



DRAFT GUIDING FRAMEWORK CHART

Guiding Concept: Connecting Places & Spaces

- Reduce development uncertainties
- Encourage private investment
- Enhance public spaces
- Preserve unique qualities

ELEMENT	STRATEGIC GOALS/PRIORITIES	TASKS FOR 2016	NOTES	
LAND USE	<ul style="list-style-type: none"> • Implement several goals of the Sustainable Development Plan for the Thurston Region by creating a compact, vibrant urban center that serves the region • Integrate housing, employment, shopping and entertainment in a compact way to increase activity and promote walking, biking and transit 	Define “Character Areas” within downtown and take steps to enhance their individual identity, special activities, and cohesiveness	See <i>Character Area map</i> and definitions. Steps relate to various elements described herein, including updates to design & development standards, tools/incentives, and strategic public investments.	
		Develop historic preservation strategy	The consultant team will propose some adaptive use measures based on the April 12 Heritage Commission meeting.	
		Develop an adaptive reuse strategy	The consultant team will propose some adaptive use measures.	
		OPTIONS – POTENTIAL ACTIONS FOR 2017-2021		
		Adopt a land-use, circulation, design and environmental enhancement plan for the isthmus.		
		<i>More potential actions may be proposed</i>		



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DESIGN	<ul style="list-style-type: none"> Apply a cohesive urban design strategy; consider how places and spaces between buildings & structures function for people as well as attract investment Promote high quality architecture and an attractive, pedestrian-oriented environment Enhance downtown’s unique character historic fabric, art and landscaping Create better connections to the waterfront and between major cultural destinations such as the State Capitol Campus, Farmers Market, and Hands on Children’s Museum Incorporate Crime Prevention through Environmental Design (CPTED) principles in order to discourage crime and increase sense of safety (light, landscaping, intersections...) Focus on both new development and rehabilitation of existing structures Protect key views to enhance sense of place, beauty, and connections to the natural and historic landscape See also - public space element 	Develop recommendations for clear, well-organized design guidelines to enhance character areas, and address key objectives and issues, including historic preservation, crime prevention through environmental design (CPTED), mixed use buildings, etc.	Design concepts will be presented at the May 23 public meeting. The draft DTS will include an outline of recommended concepts along with illustrations, to be followed by an update to design guidelines in 2017.	
		Outline preliminary recommendations for an update to the street design standards in the Engineering Development & Design Standards (EDDS) that promote unique character, pedestrian-oriented lighting and other safety features, etc.	Preliminary concepts will be presented on May 23. Further discussions and analysis by Public Works will be necessary for full implementation.	
		Complete a 3D viewshed analysis to determine viewsheds for protection or enhancement through design	3D viewshed analysis will be presented to the public at the June 6 workshop. Updates to view protection standards will be included with design guidelines.	
		OPTIONS – POTENTIAL ACTIONS FOR 2017-2021		
		Complete and adopt street design and building, site design guidelines	2017	
		Continue to improve wayfinding		
		<i>More potential actions may be proposed</i>		



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PUBLIC SPACES (STREETS, SIDEWALKS, AND PATHWAYS)	<ul style="list-style-type: none"> • Communicate the relationship of downtown to the regional transportation network • Offer multiple transportation options to help reduce car trips and traffic congestion; improve air quality; and support compact growth • Focus especially on creating a more pedestrian-friendly environment as this is the primary mode serving visitors from throughout the region (once they park*) 	Identify a complete network circulation strategy, including:	See <i>Draft Major Investments Streets</i> map. This was developed by the team and reviewed by the Stakeholder Work Group. A necessary first step before street design of starred proposals will be to conduct a transportation analysis to determine the impacts of proposed improvements. Other projects, (not starred) could be initiated earlier. Significant street improvements with traffic impacts generally take longer than 6 years design, fund and construct.
	<ul style="list-style-type: none"> • Balance the pedestrian-oriented environment with downtown’s function as an east/west connection for vehicles 	Complete conceptual designs to transform 5 street segments in the Core that are scheduled for repaving over the next 5 years. Incorporate key elements of the Greening Capitol Way Plan	See <i>Draft Major Investments Streets</i> map. A proposed order of improvements and capital improvement strategy will be included as part of the DTS. Further discussions and analysis by Public Works will be necessary for full implementation.
	<ul style="list-style-type: none"> • Consider continuing needs for truck routes and loading zones 	Make recommendations to the capital improvement plan	June-August timeframe
	<ul style="list-style-type: none"> • Improve pedestrian connections from the IT transit center to key locations, with special focus on ADA accessibility 	Outline preliminary recommendations for an update to the EDDS	See “Design” element
	<ul style="list-style-type: none"> • Identify short-term opportunities that will create positive impact, and also strategize toward longer-term opportunities (i.e., a family-friendly bicycle route going north/south through downtown and along the 	OPTIONS – POTENTIAL ACTIONS FOR 2017-2021	
		Transform 5 street segments in the downtown core that have been scheduled for repaving on: Capitol Way, Legion, Jefferson, Washington and Franklin.	A proposed order of improvements and a capital improvement strategy will be included as part of the DTS



DRAFT GUIDING FRAMEWORK CHART

<p>water)</p> <p>* see "Other element re: upcoming parking strategy)</p>	<p>Using the recently updated traffic model from TRPC, conduct a traffic analysis to analyze impacts and mitigation for recommended options</p>	<p>See stars on <i>Draft Major Investments Streets</i> map for options that would need to be included as part of a traffic analysis. An additional option that could be included as part of the analysis would be changing 4th and/or State from one-way two-way streets.</p>
	<p>Update the entrance sign at the corner of Plum Street & Union Avenue</p>	
	<p>Work with the State to make connections to the Campus and identify an entrance/viewpoint towards downtown on Capitol Way near the Capitol Campus.</p>	<p>Also consider the visual and physical connectivity between the Campus and Downtown in the Capitol Way improvements design.</p>
	<p>Update the City's Bicycle Master Plan. Identify routes to and through downtown.</p>	
	<p>Identify most important actions and means of implementation to keep improving the waterfront area, including Percival Landing Phases 2 & 3 renovations, and street/streetscape connections to the water from the Market and Capitol Way. Address sea level rise adaptation measures to be outlined in upcoming management plan.</p>	
	<p>Focus on steps to complete the Olympia Waterfront Route.</p>	<p>This trail is identified in the Regional Trails Plan, and most of the needed right of way is now owned by the public sector.</p>
	<p>Identify a historical/cultural trail that links to the Olympia Waterfront Route.</p>	<p>Interim measures might include interpretive displays and artwork, but a general plan of access and enhancement measures should be developed first.</p>
	<p><i>More potential actions may be proposed</i></p>	



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ELEMENT	STRATEGIC GOALS/PRIORITIES	TASKS FOR 2016	NOTES
ECONOMIC & COMMUNITY DEVELOPMENT (incl. RETAIL)	<ul style="list-style-type: none"> • The overall Downtown Strategy aims to increase downtown’s status as a regional destination and place for investment, as well as a unique regional destination for shopping, dining, entertainment, cultural activity and recreation • Improve downtown’s image by addressing parking and safety concerns • Connect existing assets and investments • Through redevelopment toward a concentration of complimentary activities, compel visitors to spend more time in downtown when they are visiting major destinations, such as the Capitol Campus, Hands on Children’s Museum, Market, etc. • Enhance and promote local, historical and recreational tourism opportunities • Support small business retention and expansion by promoting and connecting them to resources • Capture demand for Class A office space through enhancements in appearance and amenities and by addressing parking and safety concerns • Attract workers by building on retail and entertainment activities in the core and 	<p>Complete a Downtown Market Analysis to identify downtown’s relationship to the regional economy, development opportunities, businesses and occupations that are most feasible in downtown. Incorporate this information, along with the EDC’s 2015 survey of downtown businesses, into recommendations.</p>	<p>Market Analysis Report will be released in May</p>
		<p>Complete proformas (economic feasibility analysis) for three types of desired developments in order to help identify cost barriers and best tools to advance them</p>	<p>May-June timeframe</p>
		<p>Identify tools to facilitate adaptive reuse or rehabilitation of existing buildings (address cost barriers). One focus should be on converting existing Class B office into housing or retail space.</p>	<p>June-August timeframe</p>
		<p>Outline steps needed to align development standards, incentives and other tools with the guiding framework. Address barriers such as contamination, include recommendations for SEPA exemptions, ...</p>	<p>June-August timeframe</p>
		<p>Identify specific steps to align economic development priorities regarding business recruitment and expansion with the DTS</p>	<p>June-August timeframe</p>
		<p>Coordinate the DTS with the CRA Water Street Redevelopment project</p>	<p>ongoing</p>



DRAFT GUIDING FRAMEWORK CHART

<p>partnering with Evergreen and others to leverage college opportunities</p> <ul style="list-style-type: none"> • Capture regional growth in sectors identified within the <i>Downtown Market Analysis</i> as strong for downtown, and in the growing downtown residential population • Increase opportunities for businesses to capture more foot traffic with overall enhancements to create a clean, comfortable and attractive environment • Create/ maintain affordable space for small, entrepreneurial businesses • Strategize to provide convenient, available parking for shoppers and other downtown visitors • Address negative perceptions regarding parking and security • Structure development standards, incentives and other tools to facilitate: <ul style="list-style-type: none"> ○ private investment; ○ residential and commercial development; ○ redevelopment of vacant or underused or warehouse properties; ○ energy efficiency and other 'green building' methods ○ Clear standards and efficient permitting process 		Communicate with Port of Olympia to share information about the DTS and promote alignment with development of Port's East Bay parcels	ongoing
		Work with the State to identify collaborative efforts to provide commercial services to government workers and officials	
	OPTIONS – POTENTIAL ACTIONS FOR 2017-2021		
		Partner with relevant organizations to lead formation of a coordinated marketing strategy for downtown that will promote a positive identify, tourism and other investment	
		Enhance and promote an entertainment district for eating/drinking, music, theater, and visual arts. Should have a special focus on safety and integration with surrounding uses.	
		Encourage Thurston County to select Downtown location for office and court functions	
		Partner with Economic Development Council (EDC) and others to promote business assistance and workforce training programs to existing or prospective downtown businesses	Many tools are available through the EDC and other partners, but we hear from businesses that they are not aware of these tools
		Along with partners, identify specific actions to enhance waterfront recreation opportunities.	Online survey #2 results identified priorities to: <ul style="list-style-type: none"> • Establish more viewpoints/seating areas • Non-motorized craft launch points • Additional restaurants • Space for outdoor concerts



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		Align business recruitment efforts with specific needs identified in the Market Analysis: full service hotel; drug store; another supermarket	
		Engage the Evergreen State College, SPSCC, State of WA, Providence Health Services and others & identify ways to encourage their activities in the downtown.	
		Adopt a Community Renewal Area	What year? 2016?
		<i>More potential actions may be proposed</i>	

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HOUSING	<ul style="list-style-type: none"> Accommodate 25% of Olympia’s population growth (approximately 5,000 residents) within downtown over 20 years Provide a mix of urban housing options to fit a range of incomes and lifestyles Increase the ratio of market-rate housing in the short term. In the long-term provide a more balanced ratio of market rate and subsidized options Encourage adaptive reuse of non-residential buildings to provide low to moderate income options Retain existing subsidized and low-income housing stock 	Establish a baseline of data to characterize the current balance of housing options in downtown	Completed
		Identify a scope for the development of a housing strategy that includes: housing objectives, targets, metrics, and demographics. Also, the strategy should identify measures to encourage residential development and reach targets.	Include recommendations based on discussions and a feasibility analysis of different development types in 2016 May – August timeframe
		Study the feasibility of providing commercial and support services to make complete neighborhoods, especially in the SE Neighborhood on or near Union.	May – August timeframe
		OPTIONS – POTENTIAL ACTIONS FOR 2017-2021	



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<ul style="list-style-type: none"> • Enable downtown residents to meet their day-to-day retail/service needs within a ¼ mile of home • Establish neighborhoods with services and a range of housing options. Require developments to be sensitive to the scale and character of existing neighborhoods and most housing to be “ground related” • Retain residential in the mixed-use core 	<p>Better define housing objectives, targets, metrics, and demographics. Identify strategies to encourage residential development and reach targets</p>	
	<p><i>More potential actions may be proposed</i></p>	

ELEMENT	STRATEGIC GOALS/PRIORITIES	TASKS FOR 2016	NOTES
SOCIAL SERVICES	<ul style="list-style-type: none"> • Work in coordination with regional partners • Sustain a coordinated network of shelter, subsidized housing and social services • Expand inter-jurisdictional commitment to essential funding and policy environment • Encourage a more integrated definition of success to include 	<p>Met with Social Service providers in February, and will host a second meeting in Q3 to present and refine specific recommendations</p>	<p>June-August timeframe</p>
		<p>Explore options for locating public restrooms in downtown</p>	<p>CP&D Task separate from MAKERS work- Currently in discussion by Council’s General Government Committee</p>
		<p>Support location of Providence Community Care Center in downtown that will provide continuum of care needs addressing mental health issues</p>	<p>CP&D Task separate from MAKERS work- Providence is exploring a temporary downtown location planned to open in summer 2016</p>



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<p>humanitarian, business and residential goals for downtown</p> <ul style="list-style-type: none"> • Prevent displacement of existing social services in downtown • Improve access to social service facilities by working with transit agencies and improving sidewalks and intersections on routes to service providers 	<p>Review, summarize and synthesis the existing data and reports relevant to homelessness in our community; design an instrument and approach to help us document the number and characteristics of the homeless population that lives in an around Olympia’s downtown;</p>	<p>CP&D Task separate from MAKERS work</p>
	<p>Develop a scope of work for a planning process that would lead toward a more coordinated response to homelessness and its impacts, particularly in our downtown</p>	<p>CP&D Task separate from MAKERS work</p>
	<p>OPTIONS – POTENTIAL ACTIONS FOR 2017-2021</p>	
	<p>Advance the regional effort to develop a coordinated homeless strategy. Target is the development of a strategic action plan directed toward expanding housing and shelter opportunities as well as addressing the impacts of homelessness [and street dependency] in our downtown. The action plan would address how regional partners coordinate, communicate and use resources to include clear responsibilities, partners, timeframes and regular and ongoing reporting</p>	<p>To be successful this effort would require broad partnership between the City of Olympia, County, other cities, not for profits, businesses and faith-based organizations.</p>
	<p>Initiate a communication strategy involving social service advocates, developers, and public officials to address misconceptions and stigma associated with social service needs and providers</p>	<p>Consultants will refine recommendation through 2nd meeting with social service providers</p>
	<p><i>More potential actions may be proposed</i></p>	



DRAFT GUIDING FRAMEWORK CHART

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OTHER	<ul style="list-style-type: none"> • Leverage resources through partnerships and a coordinated approach • Enhance security downtown by adding ambassadors and police activities, improving lighting, addressing civility concerns and other means. • Provide predictable, available parking solutions allow users to quickly navigate to a convenient space; provides opportunity for existing surface parking lots to redevelop into a higher and better use; and can evolve with rapidly changing market conditions • Protect downtown from sea level rise through steps identified in a long-term management plan to include assessment of risk, a progression of adaptation and response actions, partnerships and funding structure • Address perception vs. reality 	Develop a Parking Strategy that is aligned with the DTS MAKERS helped develop the scope.	RFQ for a parking strategy consultant goes out @ May - See May 3 City Council packet for parking strategy scope of work.
		Work with PBI and ODA to develop clean and safe priorities for future years	Host a possible joint meeting in the Fall
		Incorporate proposed actions related to downtown from the draft Action Plan into prioritization process for 6-year implementation strategy	(e.g., Fund nighttime walking patrol year-round)
		Explore and adopt increased requirements for floodproofing in downtown (interim step to address flood risk associated with sea level rise)	CP&D Task separate from MAKERS work- Briefing for Land Use & Environment Committee on April 21
		Continue ongoing Downtown Project steps (Alley Lighting Phase 2, etc.)	CP&D Task separate from MAKERS work
		Explore options for public restrooms downtown	CP&D Task separate from MAKERS work
		Initiate and assess shared trash compactor pilot project	PW Task separate from MAKERS work
		<p style="text-align: center;">OPTIONS – POTENTIAL ACTIONS FOR 2017-2021</p>	
		Form a comprehensive management plan to address sea level rise	2017
		<i>More potential actions may be proposed</i>	