



Recommended Actions

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#	Geographic Areas & Key Themes	Recommended Action	Lead	Partners/ Participants	Notes	See Key	2017	2018 2019	2010 until 2021
Land Use: Walkable, urban center									
LU.1	waterfront sea level rise	Form a Sea Level Response (SLR) Plan	PW	CPD; OPARD; Fire; OPD; LOTT; Port; State	<p>The SLR Response Plan will balance risks, uncertainty, and both private and public costs so that our community can implement a clear and orderly response to SLR. It will identify needs for protecting downtown and develop a response that can be implemented incrementally and modified as new information emerges. Planning</p> <p>Timeline:</p> <p>2016: Scoping, Problem Definition, Jurisdictional Coordination</p> <p>2017: Plan Development including Funding Evaluation</p> <p>2018: Plan adoption including Financial Structures</p> <p>2019: Implementation</p>	I	X	X	
LU.2	waterfront isthmus	Develop and adopt a land use, circulation, design & environmental enhancement plan for the isthmus		CPD; OPARD; PW	<p>Parcels on the isthmus are owned by both the public and private sector. Part of this effort would be to determine how the City-owned land should be used, and how that relates with plans of private property owners. This effort may lead to a public/private partnership, and include mixed use development and/or park space.</p> <p>Proposed timeline:</p> <p>2017: Scoping</p> <p>2018: Planning, public process</p>	F	X	X	



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LU.3	DT-wide housing retail	Update zoning & development standards	CPD	OPC; PW	<p>Part of the DTS scope – kicks off in early 2017. Key aspects (full scope will be in DTS report):</p> <ul style="list-style-type: none"> • Align with character areas, but remain flexible • Combine Downtown related codes into one section for accessibility & ease • Simplify allowed use tables • Establish overlay for Art/Tech area to allow for uses desired there but not in other parts of Downtown • Align Urban Residential (UR) zone with SE neighborhood - allow more neighborhood serving commercial • Include appropriate standards for nonresidential storefronts, retail space compartmentalization, private open space and impact mitigation in mixed use areas • Adopt codes and design guidelines to help mitigate noise and other impacts that discourage residential uses • Other small changes & housekeeping 	I	X		
LU.4	waterfront	With partners, develop actions to enhance and promote waterfront recreation activities	OPARD	CPD;PW OYC, Port; State; HOCCM; LOTT	Waterfront partners include: City Parks, Olympia Yacht Club, Port of Olympia, State of WA, Hands on Children’s Museum, LOTT, etc. Include promotion for boating opportunities, kayaking, events, other recreation, etc.	F		X	



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LU.5	historic adaptive reuse development tools	Identify buildings and tools appropriate for adaptive reuse, and promote these tools	CPD		<p>Adaptive reuse occurs when a previously developed site is rehabilitated for a different purpose. Downtown’s older office and industrial buildings particularly present opportunities for reuse to housing or retail/entertainment space. This proposal is for the City to:</p> <ul style="list-style-type: none"> Identify and focus tools to incentivize adaptive reuse Use the 2016 historic architecture inventory to help identify older character-defining buildings that won’t be designated as historic landmarks, but are good candidates for adaptive reuse Provide info to explain the purpose of requirements/fees associated with change of use Promote these efforts as part of “a program” to encourage adaptive reuse <p>Adaptive Reuse tools could include: CDBG funds for façade grants; SEPA exemption; historic preservation tax credits; multifamily tax exemption (MFTE); expedited permitting; adopt design guidelines that encourage reuse; interest-free loans (when providing affordable housing); site assessment of contamination; etc.</p>	F-O	X	X	X



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LU.6	DT-wide development tools	<p>Promote incentives and other tools that encourage private investment</p> <p>Explore additional tools as listed in LU.6A-G.</p>	CPD		<p>A recent review of development incentives and other tools available to cities reveals Olympia already makes use of at least 16 tools (i.e., multifamily tax exemption, lower Downtown impact fees, Community Renewal Area (CRA), Grow Olympia Fund, etc. – see separate tool box) Many of these were recently adopted for use by the City. We’ve heard the City needs to do a better job of advertising these tools to prospective investors and developers.</p> <p>The DTS identifies which tools support which objectives in the introductory chart. The City may take additional steps to focus certain tools on certain objectives (e.g., adaptive reuse, market rate and affordable housing, business development, transportation and parking improvements, waterfront improvements, sea level rise response, etc.).</p> <p>Specific tools to be further explored have been identified (see A-G)</p>	F-O	X	X	X
LU.6 .A		Establish Downtown as an urban infill exemption area for SEPA	CPD	OPC	This would eliminate the need for additional environmental review under the State Environmental Policy Act (SEPA) at the project permit phase. The purpose is to reduce time, cost and risk of appeal in the permitting process. Environmental needs/impacts would alternatively be addressed upfront in the development code. Most impacts that occur in Downtown are already addressed through current regulation (i.e., critical areas, contamination, noise, construction dust, etc.)	I	X		



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					<p>Three issues need to be addressed prior to establishing this exemption:</p> <ol style="list-style-type: none"> 1. Increased flood-proofing standards to address risk from sea level rise (addressed: updated code in Aug 2016) 2. Off-site traffic impact mitigation: (to address this, the DTS will recommend adopting a threshold (i.e., size) at which projects require a traffic study to determine any needed improvements that would then be required) 3. Cultural resources: tribes tend to use SEPA notice as their trigger to comment on projects (next step is for City staff to meet with tribal and State Department of Archaeology and Historic Preservation representatives to discuss other available opportunities to comment, e.g., at notice of application) 				
LU.6 .B		Explore - Program to offer façade improvement grants or loans	CPD		Could use Community Development Block Grant (CDBG) funds. Might be accompanied by technical assistance.	F		X	X
LU.6 .C		Explore - Establish a Local Improvement District (LID) to fund projects that benefit contributing property owners such as street improvements, flood protection, utilities, etc	Exec?	CPD; PW; OPARD	Assessment of property owners for the costs of a public improvement (i.e., for public parking, transportation facilities, utility infrastructure or public facilities). LID could potentially be a good tool for Percival Landing rehabilitation and sea level rise response.	F		X	X



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LU.6 .D		Explore- Apply for Community Economic Revitalization Board (CERB) funds	?	CPD; PW; OPARD	Competitive funding offered by the State to fund infrastructure associated with job creation.	F		X	X
LU.6 .E		Explore - Extend lower Downtown impact fees to additional uses in the Downtown	CPD		For example, multifamily uses currently have lower impact fees in the Downtown compared to other areas of the City, but pharmacies don't (or at least it's not clear that they do, hence a step to explore further).	F		X	X
LU.6 .F		Explore - Defer utility hook-up fees until time of Certificate of Occupancy (rather than time of permit)	Legal?	CPD; PW	The City already offers this deferral for impact fees. Deferrals can help cut permit costs because it reduces interest paid by developers on large construction loans.	F		X	X
LU.6 .G		Explore - Grants or loans for structural assessment and fire sprinklers for older buildings	CPD		Helps with adaptive reuse of older buildings that require life safety upgrades (i.e., under building code to address fire, earthquake safety.)	F		X	X
LU.7		Apply for an EPA Brownfield Assessment Grant and other federal, state funds to assist with assessment or clean-up of site contamination	CPD		<p>Prior land uses in Downtown Olympia, including major manufacturing, petroleum storage, auto repair and dry cleaning, have caused soil and groundwater contamination. Due to uncertain costs and liability associated with contamination, real or perceived contamination can hinder revitalization and environmental goals. Environmental Protection Agency (EPA) assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to contaminated soil or groundwater.</p> <p>Competitive federal and state funds are available for projects that meet a public purpose. The City has been</p>	F-O	X	X	X



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					<p>awarded clean up funds for past projects (i.e., City Hall, HOCCM, etc.). Public/private partnerships through the City's Community Renewal Area (CRA) program will likely provide future opportunities.</p> <p>The timing of grant offerings varies and often must be associated with project areas, so it's hard to say exactly when we apply. Staff is connected to these funding agencies and will move on opportunities as they arise. The Isthmus planning effort presents likely opportunity.</p>				
LU.8		Explore how City-owned properties could be redeveloped through public/private partnerships to meet goals	GG	CPD	<p>For example, consider surface parking lots, the old fire station & library. Some specific areas of interest to the community include a new YMCA/community pool, affordable housing, structured parking and a larger, more tech savvy library.</p> <p>Examples: In 2015, the City sold a surface parking lot on State Ave to the Low Income Housing Institute for \$1 to advance affordable housing for homeless veterans, youth and disabled citizens. As part of the City's CRA program, potential public/private partnerships are currently underway to redevelop two areas for mixed use (near Water Street, 4th & 5th and the former Griswolds site on 4th Ave.)</p>	F-O	X	X	X
LU.9	development code	Revise zoning in Southeast Neighborhood to stabilize residential property and encourages retail that serves local residents	CPD	PW	Scope of development code update includes considering expanding UR zone boundaries to align better with SE neighborhood area, and allowing for more business uses that would serve local residents	O			



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Design: Unique Olympia environment									
D.1	DT-wide design housing retail	Update design guidelines (includes view protection updates, based on 2016 views analysis)	CPD	DRB; OHC; OPC; Technical Steering Committee	Part of the DTS scope – kicks off in early 2017. Key aspects (full scope will be in DTS report): <ul style="list-style-type: none"> Put all Downtown design guidelines in one section Be flexible, but focused; not onerous Reinforce unique character areas New mixed use and improved historic guidelines Update requirements for nonresidential storefronts – essential locations & design to promote active streetscapes View protection updates Cohesive sketches, photos and diagrams Mitigate impacts (e.g., noise) that discourage residential uses Various updates to address site planning and design, pedestrian access, amenities, open space, and building design 	I	X		
D.2	DT-wide signs	Update sign code to address unique downtown needs and character	CPD	OPC; Technical Steering Committee	Part of citywide sign code update underway in 2016-2017. Effort will consider how signs can enhance unique character areas the Downtown, with particular attention to the Entertainment Area and historic core.	I	X		
D.3	historic adaptive reuse	Inventory historic architecture in downtown	CPD	OHC	Underway in 2016. The City was awarded a Department of Archaeology & Historic Preservation grant to conduct a historical architecture survey to provide a reliable, consistent baseline of information on all buildings in a 75-block radius. This first step to identifying properties	I	X		



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					that can be considered historically significant may lead to expansion of the historic district or register properties, along with opportunities to incentivize reuse of older buildings.				
D.4	DT-wide art wayfinding capitol to market signage	Develop an art and wayfinding plan that adds more public art and wayfinding to the streetscape in a well-coordinated fashion	Exec – (Communications)?	CP&D; PW; OPARD; Arts Commission	Additional wayfinding is needed, especially at Downtown entry points, to promote the attributes of each character area, to direct drivers to convenient parking options, and pedestrians to attractions. Aim is to coordinate wayfinding with the Capitol Campus.	F		X	
D.5	Capitol to market signage	Upgrade/establish gateway signage at key locations (Plum Street & Union; Capitol Way & Union)	Exec – (Communications)?	PW; OPARD	The current signage uses an old City logo and should be updated. Effort may include landscaping and art. To be informed by D.4.	F			X
D.6	historic adaptive reuse	Examine potential expansion of historic district boundary and/or historic designation of additional structures	CPD	OHC	Consider adding key historic properties into the historic district or register so they are preserved and eligible for tax credits. This will be informed by the historic architecture inventory underway in 2016.	F		X	

Transportation: Multimodal, attractive streets

T.1	Capitol to Market physical improvements traffic calming art retail	Use upcoming street repaving projects as opportunities to improve multimodal circulation, intersections for pedestrian and bicycle safety and comfort, and enhance	PW	CPD; BPAC; Arts Commission	A need to repave 5 street segments in the core (Franklin, Jefferson, Legion, Washington and Capitol) presents opportunity to leverage dedicated funds to make transformational improvements to these retail oriented streets over the next 6 years. Guided by the palette of unique character areas, this ambitious investment	I	X	X	X
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		streetscape character			<p>should make a big impact in downtown’s retail core, attracting people and investment to the area.</p> <p>Franklin & Legion will likely be the first segments to be improved. Design work will take place in 2017, with physical improvements made in 2018. Work on Jefferson will occur 2018-2019. Proposed changes to Washington and Capitol are more and require further traffic analysis (underway), thus these streets will likely be completed toward the end of the 6-yr implementation period (2019-2021.)</p>				
T.1. A		Franklin Street & Legion Way SE segments <ul style="list-style-type: none"> • Multi-modal circulation • Character enhancements • Legion: Festival Street 	PW	CPD	<p>Design phase for Franklin and Legion provide an opportunity to develop detailed streetscape design guidelines, which could then be rolled into the EDDS in a subsequent update.</p> <p>Look for opportunities to construct the “Flexible Bollard” street concept as a pilot project, such as on Franklin.</p>	I	X	X	
T.1. B		Jefferson Avenue segment <ul style="list-style-type: none"> • Multi-modal circulation • Character enhancements • Focus on greener landscaping 	PW	CPD		F		X	



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T.1. C		Capitol Way and Washington St. segments <ul style="list-style-type: none"> • Multi-modal circulation • Character enhancements • Capitol Way = Considering a lane reduction to allow wider sidewalks • Washington = Considering a protected N-S bike lanes to the Farmers Market 	PW	CPD	Design phase of these streetscape improvements offers a second opportunity to develop streetscape guidelines not covered by Franklin, Legion and Jefferson. In front of the Washington Center would be a festival street. A possible protected bike lane would start north of that block. Pending traffic study - underway	F			X
T.2	Entertainment traffic calming art	Explore traffic calming opportunities at intersections along 4th Ave SE	PW	CPD; BPAC; Arts Commission	Includes sidewalk extensions at intersections, intersection improvements in conjunction with street repaving projects, art and other amenities and perhaps a raised intersection - dependent on transportation analysis.	F	X	X	X
T.3	DT-wide Design art	Update streetscape design guidelines in the Engineering Design and Development Standards (EDDS) for alignment with street function and character area recommendations	PW	CPD	Streetscape design guidelines establish the priority mobility function (i.e., walking, biking, transit, cars), the visual objective (i.e., traditional, historic, eclectic), and style of lighting, paving, furniture and landscaping in the streetscape. New guidelines will help set Downtown streets apart from other areas of the City, as well as enhance the five unique character areas within the Downtown. These guide both public and private sector investments.	F			X



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T.4	DT-wide sidewalks physical improvements	Explore new and diverse funding options for future streetscape improvements and sidewalk repair and replacement	PW	CPD	This action would focus on dedicated public funding as well as private funding opportunities (i.e., grants) for streetscape improvements. Although exploring funding options is a step for any individual street project, this all-inclusive action may also identify resources for longer-term opportunities identified in the DTS.	F-O		X	
T.5	DT-wide all modes bike friendly	Develop a Transportation Master Plan	PW	CPD	This citywide effort will focus on creating a complete multi-modal transportation system (bikes, pedestrians, transit, cars, freight) including a closer look at Downtown. It will incorporate DTS recommendations for longer term investment opportunities, including bike connections especially on Legion, Washington, Thurston and Cherry.	I	X	X	
T.6	DT-wide parking	Update the Downtown Parking Strategy - determine path forward for more convenient, available parking to support local business and residential needs	CPD	PW; Technical Steering Committee	<p>Underway in 2016-2017, the parking strategy will:</p> <ul style="list-style-type: none"> • Be coordinated with the DTS and anticipate future needs • Evaluate projected changes in travel modes, management tools, potential for structured parking, new technologies, signage; and • Consider changes to how existing parking is managed, the amount of parking required for new development, and the residential parking program <p>Look for an online public feedback opportunity in winter 2016/17, followed by a workshop in the spring.</p>	I	X		



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T.7	DT-wide trees	Prepare and adopt a Street Tree Master Plan to inform future street tree and streetscape plantings	CPD	PW	This citywide effort kicks off in 2017 and will include Downtown trees. The aim is to set the stage for “the right tree in the right place” (i.e., trees that can thrive in our urban environment, enhance beauty, don’t overshadow architecture or traffic signals, won’t damage sidewalks.) The effort will be informed by a 2016 street tree inventory, and will inform the streetscape design update.	I	X		
T.8	DT-wide clean and safe	Complete an evening lighting audit to determine areas where more street and pedestrian lighting is needed. Share info with Downtown property owners and businesses leading to next steps for improved lighting	CPD	PW	Effort would include streets, alleys and parking lots. <i>Note: City and partners recently upgraded alley lighting in several locations</i>	F	X		
T.9	waterfront tourism sea level rise	Convene partners and coordinate next steps for improving and marketing the 'Olympia Waterfront Route' (planned trail along the waterfront)	OPARD	CPD; OPARD; PW	Designated in the Regional Trails Plan, this 6.2 mile pedestrian and bicycle route along the shoreline extends from West Bay, around portions of the Port Peninsula, along East Bay to Priest Point Park. Most of the shoreline needed to complete the trail is now in public ownership. Next steps aim to complete missing segments of the trail, enhance the integrity and seamlessness of the route, and encourage waterfront recreation and tourism	F		X	



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Homelessness/Street Dependency & Social Services: Well-coordinated partnerships									
HS.1	DT-wide homelessness housing business tourism	Convene a broad range of community stakeholders, including social service providers, business owners, housed and homeless Downtown residents, downtown business patrons, agency/ City/County representatives, and other relevant sub-groups, to form an action plan leading to a more coordinated response to homelessness/street dependency and the impacts to Downtown	CPD	County, Cities of Lacey and Tumwater; law enforcement; business community; social services See full scope for additional proposed partners	The public (which included both Olympians and others from around the region) identified. Addressing the concentration of homelessness and street dependency in Downtown' as a top priority throughout the DTS public process. While there are efforts underway to coordinate regional services helping people in need, an intentional focus on Downtown Olympia and broader stakeholder coordination is needed. This proposal is for the City of Olympia to convene and facilitate a community dialogue, including other jurisdictions and partners. The effort would focus on Downtown Olympia, lead to specific actions and address: <ul style="list-style-type: none"> • Impacts of homelessness and street dependency on Downtown • Needs of people experiencing homelessness in Downtown • How to maximize existing resources & identify additional resources that may be necessary • The publics' understanding of homelessness & street dependency • Real and perceived safety, security and civility concerns • The economic, health, and educational aspects of social service action • Evidence-based and data-formed best practices 	F	X	X	



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HS.2	regional social services	Initiate a discussion with regional policymakers about future social service siting needs throughout the region	City Council	Policy makers from other jurisdictions, including Lacey, Tumwater, Thurston County; TRPC	<p>While social services play a positive role in Downtown, Downtown should not be the only place in the region to site social services. Related policy elements:</p> <ul style="list-style-type: none"> • Support regional conversation on providing full spectrum of care either in Downtown or via transit elsewhere • Work with transit partners to improve access to social services throughout the region • Identify tools to support needed service facilities in Downtown 	F	?	?	

Housing: Livable, mixed income neighborhoods

H.1	housing strategy	Develop a Comprehensive Housing Strategy to establish a mixed income residential community in Downtown	CPD	Other jurisdictions in the County; TRPC; Social Services; non-profits; private sector	<p>The DTS initiated a Downtown Housing Strategy, but further work is proposed to:</p> <ul style="list-style-type: none"> • Consider Downtown housing in the context of the whole City, • Identify affordability needs and goals through further community conversations and analysis, • Establish a monitoring program to periodically assess housing affordability production levels, inventories, and other conditions relative to City goals, • Identify best practice tools to provide for various affordability levels and adjusts the tools over time to meet needs and goals, and • Back up above efforts with public policy and longer term funding commitments 	F		X	
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					2017: Scoping 2018: Planning, public process				
H.2	affordable housing	Dedicate additional resources (e.g., increase staff time) to support and coordinate with affordable housing production partners, including the private sector, County housing program, non-profits, and service providers; and other tasks associated with implementing the Downtown Housing Strategy	CPD		In order to effectively implement the above housing strategy, additional ongoing resources will be needed.	F-O		X	X
H.3	development tools	Facilitate construction of new housing by using, promoting and exploring additional incentives/tools to encourage a range of housing options for a range of incomes and lifestyles (e.g., various size apartments/studios, townhomes, live/work, collective living, etc.)	CPD		<p>More market rate housing as well as lower cost affordable options are needed in the Downtown.</p> <p>Tools include: Multifamily tax exemption; lower impact fees; SEPA exemption; brownfield assessment; incentives for adaptive reuse of existing buildings for housing purposes; public/private (CRA) partnerships that include mixed-use/residential projects; improvements to streets, walkability, and public realm; reduction of unnecessary regulatory barriers; a range of low income housing tools, etc. <i>(See separate "toolbox" for list).</i></p> <p>Start promoting existing tools in 2017, followed by exploration of additional tools as part of and following the housing strategy work.</p>	F-O	X	X	X



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H.4	affordable housing	Inventory current affordable units and study their risk of displacement. Identify actions to encourage property owners, housing agencies and non-profit housing providers to retain current inventory of affordable units	CPD		Of the 1,645 total housing units in Downtown, 299 are considered low cost/ unsubsidized. In other words, their rents are dictated by the market, but typically lower than 'market rate' due to being in older or smaller condition. These units are especially at risk of being lost as affordable units because the rents could increase as the market goes up. There are no silver bullets for protecting these privately owned units from lower cost affordable, but there may be some actions the City can take to encourage it. For example, offering incentives such as low-interest loans to encourage property owners to retain housing at lower affordability levels.	F-O			
H.5	art housing tourism	Actively work with partners (i.e., higher education and artist organizations) to encourage affordable housing, studio, rehearsal, live/work and gallery space for artists	CPD	OPARD	<i>Note: Concept plans are underway by a private developer to rehab the Montgomery Ward Building on 4th into artist studios, housing and gallery space</i>	O	X	X	X
H.6	neighborhood organizations	Foster Downtown neighborhood organization(s) through self-help activities, funding, and public services; and explore options for increasing a sense of community in mixed use/residential neighborhoods	CPD		Existing methods include Outreach to Downtown Neighborhood Association (DNA), neighborhood grant program. <i>Look into possible partnership with Eco Builders Guild for tool sharing program and other self-help efforts.</i> Mixed use/residential neighborhoods will be located primarily in the Core and Artisan/Tech Character Area.	O			X



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H.7	parks	Explore Downtown park needs, particularly in the southeast neighborhood area	OPARD		<p>Where the current Parks Plan focuses on downtown, the focus is on improvements to waterfront parks and the Artesian Commons. Enhancing and maintaining these existing facilities is important so that citizens and visitors can continue to enjoy the Waterfront and Entertainment areas. Meanwhile, the DTS proposes the City explore additional Downtown park needs, especially in the Southeast Neighborhood area. Needs could include new parks, or enhanced facilities or programs in existing spaces.</p> <p><i>Note: Downtown will be considered as part of a citywide effort outlined in current Parks Plan to identify 10 new neighborhood park locations. Also, private open space requirements are part of the 2017 design guideline updates.</i></p>	F	X	X	X
H.8	Community renewal area	Include housing as part of Community Renewal Area (CRA) public/private partnerships for Water Street and former Griswolds site	CPD		<p>The City has issued Requests for Proposals (RFP's) seeking public/private partners to redevelop two blighted areas in Downtown. Both RFP's included mixed use with housing as a component of the project.</p> <p>The City has selected a development team for the Water Street Redevelopment, and work is underway to identify a viable project. RFP's for Griswolds are under review.</p>	I	X	X	



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(Retail) Community & Economic Development:									
R.1		Provide a clean and safe Downtown environment							
R.1. A	clean & safe	Aim to accommodate a full-time walking patrol (6 officers all year)	OPD		Many businesses identify this as an important element of overall clean & safe efforts; the presence of officers contributes to the sense of safety and can deter crime.	F-O		X	
R.1. B	Clean & safe promote tourism	Coordinate the development of a nightlife/safety plan for the Entertainment Area	CPD	OPD; PW; OPARD	Could include effort with partners to improve late night transportation options such as additional transit service, taxi stands or shuttle service to satellite parking facilities; law enforcement focus; lighting; expanding clean team & Ambassadors, etc. Scope this in 2017	F		X	
R.1. C	Clean & safe	Ongoing Clean & Safe efforts in partnership with ODA & PBIA	CPD	OPD; OPARD; PW; ODA; PBIA	Includes Downtown Ambassadors, Clean Team, flower baskets, etc.		X	X	X
R.1. D	Clean & safe	Locate public restrooms Downtown	CPD	OPARD	Part of clean & safe efforts, this helps to reduce impacts to businesses and human waste in public spaces. In Fall 2016, the City Council voted to move forward with siting a 24-hour permanent restroom at the Artesian Commons. 24-hour porta-potties will be located at three other locations in the Downtown. Design for permanent restrooms is funded for 2017. Currently unfunded is construction of a permanent	I	X	X	



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					restroom and new locations and maintenance for porta potties.				
R.1. E	Clean & safe	Artesian Commons programming, Park Rangers and Artesian Leadership Committee and Action Teams	OPARD	Artesian Leadership Committee; CYS; CPD; OPD	The City has partnered with many local businesses and non-profits to bring positive, daily programming and events to the space. Improvements to the site are ongoing, with the ultimate goal of creating a space that is safe and welcoming for all. The recent addition of Park Rangers provides more oversight and has helped reduce complaints about behaviors that make people feel unsafe.	O	X	X	X
R.1. F	Clean & safe	Assess outcome of shared trash compactor pilot, and continue the program if it is successful	PW		This program reduces the number of garbage cans in the alleys and frequency of garbage truck trips by providing a trash compactor for multiple businesses to share. The first pilot went in near Big Whiskey Saloon earlier in 2016. The City is working closely with businesses to assess and deploy this program.	I	X		
R.2		Strengthen existing & local businesses							
R.2. A	Strengthening business	Develop and maintain a business support webpage	CPD	GG	Make it easier for businesses to find info about licensing, allowed uses, permit info, etc.	I-O	X	X	X
R.2. B	Strengthening business	Conduct a business retention survey with local retail business owners	CPD	ODA	Find out why Downtown businesses close as a step toward understanding how City and partners can help to support success.	F-O		X	
R.2. C	Strengthening business	Improve upon existing permit assistance at the front counter by developing information and materials to help small	CPD	ODA	This relates primarily to opening a storefront in an existing building, which may require upgrades per the building code or design guidelines, as well as sign permits, etc. It has been suggested that providing	O		X	



Recommended Actions

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		business owners with opening a storefront			information about common change of use requirements and their purpose would be helpful. Note: The State provides assistance with business license applications. Also, the ODA provides a welcome packet to new downtown businesses.				
R.2. D	Strengthening business	Invite guest speakers to Downtown business groups to share information re: financial and technical resources and offer workshop training on best practices for local retailers (merchandising, understanding consumer options, online vs. brick & mortar marketing, etc.)	CPD	EDC; Commercial Brokers; financial service providers; PBIA; ODA; Thurston Chamber	Although there are many business support services available in Thurston County, we find not all Downtown business owners are aware of these. Downtown business groups like the PBIA and ODA can help spread the word. City would work with business groups like the PBIA, ODA and Chamber to identify what types of training would be most helpful and help to sponsor the training.	I-O	X	X	X
R.2. E	Strengthening business	Promote and provide assistance with available development tools <i>See also Land Use action #xx</i>	CPD	OMB; Chamber; ODA; EDC	Specifically, we've heard interest in assistance with: <ul style="list-style-type: none"> Adaptive reuse of existing structures as a way to maintain existing retail spaces, which are typically less costly to lease/own than new Financial incentives for historic buildings Spreading the word that local banks want to lend on Downtown buildings 	F-O	X	X	X
R.2. F	Improve perception	Develop a media plan to regularly communicate about Downtown improvements & use data to tell a different story about Downtown	CPD	Help with outreach: PBIA; ODA; media Other City	Address perception vs. reality (e.g., provide stats that demonstrate crime is actually relatively low in Downtown.) Make sure Downtown business owners receive this data so they can share it to help change perceptions.	F	X	X	X



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				departments to share information					
R.2. G	Improve perception	Initiate partners to work with the State on a marketing strategy to encourage state workers to come Downtown Relates to R.4.F and R.4.C	CPD	VCB; ODA; DES	About 6,000 employees work on the Capitol Campus. We understand many of these employees do not venture into Downtown before, during or after work – a lost opportunity. The proposal is to encourage campus workers to come Downtown and experience all it has to offer. Could include: advertising through crafted messages, flyers, posters, displays; presentations, promotions, etc. 2017: Engage partners, and encourage them to take lead.	F	X	X	
R.2. H	Economic development	Maintain City-driven Economic Development Program (Economic Development Director & Downtown Liaison)	CPD	EDC; PBIA; ODA; Thurston Chamber; Port	Ongoing program includes: <ul style="list-style-type: none"> Continue dedicating City staff to staying in communication with Downtown businesses, supporting the PBIA and carrying out a variety of key projects to advance the prosperity of Downtown Work with EDC and other partners to implement steps outlined in the Thurston Regional Economic Development Plan Develop strong public/private partnerships so that investment is captured and stewarded to support Downtown businesses (i.e., InterCity Transit, CRA, parking solutions.) Support Community Renewal Area (CRA) plan for 	O	X	X	X



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					Downtown <ul style="list-style-type: none"> • Complete public/private partnerships to redevelop Water Street area and former Griswold property • Regular coordination with headquarter employers to actively support business & employee retention (i.e., Heritage Bank, Olympia Federal, Image Source, Mud Bay, WA Business Bank, WSECU and WA State, etc.) • Identifying businesses within the region that are looking to expand or open a storefront • Market Downtown to a variety of employers that may include the technology, finance, professional services, non-profit sectors • Partnering with EDC in regional tech sector group to support employee recruitment & tech/innovation culture • Partnering with the Thurston County Chamber and PAC Mtn. Workforce Development Council to connect employers to workforce talent • Coordinate efforts with ODA to identify and address business retention red flags 				
R.2.I	Strengthen business	Provide support to carry out the PBIA's 5-year Strategic Plan	CPD	PW; OPARD; OPD	Numerous actions are listed in their plan.	O	X	X	X
R.2.J	Strengthen business	Consider expanding the Parking & Business Improvement Area (PBIA) Boundary	CPD	PBIA	The designated Parking & Business Improvement Area (PBIA) assesses a fee on business owners that is used to improve the business and parking environment within the designated boundary. The PBIA Board is interested	F		X	



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					in exploring whether potential changes to the boundary would benefit Downtown. Likely to occur in 2019.				
R.2. K	Strengthen business	Funding the Grow Olympia Fund (helps existing businesses grow) and contributing funds for the regional Tune-Up Program (helps stabilize existing businesses)	City	EDC	The City uses eligible Community Development Block Grant (CDBG) funds to support these programs. The first business to use the Grow Olympia Fund was Oly Roasters, who received a low interest loan to expand their storefront on 4 th Ave. The Tune-Up Program recently received 17 applications from small, local businesses.	O	X	X	X
R.3		Help ensure adequate space for a spectrum of businesses							
R.3.	Strengthening business	Help connect businesses (new or existing) to available properties through real estate listings, local commercial brokers and property owners. Help connect businesses looking for real estate options or shared spaces with each other and available resources	CPD	Property owners; Real estate community; Commercial land trust	Helping businesses connect to available, appropriate and affordable business space was identified as a need during the DTS public process. Specific interest was expressed in small spaces for startups, larger spaces for expansions and co-op or condo options. Helping businesses connect to available, appropriate and affordable business space was identified as a need during the DTS public process. Specific interest was expressed in small spaces for startups, larger spaces for expansions and co-op or condo options. The City won't drive a shared space market, but we can match make. A first step would be for City to better understand what support services or programs there are so we can help make connections.	O	X	X	X



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R.4		Promote tourism							
R.4. A	Promote tourism	Work with partners to leverage Thurston County’s designation as an Innovation Partnership Zone for brewing and distilling to advance Art/Tech and Entertainment areas	CPD	EDC; regional municipalities; SPSCC; WSU; VCB	In 2015, the State Department of Commerce designated Thurston County as a “Craft Brewing and Distilling Innovation Partnership Zone.” Building this industry presents great tourism and employment opportunities in the region. The stated mission is to “ensure a world-class source for craft brewed beers and ciders and craft distilled spirits which are made from locally grown ingredients by independent expert producers and distributed nationally and internationally to great acclaim.”	F	X	X	X
R.4. B	Promote tourism	Look into how signage along I-5 can be improved	CPD	DOT	Better signage about historic district, waterfront and other amenities to draw visitors to Downtown. Coordinate with D.4.	F		X	
R.4. C	Promote tourism	Support branding/marketing efforts in partnership with the Visitors & Convention Bureau, ODA, PBIA and others Relates to R.4.F & R.2.G		VCB; ODA; PBIA; City	Include representatives from major Downtown attractions in forming the marketing strategy (HOCM, LOTT Wet Center, South Sound Estuarium, Farmers Market, Capitol Campus, theaters, etc.) In addition, take this opportunity to strengthen the City’s relationship with the Visitor and Convention Center (VCB) through consistent information sharing, etc. Consider new events and promote an cohesive event cycle. 2017: Engage partners	I-O	X	X	



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R.4. D	Promote tourism	Support existing downtown assets, and provide support for investment interest for additional attractions, including a college presence and a full-service hotel	CPD	Real estate community; EDC	Downtown currently has great visitor attractions, but there is room for more. A recent Downtown market study identified "... it is important that at least one full service hotel be included [within the number of supportable new hotel rooms over the next 20 years] in order to diversify the market segmentation and reinforce Downtown as the center of the local lodging and entertainment sector."	O	X	X	X
R.4. E	Promote tourism art	Identify additional steps to promote art and art activities in the Art/Tech and Entertainment areas	OPARD	OPD; CPD; PW; Arts Commission	Effort could include pursuing legislative action to create pathway and funding to develop locally designated arts districts. Coordinate with D.4.	F-O		X	
R.4. F	Promote tourism	Continue to support events by providing logistical support and implement the Music Out Loud Program. Work with marketing partners as part of R.4.C and R.2.G to consider new events and promote an cohesive event cycle	Dep-ends	OPD; CPD; PW	Examples include Arts Walk, Procession of the Species, Lakefair, etc. City could also consider alternating locations for Arts Walk so that different businesses can participate. Developing a Music Out Loud program is currently underway. This is a program of musical performances occurring in locations where pivotal past musicians are honored on sidewalk mosaics (creating the mosaics is part of the effort.) We will continue to look for opportunities to fulfill this public priority.	O	X	X	X