



# Adoption of the Downtown Strategy

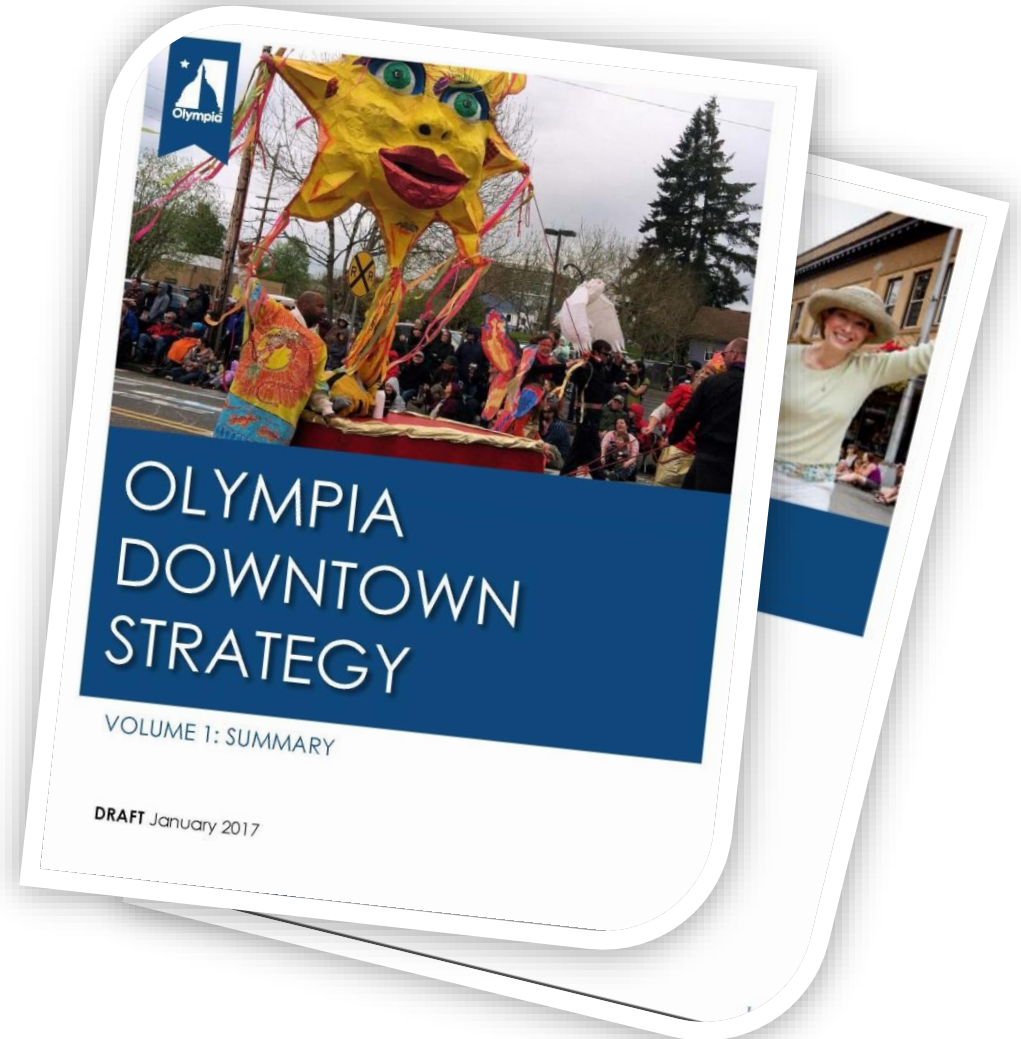
City Council  
April 25, 2017



# Celebrate a Milestone!

Adoption of a Downtown Strategy that:

- Moves our vision for Downtown forward
- Realistic, impactful actions
- Reduces development uncertainties
- Encourages private investment
- Enhances public spaces
- Preserves unique qualities



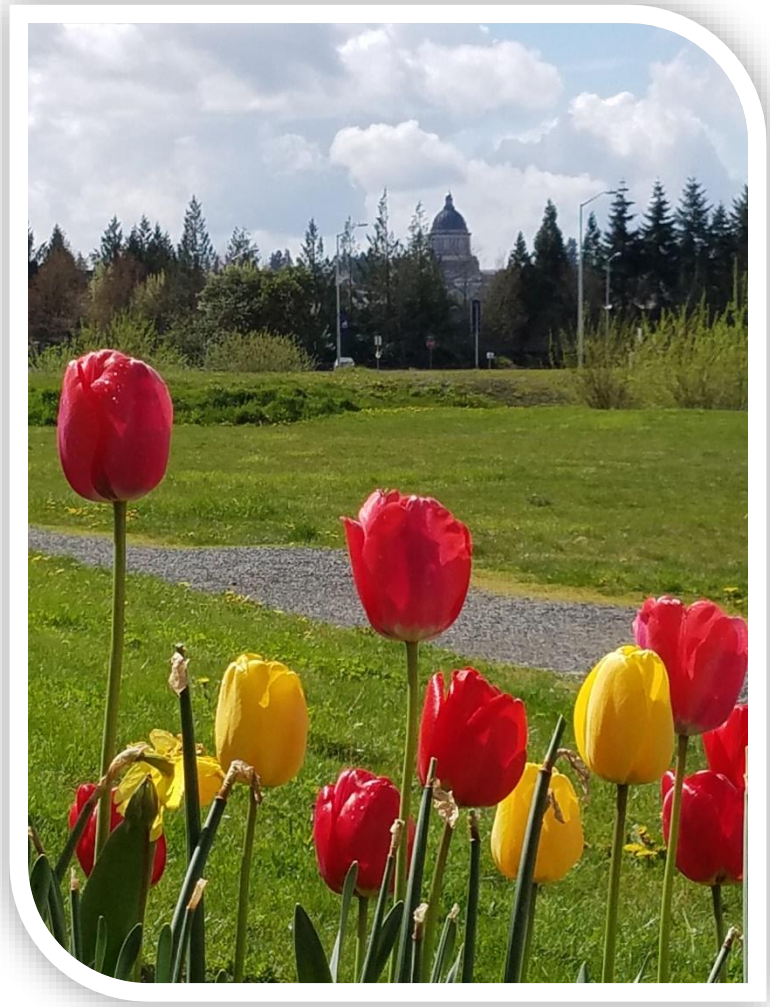
# Huge Public Process



# Planning Commission Recommendation

Adopt with:

- Minor edits
- Added information
  - Clear direction for budgets & work plans
  - Relationship to other plans (e.g., emergency management)
- Emphasized need for a homeless response plan

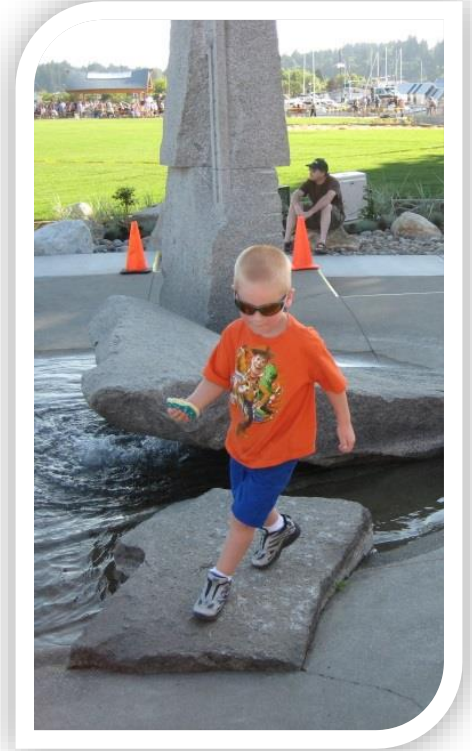


How does the  
Downtown Strategy  
change things?

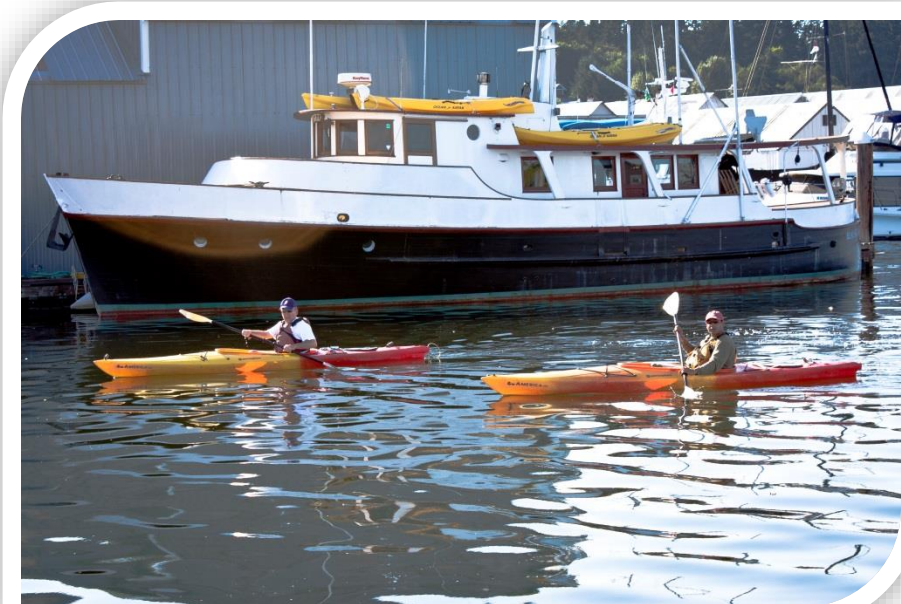
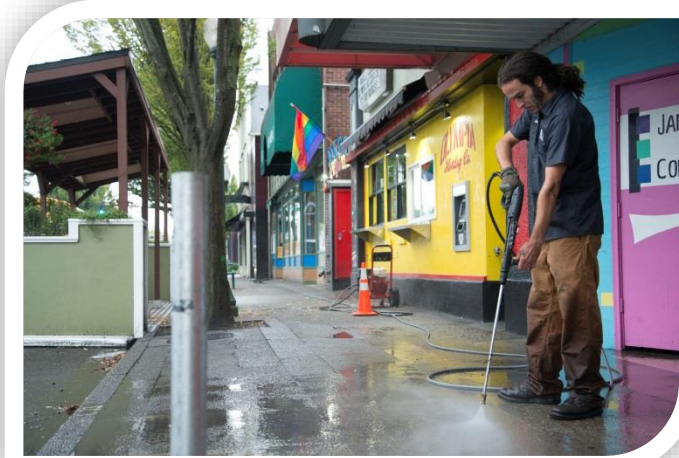


# It's a Strategy...

- Balances various stakeholder needs
- Integrates multiple goals and activities
- Identifies priorities
- Builds on prior efforts
- Realistic near-term actions
- Responds to change



# Communicates & Builds Consensus for Action



# Highlights: Priorities & actions

- Design concepts for 5 streets
- Longer-term transportation opportunities
- Additional development tools
- Views to consider for protection
- Retail strategy
- Homelessness response plan
- Housing strategy & program
- Retail strategy
- Waterfront is a priority!

OLYMPIA DOWNTOWN STRATEGY

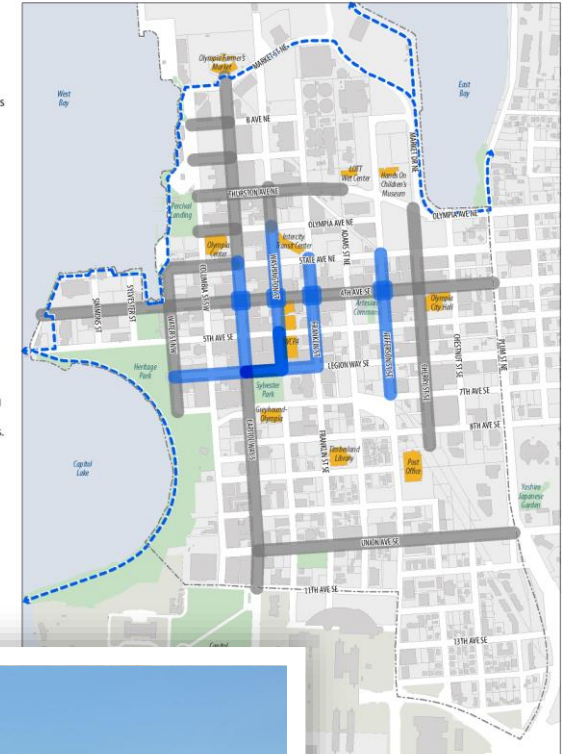
## DRAFT Street Improvement Actions

### KEY PHYSICAL IMPROVEMENTS

- Short-term investments
- Long-term investment opportunities (looking for funding and partnerships)
- Olympia Waterfront Route trail planning and completion (immediate and long-term actions)

### NOTE

Updated street standards and transportation master planning may lead to additional long-term street improvements.





# Concept

It's about:

- Building on our assets
- Enhancing local, authentic character
- Creating a concentration of complementary activities that draw people and investment
- Multi-modal connections

## CHARACTER AREAS

- WATERFRONT**  
Enhance and connect to waterfront attractions.
- CAPITOL TO MARKET**  
Encourage a high activity mix of uses from the Capitol to the Farmers Market.
- ARTISAN/TECH**  
Encourage an eclectic mix of commercial activities and residences to support a creative neighborhood.
- ENTERTAINMENT**  
Continue the core's energy eastward in a safe and lively entertainment district.
- SE NEIGHBORHOOD**  
Build a holistic neighborhood with services and amenities.

## KEY PHYSICAL IMPROVEMENTS

- Short-term investments
- Long-term investment opportunities (looking for funding and partnerships)
- Olympia Waterfront Route trail planning and completion (immediate and long-term actions)

## NOTE

Updated street standards and transportation master planning may lead to additional long-term street improvements.










# Keeping Momentum & Tracking Progress

- Communicate
  - The Strategy
  - That action(s) are part of the Strategy
- Include as part of the citywide action plan
- Annually revisit at time of budget



# Citywide Action Plan

- Road map for moving the Comprehensive Plan vision forward
- Downtown is one of 5 action areas
- Includes big DTS actions
- Measures progress

Downtown					
Indicator	Baseline	Most Recent	Goal	Target	Status
Sales tax revenue	\$145,668 2012	TBD	Increase	TBD	
Housing mix (market rate to low income ratio)	43% market rate to low-cost in 2016	Same	Increase market-rate	TBD	
<a href="#">Peak-hour parking occupancy on weekdays</a>	69% March 2015	77% March 2016	Maintain	Between 70-85%	
Retail/office vacancy rates	TBD	TBD	TBD	TBD	
Percent of survey respondents rating downtown as clean and safe	TBD	TBD	Increase	TBD	
Number of community-wide arts venues or special events	TBD	TBD	Increase	TBD	
Number of historic and cultural sites	TBD	TBD	Increase	TBD	



# Downtown Strategy Implementation | Timeline

olympiawa.gov/DTS

# Actions



Topic Area	Ref	Recommended Actions	2017	2018/19	2020/21	Lead	Estimated Cost* within next year	Anticipated Funding Source
Land Use	LU.3	Update zoning & development standards	➔			CPD		Existing Staff
	LU.4	With partners, develop actions to enhance and promote waterfront recreation activities		➔		OPAR		
	LU.1	Form a Sea Level Response (SLR) Plan <a href="http://www.olympiawa.gov/sealevelrise">www.olympiawa.gov/sealevelrise</a>	➔	➔		PW	\$250,000	Joint funding, LOTT, Port and City
	LU.2	Develop and adopt a land use, circulation, design & environmental enhancement plan for the isthmus. Scope public process for long-term plan and begin interim improvements in 2017.	➔	➔		OPAR/ CPD	Up to \$500,000 for Interim Improvements	Parks CIP; 2015 CFP; Existing Staff
	LU.5	Identify buildings and tools appropriate for adaptive reuse, and promote these tools	➔	➔	➔	CPD		Existing Staff
	LU.6	Apply for an EPA Brownfield Assessment Grant and other federal, state funds to assist with assessment or clean-up of site contamination	➔	➔	➔	CPD		Existing Staff
	LU.7	Explore how City-owned properties could be redeveloped through public/private partnerships to meet goals	➔	➔	➔	CPD		Existing Staff
Incentives	DI-2	Establish Downtown as an urban infill exemption area for SEPA	➔			CPD		Existing Staff
	DI-1	Promote incentives and other tools that encourage private investment	➔	➔	➔	CPD		Existing Staff
	DI-3	Explore - Program to offer façade improvement grants or loans		➔	➔	CPD		Existing Staff
	DI-4	Explore the utility of a Local Improvement District (LID) to fund projects that benefit contributing property owners such as street improvements, utilities, etc		➔	➔	ASD/ CPD		
	DI-5	Explore the benefits of applying for Community Economic Revitalization Board		➔	➔	CPD		



# Questions?



# CONNECTS...

Physically



Functionally

PROGRAMS, FUNCTIONS,  
AND RESULTS

- Clean and safe public realm
- Arts and activities
- Livable neighborhoods
- Feasible development opportunities

PHYSICAL SETTING

Circulation,  
parking,  
and  
waterfront  
connections

Design  
quality and  
historic  
preservation

DOWNTOWN-WIDE  
OBJECTIVES AND  
CONCERNS

Sea level rise  
and site  
contamination

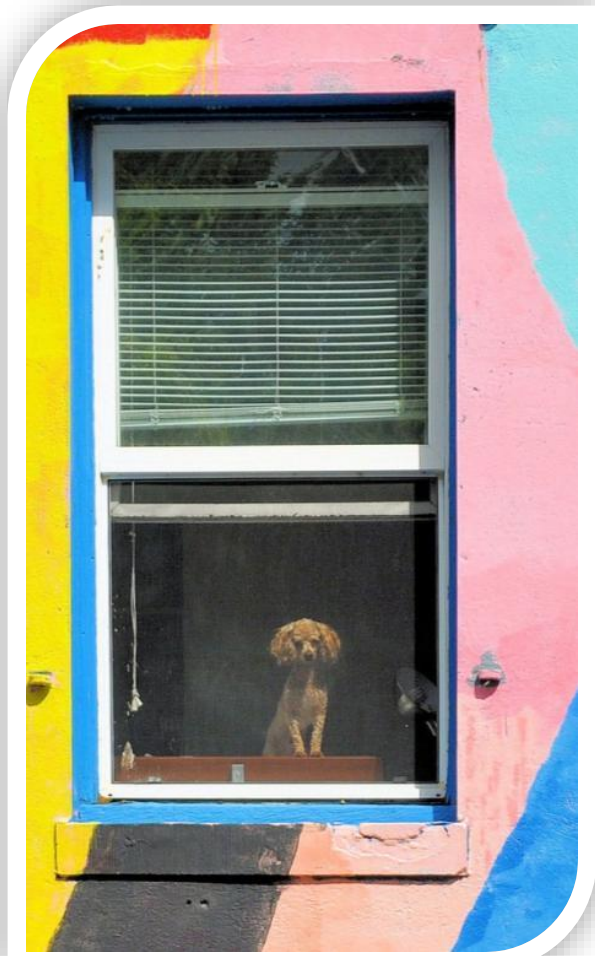
Inclusive  
residential  
opportunities

Vibrant  
business/retail  
environment

Homelessness  
and street  
dependency

# PEOPLE...

Residents



Business Persons



Visitors

# PLACES and...

New  
Development

Physical Resources





# SPACES

Open Spaces



Active Streets



Views

# ACTIONS: LAND USE

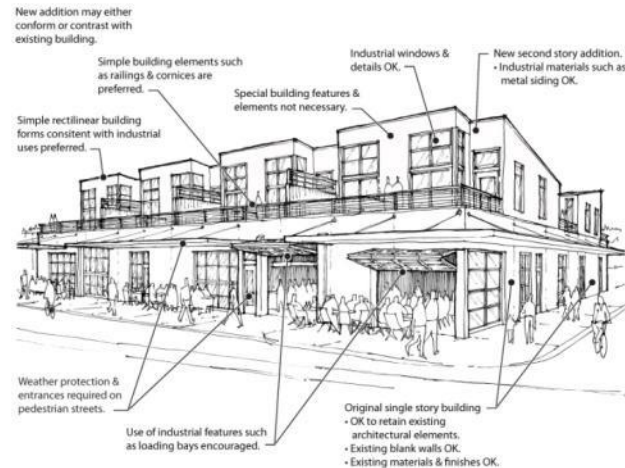


LU.1 Sea level rise plan

LU.2 Plan the Isthmus

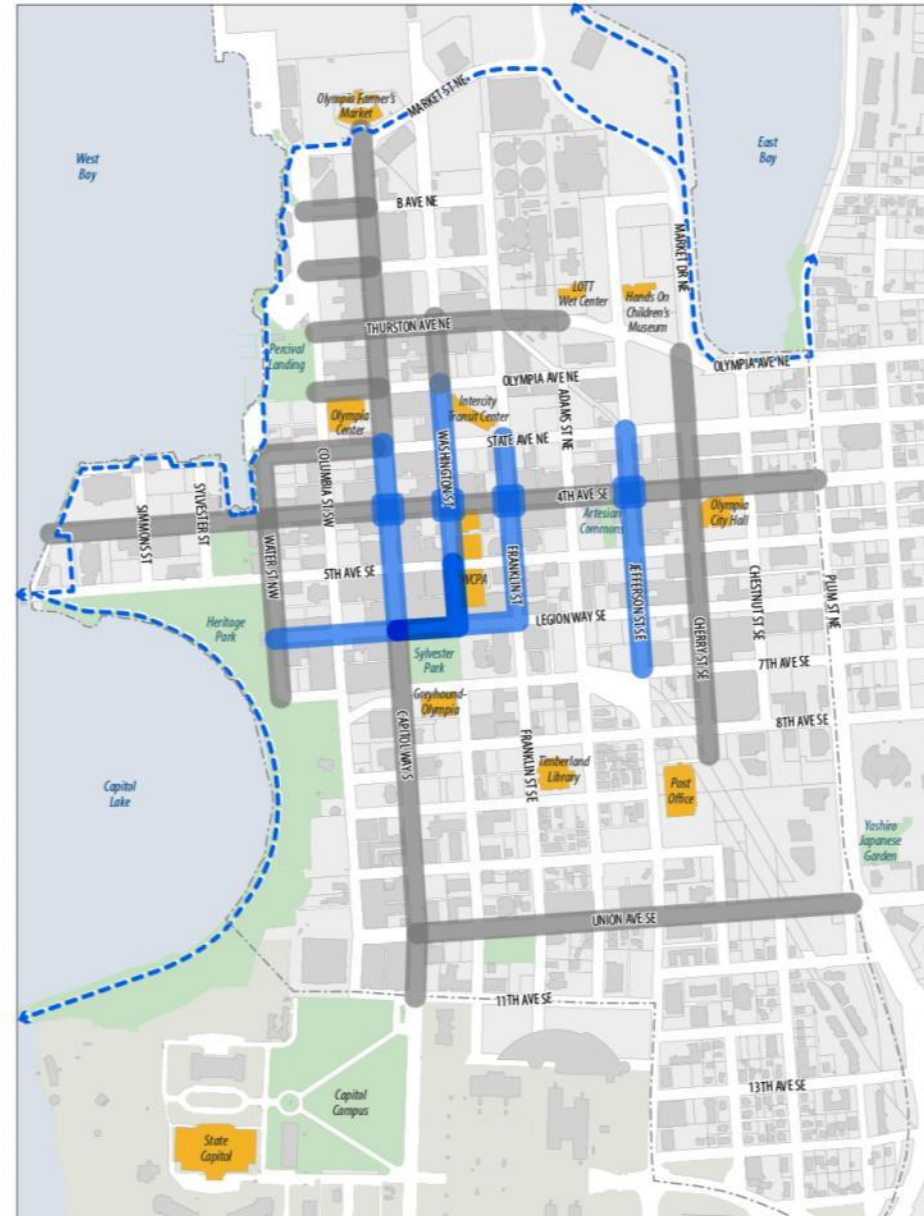
LU.3 Update zoning

LU.4 Encourage  
adaptive use



# ACTIONS: TRANSPORTATION

- T.1 Improve 5 signature streets
- T.2 Explore improving intersections on 4<sup>th</sup>
- T.3 Explore other funding options
- T.6 Update parking strategy
- T.7 Prepare a street tree master plan
- T.9 Improve Olympia Waterfront Route



# ACTIONS: TRANSPORTATION

## T.1 Improve 5 signature streets

Enhance streetscape continuing from Capitol Campus to Market with more uniform street tree palette and street lights

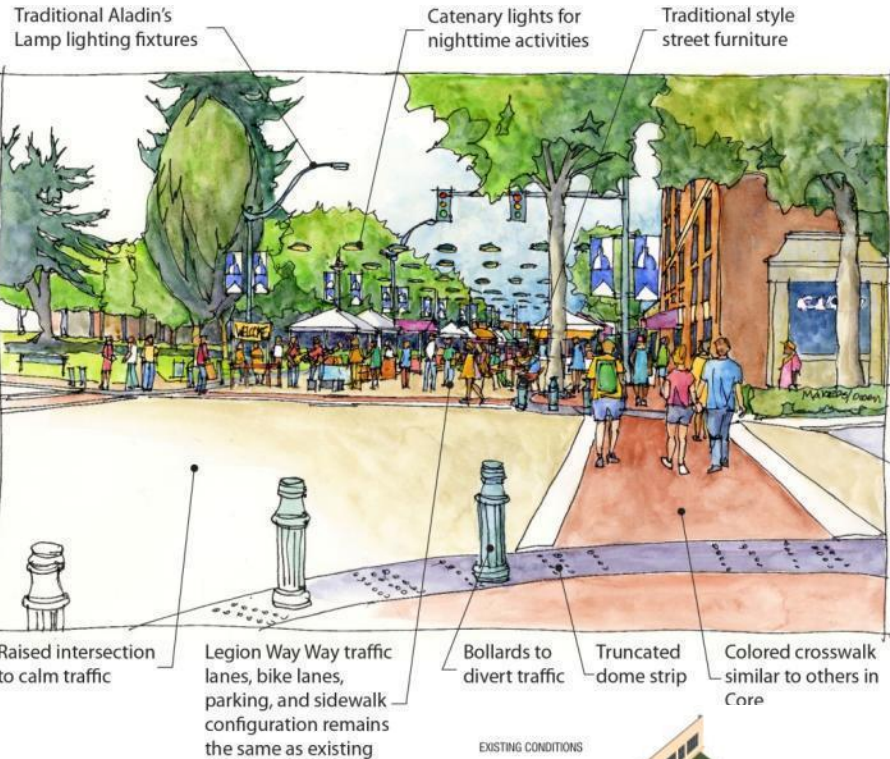
Signature street tree palette - not necessarily ornamental trees as shown



Three lane street configuration if a traffic study confirms feasibility

Mid block crosswalks where appropriate

Accent paving in special areas is appropriate



Raised intersection to calm traffic

Legion Way Way traffic lanes, bike lanes, parking, and sidewalk configuration remains the same as existing

Bollards to divert traffic

Truncated dome strip

Colored crosswalk similar to others in Core

EXISTING CONDITIONS

PARKING CONFIGURATION

OUTDOOR CAFE CONFIGURATION



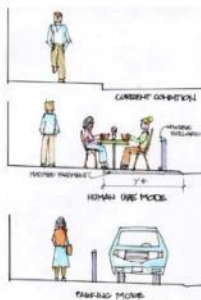
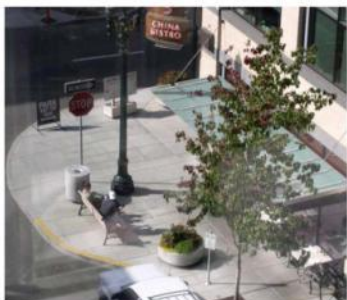
# ACTIONS: TRANSPORTATION

## T.1 Improve 5 signature streets

### INDUSTRIAL THEME



STREET FURNISHINGS



STREET GEOMETRY

### CAPITOL TO MARKET

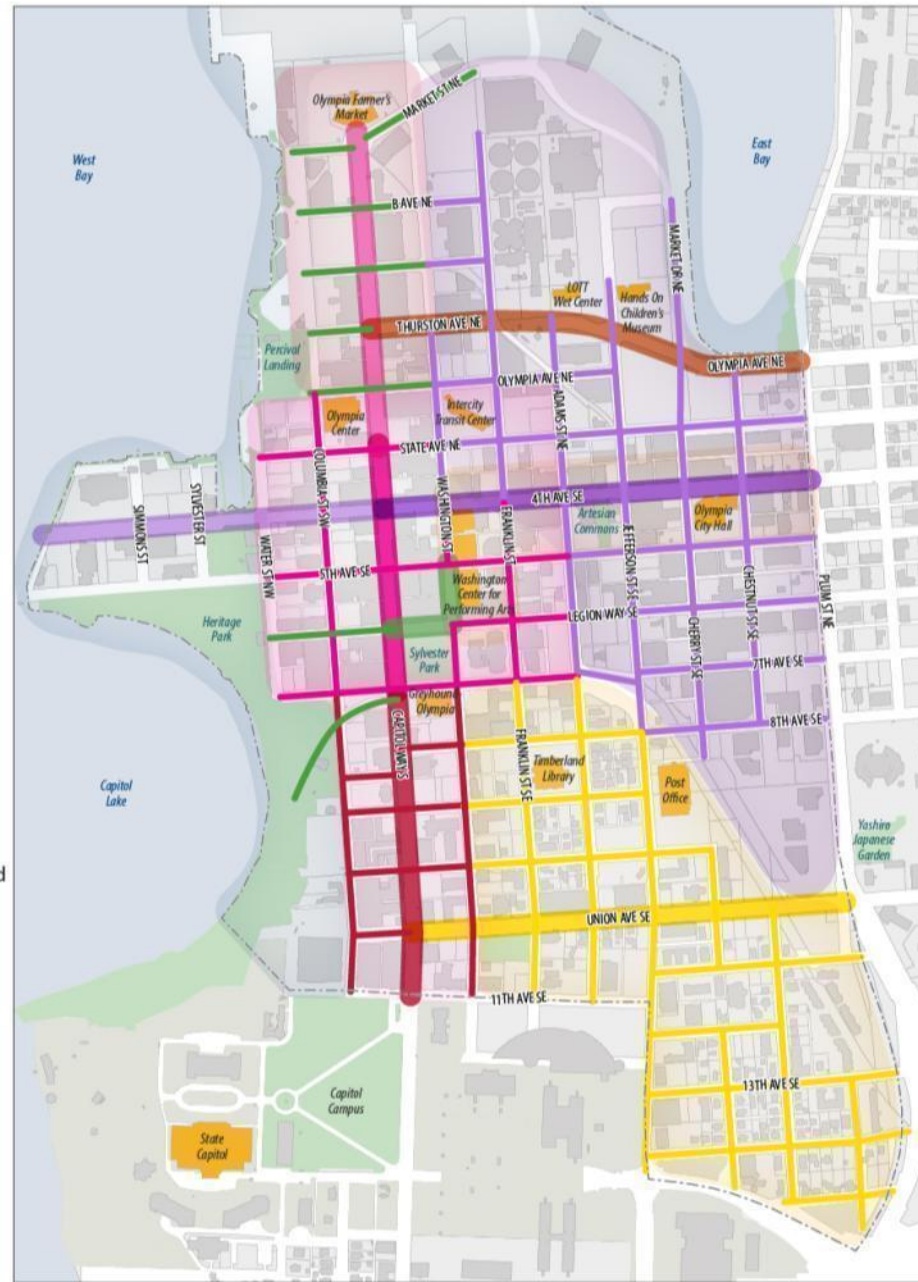
- Capitol Way - Market
- Capitol Way - Core
- Capitol Way - South
- Washington and Legion festival streets
- Core standards
- Upper Capitol Way standards
- Shared streets standards

### ARTISAN/TECH

- Thurston Ave connector
- 4th Ave - Entertainment
- 4th Ave - West
- Artisan/tech standards

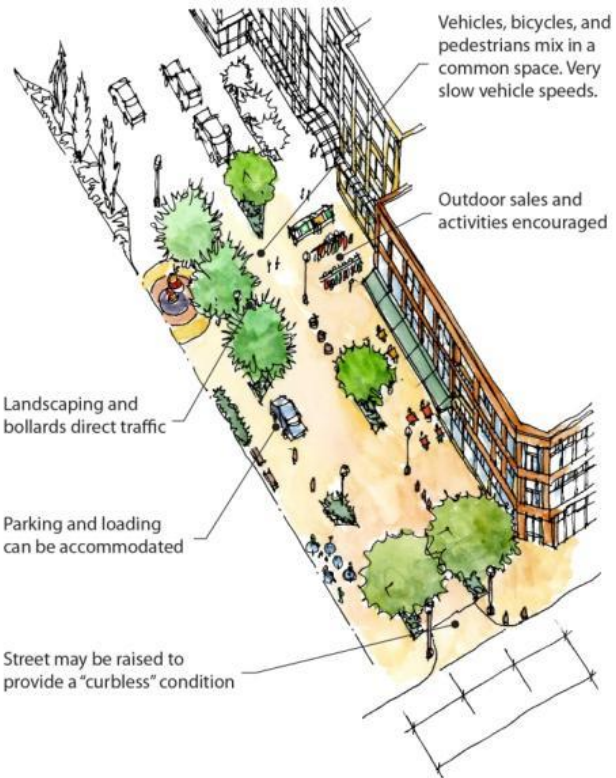
### SE NEIGHBORHOOD

- Union Ave (neighborhood commercial/GSI)
- Neighborhood standards



# ACTIONS: TRANSPORTATION

## T.3 Explore other funding options



"Sharrows" in this section of the bike "trail"

In the future, move power poles to south side of street

New weather protection for Food Bank patrons



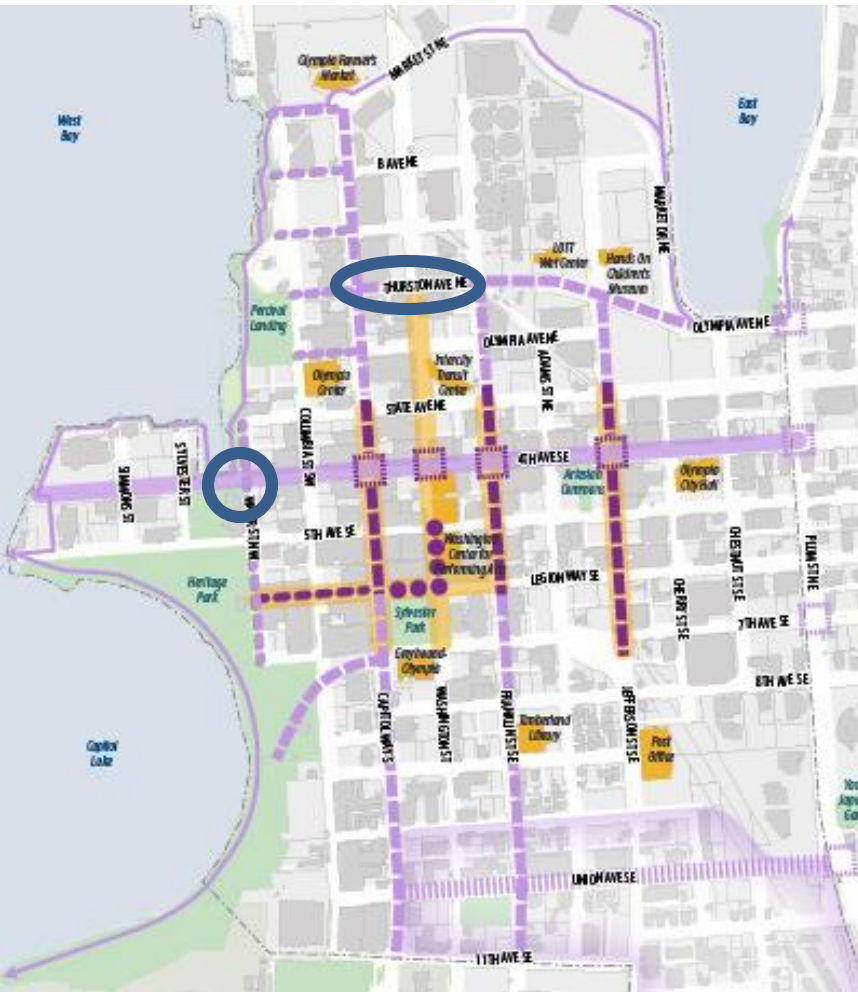
New intersection bulb

New sidewalk between Washington and Franklin will complete a pleasant "trail" between West Bay, Percival Park, the "Hands On" Children's Museum, and East Bay

Added waiting area for Food Bank patrons

# ACTIONS: TRANSPORTATION

## T.9 Improve Olympia Waterfront Route

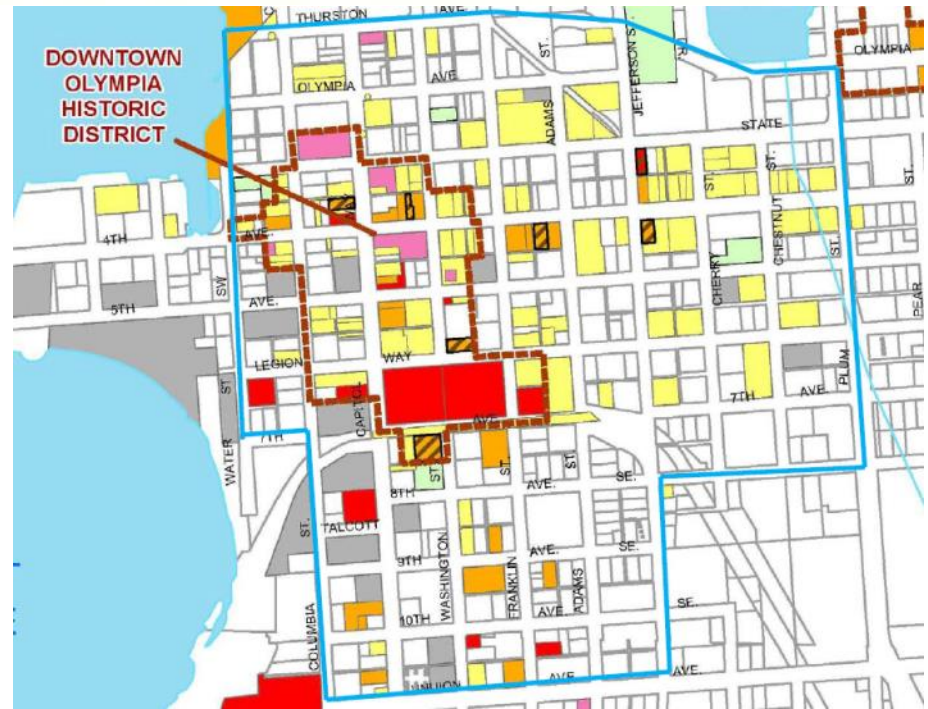


# ACTIONS: DESIGN

D.1 Update design guidelines for building and site development



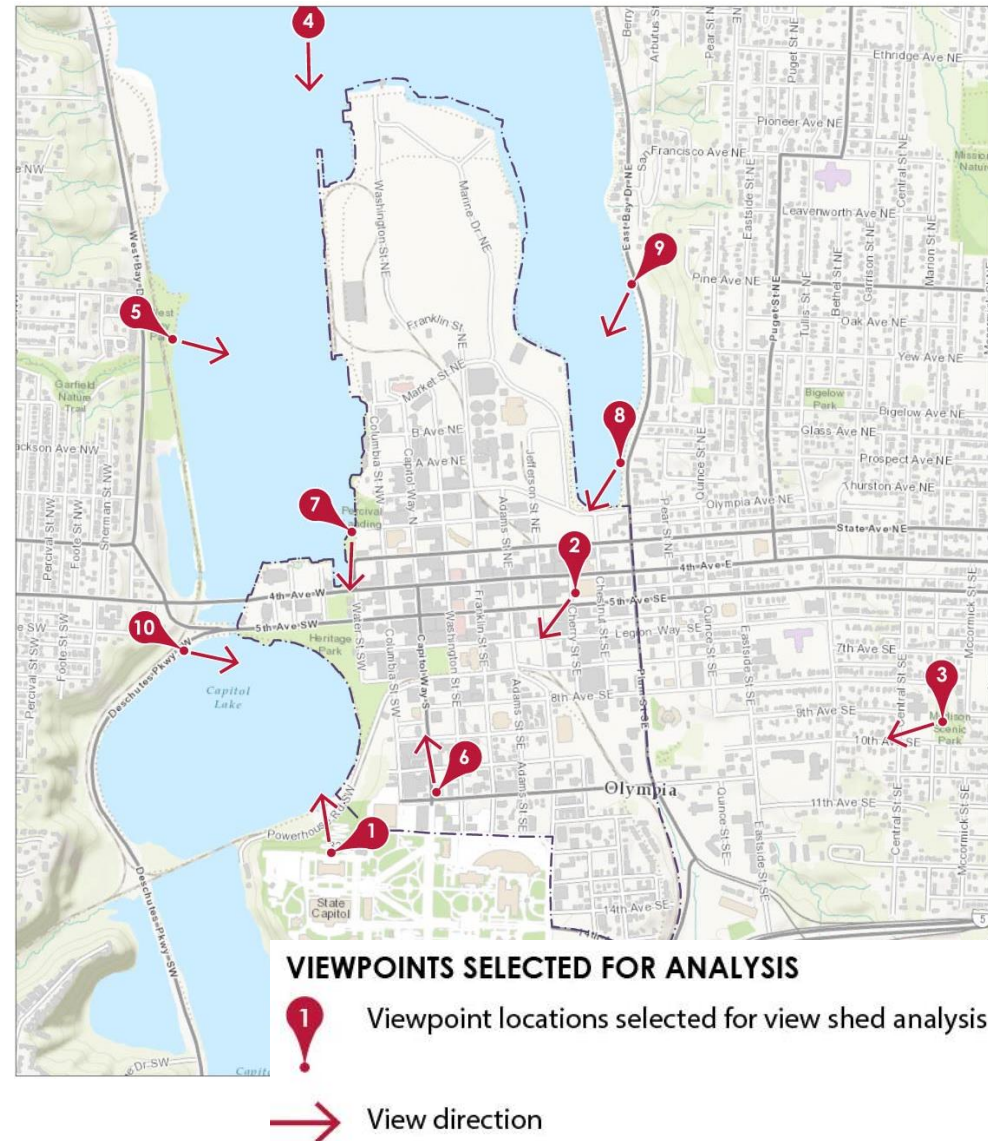
D.3 Inventory historic architecture in Downtown





# ACTIONS: DESIGN

- D.5 Develop an art and wayfinding plan
- D.7 Implement view protection objectives by memorializing designated views, and taking moderate action to protect 3 views of concern:
  - West Bay Park to Mt. Rainier (#5)
  - East Bay Lookout to Capitol Dome (#9)
  - Deschutes Parkway to Mt. Rainier (#10)



# HOMELESSNESS & STREET DEPENDENCY

## Challenges:

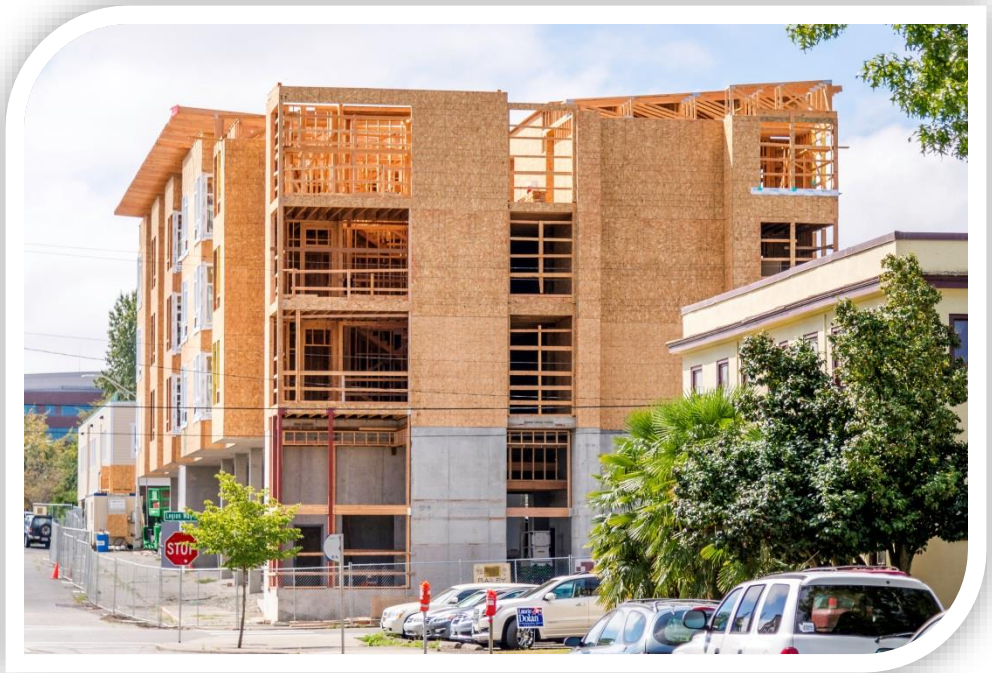
- Very complicated issue
- Lack of agreement about how to respond (or even talk about it)
- People are looking to the City, which has limited authority and resources
- Disconnects between how needs and impacts are addressed by jurisdictions, social services and businesses
- County directs policy and resources, but
  - Resources are *very* scarce
  - Other jurisdictional partners may have less pressure to respond to what can be perceived as “Olympia’s problem”

# ACTIONS: HOMELESSNESS STREET DEPENDENCY AND SOCIAL SERVICES

- HS.1 Convene a broad range of community stakeholders to form an action plan leading to a more coordinated response to homelessness/street dependency and the impacts to Downtown
- HS.2 Initiate a discussion with regional policymakers about future social service siting, funding and support needs throughout the region

# ACTIONS: HOUSING

- H.1 Develop a Comprehensive Housing Strategy to establish a mixed income residential community in Downtown
- H.2 Dedicate additional resources for an ongoing housing program to implement the Housing Strategy described in H.1



# CONTEXT OF HOUSING DOWNTOWN

- City's role
  - Not a housing provider
  - Cannot control the market
  - Influence with various tools
- Comp Plan Target - By 2035:  
5,000 more residents (2,500-3,500 units)
- Market in transition
  - Market rate housing on rise
  - but feasibility still on edge
- Need both affordable options and feasible development opportunities



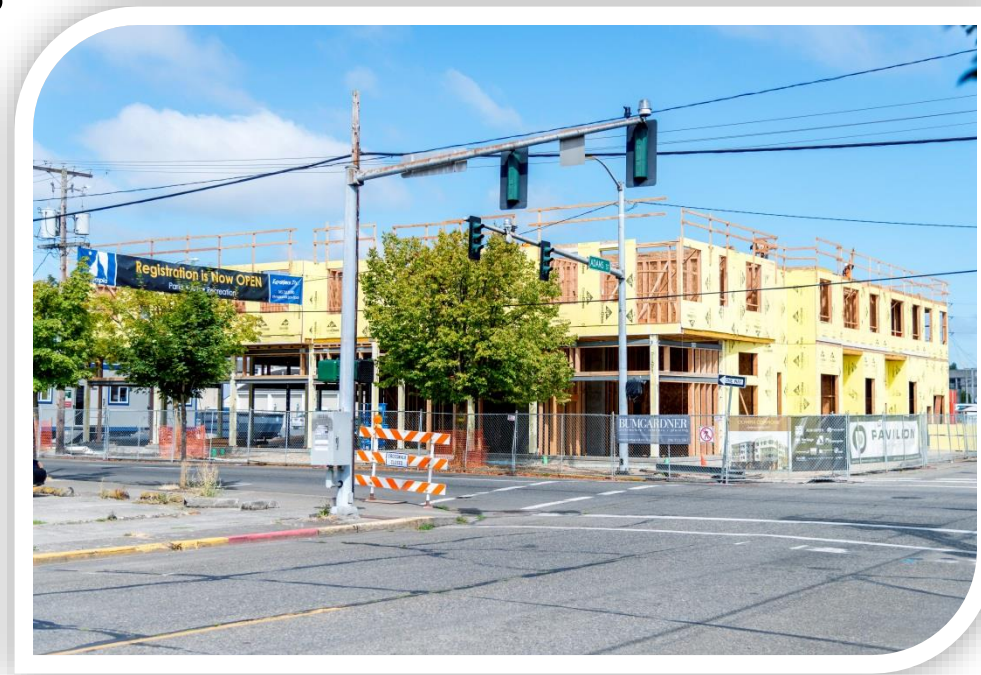
## Entrepreneurial Return as a Percent of Development Cost

Highlighted cells indicate a return greater than 15% and are therefore feasible in the near future

		Base	MFTE 8 Year	MFTE 12 Year
1	6-Story MU on Quarter Block	13.32%	18.56%	10.10%
2	7-Story MU on Half Block	13.19%	18.50%	9.93%
3	7-Story MU on Irregular Block	11.93%	17.12%	8.82%
4	5-Story MU on Full Block	9.17%	14.90%	5.20%
5	3-Story Infill MF on 2 Residential Lots	6.67%	12.16%	14.15%

# HOUSING STRATEGY

- Consider DT housing in citywide and regional context
- Establish affordability goals
- Identify implementation measures & funding
- Create means to monitor progress and adapt to changing needs



## ***AIM:***

- Right tool, right place, right time
- Work with housing providers

# ACTIONS: HOUSING

H.4 - Inventory current affordable units and study their risk of displacement

2017

- Homeless Response Plan (HS-1)
- Missing Middle Updates
- Promote tools (DI-1)



# TOOLBOX OF DEVELOPMENT INCENTIVES

- Identified 48 tools to help meet development objectives
- City and partners use 27 of these
- DTS recommends:
  - Promote existing tools
  - SEPA exemption
  - Update zoning
  - Explore façade grants and loans, and other tools

## Development Incentives Applicable to Priority Objectives Summary

For more details refer to the Development Incentives toolbox in the appendices

Key:

● Substantial benefit

○ Some benefit

● Substantial indirect benefit

Tool	Currently in effect	Priority Objective								
		Moderate or High Income Housing	Low Income Housing	Homeless Response	Adaptive Reuse	Street/Sidewalk Improvements	Sea Level Rise Response	Business Assistance	Historic Properties	
1 Community Renewal Area (RCW 35.81)	✓	●	●	○	●	●	●		●	
2 Facade Improvement Grants or Loans			○		○			●	○	
3 Public Development Authority (RCW 35.21.730-31.35.755)		●	●	○	●	●	●	●	●	
4 Land Use Planning	✓	○	○	○	○		○		○	
5 Capital Facilities Plan projects	✓	●	●		●	●	●	●	●	
6 Historic property tax 'special valuation' (RCW 84.26)	✓								●	
7 Transportation Benefit District	✓					●				
8 Metropolitan Parks District	✓	●					●	●		
9 Local Improvement District		●	●			●	●	●	●	
10 Parking & Business Improvement Area (RCW 35.87A)	✓				●	●		●	●	
11 Community Revitalization Financing (RCW 39.89)		●	●	●	●	●	●	●	●	
12 Main Street Program	✓					○		●	○	
13 Main Street Tax Credit Incentive Program (RCW 82.73)	✓							●		
14 Community Economic Revitalization Board (CERB)						●	●	●		
15 Port District (RCW 53)	✓	●	●		●	●	●		○	
16 Federal Historic Preservation Tax Credits	✓								●	
17 New Market Tax Credits (not available in Downtown)					●					
18 Community Development Block Grant (CDBG)	✓		●		●	●	●	●	●	
19 HUD Section 108 loan guarantee	✓		●							
20 Sale of Surplus Public Land	✓	●	●	●	●					
21 EB-5	✓				●				●	
22 Reduced building / planning / impact / SDC fees	✓	●	●		●			●	●	



# RETAIL BUSINESS, COMMUNITY & ECONOMIC DEVELOPMENT

## Downtown has a Strong Business Environment

**63%** Businesses identified sales as growing

**30%** Businesses identified as stable

**6%** Businesses identified as declining

**In 2015 - 2016**

**31** Businesses closed

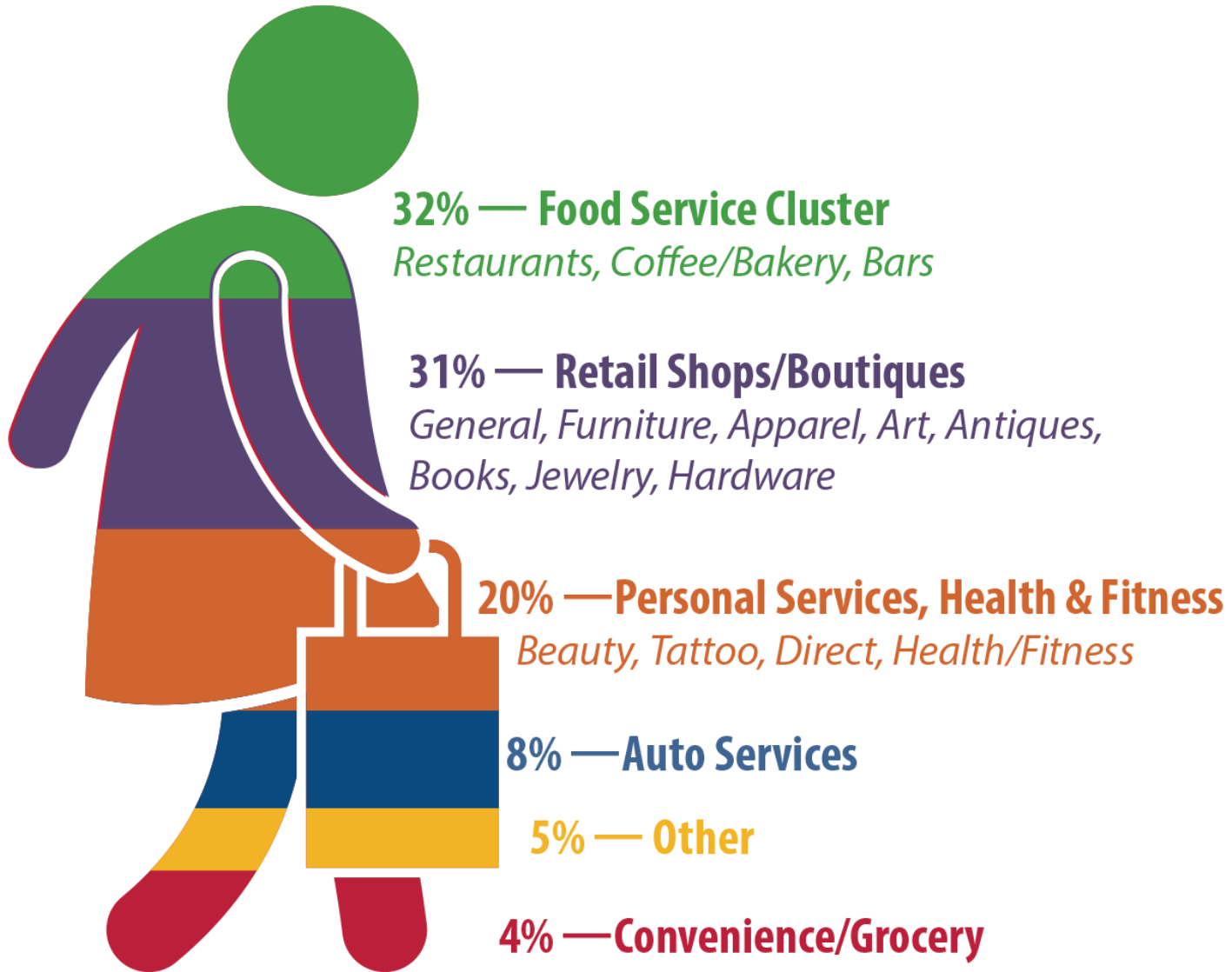
**56** Businesses opened



Sources EDC Business 2015  
Interviews & ODA 2015-16

*Downtown is a small  
business and  
employment hub*

# The Downtown Experience



*The current distribution of retail space Downtown (by square feet)*

# RETAIL STRATEGY: PRIORITY FOCUS AREAS

1. Strengthen existing & local business
2. Improve the streetscape
3. Encourage more residents
4. Improve identity and perception
5. Connect to other Community & Econ Development efforts
6. Actively promote tourism



# ACTIONS: RETAIL BUSINESS, COMMUNITY & ECONOMIC DEVELOPMENT



- R.1 Provide a clean and safe downtown environment through numerous efforts
- R.2 Strengthen the business community through numerous business assistance programs
- R.3 Help ensure adequate space for a spectrum of businesses
- R.4 Promote tourism

# COUNCIL DIRECTION FOR OPC

- Hold a public hearing on the draft DTS so that the public has an opportunity to comment on the final draft report
- Summarize public's main comments & OPC recommendation in a letter to Council
- Respond to the following:
  - Is the DTS consistent with the Comp Plan?
  - Was any new info provided that causes OPC to make a different recommendation or that should be included in the report
- Include any memos from advisory boards

# NEXT STEPS

- **Feb 15:** Background chapters posted online
- **Feb 27:** Public Hearing
- **March:** OPC deliberation; Briefings on design guideline, zoning and SEPA updates
- **Spring:** OPC/Council study session & Council adoption
- **Implementation ...**



# ACTIONS: SEPA Infill Exemption Area

- Exempts projects from SEPA process:

## *Applies to:*

- Stand alone residential
- Mixed use
- Stand alone commercial less than 65,000 (except retail)

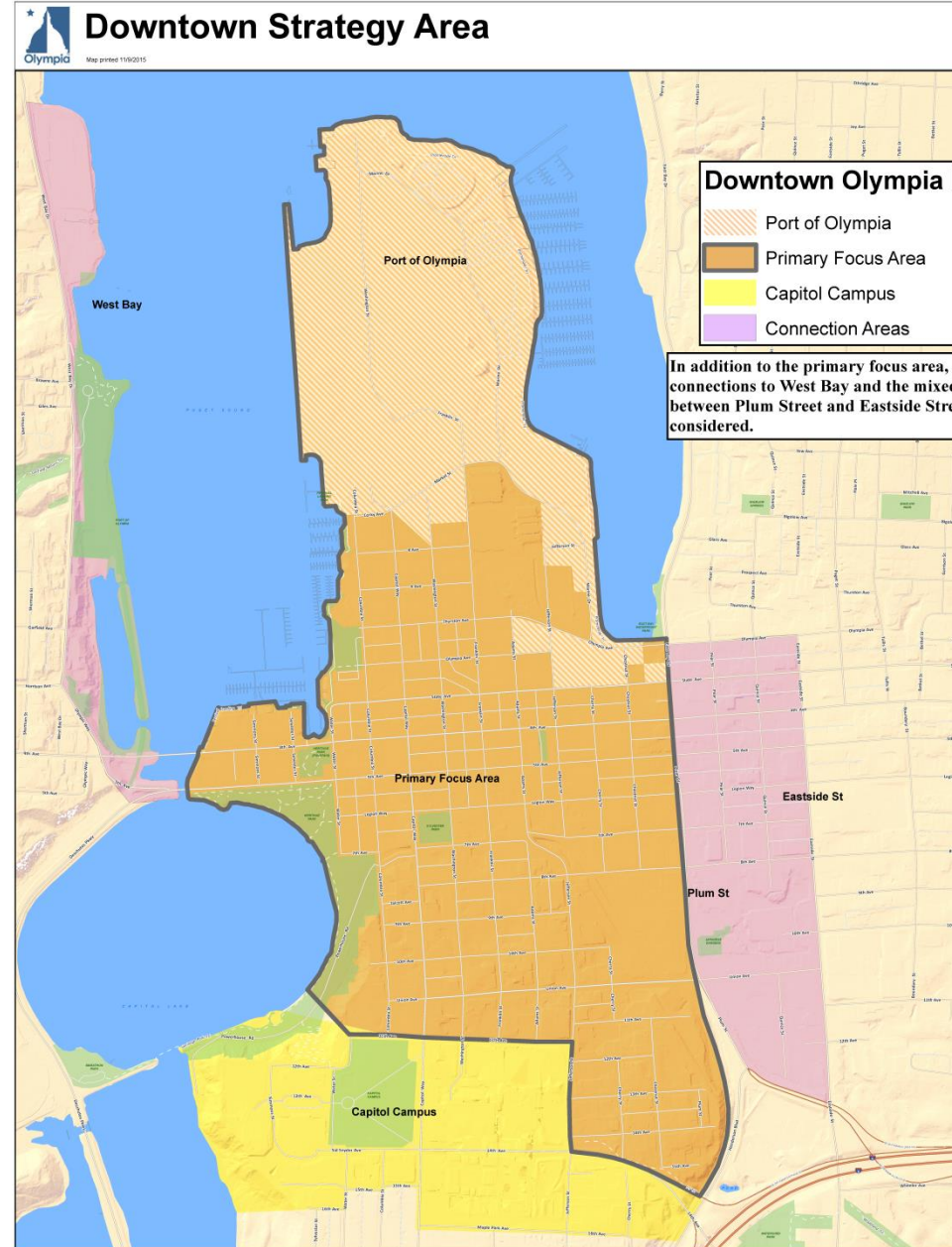
## *Does not apply to:*

- Industrial uses
- Lands covered by water
- Projects with both exempt and non-exempt actions
- Other specific cases outlined in statute

- Addresses mitigation upfront in Code

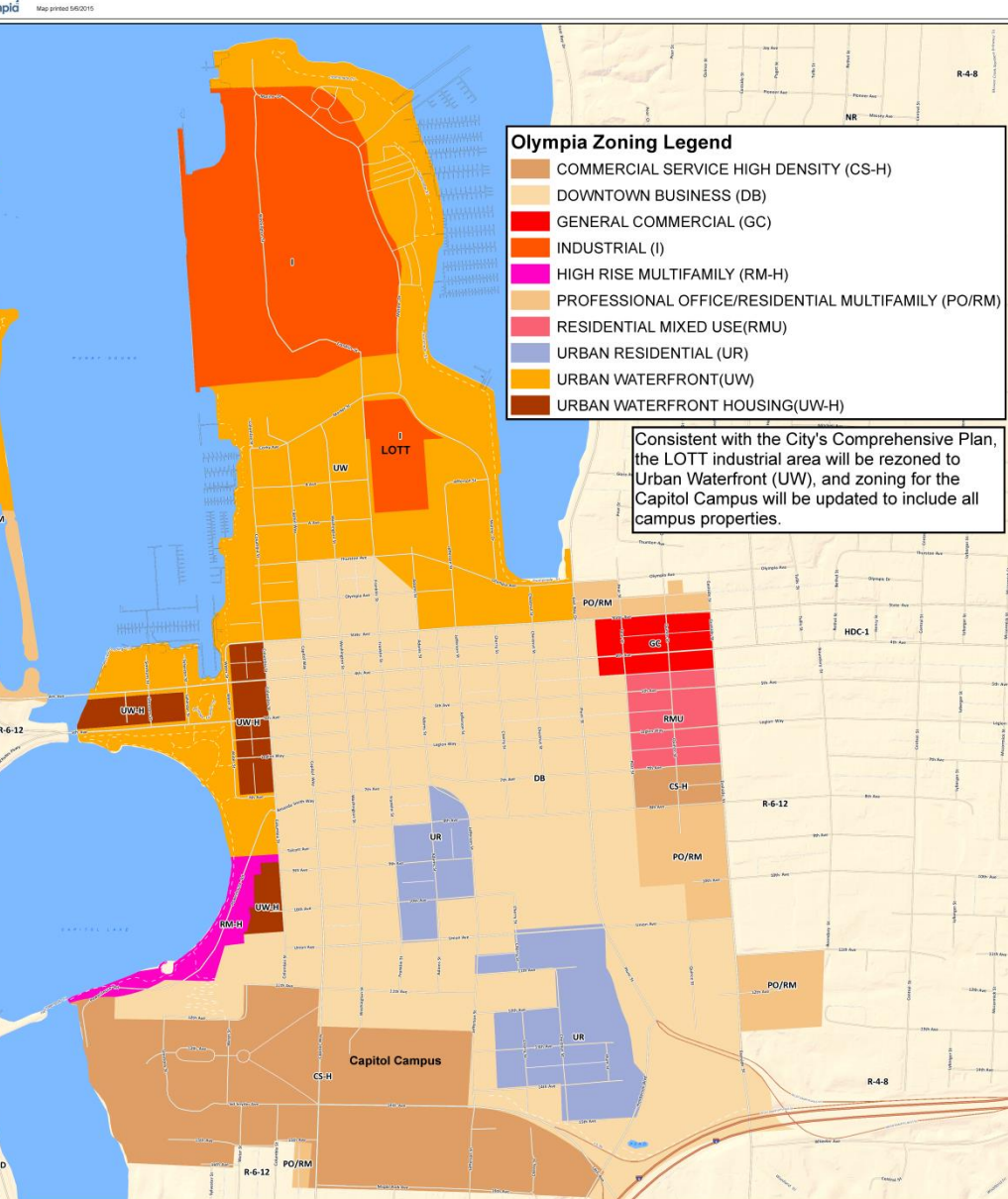
- First step: ID gaps

- Flood risk
- Off-site traffic impacts
- Notice to tribes
- Federal laws?



# ACTIONS: Zoning Update

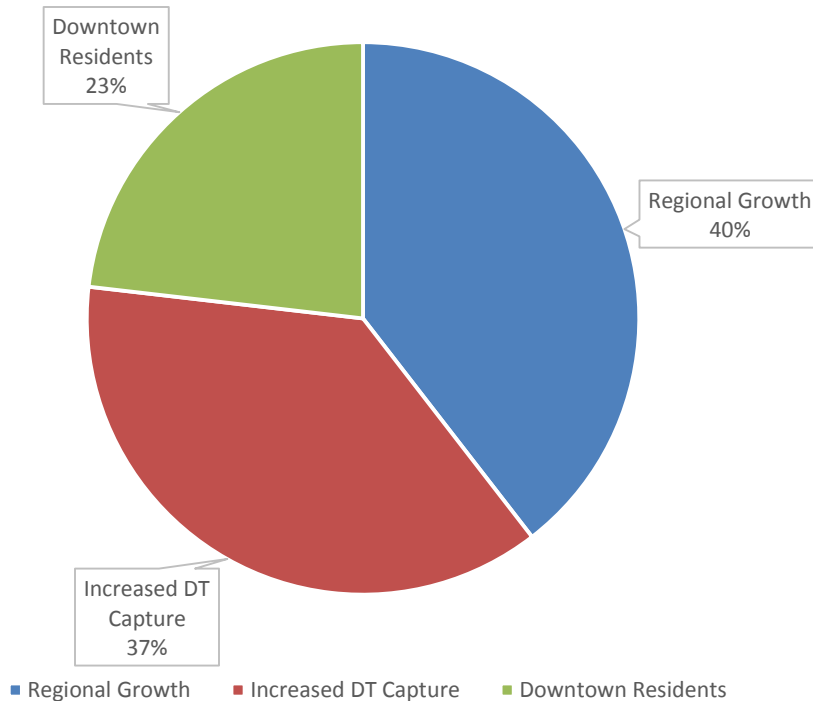
## Downtown Olympia Zoning





# Potential Retail Demand

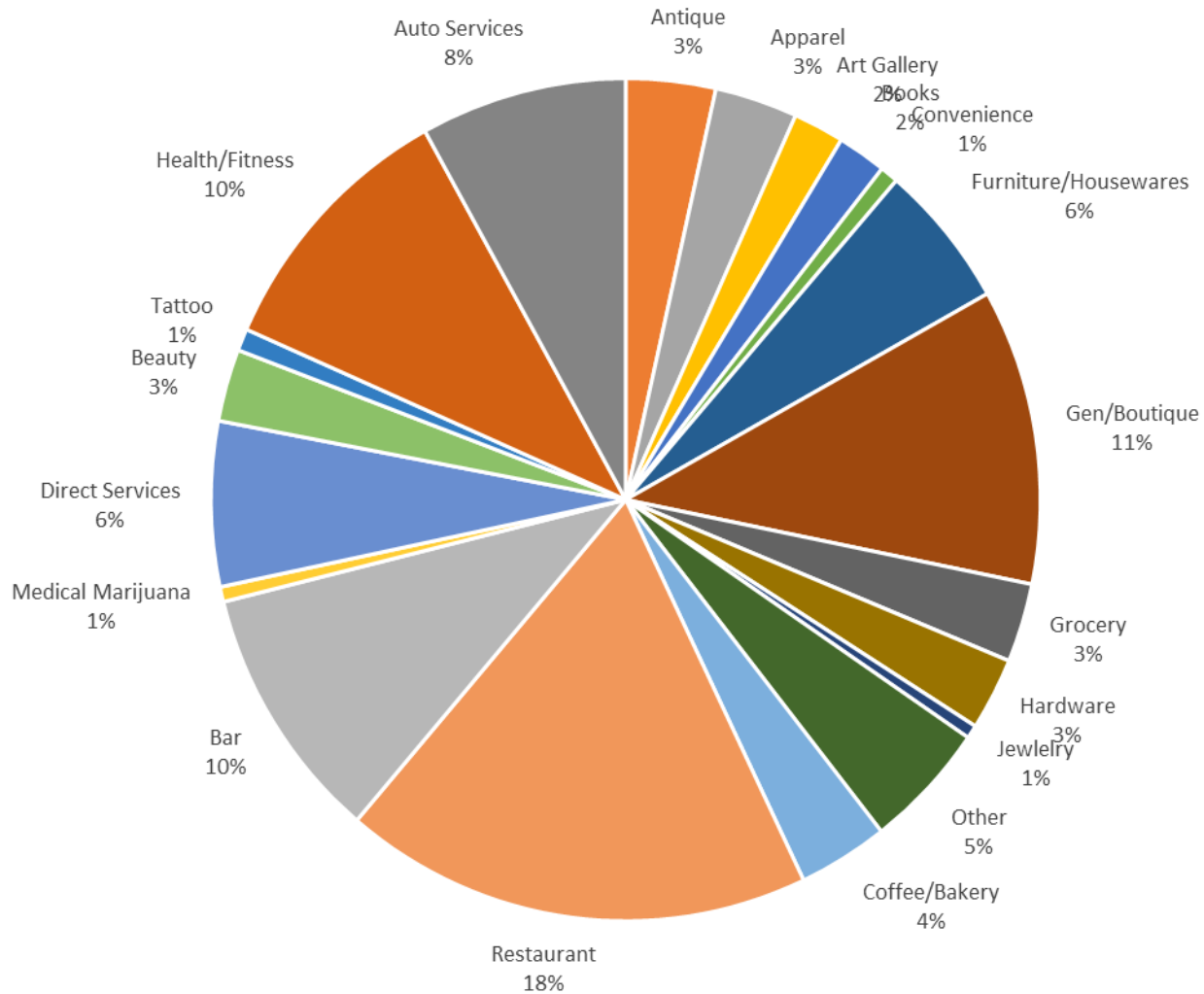
## Distribution of Potential Downtown Sales Growth by Source



Total Potential Demand  
2015 to 2035:

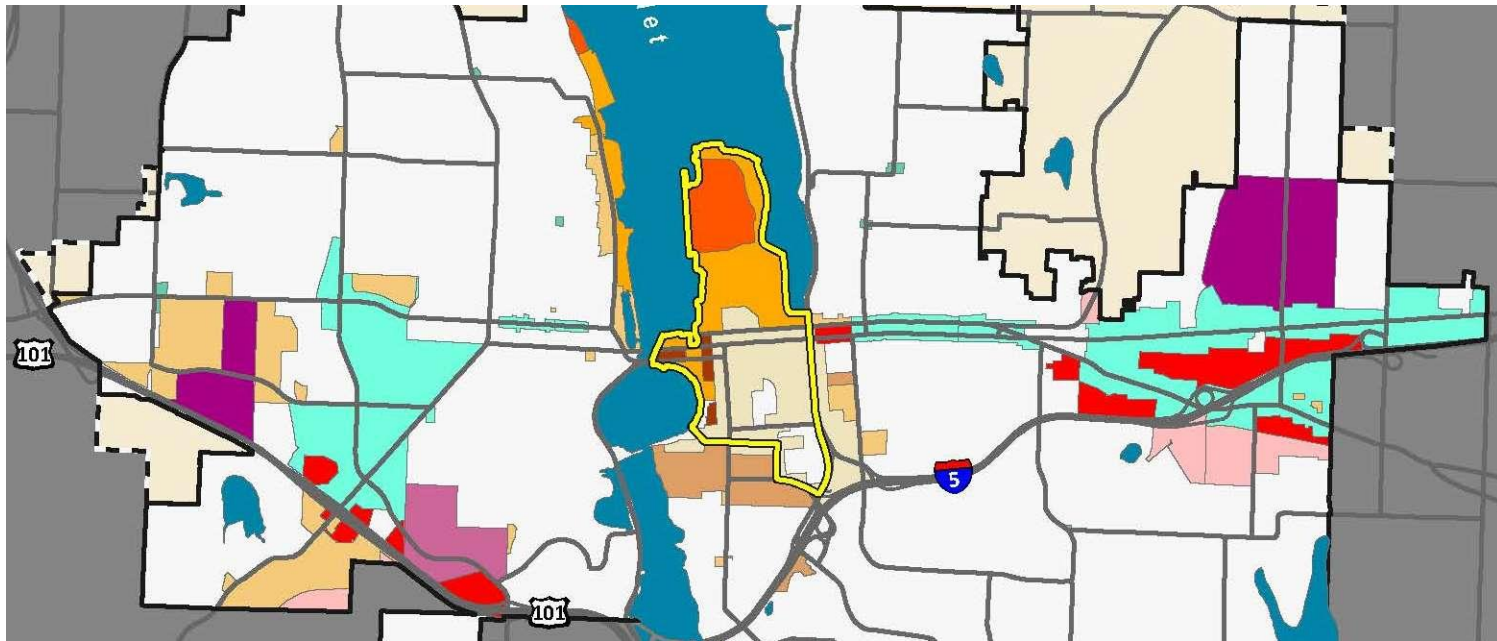
650,000 sq. ft.

# Olympia Downtown Retail Service Mix by Square Feet



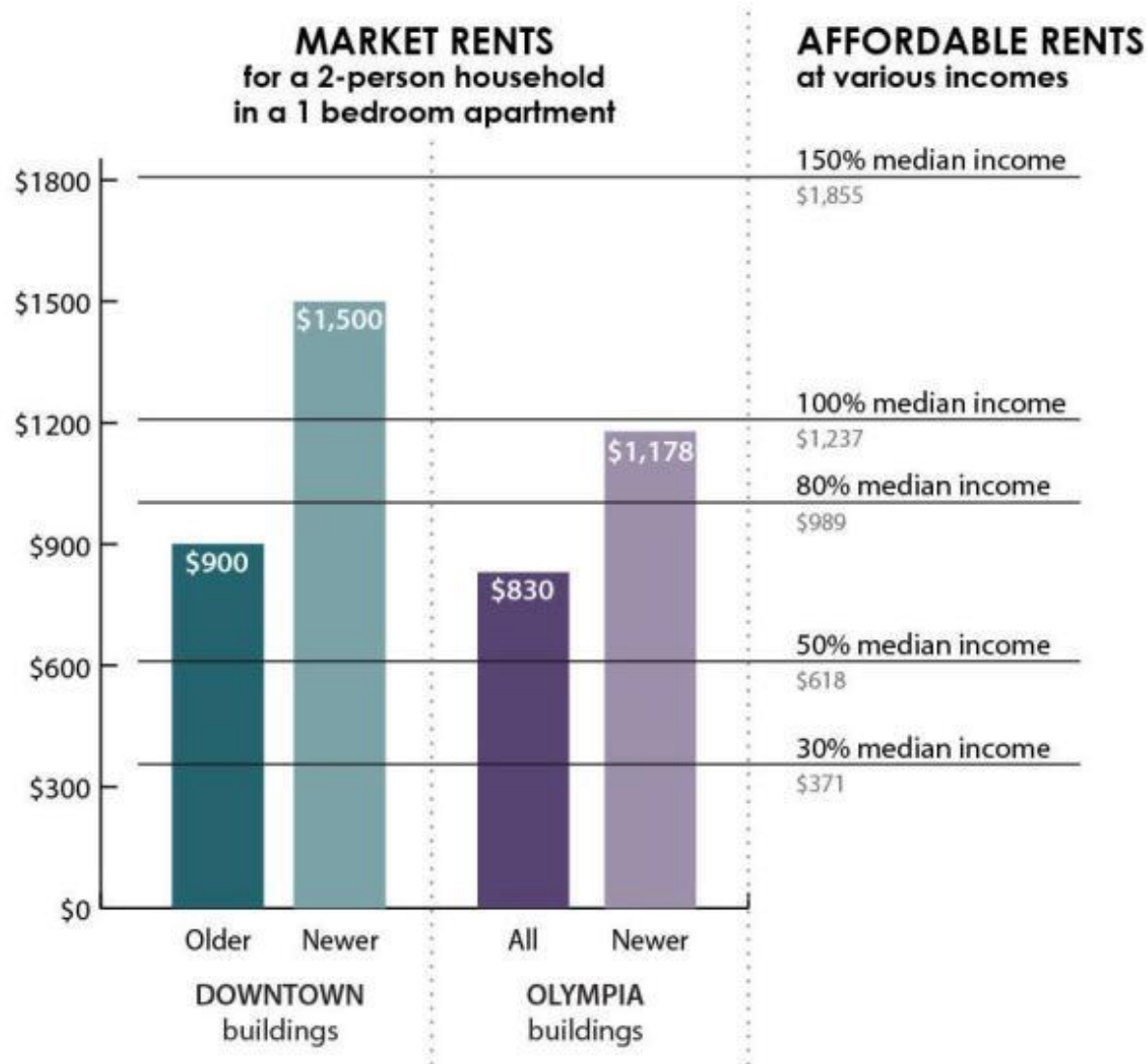
- Retail
- Antique
- Apparel
- Art Gallery
- Books
- Convenience
- Furniture/Housewares
- Gen/Boutique
- Grocery
- Hardware
- Jewelry
- Other
- Coffee/Bakery
- Restaurant
- Bar
- Medical Marijuana
- Direct Services
- Beauty
- Tattoo
- Health/Fitness
- Auto Services

# Sales Tax Downtown vs. Other Commercial Areas in Olympia



- Downtown comprises 12.7% of the total commercial area in Olympia, and generates 9.5% of the total sales tax
- But captures an average of 25% of the share in select sectors
  - Misc. Retail, Arts & Entertainment, Food Services & Drinking, Personal Services

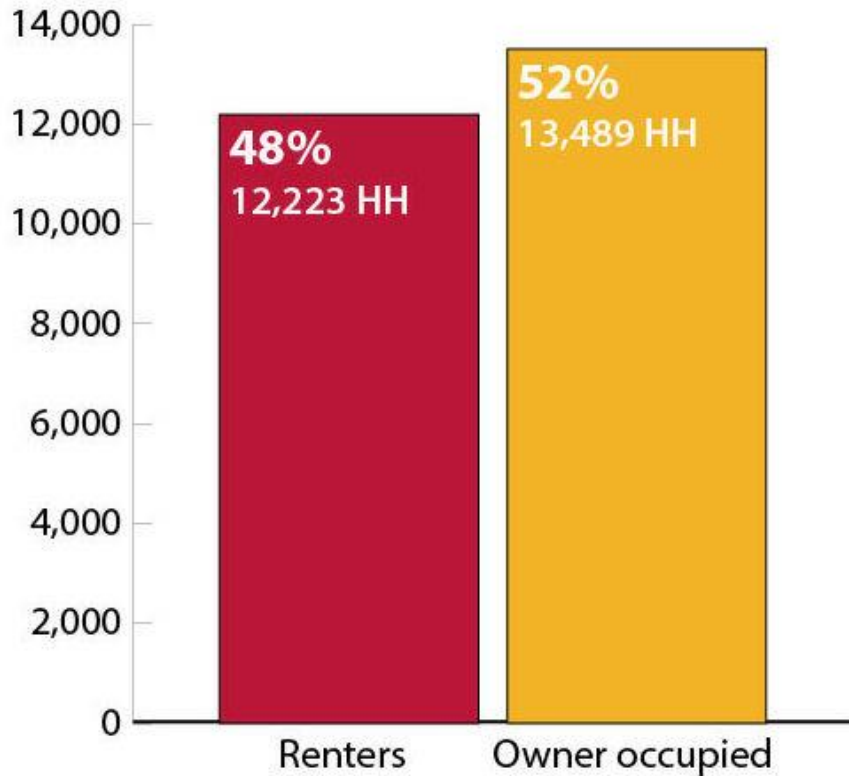
# ACTIONS: HOUSING



(Source: Dupre and Scott, 2015 fall rental report; American Community Survey 2010 - 2014)

# ACTIONS: HOUSING

## NUMBER OF HOUSEHOLDS



## MEDIAN INCOME



(Source: American Community Survey 2010 - 2014)

# MONTHLY APARTMENT RENTS

\$1.00/SF/Month

\$1.25/SF/Month

\$1.75/SF/Month

\$2.00/SF/Month

APARTMENT TYPES



Garden Apts w/ Surface Parking and Few Amenities



Garden Apts w/ Some Underground Parking & Amenities



Residential or Mixed Use Building w/ Structured Parking (requires tax incentives)



Mixed Use Building w/ Structured Parking (requires no tax incentives)



DOWNTOWN OLYMPIA

# LAND PRICE

\$0/SF

\$50/SF

\$70/SF

TYPE OF PARKING



Surface Parking

Some Above Ground  
Structured Parking

Underground Structured  
Parking



DOWNTOWN OLYMPIA

# Potential Housing Types



Mixed Use



Mid rise residential  
5-6 stories



Townhomes



# Potential Housing Types



Garden Style  
Apartments



Adaptive Reuse from office or industrial



# Housing Types



**Market Rate:** price is based on factors such as average household income and cost of living.



**Subsidized:** covers a broad range of government or charitable funded assistance that reduces housing costs for people of low to moderate income.



**Shelters:** temporary homes for people with very low to no income

# Olympia Waterfront Route



Public sector now owns most of shoreline for “Big W” trail

Time to convene partners on next steps for improving and marketing

# Parking Strategy

- Project kickoff – October 2016
- Parking inventory & code audit – November 2016
- City data collection (records) – November/December 2016
- Develop info for public (postcard & website) – January/February 2017
- Field data collection – March 2017
- Data collection analysis – March-May 2017
- **Public workshop – April 2017**
- Parking garage/demand based pricing/wayfinding and signage/financial analysis/draft strategies matrix – April-May 2017
- Draft report – June 2017
- Final Report – July 2017

Note: Stakeholder meetings to be held throughout have not been scheduled yet.