development, and the Police Department to protect pedestrians and bicyclists on public streets.

TP-22 Support pro-active marketing, advertising, and public education efforts by the WTA, WCOG, and City and County Bicycle Pedestrian Advisory Committees to encourage major employers and businesses to provide incentives for their employees to use transit, non-motorized transportation, or car-pooling/ridesharing to get to work rather than single-occupant private automobiles.

TP-23 Work with the Bellingham School District to implement Transportation Education programs, designed to promote transit and non-motorized transportation modes as part of a regional demand management program.

Lake Whatcom Watershed

The following policies are intended to protect the Lake Whatcom Watershed and drinking water quality for the residents of Bellingham.

TP-24 Ensure all new residential streets are built to the Lake Whatcom road standard (Bellingham Municipal Code 13.04.075, or as amended).

TP-25 Implement disincentives for through traffic using Lake Whatcom Boulevard and incentives for through traffic to use Lake Louise Road, especially as traffic counts increase due to development in Sudden Valley.

TP-26 Design major transportation routes so they are not located adjacent to Lake Whatcom, and that wherever they are located, they have stormwater treatment that prevents water quality degradation in the lake

TP-27 Implement stormwater management measures, including Low Impact Development when possible, for all new roads and road/right-of-way improvement projects.

TP-28 Secure multi-jurisdictional funding (City, County, WTA, Lake Whatcom Water & Sewer District, and the Sudden Valley Association) to engage in effective public educational efforts to reduce vehicle trips within the Lake Whatcom Watershed.

TP 29 Secure multi-jurisdictional funding (City, County, WTA, Lake Whatcom Water & Sewer District, and the Sudden Valley Association) to establish and subsidize a dedicated WTA high-frequency service (15-minute headways) between Sudden Valley, Geneva, and downtown Bellingham to reduce auto dependence.

TP-30 Expand commute trip reduction efforts and strongly encourage employees working in Bellingham, but living within the Lake Whatcom Watershed to use transportation alternatives to the private automobile, such as bicycling, carpooling, public transit, and compressed work schedules.

Environment and Energy

TP-31 Improve air quality by reducing vehicle exhaust emissions by promoting: alternatives to the single occupant vehicle; use of cleaner fuels; and, improving the operating efficiency of the transportation system.

TP-32 Promote energy conservation by implementing transportation demand management policies and through the use of alternative fuels.

TP-33 Evaluate new facilities for adverse noise impacts, minimize if feasible, and mitigate as possible.

TP-34 Reduce the amount of impervious surfaces (e.g., streets, driveways) to the extent practicable to reduce total surface runoff, slow concentrations of pollutants and capture particulates.

TP-35 Minimize and control levels of harmful pollutants generated by transportation related construction, operations, and maintenance activities from entering surface and groundwater resources.

TP-36 Consider Intelligent Transportation Systems (ITS) that will decrease the need for new construction, decrease emissions by reducing delays and idling times, and enhance the transportation network in ways that minimize environmental impacts and reduction of open space.

Transportation Demand Management

TP-37 Develop programs to reduce single-occupancy vehicle use, vehicle miles traveled, trip length, and travel during peak periods. Encourage more major employers and developments to implement transportation management plans (including flexible work schedules) that reduce single occupancy vehicle use and travel during the peak periods.

TP-38 Support efforts by the Whatcom Council of Governments in developing a Regional Transportation Demand Management program to encourage high occupancy vehicle and alternative transportation use, including incentives developed through coordinated efforts of WTA, City of Bellingham, Whatcom County, Port of Bellingham and major employers.

TP-39 Encourage use of non-automotive travel modes by developing parking management plans. Mechanisms to be considered include:

- An emphasis on short-term parking in retail areas;
- Market-based pricing of on-street parking meters to encourage short-term day time parking;
- Incentive-based pricing in garages to encourage long-term day time parking;
- Reduction of free or subsidized employee long-term parking availability;
- Re-evaluation of appropriate minimum and maximum parking ratios for development proposals; and
- Elimination of “free” public parking in Urban Villages.

TP-40 Consider revisions to current zoning code requirements for the area adjacent to the CBD, Urban Villages, and major retail districts, as part of a parking management plan designed to reduce the minimum number of on-site parking spaces required for development and to increase preferential space and lower costs for car pool and van pool parking in private developments.

TP-41 Consider imposing a maximum amount of number of parking spaces allowed within Urban Villages and along the WTA Primary Transit Network where high frequency transit service exists prior to or concurrent with development.

TP-42 Support the location of safe new or expanded park-and-ride and car pool lots and support increased safety measures in existing park-and-ride and car pool lots.

TP-43 Encourage the use of common parking facilities among compatible, adjacent land uses where feasible.

TP-44 Provide preferential space and lower costs for car pool and van pool parking within the public right-of-way, and public facilities, where feasible. **TP-45** Encourage major employers to provide dressing room, showers, and lockers to facilitate walking, jogging, and bicycling to work.

TP-46 The City should develop and promote Transportation Demand Management strategies and programs for the purpose of reducing automobile trips generated rather than increasing roadway capacity.

TP-47 Use Intelligent Transportation Systems (ITS) information management tools to inform the public of transportation options.

Highways and Arterials

TP-48 Establish Person Trips Available by Concurrency Service Area for motorized transportation modes at Concurrency Measurement Points on arterial streets during weekday peak hours. Identify those facilities that are currently operating below the adopted Peak Hour LOS and identify specific actions necessary to bring these facilities up to standard.

TP-49 Identify system expansion projects necessary to meet peak LOS standards during the planning period and develop a financing plan to complete the necessary improvements.

TP-50 Walking and bicycling facilities should be provided on all new, reconstructed, or retro-fitted arterial streets, where right-of-way allows.

TP-51 Ensure that design and maintenance standards for arterials are consistent between jurisdictions.

TP-52 Preserve the system of routes for long-distance, statewide travel by developing a regional policy that encourages the city and county to work with WSDOT to manage access to state highways. This policy will seek to minimize the number of access points to state highways to protect the safety, capacity and operating characteristics of these facilities.

TP-53 Assess the need and feasibility for preferential treatment for transit vehicles, van pools, and car pools to improve competitive transit time, (for example: HOV and transit-only lanes).

TP-54 New arterial corridors should follow topographic or land use patterns and minimize disruption to residential neighborhoods and the environment.

TP-55 Encourage the proper setting of speed limits to minimize traffic impact on residential neighborhoods.

TP-56 Preserve and maintain the existing arterial system to avoid costly reconstruction.

TP-57 Before committing to capacity-adding construction, consider using Intelligent Transportation Systems (ITS) alongside traditional infrastructure improvements to enhance the capacity of the existing system.

Residential Streets

TP-58 Residential street standards are to be used as a guide in the development process. The actual width of the right-of-way and pavement shall be reviewed on a case by case basis as per BMC 13.04. Right-of-way and pavement width shall be the minimum necessary to provide for the safe use of vehicles, public transit, bicycles, and pedestrians.

TP-59 The City should develop “Skinny Street,” “Alley,” and “Lane” standards for use in Traditional Neighborhood Design subdivisions, Cottage Housing developments, and Planned Unit Development projects.

TP-60 Discourage cul-de-sacs where topography allows and encourage well-connected streets in new and existing neighborhoods.

Non-motorized Transportation

TP-61 Give high priority to developing and maintaining non-motorized transportation facilities that lessen impacts on the environment and reduce energy consumption, such as the bicycle and pedestrian trails network.

TP-62 Identify site specific off-street bicycle/pedestrian facilities in the Parks and Open Space Element and in the Capital Improvement Program; on-street facilities should be incorporated into roadway improvement plans.

TP-63 Include adequate (e.g., to or exceeding WSDOT standards) facilities for safe and convenient bicycle and pedestrian travel in all roadway improvement projects where warranted and/or feasible.

TP-64 Utilize appropriate urban design elements to promote a pedestrian environment in areas of heavy pedestrian usage (e.g., commercial, governmental, business and medical centers, and transit centers).

TP-65 Provide safe, convenient and protected bicycle parking at activity centers such as commercial areas, institutions, parking garages, park-and-ride facilities and transit terminals.

TP-66 Develop appropriate bicycle treatments on those arterial streets designated as bicycle routes.

TP-67 Develop compatible bicycle/pedestrian facility standards between the City and County, including consistent maintenance standards and agreements.

TP-68 Maintain a street sweeping program including interagency agreements on sharing services as needed to ensure that all shoulders, bicycle routes, and designated bike lanes are swept clear of sand, glass, and debris at least twice a year.

TP-69 Maintain bicycle and pedestrian facility surfaces for comfort and safety.

TP-70 Existing trail facilities should be retrofitted and new trails designed in accordance with the 1990 Americans With Disabilities Act (ADA).

TP-71 Coordinate development plans and route classifications with Whatcom County for Bellingham Urban Growth Area roads and trails which will increasingly serve as bicycling and foot travel facilities for City residents.

TP-72 Continue to pursue the repair and construction of sidewalks and pedestrian ways, with an emphasis on areas with greater pedestrian use. Some of those areas of the City which deserve priority for sidewalk work include:

- Sidewalks which serve as routes to City schools and parks.
- Neighborhoods adjacent to Western Washington University and the CBD.
- Urban villages, neighborhood centers, and infill areas
- The more densely populated areas, especially developing multi-residential areas.
- Along and within ¼ mile of WTA Primary Transit Corridors

TP-73 Pedestrian circulation plans shall be required for commercial and large multi-family projects. Pedestrian facilities shall connect commercial and multi-family buildings with the abutting street(s) to encourage pedestrian/transit use.

TP-74 Require the construction of sidewalks or walkways with multiple residential, commercial or industrial development, where pedestrian facilities are appropriate, prior to issuance of occupancy permit.

TP-75 The following measures should be taken to insure safe, convenient and pleasant pedestrian facilities on city rights-of-way:

1. The pedestrian “walk” phases of signalized intersections should provide adequate crossing time for safe pedestrian crossing.
2. Sidewalks should, wherever right-of-way, topography, existing vegetation, grade and alignment allow, be separated from the street by a planting strip, rain gardens, or other low impact development techniques, especially where the curb lane is or will become a moving traffic lane.
3. Sidewalks should be a minimum of five feet wide and a minimum of eight feet in the central business district, urban villages, and neighborhood centers.
4. Where brick pavers are used on sidewalks, they should be installed and maintained to ensure safe walking conditions for pedestrians.
5. Asphalt overlays should not be permitted on sidewalks in the central business district.

TP-76 Where feasible, pedestrian and bicycle facilities should be constructed with pervious materials and/or installation.

TP-77 Marked crosswalks should be installed in the following circumstances:

1. Intersections in the Central Business District and Urban Villages.
2. Intersections controlled by traffic signals.
3. School route crossings.
4. Locations with high pedestrian volume, where warranted.

TP-78 Where appropriate, improve pedestrian crossing safety where trails, footpaths, or pedestrian routes must traverse busy streets.

Public Transit Service

TP-79 Emphasize capital and transportation system management investments that improve the reliability, safety, and attractiveness of the public transportation system.

TP-80 Support the public transportation system serving the needs of elderly, disabled, youth, low-income individuals and other persons with transportation disadvantages, in accordance with adopted standards.

TP-81 Support the public transportation system providing viable options for persons preferring public transportation as an alternative to the private automobile.

TP-82 Support the expansion of direct, high quality, cost-effective, public transportation service connecting residential neighborhoods and commerce, employment and other activity centers, in accordance with adopted standards.

TP-83 Assess the need for expanded regional service which connects Bellingham with activity centers of regional significance.

TP-84 Assess the need for cross-town service which connects major activity centers without the need to transfer in the CBD and express and/or limited stop service on routes with high commuter use.

TP-85 Assure continued preparedness of the public system for emergencies, including inclement weather and fuel shortages.

TP-86 Explore and utilize, where feasible and cost effective, existing and emerging technologies for alternative fuels and fuel efficiency measures for transit vehicles.

TP-87 Support multi-modal trips by providing secure bicycle storage facilities, park and ride lots, other transit facilities, and allowing for the transporting of bicycles on public transit vehicles.

TP-88 Integrate the public transit system with other modes of transportation including auto, bicycle, and pedestrian travel with intercity bus, rail, ferries and airline facilities.

TP-89 Explore alternative means of expanding public transportation services such as the use of accessible private ground transportation services and shared ride taxi service.

TP-90 Provide convenient auto and bicycle access to park-and-ride facilities on regional routes where warranted and cost-effective; examine the need for fringe area parking facilities on cross-town routes.

TP-91 Encourage the WTA to develop employer-subsidized transit pass programs in conjunction with major employers.

TP-92 Encourage employers to establish employee benefits for ridesharing and transit.

TP-93 Work with other agencies to investigate the potential for expanding WTA's high-frequency bus service and other forms of high capacity transit such as light rail transit.

TP-94 Use Intelligent Transportation Systems (ITS) to provide more information to transit travelers, enhance passenger and driver safety, and expedite transit travel.

Public Transit Service for Senior Citizens and Citizens with Disabilities

TP-95 Support the WTA to provide accessible public transit service levels, both accessible fixed route and demand responsive service which, at a minimum, comply with or exceed the ADA Act of 1990 and FTA requirements and standards, including new guidelines and standards that will be developed.

TP-96 Identify key areas and streets that require upgrading in order to provide accessible routes of travel where needed and warranted.

TP-97 Support establishment of a formal mechanism for policy, service and facilities planning and service delivery among all agencies who are involved with specialized transportation and accessible routes of travel.

TP-98 Support establishment of an intergovernmental formal public education and outreach process to promote public awareness of service for seniors and citizens with disabilities and address service availability, training of users, potential users and service providers.

TP-99 Encourage the WTA to continue to provide demand responsive service to individuals unable to access and use fixed route transit service, at a minimum, as required by the ADA Act.

TP-100 Provide pedestrian amenities that are appropriate for elderly and disabled citizens (e.g., larger signs for visually impaired, benches, etc.) according to the ADA Act.

Rail and Freight Transportation

TP-101 Encourage the preservation of rail rights-of-way in accordance with federal standards for maintenance and engineering.

TP-102 Support state and regional planning efforts to develop and improve passenger and freight rail transport in the region.

TP-103 Railroad access should be maintained to those industrial areas in the city which require it.

TP-104 Wherever it is shown to be feasible, use of duplicative rail lines should be consolidated.

TP-105 If and when they become available for other than railroad use, the City of Bellingham has an interest in acquiring vacant railroad properties for the purposes of passenger rail, light rail, etc.

TP-106 Maintenance and preservation of the former Burlington Northern Santa Fe passenger terminal building, listed in the national register of historic places, should be strongly encouraged.

TP-107 The City should work with Burlington Northern Santa Fe to seek ways to limit the noise and other impacts of the current switching facility on adjacent residential areas and aggressively pursue the relocation of the Burlington Northern Santa Fe switchyard to a non-residential location.

TP-108 The City should encourage railroads to place a high priority on maintaining their tracks where they intersect with city streets and should work with the city Public Works Director to determine priorities for those repairs.

TP-109 The City should work with Burlington Northern Santa Fe to provide safe and accessible pedestrian and bicycle crossings at trail, street, intersection, and other established pedestrian crossings.

TP-110 Wherever possible, when rail lines are constructed along city streets, they should be offset on the right-of-way so they are next to, rather than in the street.

TP-111 Any proposal which would significantly increase the number of rail cars moving through Bellingham should route that rail traffic on lines which are not adjacent to urban residential areas.

TP-112 Provide a recognized route system for trucks to provide truck access to commercial and industrial land uses. Trucks are to use established routes except when a specific trip purpose cannot be reasonably served by this system.

TP-113 Restrict truck access if gross weight will adversely impact structural integrity of a street.

TP-114 Restrict truck access if truck activity adversely impacts a residential or commercial street.

TP-115 Encourage the location of a transfer facility to transport goods by container freight on rail systems for long distance movement of goods.

TP-116 Interstate freeway exits to the city's designated truck routes should be clearly signed indicating truck routes and their destinations.

TP-117 Such travel off the system for trucks, including travel to terminals or garages, should be limited to the shortest route between the destination and the nearest entrance to or exit from the truck route.

Hazardous Materials

TP-118 All trucks transporting hazardous materials should be restricted to designated routes. Any variance to these restrictions should be allowed only when authorized by a permit that is issued by the Police and Fire departments.

TP-119 Without a special permit, trucks transporting hazardous materials should only be allowed on Interstate 5, and the following two routes:

1. From the Interstate 5-Guide Meridian interchange south on Meridian Street to Squalicum Parkway to Roeder Avenue to the various industrial areas.
2. From the Interstate 5-Old Fairhaven Parkway interchange to Donovan to 10th to Harris to the various industrial areas.

TP-120 Switching of rail cars carrying hazardous materials should be relocated outside the urbanized areas and outside the City of Bellingham. Burlington Northern Santa Fe and the appropriate federal regulatory authorities should seriously consider rerouting all rail cars carrying hazardous material around Bellingham.

TP-121 Until such time as the switchyard is relocated the City should work with Burlington Northern Santa Fe to reduce accident risks at their switchyard.

TP-122 Consider using Intelligent Transportation Systems (ITS) packages that track the movement of hazardous materials and assist in the management of hazardous commercial goods.

Port of Bellingham

TP-123 Minimize noise impacts on Bellingham and the northern Urban Growth Area in any plans and improvements to accommodate increased air traffic.

TP-124 The City should work with the Port of Bellingham to develop multi-modal facilities, including small boat launches, providing for safe accessible access to and from Port properties, adjacent areas, and Bellingham Bay.

TP-125 The City should work with the Port of Bellingham and the United States Coast Guard to institute measures to ensure the safety of boaters on Bellingham Bay.

2. City of Blaine Transportation Goals and Policy

GOAL1: Promote convenient, accessible, safe and environmentally responsible multi-modal transportation for residents, employers and employees, visitors and commerce.

POLICIES:

1.1 Transportation concurrency evaluation shall include provision of pedestrian and bicycle facilities along arterial roadways.

1.2 The City shall encourage development and maintenance of healthy community lifestyles by adopting, updating and implementing a comprehensive nonmotorized trails plan.

1.3 The City shall periodically review its transportation element and capital facilities element to ensure consistency with regional transportation plans and improvement programs as adopted by the Whatcom County Council of Governments and to ensure that appropriate Level of Service standards are assigned to state highways.

3. City of Everson Transportation Goals and Policies

In consideration of the needs and issues identified within this Transportation Element, the City of Everson adopts the following goals and policies:

1. Goal: Provide transportation systems that provide convenient and safe access to employment, educational and recreational opportunities for citizens and visitors, and that provide for the movement of goods and services.

Policy: Control access to arterials and connectors in order to minimize disruption of traffic.

Policy: Front new subdivisions on connectors and arterials rather than state routes.

Policy: Establish connectivity between new subdivisions, benefitting pedestrians, automobiles, utilities, and emergency services.

Policy: Keep industrial / commercial truck traffic off residential and local streets.

Policy: Within the city's financial ability to do so, bring old substandard roads up to standard.

Policy: Within the city's financial ability to do so, implement the improvements listed above under "system expansion needs," "system management needs" and "system maintenance needs."

2. Goal: Coordinate transportation planning and construction with neighboring jurisdictions and with the state.

Policy: For segments of state routes within city limits, set an LOS identical to that adopted by WSDOT for those segments.

Policy: Set LOS "C" (V/C ratio between 0.7 and 0.8 during p.m. peak hours) for city-designated arterial streets.

Policy: Participate in the regional (county-wide) planning process coordinated by WCCOG.

Policy: Coordinate with WSDOT with regard to state routes.

Policy: Coordinate with Whatcom County with regard to county arterials and collectors.

Policy: Coordinate with WTA with regard to transit.

Policy: Coordinate closely with Whatcom County during annexations and work toward solutions providing long-term benefit to citizens of both the city and the region.

3. Goal: Build and operate facilities as efficiently as possible.

Policy: Maintain and preserve the existing system.

Policy: Aggressively pursue low-cost funds such as grants and subsidized loans.

Policy: Undertake effective planning and build only what is planned.

Policy: Coordinate road projects with utility projects.

Policy: Adopt road design standards that are sensible and that do not needlessly impose cost.

4. Goal: Allocate costs fairly among those that benefit.

Policy: Use SEPA to mitigate off-site impacts associated with new development and redevelopment.

Policy: Initiate the use of LIDs, in conjunction with general funds, to reconstruct substandard local streets and sidewalks.

Policy: Use “no-protest” agreements, when appropriate, as a means of allowing approval of individual small-scale projects, while still providing for eventual construction of necessary improvements through formation of LIDs.

Policy: Facilities providing benefit to both newcomers and existing residents should be paid for by both groups, with each group paying a share proportional to their corresponding benefit.

5. Goal: Encourage energy conservation and minimize impacts to the environment.

Policy: Where feasible, encourage non-motorized transportation by developing marked on-street bike lanes on city arterial and connector streets.

Policy: Develop park-and-ride facilities when feasible.

Policy: Work with the WCCOG and major employers to encourage commute trip reduction.

Policy: Control stormwater run-off in order to reduce impacts to ground and surface waters.

Policy: Monitor and limit, where feasible, transportation of hazardous materials through the wellhead protection area.

4. City of Ferndale Goals and Policies

The Transportation Element was developed around one central goal.

Overall Goal: *The City will provide a safe, dependable, properly maintained, multimodal transportation system that promotes economic development and environmental vitality, and will explore innovative methods of resolving transportation-related issues.*”

Goals and policies for implementation of the Transportation Element of the Comprehensive Plan support the City of Ferndale’s vision statement.

1 **The City will provide an efficient and safe transportation network to serve existing needs and to accommodate new growth and development.**

Policies:

- A. The City will coordinate planning and operation of transportation facilities with programs to optimize multimodal transportation programs.
- B. The City will coordinate the location of major utility and transportation corridors wherever practical.
- C. The City will strongly encourage the preservation of rail rights-of-way for future rail uses, and will work with appropriate agencies to ensure the availability of rail services to its industrial lands.
- D. The City will maintain the existing and expanded transportation network.
- E. The City will identify and prioritize transportation system needs citywide to meet current and future demand.
- F. The City will establish a program to upgrade its existing signal system to improve traffic flow, progression, and safety.
- G. The City will seek to integrate appropriate facility design with compatible land use types to reduce environmental and livability impacts.
- H. The City will balance the equitable distribution of transportation projects with needs, based on 1) safety issues 2) growth-related improvements and 3) available funding.

- I. The City of Ferndale will seek to maintain a coordinated and consistent strategy of development of land use, together with Whatcom County, for those unincorporated areas surrounding Ferndale which are within the boundaries of the City’s Urban Growth Area, or which generate substantial traffic volumes to and through Ferndale.
- J. The City of Ferndale will seek to maintain a coordinated and consistent strategy of development of land use, together with the Lummi Nation, for those tribal lands south of Ferndale which are outside of the boundaries of the City’s Urban Growth Area, but which generate substantial traffic volumes to and through Ferndale.
- K. The Main Street Corridor within the Planned Action area acts as the primary route of travel for both Ferndale residents and the shopping public. Along the Main Street Corridor within the Planned Action area, roundabouts are the preferred approach to provide for improved traffic flow, progression and safety. As development occurs, roundabouts will be installed as described in the Main Street Corridor Master Plan, following acceptance by the Washington State Department of Transportation. Roundabouts will also be considered as the preferred intersection improvement at intersections outside of the Main Street corridor, as identified in the Transportation Element. However the City may consider modification of existing signalized intersections or the installation of new traffic signals based on availability of funding, timing of the identified improvements, and costs associated with right of way acquisition at these locations, provided Level of Service standards are met.

2 The City will maximize the operating efficiency of its transportation system.

Policies:

- A. The City will develop its roadway functional classification system in accordance with the regional functional classification system developed by the Whatcom Council of Governments and the City’s road standards.
- B. The City will maximize the operating efficiency of its transportation system through the use of Transportation Demand Management strategies.
- C. The City will actively coordinate the planning, construction, and operation of transportation facilities and programs that may impact the City with local, tribal, regional and state jurisdictions and their associated comprehensive plans. These agencies and plans include, but are not limited to, Whatcom County (Comprehensive Plan and related updates), the Whatcom County Council of Governments, and the Washington State Department of Transportation (State Highway Systems Plan 2007-2026).
- D. When considering proposals to revise the land use and zoning plans, the City will seek to minimize future increases in vehicular travel or, where possible, to increase the efficiency of the transportation infrastructure.
- E. The City shall coordinate transportation planning and land use planning to reduce the distance between work, home, shopping, and recreation opportunities, and to provide facilities and services to support alternative methods of transportation to travel between each.
- F. The City shall identify land use requirements which result in densities capable of supporting transit opportunities, particularly within the Downtown Core, High Density

Residential land use classifications, and within the primary shopping and employment districts of the City.

- G. The City shall coordinate with the Washington State Department of Transportation for the purpose of developing a Memorandum of Understanding that will lead to a comprehensive review of potential transportation improvements along the I-5 corridor, including the Main Street Master Plan area, and also including potential improvements at other interchanges within the City limits as well as at Smith Road. This Memorandum may also include an agreement to jointly monitor the Level of Service in and around Exit 262 at defined points within the planning period of the Master Plan.

3 The City will encourage public/private partnerships for financing transportation projects that foster economic growth and address the transportation needs to support planned growth and development.

Policies:

- A. The City will reserve property for needed rights-of-way, including trail rights of way, as quickly as possible by requiring dedication of right-of-way as a condition for development.
- B. The City will only approve land use changes (such as planned unit developments, master planned projects, rezones and plats) when existing and proposed transportation system needs are adequately met.
- C. The City will route major and secondary arterials around, rather than through, neighborhoods and communities so as to minimize traffic impacts on residential neighborhoods.

- i. New residential collector street corridors should be designed and constructed through areas that are not already substantially developed with single family housing.
- ii. Existing local residential streets should not be converted into collector street routes. In instances where existing streets must be converted to collector roads, these streets shall be brought up to the minimum design standards for collector roads.
- iii. In those cases where collector street corridors must be built in close proximity to existing residential neighborhoods, the collector street must be designed in such a way as to minimize the impact to adjoining residents through the use of landscape buffers, sound barriers or similar measures.
- iv. In order for arterial collector streets to function effectively, access restrictions shall be imposed on new arterial collector streets. Such access restrictions may permit commercial businesses from accessing directly onto an arterial collector street, only if no reasonable alternative is available. Further, residential access may be allowed in specific instances where such access can be demonstrated to have no negative impacts on traffic safety, road function and/or circulation.
- v. The City will work with property owners and developers to establish collector road systems in developing areas to minimize the number of access locations on arterials and collectors and to promote connectivity for motorized and non-motorized travel within residential neighborhoods, as well as commercial and industrial area.

- D. The City will consider sharing costs with other jurisdictions for needed improvements that solve regional transportation problems.
- E. The City will encourage the development community to site and construct transportation facilities that are compatible with adjacent land uses to minimize potential conflicts.
- F. The City will utilize all general taxation and user-fee options available to it under state law.
- G. The City will seek to maximize support from county, state, and federal sources for those improvements needed to provide facilities and services necessary for safe and efficient operations and the economic health of the region.
- H. The City will only approve developments that adequately mitigate their impacts on the transportation system as required under Transportation Concurrency Management, the State Environmental Policy Act, the Ferndale Development Standards, Commute Trip Reduction, and other applicable development regulations.
- I. The City will encourage state lawmakers to recognize the financial pressure upon the City of Ferndale that is imposed by growth and request legislative action to provide greater relief to the City than is afforded by existing revenue sources.
- J. The City will explore the feasibility of partnering with individual property owners and neighborhood associations to share the cost of sidewalk installation in established neighborhoods.

4 The City will work to secure adequate funding sources for transportation.

Policies:

- A. The City will update its Transportation Impact Mitigation Policy ordinance on a regular basis.
- B. The City will encourage public/private partnerships and grants for financing transportation projects.
- C. The City will work to establish local improvement districts and transportation improvement districts in designated areas for economic development.
- D. The City will work to establish on and off-site storm sewer systems which combine storm detention for road projects and private developments.
- E. The City will consider asking voters to enact new taxes or fees to help fund transportation improvements.
- F. The City will seek to fund a minimum average of thirty percent of capital project costs through grants.
- G. The City will continue to fund transportation system maintenance using property and/or sales tax.
- H. The City will continue the historical practice of generally not using property and/or sales tax to fund transportation capital projects.

5. The City will encourage the use of transportation modes that maximize energy conservation, circulation efficiency, and economy.

Policies:

- A. The City will support increased use of multimodal transportation. This includes, but is not limited to, high occupancy vehicle lanes, bicycle trails, park-and-ride facilities, carpools, vanpools, buses and mass transit.

- B. The City will coordinate planning efforts for non-motorized modes of travel with other jurisdictions and develop an integrated area-wide plan for non-motorized travel modes that ensures continuity of routes.
- C. The City will encourage sidewalks, improved shoulders, and/or off-street trails within new developments concurrent with the project in order to accommodate internal and external circulation.
- D. The City will encourage new development to be pedestrian friendly and compatible with the public transportation system by ensuring that such development reflects all related infrastructure master plans such as trails or utility plans.
- E. The City will seek to receive formal recognition as a “Bicycle Friendly Community.”
- F. The City will coordinate site development guidelines to encourage and enable use of alternative transportation modes.
- G. The City will seek to ensure that new road construction shall, wherever possible, include sidewalks or other pedestrian service amenities, and special provisions for bicycle and/or transit connectivity as may be economically and/or environmentally justifiable, based on existing and potential connection opportunities, including establishing new connector roads, collector roads, and arterial roads.
- H. Improvements to existing roads shall be prioritized to remove deficient conditions for pedestrian, bicycle, and transit circulation as well as improve vehicular mobility.
- I. The City will seek to cooperate with Whatcom County, the Washington State Department of Transportation, the Whatcom Transportation Authority, and any private entity for implementation of regionally significant transportation projects and programs for Ferndale and its environs.
- J. The City of Ferndale recognizes and supports the continued operation of the Burlington Northern Railroad as an important part of the region’s transportation system for the movement of freight and passengers, and shall seek to increase the availability of those services within the City.
- K. The City of Ferndale shall seek to conduct a thorough inventory of city sidewalks, in order to identify deficiencies in the system and opportunities for expansion, based on existing and potential connection opportunities. The City will systematically implement the improvements through its Sidewalk Program.
- L. The City of Ferndale recognizes and supports the continued operation of the Bellingham International Airport as an important part of the region’s transportation system as an alternative to major regional airports such as the Vancouver International Airport and Seattle-Tacoma International Airport. The City shall seek to increase transportation connections between the City and the airport.
- M. The City of Ferndale will seek to provide incentives to developments which incorporate multi-modal transportation options into their projects, and will continue to re-evaluate such incentives as multi-modal opportunities increase over time.
- N. The City shall provide written justification for including capital projects which are designated as “low” priority within this plan prior to placing such projects on the Six-Year Transportation Improvement Plan.

6. The City will work to ensure efficient and effective freight transportation needed to support local and regional economic expansion and diversification.

Policies:

- A. The City will collaborate with federal, state and neighboring local governments and private business to ensure the provision of transportation infrastructure investments and services deemed necessary by the City to meet current and future demand for industrial and commercial freight movement by way of roadway and truck, rail, air and marine transport.
- B. The City will work with the Whatcom Council of Governments, Port of Bellingham, Whatcom County, and other agencies to develop intermodal connectivity facilities deemed by the City to be needed to facilitate seamless freight transfer between all transport modes.
- C. The City will ensure that Transportation Element goals and policies are implemented in a manner that reinforces the goals and policies of adopted economic development strategies.
- D. The City will work with the Port of Bellingham to identify connectivity opportunities between the City of Ferndale and the Bellingham International Airport.

7. The City will establish level of service standards and implement concurrency management programs to assure the adequacy of its transportation system.

Policies:

- A. For concurrency review, the City has adopted roadway minimum travel speed standards for the weekday PM peak hour as documented in **Table 2** of the Transportation Element.

B. The City has established the following levels of service (LOS) for intersection operations along arterial and collector roads based on methodologies in the latest edition of the *Highway Capacity Manual (HCM)*:

- i. **LOS C** or better for traffic signal, roundabouts, or all-way stop controlled intersections based on overall average delay per vehicle.
- ii. The LOS standard for all two-way, stop controlled, unsignalized intersections within the City limits shall be **LOS C** and be applied to each approach or separate traffic movement at an intersection. On a case-by-case basis the City may allow the level of service for traffic movements from the minor street at a two-way, stop controlled intersection to operate below the adopted standard if the Public Works Director (or designee) determines that no significant safety or operational impact will result. As appropriate, mitigation will be identified and required to address potential impacts to safety or operations. Potential installation of traffic signals or other traffic control devices at these locations shall be based on the Manual on Uniform Traffic Control Devices, the Transportation Element, and sound engineering practices.
- iii. The City will generally apply the intersection level of service standards based on the weekday PM peak hour, but may choose to require evaluation of other time periods in order to identify potential deficiencies and project impacts.

- C. The City will apply Washington State Department of Transportation's level of service standards to intersections of state highways within the Ferndale area:
 - i. LOS D or better within urban areas.
 - ii. LOS C or better within rural areas.
- D. The City will work with Whatcom County to coordinate level of service standards for roadways and intersections within the City's unincorporated Urban Growth Area.
- E. The City will implement a Transportation Concurrency Management program to ensure adequate transportation facilities are available concurrent with development.
- F. The City will not apply concurrency to the interchange ramps with Interstate 5 which is designated as a Highway of Statewide Significance (HSS).
- G. As appropriate, the City will reassess its level of service standards, Transportation Concurrency Management program, and other development regulations based on growth and funding levels.
- H. The City shall review development applications based in part on the existing level of service, and will identify responsible mitigation measures necessary to preserve existing level of service where appropriate.
- I. The City will consider incorporating mechanisms into the Main Street Planned Action Ordinance and concurrency regulations that may fully utilize the concurrency time limits allowed by State law.

5. City of Lynden Goals and Policies

The City of Lynden Transportation Plan is comprised of several components. In order to effectively implement the Plan, the City has identified an overall goal and more specific policies for transportation. The goal and policies provide a framework for decision making related to transportation projects and programs. The transportation goal and policies will be used to implement plan projects and programs, review new land use development applications, and coordinate with other City planning processes.

Overall Transportation Goal

The overall transportation goal for the City is as follows:

To develop a transportation system for the City of Lynden that maintains the livability of the community by encouraging the use of alternative modes of transportation; promoting economic well being; ensuring environmental protection; and the safety of the residents, employees, and visitors of the City.

Policies

1. Public Participation and Agency Coordination

- A. Encourage and solicit public participation in transportation-related decisions to help ensure that planning and implementation have public support.
- B. Provide programs and forums to help the public and stakeholders understand transportation issues, requirements, planning concepts, and funding programs.
- C. Coordinate the preparation of the Lynden Transportation Plan and updates with the State Highway Systems Plan, the Whatcom Transportation Plan (Whatcom Council of Governments [WCOG]), Whatcom County, and the Whatcom Transportation Authority (WTA).

- D. Coordinate with the Washington State Department of Transportation (WSDOT) regarding improvements and funding for Badger Road (as SR 546 is called) between Guide Meridian and Northwood Road.
- E. Coordinate with Whatcom County to preserve options for future collector roads and grid systems in the City's unincorporated UGA.
- F. Coordinate with WSDOT to identify possible locations for future collector roads intersecting with Guide Meridian between Badger Road and Main Street. The collector roads will provide for access and circulation to help reduce the impact of future development on the state highways.

2. Land Use Planning, Development Review, and Standards

- A. Review land use policies and implementing regulations, standards, and incentives to ensure they support and encourage alternative transportation modes such as bicycling, walking, transit, and transportation demand management programs.
- B. Ensure that transportation policies, projects, and programs are coordinated and consistent with land use plans and further the City's land use and environmental goals. Ensure that land use plans are consistent with the City's mobility goals.
- C. Ensure that public and private projects systematically implement the policy objectives of the Transportation Plan through the development review process.
- D. Require new development projects to comply with the City's transportation concurrency program (see Policy 3B)

3. Streets and Highways

- A. Maintain a level of service (LOS) C or better for City street intersections and LOS D or better for state highway intersections. Apply Whatcom County's LOS D standard for county roads in the unincorporated part of the City's UGA, if requested by the County.
- B. Require transportation improvements to be constructed or funding strategies approved to ensure that the highway, arterial, and collector road system is adequate to serve increased travel demands concurrent with new development. Concurrency shall be defined as having a financial commitment in place to resolve the deficiency within six years. New developments will not be approved by the City unless this concurrency requirement is met. The concurrency requirement will not apply to SR 539 and SR 546 serving Lynden, since both are designated as Highways of Statewide Significance (HSS). Mitigation of impacts where LOS standards are not met along HSS should be coordinated with WSDOT.
- C. Require urban street standards on roadways serving urban development within the City. The urban street standards will be defined based on street classification.
- D. Classify streets to reflect their desired use.
- E. Street standards for arterials, collectors, and access streets will be adopted that provide guidance on number and width of lanes, intersection spacing, driveway access, right-of-way width, setbacks, lighting, landscaping, and other appurtenances. The street standards should identify design needs for accommodating transit, pedestrians, and bicyclists as appropriate for each roadway classification and consistent with the design policies in adopted sub-area plans.

- F. Develop the arterial, collector, and access street system based on the Transportation Systems Plan, subarea plans, expansion of the existing grid system, or other means of assuring adequate connectivity of adjacent developments and minimizing impacts to arterials and state highways.
- G. Maintain the existing and future arterial, collector, and access street system and associated facilities (e.g., sidewalks, traffic signs) through a systematic Pavement Management System and operations program.
- H. Maximize the efficiency of the arterial street system through use of suitable traffic control, including signs, signals, lane markings, and coordination of signals, as appropriate.
- I. Increase capacity of arterial streets through the elimination of on-street parking or the provision of turn lanes in preference to adding capacity through major street widening projects.
- J. Provide adequate system-wide capacity on arterial streets to avoid diversion of excess traffic from congested arterials to local streets and through neighborhoods.
- K. Limit and provide access to the street network in a manner consistent with the function and purpose of each road. The street standards should define driveway spacing standards and encourage use of shared driveways, where practical.
- L. New access points to Guide Meridian or Badger Road will be discouraged. Potential new collector roads connecting to Guide Meridian between Badger Road and Main Street, as identified in the Transportation Plan, will be coordinated with WSDOT and Whatcom County. All new accesses to the state highways in the City planning area must be approved by WSDOT.
- M. Establish truck routes to encourage through trucks to use the most appropriate routes.
- N. Only allow cul-de-sacs where topography, parcel size, or location do not provide a practical alternative.
- O. As appropriate, the City will consider traffic calming measures to discourage through traffic in residential areas, while maintaining the street grid for access and circulation.

4. Pedestrians and Bicyclists

- A. All new streets shall require installation of sidewalks, in accordance with City standards.
- B. Implement an annual program that works to construct missing sidewalk links, repair existing sidewalks, improve crosswalk markings, and install curb ramps at intersections to improve safety and connectivity. Arterial streets and highways should be a high priority.
- C. Encourage pedestrian and bicycle connections between adjacent developments even when topographic or other constraints prevent connections for motorized vehicles. Where cul-de-sacs are allowed, they should be designed to encourage or support pedestrian connectivity.
- D. Develop both street-oriented and separate pedestrian and bicyclist connections to encourage non-automobile access from residential areas to schools, sports facilities, and commercial areas.
- E. Ensure that new sidewalks meet ADA requirements and that existing ones are upgraded (e.g., ramps at intersections).
- F. Design and construct arterials to support safe use by bicyclists.

- G. Require an appropriate amount of bicycle parking at commercial and institutional facilities along with automobile parking.

5. Parking

- A. Encourage shared use of parking lots in the downtown area and other areas of high use.
- B. Minimize curb cuts, including limiting the number of driveways permitted for each parcel, and encourage shared driveways to maximize the amount of curb space that could be used for parking, if roadway width and volumes allow on-street parking.
- C. Evaluate establishing minimum and maximum parking requirements based on zoning, land use plans, and location within the City.

6. Public Transit and Transportation Demand Management

- A. Encourage WTA to provide service to/from and within the City of Lynden at a service frequency and route coverage that supports convenient use of transit to meet more of the local area travel demands.
- B. Incorporate design features to support transit service in the street standards, as appropriate for each roadway classification.
- C. Provide transit shelters along arterial streets where the number of transit users warrant their use.
- D. Promote the use of alternatives to the single-occupant automobile as a means of reducing the demand for construction of new streets and highways.

7. Implementation and Financing

- A. Prioritize City transportation improvement projects, programs, and participation with other agencies to reflect the City's vision and Comprehensive Plan goals. As a minimum, the City will consider the following objectives:
 - Transportation safety of all modes
 - Maintenance and preservation of the existing transportation system
 - Upgrade or expand the transportation system to support growth within the City and maintain concurrency
 - Expand facilities and services to improve connectivity of the transportation system
- B. Fund and implement the Transportation Plan based on the relative benefits to various user groups. Funding of transportation improvements and programs will include state and federal grants, City transportation and general funds, developer improvements, developer mitigation, and other traditional or non-traditional funding programs.
- C. Continue to partner with WSDOT, Whatcom County, WCOG, and WTA to fund improvement projects and programs that serve the City.
- D. Work with the state to fund safety and operational improvements along Badger Road.
- E. Ensure that new growth pays a proportionate share of the transportation improvements needed to support growth and adequately mitigate its impacts to the transportation system.
- F. Require that new developments be financially responsible for street improvements adjacent to and internal to the development.

- G. Develop the annual Six-Year Transportation Improvement Program so it is financially feasible, leverages available City funds, and is consistent with the overall priorities of the Comprehensive and Transportation Plans.
- H. If probable funding falls short of meeting the needs identified in the Transportation Plan, the City will review and reassess the improvement needs, priorities, and LOS standards in the Plan, as needed. As a final measure, the City will reassess land use plans to ensure that new development will be supported by adequate infrastructure.

6. City of Nooksack Goals and Policies

- GOAL 1: Provide for safe and efficient movement of people and goods.
- GOAL 2: Encourage energy conservation and minimize impacts on the environment.
- GOAL 3: Provide a transportation system that maintains the city's high quality of life for its citizens.
- GOAL 4: Cooperate and coordinate among federal, state and other local jurisdictions in transportation planning to ensure a seamless, effective system.
- GOAL 5: Coordinate with other jurisdictions, such as the state, in planning transportation improvements to make the best use of financial resources available for transportation improvements.
- GOAL 6: Provide for safe and convenient pedestrian and bicycle routes where feasible.
- GOAL 7: Where practical, provide for intermodal connections, such as truck/rail facilities.

GOAL 8: Evaluate any new land use regulations for opportunities to improve or maintain the city's transportation system.

GOAL 9: Re-evaluate traffic impacts to city streets from any substantial external change or shift, such as changes in trade and tariff laws, significant shifts in the Canadian economy, or any development with regional transportation implications.

GOAL 10: Coordinate transportation planning and construction with neighboring jurisdictions and with the state.

Policy: Set LOS "D" (V/C ratio of 0.8 during p.m. peak hours) for non-HSS state routes within city limits.

Policy: Set LOS "D" for city designated principal arterial streets.

Policy: Coordinate with the Washington State Department of Transportation (WSDOT) with regard to state routes.

Policy: Participate in the regional planning processes coordinated by WCCOG.

Policy: Coordinate with Whatcom County with regard to county arterials and collectors.

7. City of Sumas Goals and Policies

Goal 1: Provide transportation systems that provide convenient and safe access to employment, educational and recreational opportunities for citizens and visitors, and that provide for the movement of goods and services.

Policy: Control access to arterials and connectors in order to minimize disruption of traffic.

Policy: Front new subdivisions on connectors and arterials rather than state routes.

Policy: Establish connectivity between new subdivisions, benefiting pedestrians, automobiles, utilities, and emergency services.

Policy: Keep industrial / commercial truck traffic off residential and local streets.

Policy: Within the city's financial ability to do so, bring poor roads up to standard.

Policy: Consider Intelligent Transportation Systems, when cost effective, to increase the capacity and safety of the transportation system.

Goal 2: Coordinate transportation planning and construction with neighboring jurisdictions and with the state.

Policy: Set LOS "D" (V/C ratio of 0.8 during p.m. peak hours) for non-HSS state routes within city limits.

Policy: Set LOS "D" for city-designated principal arterial streets.

Policy: Participate in the regional planning processes coordinated by WCCOG, including the IMTC process.

Policy: Coordinate with the Washington State Department of Transportation (WSDOT) with regard to state routes.

Policy: Coordinate with Whatcom County with regard to county arterials and collectors.

Policy: Coordinate with WTA with regard to transit.

Policy: Coordinate closely with Whatcom County during annexations and work toward solutions providing long-term benefit to citizens of both the city and the region.

Policy: Incorporate all Intelligent Transportation Systems initiatives and project with the Whatcom Regional ITS Architecture.

Goal 3: Build and operate facilities as efficiently as possible.

Policy: Maintain and preserve the existing system.

Policy: Aggressively pursue low-cost funds such as grants and subsidized loans.

Policy: Undertake effective planning and build only what is planned.

Policy: Coordinate road projects with utility projects.

Policy: Adopt road design standards that are sensible and that do not needlessly impose cost.

Goal 4: Allocate costs fairly among those that benefit.

Policy: Use SEPA to mitigate off-site impacts associated with new development and redevelopment.

Policy: Use "no-protest" agreements, when appropriate, as a means of allowing approval of individual small-scale projects, while still providing for eventual construction of necessary improvements through formation of LIDs.

Policy: Facilities providing benefit to both newcomers and existing residents should be paid for by both groups, with each group paying a share proportional to their corresponding benefit.

Goal 5: Encourage energy conservation and minimize impacts to the environment.

Policy: Develop park-and-ride facilities when feasible.

Policy: Control stormwater run-off in order to reduce impacts to ground and surface waters.

Policy: Consider Intelligent Transportation Systems that will reduce the need for construction, decrease emissions through reduced delays and idling times, and enhance the transportation network in a way that minimizes noise, environmental impacts, and preserves open space.

8. Whatcom County Goals and Policy

ISSUES, GOALS, AND POLICIES

Whatcom County's transportation system is a network of structures--highways, arterial streets, rural roads, rail, marine, airport, bikeways, ferries, and many other facilities. At the same time, the transportation system is a link among land use patterns, population growth, economic opportunities, energy consumption, environmental stress, and other facets of Whatcom County growth. The Growth Management Act requires the county to plan for the future of both network and linkage aspects of the transportation system.

To be sure of providing adequate facilities, Whatcom County must prepare to meet future demand. Population projections, land use plans, and traffic patterns suggest that the county will need to upgrade or expand some of its facilities, in addition to maintaining the current network. Since funding is limited, Whatcom County must prioritize the improvements it would like to make. The criteria for those choices include traffic congestion; safety; mobility; use by transit, bicycles, and pedestrians; and access to modes of transport such as airplanes, railways, and ferries. Additionally, the impact

to endangered species, along with mitigation costs and delays associated with gaining approval for transportation projects that affect such species, must be considered.

To manage transportation systems, including their economic, social and environmental impacts, Whatcom County must be aware of the ways transportation influences--and is influenced by--other aspects of growth. Identifying the relationships allows the county to dovetail its plans for the various aspects so all the plans work toward compatible goals.

Overall County Transportation

Over the next two decades Whatcom County will be shaping its transportation network with several fundamental goals in mind. The system must be cost-effective; it must be compatible with subarea, county and regional plans; it must be properly maintained and upgraded; it must provide access for transit and non-motorized travel; and it must offer acceptable levels of service and safety.

The LOS standards adopted for county-owned transportation facilities in Policy 6A-3 are measures of traffic congestion on arterial and collector roadway segments, expressed as a ratio of estimated volume in weekday afternoon peak hours to roadway capacity. Levels of service range from completely unrestricted flow of traffic (LOS A) to stop-and-go traffic jams (LOS F). At LOS C or better the road segment is less than or equal to 80% full (or a volume-to-capacity ratio of less than or equal to 0.80). The flow of traffic is generally stable, though individual users are significantly affected by the presence of other vehicles. At LOS D the volume-to-capacity ratio is greater than 0.80 but less than or equal to 0.9. At LOS D small increases in flow may cause some delays and decreases in speed during the afternoon peak hour.

The Washington State Department of Transportation (WSDOT) has adopted levels of service for highways of statewide significance and the Regional Transportation Planning Organization, in consultation with WSDOT, has adopted levels of service for other state highways. For state highways in Whatcom County the standards are LOS D in urban areas and LOS C in rural areas. Similar to the LOS adopted on state highways, Whatcom County generally adopts for its roadways a LOS D in urban areas and LOS C in rural areas, though for some of the rural roads that function as primary routes connecting major activity centers (as designated in the regional Whatcom Transportation Plan), the county adopts a LOS D to reflect higher peak-hour volumes.

GOAL 6A: Provide for the safe and efficient movement of people and goods.

Policy 6A-1: Make safety and mobility the primary considerations in ranking transportation improvements.

Policy 6A-2: Use the transportation planning process to identify transportation system needs throughout the county in order to provide adequate transportation facilities and services to meet current and future travel needs; identify and protect specific transportation corridors and alignments where transportation facilities including auto, commercial, bicycle, transit and rail are needed.

Policy 6A-3: Establish the following levels of service (LOS) for purposes of maintaining transportation concurrency:

A volume-to-capacity ratio less than 0.75 during weekday p.m. peak hours for county arterials and collectors located outside of urban growth areas, except for specified primary routes as shown on Map 14A, which shall have a volume-to-capacity ratio less than or equal to 0.90 (LOS D).

A volume-to-capacity ratio less than or equal to 0.90 (LOS D or better) during weekday p.m. peak hours for county arterials and collectors within urban growth areas not associated with cities, which may be reduced for concurrency evaluation purposes in accordance with Policy 6A-4.

A volume-to-capacity ratio less than or equal to 0.9 during weekday p.m. peak hours (equivalent to LOS D) for county arterials and collectors within city urban growth areas, which may be reduced for concurrency evaluation purposes in accordance with Policy 6A-4.

Coordinate with Whatcom Transit Authority to ensure adequate transit service in urban areas.

513 ferry passenger trips annually per capita Lummi Island population.

Policy 6A-4: For proposed developments in designated urban growth areas, increase the volume-to-capacity ratio standard for impacted transportation facilities by 0.05 if at least one of the following amenities is existing or is committed to being provided as part of the development:

Transit service and stop within one quarter mile walking distance accessible from the development using non-motorized facilities that meet or are functionally equivalent to Whatcom County Road Standards

Non-motorized facilities that meet or are functionally equivalent to Whatcom County Road Standards along the impacted facility

Policy 6A-5: Encourage extension of city concurrency review authority and LOS standards into their respective UGAs to provide for greater consistency in concurrency review for urban areas.

Policy 6A-6: Identify and mitigate safety and other impacts to transportation facilities caused by development during SEPA review, using standards adopted for intersections and other minimum standards established by WCC Development Standards.

Policy 6A-7: Consider implementation of Intelligent Transportation Systems (ITS) technology to increase safety, reduce traffic congestion, decrease delays, expedite commercial vehicle travel, and provide appropriate traveler information.

Financing

The Growth Management Act is very specific in its requirement that transportation improvements must be based on financial capability. Furthermore the Act requires that improvements must occur concurrent with developments. It is therefore very important to coordinate funding and land-use-driven transportation improvements.

The majority of county transportation dollars are spent on upkeep and maintenance of the existing road system with a much smaller amount available for major improvements and even less for actual capacity improvements. Potential additional revenue sources include a greater share of gas tax revenues and impact and/or mitigation fees. Gas tax revenues can only be imposed through a vote of the people. Impact and/or mitigation fees are enforced through a county ordinance and are intended to pay for improvements required as result of additional traffic generated by development.

GMA authorizes counties to impose impact fees that fund a proportionate share of transportation system improvements made necessary by planned growth. Whatcom County has identified future system improvements eligible for impact fee funding and has enacted a transportation impact fee system to fund a portion of those projects that are reasonably related to and reasonably benefit the planned growth.

GOAL 6B: Create a cost-effective transportation system that optimizes public investment.

Policy 6B-1: Funding of transportation programs and improvements should prioritize preservation and maintenance of the existing transportation system and upgrading of unsafe and/or structurally deficient facilities over new capital improvements. Exception to this policy should be allowed when a cost/benefit analysis indicates that the public interest is better served by new capital expenditures over rehabilitation of existing infrastructure.

Policy 6B-2: Develop a fair and equitable formula to assess development for transportation improvements, including but not limited to transit, pedestrian facilities, bikeways and roadways that are considered reasonably necessary as a direct result of proposed developments in Whatcom County.

Policy 6B-3: Consider incorporating the impact of additional traffic on existing substandard roads as part of defining level of service for county roads, in order to better define and prioritize transportation improvements and assess new development for its share of impact on existing roads.

Policy 6B-4: Adopt a prioritized bicycle capital facilities improvement plan.

Policy 6B-5: Identify and pursue funding sources for the proposed projects and improvements contained in the *Whatcom County Comprehensive Plan and the six-year transportation improvement program*.

Policy 6B-6 Utilize impact fees to fund a proportionate share of the costs of transportation system improvements that benefit and are reasonably related to new development.

Policy 6B-7: Identify and pursue funding sources for activities and improvements which encourage the use of transportation modes other than the single-occupant vehicle.

Policy 6B-8: Use the financial resources available for transportation improvements to support a program of capital facilities needed for a multi-modal transportation system. The priority ranking system should balance the overall system and individual improvement needs.

Policy 6B-9: Consider and address any major fluctuations between expected revenues and needed improvement costs during the annual review process of the comprehensive plan. Such resolution could result in a reassessment of land use allocation, level of service standards and/or revenue availability.

Policy 6B-10: Implement a methodology for public-private partnerships when it would result in a more efficient use of public resources.

Policy 6B-11: Explore the possibility of encouraging cooperative funding for bicycle trails.

Intergovernmental Coordination and Implementation

Responsibility for planning and providing transportation facilities in Whatcom County is spread among a variety of governments and agencies. Consider a few examples: the federal government is in charge of the facilities at the Canadian border; state highways are the responsibility of Washington State; the Port of Bellingham manages air, shipping and the Alaska ferry connection; and Whatcom County and its cities operate local roads, ferries, and bikeways. These and many other pieces have to be integrated. In addition, transportation facilities which cross Whatcom County's boundaries must mesh with the facilities of neighboring counties and Canada.

Cooperation among jurisdictions is necessary in transportation planning. The Growth Management Act reflects this need; it calls for a regional transportation plan, and all the local jurisdictions'

plans must be consistent with it. Working collaboratively can also lead to more effective use of the available funding. "Collaboration" with users to reduce traffic congestion--by getting more people to use alternative modes of transportation--is a useful strategy as well.

GOAL 6C: Coordinate with international, federal, state, regional (including Skagit and Okanogan Counties), and local transportation laws, policies, and plans that relate to the *Whatcom County Transportation Plan-A Combined Metropolitan and Regional Plan*, in order to be consistent and compatible with regional priorities.

Policy 6C-1: Support the Regional Transportation Planning Organization (RTPO) to coordinate transportation planning that affects Whatcom County.

Policy 6C-2: Support federal government efforts to improve border crossing facilities to minimize traffic congestion and safety hazards.

Policy 6C-3: Coordinate Whatcom County transportation planning with the Washington State Department of Transportation.

Policy 6C-4: Work with state and other jurisdictions to identify bridge deficiencies and to address bridge maintenance and reconstruction requirements.

Policy 6C-5: Coordinate with neighboring counties' and Canada's transportation planners to ensure compatible transportation recommendations.

Policy 6C-6: Participate in the Whatcom Council of Governments (WCCOG) Transportation Technical Advisory Committee as a mechanism to coordinate with the cities of Whatcom County, the Whatcom Transportation Authority, as well as other jurisdictions.

Policy 6C-7: Work with the Whatcom Council of Governments to develop effective, ongoing mechanisms for city and county public works engineers and planners to coordinate with transit and bicycle planning.

Policy 6C-8: Coordinate county efforts with state activities toward compliance with the Americans with Disabilities Act.

Policy 6C-9: Consistent with county land use planning, coordinate identification of new arterial routes with adjacent city jurisdictions.

Policy 6C-10: Develop a policy and agreement with the Washington State Department of Transportation to implement a locally managed improvement program for state highways based on local impacts.

Policy 6C-11: Identify areas and mechanisms for potentially collaborative projects so that multiple jurisdictions can share costs and efficiencies.

Coordination with Land Use

The way land is developed affects the need for transportation facilities; conversely, the availability of transportation can influence development. This two-way relationship needs to be taken into account in both land-use and transportation planning. The Growth Management Act requires Whatcom County to link the two processes.

GOAL 6D: Support land use planning efforts in Whatcom County which include land use types and densities that reduce reliance on single-occupant vehicles.

Policy 6D-1: Allow densities and mixed uses in land use planning to reduce the number and length of vehicle trips, increase opportunity to use public transportation, and encourage pedestrian and bicycle trips.

Policy 6D-2: Discourage transportation improvements that would trigger development that is premature or not consistent with applicable comprehensive plans, policies, or zoning.

Policy 6D-3: Support continual education of the public regarding the relationship between transportation and land use issues and ways to reduce traffic congestion.

Policy 6D-4: Direct transportation planners to evaluate positive and negative impacts to the productivity of resource based industries when creating new, or expanding existing, transportation corridors. Transportation improvements in areas designated “Resource Lands” should be constructed to facilitate the operations of those affected areas and industries.

Policy 6D-5: Ensure that new developments provide safe and efficient infrastructure for pedestrians and bicyclists.

Policy 6D-6: Encourage new housing developments to be located in urban growth areas and small towns to help provide a sense of community and safe, non-motorized transportation to community facilities and public transit nodes.

Environment and Energy

The transportation network is a benefit to the community, but it can have unwanted side effects. Vehicles on the roads are noisy, and they contribute to air pollution and con-taminated water run-off. They also use up irreplaceable fossil fuel. Road construction can damage fragile wildlife habitats or intrude on scenic views. These effects can be mitigated through careful siting and design. Even more fundamentally, the effects can be minimized by reducing the amount of travel on the roads. Such “demand management” can include expanded public transit, ride-sharing, bicycling, and telecommuting, to reduce the number of trips people make in single-occupant vehicles.

GOAL 6E: Provide a transportation system that minimizes environmental and social impacts, reduces reliance on fossil fuels.

Policy 6E-1: Promote designs to preserve mature trees, unique wildlife habitats, water quality and other elements of the natural environment, including environmentally sensitive areas and shorelines, during the design and construction of road improvement projects.

Policy 6E-2: Support the use of natural noise reduction techniques and visual screens between high-volume transportation routes and other facilities adjacent to residential uses, wherever possible.

Policy 6E-3: Minimize the amount of impervious surface whenever practicable by using natural engineering design methods such as the use of open, shallow, grassed street swales instead of curbs and gutters and, where feasible, encouraging alternate surfacing options.

Policy 6E-4: Engineer, construct, and maintain road improvements to control pollutants affecting water quality and reduce run-off entering surface or groundwater consistent with water quality standards.

GOAL 6F: Promote energy conservation by implementing demand management policies and encouraging the reduction of single-occupant vehicles on county roads and highways.

Policy 6F-1: Develop programs that reduce single-occupant vehicle use and vehicle miles traveled, minimizing trip length and reducing travel during peak periods.

State Highway Improvements

A number of state highways cross Whatcom County, forming an important part of the transportation network for county residents. Although state highways are not Whatcom County's direct responsibility, the county can be a voice for its citizens' interests with regard to those highways, working cooperatively with the Whatcom Council of Governments and the Washington State Department of Transportation.

GOAL 6G: Ensure an efficient regional system of state highways that is functional and safe, and is consistent with regional priorities and city and county comprehensive plans.

Policy 6G-1: In cooperation with the Whatcom Council of Governments, identify a regional transportation network.

Policy 6G-2: Recommend access management classifications for all the state highways in the county in order to minimize the number of access points and maximize public safety and highway capacity.

Policy 6G-3: In cooperation with the Washington State Department of Transportation and other jurisdictions, adopt access management classes and designations for state highways.

Policy 6G-4: In cooperation with the Washington State Department of Transportation, investigate the feasibility of frontage roads along the Guide Meridian (SR 539) and other facilities, where appropriate, to consolidate and minimize necessary access points as development proposals are made.

Local Arterial and Collector Improvements

The Citizens' Transportation Advisory Committee and Technical Transportation Advisory Committee worked out a list of criteria for judging the effectiveness of a transportation network. The elements include uncongested traffic flow; sound engineering

and construction; safety; mobility; facilities for public transit, bicycles, and pedestrians; access to air, rail, and other forms of transportation; and cost effectiveness. Whatcom County's program of local arterial improvements has to address all these aspects.

GOAL 6H: Ensure an efficient regional system of arterials that is functional, safe, and consistent with regional priorities and city and county comprehensive plans.

Policy 6H-1: Develop access control plans, which may include joint driveways, for classifications higher than neighborhood collector roads; and require new developments to minimize the number of access points to road classifications higher than neighborhood collector roads.

Policy 6H-2: Where new arterials or collectors are necessary, such routes should follow topographic or land use patterns which minimize disruption to residential neighborhoods and the environment.

Policy 6H-3: Support the use of shared access roads from commercial and residential developments to limit intersections with arterials.

Policy 6H-4: Review design and maintenance standards for arterials for consistency between jurisdictions and develop continuity where appropriate.

Policy 6H-5: Identify a regional system of all-weather roads and develop emergency maintenance plans for adverse weather conditions.

Policy 6H-6: Work towards making all county-designated arterials all-weather roads.

Policy 6H-7: Set proper speed limits.

Policy 6H-8: Minimize delay at all intersections by timely provision of warranted traffic controls and other improvements.

East/West Mobility

The rectangular shape of Whatcom County, the Nooksack River and Interstate-5 create a problem with access between the eastern and western parts of the county. Suggestions for correcting this problem are expensive including such options as freeway interchanges and overpasses and major bridge crossings.

GOAL 6J: Improve mobility between the eastern and western regions of Whatcom County.

Policy 6J-1: Prioritize for improvements the east/west routes that have been identified in the preferred alternative for improvements and weatherization.

Policy 6J-2: Support the possibility of transit and/or other alternative modes for east/west mobility.

Non-Motorized and Public Transportation Improvements

Whatcom County's transportation network serves other users besides automobiles and trucks. Railways, public transit, carpools, bicycles, and pedestrians place lower demands on the transportation system, so encouraging these kinds of uses--"demand management"--can reduce the need for new or expanded facilities. Demand management can also help minimize transportation's negative side effects. The Growth Management Act requires Whatcom County to include demand management strategies in its comprehensive plan.

GOAL 6K: Support the development and use of new technologies (e.g., fiber optics, other communication improvements) and approaches to planning in Whatcom County, so as to minimize the reliance on vehicular travel.

Policy 6K-1: Monitor new technologies and approaches and incorporate changes into transportation planning efforts.

Policy 6K-2: Incorporate alternatives to conventional petroleum-based technology systems into transportation planning.

Policy 6K-3: Support multi-modal use by encouraging, for example, provision of secure bicycle storage facilities at park-and-ride lots and other transit facilities, and allowing for the transporting of bicycles on public transit vehicles.

Policy 6K-4: Support a regional public transit system with various modes of transportation including auto, bicycle, and pedestrian travel and with the intercity bus, rail, ferries and airline facilities.

GOAL 6L: Support commuter use and employer promotion of alternative modes of transportation (i.e., carpools, vanpools, transit, bicycles and pedestrian travel) where feasible and discourage reliance on the single-occupant vehicle.

Policy 6L-1: Facilitate the implementation of the Commute Trip Reduction Program.

Policy 6L-2: Assess the need and feasibility for preferential treatment for transit vehicles, vanpools, and carpools to improve competitive transit time with the single-occupant vehicle.

Policy 6L-3: Support educational efforts that emphasize non-motorized transportation alternatives.

Policy 6L-4: Support passenger rail service.

GOAL 6M: Promote bicycle and pedestrian travel by systematically providing safe and convenient routes and facilities where feasible.

Policy 6M-1: Encourage safe and efficient bikeways that link populated areas of the county with travel destinations.

Policy 6M-2: Recognize public safety, education and law enforcement as integral to the development of bicycle transportation opportunities in Whatcom County.

Policy 6M-3: Where practical, identify site-specific on-street/road improvements needed for bicycle/pedestrian facilities along arterials and provide for regular shoulder sweeping and other maintenance as needed.

Policy 6M-4: Identify needed rights-of-way for bicycles.

Policy 6M-5: Include internal pedestrian circulation systems as well as links to external systems in development projects.

Policy 6M-6: Develop a system of off-road trail networks for non-motorized transportation to link population centers, employment centers and recreation areas.

Policy 6M-7: Implement a policy of providing safe pedestrian and bicycle access on county roads that have significant pedestrian and bicycle traffic as these roads are reconstructed, preferably by adding separated facilities or alternately by providing 4 foot minimum shoulders.

Specifically, safe pedestrian facilities should be provided within a one mile radius of community places such as schools, markets and libraries if there is residential or other development that would generate significant foot-traffic within the one mile radius.

Policy 6M-8: Implement as a priority the goals, policies and recommendations of the latest Whatcom County Bicycle Plan.

GOAL 6N: Support Whatcom Transportation Authority in providing high-quality, safe, convenient, accessible public transportation, where cost effective, for the public as an attractive alternative to single-occupant vehicles.

Policy 6N-1: Support public transit system design that encourages frequent and convenient access points, and that integrates various transportation modes into the transit services, such as bus systems, park-and-ride lots for cars and bicycles, and bus, railroad and airline terminal facilities.

Policy 6N-2: Assist Whatcom Transportation Authority in developing transportation plans that meet the specific operational and personnel needs of individual employers.

Policy 6N-3: Incorporate adopted plans and policies for non-motorized and public transportation in the permitting process for all development or land use proposals, including provisions for efficient access and mobility, and convenient links between pedestrian, bicycle and transit facilities.

Policy 6N-4: Participate in investigating the potential for expanding express bus service and other forms of high-capacity transit.

Policy 6N-5: Coordinate with Whatcom Transportation Authority to establish rural transit service in unincorporated areas, including Small Towns and Crossroads Commercial areas, consistent with county land use plans, based on cost effectiveness, location of major trip generators, distance between generators, and the needs of transit-dependent individuals.

Policy 6N-6: Encourage Whatcom Transportation Authority to work with major employers to coordinate bus service with shift changes.

Policy 6N-7: Establish development regulations which offer incentives for projects which are transit compatible, considering density of development, location relative to transit stops, design of project, and circulation to accommodate transit.

Policy 6N-8: In cooperation with Whatcom Transportation Authority and Washington State Department of Transportation, provide park-and-ride lots along major corridors and provide necessary services to encourage their use.

Policy 6N-9: Encourage provision of transit from the Canadian border to retail facilities in Whatcom County.

Policy 6N-10: Consider, where needed, bus pull-outs on street/road improvements.

Commercial Transportation

In addition to the commercial traffic that serves Whatcom County industries and residents themselves, the county's transportation system carries heavy cross-border truck traffic between the United States and Canada. Freight vehicles' access to industrial and commercial areas, safety on roads shared with private vehicles, efficient long-distance movement of goods, and coordination of commercial transportation with rural land uses are all issues for Whatcom County. Trucks make up the bulk of the commercial traffic, but rail, air, and ship transportation are involved as well.

GOAL 6P: Provide for safe, efficient movement of commercial vehicles in Whatcom County.

Policy 6P-1: Support and participate in studies to evaluate freight movement which supports economic development.

Policy 6P-2: Consider proposals for an east/west rail freight corridor.

Policy 6P-3: Develop and implement a program of incentives such as fast-track permitting for truck/rail transfer facilities when they contribute to achievement of other transportation goals in this chapter and it can be shown that negative impacts from the facilities can be mitigated.

Policy 6P-4: Support commercial and industrial development adjacent to existing transportation corridors, including I-5 and rail and air facilities as long as such facilities do not reduce safe, efficient movement of vehicles in Whatcom County.

Policy 6P-5: To better facilitate dispersal of commercial truck traffic, support the Lynden border crossing to open 24 hours a day

GOAL 6Q: Support intermodal connections (i.e., truck/rail facilities) that promote use of air, water, and/or rail freight where feasible.

Policy 6Q-1: Encourage the location and design of intermodal facilities for efficient freight transfer and access to the state and interstate highway, rail and ferry systems.

Policy 6Q-2: Support convenient access to ports, airports, other intermodal freight facilities, and international border crossings to enhance freight mobility.

Policy 6Q-3: Incorporate needs for access to ports and other intermodal freight facilities into capital facilities planning.

GOAL 6R: Emphasize the importance of economically competitive and high-quality inland transportation services; foster the preservation, development and full implementation of freight rail; and plan intermodal linkage for long-distance movement of goods.

Policy 6R-1: Support efficient movement and access of freight vehicles within and through the county.

Policy 6R-2: Support efficient movement of goods and people with regard to land use regulation and environmental and community impacts.

Policy 6R-3: Identify a recognized route system for trucks giving access to major commercial and industrial land uses which will minimize disruption of existing/projected rural land use patterns.

Policy 6R-4: Facilitate the movement of trucks between industrial/commercial areas and I-5 and through the county by providing all-weather roads, adequate turning radii and signage.

Agricultural Vehicles

Agriculture is one of the largest industries in Whatcom County. Agricultural vehicles need to use county roads, but slow-moving equipment can become a safety problem when it shares the road with other vehicles.

GOAL 6S: Allow for safe movement of farm equipment on county roads where necessary, and reduce conflicts with other vehicles.

Policy 6S-1: Provide signage, where appropriate, warning of slow-moving agricultural equipment.

Policy 6S-2: Provide for marked access points, wider shoulders and/or slow vehicle turnouts on routes where warranted to allow passenger vehicles to safely pass wide agricultural vehicles.

GOAL 6T: Transportation systems, including roads, should avoid adverse impacts to habitat of threatened and endangered fish and wildlife species, and restore such habitat when possible. For County transportation projects, the County Council will determine when such restoration is financially feasible through adoption of the six-year transportation improvement program, the annual road construction program and the County budget.

Policy 6T-1: Maintain and restore fish passage when constructing new transportation systems. Where existing transportation systems have fragmented habitat, such as where culverts prevent fish from migrating upstream, strive to restore fish passage at every opportunity. For County transportation projects, the County Council will determine when such restoration is financially feasible through adoption of the six-year transportation improvement program, the annual road construction program and the County budget.

Policy 6T-2: When constructing new transportation systems, ensure that stormwater generated by the transportation system is treated prior to discharge to waterways utilized by salmonid fish

populations or which flow directly into such waterways. Provide for regular, systematic maintenance of transportation system related stormwater control and treatment facilities.

Policy 6T-3: Avoid or mitigate future wetland impacts from transportation system construction and maintenance.

Policy 6T-4: When constructing new or maintaining existing transportation systems, retain or restore native riparian vegetation along streams and rivers to the greatest extent possible.

Policy 6T-5: Avoid or mitigate future impacts to feeder bluffs, accretion shoreforms, driftways, eelgrass, kelp beds and other elements of marine shoreline habitat when constructing or maintaining transportation systems.

Policy 6T-6: Allow natural stream processes to continue by minimizing bank hardening and streambed disturbances to the greatest extent possible, while meeting transportation objectives.

Policy 6T-7: Implement best management practices for erosion control to prevent sedimentation during transportation system construction or maintenance. Maintain such erosion control devices until no longer necessary to protect water quality.

9. Washington State Department of Transportation Objectives and Strategies

I. SAFETY Objectives and Strategies

Objective 1.1 Highway Safety: Reduce fatal and serious injury collisions by 50% over the next 10 years, moving towards the Strategic Highway Safety Plan's "Target Zero" goal of zero fatalities by year 2030.

a) Complete safety capital projects funded by the Nickel and Transportation Partnership Accounts.

b) Work with federal, state, local and other external partners to identify and address high priority highway safety needs.

c) Continue to use and refine safety analysis and design tools to identify, prioritize, and address safety activities and projects on state highways and local roads.

d) Identify, prioritize and implement low-cost, short-term projects to address risks contributing to collisions.

e) Develop a long-term highway safety capital improvement program.

Objective 1.2 Ferries Safety: Improve safety on state ferry vessels and terminals.

a) Expand and improve Ferries' Safety Management System.

Objective 1.3 Airport Safety: Improve safety at 17 statemanaged airports.

a) Improve safety of aviation users by prohibiting airspace intrusion around airports and runway approach paths.

Objective 1.4 Rail Safety: Improve the safety and security of rail transit systems.

a) Administer federal rail transit safety oversight requirements for rail transit systems, including light rail, street cars, and monorails.

Objective 1.5 Worker Safety: Continue to advance WSDOT's worker safety program to attain injury and illness reduction targets with the goal of zero work-related injuries and illnesses by 2019.

a) Prevent the most frequent accidents and injuries to workers.

b) Improve traffic control and driver behavior in highway work zones.

c) Continue to improve the return-to-work program.

- d) Enhance crew endurance and worker safety on ferry vessels.
- e) Enhance communication of worker safety expectations and goals within WSDOT and to partners.

Objective 1.6 Bridge Risk Reduction: Reduce the risk of bridge collapse due to earthquakes, and foundation scour caused by high water flows.

- a) Implement the I-5 lifeline corridor plan to provide for safety and mobility during catastrophic events.
- b) Secure funding for and implement seismic retrofit of all bridges in high and moderate risk seismic zones.
- c) Reduce scour impacts on bridges.

Objective 1.7 System and Facility Security: Improve WSDOT's ability to prevent, mitigate, and respond to acts of terrorism on transportation systems and facilities.

- a) Implement high-priority infrastructure "hardening" capital projects identified in vulnerability assessments.
- b) Improve ferry vessel security.

Objective 1.8 Continuity of Operations and Emergency Management and Response: Increase WSDOT's ability to respond to, recover from, and deliver vital services during emergencies and disasters.

- a) Improve planning and coordination with local and regional partners.
- b) Integrate WSDOT's emergency response and continuity of operations planning and implementation.
- c) Improve information technology disaster recovery planning and capacity.

II. PRESERVATION Objectives and Strategies

Objective 2.1 Highways and Bridges Maintenance: Maintain highway and bridge systems to optimize their short and long-term usefulness and minimize life-cycle costs.

- a) Identify, track, and reduce maintenance backlogs and Maintenance Accountability Program (MAP) performance gaps.
- b) Deliver appropriate levels of maintenance in alignment with MAP targets and budgeted priorities.
- c) Coordinate maintenance and preservation investments to minimize life-cycle costs.
- d) Identify and resolve maintenance needs resulting from system additions and delivery cost increases.

Objective 2.2 Highway Pavement Preservation: Preserve highway pavements at the lowest life-cycle cost.

- a) Reduce pavement preservation backlogs.
- b) Prioritize and reconstruct critical sections of concrete pavement that are approaching failure.

Objective 2.3 Bridge Preservation, Rehabilitation, and Replacement: Preserve and replace state bridges to provide safety and operability.

- a) Paint steel bridges to preserve structural integrity.
- b) Repair or replace critical bridge components to provide continued service and prevent load restrictions.
- c) Replace or rehabilitate bridges as programmed.

Objective 2.4 Ferry Vessel Maintenance and Preservation: Preserve and improve vessel conditions to ensure safety, support operational needs, and minimize lifecycle costs.

- a) Implement critical vessel maintenance and preservation projects to reduce backlogs.

b) Improve accountability and communication with the public.

Objective 2.5 Ferry Terminal Maintenance and Preservation: Improve terminal conditions to ensure safety, support operational needs, and minimize life-cycle costs.

a) Implement critical terminal maintenance and preservation projects to reduce backlogs.

b) Improve accountability and communication with the public.

Objective 2.6 Airport Runway Preservation: Preserve and improve runway surface conditions at state-managed airports to increase access.

a) Preserve and improve runway surfaces at 17 state-managed airports.

Objective 2.7 Local Pavement and Bridge Preservation: Assist cities and counties in preserving local roads and bridges.

a) Assist local agencies in collecting data and analyzing pavement conditions and bridge conditions.

b) Allocate federal bridge funding to maximize long-term return on investment.

Objective 2.8 Safety Rest Area Maintenance, Preservation, and Improvements: Reduce rest area maintenance and preservation backlogs, and improve facilities to keep rest area facilities safe and open to the public.

a) Preserve safety rest areas through regular maintenance and replacement of aged or functionally deficient buildings.

Objective 2.9 Traffic Operations Equipment Preservation and Upgrades: Preserve and upgrade traffic operations equipment to meet existing and future highway operations needs.

a) Preserve or replace traffic operations and associated information technology and communications equipment at lowest life-cycle costs.

b) Provide traffic operations equipment that is functional and adequate to support congestion management goals.

Objective 2.10 Facilities Maintenance and Preservation: Maintain, operate, and preserve agency facilities and building systems.

a) Reduce maintenance and preservation backlogs, and replace aged and functionally deficient facilities.

b) Identify and resolve the highest priority facility needs resulting from highway system additions and related operating cost increases.

Objective 2.11 Legacy Computer Systems Preservation and Replacement: Preserve existing core, critical application computer services and systems (i.e., “legacy systems”) and prepare for migration to replacement systems.

a) Partner with other state agencies to ensure that WSDOT systems are integrated and compatible with other state systems.

b) Implement and refine plans for replacing priority legacy systems, as identified by the 2005 Critical Applications Assessment.

c) Replace information technology infrastructure and hardware operating beyond normal life-cycles.

III. MOBILITY Objectives and Strategies

Objective 3.1 Strategic Highway Capacity (Adding Capacity Strategically): Identify and implement the most critical and cost effective new capacity investments in highways and ferries to reduce bottlenecks and chokepoints and improve system throughput and reliability in conjunction with corridor management plans.

a) Deliver mobility projects funded by the 2003 and 2005 state funding packages and 2009 federal American Recovery and Reinvestment Act funding.

b) Develop plan for future capacity investments that will support a productive transportation system.

Objective 3.2 Traffic Management (Operating Efficiently): Optimize efficiency of the existing system by improving and expanding traffic management to increase the operating capacity of highways and reduce the causes and severity of congestion.

a) Implement Active Traffic Management (ATM) on the highest priority corridors based on corridor system management plans.

b) Integrate ferry operations information into ATM systems surrounding ferry terminals.

c) Reduce the amount of time necessary to clear major incidents.

d) Improve and integrate management of construction projects, special events, and incident response.

e) Expand and optimize core traffic management systems.

f) Update and improve wireless communications capabilities to provide better operational support capabilities and coordination with the Washington State Patrol (WSP) and other agencies.

Objective 3.3 Traveler Information (Operating Efficiently): Provide user-focused information so the public can make informed decisions about when, where and how to travel – “all roads, all modes, all the time.”

a) Improve access to traffic flow and mobility information as identified in the WSDOT intelligent transportation systems and travel information plans.

b) Develop and enhance social media, internet and 5-1-1 tools to assist the public and freight carriers in making travel decisions.

Objective 3.4 Variable Tolling (Operating Efficiently): Provide funding for highway and bridge improvements, and make more efficient use of available roadway capacity through the use of high occupancy toll (HOT) lanes and express lanes.

a) Secure authority to expand variable tolling.

b) Develop and implement finance and tolling plans for key corridors.

Objective 3.5 Demand Management (Managing Demand): Increase vehicle occupancy and use of transportation services and commute choices.

a) Expand the availability of demand management programs and tools on available to the public in key congested corridors.

b) Improve the effectiveness of demand management programs and tools.

c) Work with local and regional governments and planning organizations to improve the availability of multi-modal travel options and adopt transportation-efficient land use policies and regulations.

Objective 3.6 Highways and Ferries Operations (Operating Efficiently): Monitor, analyze, and report performance of highways and ferries system operations. Expand “real time” monitoring and analysis of highways and ferries to support travel decisions made by the public, better manage operations, and improve system performance.

a) Ensure reliable and efficient ferry operations service.

b) Integrate reservation systems into ferry operations in order to manage demand during peak periods.

c) Construct, maintain, and operate robust ferries monitoring and communications systems.

- d) Expand and enhance tools for tracking, analyzing, and reporting of highway and ferry system performance.
- e) Construct, maintain, and operate robust highways monitoring and communications systems.
- f) Expand the traffic flow and mobility data infrastructure.

Objective 3.7 Airport and Passenger Rail Capacity (Adding Capacity Strategically): Ensure that passenger rail service and state airport capacity are adequate to meet transportation demands.

- a) Deliver high-speed rail capital investments.
- b) Improve understanding of passenger rail demand dynamics and distribution to help plan and prioritize investments.
- c) Develop capital improvement programs and identify future capacity investments.
- d) Improve multi-modal connections to airports and passenger rail facilities.

IV. ENVIRONMENT Objectives and Strategies

Objective 4.1 Stormwater and Puget Sound: Reduce environmental impacts from stormwater discharged from WSDOT facilities.

- a) Implement requirements of the new WSDOT stormwater permit, including the development of a stormwater information management (SWIM) system.
- b) Ensure that WSDOT's review of local government development permits cover potential connections and discharges to WSDOT-owned stormwater drainage systems for projects adjacent to or near state ROW.
- c) Identify and begin constructing stormwater retrofit capital projects in Puget Sound to improve water quality.

Objective 4.2 Species and Habitat Protection: Protect and restore fish and wildlife habitat.

- a) Remove fish passage barriers.
- b) Improve habitat connectivity.
- c) Protect wildlife from noise and other transportation impacts.

Objective 4.3 Cultural Resources: Improve WSDOT's cultural resources surveys.

- a) Conduct an independent review of WSDOT cultural resource investigation practices.

Objective 4.4 Ferries Environmental Management: Improve environmental management at State Ferries.

- a) Improve alignment and coordination with other WSDOT environmental programs.

V. STEWARDSHIP Objectives and Strategies

Objective 5.1 Capital Project Management and Delivery: Deliver high quality capital projects on time, within scope, and within budget.

- a) Employ state-of-the-art project management across all regions and projects.
- b) Deliver prioritized infrastructure projects, including the SR 99 Alaskan Way Viaduct, SR 520 Floating Bridge, I-5 Columbia River Crossing project, 64-car ferries, North Spokane Corridor, and Snoqualmie Pass.
- c) Improve internal project tracking and external project reporting.

Objective 5.2 Identify and Articulate System Needs: Identify and recommend transportation system investments to meet priority needs.

a) Identify and recommend needed strategic investments in the transportation system based on performance, economic, and environmental benefits.

b) Work with partners to understand investment outcomes and explore potential new funding sources.

c) Identify the costs and benefits of maintaining, repairing, and rehabilitating the existing transportation system.

d) Maximize potential Ferries non-fare revenues.

Objective 5.3 Information Technology and Decision Support Systems: Ensure that information technology and decision support systems support WSDOT's key business functions.

a) Provide technology services and solutions that support and maintain WSDOT project, program and operational delivery goals.

b) Develop and maintain information technology that is reliable, adaptable, scalable and driven by WSDOT's business requirements.

Objective 5.4 Accountability and Communication: Ensure that WSDOT's performance management and communication programs continue to demonstrate agency accountability, performance, and stewardship in order to maximize the return on and value of taxpayer dollars.

a) Strengthen analyses and "no surprises" reporting protocols for project and program oversight and delivery.

b) Communicate and publish consistent, credible, and accurate performance information through the *Gray Notebook*, WSDOT's website and other tools.

c) Enhance agency capacity and ability to track, analyze, and communicate performance results.

Objective 5.5 Workforce: Enhance workforce recruitment, performance management, and leadership throughout WSDOT.

a) Improve recruitment processes and techniques to meet workforce level needs.

b) Improve training programs to maintain work force excellence and address staff turnover, retirement, and technology changes.

c) Create target support activities to increase workforce diversity and provide technical assistance to retain it.

d) Right-size our engineering, operations and administrative workforce in order to remain efficient while meeting our current and projected program delivery levels.

Objective 5.6 Enterprise Risk Management: Integrate enterprise risk analysis into agency decision-making processes.

a) Minimize risks and liabilities by improving risk identification, analysis, mitigation and management.

Objective 5.7 Planning and Prioritization: Provide longterm plans and investment programs that are strategic, databased, multimodal, integrated, prioritized, and supported by the Legislature and the public.

a) Create and update, in conformance with state and federal requirements, long-term, state transportation plans and investment programs that are performance-based and support state policy goals.

b) Expand corridor-based planning to improve demand management, operating efficiency, and strategic capacity additions in key *Moving Washington* corridors.

Objective 5.8 Equitable Access and the Americans with Disabilities Act (ADA): Provide state and local transportation facilities, programs, services, and related agency

communications that are accessible to persons with disabilities in accordance with state and federal law.

- a) Develop and implement plans and project designs to bring transportation facilities into compliance with national and state accessibility guidelines and standards.
- b) Provide technical assistance to local agencies on improving transportation accessibility.
- c) Improve multi-modal transportation accessibility.
- d) Develop a comprehensive communication plan for disseminating transportation-related disability and accessibility information to the public in accordance with Section 508 of the Rehabilitation Act.

Objective 5.9 Tribal Relations: Maintain and strengthen working relationships with Tribal governments under Washington’s Centennial Accord and the WSDOT Centennial Accord Plan.

- a) Ensure ongoing WSDOT awareness, particularly at the leadership team level, of key tribal interests affected by transportation programs and projects and how those interests can be factored into policy and project management decisions.
- b) Consult meaningfully with tribes on transportation planning, project design, and operations.

Objective 5.10 Research and Knowledge Management: Support cutting-edge research and seek innovative solutions to transportation system issues. Retain key information and knowledge needed to support ongoing transportation system management within WSDOT.

- a) Conduct short- and long-term research to support critical agency functions and emerging needs.

- b) Improve retention and dissemination of key information and knowledge, particularly in areas at high risk of losing knowledge and agency expertise through retirements.

Objective 5.11 Sustainable Transportation: Manage and operate this transportation system using policies and strategies that preserves the environment, encourages livable communities and meets society’s present needs without compromising the ability of future generations to meet their own needs.

- a) Expand agency implementation of sustainable business practices.
- b) Identify WSDOT facilities vulnerable to the effects of climate change; evaluate risks and identify possible strategies to reduce risk.
- c) Meet legislative requirements while advancing sustainable transportation practices statewide.
- d) Continue to coordinate with multiple state agencies in creating a statewide energy plan that supports our transportation goals.

Objective 5.12 Administrative Efficiency and Consolidation of Services: Identify and pursue viable opportunities to streamline and improve the efficiency of WSDOT systems and services through consolidation within WSDOT and participation in state-wide centralization projects.

- a) Identify opportunities to integrate and centralize functions across WSDOT divisions, programs and regions.
- b) Participate in initiatives to develop multi-agency administrative systems and shared services that support WSDOT business requirements.

VII. ECONOMIC VITALITY Objectives and Strategies

Objective 6.1 Freight Mobility: Improve the ability of truck and freight rail systems to serve identified industry needs, support regional economies, and build competitive advantages for Washington State products in the global marketplace.

- a) Develop a comprehensive state freight transportation plan in collaboration with public and private partners.
- b) Expand the use of freight data and analytic tools, including corridor classification and benefit-cost analysis, to support policy and investment decisions.
- c) Engage with Congress and federal agencies, in coordination with the Governor's Office and other state agencies, to promote development of national strategic plan for freight systems to support interstate commerce and international trade.
- d) Improve and maintain operational freight permitting and enhance Washington State Patrol (WSP) truck enforcement capabilities.

Objective 6.2 Contracting and Purchasing: Promote business development by purchasing goods and services in a manner that maximizes competition, builds opportunities for disadvantaged businesses, creates family-wage jobs, and supports a green economy.

- a) Promote business development and job creation through transportation investments.
- b) Collaborate with private and public sector organizations to expand the base of qualified contractors, suppliers, and workers, and continue efforts to remove unqualified contractors when necessary.
- c) Purchase goods and services to support expansion of the green economy and development of new transportation technologies.

Objective 6.3 Rural Economic Vitality: Create transportation access in and among rural communities to support economic recovery and development goals.

- a) Support achievement of rural economic development and mobility goals through the Rural Mobility local transit grants program.
- b) Provide enhanced access to scenic, recreational, and cultural resources associated with Washington's scenic byways.

Objective 6.4 Public-Private and Public-Public Partnerships: Leverage the value of WSDOT's owned or managed properties and programs by partnering with the private sector and public agencies on mutually-beneficial projects and policies.

- a) Advance the West Coast Green Highway Initiative.
- b) Explore opportunities for public/private developments at ferry terminals, vessels and safety rest areas.
- c) Provide opportunities for businesses to participate in the Traveler Oriented Directional Signing Program and explore other opportunities for contributing to economic recovery in rural communities and along designated scenic byways.

Objective 6.5 Economic Vitality Planning: Develop and implement transportation plans that maximize economic returns from transportation system investments.

- a) Consider the effect of transportation investments on regional economic vitality when evaluating and prioritizing transportation projects.
- b) Work with the Department of Commerce and transportation partners throughout the state to identify the specific transportation needs of Washington's economic sectors and industries.