

Chapter	Council Recommendation	Meeting Date	Location – Currently Reads	Revised Content	Hyperlink	Photo Revision; Map Revision
Foreword	Council recommended staff changes	9/9/2014	Context following “Foreword” caption: The City of Olympia adopted its first Comprehensive Plan over fifty years ago. Although Washington’s Planning Enabling Act only required that land use and transportation issues be included, Olympia’s plans have also addressed other topics such as parks, schools, utilities and the local economy. In 1990, the State’s Growth Management Act (GMA) directed Olympia’s plan, and those of other growing cities and counties, address statewide goals and include specific ‘elements’. The table below shows where the elements required by the GMA are addressed in this Comprehensive Plan. Olympia’s Comprehensive Plan is an integrated single plan and should be read as a whole. It is composed of two volumes, the first of which includes ten chapters. Specific topics often are related to many or all chapters, but are addressed within a single chapter to avoid repetition. Thus, these chapters are only for organizing the plan’s content. They do not reflect the structure of the City’s government or any particular model of city planning. Following is a table that summarizes the contents of each chapter of the Comprehensive Plan. The Growth Management Act (GMA) establishes required elements that must be contained in all Comprehensive Plans. In the Growth Management statute these mandatory elements are listed under RCW 36.70A.070 in the following order: 1. Land Use 2. Housing 3. Capital Facilities 4. Utilities 5. Rural element for non-urban lands 6. Transportation	The City of Olympia adopted its first Comprehensive Plan over fifty years ago. Although <u>for a time</u>, Washington’s Planning Enabling Act only required that land use and transportation issues be included, Olympia’s plans have also addressed other topics such as parks, schools, utilities and the local economy. In 1990, the State’s Growth Management Act (GMA) directed Olympia’s plan, and those of other growing cities and counties, <u>to</u> address statewide goals and include specific ‘elements’. The table below shows where the elements required by the GMA are addressed in this Comprehensive Plan. <u>This Comprehensive Plan reflects a major update which was completed in 2014. It accommodates changes since the 1994 Comprehensive Plan was adopted and the changes projected over the next 20 years. Over 1,500 community members participated. Under the GMA the City may amend the Plan annually, as well as complete a major periodic update every 8 years.</u> <u>Olympia’s Comprehensive Plan is composed of two volumes, the first of which includes ten chapters. The second volume is the capital facilities element, including a 6-year plan for capital projects that is updated annually. The plan is an integrated single plan and should be read as a whole because topics are interrelated. It is composed of two volumes, the first of which includes ten chapters. Specific topics often are related to many or all chapters, but are yet are typically</u> addressed within a single chapter to avoid repetition. Thus, these chapters are only for organizing the plan’s content. They do not reflect the structure of the City’s government or any particular model of city planning.		

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			7. Economic development 8. Parks and recreation¹ Listed on the far right of the table below are the GMA-mandated element(s) that are addressed in each of the Comprehensive Plan Chapters. In some cases, additional GMA requirements are noted as being addressed in Comprehensive Plan Chapters. If you are interested in a more detailed crosswalk between the City's Comprehensive Plan and the mandatory GMA elements, a "GMA Checklist" has been completed and can be provided to you upon request.	Following is a table that summarizes the contents of each chapter of the Comprehensive Plan. The Growth Management Act (GMA) establishes required elements that must be contained in all Comprehensive Plans. In the Growth Management statute these mandatory elements are listed under RCW 36.70A.070 in the following order: 1. Land Use 2. Housing 3. Capital Facilities 4. Utilities 5. Rural element for non-urban lands 6. Transportation 7. Economic development¹ 8. Parks and recreation¹ Following is a table that summarizes the contents of each chapter of the Comprehensive Plan. Listed on the far right of the table below are the GMA-mandated element(s), which that are addressed in each of the Comprehensive Plan Chapters. In some cases, additional GMA requirements are noted as being addressed in Comprehensive Plan Chapters. If you are interested in a more detailed crosswalk between the City's Comprehensive Plan and the mandatory GMA elements, a "GMA Checklist" has been completed and can be provided to you upon request.		
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Foreword	Council recommended staff changes	9/9/2014	Table summarizing the contents of each chapter of the Comprehensive Plan 3rd column, fourth row: N/A	N/AInclude a vision for the community at the		

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			plan. Many of the goals and policies listed call for coordination and collaboration among individual citizens, neighborhoods and civic groups, and City government. As always, there will be challenges and change, but the intent is to build on the creativity and strength of our community to shape how we develop. How to Use this Document This Comprehensive Plan is separated into eleven chapters: 1. Introduction to the Comprehensive Plan; 2. Community Values & Vision 3. Public Participation and Partners; 4. Natural Environment; 5. Land Use and Urban Design; 6. Transportation; 7. Utilities; 8. Economy; 9. Public Health, Arts, Parks and Recreation; 10. Public Services; and 11. Capital Facilities There are many issues that connect these chapters. For example, policies related to trees exist in the Natural Environment chapter as well as under Land Use and Urban Design, Transportation, Utilities and even Economy. Likewise, policies related to walk-ability are included under both Land Use and Urban Design and Transportation. If viewing an electronic version, use the ‘search’ function to find all of the policies related to specific topics. The goals in this Plan are the end states we hope to achieve as a community; some will take longer than others to realize. Policies describe how the City will act in a broad sense to achieve these goals. At times, goals or policies may seem to be in conflict with each other. For example, a goal to increase density may seem to be in conflict with a goal to preserve open space. The complex challenges and	with opportunities to restore degraded environments, create vibrant pockets of social and economic activity, and target investments to make more efficient use of and improve existing infrastructure. both the changes since the 1994 Comprehensive Plan was adopted and the changes projected over the next 20 years. The Comprehensive Plan is not just a plan for city government. Developed out of input from thousands of people in our community at different times over decades, the Comprehensive Plan truly is the community’s plan. Many of the goals and policies listed call for coordination and collaboration among individual citizens, neighborhoods and civic groups, and City government. As always, there will be challenges and change, but the intent is to build on the creativity and strength of our community to shape how we develop. [[Add Illustration]] How to Use this Document <u>Chapters</u> This Comprehensive Plan is separated into <u>two volumes: the first with ten</u>eleven chapters;<u>, and the second volume, which is the Capital Facilities Plan:</u> <u>Volume I:</u> 1. Introduction to the Comprehensive Plan; 2. Community Values & Vision 3. Public Participation and Partners; 4. Natural Environment; 5. Land Use and Urban Design; 6. Transportation; 7. Utilities; 8. Economy; 9. Public Health, Arts, Parks and Recreation; <u>and</u> 10. —Public Services;and		

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			opportunities we face as a community often require us to strike a balance between different goals and policies to provide the best outcome for the community as a whole. Thus, individual goals and policies should always be considered within the context of the entire Plan. There may be a period of time after the City Council adopts changes to the Plan before staff, the public and policy makers are able to take action to implement it. The City will make every effort to quickly and reasonably develop, review and adopt any new or revised regulations to conform to this Plan. [[Change: In addition to updating the Comprehensive Plan, the City Council directed preparation of an ‘Action Plan’ to guide implementation of the Plan. The section below describes that yet-to-be-drafted document.]] Implementation This update to the Comprehensive Plan does not include specific actions or measurements. A companion document to the Plan is an “action plan” or "implementation strategy" that includes specific timeframes and actions for implementing the Plan. This strategy will establish priorities, set responsibility and determine how we will measure progress toward our goals. This is also an important tool for communicating and tracking what the City and Olympia residents are doing to help our community achieve its vision. The City looks for partners from all sectors of the community: residents, businesses, developers, non-profits, the faith community, schools, neighborhood associations, other government agencies and organizations to help implement the Comprehensive Plan. Partnerships will help our community work together to realize our common vision. There are many different types of actions that could be taken to implement this Plan. Some	11.10. Capital Facilities. <u>Volume II: Capital Facilities:</u> There are many issues that connect these chapters. For example: <u>The Land Use Chapter, in conjunction with Public Participation & Partners, Natural Environment, Transportation, Parks, Utilities, and Economy and Capital Facilities, all provide basic policy guidance for City land use regulations outlined in City codes. They describe generally where various types of land uses should occur, how intense they may be and how designed; types and locations of environmentally sensitive areas to be protected; and the general types of transportation, utility and park facilities that are planned, including locations for major facilities. More specifically:</u> <u>Policies related to trees exist in the Natural Environment chapter as well as under Land Use and Urban Design, Transportation, Utilities and even Economy.</u> <u>Likewise, policies related to walk-ability are included under both Land Use and Urban Design and Transportation.</u> <u>Various chapters include policies that influence City services, including fire, police, affordable housing, arts, recreation, volunteer services and overall public engagement in civic affairs.</u> If viewing an electronic version, use the ‘search’ function to find all of the policies related to specific topics. <u>Goals and Policies</u> The goals in this Plan identify what are the end states we hope to achieve as a community; some <u>Some goals</u> will take longer than others to realize. Policies describe how the City will act in		

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			elements in the Plan are implemented through the development code and Engineering Design and Development Standards (EDDS), which, along with other government actions must be consistent with the Plan under state law. Other elements in the Plan depend heavily or exclusively on community involvement. [[Photo: Sunshine Display Procession of Species]] Context for the Comprehensive Plan In the early 1990s, the Washington State Growth Management Act (GMA) was passed in response to rapid and sprawling growth in many parts of the state that was causing a decrease in quality of life, negative effects on the environment, and increased costs for municipal infrastructure and maintenance. Revision of our Comprehensive Plan was a requirement for Olympia under GMA and Olympia adopted a revised Comprehensive Plan under the Act in 1994. The Act requires most urban counties and cities in the state to prepare comprehensive plans to address how they will manage expected growth. It directs urban areas, like Olympia, to absorb more of the state’s population growth than rural areas, thereby preserving forests, animal habitat, farmland, and other important lands. Focusing growth in urban areas also reduces traffic, pollution, and the costs of providing city services that protect the health, safety and quality of life of citizens. The Act defines 13 goals , plus a shoreline goal  to guide the development and adoption of comprehensive plans. These focus on “smart growth” principles that maximize use of land and existing utilities, protect historic and natural resources, and lower traffic and housing costs. Fortunately, Olympia has been taking this approach for a long time. Olympia has long understood the merits of planning for the future and had a	a broad sense to achieve these goals. <u>While some policies take a prescriptive approach by outlining what the City will specifically ‘require’ to achieve a goal, other policies present a more flexible approach whereby the City will ‘encourage’ or ‘support’ an action. Each type of approach has inherent trade-offs. Overall, the City’s policy approach within the Plan aims to balance these trade-offs while meeting community goals.</u> <u>As an example of a prescriptive approach, one policy requires land uses to prevent and treat stormwater, which provides certainty that the City will use its authority to enforce practices that achieve our clean water protection goals. In order for the City to ‘require’ an action, it must have authority under the law to enforce it.</u> <u>Sometimes a more flexible policy approach improves the capability of achieving certain goals. Having some flexibility over the 20-year planning period enables the City to respond more quickly when environmental or market conditions change. It also allows for tailoring implementation to geographic or land use type conditions at the zoning level. For example, a policy in the Plan states the City will require development to incorporate measures that reduce risks associated with rising sea levels. The policy includes as an example higher finished floor elevations, but does not specify what that particular measure will be. In order to respond appropriately to sea level rise, the City will need an adaptive strategy based on new information. The same adaptive methodology applies to policies regarding infill development. In order to meet our vision of a more vibrant and pedestrian-friendly downtown, the City will need flexibility to respond to changing market conditions over the 20-year planning period.</u> <u>Where the City does not establish requirements, it may ‘encourage’ or ‘support’ actions. For example, one policy encourages the use of fruit and nut trees to support food self-sufficiency.</u>		

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			Comprehensive Plan as early as 1959. In many ways, our earlier plans created the community we have today. For example, during community outreach for the 1994 plan, citizens expressed a desire for Olympia to become a “City of Trees.” In response, the community developed several goals and policies to guide a new Olympia Urban Forestry Program. Since then, we’ve planted thousands of street trees, and been consistently recognized by the National Arbor Day Foundation as a Tree City USA. [[Photo: Community Members Planting Trees]] A Changing Community [[Change: The population and employment forecasts below are based on data from the 2014 Thurston Regional Planning Council Buildable Lands Report . Forecasts based on the 2010 Census were issued in 2012 and 2013 after this draft Plan was prepared.]] Since the 1970s, the population and economy of the Puget Sound region has been growing. According to the Thurston County Profile , the county’s population more than doubled between 1980 and 2010. Forecasters expect Olympia’s population and employment will continue to increase over the next 20 years. In 2010, the estimated population of Olympia and its Urban Growth Area was 58,310 residents. Forecasters expect our population will increase to 84,400 by 2035, a rate of approximately 2% per year. A majority of this increase will be due to in-migration. People are attracted to living here because we have a relatively stable economy, a beautiful environment, friendly and safe neighborhoods, good schools and lower living costs than our neighbors to the north. Many of these new residents will work within the current City limits and the unincorporated Urban Growth Area. Olympia and its Urban Growth Boundaries [[Map: City Limits and UGA]]	<u>This policy demonstrates the City’s recognition of community support for trees that provide food, while also allowing flexibility for implementation through incentives or partnerships rather than regulation. To require fruit trees at the broad Plan level could hamper other goals during the implementation phase that call for providing a variety of tree species throughout neighborhoods and planting the right tree in the right place.</u> At times, goals or policies may seem to be in conflict with each other. For example, a goal to increase density may seem to be in conflict with a goal to preserve open space. <u>Or a goal to increase tree canopy may seem to be in conflict with a goal to increase solar energy access. Over the next 20 years, the complex challenges and opportunities we face as a community will often require us to strike a balance between different goals and policies to provide the best outcome for the community as a whole. Thus individual goals and policies should always be considered within the context of the entire Plan.</u> <u>Throughout each and every year, City officials, along with the public, make a range of decisions about how community resources will be used and managed, and how both public and private development will occur. Community plans and programs often result from conscientious balancing among divergent interests based on the facts and context of a particular situation and on the entire set of Comprehensive Plan goals. Balancing these goals in a way that provides the best overall community benefit requires careful consideration, based on an understanding of multiple community objectives, the specific context and potential impacts.</u> <u>This type of strategic decision-making can often lead to a selection of options that realize multiple goals. For example, when we protect the quality of our air and water, we improve our health and attract long-term investment in our</u>		

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			In 2012, Olympia’s urban growth area was about 16,000 acres. This includes about 12,000 acres within City limits and 4,000 acres in the unincorporated area, which may eventually be annexed into the City. In cooperation with Olympia, Lacey and Tumwater, Thurston County has established and periodically reviews Urban Growth Areas. In these areas, urban growth is encouraged; outside of them, rural densities and services will be maintained. Much of the land in the City is already developed, but there is still adequate room to accommodate our expected population and employment growth. This land capacity analysis can be found in the Thurston County Buildable Lands Report . Preserving our Sense of Place and Connections The City embraces our Comprehensive Plan as an opportunity to enhance the things Olympians care about. As we grow and face change, Olympians want to preserve the unique qualities and familiarity of our community. We draw a sense of place from the special features of our city: walk-able neighborhoods, historic buildings, views of the mountains, Capitol and Puget Sound, and our connected social fabric. These features help us identify with our community, enrich us, and make us want to invest here socially, economically and emotionally. During development of this Plan, many people expressed a desire to maintain a “small town feel.” Olympians want to feel connected to each other and to our built and natural environment. We want to live in a friendly and safe community where we know our neighbors and shopkeepers, and run into friends along the sidewalk. We value harmony with nature, thriving small businesses, places to gather and celebrate, and an inclusive local government. Olympians expressed that they are willing to accept growth as long as our environment and	<u>City.</u> The complex challenges and opportunities we face as a community often require us to strike a balance between different goals and policies to provide the best outcome for the community as a whole. Thus, individual goals and policies should always be considered within the context of the entire Plan. There may be a period of time after the City Council adopts changes to the Plan before staff, the public and policy makers are able to take action to implement it. The City will make every effort to quickly and reasonably develop, review and adopt any new or revised regulations to conform to this Plan. [[Change: In addition to updating the Comprehensive Plan, the City Council directed preparation of an ‘Action Plan’ to guide implementation of the Plan. The section below describes that yet-to-be-drafted document.]] Implementation This update to the Comprehensive Plan does not include specific actions or measurements. A companion document to the Plan is an “action plan” or “implementation strategy” that includes specific timeframes and actions for implementing the Plan. This strategy will establish priorities, set responsibility and determine how we will measure progress toward our goals. This is also an important tool for communicating and tracking what the City and Olympia residents are doing to help our community achieve its vision. The City looks for partners from all sectors of the community: residents, businesses, developers, non-profits, the faith community, schools, neighborhood associations, other government agencies and organizations to help implement the Comprehensive Plan. Partnerships will help our community work together to realize our		

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			sense of place is preserved. That means protecting the places and culture that we recognize as “Olympia,” even if those things are a little different for each of us. It also means focusing on our community values and vision as we grow. Key Challenges Beyond our community’s values and vision are other influences that present both challenges and opportunities. Implementation of this Plan will require creative solutions to: Become a More Sustainable City: The City needs to make investments based on an integrated framework that compares lifecycle costs and benefits of all City investments and to encourage sustainable practices by individuals and organizations through education, technical assistance, and incentives. Accommodate Growth: Increased growth in Olympia is anticipated. Citizens need to integrate the: quality of new residences, demographics, likely places of residence, housing typology, and prevention of rural and city sprawl. In addition, citizens need to identify housing and service programs for increased populations of seniors and homeless. Integrate Shoreline Management Program (SMP): Special coordination is necessary to integrate the SMP with the Comprehensive Plan. Olympians value ample public space along their marine shoreline and waterways to balance growth downtown. Revitalize Our Downtown: Located on Puget Sound and along the Deschutes River, downtown is the site of many historic buildings and places, and is home to many theatres, galleries, and unique shops as well as the State Capitol. At the same time, Olympia’s downtown has yet to become the walkable, comfortable place the community desires. To add vibrancy while retaining our desired small town feel will	common vision. There are many different types of actions that could be taken to implement this Plan. Some elements in the Plan are implemented through the development code and Engineering Design and Development Standards (EDDS), which, along with other government actions must be consistent with the Plan under state law. Other elements in the Plan depend heavily or exclusively on community involvement. [[Photo: Sunshine Display Procession of Species]] <u>[[Change: In addition to updating the Comprehensive Plan, the City Council directed preparation of an ‘Action Plan’ to guide implementation of the Plan. The section below describes that yet-to-be-drafted document.]]</u> <u>Implementation – The Action Plan</u> <u>This Comprehensive Plan does not include specific actions or measurements. A companion document to the Plan is an “action plan” or “implementation strategy” that will take the community’s vision and goals as defined in the Comprehensive Plan, and lay out a path by which we can achieve them. Actions may take a variety of forms ranging from large construction projects to the creation of new guiding documents and plans.</u> <u>The Action Plan will also be heavily focused on tracking our effectiveness and demonstrating success. A set of performance measures will show where we began and where we currently are in relation to our desired outcomes, with results reported back to the community. The action plan will be updated annually or biannually through a collaborative community process.</u> <u>The City looks for partners from all sectors of the community to help implement the Comprehensive Plan through the Action Plan.</u>		

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			require more downtown residents, better amenities, attractive public spaces, green space, thriving local businesses, and integrated standards for design. Conserve and Protect Limited Natural Resources: As we grow, Olympia will become a higher density city and our land and water supplies will need to support more people. We can take advantage of growth as a tool to reshape our community into a more sustainable form; to do so we must balance growth, use our resources wisely, and consider the carrying capacity of the land. Address Climate Change and Sea-Level Rise: Sea-level could rise in Olympia by 50 inches or more over the next century due to warming of the oceans and settling land. This will put much of Olympia's downtown at risk of flooding since it lies only one to three feet above the current highest high tides. Over the next 20 years, the City will continue to explore how to address sea-level rise impacts on our downtown. Fund a Long-term Vision: The economy fluctuates and funding circumstances change. This affects our ability to carry out planned actions over the years. Present resources are already stretched thin, and there is little ability to take on new programs without new revenue sources. We must identify funding strategies, explore operating efficiencies and develop partnerships to provide the diversity and flexibility to fund our vision. [[Photo: Young Olympians Plant Tree]] For More Information - The Washington State Growth Management Act establishes rules to guide the development of comprehensive plans and development regulations that shape growth over a 20-year horizon - The Buildable Lands Report prepared for Thurston County by the staff of the	<u>Partners may include residents, businesses, developers, non-profits, the faith community, schools, neighborhood associations, other government agencies and organizations. Partnerships will help our community work together to realize our common vision.</u> <u>The Local Planning & Development Process</u> <u>Local planning depends heavily on community involvement. Public engagement is essential for many reasons, including that it provides for more holistic perspectives on City decisions that affect the entire community and it protects citizens’ rights to influence public policy. In fact, the Growth Management Act calls for broad public involvement in creating and amending Comprehensive Plans and implementing development regulations.</u> <u>Local planning is a phased process that also operates within a framework of federal, state, county and laws. Our local codes and other decisions must be consistent with these laws, in addition to Comprehensive Plan goals and policies. For example, both the U.S. and Washington State Constitutions include private property rights that must be respected by local government agencies.</u> <u>Once a Comprehensive Plan is adopted, it may be amended annually, with larger updates considered every 8 years. There may be a period of time after the City Council adopts changes to the Plan before staff, the public and policy makers are able to take action to implement it. The City will make every effort to quickly and reasonably develop, review and adopt any new or revised regulations to conform to this Plan.</u> <u>Development codes to implement the Plan may be amended at any time during the year, but only following a public process guided by both state and local standards. The City Council makes final decisions on plan and code amendments. Typically, the Olympia Planning Commission holds a public hearing and makes a</u>		

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			Thurston Regional Planning Council helps Olympia to determine the quantity of land to provide for population and employment growth.	recommendation to the City Council on amendments to the Comprehensive Plan or implementing development codes. There are further opportunities for the public to provide input and influence site-specific permitting decisions; however public influence may be more constrained at this stage. This is because site specific permit decisions are largely based on whether or not proposals are consistent with established local codes and other laws. See the Public Participation & Partners Chapter for more information on how to get involved. Context for the Comprehensive Plan In the early 1990s, the Washington State Growth Management Act (GMA) was passed in response to rapid and sprawling growth in many parts of the state that was causing a decrease in quality of life, negative effects on the environment, and increased costs for municipal infrastructure and maintenance. Revision of our Comprehensive Plan was a requirement for Olympia under GMA and Olympia adopted a revised Comprehensive Plan under the Act in 1994. The Act requires most urban counties and cities in the state to prepare comprehensive plans to address how they will manage expected growth. It directs urban areas, like Olympia, to absorb more of the state’s population growth than rural areas, thereby preserving forests, animal habitat, farmland, and other important lands. Focusing growth in urban areas also reduces traffic, pollution, and the costs of providing city services that protect the health, safety and quality of life of citizens. The Act defines 13 goals , plus a shoreline goal  to guide the development and adoption of comprehensive plans. These focus on “smart growth” principles that maximize use of land and existing utilities, protect historic and natural resources, and lower traffic and housing costs. Fortunately, Olympia has been taking this		

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				approach for a long time. Olympia has long understood the merits of planning for the future and had a Comprehensive Plan as early as 1959. In many ways, our earlier plans created the community we have today. For example, during community outreach for the 1994 plan, citizens expressed a desire for Olympia to become a “City of Trees.” In response, the community developed several goals and policies to guide a new Olympia Urban Forestry Program. Since then, we’ve planted thousands of street trees, and been consistently recognized by the National Arbor Day Foundation as a Tree City USA. [[Photo: Community Members Planting Trees]] A Changing Community [[Change: The population and employment forecasts below are based on data from the 2014 Thurston Regional Planning Council Buildable Lands Report . Forecasts based on the 2010 Census were issued in 2012 and 2013 after this draft Plan was prepared.]] Since the 1970s, the population and economy of the Puget Sound region has been growing. According to the Thurston County Profile , the county’s population more than doubled between 1980 and 2010. Forecasters expect Olympia’s population and employment will continue to increase over the next 20 years. In 2010, the estimated population of Olympia and its Urban Growth Area was 58,310 residents. Forecasters expect our population will increase to 84,400 by 2035, a rate of approximately 2% per year. A majority of this increase will be due to in-migration. People are attracted to living here because we have a relatively stable economy, a beautiful environment, friendly and safe neighborhoods, good schools and lower living costs than our neighbors to the north. Many of these new residents will work within		

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				the current City limits and the unincorporated Urban Growth Area. Olympia and its Urban Growth Boundaries [[Map: City Limits and UGA]] In 2012, Olympia’s urban growth area was about 16,000 acres. This includes about 12,000 acres within City limits and 4,000 acres in the unincorporated area, which may eventually be annexed into the City. In cooperation with Olympia, Lacey and Tumwater, Thurston County has established and periodically reviews Urban Growth Areas. In these areas, urban growth is encouraged; outside of them, rural densities and services will be maintained. Much of the land in the City is already developed, but there is still adequate room to accommodate our expected population and employment growth. This land capacity analysis can be found in the Thurston County Buildable Lands Report . Preserving our Sense of Place and Connections The City embraces our Comprehensive Plan as an opportunity to enhance the things Olympians care about. As we grow and face change, Olympians want to preserve the unique qualities and familiarity of our community. We draw a sense of place from the special features of our city: walk-able neighborhoods, historic buildings, views of the mountains, Capitol and Puget Sound, and our connected social fabric. These features help us identify with our community, enrich us, and make us want to invest here socially, economically and emotionally. During development of this Plan, many people expressed a desire to maintain a “small town feel.” Olympians want to feel connected to each other and to our built and natural environment. We want to live in a friendly and safe community where we know our neighbors and shopkeepers, and run into friends along the sidewalk. We value harmony with nature,		

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				thriving small businesses, places to gather and celebrate, and an inclusive local government. Olympians expressed that they are willing to accept growth as long as our environment and sense of place is preserved. That means protecting the places and culture that we recognize as “Olympia,” even if those things are a little different for each of us. It also means focusing on our community values and vision as we grow. <u>Sea Level Rise</u> <u>Over the next twenty years, sea level rise will continue to be a key challenge facing Olympia, and therefore a key priority. As the challenge unfolds, the City of Olympia is prepared to respond thoughtfully and competently to the threat of flooding in downtown. As the heart of our City, downtown can and will be protected.</u> <u>Olympia has recognized its vulnerability and has been preparing for sea level rise since 1990, long before many recognized it as a major threat to waterfront communities. The City has consistently made it a priority to track the continuing evolution of science in this arena, and apply those findings to Olympia. Our ongoing response to the threat encompasses both long-term strategic and near-term tactical investments. The City of Olympia is and will continue to be a recognized leader in climate change and sea level rise response.</u> <u>Scientific information regarding climate change and sea level rise is incomplete and will probably remain so for some time. Regardless, we must prepare and respond. Forecast models for the timing and height of sea level rise vary, but the models agree that sea level rise is inevitable on a global scale. We will continue to work with regional and State experts to understand the potential magnitude of South Puget Sound sea changes.</u> <u>Current science indicates that sea levels may rise</u>		

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				<u>between 11 and 39 inches by 2100. These sea level increases will affect our shorelines during the peaks of high tides. Residents can anticipate higher high tides during the extreme tidal cycles that occur several times a year as well as during major low pressure weather systems. A combination of extreme high tides and low atmospheric pressure can currently result in downtown flooding. City staff pragmatically manages these events and will continue to do so.</u> <u>The need for heightened community awareness, education and response regarding sea rise will only increase in the years to come. The wide range of potential sea rise necessitates that the City develops a portfolio of response strategies. The implementation of a particular strategy will hinge upon both the timing and the extent of future sea rise. Strategies will be expected to build upon previous approaches as climate change and sea level rise evolve. Responses will be technically vigilant but not overly reactive. Processing and sharing emerging information will be vital to the successful response.</u> <u>As the sea rise changes play-out, our downtown development and infrastructure can adapt. Over time we will mesh the changing natural environment with continued growth of our downtown.</u> <u>The City will use a</u>Adaptive management will help us to proactively<u>respond effectively and creatively to new data and changing local conditions. The City is committed to this long-term effort. City work outlines well-defined response scenarios tailored to varying heights and timing of sea rise. These scenarios will necessarily evolve over time.</u> <u>The City’s Public Works Department and the Capital Facilities Plan will continue to help identify and implement identified</u>infrastructure<u>needs. Work will focus on progressively building improvements that can help protect our already vulnerable downtown from high tides and storm</u>		

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				<u>surges. Modest infrastructure improvements to address both current and potential future flooding problems are already underway.</u> <u>The close proximity of our downtown to marine waters is not unique. Like other coastal communities, financial assistance will be sought from State and Federal sources will be necessary in order to meet the long-term challenge of sea level rise. State and Federal responses to local needs will have to be timely and meaningful. Planning horizons are long. A failure to appreciate and meet this challenge at the State and Federal levels poses a high risk to coastal communities. Our community looks to State and Federal entities for research, guidance and financial support to respond to the challenge of sea rise.</u> <u>Sea level rise is a regional challenge. Many of us rely upon our regionally important downtown, its services and associated shorelines. Actions taken to adapt to sea level rise will require close coordination with the State of Washington and Port of Olympia, key shoreline property owners, downtown business owners and the LOTT Clean Water Alliance, operator of the regional wastewater treatment plant. Partnerships in our governments and communities will become increasingly important as we seek to implement strategies and responses.</u> <u>As a waterfront city, sea level rise response will be a key priority for Olympia over the next two decades and beyond. In order to make timely long-term decisions, our community needs to understand the dynamics of climate change and sea level rise. The City of Olympia will develop, communicate, and implement strong yet adaptable responses. We are committed to a thriving downtown. We will work together.</u> <u>Technical and planning information regarding Olympia’s response to climate change and sea level rise is available on the City webpage.</u> <u>Other</u> Key Challenges		

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				In addition to sea level rise, Beyond our community's values and vision- there are other <u>major global, national and local</u> influences that present both challenges and opportunities- <u>for our local community.</u> Implementation of the is vision and goals in this Plan will require creative solutions- <u>eso that Olympia can:</u> Become a More Sustainable City: <u>As the capital of the State of Washington, Olympia has a unique opportunity to show leadership on key issues in the state, such as sustainability.</u> The City needs to make investments based on an integrated framework that compares lifecycle costs and benefits of all City investments and to encourage sustainable practices by individuals and organizations through education, technical assistance, and incentives. Accommodate Growth: Increased growth in Olympia is anticipated. Citizens need to integrate the: quality of new residences, demographics, likely places of residence, housing typology, and prevention of rural and city sprawl. In addition, citizens need to identify housing and service programs for increased populations of seniors and homeless. Integrate Shoreline Management Program (SMP): Special coordination is necessary to integrate the SMP with the Comprehensive Plan. Olympians value ample public space along their marine shoreline and waterways to balance growth downtown. Revitalize Our Downtown: Located on Puget Sound and along the Deschutes River, downtown is the site of many historic buildings and places, and is home to many theatres, galleries, and unique shops as well as the State Capitol. At the same time, Olympia's downtown has yet to become the walkable, comfortable place the community desires. To add vibrancy while retaining our desired small town feel will require more downtown residents, better amenities, attractive public spaces, green space,		

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				thriving local businesses, and integrated standards for design. Conserve and Protect Limited Natural Resources: As we grow, Olympia will become a higher density city and our land and water supplies will need to support more people. We can take advantage of growth as a tool to reshape our community into a more sustainable form; to do so we must balance growth, use our resources wisely, and consider the carrying capacity of the land. <u>Address Climate Change: The impetus of the sea level rise challenge described above is climate change. Rising global greenhouse gas emissions are contributing to the melting of the polar ice caps, rising sea levels and more frequent extreme weather events. The City of Olympia is committed to working with the public and other regional partners to take actions that will reduce our community’s overall greenhouse gas emissions and prepare for changing climate.</u> Address Climate Change and Sea Level Rise: Sea level could rise in Olympia by 50 inches or more over the next century due to warming of the oceans and settling land. This will put much of Olympia’s downtown at risk of flooding since it lies only one to three feet above the current highest high tides. Over the next 20 years, the City will continue to explore how to address sea-level rise impacts on our downtown. Fund a Long-term Vision: The economy fluctuates and funding circumstances change. This affects our ability to carry out planned actions over the years. Present resources are already stretched thin, and there is little ability to take on new programs without new revenue sources. We must identify funding strategies, explore operating efficiencies and develop partnerships to provide the diversity and flexibility to fund our vision. [[Photo: Young Olympians Plant Tree]]		

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				For More Information • The Washington State Growth Management Act establishes rules to guide the development of comprehensive plans and development regulations that shape growth over a 20-year horizon • The Buildable Lands Report prepared for Thurston County by the staff of the Thurston Regional Planning Council helps Olympia to determine the quantity of land to provide for population and employment growth. • Learn more about how [[hyperlink: the Comprehensive Plan guides City actions.]] • The [[hyperlink: City’s Action Plan]] includes a collaborative public process for selecting specific actions to carry out the Comprehensive Plan, and includes timeframes, partnerships and performance measures. • Current and past [[hyperlink: technical analyses and reports regarding sea level rise in Olympia]] can be reviewed on the City’s Sea Level Rise webpage.		
Community Values & Vision	Council recommended staff changes	9/9/2014	“Our Natural Environment”, “Our Vision for the Future:”, second paragraph: Olympia’s unique natural setting will continue to make our city great. By working closely with surrounding governments we can successfully preserve, protect and restore the natural heritage we share.	Olympia’s unique natural setting will continue to make our city Washington State’s capital city great. By working closely with surrounding governments we can successfully preserve, protect and restore the natural heritage we share.		
Community Values & Vision	Council recommended staff changes	9/9/2014	“Land Use and Urban Design”, “Our Vision for the Future”, second paragraph: We envision a city of pedestrian-oriented streetscapes, livable and affordable neighborhoods, safe and meaningful street life, and high-quality civic architecture. Through collaboration with other agencies and partners, our urban waterfront will be a priceless asset, eventually running along the Deschutes River from Tumwater’s historic buildings, down past	We envision a capital city of pedestrian-oriented streetscapes, livable and affordable neighborhoods, safe and meaningful street life, and high-quality civic architecture. Through collaboration with other agencies and partners, our urban waterfront will be a priceless asset, eventually running along the Deschutes River from Tumwater’s historic buildings, down past		

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			Marathon and Heritage parks to Percival Landing and the Port Peninsula.	Marathon and Heritage parks to Percival Landing and the Port Peninsula.		
Community Values & Vision	Council recommended staff changes	9/9/2014	“Public Health, Parks, Arts and Recreation”, “An arts magnet”: The City will continue to sponsor and support music and art events and festivals, which attract residents and visitors from throughout the area. The City will take advantage of provisions in state law to fund art throughout the City.	The City will continue to sponsor and support music and art events and festivals, which attract residents and visitors from throughout the area. The City will take advantage of provisions in state law to fund art throughout the City <u>capital</u> .		
Community Values & Vision	Council recommended staff changes	9/9/2014	“Economy”, “What Olympia Values:” Olympians recognize the importance of our quality of life to a healthy economy and value our community businesses as a source of family wage jobs, goods and services, and various other contributions that help us meet community goals.	Olympians recognize the importance of our quality of life to a healthy economy. and We value our <u>status as Washington state’s capital, as well as our</u> community businesses as a source of family wage jobs, goods and services, and various other contributions that help us meet community goals.		
Community Values & Vision	Council recommended staff changes	9/9/2014	“Economy”, “Our Vision for the Future”, 1st paragraph <i>Olympia’s economy is healthy due to a diverse mix of new and existing employment sectors.</i>	<i>Olympia’s economy is healthy due to a diverse mix of new and existing employment sectors</i> . in <u>addition to being the center of state government.</u>		
Community Values & Vision	Council recommended staff changes	9/9/2014	“Economy”, “Our Vision for the Future:”, second paragraph Because of our careful planning the Olympia economy will remain stable, especially when compared to similar cities throughout the state and region. The City’s investment in the downtown will encourage market-rate housing, many new specialty stores and boutiques, and attract visitors to places such as Percival Landing, the Hands on Children’s Museum, and our many theatre and art venues. Its work to strengthen regional shopping nodes, such as the area around Capital Mall, will provide high-density housing, transit, pedestrian and bicycle access, making Olympia a popular destination to live, work, play and study.	Because of our careful planning the Olympia economy will remain stable, especially when compared to similar cities throughout the state and region. The City’s investment in the downtown will encourage market-rate housing, many new specialty stores and boutiques, and attract visitors to places such as Percival Landing, the Hands on Children’s Museum, and our many theatre and art venues. Its work to strengthen regional shopping nodes, such as the area around Capital Mall, will provide high-density housing, transit, pedestrian and bicycle access, making Olympia <u>our state capital</u> a popular destination to live, work, play and study.		
Public						

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Participation & Partners						
Natural Environment	Council recommended staff changes	9/9/2014	Add a new 7th bullet following the caption “Using Our Land Wisely”, bottom of Pg. 39 of the Council Draft	Identifying land at greatest risk for preservation, enhancement, and stewardship to support a diversity of wildlife habitat and species.		
Natural Environment	Council recommended staff changes	9/9/2014	Add three new staff recommended paragraphs directly following the 8 th bullet item following the caption “Using Our land Wisely”.	<u>The Open Space and Environmentally Sensitive Areas map reflects those areas in the City and UGA that are already preserved as open space, or that may be good opportunities for future preservation as open space.</u> <u>Shown on the map are environmentally sensitive areas, such as steep slopes, flood plains, wetlands, and significant wildlife habitat. Many of these areas are protected by Critical Areas regulations, so the map serves to highlight those areas for further evaluation prior to any new development project.</u> <u>The map also reflects locations where there may be a greater potential for creating or enhancing existing open space corridors for recreation or wildlife habitat. These areas may still be undeveloped, owned or managed by the City, connected to other nearby open space areas, or have environmentally sensitive areas present.</u>		
Natural Environment	Council recommended staff changes	9/9/2014	PN2.6 Conserve and restore wildlife habitat as a series of separate pieces of land, in addition to existing corridors.	PN2.6 Conserve and restore wildlife habitat as a series of separate pieces of land, in addition to <u>in both</u> existing corridors <u>and high-priority separate sites.</u>		
Natural Environment	Council direction	9/16/2014 & 10/21/2014	PN4.4 Support the process for determining a balanced and sustainable approach to the management of Capitol Lake; participate when the opportunity is available as a party of significant interest in the outcome.	PN4.4 <u>As a party of significant interest, S</u> support the process for determining a balanced, <u>scientifically-grounded</u> and sustainable approach to the management of <u>the Deschutes River, state-owned</u> Capitol Lake <u>and Budd Inlet;</u> participate when the opportunity is available as a party of significant interest in the outcome.		
Natural Environment	Council direction	10/7/2014	PN5.6 Limit or prohibit uses that pose a risk to water supplies in Drinking Water (Wellhead) protection areas based on the best scientific	PN5.6 Limit or prohibit uses that pose a risk to water supplies in Drinking Water (Wellhead) protection areas based on the best scientific		

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			information available and the level of risk. Require restoration of areas that have been degraded.	information available and the level of risk. Require restoration of <u>any such</u> areas that have been degraded.		
Natural Environment	Councilmember Cooper suggestion - Include Figure 4.2.6 Habitat at Risk (Protection Priorities) City of Olympia 2013 Habitat & Stewardship Strategy map into the Natural Environment chapter that is zoomable and scrollable	9/9/2014	For More Information  SHARE • Shoreline Master Program  • Master Street Tree Plan  • Parks, Arts, and Recreation Plan (2010) • Greenhouse Gas Emissions Report (2005) • Greenhouse Gas Emissions Report (2008) • 1991 Climate Action Plan  • 2011 City of Olympia Engineered Sea-level Rise  • 2012 Community Update on Sea-level Rise  • Thurston Regional Trails Plan (2007)	For More Information  SHARE • Shoreline Master Program  • Master Street Tree Plan  • City of Olympia Habitat and Stewardship Strategy (2013) • Parks, Arts, and Recreation Plan (2010) • Greenhouse Gas Emissions Report (2005) • Greenhouse Gas Emissions Report (2008) • 1991 Climate Action Plan  • 2011 City of Olympia Engineered Sea-level Rise  • 2012 Community Update on Sea-level Rise  Thurston Regional Trails Plan (2007)		
Land Use and Urban Design	Council referred solar and alternative energy issues/policies of the Plan to the LUEC	8/12/2014	GL2 and corresponding policies PL2.1, PL2.2, PL2.3, PL2.4, PL2.5			
Land Use and Urban Design	LUEC discussed solar and alternative energy issues/policies at their 8/28/2014 meeting	LUEC Recommendation 8/28/2014	PL2.4 Encourage buildings and site designs that result in energy efficiency and use of solar and other renewable energy.	PL2.4 Encourage <u>and sometimes require</u> buildings and site designs that result in energy efficiency and use of solar and other renewable energy.		
Land Use and Urban Design	Council recommendation	8/12/2014	In the “Housing” section, after the “apartment building” photo, second paragraph after the 6th bullet: (Pg. 103 of Council Public Hearing Draft, Housing section) Olympia is part of a larger housing market extending throughout Thurston County and beyond. Thus planning for housing is done based on anticipated shares of this larger area. The 2010 Census indicated that Olympia and its urban growth area included almost 26,000 housing units. As estimated in the Thurston Regional Planning Council “Profile,” 57% were single-family homes, 39% were multi-family (shared-wall) units, and 4% were manufactured housing. The 2008 Buildable Lands Report  for Thurston County estimated that more than 11,000 new housing units will be needed by 2030 to accommodate population growth in Olympia’s urban growth area. Of these, about	Olympia is part of a larger housing market extending throughout Thurston County and beyond. Thus planning for housing is done based on anticipated shares of this larger area. The 2010 Census indicated that Olympia and its urban growth area included almost 26,000 housing units. As estimated in the Thurston Regional Planning Council “Profile,” 57% were single-family homes, 39% were multi-family (shared-wall) units, and 4% were manufactured housing. The 2008 <u>2014</u> Buildable Lands Report  for Thurston County estimated that more than 11,000 <u>about 13,000</u> new housing units will be needed by 2030 <u>2035</u> to accommodate population growth in Olympia’s urban growth area. Of these, about 60%-45% are expected to		

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			60% are expected to be single-family homes. Based on existing zoning and development patterns, the Buildable Lands Report indicates the area can accommodate almost 15,000 new housing units. In addition to large areas zoned for single-family development, almost 400 acres of vacant multi-family-and duplex zoned land is available. And, an additional 500 acres of vacant and partially-used commercial land can be redeveloped for new housing.	be single-family homes. Based on existing zoning and development patterns, the-that Buildable Lands Report indicatesd the area can-could accommodate almost 15,000-about 16,000 new housing units. In addition to large areas zoned for single-family development, almost 400 acres of vacant multi-family-and duplex zoned land is-were available. And, an additional 500 acres of vacant and partially-used commercial land can-could be redeveloped for new housing.		
Land Use and Urban Design	Council direction	9/16/2014	PL8.5 Set absolute maximum building heights to preserve publicly-identified observation points and landmark views, which may include: Views: • Olympic Mountains • Puget Sound • Mt. Rainier • State Capitol Group • Forested hills and slopes • Capitol Lake / Estuary • Black Hills <u>Observation Points:</u> These may be static or dynamic points-of-view from the examples below, or other parts of Puget Sound, Capitol Campus, public parks, public rights-of-ways, downtown Olympia, or elsewhere in the community: • Puget Sound Marine Navigation Channel • Capitol Campus Law Enforcement Memorial • West Bay Park, Priest Point Park, North Point of Port Peninsula, Sunrise Park, Madison Scenic Park, and Percival Landing • State Avenue, 4th Avenue, Harrison Avenue, Deschutes Parkway, West Bay Drive, East Bay Drive, the 4th Avenue Bridge, Olympia Avenue, Boulevard Road, Pacific Avenue, Martin Way, Brawne Street, Foote Street, and Capitol Way	PL8.5 Set absolute maximum building heights to preserve publicly-identified observation points and landmark views,which may include: Views: • Olympic Mountains • Puget Sound • Mt. Rainier • State Capitol Group • Forested hills and slopes • Capitol Lake / Estuary • Black Hills <u>Observation Points:</u> These may be static or dynamic points-of-view from the examples below, or other parts of Puget Sound, Capitol Campus, public parks, public rights-of-ways, downtown Olympia, or elsewhere in the community: • Puget Sound Marine Navigation Channel • Capitol Campus Law Enforcement Memorial • West Bay Park, Priest Point Park, North Point of Port Peninsula, Sunrise Park, Madison Scenic Park, and Percival Landing • State Avenue, 4th Avenue, Harrison Avenue, Deschutes Parkway, West Bay Drive, East Bay Drive, the 4th Avenue Bridge, Olympia Avenue, Boulevard Road, Pacific Avenue, Martin Way, Brawne Street, Foote Street, and Capitol Way		

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			- The Olympia Waterfront Route (see 2010 Parks, Arts, and Recreation Plan) - Hands-on Children’s Museum - Olympia City Hall - Lee Creighton Justice Center	The Olympia Waterfront Route (see 2010 Parks, Arts, and Recreation Plan) Hands-on Children’s Museum Olympia City Hall Lee Creighton Justice Center		
Land Use and Urban Design	Council direction	10/7/2014	Urban Corridors section (which precedes Goal GL 13), third and fourth paragraphs: Slightly less intensive land uses at the fringes of these corridors will create a gradual transition from the intense activity of the major street edge to less-dense areas about one-quarter mile from the main street. Similarly, areas furthest from the downtown core are expected to infill and redevelop with excellent support both for cars and for those who walk, bike and use public transit.	<u>The land use designations along these streets vary (see Future Land Use Map at end of this chapter), to promote a gradual increase in density and scale of uses that supports and remains in context with the adjacent neighborhoods.</u> Slightly less intensive land uses at the fringes of these corridors will create a gradual transition from the intense activity of the major street edge to less-dense areas about one-quarter mile from the main street. Similarly, areas furthest from the downtown core are expected to infill and redevelop with excellent support both for cars and for those who walk, bike and use public transit.		
Land Use and Urban Design	Council direction	10/7/2014	PL13.7 Designate different categories of corridors generally as follows: Areas nearest downtown along Harrison Avenue east of Division Street and the upper portions of the State Street/Fourth Avenue corridor to the intersection of Fourth Avenue and Pacific Avenue should blend travel modes with priority for pedestrian, bicycle and transit systems. These areas should provide for a mix of low-intensity professional offices, commercial uses and multifamily buildings forming a continuous and pedestrian-oriented edge along the arterial streets. There will be a 35 feet height limit if any portion of the building is within 100’ from a single-family residential zone, provided that the City may establish an additional height bonus for residential development.	PL13.7 Designate different categories of corridors generally as follows: Areas nearest downtown along Harrison Avenue east of Division Street and the upper portions of the State Street/Fourth Avenue corridor to the intersection of Fourth Avenue and Pacific Avenue should blend travel modes with priority for pedestrian, bicycle and transit systems. These areas should provide for a mix of low-intensity professional offices, commercial uses and multifamily buildings forming a continuous and pedestrian-oriented edge along the arterial streets. There will be a 35 feet height limit if any portion of the building is within 100’ from a single-family residential zone, provided that the City may establish an additional height bonus for residential development <u>except in areas adjacent to a designated historic district.</u>		
Land Use and Urban Design	Council direction	10/7/2014	PL20.4 Encourage or require development and public improvements consistent with healthy and active lifestyles.	PL20.4 Encourage or require <u>Support</u> development and public improvements consistent with healthy and active lifestyles.		
Land Use and	Council direction	10/7/2014	PL21.3 Include housing, a food store, and a	PL21.3 Include <u>Support</u> housing, a food store,		

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Urban Design			neighborhood park or civic green at all neighborhood centers. Allow churches, schools, and convenience businesses and services that cater primarily to neighborhood residents. Prohibit auto-oriented uses. Vary the specific size and composition of such centers for balance with surrounding uses; focus commercial uses on civic greens or parks, and limit the size of commercial uses. (Note: A larger urban center is permitted in the Briggs Urban Village.)	and a neighborhood park or civic green at all neighborhood centers. Allow churches, schools, and convenience businesses and services that cater primarily to neighborhood residents. Prohibit auto-oriented uses. Vary the specific size and composition of such centers for balance with surrounding uses; Where practical , focus commercial uses on civic greens or parks, and limit the size of commercial uses. (Note: A larger urban center is permitted in the Briggs Urban Village.)		
Land Use and Urban Design	Council direction	10/7/2014	PL21.4 Allow neighborhood center designs that are innovative and provide variety, but that ensure compatibility with adjoining uses. Consider appropriate phasing, scale, design and exterior materials, as well as glare, noise and traffic impacts when evaluating compatibility. Require buildings with primary access directly from street sidewalks, orientation to any adjacent park or green and to any adjacent housing, and signage consistent with neighborhood character.	PL21.4 Allow neighborhood center designs that are innovative and provide variety, but that ensure compatibility with adjoining uses. Consider appropriate phasing, scale, design and exterior materials, as well as glare, noise and traffic impacts when evaluating compatibility. Require <u>that</u> buildings with <u>include</u> primary access directly from street sidewalks, <u>and be oriented toward orientation to the neighborhood and</u> any adjacent park or green. and to any adjacent housing. Require that and signage <u>be</u> consistent with neighborhood character.		
Land Use and Urban Design	Council direction	10/7/2014 & 10/21/2014	Future Land Use Map Consider changing the land use designation of 4 properties from Low Density Residential to Urban Corridor on the Future Land Use Map: • 2403 State Avenue • 2411 State Avenue • 2419 & 2423 State Avenue (Duplex) • 2427 State Avenue	Change the four parcels from Low Density Residential to Urban Corridor on the Future Land Use map. Include the parcels in the High Density Neighborhood overlay. If desired the interested parties may submit a rezone application to the City following adoption of the Comprehensive Plan Update, at which point the City would consider changing the zoning and development regulations for the sites		
Transportation	City Manager’s April 2014 recommendation – consistent with a public comment on Council’s Hearing Draft	Option 1 9/16/2014 & 10/21/2014	PT3.4 Require alleys where feasible and practical and retain alleys as public right-of-way PT3.5 Require alleys where feasible and practical behind lots fronting on arterials and collectors, so that houses or businesses can face the street, sidewalks are continuous, and vehicles can access properties from behind.	PT3.4 <u>Encourage</u> Require alleys where feasible and practical and retain alleys as public right-of-way. PT3.5 Require <u>Encourage</u> alleys where feasible and practical behind lots fronting on arterials and collectors, so that houses or businesses can face the street, sidewalks are continuous, and vehicles can access properties from behind.		

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Transportation	Language based on a public comment on Council’s Hearing Draft	Option 2 9/16/2014 & 10/21/2014	PT3.4 Require alleys where feasible and practical and retain alleys as public right-of-way PT3.5 Require alleys where feasible and practical behind lots fronting on arterials and collectors, so that houses or businesses can face the street, sidewalks are continuous, and vehicles can access properties from behind. PT3.6 The “practicality” and “feasibility” of alleys will be documented using demonstrable and clear criteria so that citizens, developers, and staff have a common understanding that will reduce uncertainty in development and other processes.	PT3.4 <u>Require alleys where feasible and practical</u> and retain alleys as public right-of-way. PT3.5 <u>Require alleys where feasible and practical</u> behind lots fronting on arterials and collectors, so that houses or businesses can face the street, sidewalks are continuous, and vehicles can access properties from behind. PT3.6 The “practicality” and “feasibility” of alleys will be documented using demonstrable and clear criteria so that citizens, developers, and staff have a common understanding that will reduce uncertainty in development and other processes. <u>Establish objective criteria in City standards to determine the practicality and feasibility of alley construction for new development.</u>		
Transportation	Council direction	10/7/2014	In the “Connectivity” section, insert a new 4 th paragraph.	<u>There can be challenges with making street connections. Topography and environmentally sensitive areas can make certain street connections infeasible. Some street connections and the resulting changes to traffic patterns have the potential to affect neighborhood character or disproportionately impact some residents. The City will balance decisions about the value of a street connection with potential impacts to the unique geography, character or historical context of a residential neighborhood. In these cases, policies help guide the analysis of a street connection. When street connections are not made for motor vehicle access, priority will be given to making a connection for bicyclists, pedestrians, emergency vehicles and transit.</u>		
Transportation	Council direction	10/7/2014	PT4.22 Develop measures to demonstrate the connectedness of an area and to help explain the value of new street or pathway connections. Measures may include intersection density, centerline miles per square mile, and a route-directness index.	PT4. 22 21 Develop measures to demonstrate the connectedness of an area and to help explain the value of new street or pathway connections. Measures may include intersection density, centerline miles per square mile, and a route-directness index.		
Transportation	Council direction	10/7/2014	Insert New Goal - GT5	<u>GT5 Street connections to existing residential areas and in environmentally sensitive areas will be carefully examined before a decision is made to create a connection for motor vehicle traffic.</u>		

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Transportation	Council direction	10/7/2014	New Policy PT5.1	<u>PT5.1 Seek to avoid street connections through wetlands or other critical areas by examining alternative street alignments. Fully mitigate impacts when a street connection in an environmentally sensitive area is determined to be the preferred option.</u>		
Transportation	Council direction	10/7/2014	PT4.21 becomes PT5.2 PT4.21 Pursue all street connections because a well-connected street system improves the safety and efficiency for all modes of travel. When a street connection is proposed to an existing residential neighborhood, the developer, City, or County will analyze the street connection with the involvement of affected neighborhoods and stakeholders. Consideration will be given to the neighborhood character and context, particularly any direct impacts of a street connection on established neighborhoods. This analysis will determine whether or not to construct the street connection for motor vehicle traffic. In all cases, priority will be given to pedestrian, bicycle and emergency vehicle access. Affected neighborhoods and other stakeholders will be consulted before a final decision is made and be involved in identification of any potential mitigation measures. As appropriate, this evaluation will include: • Effects on the overall city transportation system • Opportunities for making additional connections that would reduce neighborhood impacts of the connection being evaluated • Impacts on directness of travel for pedestrians, bicyclists, transit users, and motorists • Impacts on directness of travel for emergency-, public-, and commercial-service vehicles • An assessment of travel patterns of the larger neighborhood area and volumes at nearby major intersections • An assessment of traffic volumes at the connection and whether projected	PT4.21.2 Pursue all street connections because a well-connected street system improves the safety and efficiency for all modes of travel. Carefully examine proposed street connections to existing residential neighborhoods. When a street connection is proposed to an existing residential neighborhood, t PT4.215.2 Pursue all street connections because a well-connected street system improves the safety and efficiency for all modes of travel. Carefully examine proposed street connections to existing residential neighborhoods. When a street connection is proposed to an existing residential neighborhood, tThe developer, City, or County will analyze the street connection with the involvement of affected neighborhoods and stakeholders. Consideration will be given to <u>unique</u> the neighborhood character and context, particularly any direct impacts of a street connection on established neighborhoods. This analysis will determine whether or not to construct the street connection for motor vehicle traffic. In all cases, priority will be given to pedestrian, bicycle and emergency vehicle access.Affected neighborhoods and other stakeholders will be consulted before a final decision is made and be involved in identification of any potential mitigation measures. As appropriate, this evaluation will include: • <u>Effects on the overall city transportation system</u> • <u>Effects on reduced vehicle miles travelled and associated greenhouse gases</u> • Opportunities for making additional connections that would reduce neighborhood impacts of the connection being evaluated • Impacts on directness of travel for pedestrians, bicyclists, transit users, and motorists • Impacts on directness of travel for emergency-, public-, and commercial-service vehicles • An assessment of travel patterns of the larger neighborhood area and volumes		

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			volumes are expected to exceed the typical range for that classification of street • Identification of topographical barriers or environmental constraints that make a connection infeasible • Bicycle and pedestrian safety • Noise impacts and air pollution • Likelihood of diverting significant cross-town arterial traffic on to local neighborhood streets • Effectiveness of proposed traffic-calming measures • Consideration of the information in Appendix A of this chapter	at nearby major intersections • An assessment of traffic volumes at the connection and whether projected volumes are expected to exceed the typical range for that classification of street • Identification of topographical barriers or environmental constraints that make a connection infeasible • Bicycle and pedestrian safety • <u>Noise impacts and air pollution</u> • <u>Social justice issues and any impacts on the unique character of a neighborhood or effects on affordability of housing</u> • Likelihood of diverting significant cross-town arterial traffic on to local neighborhood streets • <u>Effectiveness of proposed traffic-calming measures</u> • <u>The cost of a street connection and the cost of any alternative approach to meeting transportation needs if a street connection is not made</u> • Consideration of the information in Appendix A of this chapter		
Transportation	Council direction	10/7/2014	New Policy PT5.3	<u>PT5.3 In the event that a street connection is not made for motor vehicles, priority will be given to pedestrian, bicycle, transit and emergency vehicle access.</u>		
Transportation	This language had been suggested by Planning Commissioners Jerry Parker and Roger Horn and accepted by Council prior to the Council public hearing draft being issued, but a drafting error kept it from being included in that draft.		PT4.23 becomes PT5.4 PT4.23 Build bicycle and pedestrian facilities, traffic calming devices and any other functional improvements, as needed, to address safety concerns on newly connected streets at the time when street connections are made. This policy applies to arterials, major collectors and neighborhood collectors. These improvements must be made to the segment of street between the intersections of two comparable or larger street classes.	<u>PT4.23-PT5.4 Address safety concerns on newly connected streets and build any needed improvements at the time when street connections are made. Define what constitutes safety improvements in the Engineering Design and Development Standards.</u>		
Transportation	Council direction	10/7/2014	By adding the new Goal 5 section, all subsequent Goals and Policies in the Transportation Chapter will be renumbered.	Goal 6 becomes Goal 7, Goal 7 becomes Goal 8,		
Transportation	Council direction	10/7/2014	GT14 The urban corridors of Martin Way, Pacific Avenue, east 4 th and State Avenues,	GT14 The urban corridors of Martin Way, Pacific Avenue, east 4 th and State Avenues, <u>Capitol</u>		

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			portions of Harrison Avenue, Black Lake Boulevard and Cooper Point Road are vibrant mixed-use areas where a large portion of trips are made by walking, biking and transit. (See Appendix H Corridor Map for urban corridors. See Land Use and Urban Design chapter for specific land use designations.)	Way/Boulevard and portions of Harrison Avenue, Black Lake Boulevard and Cooper Point Road are vibrant mixed-use areas where a large portion of trips are made by walking, biking and transit. (See Appendix H Corridor Map for urban corridors. See Land Use and Urban Design chapter for specific land use designations.)		
Transportation	Council direction	10/7/2014	PT14.4 Partner with cities of Lacey and Tumwater to pursue the coordinated transportation and land use objectives identified for the urban corridors of Martin Way, east 4 th and State Avenues and Pacific Avenue.	PT14.4 Partner with cities of Lacey and Tumwater to pursue the coordinated transportation and land use objectives identified for the urban corridors of Martin Way, east 4th and State Avenues and Pacific Avenue.		
Transportation	Council direction	10/7/2014	PT28.3 Encourage property owners to voluntarily maintain their sidewalks and planter strips or, in some cases, require them to do so by enforcing codes.	PT28.3 Encourage <u>Require</u> property owners to voluntarily maintain their sidewalks and planter strips or, in some cases, require them to do so by enforcing codes.		
Transportation	Council direction	10/7/2014	Appendix A, change caption “US Highway 101 Access”	US Highway 101 Access- <u>US 101/West Olympia Access Project</u>		
Transportation	Council direction	10/7/2014	Appendix A, delete caption “West Olympia Access Study, Phase I”	West Olympia Access Study, Phase I		
Transportation	Council direction	10/7/2014	Appendix A, following former caption “West Olympia Access Study, Phase I” insert new 5 th paragraph.	<u>In cooperation with WSDOT, the extensive process to development of an Interchange Justification Repot for these new ramps began in 2014. This report will include traffic analysis, environmental review, and initial design work.</u>		
Transportation	Council direction	10/7/2014	Appendix A, text following caption “West Olympia Access Study, Phase II: Local Street Analysis West Olympia Access Study, Phase II: Local Street Analysis A future phase of this study will examine the proposed capacity improvements associated with planned access ramps on US 101 (identified in Phase I above) and integrate these improvements into the local street system. During public outreach for Phase I of this study, citizens shared many comments about the function of the local street system and the ability to walk, bike and use transit in this area. Phase II will consider and address these suggestions, identify improvements needed to increase walking, biking and transit trips, and	West Olympia Access Study, Phase II: Local Street Analysis A future phase of this study will examine the proposed capacity improvements associated with planned access ramps on US 101 (identified in Phase I above) and integrate these improvements into the local street system. During public outreach for Phase I of this study, citizens shared many comments about the function of the local street system and the ability to walk, bike and use transit in this area. Phase II will consider and address these suggestions,Future related work will- identify improvements needed to the local street network to increase walking, biking and transit		

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			look for ways to improve street and pathway connectivity. Decatur Street and 16th Avenue Connections Decatur Street is a proposed major collector connecting 9th Avenue to Caton Way. Today, a bike and pedestrian pathway exists but the street is not open to motor vehicles. Sixteenth Avenue connects Fern Street to Carriage Loop. This street was closed after the earthquake in 2001, which damaged the 4th Avenue bridge, changed traffic patterns in the southwest area, and increased use of this connection. The City Council closed this street to motor vehicles after concerns were raised by residents near the connection. Any decision on whether to connect Decatur Street to Caton Way and open 16th Avenue as a connection for vehicles will not be made until the West Olympia Access Study Phase II is complete. Some residents have raised concerns about the connection, and the impacts of increased traffic and changed traffic patterns in the residential area. A system of traffic-calming devices has been installed in the Southwest Olympia Neighborhood and on Decatur Street, and more are planned, in anticipation of the connection. These devices should be effective in reducing the volume of through-traffic from outside the immediate neighborhood, if this connection is made. Traffic around this connection should be monitored to assure that the new connection is serving mostly local circulation needs. (Ordinance #6389, 1/24/06) These connections would be made contingent upon completion of Phase II of the Olympia West Access study.	trips, and look for ways to improve street and pathway connectivity. Decatur Street and 16th Avenue Connections Decatur Street is a proposed major collector connecting 9th Avenue to Caton Way. Today, a bike and pedestrian pathway exists but the street is not open to motor vehicles. Sixteenth Avenue connects Fern Street to Carriage Loop. This street was closed after the earthquake in 2001, which damaged the 4th Avenue bridge, changed traffic patterns in the southwest area, and increased use of this connection. The City Council closed this street to motor vehicles after concerns were raised by residents near the connection. Any decision on whether to connect Decatur Street to Caton Way and open 16th Avenue as a connection for vehicles will not be made until the West Olympia Access Study Phase II is complete. Some residents have raised concerns about the connection, and the impacts of increased traffic and changed traffic patterns in the residential area. A system of traffic-calming devices has been installed in the Southwest Olympia Neighborhood and on Decatur Street, and more are planned, in anticipation of the connection. These devices should be effective in reducing the volume of through-traffic from outside the immediate neighborhood, if this connection is made. Traffic around this connection should be monitored to assure that the new connection is serving mostly local circulation needs. (Ordinance #6389, 1/24/06) These connections would be made contingent upon completion of Phase II of the Olympia West Access study.		
Transportation	Council direction	10/7/2014	Appendix A, “Urban Corridors, Strategy Corridors and Bus Corridors” caption, second paragraph following caption “Urban Corridors”: Urban Corridors are the major arterials in our	Urban Corridors are the major arterials in our		

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			system, that correspond with the highest density land uses. More than just the street system, an Urban Corridor includes the area up to a quarter mile on either side of these arterials. These corridors are east 4th and State Avenues, Martin Way, Harrison Avenue, and the triangle on the Westside shaped by Harrison Avenue, Cooper Point Road and Black Lake Boulevard. Capitol Way/Boulevard is not included in the Urban Corridor designation because the area south of Capitol Campus will not likely see the increased densities planned for Urban Corridors. This neighborhood, which includes a National Historic District is built out and will retain a residential neighborhood function and character. Consistent with the 2025 Regional Transportation Plan, these corridors are shown on the Corridors Map, Appendix H. The Future Land Use Map in the Land Use Chapter shows the urban corridor land use designation.	system, that <u>generally</u> correspond with the highest density land uses. More than just the street system, an Urban Corridor includes the area up to a quarter mile on either side of these arterials. These corridors are east 4th and State Avenues, Martin Way, Harrison Avenue, <u>Capitol Way/Boulevard</u> , and the triangle on the Westside shaped by Harrison Avenue, Cooper Point Road and Black Lake Boulevard. Capitol Way/Boulevard is not included in the Urban Corridor designation because the area south of Capitol Campus will not likely see the increased densities planned for Urban Corridors. This neighborhood, which includes a National Historic District is built out and will retain a residential neighborhood function and character. <u>The land use designations along these streets vary (see Future Land Use Map in the Land Use Chapter), to promote a gradual increase in density and scale of uses that supports and remains in context with the adjacent neighborhoods. These streets remain urban corridors for transportation planning purposes, and to be consistent with Regional Transportation Plan. Consistent with the 2025 Regional Transportation Plan, these Urban</u> corridors are shown on the Corridors Map, Appendix H. The Future Land Use Map in the Land Use Chapter shows the urban corridor land use designation.		
Transportation	Council direction	10/7/2014	Appendix B: Transportation 2030 Street Capacity and Connectivity Project List and Maps Transportation 2030 Northeast map Transportation 2030 Southeast map Transportation 2030 Westside and Downtown map	Appendix B: Transportation 2030 Street Capacity and Connectivity Project List and Maps <u>Note: Modifications will be made to Transportation 2030 maps to remove references to street connections at Decatur Street and 16th Avenue.</u> Transportation 2030 Northeast map Transportation 2030 Southeast map Transportation 2030 Westside and Downtown map		
Transportation	Council direction	10/7/2014	Appendix B Street Connections	Appendix B Street Connections		

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			- Hoffman Road connection to Log Cabin Road extension - Decatur Street connection to Caton Way* - Yauger Way Extension to Top Foods - Kaiser Road connection to Black Lake Boulevard 12th/15th Avenue connection from Lilly Road to Sleater-Kinney Road 12th Avenue connection to Ensign Road - Ensign Road connection to Pacific Avenue - Log Cabin Road extension, Boulevard Road to Hoffman Road Phase 1: median - Log Cabin Road extension, Hoffman Road to East City Limits Phase 2: widening/median - Fern Street connection to 16th Avenue *The Decatur Street and Fern Street connections are contingent upon the completion and findings of Phase II of the Olympia West Access Study.	- Hoffman Road connection to Log Cabin Road extension Decatur Street connection to Caton Way* - Yauger Way Extension to Top Foods - Kaiser Road connection to Black Lake Boulevard 12th/15th Avenue connection from Lilly Road to Sleater-Kinney Road 12th Avenue connection to Ensign Road - Ensign Road connection to Pacific Avenue - Log Cabin Road extension, Boulevard Road to Hoffman Road Phase 1: median - Log Cabin Road extension, Hoffman Road to East City Limits Phase 2: widening/median Fern Street connection to 16th Avenue *The Decatur Street and Fern Street connections are contingent upon the completion and findings of Phase II of the Olympia West Access Study.		
Utilities	Councilmember Cooper and suggestion and Council recommended	9/9/2014	PU11.6 Partner with government entities and other key stakeholders, such as, the State of Washington, LOTT Clean Water Alliance, Port of Olympia, Squaxin Island Tribe, downtown property owners, businesses and residents, environmental groups, and other interested parties.	PU11.6 Partner with government entities and other key stakeholders, such as, the <u>Federal government</u> , State of Washington, LOTT Clean Water Alliance, Port of Olympia, Squaxin Island Tribe, downtown property owners, businesses and residents, environmental groups, and other interested parties.		
Utilities	Council recommended change	9/9/2014	For More Information – new bullet with hyperlink to Sea Level Rise webpage	<u>Current and past technical analyses and reports regarding sea level rise in Olympia can be reviewed on the City Sea Level Rise webpage.</u>		
Public Health, Arts, Parks & Recreation	Council recommended staff changes	9/9/2014	PR1.1 Continue to provide extraordinary parks and community programs that attract tourism and private investment to Olympia, and contribute to our high quality of life.	PR1.1 Continue to provide extraordinary parks and community programs that attract tourism and private investment to Olympia, and contribute to our high quality of life <u>and attract tourism and private investment to Olympia.</u>		
Economy	Council referred review and refinement of Economy Chapter to CERC 8/12/2014 CERC Recommended Changes	10/7/2014	1st Photo in Chapter titled “Olykraut” change photo caption: “An employee at Olympia local business, OlyKraut, stands in front of their wares”	An employee at Olympia local business, OlyKraut, stands in front of their wares		

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Economy	Council referred review and refinement of Economy Chapter to CERC 8/12/2014 CERC Recommended Changes	10/7/2014	What Olympia Values: <i>Olympians recognize the importance of our quality of life to a healthy economy, and value our community businesses as a source of family wage jobs, goods and services, and various other contributions that help us meet community goals.</i> Our Vision for the Future: <i>Olympia’s economy is healthy due to a diverse mix of new and existing employment.</i> Read more in the Community Values and Vision chapter Introduction  SHARE The strength of Olympia’s economy is what determines whether we are able to pay for the public services and special features that make our community a great place to live. And the community we create is the most effective tool we have for attracting and maintaining high-quality job opportunities. The quality of the community is the most powerful economic engine we have. Olympians have told us they value an economy where: • There are plentiful living-wage jobs. • Consumers and the City support local entrepreneurs. • Residents and businesses want many of their goods and services to come from local sources. • A highly educated workforce, entrepreneurial spirit and culture of innovation energize our economy. • Art projects, art events, and support for the arts are integral to the community and its economy. A healthy economy must provide jobs that pay a living wage, usually defined as a wage that allows a household to meet its basic needs	What Olympia Values: <i>Olympians recognize the importance of our quality of life to a healthy economy, and value our community businesses as a source of family wage jobs, goods and services, and various other contributions that help us meet community goals.</i> <u>Olympians recognize the value of a healthy economy that is stable and sustainable. The health and welfare of the community depends upon there being a range of employment opportunities so that we are not dependent on just one sector for our economic welfare. Local businesses should have access to quality infrastructure so that they have what they need in order to engage in commerce. Citizens should have access to a broad range of locally produced goods and services so that they can be assured that their money is spent in ways that sustains our community. Our community should continue to be an active center for arts and recreation – and grow and foster their development. Education and health care are also critical to a stable and sustainable economy – our community is graced with several premier institutions in each of these sectors and we collaborate with them on projects of mutual benefit.</u> Our Vision for the Future: <i>Olympia’s economy is healthy due to a diverse mix of new and existing employment.</i> <u>Olympia’s economy is diverse and balanced. Family wage jobs and career opportunities are available to our citizens from multiple sectors, including government and manufacturing and service sector employment. A significant and ever increasing amount of our goods, services and food is locally sourced. We emphasize sustainable business practices and environmentally friendly development.</u> Read more in the Community Values and Vision chapter		

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			without the need for public assistance. The level of a living wage will vary based on the size and makeup of the household. The table below shows living wages calculated for Olympia residents, based on the cost of food, housing, transportation, child care, and other basic needs; it assumes full-time, year-round employment. Table: Olympia Living Wage (2010 data) For a healthy economy to thrive over the long run, it must be able to absorb market changes and business-cycle fluctuations. This often requires a diverse economy, which can cushion the impact of one or more sectors in decline. A healthy economy provides a reliable tax base that generates revenues sufficient to keep pace with inflation. When Olympia’s economy stalls and taxes can’t pay for existing programs, the City must eliminate jobs and services and construct fewer capital facilities to balance its budget. Olympia’s Economic Profile  SHARE In general, cities play a relatively small part in the economic development arena, and Olympia is no exception. However, the City has the following roles: • Using its land-use authority to provide places for businesses to locate. • Maintaining an efficient, fair, transparent, and predictable permitting process that reduces business-cost and timeline uncertainties. • Collaborating with other public and private entities that have a more direct role in economic development, such as ports, business associations, and economic development associations. • Developing and maintaining the infrastructure healthy businesses and neighborhoods need. • Investing in traditional infrastructure, such as roads, sewer and water service,	Introduction The strength of Olympia’s economy is what determines whether we are able to pay for the public services and special features that <u>help to</u> make our community a great place to live. And the community we create is the most effective tool we have for attracting and maintaining high-quality job opportunities. <u>A diverse and healthy economy provides a reliable tax base that generates revenues sufficient to keep pace with inflation.</u> The quality of the community is the most powerful economic engine we have <u>for attracting and maintaining high quality job opportunities.</u> <u>We have been told by</u> Olympians have told us they value an economy where: • There are plentiful living-wage jobs • Consumers and the City support local entrepreneurs. • Residents and businesses want many of their goods and services to come from local sources. • A highly educated workforce, entrepreneurial spirit and culture of innovation energize our economy. • Art projects, art events, and support for the arts are integral to the community and its economy. A healthy economy must provide jobs that pay a living wage, usually defined as a wage that allows a household to meet its basic needs without the need for public assistance. The level of a living wage will vary based on the size and makeup of the household. The table below shows living wages calculated for Olympia residents, based on the cost of food, housing, transportation, child care, and other basic needs; it assumes full-time, year-round employment. <u>Olympia Living Wage</u>		

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			as well as in schools, parks, arts, and the natural environment. In 2013 the City initiated an economic development planning process to consider creating a Community Renewal Area in downtown and to provide an assessment of the broader real estate market. This process resulted in the preparation of two key reports: <i>Investment Strategy: Olympia’s Opportunity Areas</i> and the <i>Downtown Olympia Community Renewal Area Feasibility Study</i>. These reports will help to refine the City’s approach to economic development over the coming years and underpin the City’s Community Renewal Area planning process. The <i>Investment Strategy</i> report provided a community-wide assessment of key redevelopment opportunity areas. Six geographic areas were examined in detail: Table: Key Redevelopment Opportunity Areas This report recommends the City manage its development area assets as a portfolio that adheres to the community vision. This approach includes: (1) strategically investing in infrastructure improvements, such as roadways, streetscape improvements, and property acquisition; (2) making necessary or desired regulatory adjustments, such as zoning changes; and (3) creating partnerships with developers and property owners to generate development returns that remain sensitive to market demand. Olympia’s three top employers: Government: Olympia is the capital of Washington and seat of Thurston County, and both provide many local jobs. In fact, government was the largest employer in Thurston County in 2010, contributing nearly 36,000 jobs. What’s more, many of these government jobs are tied to our	(2010 data) Table Deleted See the <u>Appendix A</u> links in the “For More Information” section at the end of this chapter for more information about what constitutes a living wage in our community, cost-burdened households and middle income housing affordability. For a healthy economy to thrive over the long run, it must be able to absorb market changes and business cycle fluctuations. This often requires a diverse economy, which can cushion the impact of one or more sectors in decline. A healthy economy provides a reliable tax base that generates revenues sufficient to keep pace with inflation. When Olympia’s economy stalls and taxes can’t pay for existing programs, the City must eliminate jobs and services and construct fewer capital facilities to balance its budget. Olympia’s Economic Profile  SHARE In general, citiesCities play a relatively small partcritical role in supporting local economic activity. Without municipal services, economic activity and development is simply not possible. In turn the commerce that takes place in our community is responsible for much of the revenue that the City receives by way of taxes and fees that are used to help to support our quality of life. In the economic development arena, and Olympia is no exception. However, the City has the following roles: • Using its land-use authority to provide places for businesses to locate. • Maintaining an efficient, fair, transparent, and predictable permitting process that reduces business-cost and timeline uncertainties. • Collaborating with other public and private entities that have a more direct role in economic development, such as ports, business associations, and		

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			more diverse, statewide economy, which helps to shield our community from economic swings. Fluctuations in state government can affect our local economy. According to the <i>Investment Strategy</i> report, “State government will remain a key industry in Thurston County, but its employment is forecast to decrease. State government is the largest employer in Thurston County, with 20,071¹ employees in 2013. Total state employment has been fairly flat since 2002, and has decreased since 2008. State government employment appears not to be growing in the near-term. This will likely affect demand for office space within the County. However, almost a third of state government employees statewide (32%) are over 55 years of age. As these employees retire over the next decade, many of those positions will likely be filled with younger employees. This trend could impact the demand for residential housing within Thurston County, regardless of the overall size of state government.” The report continues, “while the State’s office use has recently declined, in the last legislative session, it committed to consider a major investment in a 200,000 square foot office building downtown to accommodate its own needs for new office space. Adding this new square footage for State uses suggests that the existing vacancies in the private office market are unlikely to be filled with State workers, and that the City may continue to see a trend toward conversion of downtown office space to housing and other uses”. Health care: Olympia is also a regional medical center, serving Thurston, Mason, Gray’s Harbor and Lewis counties. Health care is the Thurston County’s second largest employment sector, with an estimated 11,595 jobs. Retail: Olympia’s shopping mall, auto mall, and downtown business core make it the region’s	economic development associations. • Developing and maintaining the infrastructure healthy businesses and neighborhoods need. • Investing in traditional infrastructure, such as roads, sewer and water service, as well as in schools, parks, arts, and the natural environment. • <u>Commissioning reports, such as the <i>Investment Strategy: Olympia’s Opportunity Areas and the Downtown Olympia Community Renewal Area Feasibility Study</i>, to provide information for the community to make informed decisions about its economic future.</u> In 2013 the City initiated an economic development planning process to consider creating a Community Renewal Area in downtown and to provide an assessment of the broader real estate market. This process resulted in the preparation of two key reports: <i>Investment Strategy: Olympia’s Opportunity Areas and the Downtown Olympia Community Renewal Area Feasibility Study</i>. These reports will help to refine the City’s approach to economic development over the coming years and underpin the City’s Community Renewal Area planning process. The <i>Investment Strategy</i> report provided a community wide assessment of key redevelopment opportunity areas. Six geographic areas were examined in detail: Table Deleted: Opportunity Sites This report recommends the City manage its development area assets as a portfolio that adheres to the community vision. This approach includes: (1) strategically investing in infrastructure improvements, such as roadways, streetscape improvements, and property acquisition; (2) making necessary or desired regulatory adjustments, such as zoning changes; and (3) creating partnerships with developers and property owners to generate development		

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			largest retail center, providing significant sales tax revenue. Retail provides an estimated 11,076 jobs in 2010 and is the county’s third largest employment sector. However, unlike our government and health care employers, retail provides an average living wage that is just under what the City estimates is needed for a single adult in Olympia. Table: Industry/Ave. # Employees/Avg. Annual Wage The <i>Investment Strategy</i> report adds, “The City of Olympia is projected to accommodate an estimated additional 18,000 jobs by 2035.ⁱⁱ Of those, almost 75% of new jobs in Olympia will be in commercial sectors. Jobs in industrial sectors (10%) and government (15%) will make up the remainder of new employment. Countywide, the sectors with the largest forecasted new jobs are professional and business services. However, Thurston Regional Planning Council’s forecasts have construction employment growing substantially with total construction employment more than doubling by 2040 from 5,620 in 2010 to 12,700. Manufacturing employment is also forecasted to increase but at a much slower rate adding about 500 jobs from 2010 to 2040.” Education and Entertainment Olympia is the region’s restaurant, art and entertainment Center. There are three nearby colleges, The Evergreen State College, St. Martin’s University, and South Puget Sound Community College, which have a major impact on the culture of our community, and our high average level of education. The Port of Olympia Olympia is also the only city in Thurston County with a deep water harbor. The Port of Olympia operates a marine import and export terminal, the largest recreational boating marina on South Puget Sound, and a state-of-the-art boatyard. The Port is also the home of many private, marine-related businesses, the Batdorf & Bronson Roasting House, the Olympia	returns that remain sensitive to market demand. <u>Olympia's three top employers:</u> Government: Olympia is the capital of Washington and seat of Thurston County, and both provide many local jobs. In fact, government<u>Government</u> was the largest employer in Thurston County in 2010, contributing nearly 36,000 jobs. What’s more, many<u>The Olympia School District is one of the largest single employers within the eCity. Many</u> of these government jobs are tied to our more diverse, statewide economy, which helps to shield our community from economic swings. Fluctuations <u>However, fluctuations</u> in state government can affect our local economy. <u>According to the Investment Strategy report, “State government will remain a key industry in Thurston County, but its employment is forecast to decrease. State government is the largest employer in Thurston County, with 20,071ⁱⁱⁱ employees in 2013. Total state employment has been fairly flat since 2002, and has decreased since 2008. State government employment appears not to be growing in the near term. This will likely affect demand for office space within the County. However,Given that our state’s population is projected to grow significantly, it is very likely that employment with the state of Washington will continue to contribute in a positive way to our local economy in the long-term. State employment helps to sustain our skilled and well educated workforce, which in turn provides an attractive labor force for private sector companies to draw from as they make decisions about where to locate.</u> <u>The state has also been moving away from leasing private space to house its employees. A new 200,000 square foot office building is in the planning stages for the Capital Campus block located at the northwest corner of Capitol Way and 11th Avenue. This will likely mean that there will continue to be an excess of office space available for rent in the greater Olympia area.</u>		

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			Farmers’ Market, and many professional offices and retail businesses. Among our partners in economic development, the Port of Olympia has the closest relationship to Olympia’s economy, and its mission is to grow the Thurston County economy, move people and goods, and improve the County’s recreation options and environment. The Port is a special-purpose district, and its boundaries are the same as Thurston County’s. The Port owns 200 acres along Budd Inlet near Olympia’s central business district. The Comprehensive Scheme of Harbor Improvements, the Port’s land-use plan for its Olympia properties, includes industrial uses in the vicinity of the Marine Terminal, recreational boating uses at the Swantown Marina and Boatyard, and mixed uses in the Market, North Point, and East Bay Districts. Recreational uses are envisioned throughout its mixed-use districts and the Marina. For example, the East Bay District is a significant investment and downtown redevelopment opportunity, home to the Hands On Children’s Museum and East Bay Plaza. Although a smaller factor in our local economy than state government, the Port’s potential is significant and gives the City an opportunity to further diversify its economy. In addition, Olympia is well-served by its highway network, which includes Interstate 5 and Highway 101, with links to State Route 8 and the Olympic and Kitsap Peninsulas. All of this means Olympia’s location provides easy access to a variety of recreational opportunities - from bike trails and kayaking within our city limits, to skiing and hiking in the mountains, to beachcombing along the coast and regional customers for the area’s retail businesses and health care providers. Key findings from the <i>Feasibility Study</i> include: State government anchors the employment base in Thurston County. Government employment is down	Other issues like school funding mandates may also impact the size of the State’s work-force and its leasing practices. The Investment Strategies report calls out that almost a third of state government employees statewide (32%) are over 55 years of age. As these employees retire over the next decade, many of those positions will likely be filled with younger employees. This trend could impact the demand for residential housing within Thurston County, regardless of the overall size of state government.”. A younger state workforce could likely lead to a higher demand for multifamily housing that is supported by transit. Data from the Thurston Regional Planning Council’s Sustainable Thurston report suggests that the “millennial” generation prefers urban multifamily housing options over suburban life styles. The changing demographics of Olympia’s workforce will impact the City in several ways. There will likely be a demand for more downtown multifamily housing as millennials seek housing near their place of employment. Also, a retiring workforce will likely lead to the need and interest in more senior services and senior-oriented activities. These changes provide opportunities for quality growth in our future. The report continues, “while the State’s office use has recently declined, in the last legislative session, it committed to consider a major investment in a 200,000-square foot office building downtown to accommodate its own needs for new office space. Adding this new square footage for State uses suggests that the existing vacancies in the private office market are unlikely to be filled with State workers, and that the City may continue to see a trend toward conversion of downtown office space to housing and other uses”. The Olympia School District is another significant governmental employer with approximately 1,300 employees providing K – 12 education to approximately 9,000 students. The school district’s capital facility plan includes over		

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			though in recovery. State government employment does not look to be growing in the near-term and will not be a driver of the regional economy in the near future. This trend impacts the demand for office space, both existing and new development. • Thurston County benefits from regional economic growth and activity in the Puget Sound region that filters down to the County as the region grows. Joint Base Lewis McChord has increased demand for housing in the region, particularly in Lacey. • Rents for most development types are still at a low point from the recession, which makes it difficult for new development to substantially increase the income potential of a property through redevelopment. There are a number of sites throughout the region for development to choose from. New development will likely choose the easiest and cheapest sites before more challenging in-fill development. • Suburban/urban infill development continues to be oriented towards vacant land. Much of the new development in areas since 2000 (for all product types) has been oriented around areas easily accessible from Interstate-5 and major arterials with less expensive land. • There are growing signs of an urban infill market in Olympia in part driven by a changing demographic oriented urban living. In the last ten years, most recent building activity in Olympia has focused on rehabilitation or remodeling of existing space with limited new development. As growth picks up, multi-family development is the most likely market ready, and it likely will occur in easily developable and/or high amenity areas that are most attractive. • Continued population growth in the region will generate demand for	\$178,000,000 in construction projects and another \$11,680,000 in small works projects. The Olympia School District’s operating budget is over \$92,000,000. Future plans include a new middle school in Southeast Olympia. Health care: Olympia is also a regional medical center, serving Thurston, Mason, Gray’s Harbor and Lewis counties. Health care is the Thurston County’s second largest employment sector, with an estimated 11,595 jobs. Retail: Olympia’s shopping mall, auto mall, and downtown business core make it the region’s largest retail center, providing significant sales tax revenue. Retail provides an estimated 11,076 jobs in 2010 and is the county’s third largest employment sector. However, unlike our government and health care employers, retail provides an average living wage that is just under what the City estimates is needed for a single adult in Olympia. Table Deleted: Industry/Avg. # Employees/Avg Annual Wage The <i>Investment Strategy</i> report adds, “The City of Olympia is projected to accommodate an estimated additional 18,000 jobs by 2035.^{iv} Of those, almost 75% of new jobs in Olympia will be in commercial sectors. Jobs in industrial sectors (10%) and government (15%) will make up the remainder of new employment. -Countywide, the sectors with the largest forecasted new jobs are professional and business services. However, Thurston Regional Planning Council’s forecasts have construction employment growing substantially with total construction employment more than doubling by 2040 from 5,620 in 2010 to 12,700. Manufacturing employment is also forecasted to increase but at a much slower rate adding about 500 jobs from 2010 to 2040.” Education and Entertainment		

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			additional housing and commercial services, such as general services, retail, and health care. However, there is not a shortage of easily developable sites, (e.g. vacant, low intensity) throughout the region, which gives a number of site options to choose from. Downtown Olympia Downtown Olympia is a special place, with the only urban waterfront in the area, it serves as not just Olympia’s downtown but the region’s. Downtown Olympia is home to the region’s major performing arts, museums, banking, dining and entertainment facilities as well as the Port of Olympia and the LOTT Clean Water Alliance regional treatment facility. Thursday, Friday and Saturday evenings see the streets of downtown come alive with theater patrons, diners and a lively bar scene. Recent enhancements such as the Hands on Children’s Museum, East Bay Plaza, LOTT’s WET Center and Percival Landing reconstruction only add to downtown’s status as a destination. The proximity of the Capital Campus to downtown creates a strong relationship between the campus and downtown that is enhanced by the presence of the Dash Shuttle an Intercity Transit bus that operates on 10 minute headways. Starting in 2012 there have been several conversions of second floor offices to residential units. Over 50 new units are either finished or under construction. These units represent the first new market rate housing in downtown in many years. A large apartment complex is currently proceeding through the City’s permitting process representing another significant step forward for downtown housing. Downtown remains a work in progress and the City has invested heavily from both a capital facilities and services perspective. Over the past three years the City has used an action oriented program known as the Downtown	Olympia is the region’s restaurant, art and entertainment Center. There are three nearby colleges, The Evergreen State College, St. Martin’s University, and South Puget Sound Community College, which have a major impact on the culture of our community, and our high average level of education. The Port of Olympia Olympia is also the only city in Thurston County with a deep water harbor. The Port of Olympia operates a marine import and export terminal, the largest recreational boating marina on South Puget Sound, and a state-of-the-art boatyard. The Port is also the home of many private, marine-related businesses, the Batdorf & Bronson Roasting House, the Olympia Farmers’ Market, and many professional offices and retail businesses. Among our partners in economic development, the Port of Olympia has the closest relationship to Olympia’s economy, and its mission is to grow the Thurston County economy, move people and goods, and improve the County’s recreation options and environment. The Port is a special-purpose district, and its boundaries are the same as Thurston County’s. The Port owns 200 acres along Budd Inlet near Olympia’s central business district. The Comprehensive Scheme of Harbor Improvements, the Port’s land usePort’s development plan for its Olympia properties, includes industrial uses in the vicinity of the Marine Terminal, recreational boating uses at the Swantown Marina and Boatyard, and mixed uses in the Market, North Point, and East Bay Districts. Recreational uses are envisioned throughout its mixed-use districts and the Marina. For example, the East Bay District is a significant investment and downtown redevelopment opportunity, home to the Hands On Children’s Museum and East Bay Plaza. Although a smaller factor in our local economy than state government, the Port’s potential is		

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			Project to effect change. The Downtown Project has included key elements such as enhancing the downtown walking patrol, replacing parking pay stations, creating a Downtown Ambassador program, establishing an Alcohol Impact Area, and construction of parklets to name just a few. The City has initiated a Community Renewal Area (CRA) planning process for downtown. The <i>Downtown Olympia Community Renewal Area Feasibility Study</i> was the second significant work product related to Olympia’s CRA process. This report provides the outline and support materials for the ultimate creation of a CRA in Downtown Olympia. Key findings related to downtown from the <i>Feasibility Study</i> include: • Demand from those users who need to be downtown (such as state government, the Port, and related uses) is not a growing part of the economy. • The redevelopment hurdle downtown is higher than other locations because of higher land and construction costs. • Commercial rents are not yet high enough to justify new commercial construction in Downtown Olympia. • Office rents have decreased from \$19.60/SF/Yr. in 2009 to \$15.70/SF/Yr. today as vacancies have increased. • Retail rents are more stable, but decreased from \$14.10/SF/Yr. in 2009 to \$12.10/SF/Yr. today. • Low vacancy rates and modest rent increases for apartments citywide, as well as some anecdotal evidence suggest that there is near-term demand for multi-family housing. Recent successful multi-family housing projects, building reuse have occurred downtown as well. • Over \$100 million of public investment has been made downtown by the City	significant and gives the City an opportunity to further diversify its economy. <u>Education, Entertainment, and Geography</u> <u>Olympia is the region’s restaurant, art, and entertainment center. There are three nearby colleges, The Evergreen State College, St. Martin’s University, and South Puget Sound Community College, which have a major impact on the culture of our community and our high average level of education.</u> <u>As a result of The Evergreen State College, the City of Olympia has become home to many innovative entrepreneurs and artists that were originally attracted to our community to go to school. Evergreen is widely acknowledged as one of the nation’s premier liberal arts institutions and its location here provides an opportunity for continued and expanded collaboration on entrepreneurial development. Evergreen hosts three masters programs – in public administration, teaching and environmental studies. Each of these programs provides an opportunity to collaborate with the college to attract and foster complimentary research and development activities. Our community serves as a learning laboratory for students and potentially an international destination for learning and cultural exchange. The City should continue to seek opportunities for direct partnerships with the college on program development, capital facilities planning and student housing. A physical presence in our downtown could create opportunities for both the City and the College.</u> In addition, Olympia is well-served by its highway network, which includes Interstate 5 and Highway 101, with links to State Route 8 and the Olympic and Kitsap Peninsulas. All of this means Olympia’s location provides easy access to a variety of recreational opportunities - from bike trails and kayaking within our city limits, to skiing and hiking in the mountains, to beachcombing along the coast and regional customers for the area’s retail businesses and		

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			and Port of Olympia in new buildings and parks, including a new City Hall, the Hands On Children’s Museum, LOTT Clean Water Alliance offices, East Bay Plaza, and Percival Landing. The Community Renewal Area law was created by the state specifically to give communities the tools that they need in order to help areas such as the downtown move forward. Washington law (RCW 35.81) allows cities to establish a Community Renewal Area through the designation of a geographic area that contains blight and the creation of a Community Renewal Plan for addressing that blight. Many Washington cities have used CRA to develop and implement redevelopment plans, including Vancouver, Shoreline, Everett, Bremerton, and Anacortes. Olympia’s downtown is the urban center for the entire region; residents and business owners would all benefit from a more active, vibrant downtown. However, parts of downtown are widely recognized as “blighted,” with several condemned or obsolete buildings occupying key properties. Soil contamination, soils subject to liquefaction and rising seas also contribute to the blight. Re-development is stuck despite the area’s unparalleled assets. The City has an interest in improving the downtown and enhancing its economic productivity in a manner consistent with the rest of this plan. The creation of a CRA may be one way to accomplish this objective. A Healthy Economy Enhances our Quality of Life  SHARE Olympia enjoys a relatively healthy economy and stable revenue base, making it possible for it to invest in public improvements and services. These include the Washington Center for the Performing Arts, The Olympia Center, Percival Landing, the Farmers Market, new sewer capacity, new roads, and other needed infrastructure. All of this makes Olympia	health care providers. • Key findings from the <i>Feasibility Study</i> include: State government anchors the employment base in Thurston County. Government employment is down though in recovery. State government employment does not look to be growing in the near term and will not be a driver of the regional economy in the near future. This trend impacts the demand for office space, both existing and new development. • Thurston County benefits from regional economic growth and activity in the Puget Sound region that filters down to the County as the region grows. Joint Base Lewis McChord has increased demand for housing in the region, particularly in Lacey. • Rents for most development types are still at a low point from the recession, which makes it difficult for new development to substantially increase the income potential of a property through redevelopment. There are a number of sites throughout the region for development to choose from. New development will likely choose the easiest and cheapest sites before more challenging in-fill development. • Suburban/urban infill development continues to be oriented towards vacant land. Much of the new development in areas since 2000 (for all product types) has been oriented around areas easily accessible from Interstate 5 and major arterials with less expensive land. • There are growing signs of an urban infill market in Olympia in part driven by a changing demographic oriented <u>towards</u> urban living. In the last ten years, most recent building activity in Olympia has focused on rehabilitation or remodeling of existing space with limited new development. As growth <u>picks up</u>has		

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			increasingly attractive to private investors, which will further increase our revenue base, and make more community improvements possible. Illustration: Olympia General Fund Revenues Olympia’s revenue comes from a mix of taxes and fees. The Olympia General Fund Revenues Per Capita table shows the sources of the City’s General Fund revenues, over the last 15 years on a per capita basis. Olympia’s largest revenue source is taxes, which represents well over half of the General Fund’s revenue. The Olympia Tax Revenues Per Capita table provides a breakdown of taxes by various categories. Significant tax revenues come from commercial hubs such as the auto mall and regional shopping areas, construction and construction related industries. Illustration: Olympia Tax Revenues Per Capita While taxes on a per-capita basis have generally increased during the last few decades, our revenue from sales, business and property taxes fluctuates with the state of the general economy. Revenue from sales tax falls when consumers spend less. The property tax we collect per capita falls when property tax levies don’t keep pace with population growth. Finally, property taxes have been limited by Initiative 747, passed by Washington voters in 2001, which limits growth in property tax revenue to 1 percent per year a rate that generally lags well behind the increasing costs of providing those services. Yet major City services depend on these tax revenues. City residents, as well as workers and shoppers coming to Olympia require maintained streets, police and fire protection, water and sewer service, and more. Growing neighborhoods require these same services, plus parks (provided by the City) and schools (provided by the school district). The challenge	rebounded, multi-family development ishas been the most likely market ready, and it likely will occur in first sector to recover. Builders are taking advantage of sites that are easily developable and/or in high amenity areas. that are most attractive. Continued population growth in the region will generate demand for additional housing and commercial services, such as general services, retail, and health care. However, there is not a shortage of easily developable sites, (e.g. vacant, low intensity) throughout the region, which gives a number of site options to choose from.To be competitive Olympia must understand the strengths and weaknesses of its market. Downtown Olympia Downtown Olympia is a special place, with the only urban waterfront in the area, it serves as not just Olympia’s downtown but the region’s. Downtown Olympia is home to the region’s major performing arts, museums, banking, dining and entertainment facilities as well as the Port of Olympia and the LOTT Clean Water Alliance regional treatment facility. Thursday, Friday and Saturday evenings see the streets of downtown come alive with theater patrons, diners and a lively bar scene. Recent enhancements such as the Hands on Children’s Museum, East Bay Plaza, LOTT’s WET Center and Percival Landing reconstruction only add to downtown’s status as a destination. The proximity of the Capital Campus to downtown creates a strong relationship between the campus and downtown that is enhanced by the presence of the Dash Shuttle an Intercity Transit bus that operates on 10 minute headways. Starting in 2012 there have been several conversions of second floor offices to residential units. Over 50 new units are either finished or under construction. These units represent the first new market rate housing in downtown in many years. A large apartment complex is		

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			is to provide these services at high quality for the best cost, and meet those standards when City revenues decline, by finding new revenue options or cutting services. Maintaining and improving Olympia’s infrastructure puts another large demand on the City’s funds, made even more challenging as federal and state assistance has declined. Yet, an adequate and dependable infrastructure is critical to our ability retain and attract businesses. Community Investment  SHARE Private investment can expand a community’s economy and strengthen its material prosperity. But an infrastructure needs to be in place, or underway, to interest private businesses in locating or expanding in Olympia. For this reason, it’s critical for any community to invest resources in capital facilities that will support a healthy local economy <i>and</i> its values and vision for the future. Recent capital investments have included: • Olympia’s new City Hall and the reopening of Percival Landing (Phase 1) in 2011, together an investment of over \$50 million. • In the East Bay area, the LOTT WET Science Center, East Bay Plaza, and the Hands On Children’s Museum are providing more family activities downtown. • New sidewalks and transportation corridors at Boulevard Road and Harrison Avenue now make it easier to get around by foot, bike, bus or car. • Our new Fire Station 4 has lowered 911 response times. Planned upgrades to our water supply will help to ensure an adequate and high quality water supply for decades to come.	currently proceeding through the City’s permitting process representing another significant step forward for downtown housing. Downtown remains a work in progress and the City has invested heavily from both a capital facilities and services perspective. Over the past three years the City has used an action oriented program known as the Downtown Project to effect change. The Downtown Project has included key elements such as enhancing the downtown walking patrol, replacing parking pay stations, creating a Downtown Ambassador program, establishing an Alcohol Impact Area, and construction of parklets to name just a few. The City has initiated a Community Renewal Area (CRA) planning process for downtown. The Downtown Olympia Community Renewal Area Feasibility Study was the second significant work product related to Olympia’s CRA process. This report provides the outline and support materials for the ultimate creation of a CRA in Downtown Olympia. Key findings related to downtown from the Feasibility Study include: • Demand from those users who need to be downtown (such as state government, the Port, and related uses) is not a growing part of the economy. • The redevelopment hurdle downtown is higher than other locations because of higher land and construction costs. • Commercial rents are not yet high enough to justify new commercial construction in Downtown Olympia. • Office rents have decreased from \$19.60/SF/Yr. in 2009 to \$15.70/SF/Yr. today as vacancies have increased. • Retail rents are more stable, but decreased from \$14.10/SF/Yr. in 2009 to \$12.10/SF/Yr. today. • Low vacancy rates and modest rent increases for apartments citywide, as well as some anecdotal evidence suggest that there is near term demand		

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			All of these projects are examples of how our investments have improved our public spaces and quality of life and have provided the impetus for more private investment to follow. Picture: Crown Beverage Packaging Over the next 20 years, Olympia must continue to make judicious "up-front" investments that bring development to targeted areas, using its partnerships as effectively as possible. To keep them affordable, such investments will need to be located in the downtown, Investment Strategy Report opportunity areas or Urban Corridors. Projects that "leap-frog" to remote sites outside of our existing infrastructure can be prohibitively expensive to develop. The <i>Investment Strategy</i> report recommends that the City should proactively: • Review changing market dynamics to identify new barriers and opportunities to allow the City to invest in the most market-feasible projects. • Develop relationships with property owners and other stakeholders to learn about their interests and short-term and long-term development goals. Given the barriers to development described in the report, the City will need to establish new partnerships with property owners and developers if it wishes to achieve development in the opportunity areas that is compatible with the City’s Comprehensive Plan. Community and neighborhood stakeholders are also critical to this process. • Continue and improve community conversations to better clarify and articulate desired development outcomes and coordinate stakeholders’ visions for development. This work would help to refine the City’s policy	for multi-family housing. Recent successful multi-family housing projects, building reuse have occurred downtown as well. • Over \$100 million of public investment has been made downtown by the City and Port of Olympia in new buildings and parks, including a new City Hall, the Hands On Children’s Museum, LOTT Clean Water Alliance offices, East Bay Plaza, and Percival Landing. The Community Renewal Area law was created by the state specifically to give communities the tools that they need in order to help areas such as the downtown move forward. Washington law (RCW 35.81) allows cities to establish a Community Renewal Area through the designation of a geographic area that contains blight and the creation of a Community Renewal Plan for addressing that blight. Many Washington cities have used CRA to develop and implement redevelopment plans, including Vancouver, Shoreline, Everett, Bremerton, and Anacortes. Olympia’s downtown is the urban center for the entire region; residents and business owners would all benefit from a more active, vibrant downtown. However, parts of downtown are widely recognized as “blighted,” with several condemned or obsolete buildings occupying key properties. Soil contamination, soils subject to liquefaction and rising seas also contribute to the blight. Re-development is stuck despite the area’s unparalleled assets. The City has an interest in improving the downtown and enhancing its economic productivity in a manner consistent with the rest of this plan. The creation of a CRA may be one way to accomplish this objective. A Healthy Economy Enhances our Quality of Life  SHARE Olympia enjoys a relatively healthy economy		

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			goals for the opportunity areas and other areas through the comprehensive planning process. Given long-term demographic shifts, the City should support higher density, infill development to achieve multiple public policy goals. • Take advantage of opportunities when they present themselves, which may mean that the City would focus on new opportunity areas, or move forward with actions in existing opportunity areas ahead of schedule. • Coordinate funding opportunities with other public stakeholders (the County, transit agency, the Port of Olympia, the State of Washington, others) with the City’s CFP for major infrastructure investments that move the implementation forward. • Coordinate with planning and implementation in key opportunity areas. Some initial steps toward implementation are already underway, including the Martin Way Corridor Study and the Comprehensive Plan update. The Martin Way Corridor Study is evaluating infrastructure investments that can improve access and safety for all transportation modes, and spur higher density development. The City could consider combining subarea planning efforts with the comprehensive planning process for the Kaiser/Harrison and Division/Harrison areas. In addition to the City’s work on the Community Renewal Area Olympia has recently established a Section 108 Loan Program. This program leverages the City’s annual CDBG Allocation to create a loan pool to promote economic development opportunities within our community. These funds must be used in a manner consistent with the Department of Housing and Urban Development’s regulations. Generally these funds can be used to support economic development projects that create	and stable revenue base, making it possible for it to invest in public improvements and services. These include the Washington Center for the Performing Arts, The Olympia Center, Percival Landing, the Farmers Market, new sewer capacity, new roads, and other needed infrastructure. <u>All of this makes Olympia increasingly attractive to private investors, which will further increase our revenue base, and make more community improvements possible. However, the City should not make these sorts of investments without also considering the long-term maintenance and operations costs it will also incur.</u> <u>Downtown Olympia</u> Illustration: Olympia General Fund Revenues 1995-2010 <u>Downtown Olympia is a special place. For many years it has served as Thurston County’s only downtown. It has the only urban waterfront in the region, attracting recreational boaters from throughout Puget Sound. It has the only performing arts center, is the region’s banking sector and is the recreational hub for the region.</u> <u>Downtown Olympia is also home to the state’s largest farmer operated farmers’ market. The Olympia Farmers’ Market serves as a link to a substantial network of small family owned farms and businesses. The market serves as a tourist attraction and destination and a place for local residents to purchase local food. Farmers Markets have proven to be a good way to foster the development and expansion of locally owned businesses. In recent years small neighborhood markets are beginning to appear in Olympia with the hope of fostering more neighborhood centers and even more accessibility to locally grown and produced products.</u> <u>Thursday, Friday and Saturday evenings see the streets of downtown come alive with theater patrons, diners and a lively bar scene</u>music fans.		

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			jobs for low to moderate income people or support reinvestment in areas such as downtown where low to moderate income people live. Economic development efforts must be consistent with growth management goals and not strain the capacity of our natural resources. They must be consistent with the efficient and appropriate use of land. The impact of new business must not compromise the local environment. Economic development does not mean "growth," although growth of jobs, population and revenue may be a byproduct. While growth can improve a community's quality of life, economic development must be carefully planned. Our investment today in new buildings, streets and should not damage the ability of future generations to meet their needs. [[Change:The following text was removed because state law provides very limited opportunities for local tax waivers, “Finally, Olympia must be careful not to agree to revenue concessions to developers or potential tenants unless careful fiscal analysis justifies them. The community can be made worse-off financially if it gives away a large part of the revenue base in order to attract firms. Years-even decades- of shortfalls can result if unwise investments and tax concessions are granted. With years of fiscal distress, the City would not be able to afford infrastructure investments that improve our quality of life, and would lose its attractiveness as a place for private investment.”]] Goals and Policies SHARE GE1 Olympia has a stable economy that provides jobs that pay a living wage. SHARE PE1.1 Provide a desirable setting for business	Recent enhancements such as the Hands on Children's Museum, East Bay Plaza, LOTT Clean Water Alliance's WET Center and Percival Landing reconstruction only add to downtown's status as a destination. The proximity of the Capital Campus to downtown creates a strong relationship between the campus and downtown that is enhanced by the presence of the Dash Shuttle an Intercity Transit bus that operates on 10 minute headways. This free link between the downtown and the state campus is helpful for downtown commerce and a convenience to workers and visitors that come to Olympia to participate in the State Legislative sessions. Downtown remains a work in progress and the City has invested heavily from both a capital facilities and services perspective. Over the past three years the City has used an action oriented program known as the Downtown Project to effect change. The Downtown Project has included key elements such as enhancing the downtown walking patrol, replacing parking pay stations, creating a Downtown Ambassador program, establishing an Alcohol Impact Area, and construction of parklets to name just a few. The City has initiated a Community Renewal Area (CRA) planning process for downtown. The Community Renewal Area law was created by the state specifically to give communities the tools that they need in order to help areas such as the downtown move forward. Washington law (RCW 35.81) allows cities to establish a Community Renewal Area through the designation of a geographic area that contains blight and the creation of a Community Renewal Plan for addressing that blight. Many Washington cities have used CRA to develop and implement redevelopment plans, including Vancouver, Shoreline, Everett, Bremerton, and Anacortes. Olympia's downtown is the urban center for the entire region; residents and business owners		

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			investment and activity. PE1.2 Develop or support programs and strategies that encourage living-wage jobs. GE2 Olympia has a strong revenue base.  SHARE PE2.1 Encourage retail, office, medical and service activities for their value in providing employment and tax revenues. PE2.2 Identify major revenue-generating sectors and identify actions the City can take to help maintain their economic health. PE2.3 Ensure that the total amount of land planned for commercial and industrial uses is sufficient for expected demand. PE2.4 Diversify the local economy in a way that builds on our stable public sector base, and by supporting businesses that can reduce reliance on goods and services from outside the community. PE2.5 Support employers who export goods and services to regional, national or international markets, but keep jobs and dollars in Olympia. PE2.6 Regularly review the development market to identify changing circumstances that create barriers or opportunities for investment in our community. [[Change: New policy.]] PE2.7 Use the City’s Section 108 Loan program to promote job creation and redevelopment activity that benefits low to moderate income people in our community. GE3 A vital downtown provides a strong center for Olympia’s economy.	<u>would all benefit from a more active, vibrant downtown. However, parts of downtown are widely recognized as “blighted”, with several condemned or obsolete buildings occupying key properties. Soil contamination, excessive amounts of surface parking, soils subject to liquefaction and rising seas also contribute to the blight. Redevelopment is stuck despite the area’s unparalleled assets. The City has an interest in improving the downtown and enhancing its economic productivity in a manner consistent with the rest of this plan. The creation of a CRA may be one way to accomplish this objective.</u> <u>In 2013 the City initiated an economic development planning process to consider creating a Community Renewal Area in downtown and to provide as assessment of the broader real estate market. This process resulted in the preparation of two key reports: Investment Strategy: Olympia’s Opportunity Areas and the Downtown Olympia Community Renewal Area Feasibility Study. These reports will help to refine the City’s approach to economic development over the coming years and underpin the City’s Community Renewal Area planning process.</u> <u>The Investment Strategy report provided a community wide assessment of key redevelopment opportunity areas. In addition to downtown, six geographic areas were examined in detail:</u> <u>Kaiser/Harrison Potential for neighborhood commercial / mixed-use / retail district on large single-ownership tract</u> <u>Olympia Landfill City owned, potential major retail site adjacent to existing major retail area</u> <u>Division/Harrison Potential neighborhood center adjacent to established neighborhoods</u> <u>Headwaters Large multi-ownership parcel with wetland amenity and</u>		

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			SHARE PE3.1 Support a safe and vibrant downtown with many small businesses, great public places, events, and activities from morning through evening. PE3.2 Support lively and active downtown parks and waterfront attractions. PE3.3 Promote high-density housing downtown for a range of incomes. PE3.4 Protect existing trees and plant new ones as a way to help encourage private economic development and redevelopment activities. [[Change: New policies PE3.5 to PE3.7 added to address new tools for economic development.]] PE3.5 Support continuation of the Dash Shuttle as a means of linking the Capital Campus and downtown. PE3.6 Use tools such as the Downtown Project, establishment of a Community Renewal Area, creation of a downtown master plan and other planning to improve the economic and social health of downtown. PE3.7 Use the Section 108 Loan Program to encourage economic investment and job creation in our downtown that benefits low to moderate income people. GE4 The City achieves maximum economic, environmental and social benefit from public infrastructure. SHARE PE4.1 Plan our investments in infrastructure with the goal of balancing economic, environmental and social needs, supporting a variety of potential economic sectors, and creating a pattern of development we can sustain into the future. PE4.2 Stimulate and generate private	infrastructure challenges • K-Mart Site (currently vacant) on major close-in retail corridor Downtown Focus area for Community Renewal Area planning The Investment Strategy report recommends that City manage its development area assets as a portfolio that adheres to the community vision. This approach includes: (1) strategically investing in infrastructure improvements, such as roadways, streetscape improvements, and property acquisition; (2) making necessary or desired regulatory adjustments, such as zoning changes; and (3) creating partnerships with developers and property owners to generate development returns that remain sensitive to market demand. The CRA Feasibility Study provides the outline and support materials for the ultimate creation of a CRA in Downtown Olympia. Key findings related to downtown from the Feasibility Study include: • Demand from those users who need to be downtown (such as state government, the Port, and related uses) is not a growing part of the economy. • The redevelopment hurdle downtown is higher than other locations because of higher land and construction costs. • Commercial rents are not yet high enough to justify new commercial construction in Downtown Olympia. • Office rents have decreased as vacancies have increased. • Retail rents are more stable, but have also decreased. • Low vacancy rates and modest rent increases for apartments citywide, as well as some anecdotal evidence suggest that there is near-term demand for multifamily housing. • Over \$100 million of public investment		

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			investment in economic development and redevelopment activities as recommended in the Investment Strategy Report. PE4.3 Make decisions to invest in public infrastructure projects after analysis determining their total costs over their estimated useful lives, and their benefit to environmental, economic and social systems. PE4.4 Consider whether the public cost of new or improved infrastructure can be recovered through increased revenues the City can expect from the private investment the improvement will attract. PE4.5 Identify and take advantage of infrastructure grants, loans, and other incentives to achieve the goals of this Comprehensive Plan. PE4.6 Economic uncertainty created by site contamination can be a barrier to development in downtown and elsewhere in our community; identify potential tools, partnerships and resources that can be used to create more economic certainty for developments by better characterizing contamination where doing so fulfills a public purpose. PE4.7 Identify where new and upgraded utilities will be needed to serve areas zoned for commercial and industrial use, and encourage the development of utilities to service these areas. PE4.8 Investigate the feasibility of the City providing telecommunications infrastructure, or other new forms of infrastructure. PE4.9 Collaborate with public and private partners to finance infrastructure needed to develop targeted commercial, residential, industrial, and mixed-use areas (such as Downtown Investment Strategy Report opportunity areas and along Urban Corridors) with water, sewer, electricity, street, street frontage, public parking, telecommunications, or rail improvements, as needed.	has been made downtown by the City and Port of Olympia in new buildings and parks, including a new City Hall, the Hands On Children's Museum, LOTT Clean Water Alliance offices, East Bay Plaza, and Percival Landing. Although these public facilities help to improve our quality of life, public facilities cost money to operate and maintain. Unless they directly contribute to commerce they become a burden and are difficult to sustain within the City's general fund budget. In order to protect and enhance our quality of life it will be critically important for the City to make public investments and form public private partnerships that increase commerce in ways that are consistent with the community's values. The City should not make these sorts of investments without also considering the long-term maintenance and operations costs it will incur. Illustration: Supporting Revenue Sources Olympia General Fund Revenues Per Capita Illustration: Olympia Tax Revenues Per Capita Adjusted for Inflation (2010\$)1995-2010 Olympia's revenue comes from a mix of taxes and fees. The Olympia General Fund Revenues Per Capita table shows the sources of the City's General Fund revenues, over the last 15 years on a per capita basis. Olympia's largest revenue source is taxes, which represents well over half of the General Fund's revenue. The Olympia Tax Revenues Per Capita table provides a breakdown of taxes by various categories. Significant tax revenues come from commercial hubs such as the auto mall and regional shopping areas, construction and construction related industries. While taxes on a per-capita basis have generally increased during the last few decades, our revenue from sales, business and property taxes fluctuates with the state of the general economy.- Revenue from sales tax falls when		

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			PE4.10 Encourage new development in areas the City has designated for “infilling,” before considering proposals to expand land-use areas, or add new ones. PE4.11 Serve sites to be designated for industrial or commercial development with required utilities and other services on a cost-effective basis and at a level appropriate to the uses planned for the area and coordinated with development of the site. PE4.12 Avoiding building lengthy and expensive service extensions that would cost more than could ever be recovered from revenues. GE5 The City has responsive and efficient services and permitting process.  SHARE PE5.1 Maintain the City’s high quality customer service and continuously seek to improve it. PE5.2 Use regulatory incentives to encourage sustainable practices. PE5.3 Improve the responsiveness and efficiency of the City’s permit system, in part by identifying and removing waste, lack of clarity, duplication of efforts and other process inefficiencies that can occur in the development review process. PE5.4 Create more predictability in development review process to reduce costs, without eliminating protections. PE5.5 Eliminate redundancy in review processes, and create clearer rules. PE5.6 Create a review process that is easy for all parties to understand at every stage and that invites input from affected parties as early as possible in the development process. [[Change: New policy to address new tools for	consumers spend less. The property tax we collect per capita falls when property tax levies don’t keep pace with population growth. In recent years property de-valuation has constrained the city’s capacity to incur debt. Finally, property taxes have been limited by Initiative 747, passed by Washington voters in 2001, which limits growth in property tax revenue to 1 percent per year. This is a rate that generally lags well behind the increasing costs of providing those services. According to the Bureau of Labor Statistics the consumer price index for the western United States has averaged 2.27% for the past 10 years. Yet an Major City services depend on these tax revenues. City residents, as well as workers and shoppers coming to Olympia require maintained streets, police and fire protection, water and sewer service, and more. Growing neighborhoods require these same services, plus parks (provided by the City) and schools (provided by the school district). The challenge is to provide these services at high quality for the best cost, and meet those standards when City revenues decline, by finding new revenue options or cutting services. Maintaining and improving Olympia’s infrastructure puts another large demand on the City’s funds, made even more challenging as federal and state assistance has declined. Yet, an adequate Adequate and dependable infrastructure is critical to our ability retain to serve residents and attract businesses. Community Investment  SHARE Private investment can expand a community’s economy and strengthen its material prosperity. But an basic infrastructure needs to be in place, or underway, in order to interest quality private businesses in locating or expanding in Olympia. -For this reason, it’s critical for anyour community to invest		

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			economic development.]] PE5.7 Use tools such as Form Based Codes, Subarea Plans, Focus Area Plans, Community Renewal Area planning and other proactive planning processes and tools to define and develop a shared redevelopment vision for specific areas within the community such as those identified in the Investment Strategy Report and elsewhere in this plan. GE6 Collaboration with other partners maximizes economic opportunity.  SHARE PE6.1 Support appropriate economic development efforts of our neighboring jurisdictions, recognizing that the entire region benefits from new jobs, regardless of where they are. PE6.2 Collaborate with neighboring jurisdictions to develop a regional strategy for creating a sustainable economy. PE6.3 Look for economies of scale when providing services at the regional level. PE6.4 Prepare preliminary studies for priority development sites (such as Downtown, Investment Strategy Report opportunity areas or Urban Corridors) in advance, so the City is prepared for development applications, and the process can be more efficient. PE6.5 Collaborate with local economic development organizations to create new and maintain existing living-wage jobs. PE6.6 Work closely with state and county governments to ensure their offices and facilities are in the City of Olympia, which is both the state’s capitol and the county seat. Continue to work with the State of Washington on its Preferred Leasing Areas Policy and collaborate with Thurston County government to accommodate the needs for county	resources in capital facilities that will support a healthy local economy and its values and vision for the future. Recent capital investments have included: • Olympia’s new City Hall and the reopening of Percival Landing (Phase 1) in 2011, together an investment of over \$5060 million. • In the East Bay area, the LOTT Clean Water Alliance’s WET Science Center, East Bay Plaza, and the Hands On Children’s Museum are providing more family activities downtown. • New sidewalks and transportation corridors at Boulevard Road and Harrison Avenue now make it easier to get around by foot, bike, bus or car. • Our new Fire Station 4 has lowered 911 response times. • Planned upgrades to our water supply will help to ensure an adequate and high quality water supply for decades to come. All of these projects are examples of how our investments have improved our public spaces and quality of life and have provided the impetus for more private investment to follow. Photo: Crown Beverage Packaging Over the next 20 years, Olympia must continue to make judicious "up-front" investments that bring development to targeted areas, using its partnerships as effectively as possible. To keep them affordable, such investments will need to be located in the downtown, Investment Strategy Report opportunity areas or Urban Corridors. -Projects that "leap-frog" to remote sites outside of our existing infrastructure can be prohibitively expensive to develop. The Investment Strategy report recommends that the City should proactively:		

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			courthouse-related facilities. PE6.7 Collaborate with The Evergreen State College, St. Martin’s University, and South Puget Sound Community College on their efforts to educate students in skills that will be needed in the future, to contribute to our community’s cultural life, and attract new residents. [[Change: New policy to link funding sources and capital projects.]] PE6.8 Encourage The Evergreen State College, St. Martin’s University, and South Puget Sound Community College to establish a physical presence in downtown. [[Change: Added the language “to establish a physical presence in downtown.]] PE6.9 Collaborate with hospitals and other health care providers to identify actions the City could take to support their role in ensuring public health and their vitality as a major local employment base and to establish a physical presence in downtown. PE6.10 Work with the Thurston Economic Development Council to identify businesses that support the health care sector, and identify what the City can do to help them to succeed. PE6.11 Support our neighboring jurisdictions in their role as the regional center for other activities, such as manufacturing, freight transportation, and air transportation. PE6.12 Collaborate with the Port in its role of facilitating economic development, while continuing to exercise regulatory control over Port development and operations. PE6.13 Balance the Port’s need for truck and rail transportation corridors, while minimizing conflicts with other traffic needs and land use goals.	• Review changing market dynamics to identify new barriers and opportunities to allow the City to invest in the most market-feasible projects. • Develop relationships with property owners and other stakeholders to learn about their interests and short-term and long-term development goals. Given the barriers to development described in the report, the City will need to establish new partnerships with property owners and developers if it wishes to achieve development in the opportunity areas that is compatible with the City’s Comprehensive Plan. Community and neighborhood stakeholders are also critical to this process. • Continue and improve community conversations to better clarify and articulate desired development outcomes and coordinate stakeholders; visions for development. This work would help to refine the City’s policy goals for the opportunity areas and other areas through the comprehensive planning process. Given long-term demographic shifts, the City should support higher density, infill development to achieve multiple public policy goals. • Take advantage of opportunities when they present themselves, which may mean that the City would focus on new opportunity areas, or move forward with actions in existing opportunity areas ahead of schedule. • Coordinate funding opportunities with other public stakeholders (the County, transit agency, the Port of Olympia, the State of Washington, others) with the City’s CFP for major infrastructure investments that move the implementation forward. • Coordinate with planning and implementation in key opportunity		

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			[[Change: New policy.]] PE6.14 Coordinate funding opportunities with other public stakeholders (the County, Intercity Transit agency, the Port of Olympia, the State of Washington, Olympia School District, others) with the City’s CFP for major infrastructure investments to maximize the impact of those investments. Community and Economy  SHARE In 2009, Olympia was selected as one of the Top 10 Best Cities in the nation, by Kiplinger’s Personal Finance Magazine. While identifying state government as the “keystone of Olympia’s economy,” it called Olympia itself a "cultural diamond in the rough" where a thriving visual and performing arts scene is celebrated. It is our individuality as a community -- and our quirkiness -- that sets us apart from other communities, and which makes Olympia such a great place to live and start a business. According to the 2011 Thurston County Creative Vitality Index, more than 650 "creative jobs" were added to the community between 2006 and 2009. These include public relations specialists, writers, librarians, photographers, architects, and others in "creative occupations." Picture: Downtown Olympia’s shops Olympia has received many awards for livability over the years. In 2010, Olympia was recognized as the most secure mid-sized city in the U.S by Farmers Insurance, based on factors that included crime statistics, weather, risk of natural disasters, housing depreciation, environmental hazards, and life expectancy. In 2010, the <i>Gallup-Healthways Well-Being Index</i> ranked Olympia in the top 20% of cities in Washington State. Its survey categories included life evaluation, emotional health,	areas. Some initial steps toward implementation are already underway, including the Martin Way Corridor Study and the Comprehensive Plan update. The Martin Way Corridor Study is evaluating infrastructure investments that can improve access and safety for all transportation modes, and spur higher density development. The City could consider combining subarea planning efforts with the comprehensive planning process for the Kaiser/Harrison and Division/Harrison areas. In addition to the City’s work on the Community Renewal Area Olympia has recently established a Section 108 Loan Program. -This program leverages the City’s annual CDBG Allocation to create a loan pool to promote economic development opportunities within our community. -These funds must be used in a manner consistent with the Department of Housing and Urban Development’s regulations. Generally these funds can be used to support economic development projects that create jobs for low to moderate income people or support reinvestment in areas such as downtown where low to moderate income people live. Economic development efforts must be consistent with growth management goals and not strain the capacity of our natural resources. They must be consistent with the efficient and appropriate use of land. The impact of new business must not compromise the local environment. Economic development does not mean "growth," although growth of jobs, population and revenue may be a byproduct. While growth can improve a community’s quality of life, economic development must be carefully planned. Our investment today in new buildings, and streets and should not damage the ability of future generations to meet their needs. [[Change: The following text was removed because state law provides very limited opportunities for local tax waivers, “Finally,		

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			physical health, healthy behaviors, work environment, clean water, and general satisfaction with life and work. Several recent studies suggest that a sense of "place" - a sense of authenticity, continuity and uniqueness - is the key to a community’s future economic opportunity. One study found that cities in which residents reported highest levels of attachment to and passion for their communities also had the highest rates of economic growth over time. These studies also discovered that qualities such as a welcome and open feeling, attractiveness, and a variety of social events and venues all contributed to this emotional bond. Parks and trees, community and historic landmarks, and public art also contributed to that hard-to-define “sense of place.” A Diverse Economy  SHARE Those same qualities that contribute to the strong emotional bonds many residents form with Olympia also appeal to visitors. Visitors contribute to our economy by shopping, dining, taking in a performance in one of our theaters, and spending the night in a hotel. According to the Thurston Visitor and Convention Bureau, in 2009, Thurston County businesses generated an estimated \$66.9 million from tourism alone – spending on accommodations and food service, arts, entertainment and recreation, retail and travel. This revenue generated an estimated \$19.6 million in local and taxes that year, and employed an estimated 3,000 people. Picture: TC Creative Vitality Index Olympia’s arts community is also a draw for tourism, and one of its beneficiaries. Music According to findings from a study completed by students at The Evergreen State College for the Olympia Arts Commission, the music	Olympia must be careful not to agree to revenue concessions to developers or potential tenants unless careful fiscal analysis justifies them. The community can be made worse off financially if it gives away a large part of the revenue base in order to attract firms. Years even decades of shortfalls can result if unwise investments and tax concessions are granted. With years of fiscal distress, the City would not be able to afford infrastructure investments that improve our quality of life, and would lose its attractiveness as a place for private investment.”}} Goals and Policies  SHARE GE1 GE1 Olympia has a stable economy that provides jobs that pay a living wage.  SHARE PE1.1 Provide a desirable setting for business investment and activity. PE1.2 Develop or support programs and strategies that encourage living-wage jobs. GE2 Olympia has a strong revenue base.  SHARE PE2.1 Encourage retail, office, medical and service activities for their value in providing employment and tax revenues. PE2.2 Identify major revenue-generating sectors and identify actions the City can take to help maintain their economic health. PE2.3 Ensure that the total amount of land planned for commercial and industrial uses is sufficient for expected demand. PE2.4 Diversify the local economy in a way that builds on our stable public sector base, and by supporting businesses that can reduce reliance on goods and services from outside the community.		

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			industry in Olympia generated an estimated \$27 million in total business revenues -- including manufacturing, retail, and venue receipts-- in 2008, contributing approximately \$2.5 million in local and state taxes for that year. Theater The Arts Alliance of Downtown Olympia determined that in 2009, local theaters brought 167,000 people downtown to attend more than 500 live performances, primarily in the evenings and Sunday matinees. The industry had a \$3.8 million operating budget, and brought in an estimated \$1.6 million to the community in local pay and benefits. Artists as business owners As of January 2010, State Senate District 22, which includes Olympia, was home to 410 arts-related businesses that employed 1,374 people, according to a report published by the national organization, <i>Americans for the Arts</i>. According to the report, "Arts-centric businesses play an important role in building and sustaining economic vibrancy. They employ a creative workforce, spend money locally, generate government revenue, and are a cornerstone of tourism and economic development." Small businesses According to the Thurston Economic Development Council, an estimated 14,000 small businesses are registered in Thurston County, and 92% of them employ 10 or fewer people. Small businesses include service providers, small manufacturers, farmers, artists, and many of the retail businesses that set our community apart from others. Picture: Olykraut But for these businesses to provide a living wage [for their owners and employees], they need a strong customer base. Since 2007, the Olympia-based volunteer organization, <i>Sustainable South Sound</i> has hosted a “Buy	PE2.5 SupportEncourage employers whoto export goods and services to regional, national or international markets, but keep jobs and dollars in Olympia. PE2.6 Regularly review the development market to identify changing circumstances that create barriers or opportunities for investment in our community. [[Change: New policy.]] PE2.7 Use the City’s Section 108 Loan program to promote economic investment and job creation and redevelopment activity that benefits low to moderate income people in our community. GE3 A vital downtown provides a strong center for Olympia’s economy.  SHARE PE3.1 Support a safe and vibrant downtown with many small businesses, great public places, events, and activities from morning through evening. PE3.2 Support lively and active downtown parks and waterfront attractions. PE3.3 Promote high-density housing downtown for a range of incomes. PE3.4 Protect existing trees and plant new ones as a way to help encourage private economic development and redevelopment activities. [[Change: New policies PE3.5 to PE3.7 added to address new tools for economic development.]] PE3.5 Support continuation of the Dash Shuttle as a means of linking the Capital Campus and downtown. PE3.6 Use tools such as the Downtown Project, establishment of a Community Renewal Area, creation of a downtown master plan and other		

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			Local” program, which encourages citizens to shop at local farms and businesses. The program has an education and outreach program that shows people where their dollars go, based on where they shop, and a savings book with incentives to shop at more than 140 participating farms, businesses and organizations. They also help businesses find local sources for the goods and services they need for their own operations. Business training and support is available through our local colleges and university, the Thurston Economic Development Council, and Olympia-based <i>Enterprise for Equity</i>, which helps people with limited incomes start and sustain small businesses. Goals and Policies  SHARE GE7 Public and private investors are aware of Olympia’s advantages.  SHARE PE7.1 Actively promote economic activities that are consistent with the values expressed in this Comprehensive Plan. PE7.2 Market Olympia’s advantages to local and out-of-town businesses that may be considering expansions or new facilities in the area. PE7.3 Define a more active City role in stimulating development, and influencing the design and type of development. [[Change: New policy to acknowledge City’s partnership with Economic Development Council.]] PE7.4 Continue to coordinate and partner with the Thurston County Economic Development Council to promote Olympia’s economic redevelopment opportunities.	planning processes and tools to improve the economic and social health of downtown. PE3.7 Use the Section 108 Loan Program to encourage economic investment and job creation in our downtown that benefits low to moderate income people. GE4 The City achieves maximum economic, environmental and social benefit from public infrastructure.  SHARE PE4.1 Plan our investments in infrastructure with the goal of balancing economic, environmental and social needs, supporting a variety of potential economic sectors, and creating a pattern of development we can sustain into the future. PE4.2 Stimulate and generate private investment in economic development and redevelopment activities as recommended in the Investment Strategy Report. PE4.3 Make decisions to invest in public infrastructure projects after analysis determining their total costs over their estimated useful lives, and their benefit to environmental, economic and social systems. PE4.4 Consider whether the public cost of new or improved infrastructure can be recovered through increased revenues the City can expect from the private investment the improvement will attract. PE4.5 Identify and take advantage of infrastructure grants, loans, and other incentives to achieve the goals of this Comprehensive Plan. PE4.6 Economic uncertainty created by site contamination can be a barrier to development in downtown and elsewhere in our community; identify potential tools, partnerships and resources that can be used to create more economic certainty for developments by better		

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			GE8 Historic resources are used to promote economic stability in the City.  SHARE PE8.1 Strengthen economic vitality by helping to stabilize and improve of property values in historic areas through the continued support of the Heritage Commission and planning to protect and promote our historic resources. PE8.2 Encourage new development to harmonize with existing historic buildings and areas. PE8.3 Protect and enhance the City’s ability to attract tourists and visitors through preservation of historic resources. PE8.4 Renovation, reuse and repair of existing buildings is preferable to new construction and should be done in a manner that protects and enhances the resource when historic properties are involved. PE8. 5 Help low- and moderate-income individuals rehabilitate their historic properties. GE9 Tourism is a community revenue source.  SHARE PE9.1 Provide or support, services and facilities to help visitors enjoy our community’s special events and unique character, and work to fully capture the potential economic benefits of their visits. PE9.2 Continue to support efforts to restore, maintain and improve Olympia’s local museums and other attractions. PE9.3 Support continued tree plantings as a way to continually improve on Olympia’s natural beauty and attractiveness to tourists – and to help create a network of scenic roadways and streets.	characterizing contamination where doing so fulfills a public purpose. PE4.7 Identify where new and upgraded utilities will be needed to serve areas zoned for commercial and industrial use, and encourage the development of utilities to service these areas. PE4.8 Investigate the feasibility of the City providing telecommunications infrastructure, high speed internet connectivity or other new forms of infrastructure. PE4.9 Collaborate with public and private partners to finance infrastructure needed to develop targeted commercial, residential, industrial, and mixed-use areas (such as Downtown Investment Strategy Report opportunity areas and along Urban Corridors) with water, sewer, electricity, street, street frontage, public parking, telecommunications, or rail improvements, as needed and consistent with the Comprehensive Plan. PE4.10 Encourage new development in areas the City has designated for “infilling,”infill before considering proposals to expand land-use areas, or addadding new ones-areas. PE4.11 Serve sites to be designated for industrial or commercial development with required utilities and other services on a cost-effective basis and at a level appropriate to the uses planned for the area and coordinated with development of the site. PE4.12- Avoiding building lengthy and expensive service extensions that would cost more than could ever be recovered from revenues. GE5 The City has responsive and efficient services and permitting process.  SHARE PE5.1 Maintain the City’s high quality customer service and continuously seek to improve it.		

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			PE9.4 Implement strategies to enhance heritage tourism opportunities. GE10 Olympia is a regional center for arts and entertainment.  SHARE PE10.1 Continue to provide programs and services that support arts activities in Olympia. PE10.2 Support local art galleries, museums, arts and entertainment facilities, organizations, and businesses. PE10.3 Examine the feasibility of establishing an arts center for the community. GE11 Small businesses contribute to Olympia’s economic diversity.  SHARE PE11.1 Promote the concept that buying from local businesses is a way to strengthen the local economy. [[Change: Existing policy revised to include allowing for more home-based businesses.]] PE11.2 Provide support for start-up businesses. Develop local awareness of the need for business incubator facilities, and allow for more home-based businesses. For More Information  SHARE • Knight Soul of the Community Project  studies that sense of "place" that attached people to their communities • Port of Olympia Comprehensive Scheme of Harbor Improvements • Port of Olympia 2013-2025 Strategic Plan Vision 2025 • The Profile  is the Thurston County Regional Planning Council’s flagship document that provides demographic,	PE5.2 Use regulatory incentives to encourage sustainable practices. PE5.3 Improve the responsiveness and efficiency of the City’s permit system, in part by identifying and removing waste, lack of clarity, duplication of efforts and other process inefficiencies that can occur in the development review process. PE5.4 Create more predictability in development review process to reduce costs, without eliminating protections. PE5.5 Eliminate redundancy in review processes, and create clearer rules. PE5.6 Create a review process that is easy for all parties to understand at every stage and that invites input from affected parties as early as possible in the development process. [[Change: New policy to address new tools for economic development-]]. PE5.7 Use tools such as Form Based Codes, Subarea Plans, Focus Area Plans, Community Renewal Area planning and other proactive planning processes and tools to define and develop a shared redevelopment vision for specific areas within the community such as those identified in the Investment Strategy Report and elsewhere in this plan.GE6 GE6 Collaboration with other partners maximizes economic opportunity.  SHARE PE6.1 Support appropriate economic development efforts of our neighboring jurisdictions, recognizing that the entire region benefits from new jobs, regardless of where they are. PE6.2 Collaborate with neighboring jurisdictions to develop a regional strategy for creating a sustainable economy.		

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			statistical and mapping information • Thurston Economic Vitality Index  provides both a trend analysis and snapshot of Thurston County’s economy based upon a series of key indicators • Washington State County Travel Impacts 1991-2009  examines the economic significance of the travel industry in the 39 counties of Washington state from 1991-2009 • Investment Strategy – City of Olympia Opportunity Areas • Downtown Olympia Community Renewal Area Feasibility Study ¹Source: Washington Department of Personnel, 2013 ¹Thurston County Employment Forecast Allocations, 2013: Thurston Regional Planning Council	PE6.3 Look for economies of scale when providing services at the regional level. PE6.4 Prepare preliminary studies for priority development sites (such as Downtown, Investment Strategy Report opportunity areas or Urban Corridors) in advance, so the City is prepared for development applications, and the process can be more efficient. PE6.5 Collaborate with local economic development organizations to create new and maintain existing living-wage jobs. PE6.6 Work closely with state and county governments to ensure their offices and facilities are in the City of Olympia, which is both the state’s capitol and the county seat.- Continue to work with the State of Washington on its Preferred Leasing Areas Policy and collaborate with Thurston County government to accommodate the needs for county courthouse-related facilities. PE6.7 Collaborate with The Evergreen State College, St. Martin’sUniversity, and South Puget Sound Community College on their efforts to educate students in skills that will be needed in the future, to contribute to our community’s cultural life, and attract new residents. [[Change: New policy to link funding sources and capital projects-]]. PE6.8 Encourage The Evergreen State College, St. Martin’s University, and South Puget Sound Community College to establish a physical presence in downtown. [[Change: Added the language "to establish a physical presence in downtown-"]]. PE6.9 Collaborate with hospitals and other health care providers to identify actions the City could take to support their role in ensuring public health and their vitality as a major local employment base and to establish a physical presence in downtown.		

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				PE6.10 Work with the Thurston Economic Development Council to identify businesses that support the health care sector, and identify what the City can do to help them to succeed. PE6.11 Support our neighboring jurisdictions in their role as the regional center for other activities, such as manufacturing, freight transportation, and air transportation. PE6.12 Collaborate with the Port in its role of facilitating economic development, while continuing to exercise regulatory control over Port development and operations. PE6.13 Balance the Port’s need for truck and rail transportation corridors, while minimizing conflicts with other traffic needs and land use goals. [[Change: New policy.]]. PE6.14 Coordinate funding opportunities with other public stakeholders (the County, Intercity Transit agency, the Port of Olympia, the State of Washington, Olympia School District, others) with the City’s CFP for major infrastructure investments to maximize the impact of those investments. Community and Economy <u>Several recent studies suggest that a sense of “place” – a sense of authenticity, continuity and uniqueness – is the key to a community’s future economic opportunity. One study found that cities in which residents reported highest levels of attachment to and passion for their communities also had the highest rates of economic growth over time. These studies also discovered that qualities such as a welcome and open feeling, attractiveness, and a variety of social events and venues all contributed to this emotional bond. Parks and trees, community and historic landmarks, and public art also contributed to that hard-to-define “sense of place.”</u>		

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				 SHARE In 2009, Olympia was selected as one of the Top 10 Best Cities in the nation, by Kiplinger’s Personal Finance Magazine. While identifying state government as the “keystone of Olympia’s economy,” it called Olympia itself a "cultural diamond in the rough" where a thriving visual and performing arts scene is celebrated . It is our individuality as a community -- and our quirkiness -- that sets us apart from other communities, and which makes Olympia such a great place to live and start a business. According to the 2011 Thurston County Creative Vitality Index, more than 650 "creative jobs" were added to the community between 2006 and 2009. These include public relations specialists, writers, librarians, photographers, architects, and others in "creative occupations." It is our individuality as a community -- and our quirkiness -- that sets us apart from other communities, and which makes Olympia such a great place to live and start a business. According to the 2011 Thurston County Creative Vitality Index, more than 650 "creative jobs" were added to the community between 2006 and 2009. These include public relations specialists, writers, librarians, photographers, architects, and others in "creative occupations." Photo: Downtown Olympia’s Shops Olympia has received many awards for livability over the years.- In 2010, Olympia was recognized as the most secure mid-sized city in the U.S by Farmers Insurance, based on factors that included crime statistics, weather, risk of natural disasters, housing depreciation, environmental hazards, and life expectancy. In 2010, the Gallup-Healthways Well-Being Index ranked Olympia in the top 20% of cities in Washington State. Its survey categories included life evaluation, emotional health, physical health, healthy behaviors, work environment, clean water, and general satisfaction with life and work.		

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				Several recent studies suggest that a sense of "place"—a sense of authenticity, continuity and uniqueness—is the key to a community’s future economic opportunity. One study found that cities in which residents reported highest levels of attachment to and passion for their communities also had the highest rates of economic growth over time. These studies also discovered that qualities such as a welcome and open feeling, attractiveness, and a variety of social events and venues all contributed to this emotional bond. Parks and trees, community and historic landmarks, and public art also contributed to that hard-to-define “sense of place.” A Diverse Economy  Those same qualities that contribute to the strong emotional bonds many residents form with Olympia also appeal to visitors. Visitors contribute to our economy by shopping, dining, taking in a performance in one of our theaters, and spending the night in a hotel. According to the Thurston Visitor and Convention Bureau, in 20092013, Thurston County businesses generatedreceived an estimated \$66.9250 million from tourism alone—visitor spending on accommodations and food service, arts, entertainment and recreation, retail and travel. This revenueactivity generated an estimated \$19.6 million in state and local and taxes that year, and employed an estimated 3,000 people. Photo: TC Creative Vitality Index... Olympia’s arts community is also a draw for tourism, and one of its beneficiaries. Music According to findings from a study completed by students at The Evergreen State College for the Olympia Arts Commission, the music industry in Olympia generated an estimated \$27 million in total business revenues --including manufacturing, retail, and venue receipts-- in 2008, contributing approximately \$2.5 million in		

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				local and state taxes for that year. Theater The Arts Alliance of Downtown Olympia determined that in 2009, local theaters brought 167,000 people downtown to attend more than 500 live performances, primarily in the evenings and Sunday matinees. The industry had a \$3.8 million operating budget, and brought in an estimated \$1.6 million to the community in local pay and benefits. Artists as business owners As of January 2010, State Senate District 22, which includes Olympia, was home to 410 arts-related businesses that employed 1,374 people, according to a report published by the national organization, Americans for the Arts. According to the report, “Arts-centric” businesses play an important role in building and sustaining economic vibrancy. They employ a creative workforce, spend money locally, generate government revenue, and are a cornerstone of tourism and economic development." Small businesses According to the Thurston Economic Development Council, an estimated 14,000 small businesses are registered in Thurston County, and 92% of them employ 10 or fewer people. Small businesses include service providers, small manufacturers, farmers, artists, and many of the retail businesses that set our community apart from others. Photo: Olykraut is a small artisan-artisanal company, turning local produce into value-added product since 2008. ButIn order for these businesses to provide a living wage [for their owners and employees], they need a strong customer base. Since 2007, the Olympia-based volunteer organization, Sustainable South Sound has hosted a “Buy Local” program, which encourages citizens to shop at local farms and businesses. The program has an education and outreach program that		

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				shows people where their dollars go, based on where they shop, and a savings book with incentives to shop at more than 140 participating farms, businesses and organizations. They also help businesses find local sources for the goods and services they need for their own operations. Business training and support is available through our local colleges and university, the Thurston Economic Development Council, and Olympia-based Enterprise for Equity, which helps people with limited incomes start and sustain small businesses. Goals and Policies  SHARE GE7 GE7 Public and private investors are aware of Olympia’s advantages.  SHARE PE7.1 Actively promote economic activities that are consistent with the values expressed in this Comprehensive Plan. PE7.2 Market Olympia’s advantages to local and out-of-town businesses that may be considering expansions or new facilities in the area. PE7.3 Define a more active City role in stimulating development, and influencing the design and type of development. Change: New policy to acknowledge City’s partnership with Economic Development Council. PE7.4 Continue to coordinate and partner with the Thurston County Economic Development Council to promote Olympia’s economic redevelopment opportunities. GE8 Historic resources are used to promote economic stability in the City.  SHARE PE8.1 Strengthen economic vitality by helping to		

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				stabilize and improve of property values in historic areas through the continued support of the Heritage Commission and planning to protect and promote our historic resources. PE8.2 Encourage new development to harmonize with existing historic buildings and areas. PE8.3 Protect and enhance the City’s ability to attract tourists and visitors through preservation of historic resources. PE8.4 Renovation, reuse and repair of existing buildings is often preferable to new construction and should be done in a manner that protects and enhances the resource when historic properties are involved. PE8.5 Help low- and moderate-income individuals rehabilitate their historic properties. GE9 Tourism is a community revenue source.  PE9.1 Provide or support, services and facilities to help visitors enjoy our community’s special events and unique character, and work to fully capture the potential economic benefits of their visits. PE9.2 Continue to support efforts to restore, maintain and improve Olympia’s local museums and other attractions. PE9.3 Support continued tree plantings as a way to continually improve on Olympia’s natural beauty and attractiveness to tourists - and to help create a network of scenic roadways and streets. PE9.4 Implement strategies to enhance heritage tourism opportunities. GE10 Olympia is a regional center for arts and entertainment.		

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				 SHARE PE10.1 Continue to provide programs and services that support visual and performing arts activities in Olympia. PE10.2 Support local art galleries, museums, arts and entertainment facilities, live music venues, arts organizations, and businesses. PE10.3 Examine the feasibility of establishing an arts center for the community. GE11 Small businesses contribute to Olympia’s economic diversity.  SHARE PE11.1 Promote the concept that buying from local businesses is a way to strengthen the local economy. [[Change: Existing policy revised to include allowing for more home-based businesses-]]. PE11.2 Provide support for start-up businesses. Develop local awareness of the need for business incubator facilities, and allow for more home-based businesses. For More Information  SHARE • Knight Soul of the Community Project studies that sense of "place" that attached people to their communities • Port of Olympia Comprehensive Scheme of Harbor Improvements • Port of Olympia 2013-2025 Strategic Plan Vision 2025 • The Profile is the Thurston County Regional Planning Council’s flagship document that provides demographic, statistical and mapping information • Thurston Economic Vitality Index provides both a trend analysis and snapshot of Thurston County’s economy based upon a series of key indicators • Washington State County Travel Impacts		

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				1991-2009 examines the economic significance of the travel industry in the 39 counties of Washington State • Investment Strategy – City of Olympia Opportunity Areas • Downtown Olympia Community Renewal Area Feasibility Study • Proverty in America Living Wage Calculator • Sustainable Thurston’s Creating Spaces Preserving Places: A Sustainable Development Plan for the Thurston Region • Thurston Economic Vitality Index ⁱSource: Washington Department of Personnel, 2013 ⁱⁱThurston County Employment Forecast Allocations, 2013-; Thurston Regional Planning Council.		
Public Services	Council recommended staff changes	9/9/2014	Change paragraph following the caption “Code Enforcement Promotes Neighborhood Livability” Code Enforcement is a City program that allows citizens and others to report violations of city code relating to health, safety, and welfare on private property. The program will investigate, for example, complaints about noise, trash, graffiti, signs, abandoned vehicles, overgrown noxious weed, dangerous buildings, and encampments. As our communities grow, age, and become more dense, the program is becoming increasingly important to maintaining our high quality of life.	Staff recommended change: Code Enforcement is a City program that allows citizens and others to report violations of city code relating to health, safety, and welfare on private property. The program will investigate, for example, complaints about noise, trash, graffiti, signs, abandoned vehicles, overgrown noxious weed, dangerous buildings, and encampments. As our communities grow, age, and become more dense, the program is becoming increasingly important to maintaining public safety and our high quality of life.		
Capital Facilities Plan						