



Meeting Agenda

Planning Commission

City Hall
601 4th Avenue E
Olympia, WA 98501

Contact: Joyce Phillips
360.570.3722

Monday, October 16, 2017

6:30 PM

Room 207

1. CALL TO ORDER

Estimated time for items 1 through 5: 20 minutes

1.A ROLL CALL

2. APPROVAL OF AGENDA

3. APPROVAL OF MINUTES

- 3.A** [17-1029](#) Approval of the September 25, 2017 Olympia Planning Commission Meeting Minutes

Attachments: [OPC 9.25.17 draft minutes](#)

4. PUBLIC COMMENT

An opportunity for the public to address the Commission regarding items related to City business, including items on the agenda. However, this does exclude items for which the Commission or Hearing Examiner has held a public hearing in the last 45 days or will hold a hearing on in the next 45 days or for quasi-judicial review items for which there can be only one public hearing.

5. STAFF ANNOUNCEMENTS

This agenda item is also an opportunity for Commissioners to ask staff about City or Planning Commission business.

6. BUSINESS ITEMS

- 6.A** [17-1036](#) Public Hearing on Downtown Urban Infill Area State Environmental Policy Act (SEPA) Ordinance

Attachments: [Draft Downtown Urban Infill Area SEPA Ordinance](#)

[Downtown Strategy SEPA memo](#)

[Draft EDDS Update - Traffic Impact Analysis](#)

Estimated time: 20 minutes

- 6.B** [17-1018](#) Thurston Community Economic Alliance - Presentation

Attachments: [TCEA Strategic Plan](#)

Estimated time: 30 minutes

- 6.C [17-0984](#) Suggestions for the Preliminary 2018 - 2019 Planning Commission Work Plan

Attachments: [Proposal Submittal Form](#)

Estimated time: 20 minutes

- 6.D [17-0992](#) Potential Topics for the Planning Commission Retreat

Estimated time: 20 minutes

7. REPORTS

From Staff, Officers, and Commissioners, and regarding relevant topics.

8. OTHER TOPICS

9. ADJOURNMENT

Approximately 9:30 p.m.

Upcoming Meetings

Next regular Commission meeting is November 6, 2017. See 'meeting details' in Legistar for list of other meetings and events related to Commission activities.

Accommodations

The City of Olympia is committed to the non-discriminatory treatment of all persons in employment and the delivery of services and resources. If you require accommodation for your attendance at the City Advisory Committee meeting, please contact the Advisory Committee staff liaison (contact number in the upper right corner of the agenda) at least 48 hours in advance of the meeting. For hearing impaired, please contact us by dialing the Washington State Relay Service at 7-1-1 or 1.800.833.6384.



City Hall
601 4th Avenue E.
Olympia, WA 98501
360-753-8244

Planning Commission

Approval of the September 25, 2017 Olympia Planning Commission Meeting Minutes

Agenda Date: 10/16/2017
Agenda Item Number: 3.A
File Number: 17-1029

Type: minutes **Version:** 1 **Status:** In Committee

Title

Approval of the September 25, 2017 Olympia Planning Commission Meeting Minutes

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Meeting Minutes

Planning Commission

ATTACHMENT 1

City Hall
601 4th Avenue E
Olympia, WA 98501

Contact: Joyce Phillips
360.570.3722

Monday, September 25, 2017

6:30 PM

Room 207

1. CALL TO ORDER

Chair Mark called the meeting to order at 6:30 p.m.

1.A ROLL CALL

Commissioner Burns arrived after the roll call was taken.

Present: 8 - Chair Brian Mark, Vice Chair Mike Auderer, Commissioner Tammy Adams, Commissioner Travis Burns, Commissioner Rad Cunningham, Commissioner Paula Ehlers, Commissioner Darrell Hoppe and Commissioner Carole Richmond

OTHERS PRESENT

Community Planning and Development staff:

Deputy Director Leonard Bauer

Senior Planner Joyce Phillips

Minutes Recorder Stacey Rodell

Public Works staff:

Engineering and Planning Supervisor Eric Christensen

Water Resources Engineer Diane Utter

2. APPROVAL OF AGENDA

The agenda was approved.

3. APPROVAL OF MINUTES

3.A [17-0888](#) Approval of the August 21, 2017 Olympia Planning Commission Meeting Minutes

The minutes were approved.

4. PUBLIC COMMENT

The following members of the public provided comment on Business Item 6.B: Daniel Einstein, Elizabeth Roderick and Joel Baxter.

5. STAFF ANNOUNCEMENTS

Ms. Phillips reminded the Commission of upcoming meeting dates and provided a brief update on building projects.

6. BUSINESS ITEMS

6.A [17-0975](#) Revisions to the Septic Tank Effluent Pumping (S.T.E.P.) System Regulations - Public Hearing

Ms. Utter reviewed the proposed revisions to the Septic Tank Effluent Pumping (S.T.E.P.) System regulations via a PowerPoint presentation. A copy of the presentation can be found in the meeting details on the City's website.

Chair Mark opened the public hearing.

The following members of the public provided testimony: Jerald Sanberg and Jim Zahn.

The Commission will begin deliberations at its October 2, 2017 meeting.

Chair Mark closed the public hearing.

The public hearing was held and closed. Written public comment will be accepted until 5:00 p.m. on Friday - September 29, 2017.

6.B [17-0856](#) Critical Areas Ordinance - Habitat and Species Protections for Great Blue Heron

Mr. Bauer reviewed the proposed Critical Area Ordinance - Habitat and Species Protections for Great Blue Heron via a PowerPoint presentation. A copy of the presentation can be found in the meeting details on the City's website.

The Commission requested additional information from staff. Mr. Bauer indicated he will provide that information at the Commission's next meeting.

The recommendation was discussed and continued to the Planning Commission due back on 10/2/2017.

6.C [17-0968](#) Recommendation to Council regarding the Preliminary 2018-2023 Capital Facilities Plan

The Commission reviewed and discussed a preliminary draft letter of recommendation to Council regarding the 2018-2023 Capital Facilities Plan. Commissioner Richmond and Ms. Phillips will continue working on the draft letter and will present it to the Commission at its next meeting for review.

The recommendation was discussed and continued to the Planning Commission due back on 10/2/2017.

7. REPORTS

Commissioner Hoppe reported on a meeting he attended regarding the Downtown Sanitation Plan. He also informed the Commission of an upcoming emergency preparedness workshop.

Chair Mark reported on the North East Neighborhood Association (NENA) potluck. He also reported on the Olympia Northeast Neighborhoods Alliance (ONNA) visioning meeting it had regarding its neighborhood center.

8. OTHER TOPICS - None

9. ADJOURNMENT

The meeting adjourned at 8:52 p.m.

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ATTACHMENT 1



Planning Commission

Public Hearing on Downtown Urban Infill Area State Environmental Policy Act (SEPA) Ordinance

Agenda Date: 10/16/2017
Agenda Item Number: 6.A
File Number: 17-1036

Type: public hearing Version: 1 Status: In Committee

Title

Public Hearing on Downtown Urban Infill Area State Environmental Policy Act (SEPA) Ordinance

Recommended Action

Hold public hearing

Report

Issue:

Whether to recommend City Council adoption of an ordinance to establish Downtown as a SEPA urban infill exemption allowance area.

Staff Contact:

Leonard Bauer, Deputy Director, Community Planning & Development, 360.753.8206

Presenter(s):

Leonard Bauer, Deputy Director

Background and Analysis:

In 2015, the City Council adopted a scope for the Downtown Strategy (DTS) which included exploring increased SEPA exemption levels for minor construction projects and/or urban infill development that is consistent with the Comprehensive Plan. During 2016, the DTS planning team explored these options in light of Downtown goals. The DTS adopted by the City Council recommends designating a Downtown Urban Infill SEPA Exemption Area. The memo from the DTS explaining this recommendation is attached.

The purpose of designating an urban infill SEPA exemption area is not to reduce environmental risk assessment or mitigation. State law established the urban infill exemption option to reduce duplicative process in areas where a full Environmental Impact Statement (EIS) was previously conducted on a Comprehensive Plan that calls for urban infill development, such as Olympia's downtown. The EIS assessed the potential environmental impacts of implementing the Comprehensive Plan.

To be consistent with the Comprehensive Plan goals, the City has adopted mitigation measures for

environmental issues directly into the City's codes and development requirements, which all new development proposals must meet. Because environmental issues are addressed upfront in the development code, an additional SEPA review for each development project is duplicative. Exempting projects from that duplicative SEPA review process helps to reduce uncertain development costs and permit review times, and is a way to incentivize development that meets Comprehensive Plan goals.

SEPA Urban Infill Area

The State's SEPA statute (RCW 43.21C.229) allows for urban infill exemptions in order to encourage residential or mixed use development in urban areas where the density goals of the comprehensive plan are not being met. When an EIS has been prepared to analyze the development goals in the comprehensive plan (which is the case for Olympia), a city can exempt some or all of the following types of development from additional SEPA review:

- Stand-alone residential
- Mixed use residential/commercial
- Stand-alone commercial less than 65,000, excluding retail

The exemption would not apply to:

- Industrial uses
- Lands covered by water (in most cases)
- Projects where part of the proposal requires both exempt and non-exempt actions
- Some other very specific cases outlined under the SEPA statute

Gap Analysis

A first step was to identify any gaps in our environmental regulations where we have had to use SEPA in the past to address an environmental issue in Downtown. This would identify issues for which the City would need to establish regulations because SEPA was the sole method of addressing an issue.

The gap analysis revealed the City has often used SEPA to reiterate regulations that are required regardless of SEPA (e.g., remediating contaminated soil and groundwater, controlling dust at the construction site). The gap analysis did identify three areas that should be addressed by adopting new regulations before establishing a SEPA exemption:

1. Flood risk associated with sea level rise: In the past, the City used SEPA to address flood risk due to sea level rise by requiring higher finished floor elevations in high risk areas of Downtown. To ensure this issue could still be addressed without SEPA, the City adopted increased flood-proofing standards in August of 2016.
2. Off-site traffic impact mitigation: There may be areas where a large traffic-generating project could cause off-site traffic impacts needing to be mitigated through infrastructure improvements at the time of development (e.g., a traffic light.) To ensure this issue can still be addressed without SEPA, the 2017 annual update to the Engineering Design and Development Standards (EDDS) includes a proposal to incorporate current requirements for development applications to perform a traffic study to determine any needed improvements

that would be required (attached). The urban infill exemption ordinance also clarifies that new development would still need to comply with city code requiring transportation concurrency (i.e., providing necessary transportation facilities concurrent with new development).

3. Cultural resources: Tribal nations tend to use SEPA notice as their trigger to review development applications, and Downtown is of particular interest to tribes due to the historical and cultural significance of Downtown lands. Staff met with representatives of the Nisqually Tribe and State Department of Archaeology and Historic Preservation (DAHP), and has corresponded with the Squaxin Island Tribes, regarding City code revisions to ensure concerns about development in historical or culturally significant areas will be addressed by proposed city code revisions. Those proposed revisions have been included in the downtown urban infill SEPA exemption ordinance (attached).

Draft SEPA Ordinance

The attached draft ordinance would provide for designation of a Downtown Urban Infill SEPA Exemption Allowance Area. It also includes updates to the City's existing Environmental Policy, which establishes the City's SEPA authority in state law. SEPA review of projects in areas of the City outside of the downtown exemption area will continue under this authority. This ordinance updates references for consistency with state laws and rules, and other parts of the Olympia Municipal Code, regarding this authority.

In addition, the draft ordinance includes the cultural resources provisions described above.

Neighborhood/Community Interests (if known):

The recommended action in the Downtown Strategy was shared with the public at open houses on October 29, 2016, and February 7, 2017, and the Planning Commission's public hearing on the DTS on February 27, 2017. The Downtown Strategy was adopted by the City Council on April 25, 2017.

Options:

1. Conduct a public hearing on the attached ordinance.
2. Conduct a public hearing on the attached ordinance. After closing the public hearing, discuss the proposed ordinance and move to recommend its approval by the City Council.

Financial Impact:

Staff work on this ordinance has been included in the City's base budget. Adoption of the downtown urban infill SEPA exemption ordinance will likely reduce staff costs in performing duplicative SEPA review on qualifying downtown development projects in the future.

Attachments:

Draft Downtown Urban Infill Area SEPA Ordinance
Downtown Strategy SEPA memo
Draft EDDS Update - Traffic Impact Analysis

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ORDINANCE NO.

AN ORDINANCE of the City Council of the City of Olympia, Washington, establishing an infill exemption allowance for the downtown area, amending Chapter 14.04 (Environmental Policy) of the Olympia Municipal Code, pursuant to the State Environmental Policy Act; adding two new sections in Chapter 18.12 (Historic Preservation) and amending Section 18.12.120 of the Olympia Municipal Code.

WHEREAS, The City of Olympia has adopted a Comprehensive Plan complying with the WA Growth Management Act that includes Policy PL 17.1 to adopt a downtown plan; and

WHEREAS, To guide Downtown's growth and redevelopment, the City engaged in an extensive public process to plan for the Downtown area resulting in the City Council's adoption of a Downtown Strategy (DTS) on April 25, 2017, which implements Policy PL 17.1 of the Comprehensive Plan; and

WHEREAS, the DTS establishes the City's strategies to achieve the vision for the Downtown that is established in the Comprehensive Plan; and

WHEREAS, The State Environmental Policy Act (SEPA) and implementing rules provide for the integration of environmental review with land use planning and project review by jurisdictions planning under the Growth Management Act (GMA) through an exemption for infill development pursuant to RCW 43.21C.229; and

WHEREAS, On January 24, 2014, the City's SEPA responsible official issued a Final Supplemental Environment Impact Statement (FSEIS) on the Olympia Comprehensive Plan; and

WHEREAS, as part of the DTS process, the City of Olympia Planning Commission and City Council considered several options allowed by state law to rely on final SEPA analysis documents completed on a comprehensive plan when permitting development projects the City finds to be consistent with that plan; and

WHEREAS, the DTS adopted by the City Council recommends adoption of an infill exemption allowance pursuant to RCW 43.21C.229, to encourage residential and mixed use development in Olympia's downtown that meets the Comprehensive Plan's vision, goals and policies as further refined in the DTS; and

WHEREAS, also as part of the DTS process, the City conducted a gap analysis of SEPA determinations for the previous thirteen years on downtown development projects to determine impacts that were identified that were not mitigated through existing development regulations; and

WHEREAS, the gap analysis revealed only three types of impacts – flood risk associated with potential future sea level rise, off-site traffic mitigation, and cultural resources impacts – that were not mitigated through existing development regulations; and

WHEREAS, The City has since adopted development regulations and ordinances that will help protect the environment for these three types of impacts, and previously adopted regulations that help protect the environment for other potential impacts; and

WHEREAS, the City has and will continue to implement the DTS the Downtown area that will guide the allocation, form and quality of desired development, consistent with the DTS and Comprehensive Plan; and

WHEREAS, Chapter 14.04 OMC needs to be amended to correct typographical errors, to reflect changes in state statutes and administrative codes, and to reflect changes in Title 18, Unified Developed Code; and

WHEREAS, On _____, 2017, the City provided the State of Washington Department of Commerce the required sixty (60) day notification under RCW 36.70A.106 The sixty (60) day notice periods have lapsed; and

WHEREAS, After providing appropriate public notice, the City of Olympia Planning Commission conducted a public hearing on _____, 2017; and

WHEREAS, The Olympia City Council held a public meeting on _____, 2017, to consider the attached ordinance, and considered all staff reports and information in the public record and testimony provided at the public hearing held by the Olympia Planning Commission related to the attached ordinance; and

WHEREAS, the City of Olympia is committed to the protection of our community's heritage; and

WHEREAS, State and Federal law provides for the protection of human remains, archaeology, and other cultural resources whether known or unknown prior to the course of development; and

WHEREAS, The thresholds incorporated in this ordinance, together with adopted City development regulations and state and federal laws, will adequately mitigate significant impacts from development consistent with the Comprehensive Plan and DTS within the Downtown Infill Exemption Allowance Area; and

WHEREAS, future projects that are implemented consistent with the Comprehensive Plan, development regulations and this ordinance will protect the environment in accordance with SEPA laws and rules, and benefit the public by advancing Olympia's downtown toward the vision established in the Comprehensive Plan.

NOW, THEREFORE, the City Council of the City of Olympia, Washington ordains as follows:

SECTION 1. – Purpose. The City Council declares that the purpose of this Ordinance is to:

A. Exempt residential, mixed use, and selected commercial infill development that is consistent with the Comprehensive Plan and its FSEIS, Olympia development regulations, and other applicable local, state and federal laws from additional SEPA review; and,

B. Establish criteria and procedures, consistent with state law, that will determine whether proposed exempt projects within the designated Downtown Infill Exemption Allowance Area qualify for exemption from SEPA review; and,

C. Protect important cultural resources during development activity and provide notice to the public, interested tribes and agencies of development activities that may affect cultural resources; and,

D. Apply the City's development regulations together with the infill exemption thresholds defined in this ordinance to address the impacts of future development contemplated by this ordinance.

SECTION 2. Title 14 OMC, "Environmental Protection", is hereby amended as follows:
Title 14

ENVIRONMENTAL PROTECTION

Chapters:

14.04 Environmental Policy
(Ordinance 6648 Repealed Section 14.20)

Chapter 14.04

ENVIRONMENTAL POLICY

14.04.000 Chapter Contents

Sections:

14.04.010 Authority.
14.04.020 Adoption by reference.
14.04.030 Definitions.
14.04.040 Additional considerations in time limits applicable to the SEPA process.
14.04.050 Additional timing considerations.
14.04.060 Use of exemptions.
14.04.065 Categorical Exemptions.
14.04.070 Lead agency determination and responsibilities.
14.04.080 Environmental checklist.
14.04.090 Mitigated determination of nonsignificance.
14.04.100 Environmental impact statement--Preparation.
14.04.110 Environmental impact statement--Additional elements.
14.04.120 Public notice.
14.04.130 Designation of official to perform consulted agency responsibilities for the city.
14.04.140 Designation of responsible official.

- 14.04.150 Substantive authority.
- 14.04.155 Hearing Examiner Authority
- 14.04.160 Appeals.
- 14.04.170 Environmentally sensitive areas.
- 14.04.180 Responsibility of agencies--SEPA public information.
- 14.04.190 Fees.
- 14.04.200 Notice--Statute of limitations.

14.04.010 Authority

The city adopts this Chapter under the State Environmental Policy Act (SEPA), RCW 43.21C.120, and the SEPA Rules, WAC 197-11-904.

14.04.020 Adoption by reference

The city adopts the following sections or subsections of Chapter 197-11 of the Washington Administrative Code, 1984 Edition, by reference:

- 197-11-040 Definitions
- 197-11-050 Lead Agency
- 197-11-055 Timing of the SEPA Process
- 197-11-060 Content of Environmental Review
- 197-11-070 Limitations on Action During SEPA Process
- 197-11-080 Incomplete or Unavailable Information
- 197-11-090 Supporting Documents
- 197-11-100 Information Required of Applicants
- 197-11-158 SEPA/GMA project review – Reliance on Existing Plans, Laws and Regulations
- 197-11-164 Planned Actions – Definition and Criteria
- 197-11-168 Ordinances or Resolutions Designating Planned Actions – Procedures for Adoption
- 197-11-172 Planned Actions – Project Review
- 197-11-210 SEPA/GMA Integration
- 197-11-220 SEPA/GMA Definitions
- 197-11-228 Overall SEPA/GMA Integration Procedures
- 197-11-230 Timing of an Integrated GMA/SEPA Process
- 197-11-232 SEPA/GMA Integration Procedures for Preliminary Planning, Environmental Analysis, and Expanded Scoping
- 197-22-235 SEPA/GMA Integration Documents

197-11-238	SEPA/GMA Integration Monitoring
197-11-250	SEPA/Model Toxics Control Act Integration
197-11-253	SEPA Lead Agency MTCA Actions
197-11-256	Preliminary Evaluation
197-11-259	Determination of Nonsignificance for MTCA Remedial Action
197-11-262	Determination of Significance and EIS for MTCA Remedial Actions
197-11-265	Early Scoping for MTCA Remedial Actions
197-11-268	MTCA Interim Actions
197-11-300	Purpose of this Part
197-11-305	Categorical Exemptions
197-11-310	Threshold Determination Required
197-11-315	Environmental Checklist
197-11-330	Threshold Determination Process
197-11-335	Additional Information
197-11-340	Determination of Nonsignificance (DNS)
197-11-350	Mitigated DNS
197-11-355	Optional DNS Process
197-11-360	Determination of Significance (DS)/Initiation of Scoping
197-11-390	Effect of Threshold Determination
197-11-400	Purpose of EIS
197-11-402	General Requirements
197-11-405	EIS Types
197-11-406	EIS Timing
197-11-408	Scoping
197-11-410	Expanded Scoping
197-11-420	EIS Preparation
197-11-425	Style and Size
197-11-430	Format

197-11-435	Cover Letter or Memo
197-11-440	EIS Contents
197-11-442	Contents of EIS on Non-project Proposals
197-11-443	EIS Contents When Prior Non-project EIS
197-11-444	Elements of the Environment
197-11-448	Relationship of EIS to Other Considerations
197-11-450	Cost-Benefit Analysis
197-11-455	Issuance of DEIS
197-11-460	Issuance of FEIS
197-11-500	Purpose of this Part
197-11-502	Inviting Comment
197-11-504	Availability and Cost of Environmental Documents
197-11-508	SEPA Register
197-11-510	Public Notice
197-11-535	Public Hearings and Meetings
197-11-545	Effect of No Comment
197-11-550	Specificity of Comments
197-11-560	FEIS Response to Comments
197-11-570	Consulted Agency Costs to Assist Lead Agency
197-11-600	When to Use Existing Environmental Documents
197-11-610	Use of NEPA Documents
197-11-620	Supplemental Environmental Impact Statement--Procedures
197-11-625	Addenda--Procedures
197-11-630	Adoption--Procedures
197-11-635	Incorporation by Reference--Procedures
197-11-640	Combining Documents
197-11-650	Purpose of this Part
197-11-655	Implementation

197-11-660	Substantive Authority and Mitigation
197-11-680	Appeals
197-11-700	Definitions
197-11-702	Act
197-11-704	Action
197-11-706	Addendum
197-11-708	Adoption
197-11-710	Affected Tribe
197-11-712	Affecting
197-11-714	Agency
197-11-716	Applicant
197-11-718	Built Environment
197-11-720	Categorical Exemption
197-11-721	Closed Record Appeal
197-11-722	Consolidated Appeal
197-11-724	Consulted Agency
197-11-726	Cost-Benefit Analysis
197-11-728	County/City
197-11-730	Decision maker
197-11-732	Department
197-11-734	Determination of Nonsignificance (DNS)
197-11-736	Determination of Significance (DS)
197-11-738	EIS
197-11-740	Environment
197-11-742	Environmental Checklist
197-11-744	Environmental Document
197-11-746	Environmental Review
197-11-750	Expanded Scoping
197-11-752	Impacts

197-11-754 Incorporation by Reference
197-11-756 Lands Covered by Water
197-11-758 Lead Agency
197-11-760 License
197-11-762 Local Agency
197-11-764 Major Action
197-11-766 Mitigated DNS
197-11-768 Mitigation
197-11-770 Natural Environment
197-11-772 NEPA
197-11-774 Non-project
197-11-775 Open Record Hearing
197-11-776 Phased Review
197-11-778 Preparation
197-11-780 Private Project
197-11-782 Probable
197-11-784 Proposal
197-11-786 Reasonable Alternative
197-11-788 Responsible Official
197-11-790 SEPA
197-11-792 Scope
197-11-793 Scoping
197-11-794 Significant
197-11-796 State Agency
197-11-797 Threshold Determination
197-11-799 Underlying Governmental Action
197-11-800 Categorical Exemptions
197-11-880 Emergencies

- 197-11-890 Petitioning DOE to Change Exemptions
- 197-11-900 Purpose of this Part
- 197-11-902 Agency SEPA Policies
- 197-11-904 Agency SEPA Procedures
- 197-11-906 Content and Consistency of Agency Procedures
- 197-11-908 Critical Areas
- 197-11-910 Designation of Responsible Official
- 197-11-912 Procedures of Consulted Agencies
- 197-11-914 SEPA Fees and Costs
- 197-11-916 Application to Ongoing Actions
- 197-11-918 Lack of Agency Procedures
- 197-11-920 Agencies with Environmental Expertise
- 197-11-922 Lead Agency Rules
- 197-11-924 Determining the Lead Agency
- 197-11-926 Lead Agency for Governmental Proposals
- 197-11-928 Lead Agency for Public and Private Proposals
- 197-11-930 Lead Agency for Private Projects with One Agency with Jurisdiction
- 197-11-932 Lead Agency for Private Projects Requiring Licenses from more than one Agency, when One of the Agencies is a County/City
- 197-11-934 Lead Agency for Private Projects Requiring Licenses from a Local Agency, not a County/City, and one or more State Agencies
- 197-11-936 Lead Agency for Private Projects Requiring Licenses from more than State Agency
- 197-11-938 Lead Agencies for Specific Proposals
- 197-11-940 Transfer of Lead Agency Status to a State Agency
- 197-11-942 Agreements on Lead Agency Status
- 197-11-944 Agreements on Division of Lead Agency Duties
- 197-11-946 DOE Resolution of Lead Agency Disputes
- 197-11-948 Assumption of Lead Agency Status

197-11-950	Severability
197-11-955	Effective Date
197-11-960	Environmental Checklist
197-11-965	Adoption Notice
197-11-970	Determination of Nonsignificance (DNS)
197-11-980	Determination of Significance and Scoping Notice (DS)
197-11-985	Notice of Assumption of Lead Agency Status
197-11-990	Notice of Action

14.04.030 Definitions

In addition to those definitions contained within WAC 197-11-700 through 197-11-799, when used in this chapter, the following terms shall have the following meanings, unless the context indicates otherwise:

- A. "Department" means any division, subdivision or organizational unit of the city established by ordinance, rule or order.
- B. "Early notice" means the city's response to an applicant stating whether it considers issuance of a determination of significance likely for the applicant's proposal (mitigated DNS procedures).
- C. "Environmental assessment" means a detailed technical report on one or more elements of the environment as listed in the environmental checklist where that report is prepared by person(s) with expertise in that particular field. Environmental assessments may include, but are not limited to, geotechnical reports, hydrological reports and traffic studies.
- D. "Ordinance" means the ordinance, resolution, or other procedure used by the city to adopt regulatory requirements.
- E. "SEPA rules" means WAC Chapter 197-11 adopted by the Department of Ecology.

(Ord. 4563 §3, 1984).

14.04.050 Additional timing considerations

In addition to timing requirements adopted by reference under OMC 18.04.020, and those set forth in OMC 18.72.170, the following provisions shall apply:

- A. When a notice of application is required or provided regarding the subject action, a determination of nonsignificance or mitigated determination of nonsignificance shall not be issued prior to expiration of the public comment period for that notice of application.
- B. After being issued, the DNS, MDNS or EIS for the proposal shall accompany the city's staff recommendation to any appropriate advisory or decision-making body, or official. OMC 18.72.060 and the current edition of the International ~~Uniform~~ Building Code ~~407.4~~ 105.3.2 notwithstanding, no complete project permit application shall expire during the period between issuance of a determination of significance and issuance of the final environmental impact statement so long as the statement is prepared within the time periods specified by this Chapter, Washington

Administrative Code Chapter 197-11 and the State Environmental Policy Act. Instead, such application review periods shall be tolled during such period.

14.04.060 Use of exemptions

A. If a proposal is exempt, none of the procedural requirements of this chapter apply to the proposal. The city shall not require completion of an environmental checklist for an exempt proposal.

B. In determining whether or not a proposal is exempt, the department shall make certain the proposal is properly defined and shall identify the governmental licenses required (WAC 197-11-060). If a proposal includes exempt and nonexempt actions, the department shall determine the lead agency, even if the license application that triggers the department's consideration is exempt.

14.04.065 Categorical Exemptions

Pursuant to WAC 197-11-800(1)(c) and in addition to the provisions of WAC 197-11-800(1)(b), the following types of construction shall be exempt, except when undertaken wholly or partly on lands covered by water:

A. The construction or location of any residential structures of nine units or less;

B. The construction of an office, school, commercial, recreational, service or storage building with 8,000 square feet or less of gross floor area, and with associated parking facilities designed for thirty automobiles or less;

C. The construction of a parking lot designed for thirty automobiles or less;

D. Any landfill or excavation of 500 cubic yards or less throughout the total lifetime of the fill or excavation; and any fill or excavation classified as a Class I, II, or III forest practice under RCW 76.09.050 or regulations thereunder.

E. Development within the Downtown Infill Exemption Allowance Area designated under RCW 43.21C.229 for construction of the following types of development within the boundary shown on the map below:

- residential developments;
- non-retail commercial developments of 65,000 square feet or less; and
- mixed use developments.

[insert map]

For the purposes of this subsection:

1. "Infill" shall mean any development that meets Subsection A of this section.
2. "Retail" shall be construed liberally to include sales of products produced, assembled or otherwise created on-site or off-site.
3. "Mixed use" shall mean any development that includes two or more permitted or conditional uses on the same site, in one or more buildings.

F. To be considered for the Downtown Infill Exemption Allowance, the proposed development must:

1. not cause the area shown in the map above to exceed the density or intensity called for in the comprehensive plan, or be part of a series of proposals that would do so; and

2. be consistent with all requirements of the subject zoning district, and all other applicable provisions of the Olympia Municipal Code and other local, state and federal laws.

G. Developments that qualify for the Downtown Infill Exemption Allowance are still subject to Chapter 15.20 OMC, Transportation Concurrency.

H. The Director may condition development proposals that otherwise qualify for the Downtown Infill Exemption Allowance to:

1. incorporate site design measures that preserve the following landmark views identified in the Olympia Downtown Strategy on April 25, 2017:
 - West Bay Park to Mt Rainier
 - East Bay Overlook to the Capitol Dome
 - Deschutes Parkway to Mt Rainier
2. provide for public routes or trails to access the shoreline under the Shoreline Master Program or as provided in the Regional Trails Plan; parks, Arts and Recreation Master Plan, or Downtown Strategy.

14.04.070 Lead agency determination and responsibilities

A. When the city is not the lead agency for a proposal, all departments of the city shall use and consider, as appropriate, either the DNS or the final EIS of the lead agency in making decisions on the proposal. No city department shall prepare or require preparation of a DNS or EIS in addition to that prepared by the lead agency, unless required under WAC 19711-600. In some cases, the city may conduct supplemental environmental review under WAC 197-11-600.

B. If the city or any of its departments receives a lead agency determination made by another agency that appears inconsistent with the criteria of WAC 197-11-922 through 197-11-940, it may object to the determination. Any objection must be made to the agency originally making the determination and resolved within a fifteen-day (15) time period. Any such petition on behalf of the city may be initiated by the responsible official.

C. Departments of the city are authorized to make agreements as to lead agency status or shared lead agency duties for a proposal under WAC 197-11-942 and 197-11-944; provided, that the responsible official and any department that will incur responsibilities as the result of such agreement must approve the agreement.

D. Any department making a lead agency determination for a private project shall require sufficient information from the applicant to identify which other agencies have jurisdiction over the proposal (that is: which agencies require nonexempt licenses).

14.04.080 Environmental checklist

A. A completed environmental checklist (or a copy), in the form provided in WAC 197-11-960, shall be filed at the same time as an application for a permit, license, certificate, or other approval not

specifically exempted in this chapter; except, a checklist is not needed if the city and applicant agree an EIS is required, SEPA compliance has been completed, or SEPA compliance has been initiated by another agency. The city shall use the environmental checklist to determine the lead agency.

B. Except as provided in subsection C, the city will require the applicant to complete the environmental checklist for private proposals, providing assistance as necessary. For city proposals, the department initiating the proposal shall complete the environmental checklist for that proposal.

C. The city may complete all or a part of the environmental checklist for a private proposal with its own staff if either of the following exist:

1. The city has technical information on a question or questions that is unavailable to the private applicant; or
2. The applicant has provided inaccurate information on previous proposals or on proposals currently under consideration.

14.04.090 Mitigated determination of nonsignificance

A. As provided in this section and in WAC 197-11-350, the responsible official may issue a determination of nonsignificance (DNS) based on conditions attached to the proposal by the responsible official or on changes to, or clarification of, the proposal made by the applicant.

B. An applicant may request in writing early notice of whether a DS is likely under WAC 197-11-350. The request must:

1. Follow submission of a permit application and environmental checklist for a nonexempt proposal for which the department is lead agency;
2. Precede the city's actual threshold determination for the proposal.

C. The responsible official should respond to the request for early notice within 15 working days. The response shall:

1. Be written;
2. State whether the city currently considers issuance of a DS likely and, if so, indicate the general or specific area(s) of concern that are leading the city to consider a DS;
3. State that the applicant may change or clarify the proposal to mitigate the indicated impacts, revising the environmental checklist and/or permit application as necessary to reflect the changes or clarification.

D. As much as possible, the city should assist the applicant with identification of impacts to the extent necessary to formulate mitigation measures.

E. When an applicant submits a changed or clarified proposal, along with a revised environmental checklist, the city shall base its threshold determination on the changed or clarified proposal:

1. If the city indicated specific mitigation measures in its response to the request for early notice, and the applicant changed or clarified the proposal to include those specific mitigation measures, the city shall issue and circulate a determination of nonsignificance under WAC 197-11-340(2).

2. If the city indicated areas of concern, but did not indicate specific mitigation measures that would allow it to issue a DNS, the city shall make the threshold determination, issuing a DNS or DS as appropriate.
 3. The applicant's proposed mitigation measures (clarification, changes or conditions) must be in writing and must be specific. For example, proposals to "control noise" or "prevent stormwater runoff" are inadequate, whereas proposals to "muffle machinery to X decibel" or "construct 200-foot stormwater retention pond at Y location" are adequate.
 4. Mitigation measures which justify issuance of a mitigated DNS may be incorporated in the DNS by reference to agency staff reports, studies or other documents.
- F. A mitigated DNS issued under WAC 197-11-340(2), requires a 14 day comment period and public notice. However, a mitigated DNS may be issued under WAC 197-11-340(1) if intended only to minimize adverse impacts and not to eliminate the requirements for an EIS.
- G. Mitigation measures incorporated in the mitigated DNS shall be deemed conditions of approval of the permit decision and may be enforced in the same manner as any term or condition of the permit, or enforced in any manner specifically prescribed by the city.
- H. If the city's tentative decision on a permit or approval does not include mitigation measures that were incorporated in a mitigated DNS for the proposal, the city should evaluate the threshold determination to assure consistency with WAC 197-11-340(3) (a) (withdrawal of DNS).
- I. The city's written response under subsection B of this section shall not be construed as a determination of significance. In addition, preliminary discussion of clarification or changes to a proposal, as opposed to a written request for early notice, shall not bind the city to consider the clarification or changes in its threshold determination.
- 14.04.100 Environmental impact statement –Preparation
- A. Preparation of draft and final EIS and SEIS's is the responsibility of the planning department under the direction of the responsible official. Before the city issues an EIS, the responsible official shall be satisfied that it complies with this Chapter and WAC Chapter 197-11.
- B. The draft and final EIS or SEIS shall be prepared by city staff, the applicant, or by a consultant selected by the city or the applicant. If the responsible official requires an EIS for a proposal and determines that someone other than the city will prepare the EIS, the responsible official shall notify the applicant immediately after completion of the threshold determination. The responsible official shall also notify the applicant of the city's procedure for EIS preparation, including approval of the draft and final EIS prior to distribution.
- C. The city may require an applicant to provide information the city does not possess, including specific investigations. However, the applicant is not required to supply information that is not required under this Chapter or that is being requested from another agency. (This does not apply to information the city may request under another ordinance or statute).
- D. A draft of any required environmental impact statement should be prepared and issued within 365 calendar days of issuance of the determination of significance. Draft environmental impact statements shall be reviewed and a final environmental impact statement issued within those time periods prescribed by WAC 197-11-455 and WAC 197-11-460.

14.04.110 Environmental impact statement –Additional elements

The following additional elements are part of the environment for the purpose of EIS content, but do not add to the criteria for threshold determination or perform any other function or purpose under this chapter:

- A. Economic impacts;
- B. Cultural factors;
- C. Social policy analysis;
- D. Impacts upon neighborhood character.

14.04.120 Public notice

A. Whenever the city issues a DNS under WAC 197-11-340(2) or a DS under WAC 197-11-360(3), the city shall give public notice as follows:

1. If a public hearing has been scheduled on the subject action, notice of the threshold determination shall be combined with notice of such hearing.
2. If no public hearing is required for the proposed action, or if the public hearing notice will not be issued prior to expiration of the comment period for a DS or DNS, the city shall give notice of the DNS or DS by:
 - a. Posting the specific site, if any, and providing notice to all record owners of property within 300 feet of such site;
 - b. Notifying public or private groups which have expressed interest in a certain proposal or in the type of proposal being considered;
 - c. Notifying the news media.
3. Whenever the city issues a DS under WAC 197-11-360(3), the city shall state the scoping procedure for the proposal in the DS as required in WAC 197-11-408.

B. Whenever the city issues a draft EIS under WAC 197-11-455(5) or a supplemental EIS under WAC 197-11-620, notice of the availability of those documents shall be given by (1) indicating the availability of the DEIS in any public notice required for a nonexempt license; and (2) the methods noted in subsection A of this section.

C. Whenever possible, the city shall integrate the public notice required under this section with existing notice procedures for city's nonexempt permit(s) or approval(s) required for the proposal.

D. The city may require an applicant to complete the public notice requirements for the applicant's proposal at the applicant's expense.

14.04.130 Designation of official to perform consulted agency responsibilities for the city

A. The planning director shall be responsible for preparation of written comments for the city in response to a consultation request prior to a threshold determination, participation in scoping, or reviewing a draft EIS.

B. This person shall be responsible for the city's compliance with WAC 197-11-550 whenever the city is a consulted agency and is authorized to develop operating procedures that will ensure that responses to consultation requests are prepared in a timely fashion and include data from all appropriate departments of the city.

14.04.140 Designation of responsible official

A. For those proposals for which the city is the lead agency, the responsible official shall be the planning director or designee.

B. For all proposals for which the city is the lead agency, the responsible official shall make the threshold determination, supervise scoping and preparation of any required EIS, and perform any other functions assigned to the "lead agency" or "responsible official" by those sections of the SEPA rules that were adopted by reference in WAC 173-806-020.

14.04.150 Substantive authority

A. The policies and goals set forth in this chapter are supplementary to those in the existing authorization of the city.

B. The city may attach conditions to a permit or approval for a proposal so long as:

1. Such conditions are necessary to mitigate specific probable adverse environmental impacts identified in environmental documents prepared pursuant to this chapter;
2. Such conditions are in writing;
3. The mitigation measures included in such conditions are reasonable and capable of being accomplished;
4. The city has considered whether other local, state or federal mitigation measures applied to the proposal are sufficient to mitigate the identified impacts;
5. Such conditions are based on one or more policies in subsection D of this section and cited in the license or other decision document.

C. The city may deny a permit or approval for a proposal on the basis of SEPA so long as:

1. A finding is made that approving the proposal would result in probable significant adverse environmental impacts that are identified in a final EIS or final supplemental EIS prepared pursuant to this chapter;
2. A finding is made that there are not reasonable mitigation measures capable of being accomplished that are sufficient to mitigate the identified impact;
3. The denial is based on one or more policies identified in subsection D of this section and identified in writing in the decision document.

D. The city designates and adopts by reference the following policies as the basis for the city's exercise of authority pursuant to this section:

1. The city shall use all practicable means, consistent with other essential considerations of state policy, to improve and coordinate plans, functions, programs and resources to the end that the state and its citizens may:

- a. Fulfill the responsibilities of each generation as trustee of the environment for succeeding generations;
 - b. Assure for all people of Washington safe, healthful, productive and aesthetically and culturally pleasing surroundings;
 - c. Attain the widest range of beneficial uses of the environment without degradation, risk to health or safety, or other undesirable and unintended consequences;
 - d. Preserve important historic, cultural and natural aspects of our national heritage;
 - e. Maintain, wherever possible, an environment which supports diversity and variety of individual choice;
 - f. Achieve a balance between population and resource use which will permit high standards of living and a wide sharing of life's amenities;
 - g. Enhance the quality of renewable resources and approach the maximum attainable recycling of depletable resources.
2. The city recognizes that each person has a fundamental and inalienable right to a healthful environment and that each person has a responsibility to contribute to the preservation and enhancement of the environment.
3. The following plans, policies, regulations, and all amendments thereto, are designated as potential bases for the exercise of the City's substantive authority under SEPA:
- a. RCW Chapter 43.21C, State Environmental Policy Act;
 - b. Comprehensive Plan
 - c. Wastewater Management Plan
 - d. Water Resources Management Plan
 - e. Water System Plan
 - f. Storm and Surface Water Plan
 - g. Parks, Arts, and Recreation Master Plan
 - h. Shoreline Master Program
 - i. Regional Transportation Plan
 - j. Olympia Municipal Code
 - k. Engineering Design and Development Standards

- I. Capital Facility Plan
- m. Downtown Strategy.

E. The legislative appeals authorized by RCW 43.21C.060 are eliminated from this chapter.

14.04.155 Hearing Examiner Authority

In addition to the authority and power to modify mitigation measures pursuant to appeal, the Hearing Examiner is hereby authorized to modify such mitigating conditions or measures as appropriate when no administrative appeal opportunity was provided pursuant to OMC 14.04.160 or when deemed necessary by the Examiner to ensure consistency with any decision rendered by the Examiner on the underlying application or permit.

14.04.160 Appeals

A. The following administrative appeal procedures are established under RCW 43.21C.075, WAC 197-11-680, and RCW Chapter 36.70B:

1. Any agency or person who may be aggrieved by an action may appeal to the Hearing Examiner the environmental review officers' conditioning, lack of conditioning or denial of an action pursuant to WAC Chapter 197-11.
2. The responsible official's initial decision to require preparation of an environmental impact statement, i.e., to issue a determination of significance, is subject to an interlocutory administrative appeal upon notice of such initial decision and only to such appeal. Notice of such decision shall be provided as set forth in OMC 18.78.020. Failure to appeal such determination within 14 calendar days of notice of such initial decision shall constitute a waiver of any claim of error.
3. All appeals shall be in writing, be signed by the appellant, be accompanied by the appropriate filing fee, and set forth the specific basis for such appeal, error alleged and relief requested. Any appeal must be filed within seven calendar days after the comment period expires. Where there is an underlying governmental action requiring review by the Hearing Examiner, any appeal and the action shall be considered together. Except for threshold determinations issued under the optional DNS process, an appeal period shall conclude simultaneously with an underlying permit decision.
4. For any appeal under this subsection, the city shall keep a record of the appeal proceedings which shall consist of the following:
 - a. Findings and conclusions;
 - b. Testimony under oath; and
 - c. A taped or written transcript of any hearing.
5. Any procedural determination by the city's responsible official shall be given substantial weight in any appeal proceeding.
6. See OMC 18.75.020.B for additional requirements.

B. The city shall give official notice under WAC 197-11-680(5) whenever it issues a permit or approval for which a statute or ordinance establishes a time limit for commencing judicial appeal.

14.04.170 Environmentally sensitive areas

A. If the city designates environmentally sensitive areas under the standards of WAC 197-11-908, it shall file maps designating such areas, together with the exemptions from the list in WAC 197-11-908 that are inapplicable in such areas, with the responsible official and the Department of Ecology, Headquarters Office, Olympia, Washington. The environmentally sensitive area designations shall have full force and effect of law as of the date of filing.

B. The city shall treat proposals located wholly or partially within an environmentally sensitive area no differently than other proposals under this chapter, making a threshold determination for all such proposals. The city shall not automatically require an EIS for a proposal merely because it is proposed for location in an environmentally sensitive area.

C. Certain exemptions do not apply on lands covered by water, and this remains true regardless of whether or not lands covered by water are mapped.

14.04.180 Responsibilities of agencies--SEPA public information

The city shall retain all documents required by the SEPA rules WAC Chapter 197-11 and make them available in accordance with RCW Chapter 42.17.

14.04.190 Fees

The city shall require and collect fees as established by ordinance of the City Council for its activities in accordance with the provisions of this chapter:

A. **Threshold Determination.** A fee shall be collected for every environmental checklist the city will review when it is lead agency. The time periods provided by this chapter for making a threshold determination shall not begin to run until the accompanying application is deemed complete and all fees are paid.

B. **Environmental Impact Statement (EIS).**

1. When the city is the lead agency for a proposal requiring an EIS and the responsible official determines that the EIS shall be prepared by employees of the city, the city may charge and collect a reasonable fee from any applicant to cover costs incurred by the city in preparing the EIS. The responsible official shall advise the applicant(s) of the projected costs for the EIS prior to actual preparation; the applicant shall post bond or otherwise ensure payment of such costs.

2. When the city is the lead agency for a proposal and the applicant is preparing an EIS, the city shall collect a fee to cover the cost of reviewing the EIS. The fees are set forth in the fee schedule as adopted and hereafter amended by the city, and shall reflect the actual costs, including all staff time spent in the review. The city shall require the applicant to post a cash deposit for the amount of the estimated total cost of the review prior to initiation of review; however, this is not necessary until after the scoping process is completed.

3. The responsible official may determine that the city will contract directly with a consultant for preparation of an EIS, or a portion of the EIS, for activities initiated by some persons or entity other than the city and may bill such costs and expenses directly to the applicant. Such consultants shall be selected by mutual agreement of the city and applicant after a call for proposals. The city shall require the applicant to post a cash deposit for the amount of the estimated costs prior to initiation of the project.

4. If a proposal is modified so that an EIS is no longer required, the responsible official shall refund any fees collected under subdivisions 1, 2 or 3 of this subsection which remain after incurred costs are paid.

C. Supplemental Studies or Information. When the city requires supplemental information or studies, a reasonable fee may be charged and collected from the applicant to cover the costs incurred by the city in reviewing such information. The fee shall be set forth in the fee schedule as adopted and hereafter amended by the city.

D. The city may collect a reasonable fee from an applicant to cover the costs of meeting the public notice requirements of this chapter relating to the applicant's proposal.

E. The city shall not collect a fee for performing its duties as a consulted agency.

F. The city may charge any person for copies of any document prepared under this chapter, and for mailing the document, in a manner provided by RCW Chapter 42.7.

14.04.200 Notice –Statute of limitations

A. The city, applicant for, or proponent of any action may publish a notice of action pursuant to RCW 43.21C.080 for any action.

B. The form of the notice shall be substantially in the form provided in WAC 197-11-990. The notice shall be published by the city, applicant or proponent pursuant to RCW 43.21C.080.

14.04.210 Severability

If any provision of this chapter or its application to any person is held invalid, the remainder of this chapter, or the application of the provision to other persons or circumstances, shall not be affected.

SECTION 3. Section 18.12.120 OMC is hereby amended as follows:

18.12.120 Cultural Resources

A. Whenever in the course of excavation or development, archaeological materials (e.g., bones, collections of shells, stone tools, beads, ceramics, old bottles, and old building foundations) or human remains are observed during project activities, all work in the immediate vicinity shall stop. The City of Olympia Historic Preservation Officer (HPO), Washington State Department of Archaeology and Historic Preservation (DAHP), all interested tribes, City of Olympia Building Official, and, in the case of human remains, Olympia Police Department and Thurston County Coroner, shall be contacted immediately by the property owner, site manager, or City staff for immediate response to evaluate the discovered materials.

B. Provided initial inspection indicates that the materials may be cultural resources or human remains, the City shall request DAHP and interested tribes to recommend an appropriate course of action prior to resumption of construction. The property owner may be required to hire a qualified archaeologist to evaluate the site within seven (7) calendar days. The archaeologist shall make a recommendation on the site's eligibility for the National Register of Historic Places (NRHP) as per the National Historic Preservation Act. This recommendation will be reviewed by DAHP and interested tribes for determination of eligibility for the NRHP. C. If the site is determined eligible for the NRHP, the HPO or designee shall consult with DAHP and all interested tribes for recommendations on appropriate mitigation of effects before construction resumes. The Building Official may revoke or temporarily suspend the permit, or add mitigation conditions based on the site's archaeological

importance. The discovery of archaeological materials requires that the property owner must comply with all applicable laws pertaining to archaeological resources .. Failure to comply with this requirement could constitute a Class C Felony. If federal funds or permits are involved in the project, notification to the appropriate federal agency and the Advisory Council shall occur in addition to the above-listed parties, .

D. Where previously recorded archeological sites are proposed for development, the Director shall consult DAHP and all interested tribes for their recommendations, and may deny or condition the permit to avoid harm to or destruction of the archaeological site.

SECTION 4. A new section is hereby added to Chapter 18.12 OMC as follows:

OMC 18.12.XXX Tribal and Agency Consultation on Development Review

- A. Interested Tribes and the State Department of Archaeology and Historic Preservation (DAHP) shall be notified when an application for land use approval has been submitted to the City of Olympia as described in OMC 18.78.020 Public Notification Procedures. Additional notice of consultation may be provided by the City Historic Preservation Officer.
- B. Consistent with law, any recommendations and/or requests by Consulting Tribes and/or DAHP on cultural resource protection will be given substantial weight in decisions on land use approval and subsequent permit issuance.

Section 5. A new section is hereby added to Chapter 18.12 OMC as follows:

OMC 18.12.YYY Cultural Resource Protection

- A. . Cultural Resources shall be protected from damage During Construction and all other Development Activities in accordance with OMC 18.12.120 Cultural Resources, and with OMC 18.12.YYY.B.
- B. Additional Protections for Cultural Resources

1. Building permit recipients for development projects that meet the following criteria. shall be required to sign an Inadvertent Discovery Plan provided by the City of Olympia Historic Preservation Officer:

- a. All projects subject to State Environmental Policy Act (SEPA) thresholds; and
- b. All projects located within the Downtown SEPA Exemption Area.

The signed IDP shall be held on site throughout the duration of any ground-disturbing activities related to the project.

2. . The Director may require additional actions to protect known or predicted cultural resources as a result of requests submitted by Consulting Tribes and/or DAHP during consultation for the following:

- a. Projects subject to State Environmental Policy Act (SEPA) thresholds;
- b. Projects located within the Downtown SEPA Exemption Area; and
- c. Projects subject to other State and Federal laws which protect cultural and historic resources, including but not limited to Executive Order 05-05 and Section 106 of the National Historic Preservation Act.

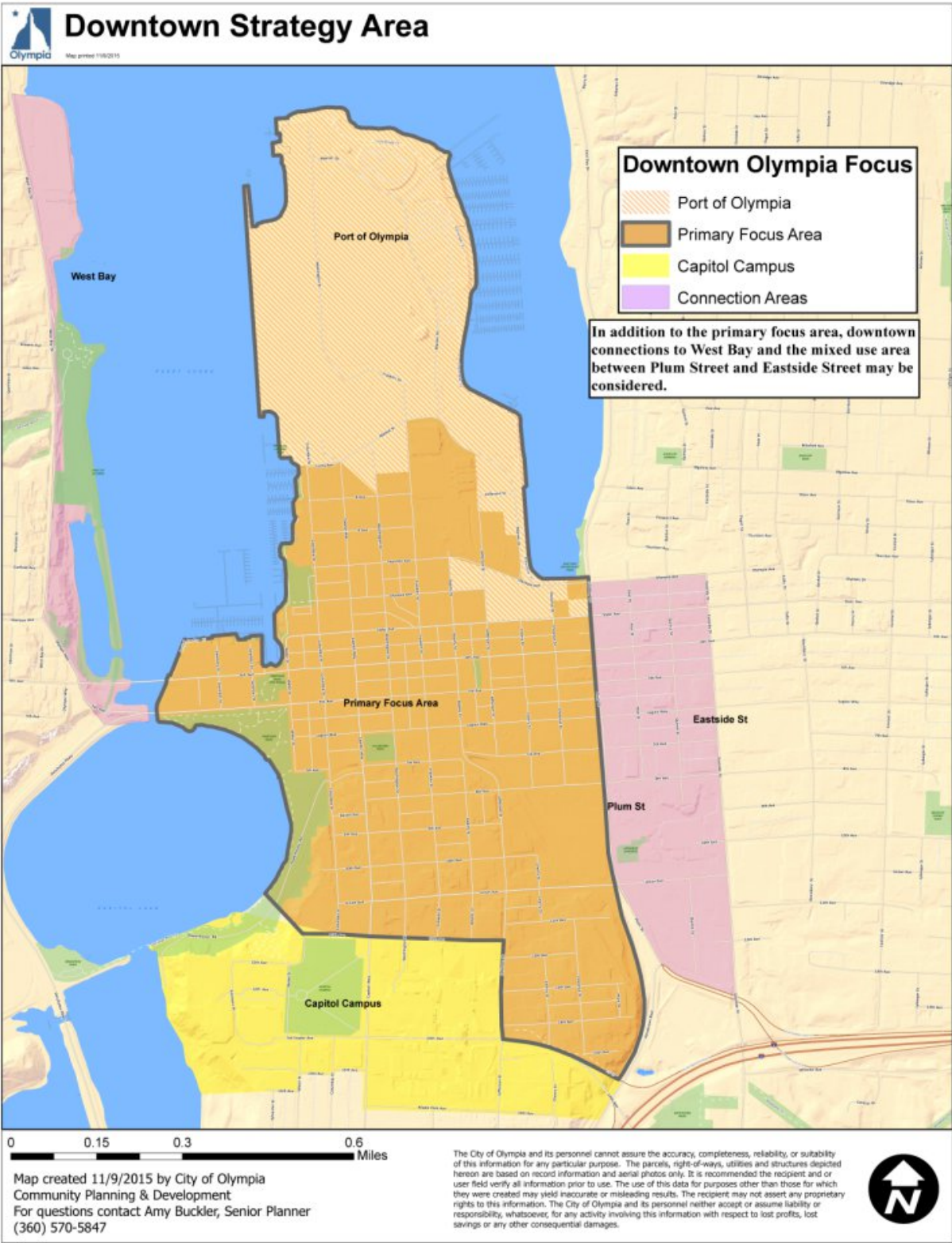
SECTION 6. – Corrections by City Clerk or Code Reviser. Upon approval of the City Attorney, the City Clerk and the code reviser are authorized to make necessary corrections to this Ordinance, including the correction of clerical errors; Ordinance, section, or subsection numbering; or references to other local, state or federal laws, codes, rules, or regulations.

SECTION 7. – Severability. If any one or more section, subsection, or sentence of this Ordinance is held to be unconstitutional or invalid, that decision shall not affect the validity of the remaining portion of this Ordinance and that remaining portion shall maintain its full force and effect.

SECTION 8. – Effective Date. This Ordinance shall be in force five (5) days after its passage and publication, as provided by law.

[signatures, approval information, etc]

SEPA Infill Exemption Allowance Area = Downtown Strategy Primary Focus Area (outlined below by gray line)



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ATTACHMENT 1



BACKGROUND MEMO

January 2017

What is SEPA?

Enacted by the Washington Legislature in 1971, the **State Environmental Policy Act** – commonly called SEPA – helps state and local agencies in Washington identify possible environmental impacts that could result from governmental decisions such as:

- Issuing permits for private projects such as an office building, grocery store, or apartment complex.
- Constructing public facilities like a new school, highway, or water pipeline.
- Adopting regulations, policies, or plans such as a county or city comprehensive plan, critical area ordinance, or state water quality regulation.

SEPA Informs Decisions

State and local agencies in Washington use SEPA to evaluate proposed decisions. Information learned through the review process can be used to:

- Change a proposal to reduce likely impacts.
- Apply conditions to or deny a proposal when adverse environmental impacts are identified.

Using SEPA in Decision-Making

Under SEPA, project proponents are usually asked to provide information about the proposal and its potential impacts on the environment. When a proponent has gathered and submitted enough information about their proposal, the lead agency can:

- Issue a **determination of non-significance** – also called a DNS – if it finds the proposal is unlikely to have a significant adverse environmental impact.
- Issue a **mitigated determination of non-significance** – or **MDNS**- concluding that identified significant impacts will be reduced to a level of non-significance through specific mitigated measures.
- Require an **environmental impact statement** – or an **EIS** – if the information indicates the proposal is likely to have a significant adverse environmental impact. An EIS needs to include:
 - An evaluation of alternatives to the proposal.
 - Measures that would reduce or eliminate likely environmental impacts.

The DNS, MDNS or EIS may be appealed by parties who participated in the review process. SEPA gives state and local agencies the authority to require conditions on permits to offset or mitigate any identified adverse environmental impacts. Federal and state court decisions make clear that any conditions imposed must be directly related and proportional to the impacts of the project.



Some Projects Can be Exempt

SEPA also gives local governments the option to allow some minor projects to be exempt from review. Other projects may be exempt if they are consistent with adopted plans that underwent SEPA review. Various options include:

- **Increased exemption levels for minor construction projects** (WAC 197-11-800(1)(c))
- **Urban infill exemption levels** (RCW 43.21C.229)
- **Planned Action – Environmental Impact Statement (EIS)** (RCW 43.21C.440)

These are described in more detail on page 4.

Options for SEPA Exemptions Were Considered as Part of the Downtown Strategy

As part of the process to form a Downtown Strategy (DTS), the City explored various options for exempting projects in the Downtown from SEPA. The purpose is to reduce uncertain costs and permit review times associated with development. Environmental issues are still addressed, but rather than relying on the SEPA process for this, environmental issues are addressed upfront in the development code. The purpose of exempting SEPA is to reduce duplicative *process*, not to reduce environmental mitigation.

During scoping for the DTS, the City decided not to complete a planned action EIS for the entire Downtown, as the same objective could be achieved by increased exemption levels and/or a SEPA urban infill exemption. The DTS planning team reviewed available options in light of Downtown objectives. As a result, the Downtown Strategy is recommending the City establish Downtown as an Urban Infill Exemption Area.

A GAP Analysis was Completed

A first step was to identify any gaps in our environmental regulations where we have had to use SEPA in the past to address an environmental issue in Downtown. The next step is to establish regulations for these currently unaddressed environmental issues.

A gap analysis revealed the City has often used SEPA to reiterate regulations that are required regardless of SEPA (e.g., remediating contaminated soil & groundwater, controlling dust at the construction site). The gap analysis also identified three areas that should be addressed before establishing a SEPA exemption:

- 1) **Flood risk associated with sea level rise:** In the past, the City has used SEPA to address flood risk due to sea level rise by requiring higher finished floor elevations in high risk Downtown areas. To ensure this issue could still be addressed without SEPA, the City adopted increased flood-proofing standards for the Downtown in August of 2016.



- 2) **Off-site traffic impact mitigation:** There are a few areas where it's possible a large traffic generating project could cause traffic impacts needing to be mitigated through infrastructure improvements at the time of development (i.e., a traffic light.) To ensure this issue could still be addressed without SEPA, the Downtown Strategy will likely recommend adopting a threshold (i.e., size) at which Downtown projects require a traffic study (typically part of SEPA) to determine any needed improvements that would then be required.
- 3) **Cultural resources:** Tribal agencies tend to use SEPA notice as their trigger to comment on projects, and Downtown is of particular interest to these agencies due to the historical and cultural significance of Downtown lands. As a next step, City staff will meet with tribal and State Department of Archaeology and Historic Preservation (DAHP) representatives to discuss the other available opportunities for comment (e.g., at notice of application) and potential code revisions that could address the primary issues that could occur Downtown.

DTS Recommends Establishing Downtown as an Urban Infill Exemption Area

The State's SEPA statute allows for urban infill exemptions in order to encourage residential or mixed use development in urban areas where the density goals of the comprehensive plan are not being met. When an EIS has been prepared to analyze the development goals in the comprehensive plan (which is the case for Olympia), a city can exempt some or all of the following types of development from additional SEPA review:

- Stand-alone residential
- Mixed use residential/commercial
- Stand-alone commercial less than 65,000, excluding retail

The exemption would not apply to:

- Industrial uses
- Lands covered by water (in most cases)
- Projects where part of the proposal requires both exempt and non-exempt actions
- Some other very specific cases outlined under the SEPA statute

Additional Considerations and Next Steps:

- City should define what is meant by retail to include certain uses that include sales of products produced on the premises (microbrewery, artist studio, etc.)
- Consider a threshold at which Downtown projects should require a traffic study
- Meet with DAHP and tribal agency representatives to address potential historic, cultural and archaeological issues



BACKGROUND: Options Considered for SEPA Exemption in Olympia's Downtown

1. **Increased exemption levels for minor construction projects** (WAC 197-11-800(1)(c)) – The WA Department of Ecology has adopted rules to exempt permits for smaller-scale construction projects from SEPA review. Ecology recently amended those rules to provide cities and counties with the option to increase the exemption levels for certain types of projects that are consistent with an adopted comprehensive plan that underwent SEPA review.

For example, Olympia currently exempts projects that include construction of 9 dwelling units or less. The new rules allow the city to increase the exemption up to 30 single-family homes or 60 units of apartments or condominiums.

Example: Seattle has used this provision in five urban centers and urban villages, and in its Downtown, to tailor SEPA review thresholds to infill for those specific areas.

2. **Urban infill exemption levels** (RCW 43.21C.229) – This provision of the statute is intended to encourage residential or mixed use development in urban areas where the density goals of the comprehensive plan are not being met. When an EIS has been prepared to analyze the development goals in the comprehensive plan (which is the case for Olympia), a city can exempt some or all of the following types of development from additional SEPA review:
 - Residential
 - Mixed Use
 - Stand-alone Commercial up to 65,000 square feet (excluding retail)

Example: Kent has adopted an urban infill exemption ordinance for a portion of its Downtown to encourage residential and mixed use development.

3. **Planned Actions** (RCW 43.21C.440) – Cities and counties may prepare a detailed EIS in conjunction with a comprehensive plan or subarea plan that evaluates the environmental impacts of all the types of development proposed in the plan. Using the information in the EIS, the city/county adopts a “planned action” ordinance that identifies the conditions that each type of development must meet. When a project application is submitted that meets the conditions specified in the planned action ordinance, no additional SEPA review of that project is required.

Examples: A 2009 review of the results of ten cities’ planned actions:
<http://www.mrsc.org/artdocmisc/munkberg.pdf>.



BACKGROUND: Factors to Consider with SEPA Options

	Increased Exemption Levels for Minor Construction Projects	Urban Infill Exemption Levels	Planned Action
City can designate geographic area	Yes	Yes	Yes
Additional EIS required of city	No	No	Yes (typical cost \$150,000 - \$250,000)
Additional SEPA review for project permits	None for types of development designated by city, subject to state maximum thresholds	None for types of development designated by city	None, in most cases; city could define exceptions
Development types eligible for SEPA exemption	Residential, office, school, commercial, recreational, service, storage, parking; subject to state maximum thresholds	Residential, mixed-use, stand-alone commercial up to 65,000 square feet (retail excluded)	Defined by city in planned action ordinance; must have been analyzed in city's EIS
Results in pre-defined conditions for new development (i.e., predictability)	In city codes and development standards	In city codes and development standards	Detailed in planned action ordinance, in addition to city codes and development standards
Possibility of appeal of SEPA review	None for exempted types of development	None for exempted types of development	For EIS only; none for development projects that are consistent with planned action
Length of time remains in effect	No end date; effective until City Council action to discontinue	No end date; effective until City Council action to discontinue	Defined in planned action ordinance; typically 10-20 years
Reduced time and cost of permit process (for applicant and city)	Yes, for exempted types of development	Yes, for exempted types of development	Yes, for nearly all development

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ATTACHMENT 2

Chapter 15.20

TRANSPORTATION CONCURRENCY

15.20.000 Chapter Contents

Sections:

- 15.20.010 Title, authority and purpose.
- 15.20.020 Definitions.
- 15.20.030 Level of service standards.
- 15.20.040 Concurrency districts.
- 15.20.050 Concurrency test.
- 15.20.060 Exemptions from the concurrency test.
- 15.20.070 Findings of concurrency.
- 15.20.080 Fees.
- 15.20.090 Concurrency system.
- 15.20.100 Monitoring the transportation system.
- 15.20.110 Intergovernmental coordination.
- 15.20.120 Appeals.

15.20.010 Title, authority and purpose

- A. This chapter shall be known as the "Transportation Concurrency Ordinance."
- B. This chapter is enacted pursuant to the City of Olympia's powers as a Code City, Article XI, Section 10 of the Washington State Constitution, Chapter 35A RCW, the Growth Management Act, Chapter 36.70A generally, and RCW 36.70A.070 specifically.
- C. It is the purpose of this chapter:
 - 1. To ensure adequate levels of service on transportation facilities for existing land uses as well as new development;
 - 2. To provide transportation facilities that achieve and maintain the City's level of service standards as established in the Comprehensive Plan; and
 - 3. To ensure that the City's level of service standards are achieved concurrently with development as required by the GMA.

(Ord. 5540 §1, 1995).

15.20.020 Definitions

Except as defined below, the words and terms used in this chapter shall have the meaning set forth in the

OMC Section 18.02.180.

- A. Adequate - the transportation facilities meet or exceed the City's adopted standard of service set forth in the City's Comprehensive Plan.
- B. Capacity - the maximum number of vehicles that can be accommodated during a specified travel period at a specified level of service. Capacity will be calculated according to the methodology used in the most current Highway Capacity Manual. An alternative methodology may be used only if it is preapproved by the Director of Public Works or his/her designee.

(Ord. 6607 §1, 2008; Ord. 5540 §2, 1995).

15.20.030 Level of service standards

The following level of service standards, established in the Olympia Comprehensive Plan, are hereby adopted for the purposes of this Chapter. If a conflict arises between a level of service standard identified in this Chapter and a standard identified in the Comprehensive Plan, the level of service established in the Comprehensive Plan shall control.

- A. Level of Service "F" for the intersections of:
 - 1. Jefferson and 14th;
 - 2. Plum Street and Union;
 - 3. Water and 5th;
 - 4. Capitol and 14th;
 - 5. Sleater-Kinney and Martin Way;
 - 6. Lilly and Martin Way; and
 - 7. Black Lake Boulevard and Cooper Point Road.
- B. Level of service "E" for the Downtown City Center and along High Density Residential Corridors as identified in the Comprehensive Plan; and
- C. Level of service "D" in the remainder of the City and its Urban Growth Area.

(Ord. 6607 §1, 2008; Ord. 5540 §3, 1995).

15.20.040 Concurrency districts

There are hereby established four concurrency districts within the City and its Urban Growth Area. The districts will be used to monitor and to allocate available transportation capacity. The districts are depicted in Map One, Attachment A, which is adopted as part of this Title.

(Ord. 6607 §1, 2008; Ord. 5540 §4, 1995).

15.20.050 Concurrency test

- A. Unless exempt under Section 15.20.060(A), the test for concurrency will be conducted as part of the building permit application.
- B. The City may conduct an alternative concurrency test for the applications identified in Section 15.20.060(B) by paying the fee set forth in Section 15.20.080.
- C. The test for concurrency will be conducted in the order in which the completed building permit application is received.
- D. The concurrency test will be performed only for the specific property uses(s), residential density(ies) and intensity(ies) of the use(s) described on the building permit application. The applicant shall describe the proposed development in a manner adequate for the City to determine the peak-hour traffic which is likely to be generated by the proposed development. The applicant shall also provide the City a legal description of the property. Revisions to the proposed development that may create additional impacts on transportation facilities will be required to undergo an additional concurrency test.
- E. In conducting the concurrency test, the City will use the trip generation tables set forth in the Transportation Impact Fee Rate Study (the "Rate Study"), adopted by reference in OMC Title 15. If the trip generation rates for a proposed development are not identified in the Rate Study, then the City shall use the trip generation rates set forth in the latest edition of the Institute of Transportation Engineers, Information Report - Trip Generation. The presumption is that the rates used by the City are accurate unless proven otherwise.

F. If the applicant pays the fees identified in Section 15.20.080, the applicant may submit a calculation of alternative trip generation rates for the proposed development. The City shall review the alternate calculations and indicate in writing whether such calculations are acceptable in lieu of the standard trip generation rates.

G. The City may adjust the trip generation forecast of the proposed development in order to account for any transportation strategies proposed by the applicant that are acceptable to the City.

H. The City shall not make a finding of concurrency as part of the issuance of a building permit if the proposed development will result in the transportation facilities declining below the adopted level of service standards. If the level of service of the transportation facilities meets or exceeds the adopted level of service standards, the concurrency test is passed and the City shall make a finding of concurrency.

(Ord. 6607 §1, 2008; Ord. 5540 §5, 1995).

15.20.060 Exemptions from the concurrency test

A. Exemption from the concurrency test is not an exemption from the remaining requirements of OMC Title 15. The following applications for a building permit shall be exempt from the concurrency test:

1. Any proposed development that creates no additional impacts on any transportation facility;
2. Any project that is a component of another proposed development and that was included in a prior application for a finding of concurrency;
3. Any renewal of a previously issued but unexpired permit;
4. Any application for a residential building permit if the dwelling unit is a part of a subdivision or short plat that submitted an application after 1990 and that has undergone the analysis mandated by the State Subdivision Act, RCW 58.17.060 or .110 and
5. Any application that is exempt from OMC Title 14.

B. Unless otherwise exempted by the Director or Environmental Review Officer, a building permit application must be accompanied by a Traffic Impact Analysis (TIA) provided by the applicant in accordance with the City of Olympia Traffic Impact Analysis Guidelines for New Development dated November 3, 2006 (TIA Guidelines) in Chapter 4 of the current Engineering Design and Development Standards, or as hereafter amended by resolution of the City Council. Applications that do not meet the minimum requirements to conduct a TIA under Section B 'When Required' of the TIA Guidelines are exempt.

(Ord. 6607 §1, 2008; Ord. 5540 §6, 1995).

15.20.070 Findings of concurrency

A. The City shall make a finding of concurrency for each building permit application that passes the concurrency test.

B. The finding of concurrency shall be valid for the same time period as the underlying building permit, including any permit extensions.

C. A finding of concurrency shall expire if the underlying building permit expires or is revoked by the City.

D. A finding of concurrency accompanying a building permit for a particular parcel of property may be used by the heirs, executors, successors, or assigns of the applicant.

E. All building permits that require one or more transportation facilities to be provided by the applicant shall be and are hereby conditioned upon an appropriate financial commitment by the applicant which is binding upon subsequent owners, heirs, executors, successors, or assigns, and upon the completion of such transportation facilities in a timely manner, prior to the issuance of the certificate of occupancy or prior to occupancy, unless stated otherwise in writing by the City.

(Ord. 6607 §1, 2008; Ord. 5540 §7, 1995).

15.20.080 Fees

If the applicant requests an alternative calculation for the concurrency test, or if the City determines that an alternative calculation is required due to the size, scale, or other unusual characteristics of the proposed development, a fee for the alternative calculation shall be paid by the applicant prior to the initiation of review. The fee for conducting the review of the alternative calculation shall be Two Hundred Dollars (\$200.00), unless otherwise established by the Director of Public Works.

(Ord. 5540 §8, 1995).

15.20.090 Concurrency system

A. The City will provide, or arrange for others to provide, adequate transportation facilities by constructing needed transportation facilities and implementing transportation strategies within the six year horizon that:

1. Eliminate the level of service deficiencies for existing uses;
2. Achieve the level of service standards for anticipated future development and redevelopment resulting from previously issued building permits; and
3. Maintain existing facilities and repair or replace obsolete or worn out facilities.

The improvements to transportation facilities will be consistent with the Olympia Comprehensive Plan.

B. The City will appropriate sufficient funds during the appropriate fiscal year to meet the financial commitment for all the transportation facilities required to meet the level of service standards, except that the City may omit from its budget any capital improvements for which a binding agreement has been executed with another party.

(Ord. 5540 §9, 1995).

15.20.100 Monitoring the transportation system

The City will, on an annual basis, review and update its capital facilities plan and transportation element and shall identify those facilities necessary to achieve transportation concurrency. At a minimum, this review will include updates, as needed, to the City's traffic model, a comparison of actual and forecast traffic volumes, and an examination of conformance with the adopted level of service standards. In addition to annual reviews, emergency review of the concurrency management system will be conducted whenever traffic analysis reveals that 50 percent of the projected six-year capacity of any transportation facility or concurrency district has been assigned in any one year.

(Ord. 5540 §10, 1995).

15.20.110 Intergovernmental coordination

The City may enter into agreements with other local governments, Intercity Transit, and the State of Washington to coordinate the imposition of the level of service standards, the collection of impact fees, and the implementation of transportation strategies.

A. The City may apply level of service standards, fees, and other mitigation measures to developments in the City that impact other local governments and the State of Washington. Development permits issued by the City may include conditions and mitigation measures that will be imposed on behalf of and implemented by other local governments and the State of Washington.

B. The City may receive impact fees or other mitigation payments based on or as a result of development proposed in other jurisdictions that impact the City. The City may agree to accept such payments or may coordinate with other jurisdictions to implement the appropriate mitigation measures.

(Ord. 5540 §11, 1995).

15.20.120 Appeals

A. Any applicant may timely file an appeal of the approval or the denial of a finding of concurrency to the Olympia Hearing Examiner pursuant to OMC 18.75. The applicable appeal fee must be paid pursuant to OMC 4.40.010.

B. The appeal on the finding of nonconcurrency will not be conducted if the applicant refuses to pay the transportation impact fees required by OMC Title 15.

(Ord. 6607 §1, 2008; Ord. 5540 §12, 1995).

Inserted into Section 2.040 of the EDDS:

Engineering Design and Development Standards
Chapter 2 ADMINISTRATION AND APPLICABILITY

Page 14/22

- c. Maintenance of the aboveground improvements including, but not limited to, sidewalks located between the curb and the abutting private property line is the responsibility of adjacent property owners.
- d. Pedestrian access will be provided to all new transit stops.

F. Public Notice. Prior to construction of any improvements within public right-of-way, the permittee shall provide notice to the public in a manner equal or better than that provided by City of Olympia Public Works Department for comparable projects.

G. Traffic Impact Analysis Guidelines. See OMC Chapter 15.20 and Chapter 4 of the EDDS for guidance on when a Traffic Impact Analysis (TIA) may be required for a proposed project, and what additional improvements may be required as a result of completing a TIA.

Proposed edits to the Introduction section of the TIA Guidelines (will be Appendix 7 of Chapter 4 of the EDDS):

June 26, 2017

DRAFT
Traffic Impact Analysis (TIA)
Guidelines for New Developments

A. INTRODUCTION

A Traffic Impact Analysis (TIA) is a specialized study of the impacts that a certain type and size of development will have on the surrounding transportation system. The TIA is an integral part of the development review process. It is specifically concerned with the generation, distribution, and assignment of traffic to and from the new development. New development includes properties that are redeveloped. The purpose of a TIA is to determine what impact development traffic will have on the existing and proposed street network and what impact the existing and projected traffic on the street system will have on the new development.

These guidelines have been prepared to establish the requirements for a TIA. Except as directed by other sections of the Olympia Municipal Code ~~†~~The Environmental Review Officer (ERO) will be the person responsible under the State Environmental Policy Act (SEPA), as well as city ordinances, for enforcing the need for a TIA. The ERO will consult with the Transportation Division of the Public Works Department and, based on their recommendation, determine the need for a TIA.



Planning Commission

Thurston Community Economic Alliance - Presentation

Agenda Date: 10/16/2017
Agenda Item Number: 6.B
File Number: 17-1018

Type: information Version: 1 Status: In Committee

Title

Thurston Community Economic Alliance - Presentation

Recommended Action

Information only. No action requested.

Report

Issue:

Discussion on the Thurston Community Economic Alliance strategic plan.

Staff Contact:

Joyce Phillips, Senior Planner, Community Planning and Development, 360.570.3722

Presenter(s):

Michael Cade, Executive Director, Thurston Economic Development Council (EDC)

Aslan Meade, Business and Investor Relations Manager, Thurston EDC

Background and Analysis:

At the beginning of 2016, the Thurston EDC Board directed staff to explore the possibility of creating a Thurston County-wide Strategic Plan for Economic Development. Such a plan did not exist in our community and it was believed that a coordinated effort would help identify common economic development goals, align community resources, and clarify the actions and roles community partners can take to build a resilient and vibrant economic base.

The response from partners was overwhelmingly in favor of this effort. More than 100 community leaders representing local government, non-profits, educational institutions and the greater Thurston business community have been actively engaged in developing the framework of the plan, participating in multiple strategy sessions to shape the foundation for a new Thurston Community Economic Alliance.

As the state-designated economic development agency for our county, Thurston EDC serves as the convener of the Alliance, taking responsibility for tracking, managing and facilitating implementation of the plan, working with other partners on the implementation process, and providing annual progress reports for Alliance partners and the broader community.

The Alliance concept builds upon some excellent prior work, including the Sustainable Economy White Paper developed as part of the Sustainable Thurston Initiative, a regional Target Industry Cluster Analysis and the Pac Mtn Workforce Development Strategic Plan. A draft set of indicators will be used to evaluate overall progress of the Thurston Community Economic Alliance. A variety of measures, from income to poverty, housing affordability and many others are included. The indicator and project background documents are available to review via links on the Thurston EDC webpage.

At the beginning of 2017, the Thurston Community Economic Alliance published its Strategic Economic Development Plan (see attachment).

Neighborhood/Community Interests (if known):

Economic Development, both within the city and regionally, is of community-wide interest.

Options:

Information only. No action requested.

Financial Impact:

None.

Attachments:

TCEA Strategic Plan

Thurston County Economic Development Strategic Plan



THURSTON COMMUNITY ECONOMIC ALLIANCE

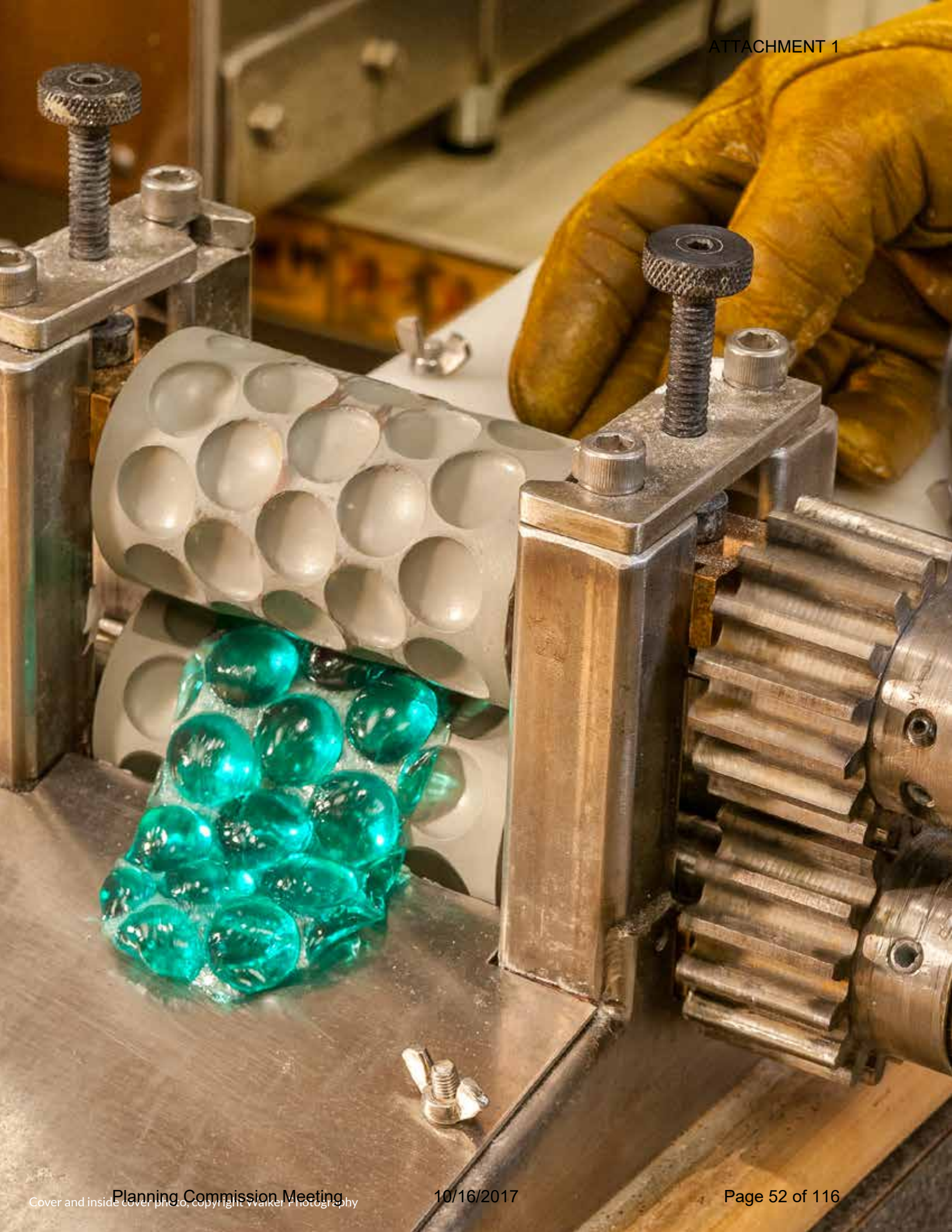


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MESSAGE FROM TCEA

It is our great honor to present the first-ever comprehensive economic development plan for Thurston County. The Thurston Community Economic Alliance is a partnership structure established to foster collaboration, reduce confusion and ensure accountability. The Strategic Plan is the road map we'll follow to achieve our shared vision for a prosperous and resilient community that provides economic opportunity for all.

Our journey has been deliberate and inclusive; the final product reflective of the community we live in and the people and organizations that make it a place we all love to call home. More than 40 organizations have signed on to lead or support implementation of proposed initiatives.

The initiatives, in turn, are designed to advance community goals identified through a variety of recent planning and public engagement efforts.

Adopted performance indicators will allow us to track and report progress, and if necessary, make adjustments as we go. As a "living document", the plan will also be updated every five years to ensure we remain aligned with evolving demographics, priorities and opportunities. We are grateful for the time and energy so many have contributed to this effort, and look forward to continued collaboration as we build an even stronger Thurston County.

INTRODUCTION AND CONTEXT

Economic development plays a crucial role in overall community health, prosperity and sustainability. In Thurston County, many organizations are involved in efforts to strengthen our business environment, enhance our workforce and create economic opportunity for our residents. While many organizations collaborate on individual activities, there is broad agreement that greater clarity of purpose, coordination of actions and much broader impact can be achieved under the framework of an economic development strategic plan. The creation of the Thurston Community Economic Alliance and first-ever county-wide strategic plan for economic development is our shared effort to fulfill that goal.

The Strategic Plan was shaped through a collaborative process involving a variety of partners, with coordination and leadership provided by the Thurston Economic Development Council. More than 100 business and non-profit leaders, educators, elected officials and other stakeholders participated in strategy sessions, with broader public input gathered during review of proposed initiatives.

The Strategic Plan does not replace individual partner plans and goals, but rather serves as a unifying framework for identifying and accomplishing shared economic development priorities. In some respects, the Strategic Plan is essentially the fulfillment of prior planning efforts. Prior studies and plans include:

Sustainable Economy White Paper

As part of the Sustainable Community Plan led by Thurston Regional Planning Council (TRPC), the Thurston EDC developed a “Sustainable Economy” white paper demonstrating the need for integrated planning approaches in order to create prosperous local economies, protect environmental assets and foster and fund our social and educational infrastructure.

Industry Cluster Study

Under the leadership of the Pacific Mountain Workforce Development Council (PacMtn WDC), partners recently completed a targeted industry cluster study to identify what core traded-sector industries drive our economic output, and where future opportunities may exist within the corresponding supply chains. Six industry clusters were identified:

www.pacmtn.org/documents/Pac_Mtn_ClusterStrategy.pdf

Workforce Innovation and Opportunity Act and PacMtn WDC Strategic Plan

Recent federal legislation calls for local workforce development councils to create employer-centered implementation strategies. This requires increased reliance on real-time economic data to identify in-demand jobs, and increased collaboration with economic development entities to engage employers in job development activities. It also provides an opportunity to better align the workforce and economic development systems in our

THE PLAN DOES NOT REPLACE PARTNER PLANS AND GOALS, BUT SERVES AS A UNIFYING FRAMEWORK FOR SHARED ECONOMIC DEVELOPMENT PRIORITIES

community. The new PacMtn WDC Strategic Plan calls for stronger integration between workforce training and employer skill-set needs.

Thurston Thrives

Many of the TCEA partners have been engaged in the Thurston Thrives research and planning effort. This work has reinforced the critical role a strong economy – and equitable opportunity – plays in creating a healthy community. It also suggests there are greater opportunities for micro-enterprise, incubation and workforce training services.

The Plan is also a proactive step to leverage new opportunities, prepare for evolving conditions and address potential risks such as:

Reductions in State Workforce

The great recession had broad impacts for the entire economy. But, locally, the blow was most evident in reductions to our locally-dependent State workforce. While some of those jobs will return, long-term state employment is trending downward, suggesting a more pressing need to diversify our sector base.

Fluctuations in JBLM Force

A recent white paper revealed the extent to which the City of Lacey’s economy is supported by, and

dependent upon, the payroll, spending and spin-off effects of JBLM. While not as pronounced in other local communities, future force reductions could have trickle down impacts for retail businesses, the real estate market and other areas of our economy. Conversely, many separating soldiers (estimated to be 40%) indicate a desire to remain in Thurston County, potentially supplying a whole new workforce segment from which to grow existing and new sectors.

Increased City Emphasis on Economic Development

Over the past several years, recognizing that sales tax offers the one “elastic” source of revenue available to cities (property tax increases are capped at 1% annually, Washington has no income tax, and grant funding is variable at best), the Port of Olympia and the Cities of Lacey, Tumwater and Olympia have all created new senior-level economic development positions and hired staff to focus on local business recruitment and retention. This growing focus on economic development at the local level provides an opportunity to revisit regional priorities, roles and new collaborative ventures.

Center for Business and Innovation Launch

In fall 2015, South Puget Sound Community College (SPSCC) and the Thurston Economic

Development Council launched the Center for Business and Innovation (CB&I) at SPSCC's new Lacey Campus. The Center provides an integrated one-stop economic development clearinghouse, combining traditional instruction and a new entrepreneurial certificate program with existing business development and veteran service programs. The goal is to help connect growing businesses with highly-qualified employees, and develop new businesses with an emphasis on advanced manufacturing and technology. The SPSCC Foundation Board is also in the process of developing a micro-lending program to help finance promising entrepreneurial ideas.


Economic Development District

The U.S. Economic Development Administration provides grant and loan funding as well as a variety of technical assistance to designated Economic Development Districts (EDD). Thurston County is not currently part of an existing EDD and therefore not eligible for these restricted funds. Fortunately, the Thurston EDC and its partners have already completed much of the work necessary to receive designation. The remaining steps can be achieved through the TCEA and subsequent identification of strategic initiatives.

Creation of a Strategic Initiatives Fund

There is currently no dedicated fund to support regional economic development activities.

Most Thurston EDC funding is encumbered for specific local purposes. While targeted grants have been secured in the past to complete specific projects, grant funding is cyclical and often restricted in terms of use. A stable strategic initiatives fund would allow for more proactive economic development activities outlined in the strategic initiatives section beginning on page 50.



ECONOMIC DEVELOPMENT IS THE INTENTIONAL COORDINATION OF ACTIVITIES THAT LEADS TO DIVERSE EMPLOYMENT OPPORTUNITIES, IMPROVED QUALITY OF LIFE AND COMMUNITY-WIDE WEALTH GENERATION.

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VISION AND MISSION

The Thurston Community Economic Alliance is a voluntary partnership of local governments, businesses, non-profits, educational institutions and economic development practitioners that collaborate on the development, implementation and review of efforts to build and maintain a dynamic economy.

TCEA Vision

The Thurston Community Economic Alliance will help our local communities compete and prosper in an evolving and increasingly competitive global marketplace. It will strive to extend economic opportunity to all population segments, facilitate strategic initiatives that produce regional benefits and create a structure and mechanism for aligning individual member and practitioner roles and responsibilities.

TCEA Mission

Foster shared community prosperity through coordinated and leveraged community and economic development activity as manifested through an economic development plan and policy framework.

Strategic Plan Value Statement

The Strategic Plan establishes an inventory of partner roles and functions within the broader economic development landscape and a mechanism for increased collaboration and greater impact over time.

STRATEGIC PLAN CONSTRUCT

The Strategic Plan was assembled through the process shown below. Focus area teams met on three separate occasions to develop and refine proposed initiatives, set proposed implementation timelines and identify potential lead and support partners. These three

Community Leader Summits provided an opportunity to review and confirm preferences for performance measures, partner roles and responsibilities and the ensuing implementation and reporting framework.

TCEA PLANNING PROCESS – FROM IDEAS TO ACTION





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PARTNER ROLES

Economic development involves diverse stakeholders operating in a variety of spheres. Successful economic development occurs when stakeholders bridge those spheres, identify clear roles and work collaboratively to achieve shared goals. The following provides an inventory of key partners within the Thurston Community Economic Alliance.

The inventory does not represent an exhaustive list of all organizations involved in local economic activities. Rather, it identifies the key roles some of the larger partners play within the economic

development arena. Many other community groups play a role in economic development and it is anticipated the inventory will grow over time. Likewise, many of the inventoried partners serve other functions beyond these specific economic development-related roles.

PARTICIPATING ORGANIZATIONS AND THEIR PRIMARY ROLES	
Thurston EDC (including Center for Business & Innovation)	
<ul style="list-style-type: none"> • Plan convener, coordinator, tracker • ADO (State contact for economic development activities) • Regional recruitment lead (production focus) • Retention and expansion support • Foreign direct investment coordination • Data, research, white papers 	<ul style="list-style-type: none"> • IPZ management • Center for Business & Innovation (entrepreneurial support) • Forecast and Innovation Expo • Real estate forum, opportunity site marketing • Grants and micro-loan support • Policy recommendations
Thurston County, Cities and Towns (including multi-jurisdictional agencies such as LOTT)	
<ul style="list-style-type: none"> • Jurisdiction-specific recruitment/retention • Infrastructure readiness and “place-making” • Targeted initiatives (Woodland Square, Veteran Service Center, Brewery District, Downtown Olympia, etc.) 	<ul style="list-style-type: none"> • Local tax and land use policy • Development, permitting “ombudsmen” • Strategic investment support
Native Tribes	
<ul style="list-style-type: none"> • Self-governance; land use policy coordination • Specialized business ventures and attractions 	<ul style="list-style-type: none"> • Natural resource based industry leadership
Thurston Chamber of Commerce/Foundation	
<ul style="list-style-type: none"> • Business promotion and networking • Policy coordination (Shared Leg. Priorities) • Targeted workforce development support (B2B) 	<ul style="list-style-type: none"> • Small business incubator • Education, schools support (via Foundation)
Peer Chambers of Commerce (and Associations, e.g. ODA)	
<ul style="list-style-type: none"> • Local business promotion and networking 	<ul style="list-style-type: none"> • Business retention support
Pacific Mountain Workforce Development Council (including Washington State ESD and contractors)	
<ul style="list-style-type: none"> • Workforce readiness analysis and programs • Job seeker support (WorkSource) • Labor force, target industry data 	<ul style="list-style-type: none"> • Strategic response (JBLM, job loss events) • DOL, other grants

ORGANIZATIONS AND ROLES (cont'd)

Port of Olympia	
<ul style="list-style-type: none"> • Import-export lead • Commercial/industrial/tourism support 	<ul style="list-style-type: none"> • Enterprise Zone management, promotion • Rural development support and funding
Higher Education (SMU, TESC, SPSCC, WSU, et al)	
<ul style="list-style-type: none"> • Customized training and education • Knowledge transfer 	<ul style="list-style-type: none"> • Internships, apprenticeships • Special projects (micro-loan, policy research)
School Districts/New Market Skills Center	
<ul style="list-style-type: none"> • General Education 	<ul style="list-style-type: none"> • Vocational education
Visitor and Convention Bureau	
<ul style="list-style-type: none"> • Visitor brand and marketing • Targeted economic development activity support (e.g. Bountiful Byway) 	<ul style="list-style-type: none"> • Place-making support and promotion
Thurston Regional Planning Council	
<ul style="list-style-type: none"> • Multi-jurisdiction policy convener • County land use and workforce housing analysis 	<ul style="list-style-type: none"> • Transportation system planning/funding
Intercity Transit	
<ul style="list-style-type: none"> • Public (workforce) transit • Specialized/responsive transportation solutions 	<ul style="list-style-type: none"> • Congestion relief
Timberland Regional Library System (TRLS)	
<ul style="list-style-type: none"> • Business and community data source 	<ul style="list-style-type: none"> • Workforce training and education support
Thurston Thrives	
<ul style="list-style-type: none"> • Community wellness tracking and initiatives 	<ul style="list-style-type: none"> Health policy and advocacy
Washington Department of Commerce	
<ul style="list-style-type: none"> • Technical assistance • Strategic investment support 	<ul style="list-style-type: none"> • Workforce support programs
US Economic Development Administration	
<ul style="list-style-type: none"> • Regional infrastructure funding 	<ul style="list-style-type: none"> • Technical assistance
United Way (and other non-profit partners)	
<ul style="list-style-type: none"> • Convene and align non-profit partners 	<ul style="list-style-type: none"> • Workforce pathways for clients

South Thurston Economic Development Initiative (STEDI)

- South County economic development coordination

City of Lacey Veteran Assistance Center (and other veteran support agencies)

- Comprehensive service access node
- Financial and skills training support

Morningside (and affiliated job coaches/developers)

- Support for populations with entry barriers
- Support for re-entry workers

Private Sector Generally

- Job creation
- Taxable sales generator
- Service organization sponsorship
- Community ambassadors

Financial Institutions Specifically

- Community Reinvestment
- Micro-loan support for emerging business

Organized Labor Unions and Trade Associations

- Worker training and advocacy support

BIA/AWB, Other Business Associations

- Business needs and policy analysis/advocacy
- Workforce housing





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FOCUS AREAS OVERVIEW

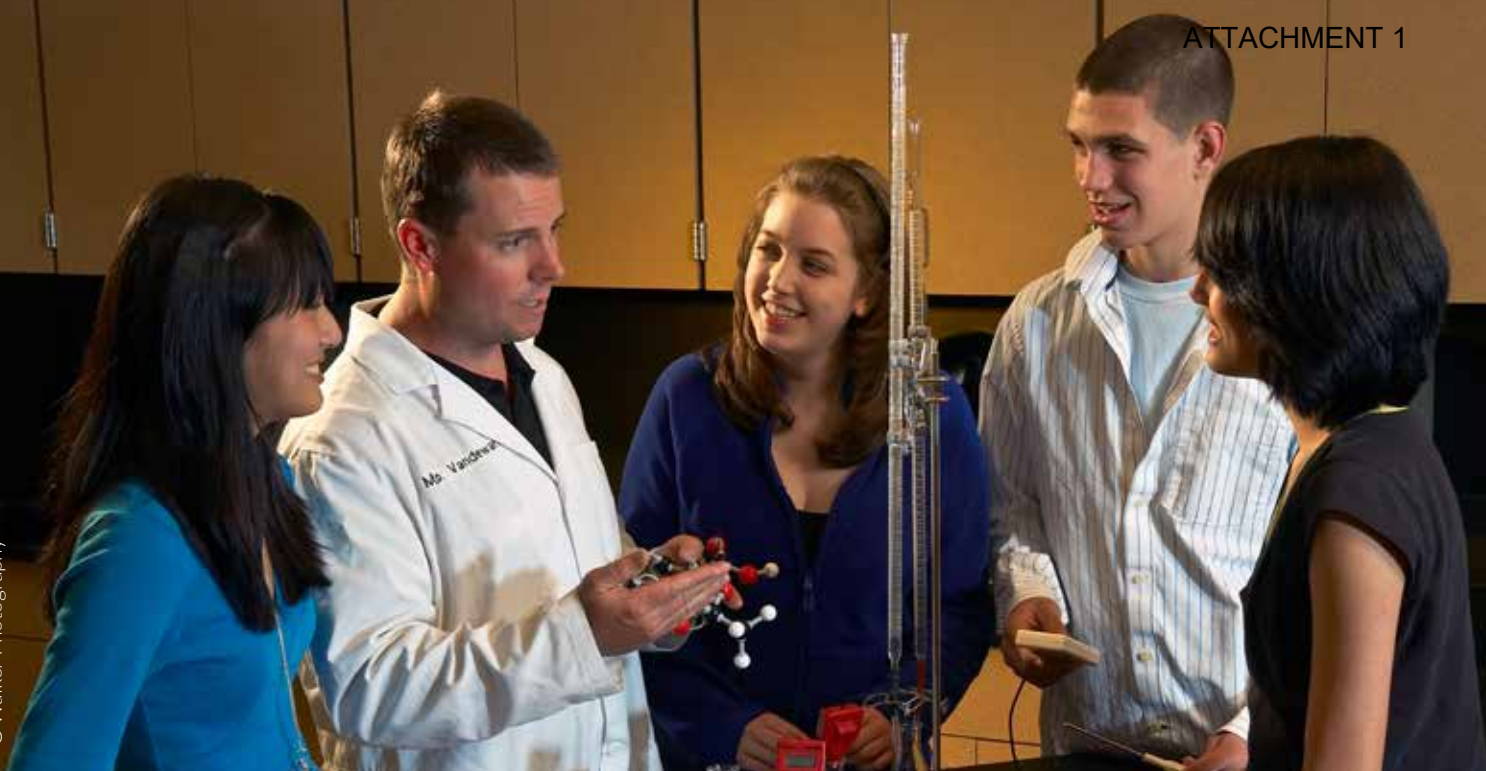
This section provides a summary of Strategic Plan focus areas, the Alliance's vision for each, and the various initiatives proposed to bring those visions to life. Focus areas include:

- Career Pathways and Workforce Readiness
- Target Industry Growth and Innovation
- Small Business and Entrepreneurial Resources
- Infrastructure, Policy and Funding Coordination
- Brand Development, Partnerships and Communication

A detailed Strategic Initiatives Matrix is included beginning on page 50. It includes proposed partners, additional partner notes and recommended implementation start dates.

THE TCEA WILL FOCUS ITS EFFORTS IN FIVE AREAS OF FOCUS, INCLUDING WORKFORCE, TARGET INDUSTRIES, SMALL BUSINESS RESOURCES, INFRASTRUCTURE AND BRANDING

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FOCUS AREA 1: CAREER PATHWAYS AND WORKFORCE READINESS

Our Vision: Maintain a progressive education, training and workforce development system that creates career pathway opportunities for all residents and streamlines employer access to a highly-qualified talent pool.



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FOCUS AREA 2: TARGET INDUSTRY GROWTH AND INNOVATION

Our Vision: Support and stimulate growth in empirically-defined “clean and green” target industries that provide critical jobs, generate significant taxable revenue and attract new investment.



FOCUS AREA 3: SMALL BUSINESS AND ENTREPRENEURIAL RESOURCES

Our Vision: Promote and support a culture of innovation and entrepreneurship by connecting small and emerging business with the resources they need to launch and grow.

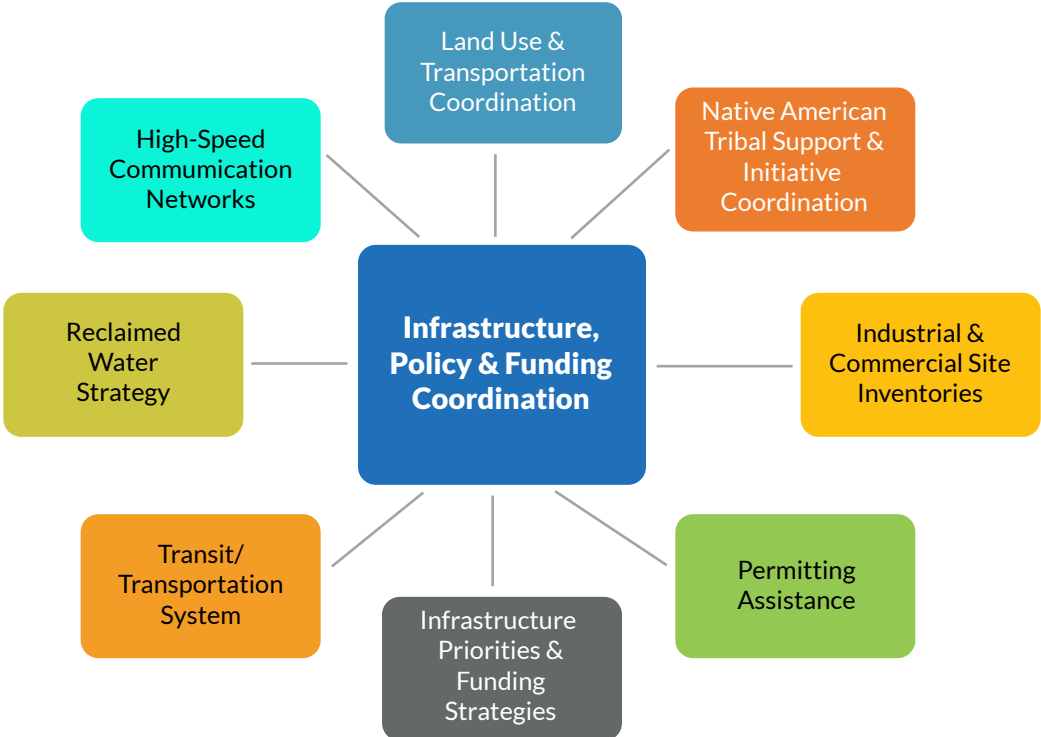


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FOCUS AREA 4: INFRASTRUCTURE, POLICY AND FUNDING COORDINATION

Our Vision: Strengthen collaboration to ensure policy alignment, adequate infrastructure funding and effective implementation of strategic community initiatives.



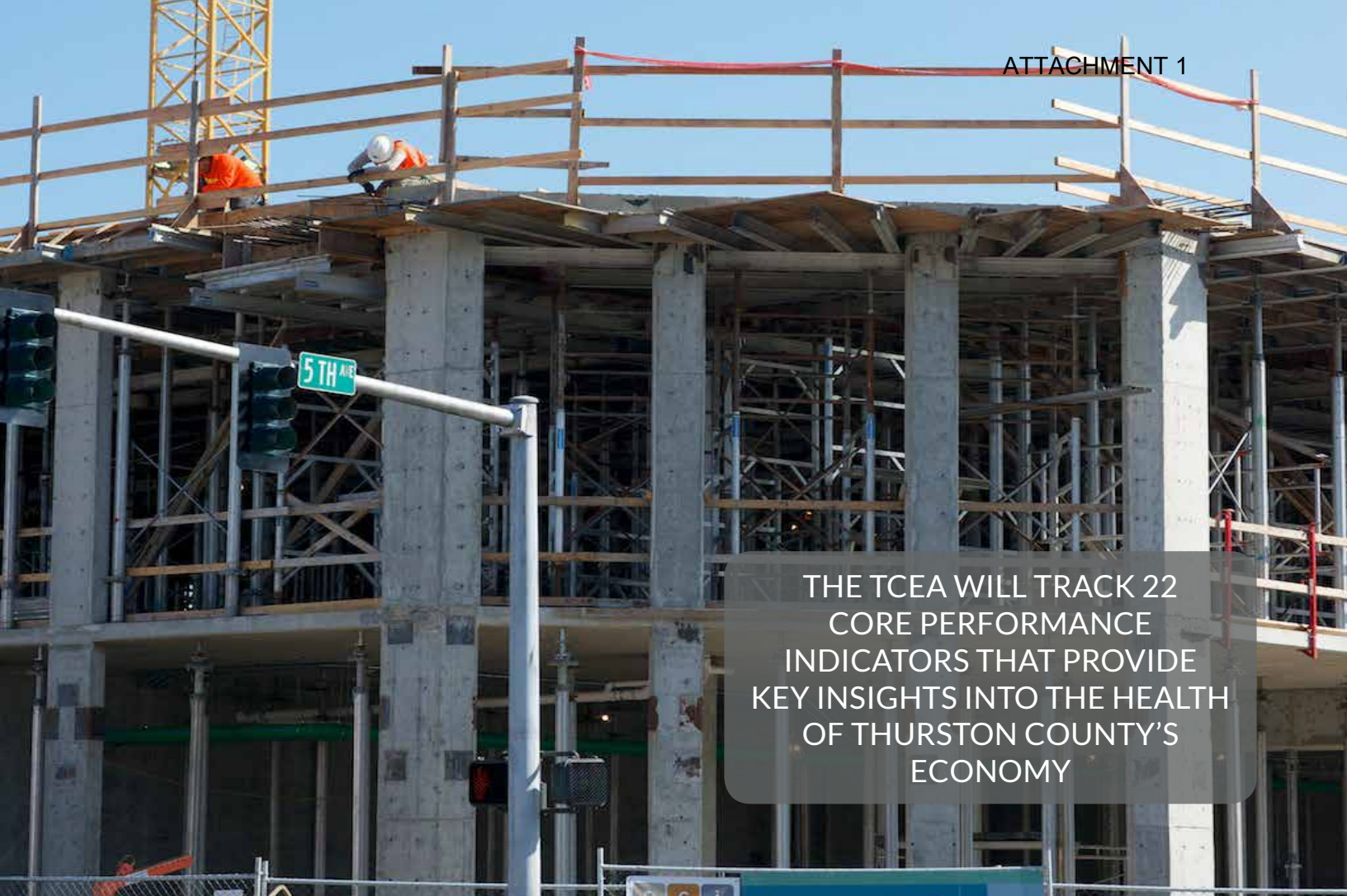
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**FOCUS AREA 5:
BRAND DEVELOPMENT, PARTNERSHIPS AND COMMUNICATION**

Our Vision: Develop a Thurston brand and promote our community as a preferred destination for investors, employers and employees based on our geographic location, cultural assets, affordability and integrated workforce and educational systems.





THE TCEA WILL TRACK 22 CORE PERFORMANCE INDICATORS THAT PROVIDE KEY INSIGHTS INTO THE HEALTH OF THURSTON COUNTY'S ECONOMY

PERFORMANCE INDICATORS

This section describes the data TCEA will track to measure economic conditions and performance. Just as the status of a given species is an indicator of its habitat's overall health, TCEA indicators are designed to provide key insights into the health and functioning of a complex economic landscape.

While it may not be possible to coherently measure every factor affecting economic conditions, indicator snapshots can help local leaders track measures that matter to their constituents, and accordingly, make policy and investment decisions to achieve defined goals. The diverse range of our indicators reflects TCEA's vision that successful plan implementation can and should positively

impact multiple facets of community well-being. Indicator progress will be tracked and reported annually to Alliance members and the broader community.

In all, TCEA has identified 22 core indicators. In addition to tracking the performance of each individual variable, overall progress will be measured using a composite scoring index. Improving indicators will be assigned a score of +1, declining indicators a score of -1 and unchanged indicators a score of zero. The resulting figure will provide a year-over-year snapshot of our general direction.

THURSTON PERFORMANCE INDICATOR INDEX

1. Components of Population Change
2. Real Property Value
3. Gross Regional Product
4. Industry Presence and Impact
 - Number of Enterprises by Sector
 - Wages paid by Sector
 - Annual Average Employment by Sector
 - Annual Average Wage by Sector
5. Target Industry Employment
 - Target Industry Employment Change
6. Industry Sales Leakage
7. Tourism Revenue
 - Visitor Spending and Revenue
 - Visitor Spending by Lodging Type
8. Taxable Retail Sales
 - Taxable Sales
 - Taxable Sales vs. Population Growth
9. Overall Employment Growth
10. Labor Force Participation
 - Unemployment Rate
11. Class of Worker
12. Median Wages
13. Median Household Income
14. Housing Affordability
 - Housing Affordability: Middle Income Families
 - Housing Affordability: First Time Buyers
15. Poverty
16. Percent of Students Qualifying for Free/Reduced Lunch
17. Educational Attainment
18. High School Graduation Rates
19. K-12 School Performance
 - K – 12 Performance: English Arts
 - K-12 Performance: Math
 - K-12 Performance: Science and Biology
20. Commuter Outflow
 - Thurston Resident Place of Work
21. Mode of Commute
 - Mode of Commute Outside County
 - Mode of Commute Inside County
22. Consumer Confidence

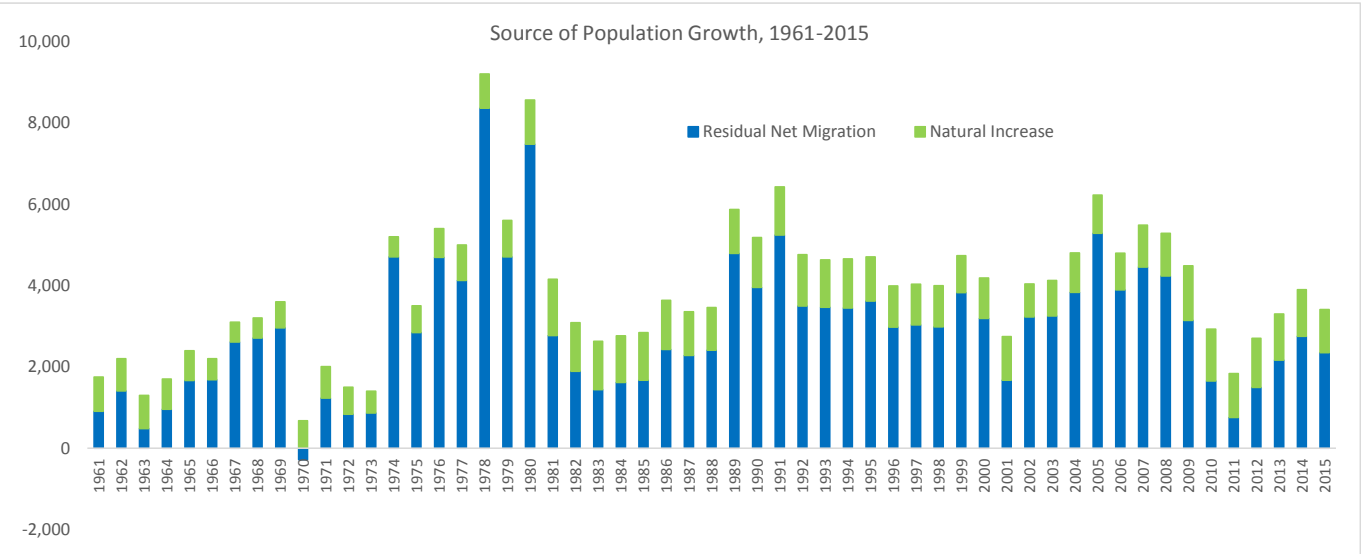
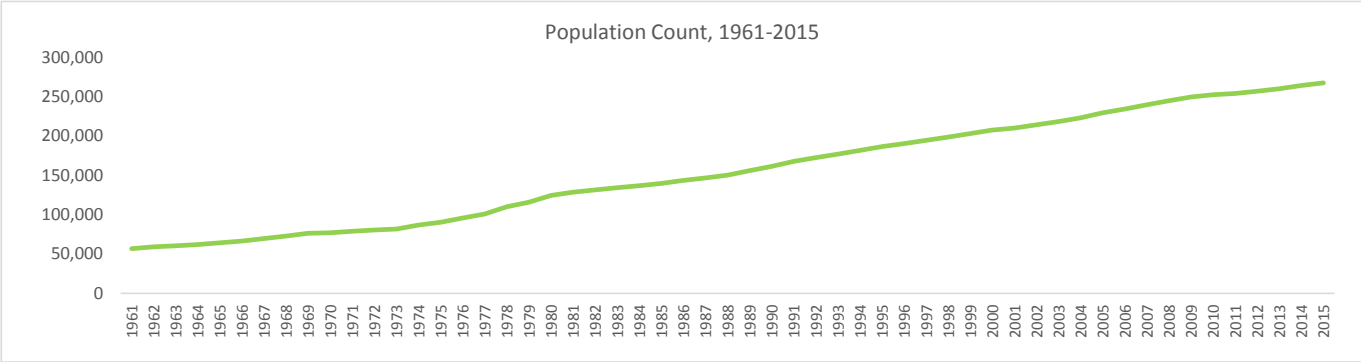
DATA SOURCES

- American Community Survey (US Census)
- Bureau of Labor Statistics
- Dean Runyan and Associates
- Economic Modeling Services, Inc.
- J Robertson and Company (JRO)
- Office of the State Superintendent for Instruction
- Saint Martin's University
- Thurston County Economic Development Council
- Washington State Department of Labor & Industries
- Washington State Employment Security Department
- Washington State Office of Financial Management

INDICATOR 1: COMPONENTS OF POPULATION CHANGE

Why it matters: Population change, and what's causing it, is an important indicator of market capacity.

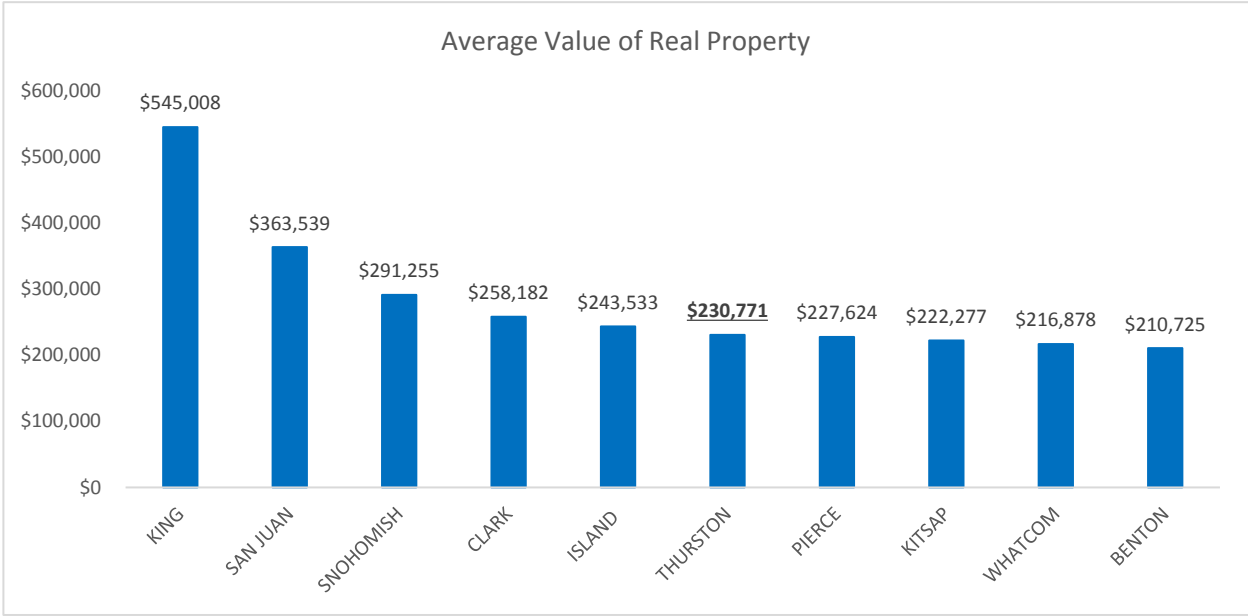
How we're doing: Thurston's population experienced growth spurts in the late 1970s and early 1990s, at times growing by nearly 10% per year. Since 2000, County population growth has averaged 1.73% per year.



INDICATOR 2: REAL PROPERTY VALUE

Why it matters: Real property value provides a snapshot of overall prosperity. The higher the value, the more desirable the location.

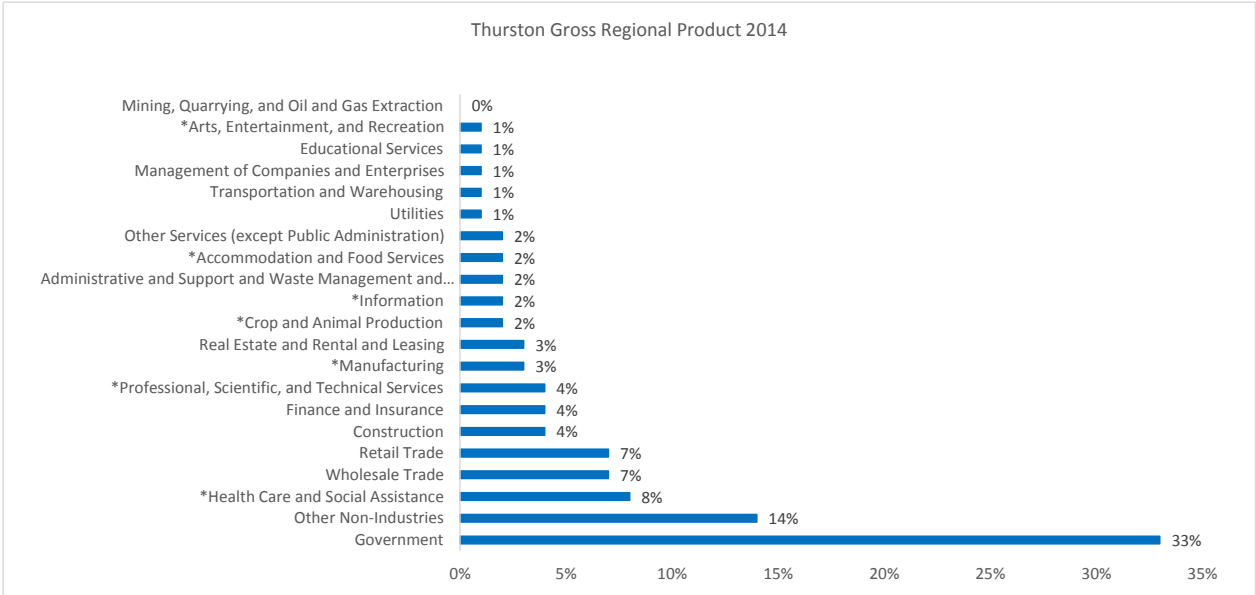
How we're doing: Thurston has the 6th highest average parcel value among in Washington. Thurston's average parcel value is \$230,771 and total county real value is \$25,662,646,633 - about 3% of statewide real property value. The mean value for all counties is \$162,390 per parcel, while the weighted mean is \$271,863.



INDICATOR 3: GROSS REGIONAL PRODUCT

Why it matters: Gross Regional Product measures the final market value of all goods and services produced in a specific region including earnings, property income and taxation on production (less tax subsidies). Growth in the GRP indicates a thriving economy. In Thurston, there is also interest in seeing gains in particular industries including: health care; manufacturing; information; professional and technical services; arts, recreation and entertainment; accommodation and food services; and crop and animal production, which align with our identified target industry clusters.

How we're doing: Thurston County's baseline GRP, as of 2014, is \$11.56 Billion. Government accounts for 33% of that value, while our target industries produce between 1% (arts, entertainment and recreation) and 8% (health care).



*Identified target industries

INDICATOR 4: INDUSTRY PRESENCE AND IMPACT

Why it matters: Local economies are comprised of multiple driving sectors. Understanding which sectors are generating the majority of employment, wages and revenue is essential to identifying where resources should be applied to protect core sectors and support emerging industries as conditions change.

How we're doing: The tables provide a snapshot of Thurston industry performance in 2014. As has been the case for many years, Government is the single largest employer and wage payer in Thurston County. But other industry sectors play a significant role as well. Combined, non-governmental enterprises account for two-thirds of total employment, about 60% of total wages (and, incidentally, some of the highest annual average wages).

Number of Enterprises by Sector	
2014 Baseline	
Total Number Enterprises	7,605
Health care and social assistance	1,886
Construction	862
Professional and technical services	726
Retail trade	670
Other services, except public administration	635
Administrative and waste services	489
Accommodation and food services	468
Wholesale trade	371
Real estate and rental and leasing	256
Finance and insurance	249
Manufacturing	179
Government	173
Transportation and warehousing	151
Agriculture, forestry, fishing and hunting	146
Information	117
Educational services	106
Arts, entertainment, and recreation	94
Management of companies and enterprises	18
Utilities	9
Mining	6

Wages Paid by Sector	
2014 Baseline	
Total Wages Paid	\$4,642,069,506
Government	\$1,980,942,731
Health care and social assistance	\$572,388,814
Retail trade	\$333,157,952
Wholesale trade	\$269,580,752
Professional and technical services	\$210,141,534
Construction	\$183,693,460
Manufacturing	\$153,266,049
Finance and insurance	\$152,817,797
Administrative and waste services	\$150,559,229
Accommodation and food services	\$133,122,906
Other services, except public administration	\$114,326,966
Transportation and warehousing	\$78,650,648
Agriculture, forestry, fishing and hunting	\$55,052,472
Educational services	\$72,640,288
Information	\$53,657,469
Management of companies and enterprises	\$48,651,071
Real estate and rental and leasing	\$40,630,507
Arts, entertainment, and recreation	\$22,781,340
Utilities	\$14,340,240
Mining	\$1,667,281

INDICATOR 4: INDUSTRY PRESENCE AND IMPACT (cont'd)

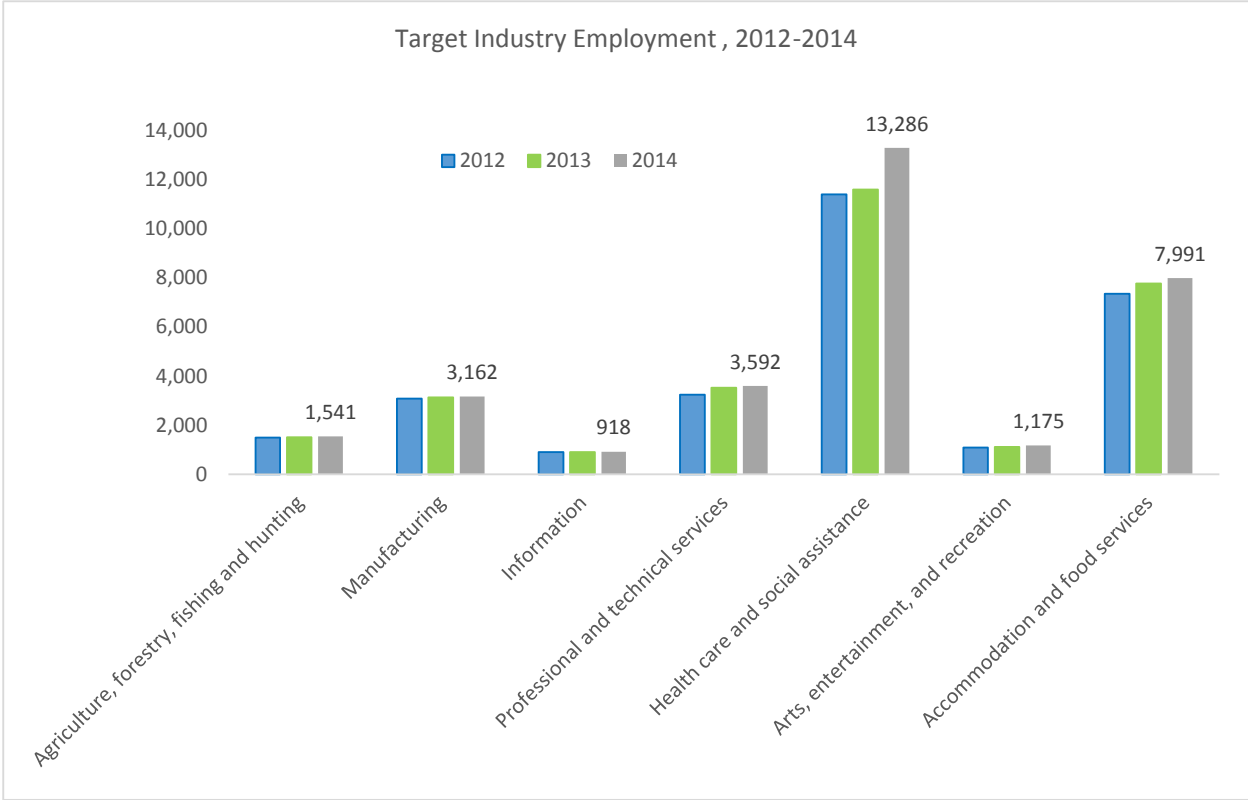
Annual Average Employment by Sector 2014 Baseline	
Total Industry Employment	103,097
Government	35,435
Health care and social assistance	13,286
Retail trade	11,842
Accommodation and food services	7,991
Administrative and waste services	5,216
Construction	3,893
Professional and technical services	3,592
Other services, except public administration	3,377
Manufacturing	3,162
Wholesale trade	3,067
Finance and insurance	2,452
Transportation and warehousing	2,146
Educational services	1,848
Real estate and rental and leasing	1,233
Arts, entertainment, and recreation	1,175
Agriculture, forestry, fishing and hunting	1,541
Information	918
Management of companies and enterprises	724
Utilities	170
Mining	31

Annual Average Wage by Sector 2014 Baseline	
Average Wage All Industries	\$45,026
Wholesale trade	\$87,897
Utilities	\$84,354
Management of companies and enterprises	\$67,198
Finance and insurance	\$62,324
Professional and technical services	\$58,503
Information	\$58,450
Government	\$55,904
Mining	\$53,783
Manufacturing	\$48,471
Construction	\$47,186
Health care and social assistance	\$43,082
Educational services	\$39,308
Transportation and warehousing	\$36,650
Agriculture, forestry, fishing and hunting	\$35,725
Other services, except public administration	\$33,855
Real estate and rental and leasing	\$32,953
Administrative and waste services	\$28,865
Retail trade	\$28,134
Arts, entertainment, and recreation	\$19,388
Accommodation and food services	\$16,659

INDICATOR 5: TARGET INDUSTRY EMPLOYMENT

Why it matters: Employment trends provide insight into the overall health of Thurston County’s target industries.

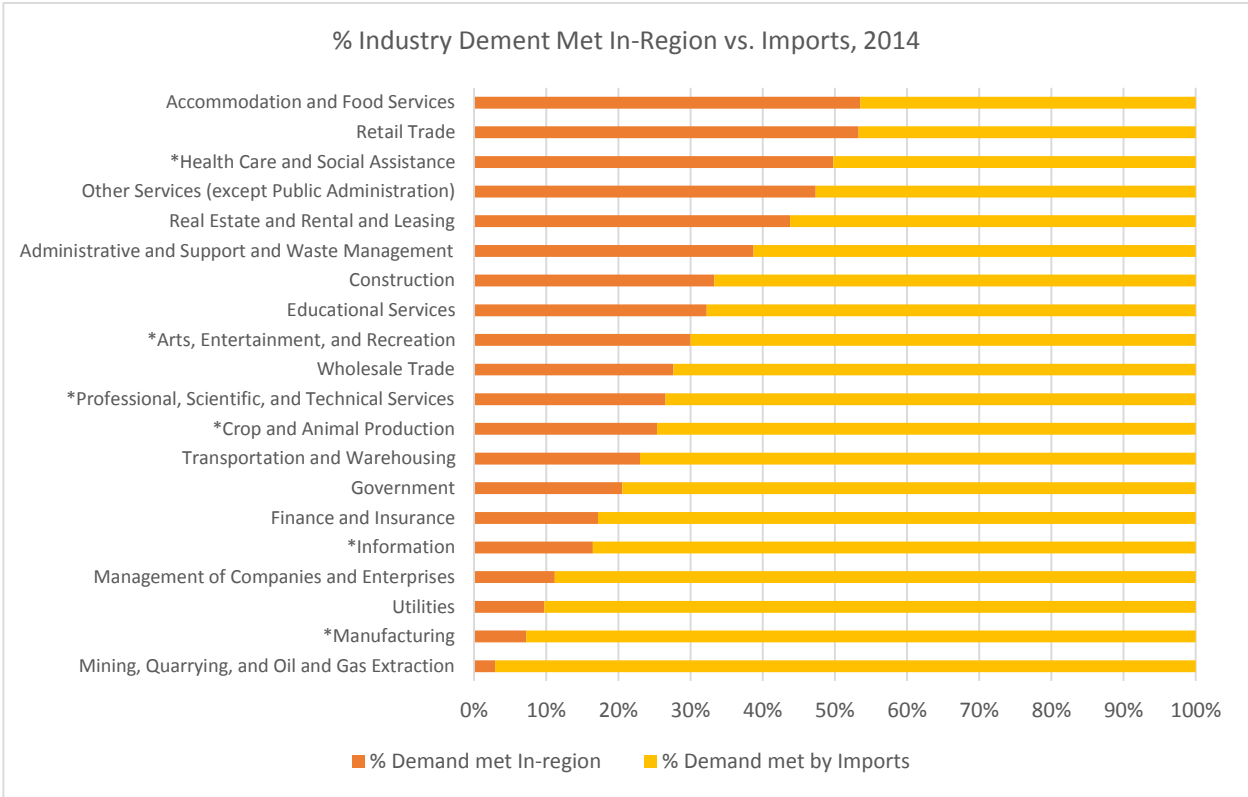
How we’re doing: Over the three-year period between 2012 and 2014, employment remained stable or grew in most of Thurston’s target industry clusters, with the most significant growth occurring in health sciences.



INDICATOR 6: INDUSTRY SALES LEAKAGE

Why it matters: Good and supplies purchased outside of Thurston County represent lost income and tax revenue.

How we're doing: The graph below establishes 2014 baseline data for in-region purchases vs. imports for all major industry codes. The goal is to meet more of our local industry demand in-region as time passes.

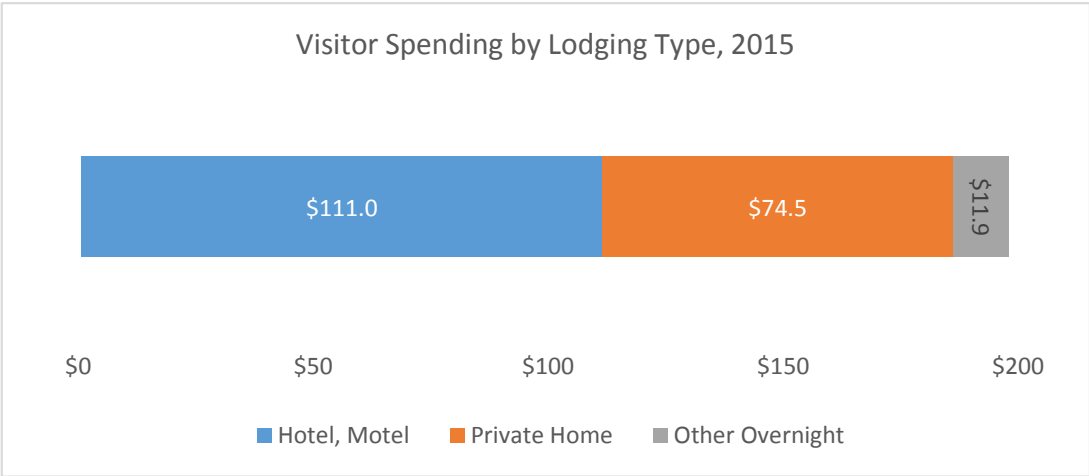
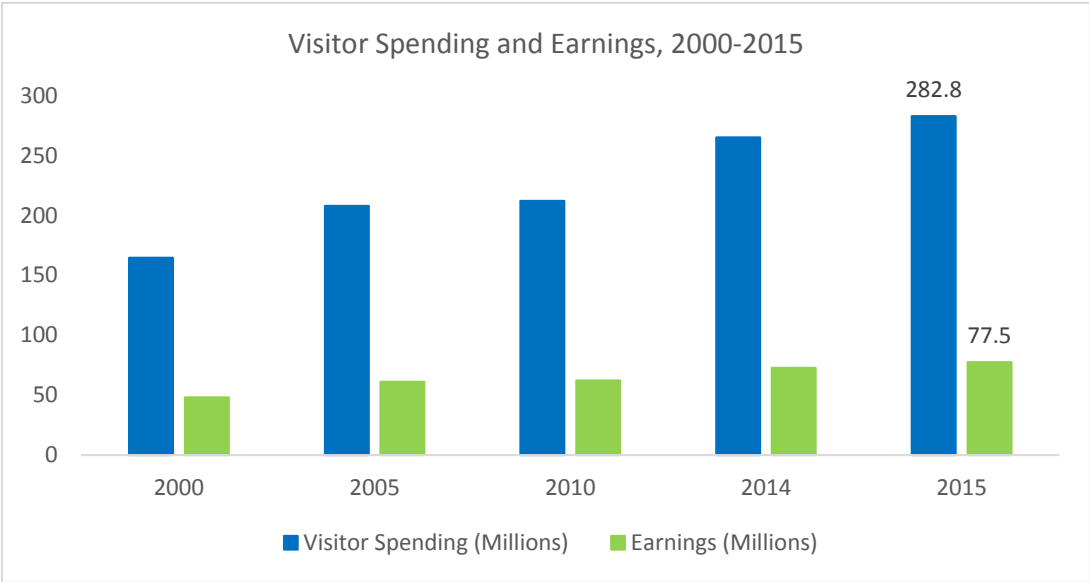


*Identified target industries

INDICATOR 7: TOURISM REVENUE

Why it matters: Tourism is an integral part of Thurston County’s industry clusters. The spending and earnings generated by external visitors supplements year-round residents’ economic activity and provides a high return on investment (after visitors spend, they leave...or come back to invest).

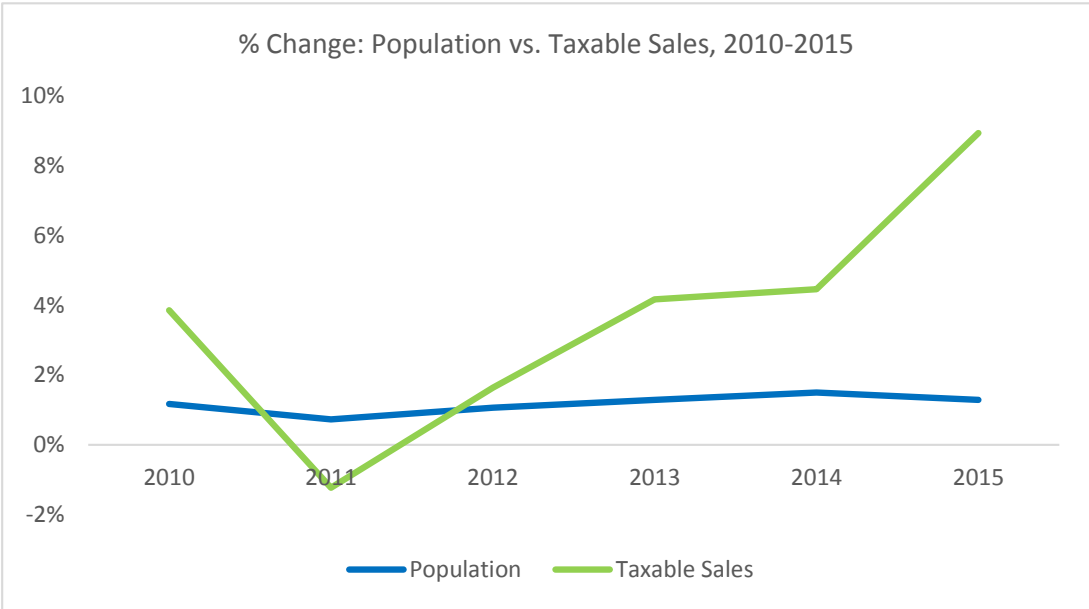
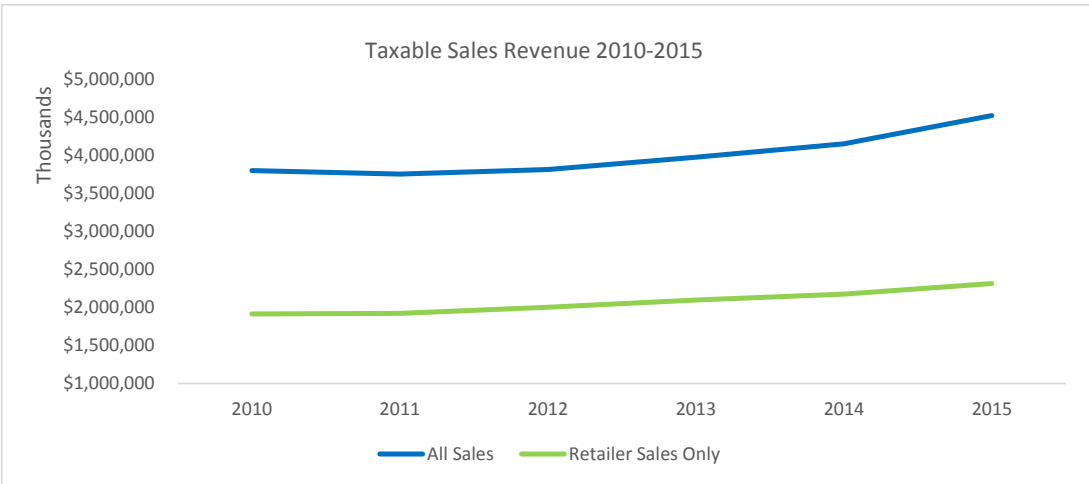
How we’re doing: Visitor spending and earning both hit an all-time high in 2015, and have expanded at unprecedented rate (2014-2015) date back to the year 2000. Even though the majority of visitors stay in private residences (family, vacation rentals by owner, etc.), those staying in hotel lodging generate the most spending on an annual basis.



INDICATOR 8: TAXABLE RETAIL SALES

Why it matters: Taxable sales generate revenue for the county and jurisdiction where the sales takes place. Taxable sales are an indicator of overall economic activity. In Washington, the sales tax is especially important for local government given the absence of an income tax and limitations on property tax increases.

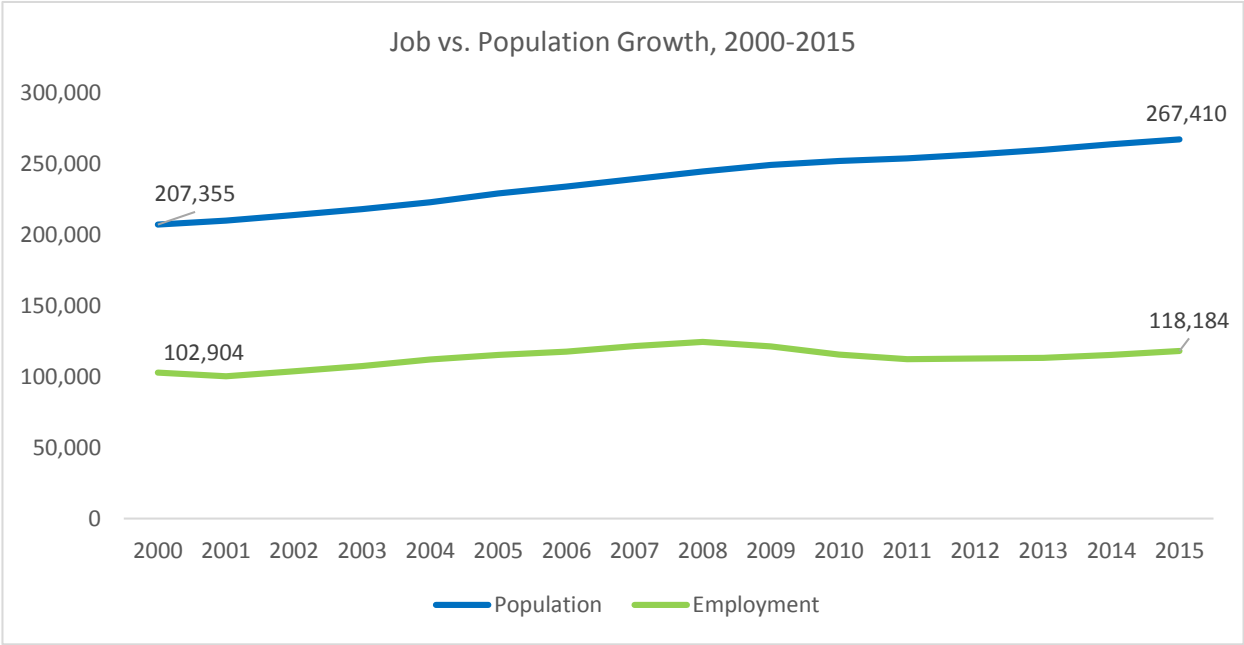
How we're doing: As the graphs below indicate, taxable retail sales have been trending upward in Thurston County during the past several years, exceeding the growth rate of our population by a significant margin.



INDICATOR 9: OVERALL EMPLOYMENT GROWTH

Why it matters: Prosperous communities maintain an employment growth rate at or above the rate of population growth. When population growth exceeds employment growth, there are generally three root causes: a county is attracting a higher proportion of retirees (or non-labor force participants) than working age residents; residents are community to work outside the county; and/or a number equivalent to the population-jobs gap are generating income through non-employment activities (such as investment income or other transfer payments) as opposed to wages.

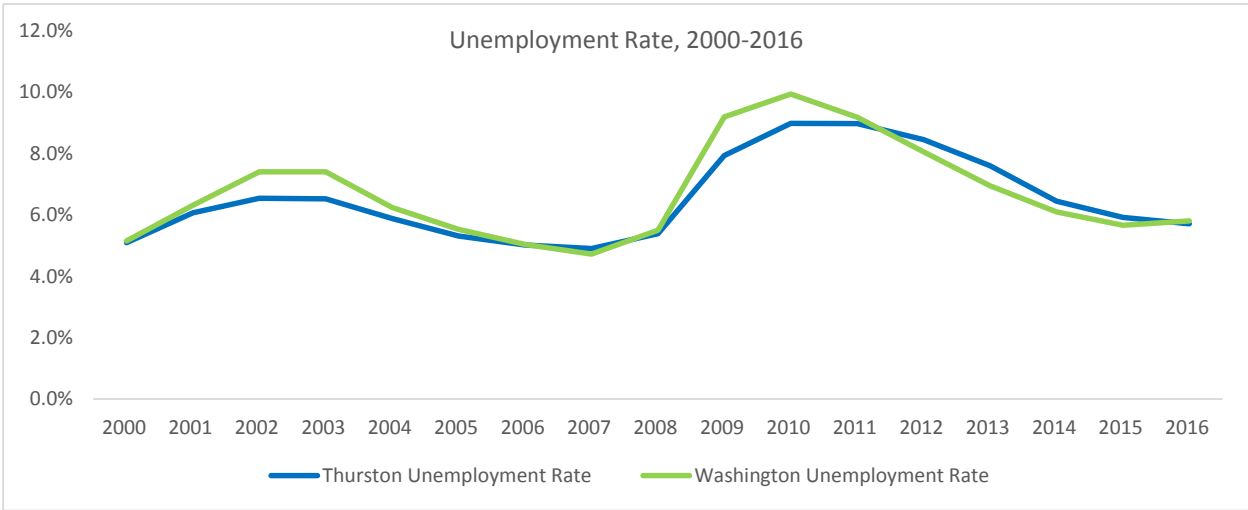
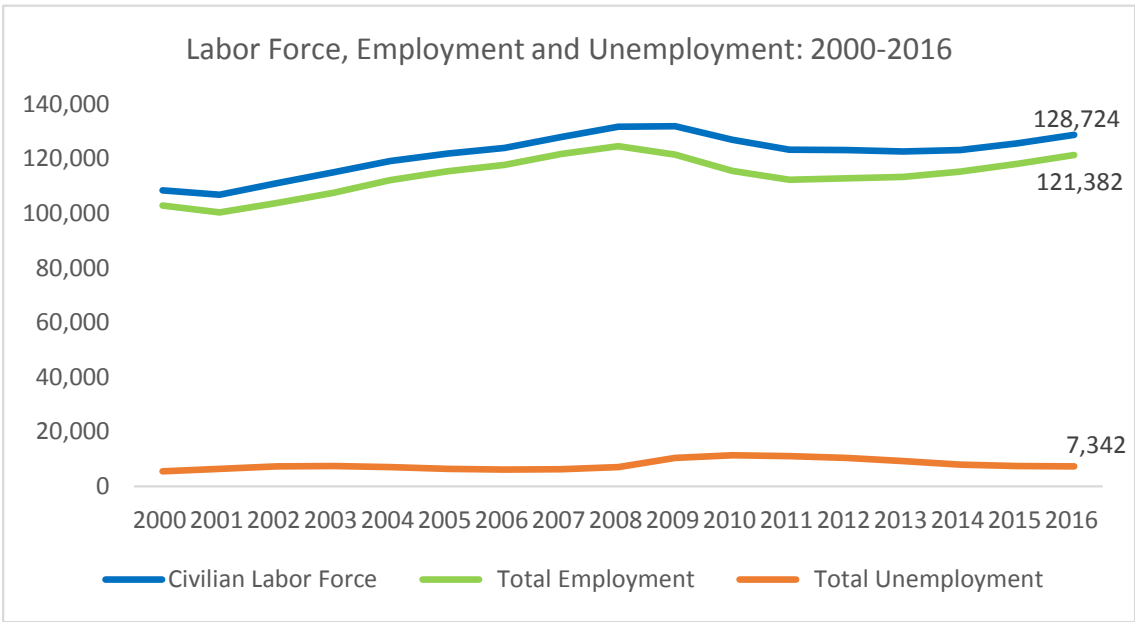
How we're doing: Between 2000-2015, Thurston added 60,000 residents but only 15,000 new jobs on balance. In other words, our population has grown 23%, while employment has only grown 13%.



INDICATOR 10: LABOR FORCE PARTICIPATION

Why it matters: Labor force participation indicates how many people of work age are actually working.

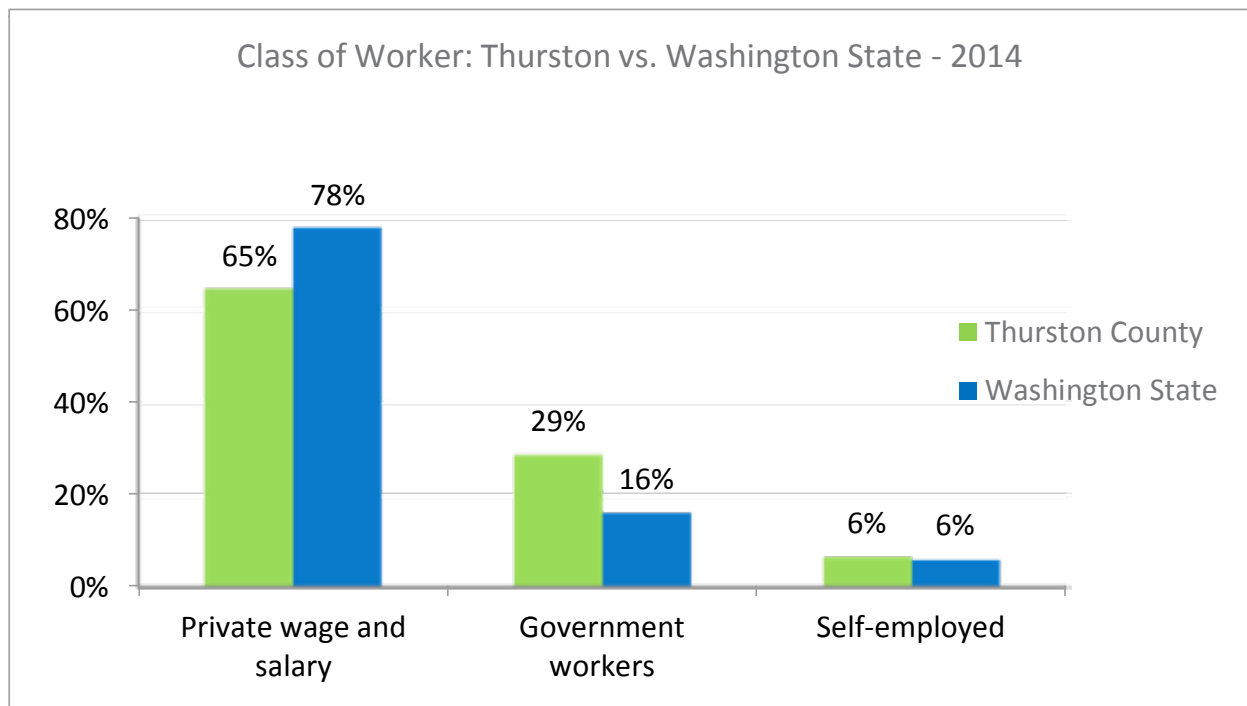
How we're doing: The graphs below show Thurston has maintained a high labor force participation rate since 2010 and overall unemployment levels near the state average. The impacts of the “Great Recession” are readily visible in the 2009-2011 timeframe in the second graph, followed by four consecutive years of falling unemployment rates.



INDICATOR 11: CLASS OF WORKER

Why it matters: While a strong government sector helps maintain economic stability, it may also depress average wages and innovation. In some cases, a strong government sector presence can also equate to lower municipal revenue as a result of property tax exemptions.

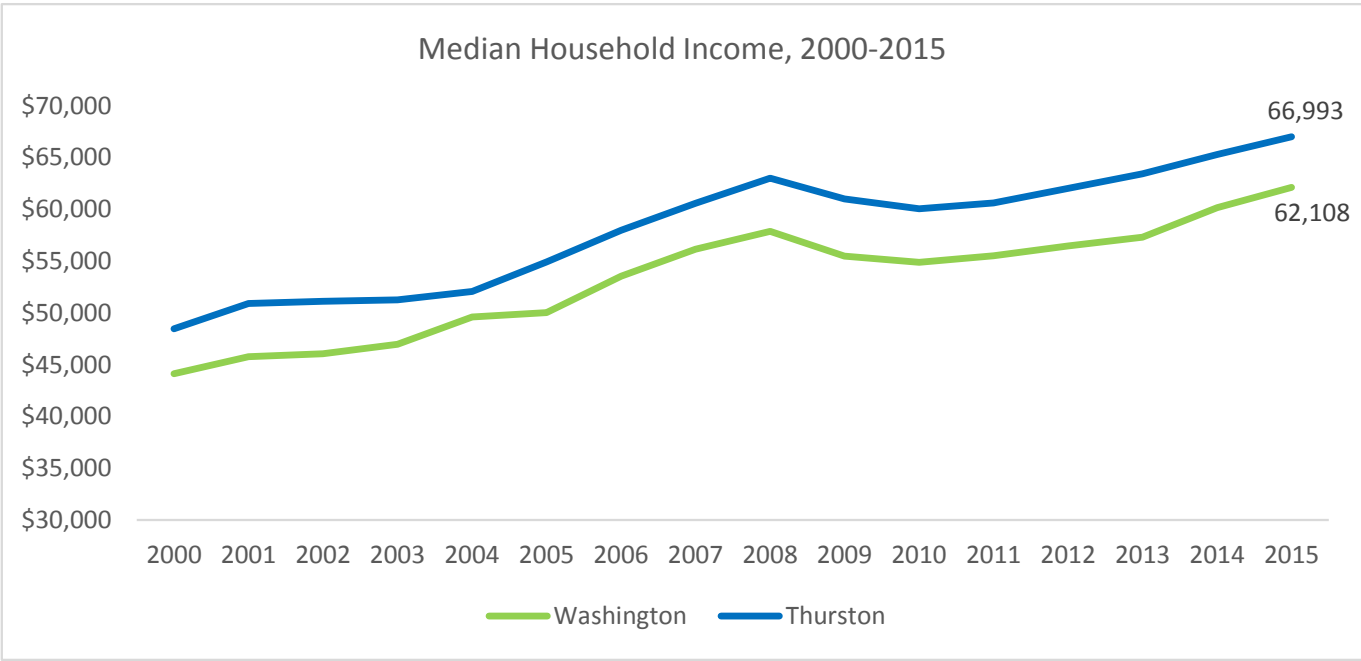
How we're doing: Statewide, approximately 84% of workers are private wage and salary earners and/or self-employed, compared to 71% in Thurston County.



INDICATOR 12: **MEDIAN HOUSEHOLD INCOME**

Why it matters: Median household income provides a more accurate measure of earnings, taking into account the wages and other earnings a family or other household combination bring in over the course of a year.

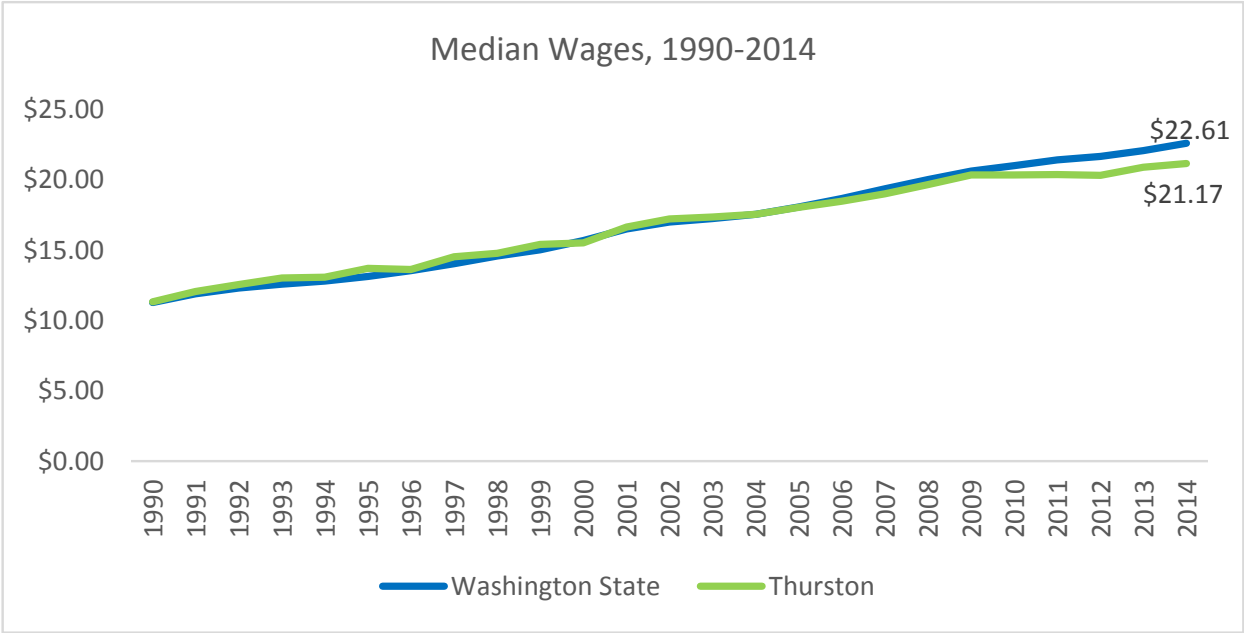
How we're doing: Thurston County household incomes are consistently lower than the statewide average, due in large part to King and Snohomish County (where cost of living is also higher), but have not lost significant ground over the past 15 years. As has been noted in prior Thurston EDC analyses, Thurston is home to fewer high wage earners and fewer low wage earners.



INDICATOR 13: **MEDIAN WAGES**

Why it matters: Higher median wages indicate a strong presence of high-wage jobs, a competitive employment environment and effective work readiness programs.

How we're doing: Thurston's median wage remained on-track with the Washington State average from 1990 to 2010. As of 2014, the median wage Thurston worker earned about \$1.50 less per hour than their statewide peer.

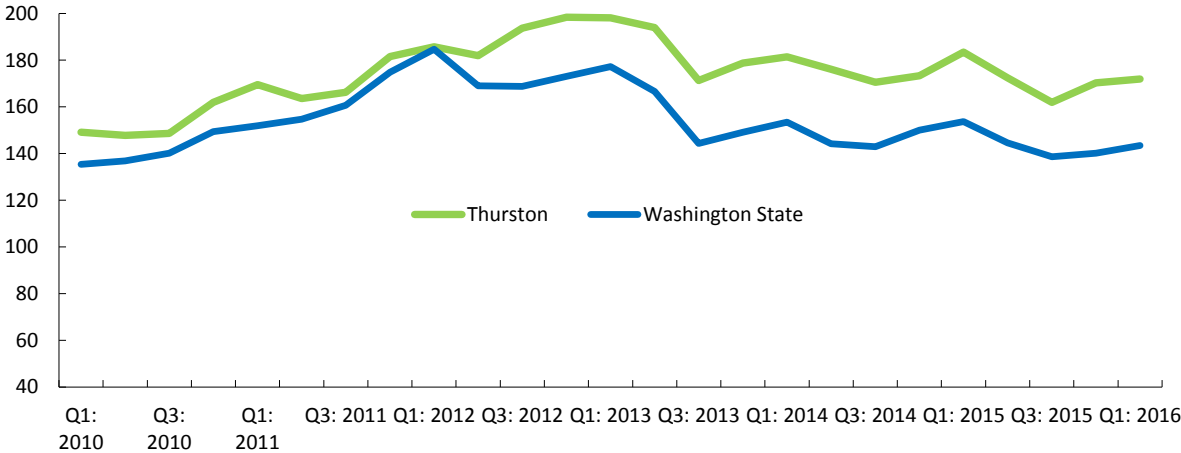


INDICATOR 14: HOUSING AFFORDABILITY

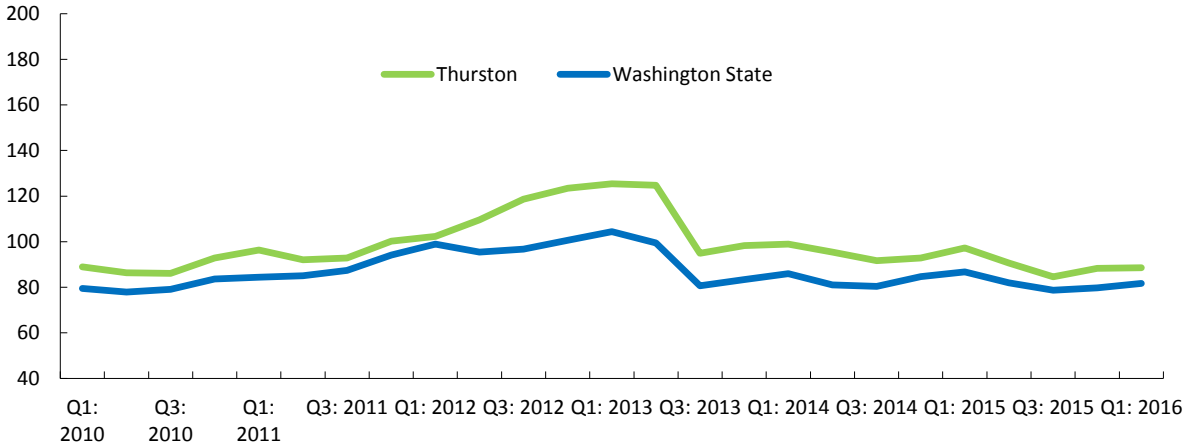
Why it matters: Housing affordability is an essential component for both retaining and attracting workers and investment. The ultimate goal is to achieve a balance between median income and median home price.

How we're doing: In the charts below, a score of 100 or higher means the median wage is in balance with the median home prices at any given point in time. For those with equity (e.g. have saved cash for down-payment and/or own another home already), Thurston is a relatively affordable place to live in Washington State. For the first-time home buyer without equity, median housing prices are starting to outpace median incomes.

Housing Affordability - Middle Income Families: Q1, 2010 to Q1, 2016



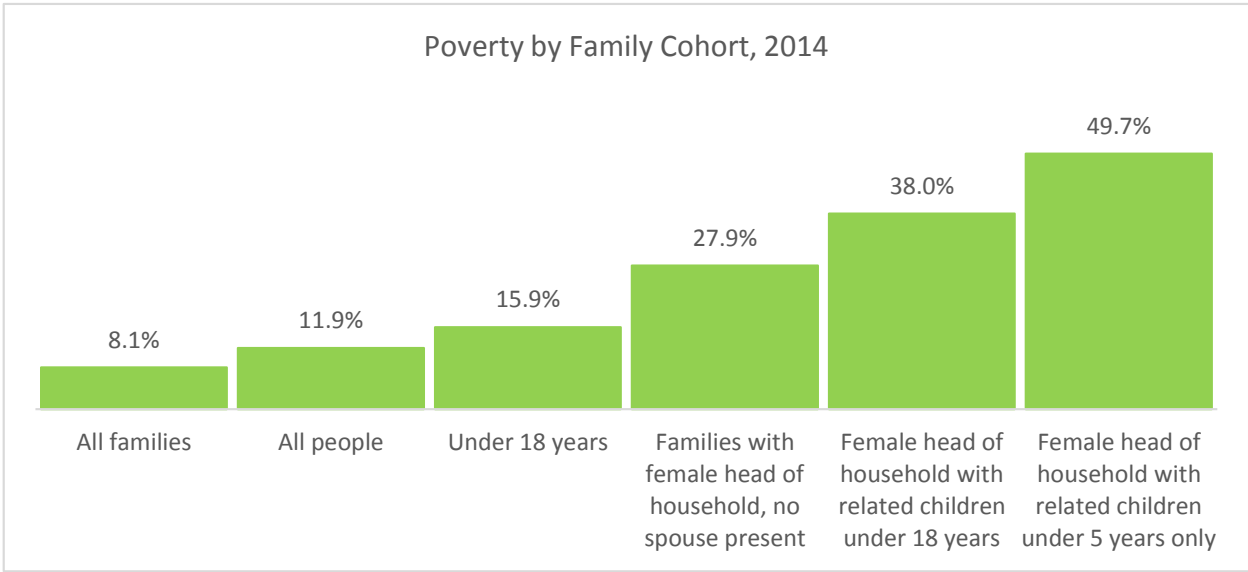
Housing Affordability - First Time Buyers: Q1, 2010 to Q1, 2016



INDICATOR 15: **POVERTY**

Why it matters: It is imperative to understand not only how many people are in poverty, but what groups are most impacted, in order to create effective poverty reduction strategies.

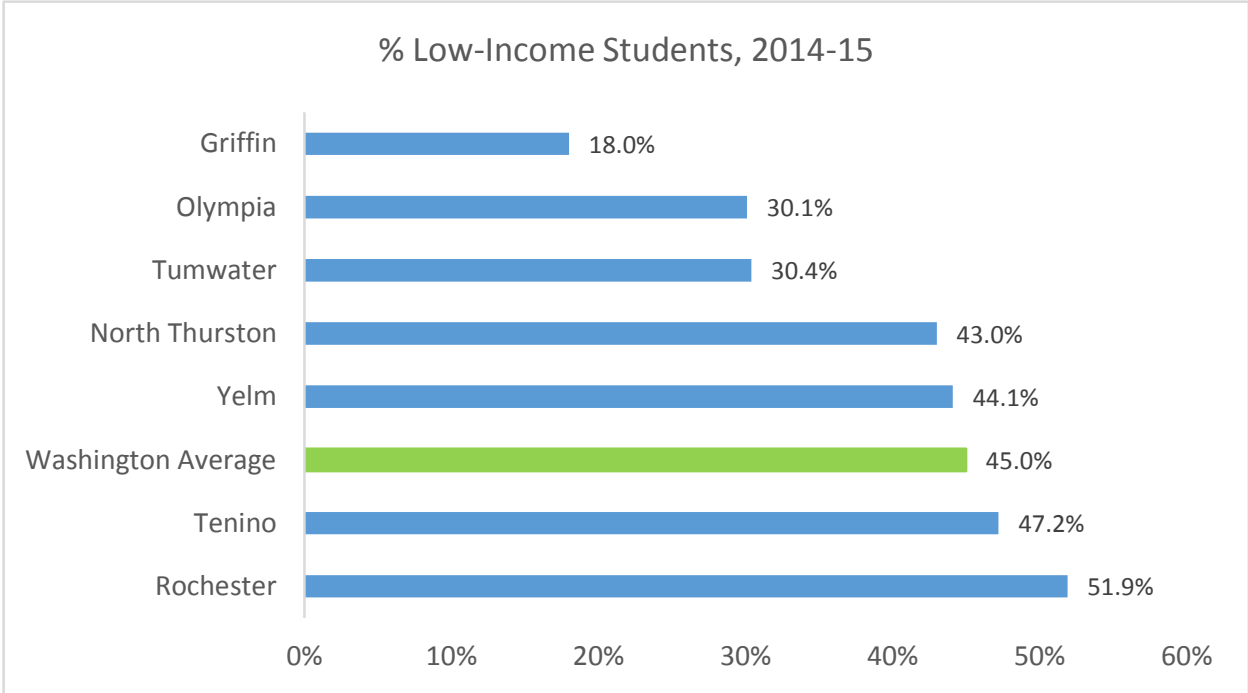
How we're doing: As of 2014, approximately 12% of Thurston residents were estimated to be living below the poverty threshold. As the graph below illustrates, seniors, married couples and families with two wage earners are far less likely to be living in poverty, compared to single-parent households.



INDICATOR 16: PERCENT OF STUDENTS QUALIFYING FOR FREE/REDUCED LUNCH

Why it matters: Another way to examine poverty is through the Free and Reduced Lunch program offered to school students from low income families.

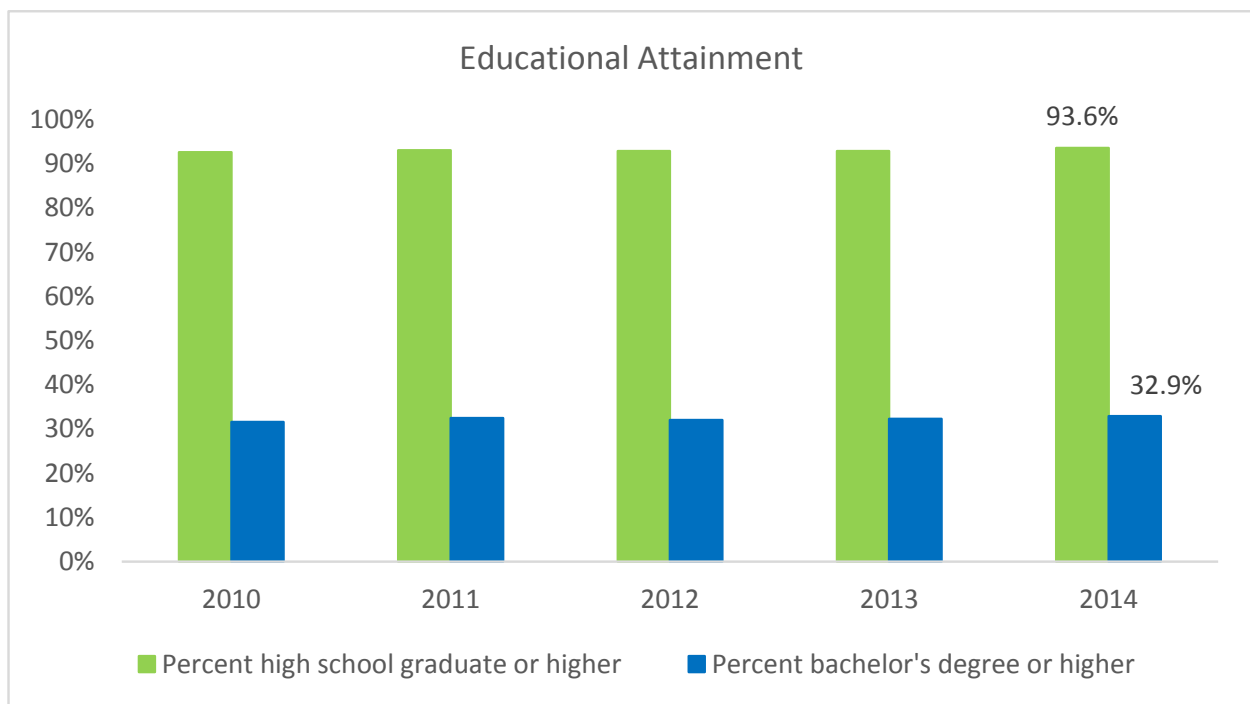
How we're doing: Four of seven local school districts are near or above the statewide average for number students identified as low-income.



INDICATOR 17: EDUCATIONAL ATTAINMENT

Why it matters: Education is one of the surest ways to reduce poverty and create higher wage career opportunities for Thurston residents.

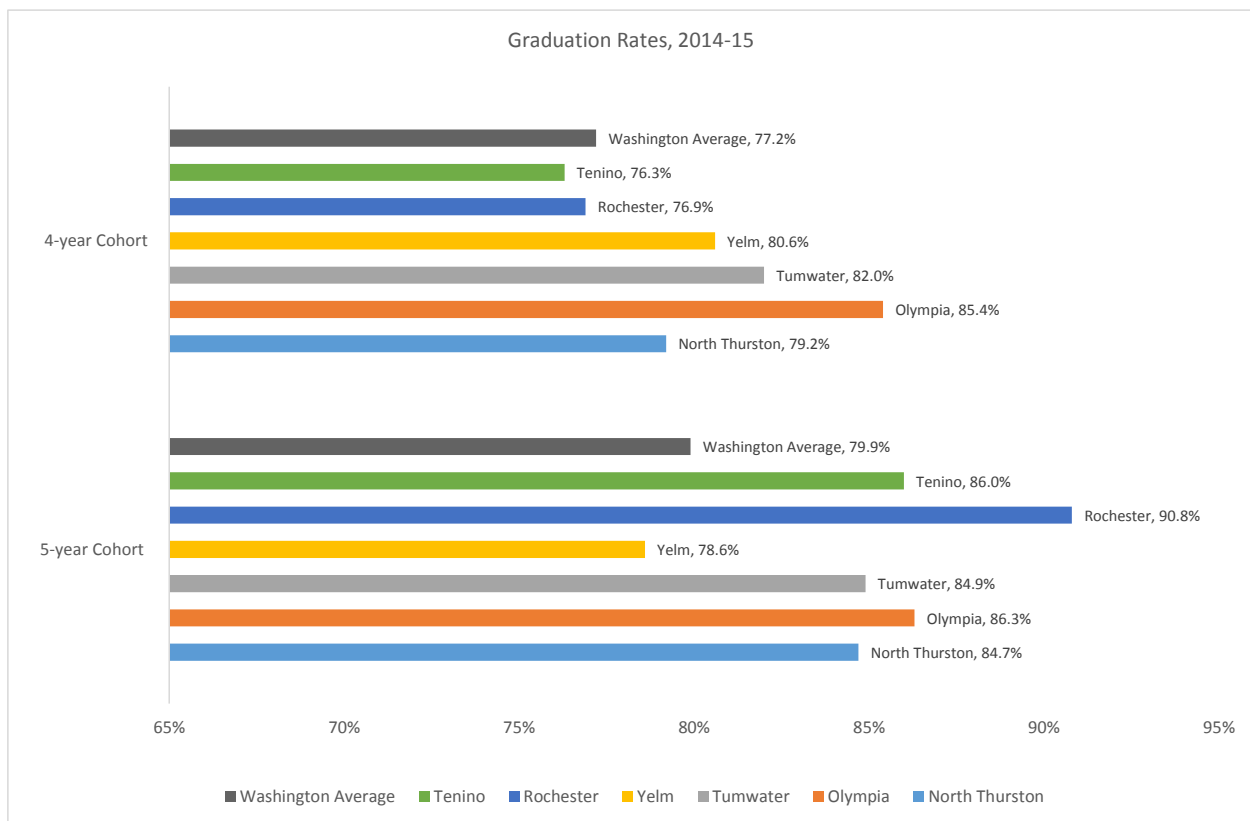
How we're doing: From 2010 through 2014, educational attainment has slowly but steadily increased in Thurston County. Nearly 94% of residents have earned a high school degree or higher, and 33% have a college degree.



INDICATOR 18: HIGH SCHOOL GRADUATION RATES

Why it matters: High graduation rates lead to reduced poverty and better career opportunities. High graduation rates are also an indication of strong schools and attendant social support networks.

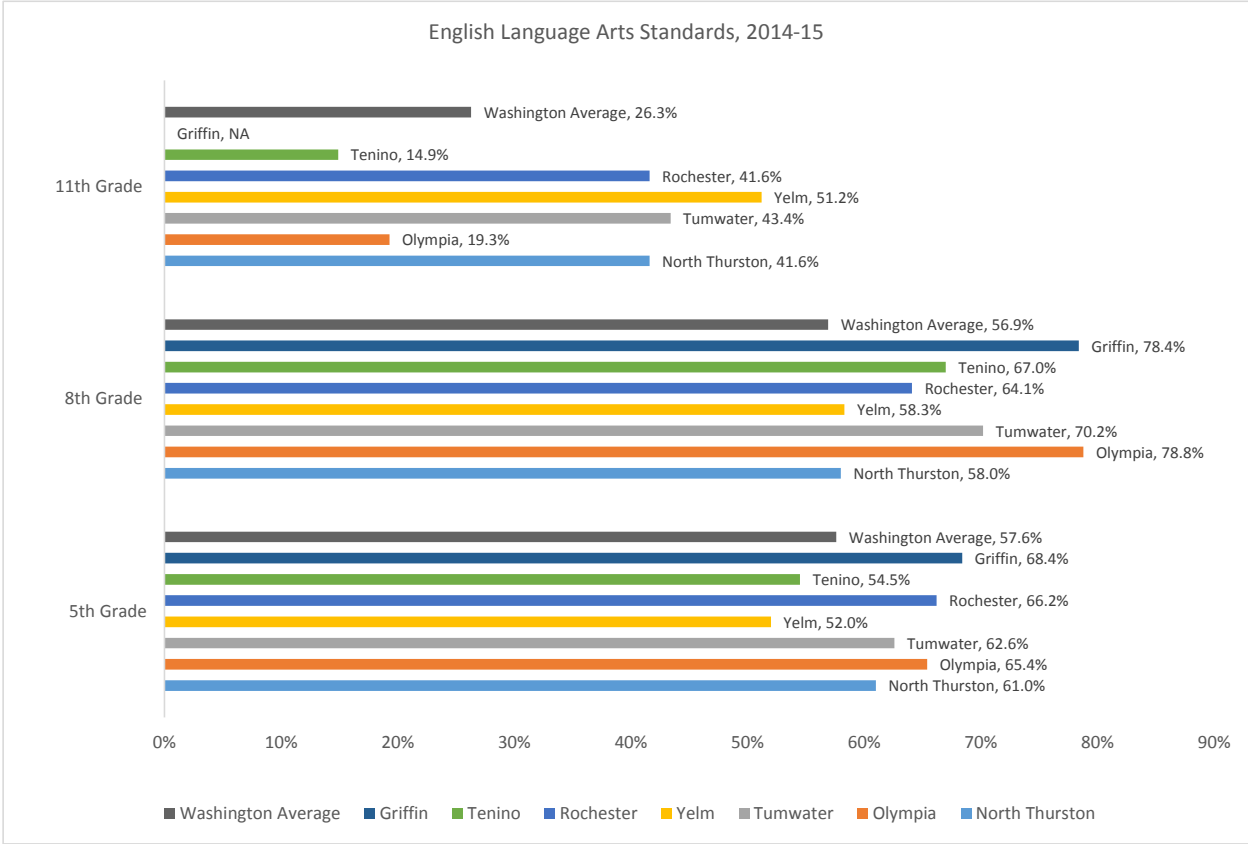
How we're doing: For the most part, local school districts are exceeding the state average for graduation rates in both the 4-year and 5-year cohorts, with additional room for improvement.



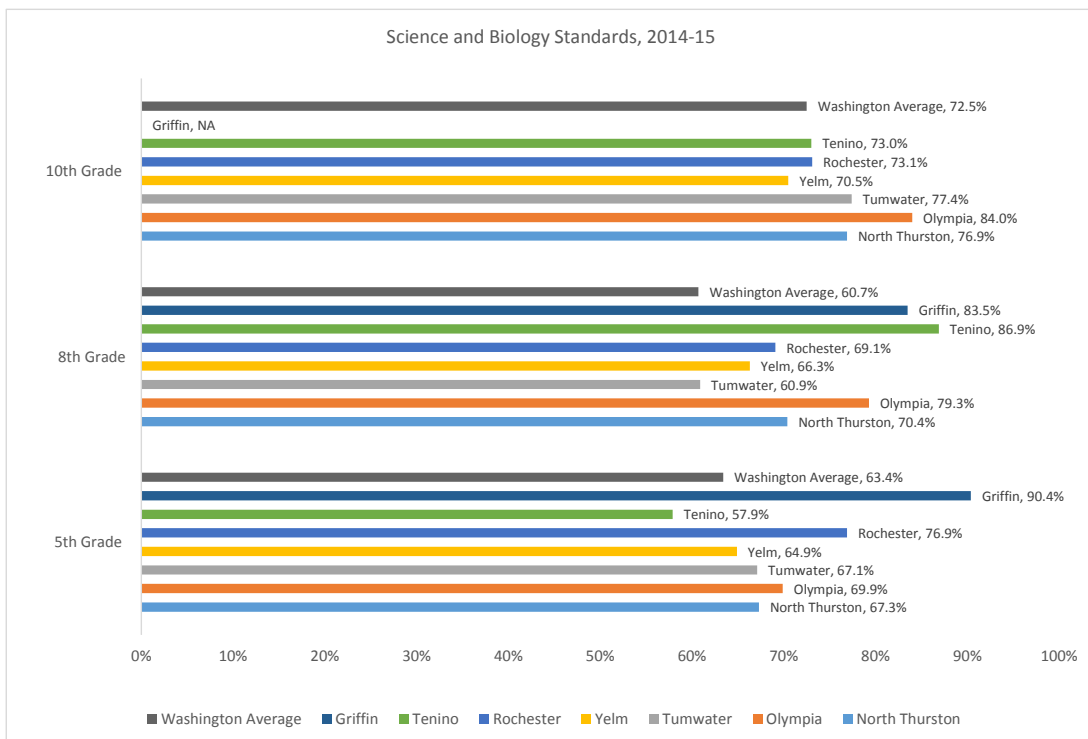
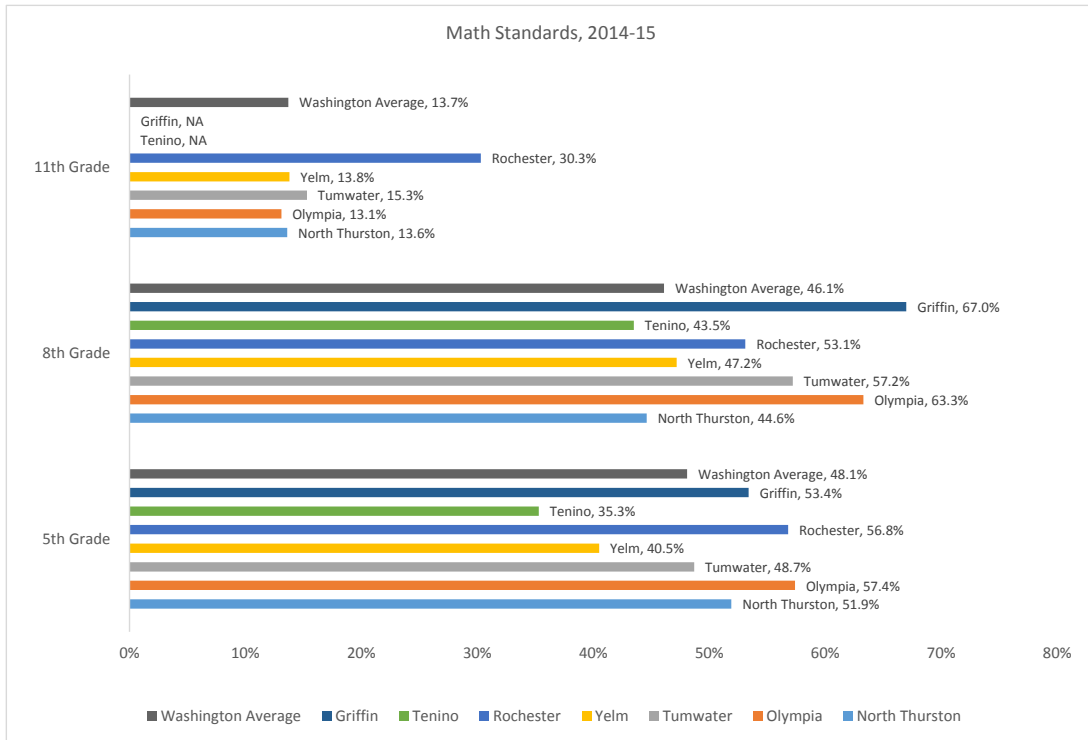
INDICATOR 19: K-12 SCHOOL PERFORMANCE

Why it matters: School performance is paramount to employers looking to invest in an area, just as it is to existing and prospective employees as they consider where to “drop roots.”

How we’re doing: As the following series of graphs displays, most area schools outpace the Washington State average for percent of students meeting various testing standards, with a few exceptions.



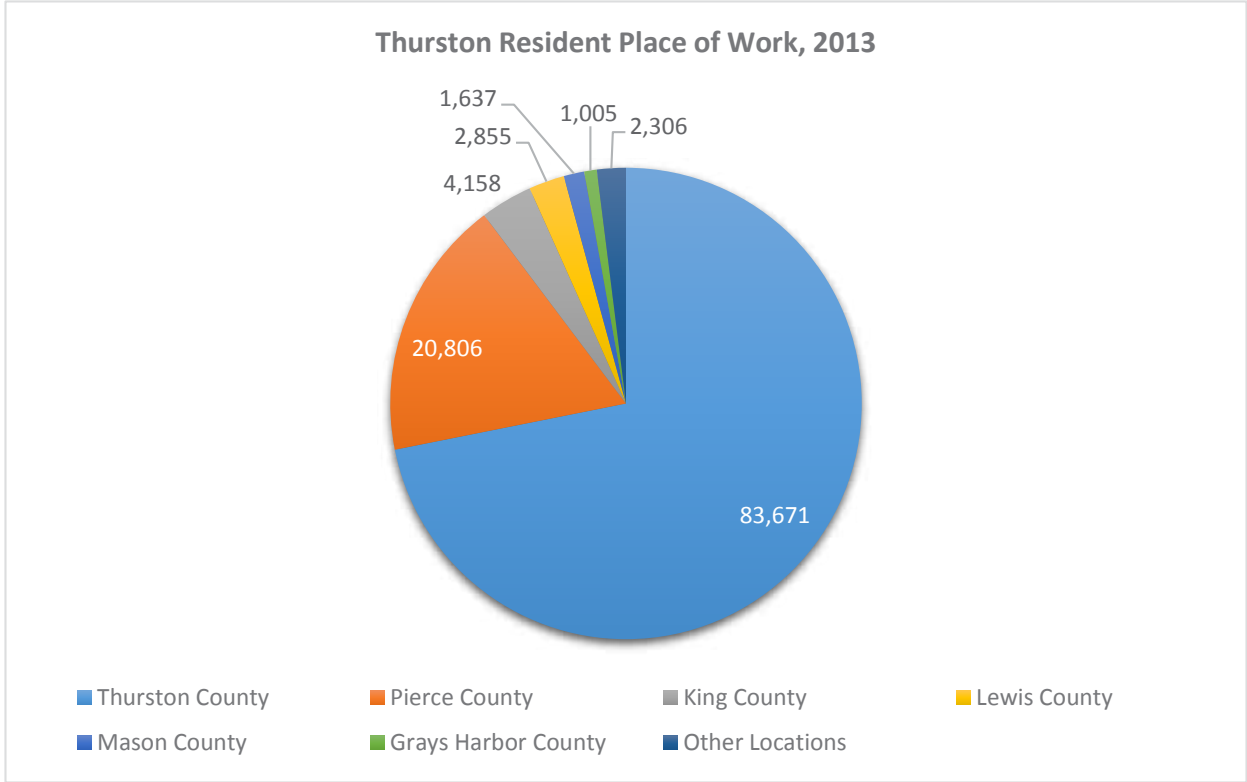
INDICATOR 19: K-12 SCHOOL PERFORMANCE (cont'd.)



INDICATOR 20: **COMMUTER OUTFLOW**

Why it matters: When residents work outside their home county, several potentially negative impacts can ensue. These include increased congestion (and carbon emissions), reduced in-county spending and a lower quality of life for the commuter, just to name a few.

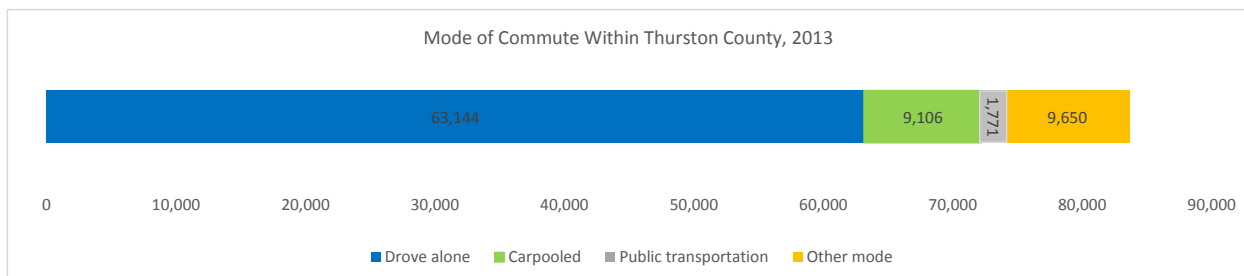
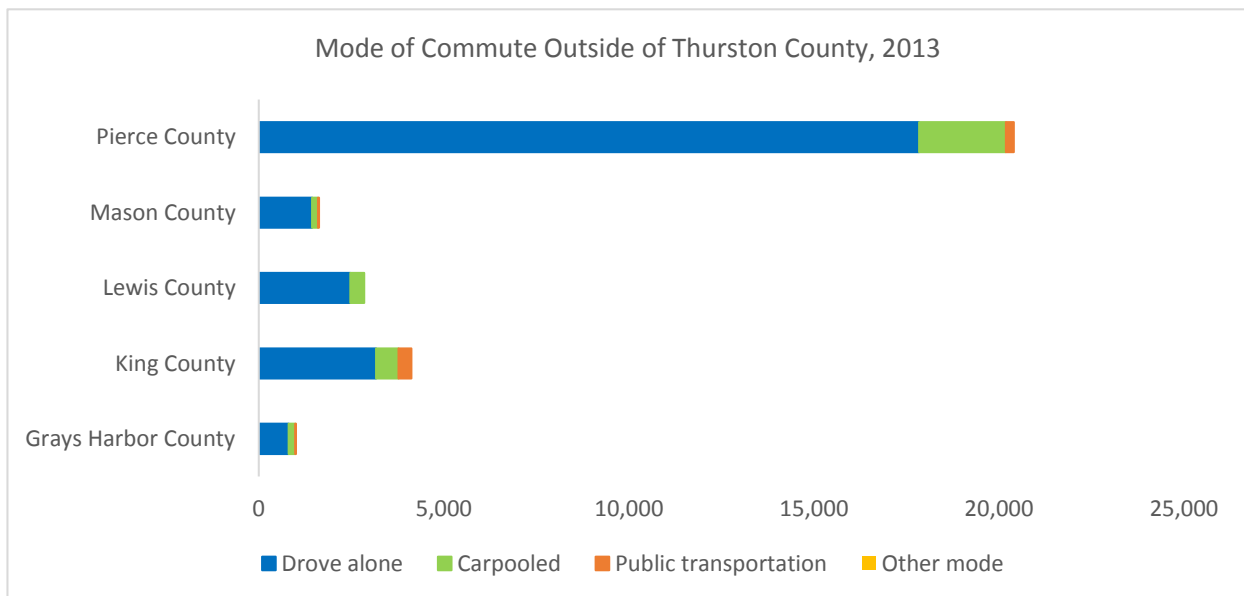
How we're doing: Thurston residents work in more than 60 different locations throughout the US. Just over 35,000 - or about 30% of Thurston's working resident population - commutes outside of Thurston for employment (2013), with the vast majority traveling to neighboring Pierce County. Other top destinations include King, Lewis, Mason and Grays Harbor Counties.



INDICATOR 21: MODE OF COMMUTE

Why it matters: Alternative modes of transportation (vs. single-occupancy vehicle commuting) can help reduce congestion and carbon emissions while also increasing people’s quality of life.

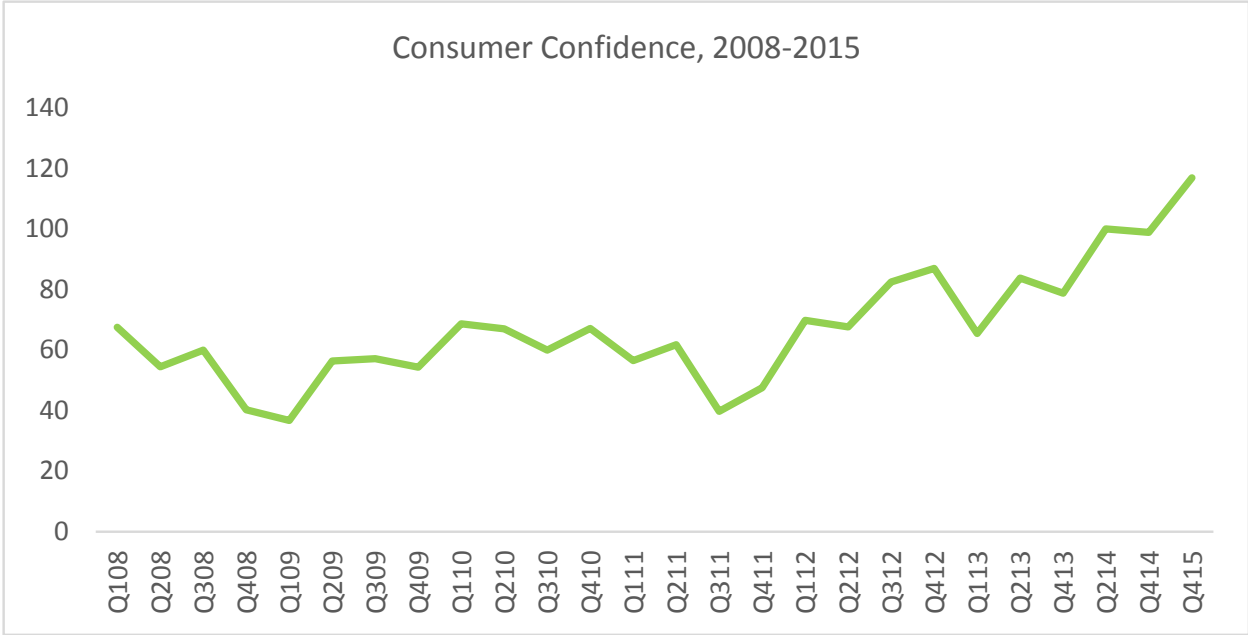
How we’re doing: Within Thurston County, about 25% of workers commute to their job using an alternative form of transportation. That figure drops to 15% for those commuting to work outside of Thurston County. Carpooling is the second highest travel mode and public transportation, for now, a distant third.



INDICATOR 22: CONSUMER CONFIDENCE

Why it matters: The Thurston EDC has been tracking consumer, CEO and small business confidence levels since 2008. The quarterly index measures residents’ opinions about job security, timing of major purchases and expectations for the future. The results help businesses and financial institutions interpret the “mood” of consumers so they can plan accordingly.

How we’re doing: After in inauspicious start, the index has been gathering steam over the past two years. With the “Great Recession” fading further into the rear view mirror, consumers are once again feeling confident about their job prospects, investments and spending activities.



IMPLEMENTATION STRUCTURE

The Thurston Community Economic Alliance is comprised of a large and diverse range of partners, all of whom will be kept apprised of progress during the ensuing plan implementation and periodic plan updates. The following outlines how progress will be tracked and reported, and who will be involved at the various stages.

Administration and Oversight

The Thurston EDC will serve as Alliance administrator, responsible for scheduling and facilitating meetings, distributing notices and information and other duties in addition to the annual report. The EDC will internalize the majority of administration costs as this work aligns with its core mission and may actually streamline operations given clear and mutually agreed-upon priorities. Contracted support for specific tasks may be funded through a small percentage of the Strategic Investment Fund (SIF) funding. Costs for individual initiative implementation will be borne or secured by the initiative leads.

Initiative Implementation

Initiatives will be implemented by designated Lead Partners who have agreed to adopt, champion and implement one or more initiatives. Lead Partners were identified by the planning teams based on their organization's mission and/or skill set. Planning teams have also identified potential Support Partners, organizations that could materially contribute to implementation via resources or insights.

Lead partners are responsible for coordinating and facilitating implementation of adopted initiatives. In some cases, the lead partner will

provide the majority of resources, while in others they may simply spearhead the identification and coordination of implementation resources. Lead Partners are responsible for coordinating with identified support partners, or other partners as they are identified.

Partner Coordination Meetings

Alliance partners will be invited to attend quarterly update and coordination meetings. Meetings will be structured to promote information sharing, barrier-busting and, periodically, to structure action plan updates or review potential modifications. Additional coordination will occur among the public and private sector, between economic development practitioners and across partner initiatives as detailed in the Alliance action plan.

Partner Reporting

Lead Partners will be surveyed annually regarding initiative progress. Specifically, they will be asked to:

- Confirm implementation status for their initiatives (not started, underway, implemented)
- Share highlights and outcomes that can be passed along to the broader community
- Identify barriers or challenges that could require initiative modification or Alliance assistance
- Acknowledge other partners that have contributed to success

Surveys will be distributed in late summer with the goal of producing a progress report each fall. In some instances, Thurston EDC staff or consultants will follow up with individual partners

to secure photos and other information to develop highlight narratives.

Annual Progress Report and Partner Celebration

The Thurston Economic Development Council (EDC) will assume responsibility for developing an overall Annual Progress Report for dissemination to all partner and the broader community. The annual report will include an overall implementation status summary, data indicators progress report and partner highlights from each of the five plan focus areas. The annual report will be posted on the EDC website, with e-links provided to Alliance partners along with a limited set of print copies.

The annual report will be presented in conjunction with an annual Community Partner Celebration. The EDC will manage logistics, but will invite various partners to participate in presentations and other features.

Strategic Initiatives Fund

As part of the action plan, the EDC has been tasked with managing a new Strategic Initiatives Fund. The purpose of the fund is to support economic development activities and investments not currently feasible under the existing EDC funding model. This includes participation in trade shows and association meetings for recruitment purposes, development of materials in support of infrastructure funding applications and other actions directly related to adopted Alliance initiatives. The EDC is responsible for generating and

administering SIF funding. As currently envisioned, the EDC intends to form an SIF subcommittee comprised of members from its Board of Directors and representing other Alliance partner entities. The SIF subcommittee will establish criteria for evaluating projects and recommend investments for full Board approval. Suggestions will also be requested during quarterly Alliance Partner Coordination meetings. Outcomes and impacts from SIF investments will be included in the Annual Progress Report.

Periodic Updates

The TCEA Strategic Plan for Economic Development is designed as a living document. While the vision and focus areas are long-term, the action plan will be updated on five year intervals. This allows us to adapt to evolving community priorities, take advantage of new technologies and techniques and integrate new voices and partners as our demographics shift over time.

Updates will include significant partner engagement, a broader public involvement and prioritization process and a “state of the plan” review. If any of the original initiatives have not been launched by the start of the 5-year update, they will be transferred to the “idea bank” for additional vetting by the community along with the other ideas proposed at that time.

If necessary, amendments to this implementation oversight structure will be incorporated into the update plan, as will the names of new partners and, potentially, any new focus areas.



ACKNOWLEDGMENTS

The Thurston Community Economic Alliance would like to thank the following community members for their participation in the creation of the strategic plan. The individuals listed herein dedicated dozens of hours of their time over the course of several months to help craft the vision and mission of the TCEA, providing individual and group input into the goals, strategies, initiatives, timing and the elements of the implementation plan.

**OVER 100 INDIVIDUALS
AND ORGANIZATIONS
REPRESENTING A
CROSS-SECTION OF
THE PROFESSIONAL
COMMUNITY TOOK PART
IN THE TCEA CREATION
PROCESS**

FOCUS GROUP AND COMMUNITY INTERVIEW PARTICIPANTS

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 Andy Ryder
 Bill McGregor
 Bob Iyall
 Brent Butler
 Bryan McConaughy
 Bud Blake
 Cathy Wolfe
 Cheryl Selby
 Chris Richardson
 Cindy Huntley
 David Schaffert
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 George Bridges
 George Smith
 Graeme Sackrison
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 Cerniwey
 Jim Geist
 Jim Greene
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 Michael Steadman
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 Patty Belmonte
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 Pete Kmet
 Renee Sunde
 Rick Walk
 Rob Rice
 Rodney Youckton
 Ron Harding
 Sandra Miller
 Sandra Romero
 Scott Spence
 Sean Murphy
 Shauna Stewart
 Sierra Burton
 Steve Hall
 Ted Jernigan
 Theresa Wall
 Tim Lew
 Vita Zvirsydyz-Farler
 Zach Kosturos

Thurston EDC Board

Perry Shea
 Carrie Whisler
 Kevin Ekar
 Michael McGaully
 Reid Bates
 Bud Blake
 Heather Burgess
 Virgil Clarkson
 Ann Freeman-
 Manzanares
 Brian Fluetsch
 Jessica Jensen
 Wayne Mannie
 Denise Marroni
 Mike Mattox
 Jace Munson
 Bill McGregor
 Tom Oliva
 Evan Parker
 Rob Rice
 Cheryl Selby
 Dr. Molly Smith
 Tad Stillwell
 Dr. Tim Stokes

Professional Assistance

Jason Robertson,
 J Robertson and Company



STRATEGIC INITIATIVES **MATRIX**

On the following pages is a comprehensive matrix of the current initiatives within each of the five identified focus areas. The initiatives were identified and developed during the three Community Leader Summits, and are designed to be actionable and trackable. As initiatives are completed, new initiatives will be added to the list.

**Important Note: Individual governmental jurisdictions will develop and implement their own retail development and retention strategies with support from the Thurston EDC where fair and appropriate.*

FOCUS AREA 1: CAREER PATHWAYS AND WORKFORCE READINESS

Our Vision: Maintain a progressive education, training and workforce development system that creates career pathway opportunities for all residents and streamlines employer access to a highly-qualified talent pool.

Key Words	Draft) Initiatives	Partner Notes	Partners Lead Partner(s) in Bold Font	Timeline 2017-18	2019-20	2021-22
Workforce Readiness Planning	Implement and align activities with the PacMtn Workforce Development Strategic Plan, emphasizing employer engagement through sector partnerships and tailoring programming to support career pathway development for a diverse range of job-seekers.	Many of these activities will occur as part of broader regional effort, with participation and leadership; emphasize support for people with high barriers to employment including those re-entering the workforce after lengthy delays.	PacMtn , Chambers, B2B, Thurston EDC, School Districts, Colleges, Private Sector, Government Agency Partners	→	→	→
Workforce Education Consortium	Assemble a consortium of educators, workforce development practitioners and industry leaders to develop and integrate career education and work readiness skills for students of all ages.	If feasible, organize as part of PacMtn Sector Partnerships model.	PacMtn Youth Services , School Districts, New Market, Chambers, Colleges		→	
Vocational Education and Work-based Learning Support	Conduct an education and technical assistance campaign to promote the value of vocational education and related career pathways, and connect students to internships and other on-site job education opportunities. * <i>This, and all education-related actions acknowledge school districts are implementing their own strategic plans to achieve excellence.</i>	Prepare materials with ROI for employers + road map for accessing and integrating work-based learning; develop inventory of training resources and willing employers who can effectively use work-based learning, including OJT, internships, leadership training, WEX and apprenticeships.	Thurston EDC , B2B, PacMtn, Chambers, School Districts, New Market, Colleges, Morningside, Trade Associations, Health Sciences and Other Industry Partners and Sponsors	→	→	→
Extended STEAM Learning Opportunities	Facilitate extra-curricular STEAM (science, technology, engineering, arts and math) learning opportunities for K-12 students to help prepare them for the jobs of tomorrow, and increase student-business interactions and understanding by convening integrated learning events, business tours and other educational opportunities.	Examples include permanent or mobile maker spaces; business sponsorships - i.e. robotics competitions, skills contests, etc.; targeted classes or workshops; pathway programs connecting high schools and colleges, etc.	Timberland Regional Library , SPSCC, Thurston EDC, Chambers, School Districts, Industry Partners and Sponsors		→	→

FOCUS AREA 1: CAREER PATHWAYS AND WORKFORCE READINESS (cont'd)						
Key Words	Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Integrated Higher Education Programs	Continue and expand local college/university education and training programs that advance local employer workforce options and production capacity (i.e. tech-transfer).	Include internship and employment pipelines to retain talent in Thurston. Identify additional ways higher education can be a resource to private sector enterprises and industries – e.g. re-search projects and leadership development.	SPSCC , Colleges, Other Interested Partners and Employers	→	→	→
Expanded Access to Employment Training Resources and Services	Work with community-based non-profits to extend employer-supported workforce training to hard-to-reach audiences	Develop a “work-ready” certification program to facilitate hiring and/or on-the-job training opportunities with articulated and navigable career pathways for the long-term unemployed (see PacMtn IWI pilot project for inventory of employer “work-ready” skill and ability priorities). Share learning about work styles, skill gaps and best practices for integrated workplaces (i.e. Millennials, seniors, etc.).	PacMtn , Colleges, Community-Based Non-Profits, School Districts			→
Employment for All	Promote and expand employment opportunities for people of all ages and abilities, and work with employers to remove or mitigate barriers to hiring and retention of those with employment challenges including seniors, people with disabilities, those with criminal record/re-entry citizens and the homeless.	Identify appropriate community service partners – e.g. Morning-side as conduit to DVR and other State, Federal and peer non-profit resources and providers.	Morningside , PacMtn, Thurston County, Community-Based Service Providers, Thurston EDC, Chambers, Employers	→	→	→

FOCUS AREA 2: TARGET INDUSTRY GROWTH AND INNOVATION

Our Vision: Support and stimulate growth in empirically-defined “clean and green” traded-sector industries that provide critical jobs, generate significant taxable revenue and attract new investment. Existing sectors include the following identified clusters: IT/Technology, Food production/Agriculture, Health Care & Life Sciences, Tourism, Wood Products, Manufacturing, Government

Key Words	(Draft) Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Real-time Data Analysis and Strategic Partner Briefings	Perform periodic data analyses to identify occupation and industry trends and provide pertinent information to employers and local government partners through periodic (quarterly) e-blasts.	Utilize existing EMSI, or similar future subscription source. See Oregon Department of Revenue for best practices example. Build and grow subscribers list. Create a network of brokers and agents and market Thurston assets through EDC’s Zoomprospector site.	PacMtn. Thurston EDC, TRPC, Chambers	→	→	→
Business Retention Activities	Conduct industry and small enter-prise “business walk” campaigns to identify top business priorities, barriers and proposed solutions, and ensure coordination and communication among municipalities, private enterprise and economic development partners.	Solutions include policy advocacy, additional Chamber, EDC or government-sponsored programs and/or technical resource support. Use community development asset map for referral networks that can support retention. Avoid “survey fatigue” by coordinating with peer partners to prevent duplication and share findings.	Chambers, Thurston EDC, TRPC, Cities		→	→
Target Industry Recruitment	Identify supply chain gaps and opportunities within target industry clusters, develop marketing strategies and take coordinated public-private sector action to attract new investment.	Includes outreach, site visits, retention surveys, access to capital, association events, trade shows and incentives. Adopt goals for recruitment in each industry cluster and overall. Share “lessons learned” to enhance success rate.	Thurston EDC, Cities, Thurston County, Port of Olympia, Private Sector Partners, PacMtn, The Evergreen State College	→	→	→
Strategic Regional Partnerships	Continue to build strategic partnerships with neighboring counties to attract and retain regional target industry sector investment.	Some supply chain industries may better fit in another county, but drive economic opportunity in Thurston (e.g. mill in Mason, added value + banking activity in Thurston). Use commuter data to show interconnectedness.	Thurston EDC, Cities, Chambers, Port of Olympia, WA Department of Commerce, TRPC, Colleges	→		

FOCUS AREA 2: TARGET INDUSTRY GROWTH AND INNOVATION (cont'd)

Key Words	Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Economic Development District Formation	Integrate with peer communities to form a federally-designated Economic Development District and secure grant and technical assistance to fund critical infrastructure projects and implement other portions of this Strategic Plan.	EDD designation and CEDS Plan re-quired to access US EDA and other federal funds. Thurston best-positioned to serve as EDD administrator for region.	Thurston EDC , Thurston County, Peer Counties, Cities, Port of Olympia, Chambers, TRPC, WA Department of Commerce	→	→	→
Foreign-Direct Investment	Expand foreign-direct investment by visiting and hosting investor delegations, supporting EB5 Visa programs and facilitating projects and industry development with high job creation value.	Consider establishing an EB5 Program and/or "World Trade Center" within the Center for Business and Innovation. This could also include a non-affiliated self-branded international trade "mart" type center.	Thurston EDC , Chambers, Port of Olympia, Colleges, TRPC, Private Sector Employers	→	→	→
Foreign Trade Zone Promotion	Promote the Port of Olympia's Foreign Trade Zone designation to existing and prospective manufacturing industries to encourage expansion and new investment.	Consider creating a cross-walk product for local manufacturers that could access foreign markets; host annual trade summits to expand local knowledge of inter-national trade options.	Port of Olympia , WSU, SPSCC, Thurston EDC, Chambers, Cities, Saint Martin's University, Export-Import Banks, Congressional Delegation, Trade Associations	→	→	→
Innovation Partnership Zone Support	Support development of Thurston's first IPZ in Tumwater to advance the emergent brewing-distilling industry and stimulate job growth and retail sales.	Success at the Tumwater site could potentially foster additional sites in other Thurston communities.	City of Tumwater , Thurston EDC, Cities, WSU, Port of Olympia, Private Sector Employers	→	→	→
Strategic Plan for Agriculture and Food Manufacturing	Develop a strategic plan for Thurston County agriculture preservation and enhancement and value-added food manufacturing.	Food man/ag is a primary industry cluster. Explore opportunities in urban and rural settings (e.g. ag business center, cold storage, farm to table promotion, new farmer land acquisition, urban + vertical farming, business development and marketing education, etc.).	WSU Extension, Thurston County , Port of Olympia, Thurston Conservation District, Cities, Enterprise for Equity, Edible Forest, Other Interested Parties	→	→	→

FOCUS AREA 3: SMALL BUSINESS AND ENTREPRENEURIAL RESOURCES

Our Vision: Promote and support a culture of innovation and entrepreneurship by connecting small and emerging business with the resources they need to launch and grow.

Key Words	Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Culture of Innovation	Foster a culture of innovation at all ages, by offering school programs, providing business advising, coaching and training, hosting meet-ups and entrepreneur competitions, publicizing local success stories and telling our story through the communications plan (see Brand Development, Partnerships and Communication).	A culture of innovation via tools, activities + inspiration to reinvent. Innovative communities attract and grow majority of new enterprises. In addition, data suggests Thurston is vulnerable to down-turns in State Government employment, and thus could benefit from sector diversity.	SPSCC/CBI , Chambers, Tribal Enterprise Programs, TESC, SPSCC, SMU, School Districts, Cities, South County Communities, Lacey Veteran's Center, Boots2Business	→	→	→
Center for Business and Innovation (CBI) Resource Promotion	Increase awareness and use of CBI business training, education, advising and coaching services and resources for business start-up, strengthening and growth.	Includes SBA, SCORE, SBDC, Scale-Up, Procurement Tech, Assistance Center, WA Center for Women in Business, Economic Gardening + SPSCC services: entrepreneurial cert., advanced manufacturing / computer labs and high-tech conference rooms. Promote SPSCC manufacturing resources to help develop prototype products.	SPSCC/CBI , State of Washington (business licensing), Cities, SMU, TESC, College and High School Classes and Clubs (e.g. Decca), Chambers, Timberland Library District, Service Clubs, Financial Institutions	→	→	→
Emerging Business Sector Support and Expansion	Grow the number and range of services, facilities and networks available to support growing businesses and start-ups.	Expand to serve other sectors and cities, and offer facility variety (co-work, manufacturing/ maker space, tech, commercial kitchen, etc.)	SPSCC/CBI , Cities, Port of Olympia, Thurston County, Chambers, Non-Profits, Oly Mega, Enterprise for Equity	→	→	→
Access to Financial Resources	Facilitate access to start-up and expansion funding for emerging businesses and entrepreneurs, and strengthen education around business planning and financing.	Build knowledge and use of existing options (e.g. Enterprise for Equity, WA Crowd-funding, Kickstarter) and participate in developing new ones (e.g. SPSCC Foundation Micro-loan Fund, Local Investing Network).	SPSCC/CBI , SBA, SPSCC Foundation, Enterprise for Equity, Financial Institutions	→		
Multi-Cultural Business Development Support	Incorporate multi-lingual and multi-cultural capacity to existing business development services array, and expand awareness of services through culturally-competent outreach and engagement.	Reach out to Hispanic Chamber Asian, Muslim and other religious communities, Community Action Council, other non-profits / agencies that have established trust with target communities.	Thurston EDC , Hispanic Chamber of Commerce, Cielo, JBLM, Tribes, Community Action Council, Thurston EDC, Chambers, Thurston County, Cities		→	→

FOCUS AREA 4: INFRASTRUCTURE, POLICY AND FUNDING COORDINATION

Our Vision: Strengthen collaboration to ensure policy alignment, adequate infrastructure funding and effective implementation of strategic community initiatives.

Key Words	Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Land Use and Transportation Coordination	Convene multi-jurisdictional land use and transportation system planning sessions to ensure alignment between planning and community development directors and economic development practitioners, and provide updates to interest parties through periodic public forums.	Align policies where feasible, ID shared priorities/solutions, update private sector via EDC forums. Engage electeds via Sustainable Thurston. Early goals: Contact + ombudsman info + transit solutions for employment centers.	Thurston EDC, Cities, Thurston County, Chambers, Intercity Transit, TRPC, Developers	→	→	→
Native American Tribal Support and Initiative Coordination	Support local Tribes in development initiatives that have broader community impact (jobs, spending, and investment).	Establish regular communications, identify key initiatives and prioritize mutually-beneficial projects.	Thurston EDC, Cities, Thurston County, Tribes, TRPC, PacMtn	→	→	→
Industrial and Commercial Site Inventories	Develop, update and market inventories of available industrial and commercial land and sites in all Thurston communities.	Include site-readiness data, environmental status, clear contact info for follow up; verify with local jurisdictions to ensure continuity and accuracy. Consider pursuing planned action EIS process to pre-certify key commercial/industrial land for desired development.	Thurston EDC, TRPC, Thurston County, Cities, Thurston PUD, Real Estate Brokers, Port of Olympia	→	→	→
Permitting Assistance	Create ombudsmen within municipal permitting departments to provide clarity and assistance navigating the development process, tax and business-related issues.	Train EDC staff so they can help facilitate conversations with private sector regarding local agency development processes.	Cities, Thurston County, Thurston EDC, TRPC, Cities, Chambers, Intercity Transit			
Infrastructure Investment Priorities and Funding Strategies	Identify priority infrastructure initiative likely to generate high return on investment and coordinate grant and legislative strategies to secure implementation dollars.	Can be initiated through existing Shared Legislative Priorities work group, but potentially expand to include legislative delegation.	Thurston Chamber, Thurston County, TRPC, Cities, Intercity Transit, Port of Olympia, Legislative Delegation	→	→	→

FOCUS AREA 4: INFRASTRUCTURE, POLICY AND FUNDING COORDINATION (cont'd)						
KeyWords	(Draft) Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Transit/Transportation System	Increase transit ridership by offering workplace incentives, increasing service to employment centers and targeted marketing to potential system users.	Include cross-county transit analysis and strategies.	Intercity Transit , Thurston EDC, Chambers, Large Employers, Thurston County, TRPC, Cities	→	→	→
Reclaimed Water Strategy	Support development of reclaimed water infrastructure to reduce new source need, ensure capacity and develop alternative source supply for applicable industries.	Strategy to begin following results of ongoing infiltration study. Identify potential uses/benefits for ag industry.	LOTT, City of Yelm, Thurston County, Cities, Thurston EDC, Chambers	→	→	→
High Speed Communications Networks	Update communications infrastructure and ensure adequate system capacity to support emerging IT-Tech sector.	Begin with extension of network to strategic employment centers.	Cities, Thurston County, Infrastructure Providers, Thurston PUD, Thurston EDC, TRPC, Chambers, TCM (TCTV)	→	→	→

FOCUS AREA 5: BRAND DEVELOPMENT, PARTNERSHIPS AND COMMUNICATION

Our Vision: Develop a Thurston brand and promote our community as a preferred destination for investors, employers and employees based on our geographic location, cultural assets, Affordability and integrated workforce and educational systems.

Key Words	Initiatives	Partner Notes	Partners Lead Partner in Bold Font	Timeline 2017-18	2019-20	2021-22
Brand Alignment and External Marketing	Create a Thurston Business Brand and Marketing Strategy with ancillary materials and dedicated implementation funding.	Integrate quality of life, housing Affordability, workforce support. Build on VCB brand. Use materials and tool kits tailored to specific industry types. Define "who" we're trying to attract/recruit.	Thurston EDC, Thurston VCB, Thurston County, Cities	→	→	→
Partner Coordination and Information Sharing	Establish a peer cities networking group and meet regularly to discuss trends and conditions, retail recruitment and retention strategies and resource needs and approaches.	Goal is to reduce competition for revenue sources and increase broader regional appeal to investors. Consider integrating the Thurston Economic Alliance Strategic Plan within the Thurston Thrives structure.	Cities, Thurston EDC	→	→	→
Communications Plan	Develop a communications plan for reporting Economic Development Plan progress, priorities and impact to internal and external audiences.	Address hot topic issues. Use indicators to tell community "how we're doing" / show how economic development is integrated with other community priorities (health, service funding, etc.). May need to break down by municipality.	Thurston EDC, Chambers, Thurston County, Cities, TRPC	→	→	→
TCEA Funding Strategies	Establish an ad-hoc committee as part of the Strategic Plan implementation program responsible for identifying funding strategies for priority initiatives.		Thurston EDC, TRPC, Port of Olympia, Cities, Thurston County, Chambers, Private Sector, Colleges	→	→	→
Conference and Meeting Space Strategy	Create and implement a conference and meeting space development strategy to serve Thurston's growing population and visitor industry.	Initiate partner planning to scope viability, competition, demand, barriers, concerns and timing.	Thurston VCB, Cities, Thurston County, Thurston EDC, Chambers, Colleges, Hoteliers			→
Signature Projects and Place-Making	Prioritize investment in strategic place-making initiatives that increase Thurston County's appeal to investors and employers.	E.g.: Woodland District, Brewery District, Oly DOWntown and Harrison) - reach out to I.D. where most in need of targeted support.	Cities, Thurston EDC, Chambers, Thurston VCB, Port of Olympia, Developers, Cultural Groups	→	→	→

About Thurston Community Economic Alliance

The Thurston Community Economic Alliance is a voluntary partnership of local governments, businesses, non-profits, educational institutions and economic development practitioners that collaborate on the development, implementation and review of efforts to build and maintain a dynamic and sustainable economy.

FOR MORE INFORMATION, PLEASE CONTACT

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Planning Commission

Suggestions for the Preliminary 2018 - 2019 Planning Commission Work Plan

Agenda Date: 10/16/2017
Agenda Item Number: 6.C
File Number: 17-0984

Type: discussion Version: 1 Status: In Committee

Title

Suggestions for the Preliminary 2018 - 2019 Planning Commission Work Plan

Recommended Action

Information only. No action requested.

Report

Issue:

Discussion of potential items to be considered in the Planning Commission 2018 - 2019 Work Program.

Staff Contact:

Joyce Phillips, Senior Planner, Community Planning and Development, 360.570.3722

Presenter(s):

Joyce Phillips, Senior Planner, Community Planning and Development

Background and Analysis:

Each year the Planning Commission proposes an annual work plan. It is reviewed by the Council General Government Committee and ultimately approved by City Council.

Items considered for inclusion can come from individual Commissioners or city staff. Last year, staff recommendations included items in the previous year's program that were not completed, items included in the upcoming work program of the Community Planning and Development Department, and related work of other Advisory Boards and Commissions.

Later this year staff will bring a proposed work plan to the Commission for review and consideration. Staff requests the Commissioners begin thinking about potential work items to be included.

Neighborhood/Community Interests (if known):

Much of the work of the Planning Commission is of interest to Neighborhoods and community members. However, to date there has not been specific comment about what should be included in the Commission's work plan for 2018 - 2019.

Type: discussion Version: 1 Status: In Committee

Options:

None. Discussion Only.

Financial Impact:

None. This work is included in the base budget.

Attachments:

Proposal Submittal Form



City of Olympia Planning Commission

ATTACHMENT 1

Planning Commission Work Plan -- Member Proposals April 2018 – March 2019

Date: _____ Proposal Submitted By: _____

Title of Proposal: _____

Brief Description of Proposal:

OPC's Role or Deliverable:

- Review and provide feedback to _____
- Recommendation to Council
- Briefing/Update from _____

Subject or Topic:

- | | | | |
|--|---|--|--|
| <input type="checkbox"/> Public Participation | <input type="checkbox"/> Natural Environment | <input type="checkbox"/> Land Use and Urban Design | <input type="checkbox"/> Transportation |
| <input type="checkbox"/> Utilities | <input type="checkbox"/> Health, Arts, Parks & Rec. | <input type="checkbox"/> Economy | <input type="checkbox"/> Public Services |
| <input type="checkbox"/> Capital Facilities Plan | <input type="checkbox"/> Special Area _____ | <input type="checkbox"/> Other _____ | |

Estimated amount of time on OPC agenda (30, 60, 90 minutes, etc.): _____

Budget Implications? Yes No Don't know

Suggested month to schedule on agenda (specific or approximate): _____

Item is flexible

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ATTACHMENT 1



Planning Commission

Potential Topics for the Planning Commission Retreat

Agenda Date: 10/16/2017
Agenda Item Number: 6.D
File Number: 17-0992

Type: discussion Version: 1 Status: In Committee

Title

Potential Topics for the Planning Commission Retreat

Recommended Action

Discussion only. No action requested.

Report

Issue:

Discuss potential topics for the Planning Commission Retreat.

Staff Contact:

Joyce Phillips, Senior Planner, Community Planning and Development, 360.570.3722

Presenter(s):

Joyce Phillips, Senior Planner

Background and Analysis:

Each year the Planning Commission has an opportunity to hold a retreat if it so chooses. In the past, retreats have focused on an issue or issues the Commission would like to have in depth discussions about, or are interested in learning more about. Once potential topics are determined, work can begin to find speakers and a meeting date, and work out other logistic details.

Neighborhood/Community Interests (if known):

None known at this time, although it is likely the topic(s) selected will be of some community interest.

Options:

1. Discuss and select topics for a Planning Commission Retreat.
2. Discuss potential topics but elect to not hold a retreat.

Financial Impact:

None.

Attachments:

None.