



# Capital Mall Triangle Subarea Plan

**City of Olympia**

Draft February 2024



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# Acknowledgements

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## Land Acknowledgement

The City of Olympia honors and acknowledges the indigenous people who have stewarded this land since time immemorial and who still inhabit the area today, the Steh-Chass Band of Indigenous people of the Squaxin Island Tribe.

# Introduction

# 01



# Purpose

The Capital Mall Triangle subarea, also referred to as the “Triangle,” is a 288-acre area on the westside of Olympia. The Triangle is a regional shopping destination, but it has a current land use pattern that includes traditional big box retail, is auto-oriented, and has a suburban mall surrounded by vast parking lots accessed by a network of 5-lane arterials. Street connectivity is limited, and existing intersections are strained in the subarea.

The subarea is designated as an Urban Corridor and is one of the three areas in the City with the High Density Neighborhoods Overlay. The adopted Olympia Comprehensive Plan envisions the Triangle transitioning to a high-density, walkable, mixed-use urban neighborhood with a mix of jobs, housing, and services anchored by high frequency, direct transit service.

However, there has been little change to the subarea since 2014 when the vision and goals for the area were integrated into the Comprehensive Plan update. Therefore, the purpose of this plan is to help the subarea achieve the high-density, walkable, mixed-use urban neighborhood vision by addressing development barriers, encouraging transit-oriented development and redevelopment in the subarea, and by planning for more transportation options. A \$250,000 grant from the State of Washington Department of Commerce funds the long-range planning required for the subarea.



# Process and Public Engagement

From August through November 2023, the project team gathered stakeholders' and community members' ideas and goals for the subarea. This engagement included 14 interviews with business and property owners, a site walk with neighborhood associations, more than 3,000 mailed notices to every address inside and near the subarea, over 200 public des, and a meeting with high school students. A summary table of the public engagement done for this plan is below.

**Table 1-1. Engagement Summary Table**

Event	Date	Audience	What we learned
<b>Announcements of project details</b>	January – November 2023	624 recipients 1,500 recipients 1,603 recipients 1,600 recipients 2,800 recipients	<ul style="list-style-type: none"> <li>▪ N/A</li> </ul>
<b>Meetings with West Olympia Business Association</b>	February & July 2022	West Olympia Business Association. Mall manager, City Manager, and Mayor also attended one.	<ul style="list-style-type: none"> <li>▪ Significant interest in planning for the future of the subarea. Much of the response was focused on business and economic priorities, transportation, and development.</li> </ul>
<b>Meeting with Thurston Chamber</b>	July 2022	Thurston Chamber	<ul style="list-style-type: none"> <li>▪ Planning for the area should be comprehensive and take into account all interests including businesses, employees, housing, development/redevelopment, and the impacts of changing regulations.</li> </ul>
<b>Meeting with Neighborhood Group</b>	July 2022	Burbank/Elliot Neighborhood Association	<ul style="list-style-type: none"> <li>▪ Varied questions and comments but a general concern with safety, transportation, and housing affordability.</li> </ul>
<b>Podcast interview with Mayor Selby</b>	July 2022	Mayor Selby does interview on Jim Greene's podcast (Greene Realty Group)	<ul style="list-style-type: none"> <li>▪ N/A</li> </ul>
<b>Meeting with mall ownership (x2)</b>	August 2022	Mall ownership/management group	<ul style="list-style-type: none"> <li>▪ General interest and support for planning for the future of the subarea. Also, a concern that future regulations and plans need to be flexible to account for changing market conditions.</li> </ul>

Event	Date	Audience	What we learned
<b>Site visit and interview with three neighborhood associations</b>	August 2022	Southwest Neighborhood Association, Northwest Neighborhood Association, Burbank/Elliott Neighborhood Association	<ul style="list-style-type: none"> <li>▪ Concern about traffic safety and feeling unsafe walking from neighborhood to Capital Mall area</li> <li>▪ Safe multimodal connections throughout adjacent neighborhoods that connect to the mall area</li> <li>▪ Street trees and/or a green buffer from main arterials</li> <li>▪ More community services like daycares and more places like West Central Park</li> </ul>
<b>Presentations to local groups</b>	August - October 2022	Thurston County Chamber of Commerce, West Olympia Business Association, West Olympia Community Visioning Group, Planning Commission, Council of Neighborhood Associations Land Use and Environment Committee, Multiple Listing Services Association, Realtors Forum, Builders Expo	<ul style="list-style-type: none"> <li>▪ Presented project background and goals</li> <li>▪ Discussed project schedule and how to get involved</li> <li>▪ Different groups prioritized different things, but overall, there was a general agreement with project goals</li> </ul>
<b>Interview with ownership of shopping centers</b>	September 2022	Owner of shopping center that includes Goodwill and owner of shopping center that includes Five Guys	<ul style="list-style-type: none"> <li>▪ General interest in the planning project and support for flexibility in future regulation changes and plans for the area to allow for redevelopment consistent with the vision for the area.</li> </ul>
<b>Stakeholder Work Group meeting 1</b>	October 2022	Stakeholder Work Group	<ul style="list-style-type: none"> <li>▪ Major themes include livable neighborhoods, transportation, housing, local businesses, and climate change</li> <li>▪ Participated in polling exercises and each member of group got an opportunity to speak on their own top priorities/ideas</li> <li>▪ What was appreciated about the Capital Mall Triangle area was that it is amenity rich and convenient shopping area</li> </ul>

Event	Date	Audience	What we learned
<b>Community Workshop</b>	October 2022	Olympia general public	<ul style="list-style-type: none"> <li>▪ Main themes include a desire for safe and comfortable mobility; livable, compact, complete environments; and environmental commitment</li> <li>▪ Participated in polling exercises</li> <li>▪ Some diversity of views on levels of affordability to focus on and whether tax incentive tools should be used to encourage housing</li> </ul>
<b>Meeting with Capital High School Climate Club</b>	October 2022	High School Students	<ul style="list-style-type: none"> <li>▪ Values high schoolers felt should drive the plan include safe &amp; comfortable mobility, housing affordability and choice for all, economic vitality, climate adaptation, kid/teen friendly environment</li> <li>▪ Connecting bike paths across Olympia, from downtown, to the mall, and to the high school</li> <li>▪ Could see a major hub on the west side of the mall connecting up to Yauger Park</li> </ul>
<b>Meeting with mall ownership</b>	October 2022	Mall ownership/management group	<ul style="list-style-type: none"> <li>▪ The mall group wants flexibility for their property in the long term.</li> <li>▪ Interest in understanding layering of various code requirements—stormwater, trees, parking, affordable housing</li> <li>▪ Interested in benefits of the Planned Action EIS and what it will study</li> </ul>

Event	Date	Audience	What we learned
<b>SEPA scoping comment period</b>	October 2022	~3,800 recipients 97 comments received	<ul style="list-style-type: none"> <li>▪ Comment topic areas, in order from most to least mentions, included land use, transportation, climate, trees, stormwater, economic, and a few mentions of wildlife and utilities</li> <li>▪ Interest in meeting housing needs, including addressing concerns about people experiencing homelessness</li> <li>▪ Diverging views on increasing allowed building heights. Specific concerns included solar access (and shade on solar panels), wind turbulence, excess heat, and carbon emissions of concrete/steel construction type. Interest in mixed-use, compact, livable, multimodal community.</li> <li>▪ Interest in improving walking, rolling (i.e., using a wheelchair, stroller, or small wheeled device), and biking connections and experience</li> <li>▪ Concerns about transportation congestion and parking with growth</li> <li>▪ Interest in sustainable, resilient, green development</li> <li>▪ Interest in trees and parks/open space</li> <li>▪ Interest in business vitality</li> </ul>
<b>Meeting with agencies and committees</b>	November 2022	InterCity Transit, Olympia Planning Commission, & Land Use and Environment Committee	<ul style="list-style-type: none"> <li>▪ Concerns, comments, and questions generally were about affordable housing, displacement, equity, environmental impacts, and impacts on adjacent neighborhoods and on the transportation system.</li> </ul>
<b>Stakeholder Work Group meeting 2</b>	January 2023	Stakeholder Work Group	<ul style="list-style-type: none"> <li>▪ Shared draft alternatives in presentation</li> <li>▪ Provided opportunity for the group to ask questions on sections they wanted more information on</li> <li>▪ General agreement amongst group not to give up on outdoor public space</li> <li>▪ Concern about if new streets would add cars. Group reiterates interest in walking and biking connections</li> <li>▪ Open discussion on the name for Alternative 3</li> </ul>

Event	Date	Audience	What we learned
<b>Open House community meeting 2</b>	February 2023	General public	<ul style="list-style-type: none"> <li>▪ Shared draft alternatives on poster boards</li> <li>▪ Participants could use stickers and stick notes to share interests or concerns.</li> <li>▪ General support for parks and outdoor open space</li> <li>▪ A lot of support for green building standards</li> <li>▪ Significant support for allowing 14 story buildings in Alternative 3</li> </ul>
<b>Meeting with mall ownership</b>	February 2023	Mall ownership/management group	<ul style="list-style-type: none"> <li>▪ Interested in what the City is willing to invest in area (City doesn't currently have funds for major investments)</li> <li>▪ Mall redevelopment nationwide has complemented and benefited existing businesses with residential, mixed-use, hotel, and/or other uses</li> <li>▪ Would like Mall Loop Dr to go straight east</li> </ul>
<b>Meeting with Thurston Chamber of Commerce</b>	February 2023	Thurston Chamber of Commerce	<ul style="list-style-type: none"> <li>▪ A variety of comments and questions related to economic development and business support</li> <li>▪ Inquiry about the unknown costs of green development requirements</li> </ul>

Event	Date	Audience	What we learned
<b>Meeting with mall ownership</b>	March 2023	Mall ownership/management group	<ul style="list-style-type: none"> <li>▪ Appreciates that Alternative 3 goes furthest on redevelopment flexibility</li> <li>▪ Likes the idea of a neighborhood center and large community gathering space (could be public or private) directly north of the mall</li> <li>▪ Curious about what main street treatment, green building requirements might be</li> <li>▪ Interested in City upfront investment in regional stormwater facility with development payback over time</li> <li>▪ Would like a flexible tree code</li> <li>▪ Likes transit hub, but needs to be well managed</li> <li>▪ Several potential opportunity sites on mall property for redevelopment in short, mid, and long terms. Could compliment and further support the existing businesses on site</li> </ul>
<b>Meeting with committees and local groups</b>	March -April 2023	Bicycle Pedestrian Advisory Committee (BPAC), Olympia Master Builders (OMB), and Thurston Economic Development (EDC)	<ul style="list-style-type: none"> <li>▪ Staff briefed the groups on project updates. Staff received comments and questions on a variety of subjects, generally related to the focus of the subject group.</li> </ul>
<b>Meeting with mall ownership</b>	May 2023	Mall ownership/management group	<ul style="list-style-type: none"> <li>▪ Used Miro to allow mall ownership group to envision the future of the mall as it adapts to changing trends in retail</li> <li>▪ Like having transit nearby, buses need stronger subgrade in access roads</li> <li>▪ Current tenants are doing well. No immediate drive to develop mall itself, but some properties nearby, including excess parking</li> <li>▪ Envisions smaller block sizes and much more intense redevelopment over time, with better streetscape for people and connections to neighboring areas</li> </ul>

Event	Date	Audience	What we learned
<b>Business Listen-in</b>	June 2023	Business owners, property owners, and developers	<ul style="list-style-type: none"> <li>▪ Continue making use of regional destination</li> <li>▪ Evolve Harrison Avenue into more people-oriented street with more intense redevelopment</li> <li>▪ Study and plan traffic operations</li> <li>▪ Encourage a few 50-60 unit residential projects and affordable, family-sized units</li> <li>▪ Support affordable commercial space</li> <li>▪ Attract development with stormwater facility or other project</li> </ul>
<b>Stakeholder Work Group meeting 3</b>	September 2023	Stakeholder Work Group	<ul style="list-style-type: none"> <li>▪ Interest in healthy trees that have adequate soil volumes and avoid breaking paving</li> <li>▪ Interest in preserving existing conifers but focusing on deciduous trees when adding trees</li> <li>▪ Support for transportation project ideas, including several for better multimodal connections and placemaking</li> <li>▪ Discussion about purpose of required streets, clarifications that streets benefit people walking, rolling, and biking by including multimodal facilities, improving connectivity, and directing and slowing vehicular traffic</li> <li>▪ Intercity Transit interests and considerations for roundabouts, Harrison Avenue corridor study, and transit hub locations</li> </ul>
<b>DEIS public comment period</b>	October – November 2023	General public ~2,800 notice recipients 100 comments received	<ul style="list-style-type: none"> <li>▪ Strong support for Alternative 3 with some Alternative 2 actions mixed in</li> <li>▪ More affordable housing and mixed in with market rate</li> <li>▪ Reduce commercial parking requirements</li> <li>▪ A split between interest in smaller dispersed parks and one large central park</li> <li>▪ Concern for stormwater impacts</li> </ul>

Event	Date	Audience	What we learned
<b>Meetings with committees and local groups</b>	October - November 2023	Bicycle Pedestrian Advisory Committee (BPAC), Planning Commission, Land Use and Environment City Council subcommittee (LUEC)	<ul style="list-style-type: none"> <li>Variety of comments and questions related to public participation and outreach, displacement and equity, future projects and consideration of safety for walking and rolling modes of transportation, and potential impacts from changes to development regulations</li> </ul>
<b>Community meeting 3</b>	October 2023	General public	<ul style="list-style-type: none"> <li>Be bold with building allowances and height (support for 14 stories in central Triangle)</li> <li>Allow for innovation and encourage open space and greenery</li> <li>Concern about fee in lieu option for MFTE, prefer mixed-income neighborhoods and housing</li> <li>Connect to downtown without car travel</li> </ul>
<b>Community meeting 4</b>	October 2023	General public	<ul style="list-style-type: none"> <li>Interest in base maximum heights not going over 8 stories for most of the area</li> <li>Interest in high rise buildings close to the mall and center of the subarea</li> <li>More affordable housing and mixed in with market rate</li> <li>Increase connectivity and safe multimodal opportunities</li> </ul>
<b>Stakeholder Work Group meeting 4</b>	November 2023	Stakeholder Work Group	<ul style="list-style-type: none"> <li>Liked base maximum heights of 7 – 8 stories in HDC zones</li> <li>Interest in shrinking the affordable housing maximum height bonus overlay area</li> <li>Interest in no parking minimums or maximums for all uses in the subarea</li> <li>Interest in a central main public gathering space around Kenyon Street and 4<sup>th</sup> Avenue</li> <li>Interest in public-private partnerships for 3 smaller unidentified gathering space/streetscape projects in the subarea</li> </ul>



# Background

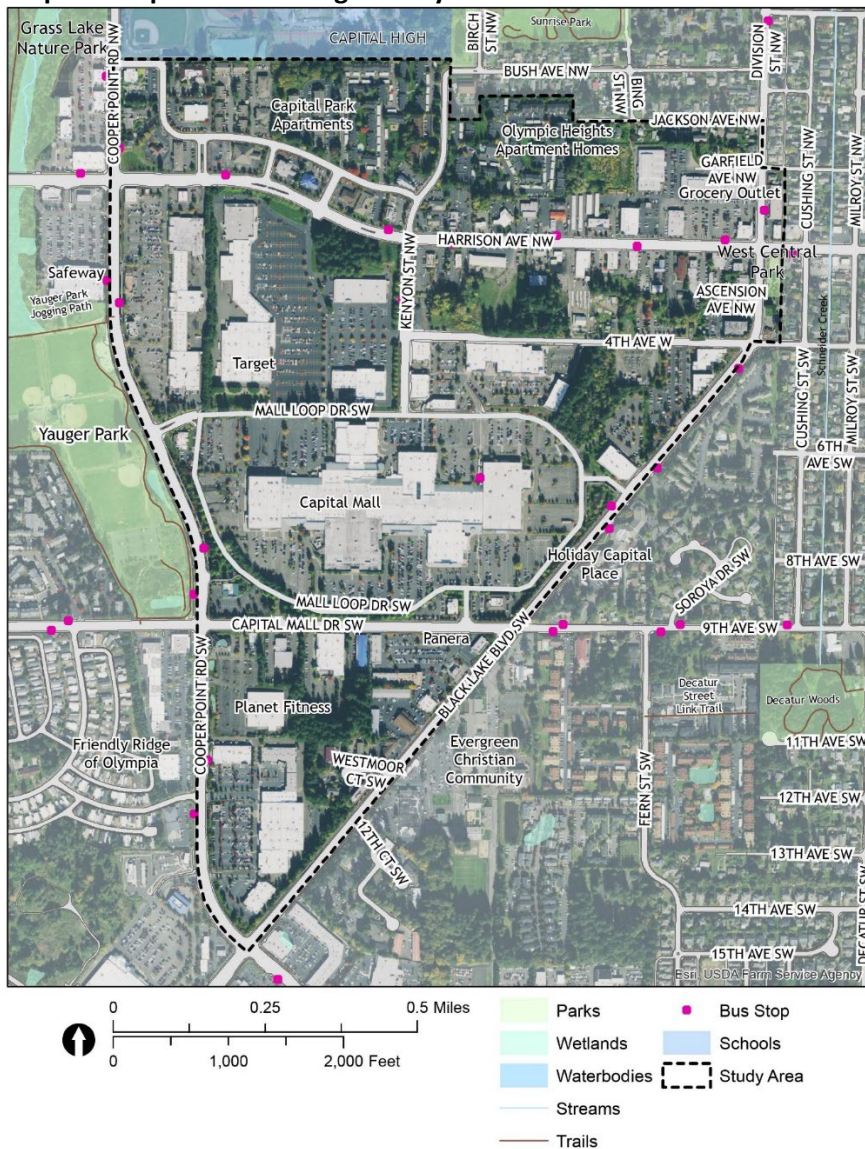
# 02



# Study Area

The Olympia Capital Mall Triangle subarea (see **Map 2-1**) is located on the west side of Olympia. The southern point of the triangle is the intersection of Black Lake Boulevard SW and Cooper Point Road SW. The subarea is bounded on the east and west by Black Lake Boulevard and Cooper Point Road. The northern boundary of the subarea follows zone district boundaries which are located approximately one to two blocks north of Harrison Avenue. The subarea is approximately 288 acres.

**Map 2-1. Capital Mall Triangle Study Area**

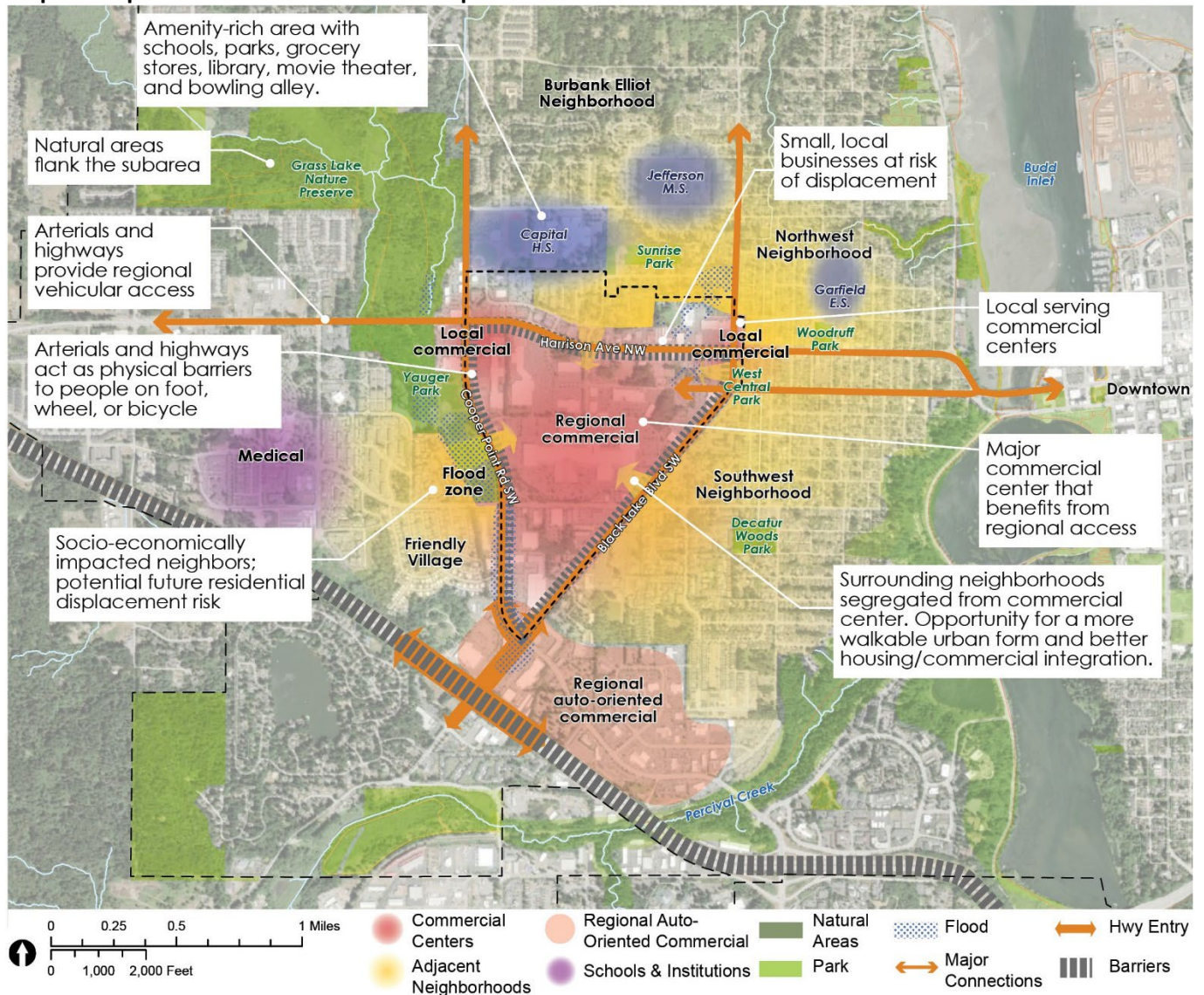


Source: City of Olympia, MAKERS, (2022)

# Assets, Challenges, & Opportunities

The Capital Mall Triangle and environs are rich with economic opportunities and community assets, while also being challenged by a disconnected and auto-oriented environment. The following pages describe these assets and challenges this plan addresses, also summarized in **Map 2-2**. See *Appendix A: Existing Conditions Report* for additional detail.

**Map 2-2. Capital Mall Land Use Context Map**



Source: MAKERS (2022)

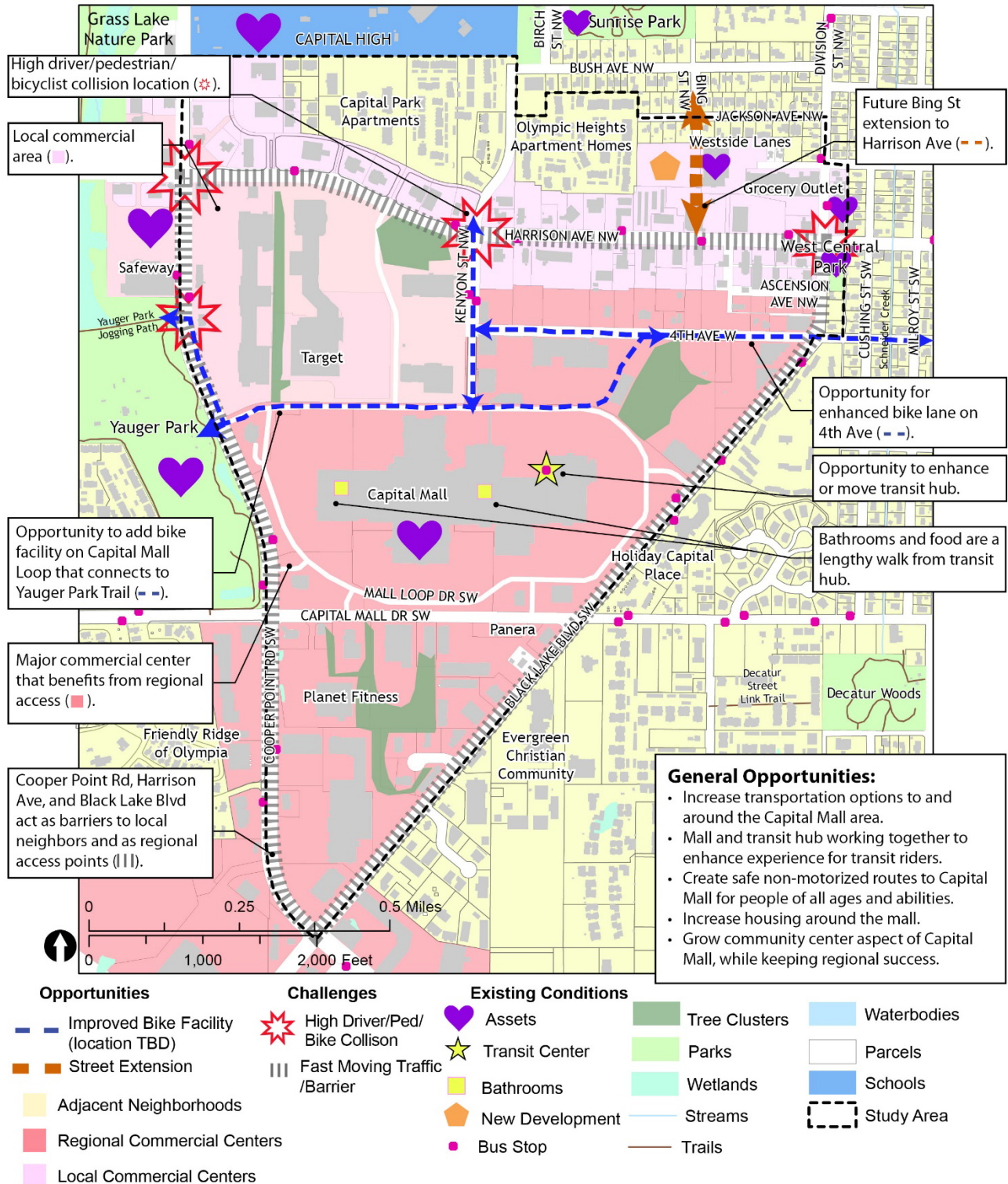
## Assets

The Capital Mall Triangle Subarea (the Triangle) is a regional commercial center, rich with many businesses, services, and amenities, including:

- **Healthy regional center.** The Capital Mall Triangle is well-located for regional access and is economically healthy. The mall is the only major shopping center in South Puget Sound and has a very large trade area.
- **Diversity of shops and services.** The Triangle contains a wealth of businesses, retail, eateries, and services within close proximity that serve both a regional and local customer base.
- **Amenity rich.** Community and civic amenities within and near the Triangle include Capital Mall, Capital High School, Yauger Park, Sunrise Park, West Central Park, Grass Lake Nature Park, Decatur Woods Park, the West Olympia Timberland Library, grocery stores, a bowling alley, and a movie theater.
- **Transit service.** A transit hub is located at the Capital Mall, and Intercity Transit serves the area relatively well. Inter-county transit also serves the area, bringing people to and from Mason and Grays Harbor counties.
- **Surrounding neighborhoods.** Homes, schools, and parks are found immediately outside the Triangle. West of Yauger Park is one of Olympia's more dense neighborhoods with tree-lined, buffered sidewalks and a senior community. Also, west of the subarea is a MultiCare medical center campus. To the east and north are well established neighborhoods, with some multifamily closer to the subarea and large areas of predominately single family houses a block or two away.



Map 2-3. Assets, Challenges, and Opportunities



Source: MAKERS (2023)

## Challenges

The Triangle developed as a regional commercial area mostly in the 1980s and was designed to prioritize the automobile rather than humans, resulting in physical challenges to achieving the current vision:

- **Lacks a walkable/rollable<sup>1</sup> urban form.** The Triangle is scaled to and designed for the automobile. For example, the mall is wide enough to cover 5 downtown blocks, meaning people on foot, bike, or wheel cannot travel in normal and direct ways. Multiple locations along the arterials have high driver/pedestrian/bicyclist collision rates. Sidewalks and informal paths are challenging for people on wheels.
- **Divided land uses.** Neighborhoods surround the Triangle but are physically divided from the shopping mall, and residents must cross wide streets with challenging intersections to reach destinations. Harrison Avenue, Cooper Point Road, and Black Lake Boulevard provide regional access but act as physical barriers for locals looking to get to the mall without driving. Virtually no residences are found within the arterial triangle.
- **Underutilized surface parking.** The surface parking lots consume a massive amount of land and were developed prior to modern tree and stormwater codes, so they contribute to urban heat and flooding.
- **Residential development is lacking.** Though the Triangle is designated as a high-density residential area in the City, there has been no residential development in the Triangle in over 20 years. Redevelopment trends are not on track to meet housing needs.




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<sup>1</sup> “Rolling” refers to using a wheelchair, stroller, or other small wheeled mobility device.

## Opportunities

Some key opportunities include the following:

- Make use of underutilized parking lots to develop new housing.
- Better connect the Capital Mall area to Downtown with enhanced bike infrastructure.
- Add or formalize safe bike routes or trails connecting the high school and surrounding residential homes to the mall.
- Enhance (or move) the Transit Hub and transit experience in and around Capital Mall area.
- Improve community health and wellbeing and climate resiliency with greater use of Low Impact Development (nature-based drainage solutions).
- Reduce transportation-related greenhouse gas emissions with a greater mix of uses in close proximity paired with infrastructure to support transit, active transportation modes, and electric vehicles.



# Current Land Use Vision

The existing land uses are described in the prior assets, challenges, and opportunities lists. This section focuses on current policies and regulations guiding development in the Triangle.

## Comprehensive Plan

The Comprehensive Plan describes the vision for the Capital Mall Triangle subarea as a regional shopping center, which also includes one of the area’s best balances of jobs within walking distance of medium-density housing. The area should continue to be economically viable and contribute to the community’s goals with infill, redevelopment, and connections to adjacent areas for all modes of travel. Lastly, as one of Olympia’s three designated Urban Centers, the vision is for a complete urban neighborhood with a mix of jobs, housing, and services.

The arterials shaping the subarea and the land around them are designated as Urban Corridors. The Urban Corridor designation is intended for arterials in the City of Olympia that are prime candidates to evolve into a more human scale, transit-oriented, mixed-use environment. The subarea has also been designated as a High-Density Neighborhood, which is defined as multifamily, commercial, and mixed-use neighborhoods with densities of at least 25 dwelling units per acre for new residential projects.

## Zoning and Development Regulations

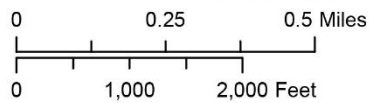
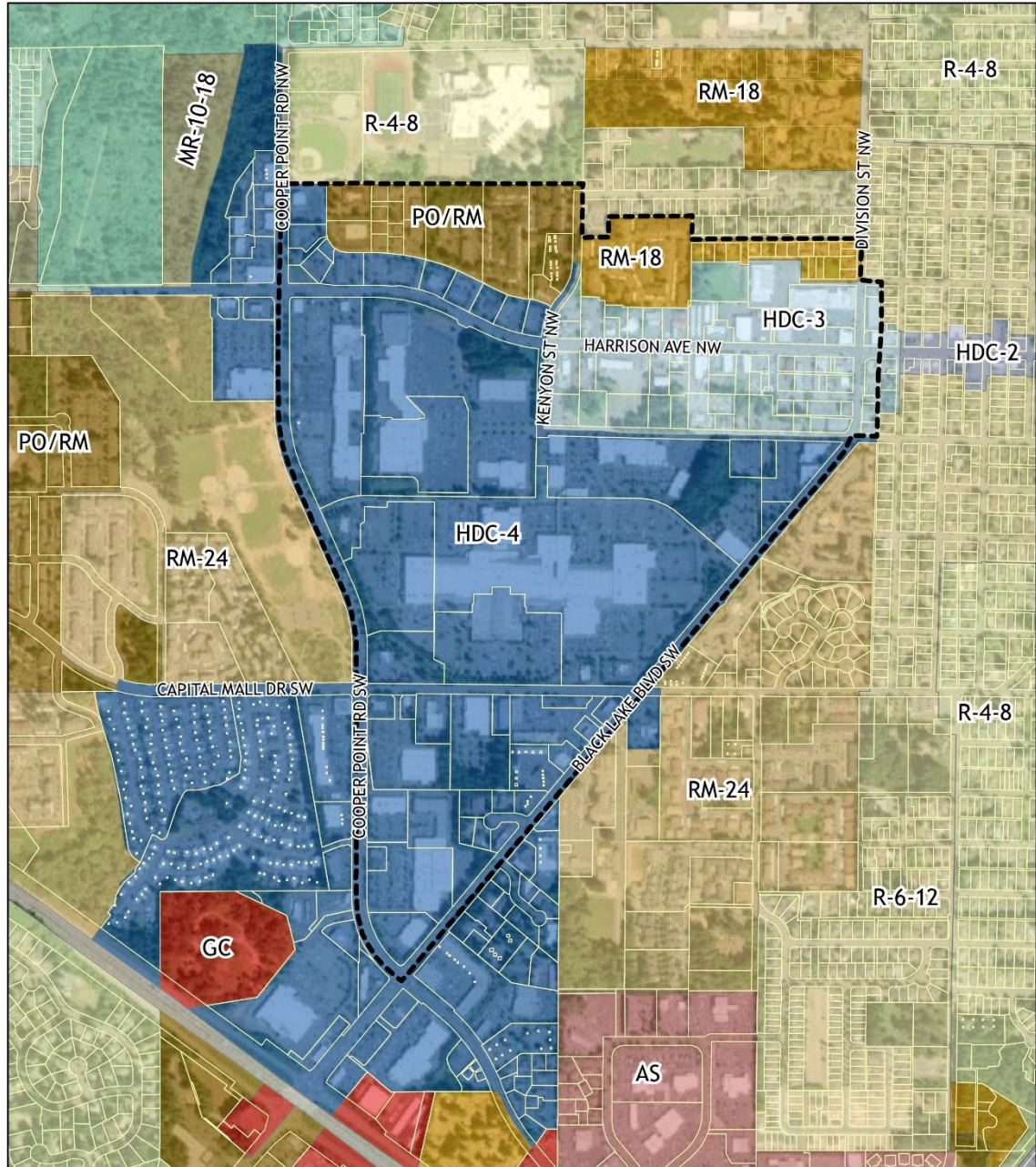
The zoning for the subarea (see **Map 2-4**) includes High Density Corridor 3 (HDC3), High Density Corridor 4 (HDC4), Professional Office/Residential Multifamily (PO/RM), Residential Multifamily 18/acre (RM18), and zone transition standards that increase setbacks and upper story stepbacks and decrease heights in HDC zones near lower density zones. The HDC zones allow up to 75 feet in height, but development capacity is limited by parking requirements and other barriers (see **Zoning Proposals and Development Incentives**).

- HDC3 – Accommodates a mix of medium to high intensity uses with access to transit. Max height: 75 feet.
- HDC4 – Accommodates a mix of high intensity uses with access to transit. Max height: 75 feet.
- PO/RM – Accommodates a transitional area between residential and commercial uses. Max height: 60 feet.
- RM18 – Looks to accommodate predominately multifamily housing, at an average maximum density of eighteen units per acre. Max height: 35 feet.





Map 2-4. Capital Mall Triangle Current Zoning Map



Zoning	
<span style="display:inline-block; width:15px; height:15px; background-color: #e67e22; border:1px solid black;"></span> AUTO SERVICES	<span style="display:inline-block; width:15px; height:15px; background-color: #9b59b6; border:1px solid black;"></span> PROFESSIONAL OFFICE/RESIDENTIAL MULTIFAMILY
<span style="display:inline-block; width:15px; height:15px; background-color: #34495e; border:1px solid black;"></span> GENERAL COMMERCIAL	<span style="display:inline-block; width:15px; height:15px; background-color: #2ecc71; border:1px solid black;"></span> RESIDENTIAL LOW IMPACT
<span style="display:inline-block; width:15px; height:15px; background-color: #2980b9; border:1px solid black;"></span> HIGH DENSITY CORRIDOR 2	<span style="display:inline-block; width:15px; height:15px; background-color: #f1c40f; border:1px solid black;"></span> RESIDENTIAL MULTIFAMILY 18
<span style="display:inline-block; width:15px; height:15px; background-color: #27ae60; border:1px solid black;"></span> HIGH DENSITY CORRIDOR 3	<span style="display:inline-block; width:15px; height:15px; background-color: #f39c12; border:1px solid black;"></span> RESIDENTIAL MULTIFAMILY 24 UNITS PER ACRE
<span style="display:inline-block; width:15px; height:15px; background-color: #2980b9; border:1px solid black;"></span> HIGH DENSITY CORRIDOR 4	<span style="display:inline-block; width:15px; height:15px; background-color: #fff9c4; border:1px solid black;"></span> SINGLE-FAMILY RESIDENTIAL 4-8
<span style="display:inline-block; width:15px; height:15px; background-color: #9b59b6; border:1px solid black;"></span> MIXED RESIDENTIAL 10-18 UNITS	<span style="display:inline-block; width:15px; height:15px; background-color: #fff2cc; border:1px solid black;"></span> TWO FAMILY RESIDENTIAL 6-12
<span style="display:inline-block; width:15px; height:15px; background-color: #9b59b6; border:1px solid black;"></span> PLANNED UNIT DEVELOPMENT	<span style="display:inline-block; width:15px; height:15px; border:1px solid black;"></span> PARCELS
	<span style="display:inline-block; width:15px; height:15px; border:2px dashed black;"></span> STUDY AREA

Source: MAKERS (2022)

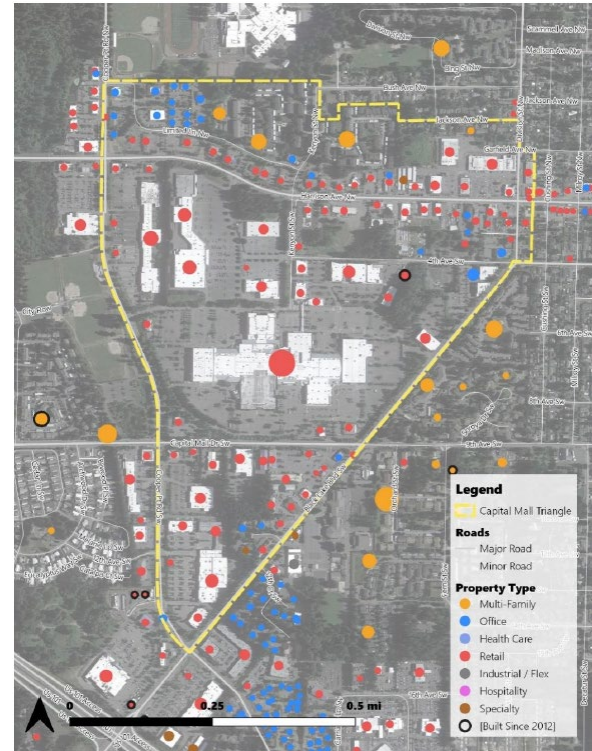
# Market/Development

The Capital Mall Triangle subarea currently contains 1.8 million square feet of commercial area with retail space accounting for 76% of building area in the subarea. The subarea also has 500 housing units and is home to 1,172 residents.

Most of the construction in the subarea occurred in the 1970s, 1980s, and 2000s with the average year built for buildings in the subarea being 1985 and the average year built for multifamily properties in the subarea is 1987. However, between 2000 and 2022, the subarea has only seen light industrial, office, and retail development (total of 430,248 square feet). Even with the High-Density Neighborhood Overlay, no new residential development occurred between 2017 and 2022. The subarea does currently have a proposed 114-unit apartment building in the development review process.

The primary barrier to residential development in the subarea is the excessive parking requirements for shopping center, small retail, and other commercial uses (*see Appendix C: Land Use Alternatives*). Stormwater requirements and the City's tree ordinance likely add significant land area and costs to development and therefore limit development potential. Additionally, the combination of high costs to redevelop existing commercial land and the Westside's apartment rents being lower than those in Downtown Olympia lowers the feasibility of residential development in the subarea (*see Appendix A: Existing Conditions Report*).

**Map 2-5. Property Types in Capital Mall Triangle**



*Note: Circle size correlates with rentable building area, in square feet. Source: Costar & LCG (2022)*

# Parks and Public Space

Yauger, Grass Lake, Sunrise, Woodruff, and Decatur Woods Parks are the public parks within a half mile of the Capital Mall Triangle subarea. The subarea also has a privately owned park at Division Street NW and Harrison Avenue called West Central Park, which is the only retail/restaurant-activated gathering place in the area. Most of the subarea and the surrounding residential neighborhoods are within a half mile of a park.

- Yauger Park abuts the west side of the subarea. This 39-acre park has multiple baseball, softball, and sports fields, a skatepark, a playground, community gardens, horseshoe pits, jogging paths, and it supports stormwater management for the City.
- Sunrise Park hosts a playground, halfcourt basketball court, and community garden. The park also has a large green field that can be used for play and picnicking. Grass Lake Park is Olympia’s second largest park at 195 acres and provides opportunities for connection with nature through passive recreation as well as environmental protection of important natural features.
- Woodruff Park is a 2.46-acre park, with tennis courts, pickleball courts, half-court basketball, grass volleyball court, picnic shelter, and a seasonal sprayground.
- Decatur Woods Park has a playground, picnic shelter, and grassy play area, in addition to a forested area with a ¼-mile long walking path.

**Map 2-6. Parks near the Capital Mall Subarea**



Source: MAKERS (2023)



# Transportation

The following streets provide access and mobility through the Subarea:

- Harrison Avenue, Cooper Point Road, and Black Lake Boulevard/Division Street are four-lane arterials with center turn lanes/medians.
- Capital Mall Drive is a three-lane major collector that cuts across the Subarea, with two lanes in the eastbound direction and one in the westbound.
- Kenyon Street and 4th Avenue are two-lane major collectors.

The subarea does not have a conventional grid system, leading traffic to be concentrated on a limited number of streets. This limits multimodal access to the mall area by making the existing streets car-centric and unpleasant for walking, rolling, or bicycling even when sidewalks and bike lanes are present. Additionally, the streets are far apart, which increases the distance people have to travel. This also makes it harder for people to walk, roll, or bike to their destinations.

The surrounding arterials have long been designated as Strategy Corridors in both the Regional Transportation Plan and the City's Comprehensive Plan. Strategy Corridors are streets where widening is not a preferred option to improve mobility. Instead, the City's focus is on making multimodal improvements.

Intercity Transit, Mason Transit, and Grays Harbor Transit are the three transit agencies serving the subarea. There is a transit hub at Capital Mall serving routes 41, 45, 47, 48, and 68 from Intercity Transit. Stops for route 6 from Mason Transit and route 40 from Grays Harbor Transit are on Harrison Avenue.

The City of Olympia Transportation Master Plan (TMP) was adopted in 2021. The TMP has highlighted a number of transportation projects that are already planned to be completed in the next 20 years within the subarea, which can be seen in **Table 7-1 Subarea Transportation Projects** and **Map 7-2 Transportation Projects**.



# Stormwater

Approximately 75% of the of the 288-acre Triangle Mall subarea is impervious surface consisting of buildings, parking lots, streets, and sidewalks. Stormwater collection and conveyance systems for most of the subarea direct stormwater flows in generally westerly and southerly directions, with flows ultimately discharged off-site into Percival Creek south of the Triangle Mall subarea. Percival Creek flows into Capitol Lake, which has an outlet to the Budd Inlet arm of Puget Sound. Stormwater flows in the northeastern portion of the Triangle flow off-site to the north and east in the Schneider Creek basin, which discharges to Budd Inlet.

Much of the Triangle subarea consists of legacy (pre-1990) development that was constructed with stormwater management systems that do not meet current standards for incorporating Low Impact Development (LID) strategies and for flow control and runoff treatment. High peak flows and conveyance capacity constraints have contributed to flooding problems in the southern portion of the Triangle Mall subarea at the intersection of Cooper Point Road and Black Lake Boulevard. The City is seeking funding for improvements to the stormwater system intended to address flooding at the intersection, including major piping system upgrades. Without conveyance improvements, the City estimates the intersection will flood during an approximately 15-year recurrence interval storm (i.e., approximately 7% annual probability), based on past precipitation data, and potentially more frequently in the future with increasing rainfall intensities expected with climate change.

# Plan Concept

# 03



# Goals and Objectives

The following section came from the community engagement summarized in the **Process** section on page 3.

## Climate and Equity

Equity and climate are underlying tenets behind the plan and are infused throughout the following goals and objectives and the plan’s recommendations.

### Overarching Themes from Engagement

1. **Safe and comfortable mobility**—walkable and bikeable for all ages and abilities, and for active modes to be more prominent and convenient than they are today
2. **Livable, compact, complete environment**—an economically vibrant, livable, mixed-use, compact environment with plenty of housing choices, especially for people with middle and lower incomes; more local businesses; public places to hang out; parks; and community amenities, such as a community center and daycare
3. **Environmental commitment**—a climate resilient, environmentally friendly, and sustainable area



## Land Use and Economic Development

### Goals

1. A thriving regional commercial center with improved local centers
2. Abundant housing supply, options, and affordability
3. Land uses that support and make use of transit, active transportation, and short trips
4. An attractive and vibrant urban form that has a mix of activities to live, work, play, educate, and flourish in close proximity
5. Business prosperity, including small and local businesses



### Objectives

#### Land Use and Economic Development

- a. Retain the economic prosperity and healthy regional draw of the subarea’s businesses.
- b. Retain and attract small and local businesses to the subarea.
- c. Prevent or minimize small business displacement.

- d. Foster the continued diversity of restaurants, shops, fitness, and services.

Housing

- a. Fill in excess parking lots with multifamily and/or mixed-use development.
- b. Increase the number and variety of homes, especially townhouses, multiplexes, and small and large midrise apartments/condominiums.
- c. Ensure that much of the new housing is affordable to people with workforce and low incomes.
- d. Remove regulatory barriers and incentivize development for mixed-use and residential buildings through a variety of tools (e.g., update development standards, reduce parking mandates, explore flexibility with tree code, expand and update MFTE areas).
- e. Seek opportunities and partners to accomplish the above (e.g., identify land owned by the City, other public entity, faith-based institution, or non-profit that could be used to expand affordable housing in the subarea; partner with community land trusts).
- f. Prevent or minimize residential displacement in and around the subarea.

Transportation

Goals

- 1. Safe, efficient, and comfortable multimodal mobility
- 2. Convenient and reliable transit/Prioritized transit

- 3. Less need for car usage within and near the subarea
- 4. More connected/redundant street pattern
- 5. Well connected to adjacent neighborhoods and attractions



Objectives

Active transportation/Multimodal

- a. Maintain a functional transportation system that safely allows emergency vehicles and delivery of goods and services.
- b. Protect people on foot, wheels, or bicycles by physically separating them from fast-moving vehicles (e.g., enhanced, buffered, or separated bike facilities and sidewalks).
- c. Develop a network of trails, bike facilities, and crossings that safely connects schools and parks to the Triangle (to enable teens/kids and neighbors to move more freely in the subarea) and the Triangle to downtown and the Capitol Campus (to encourage bicycle commuting).
- d. Fix, fill in, and maintain sidewalks for better pedestrian movement.
- e. Develop interior connectivity with redevelopment of the Triangle.



- f. Improve arterial crossing safety at major intersections, park trails, and key destinations, and reduce distance between crossings.
- g. Support micromobility options to make short trips to transit and throughout the Triangle easier.

Transit

- h. Move or upgrade the transit hub and provide a direct bus route to the mall transit hub (i.e., less circuitous routes through the mall parking lot).
- i. Work with Intercity, Mason, and Grays Harbor Transit to extend bus service to cover all mall operations hours and increase bus service frequency.
- j. Encourage better connections between the transit hub and bathrooms and food options to allow quick access for transit riders.

**Urban Design and Community Livability**

**Goals**

1. An attractive and vibrant urban form that has a mix of activities to live, work, play, educate, and flourish in close proximity
2. A multigenerational, especially kid/teen and elders, friendly and supportive environment



**Objectives**

- a. With redevelopment, include parks and public spaces (a “public living room”) to lounge and hang out without spending money.
- b. Maintain and increase kid/teen friendly activities, places to eat, and places to be.
- c. Seek opportunities to add community amenities, like a senior center, daycare, and larger library in or near Capital Mall.
- d. Foster multiple distinct districts to increase vibrancy, variety, and full-service communities within a 15-minute walk/roll.

**Climate and Environment**

**Goals**

3. A climate friendly, environmentally friendly, resilient, and sustainable community
4. Healthy tree coverage, greenery, and vegetation for a high density neighborhood
5. Safer and more resilient to flooding and extreme heat



## Objectives

- a. Expand greenery and mitigate stormwater runoff and urban heat (considering climate change and future flooding and heat risks) using Low Impact Development (LID) in transportation improvements and redevelopment. Tree varieties, spacing, and planting requirements should be appropriate for a dense urban area.
- b. Implement the Thurston Climate Mitigation Plan by planning for more compact growth and density in the Triangle, an already developed area that is well-connected with transit to services and jobs.
- c. Find ways for existing tree canopy coverage to support housing density while managing stormwater and reducing urban heat. Recognize that most new vegetation is likely to be varieties selected for a high-intensity urban environment.
- d. Implement the Thurston Climate Mitigation Plan by reducing energy demand in new development and existing buildings, supporting the transition to all-electric buildings, and encouraging sustainability features like rooftop solar panels, heat pumps, green roofs, microgrids, EV charging stations, and green building technologies.
- e. Consider embodied carbon in building materials in new construction and significant redevelopment projects.
- f. Evaluate the feasibility, costs, and benefits of establishing an Ecodistrict within the subarea. Several of the characteristics of an Ecodistrict are already planned for with the subarea plan.

# Plan Framework

The following concepts are the major game-changing strategies that will evolve the Triangle into the mixed use, economically thriving, affordable, green, well-connected urban center Olympians envision.

**1. Catalyze the evolution of the Triangle through focused public investment in community space.** Remove regulatory barriers and partner with property owners to catalyze opportunity site redevelopment. Target public investment in public, people-focused, community-facing infrastructure, which in turn sparks more private investment. Invest in high-quality, well-maintained, and activated park(s) and gathering space(s) for residents and visitors to come together, reinforcing the existing draw to the area. Public investments may include park/gathering space, community center, street infrastructure, transit improvements, affordable housing, or other. Foster holistic development that does it all, meeting people's existing and future needs within this urban center.

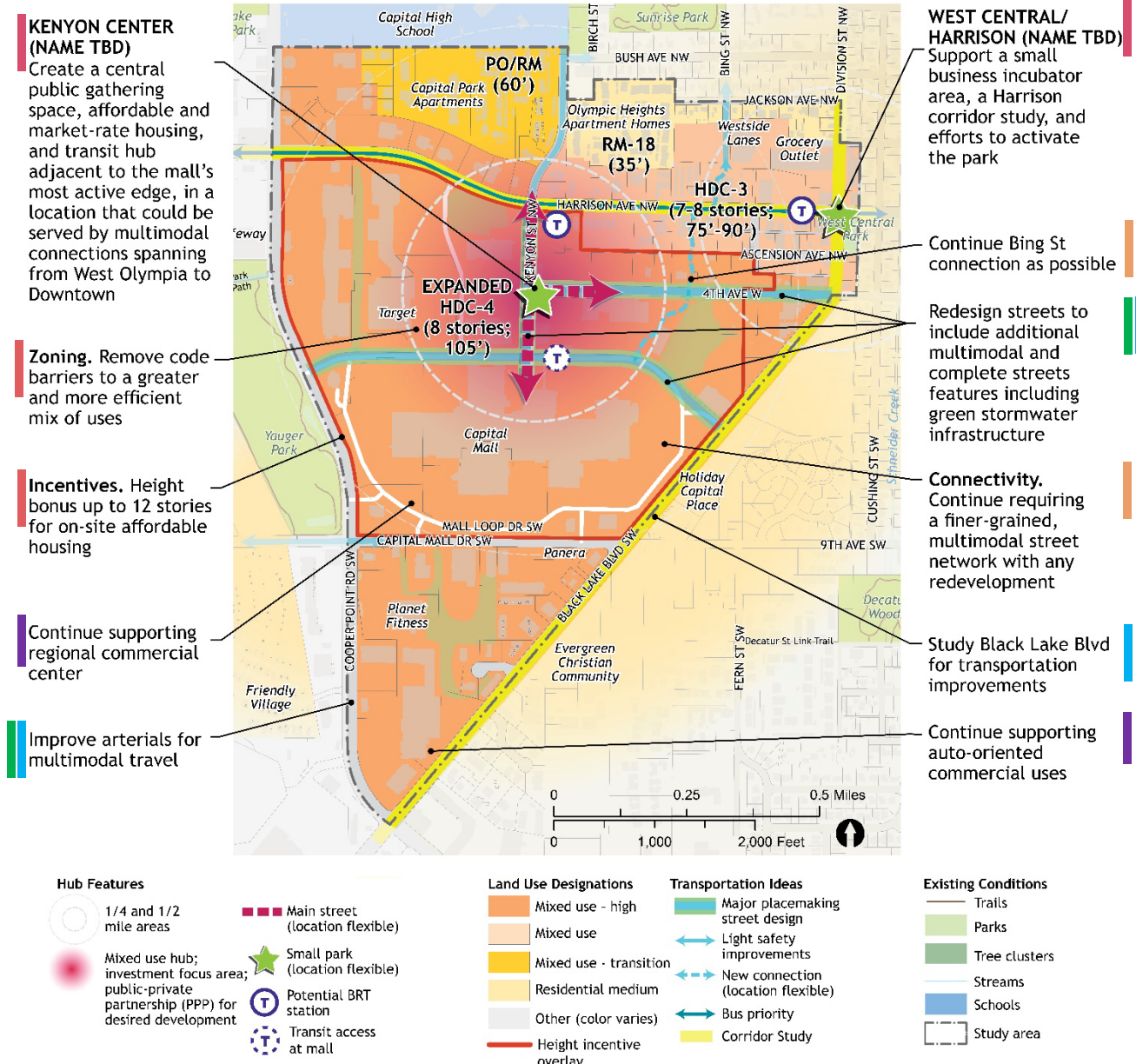
**2. Framework for connectivity.** Update development regulations so that as redevelopment occurs, block sizes are at a human scale and all modes are comfortably supported. Ensure freight and delivery access is maintained.

**3. Safe mobility for all.** Make public streetscape investments that improve the safety of all road users, particularly children, people with disabilities, and elders who may not be able to drive or walk long distances. Reduce exposure to risks and add separated infrastructure for these vulnerable roadway users.

**4. Green infrastructure.** Update requirements for and invest in Low Impact Development (LID), which uses systems that mimic natural processes which result in the infiltration or evapotranspiration of stormwater runoff. LID aims to preserve and protect water quality and associated aquatic habitat and reduce flooding risks. LID could be installed with new or redevelopment projects or by the City. Additionally, LID can provide landscaped areas (e.g., raingardens) to improve aesthetics and reduce the amount of hard surfacing in the area.

**5. Protect existing assets.** Continue supporting existing businesses and neighbors. The actions above are intended to bolster the Triangle as a regional draw that also serves locals better. Prevent residential and commercial displacement and support locals in surviving and thriving even through changes in the Triangle.

**Map 3-1. Capital Mall Triangle Subarea Framework Map**



Source: MAKERS (2023)

**Table 3-1. Subarea Plan Major Proposals**

TOPIC	CURRENT CONDITIONS <sup>2</sup>	SUBAREA PLAN RECOMMENDATION
Intent Summary	The subarea is designated an urban center and has high intensity zoning. Though it is a functioning regional commercial center, desired infill development has not occurred.	Remove barriers and provide flexibility for the Capital Mall Triangle Subarea to develop into a compact, mixed-income, high-density, mixed-use area in Olympia.
<b>LAND USE ACTIONS</b>		
<del>HDC-4 area<sup>2</sup></del>		<del>Slight expansion of HDC-4 to parcels on the northern side of 4<sup>th</sup> Avenue</del>
HDC-4 area height	60' – 75' (6-7 stories)	<b>Base:</b> 105' (8 stories) <b>Incentive:</b> Up to 12 stories (130') allowed for onsite affordable housing that is located near transit and within the height incentive overlay (note: no change to zone scale transition measures)
HDC-3 area height	60' – 75' (6-7 stories)	<b>Base:</b> 75' (7 stories) <b>Incentive:</b> Up to 8 stories (90') allowed for affordable housing (note: no change to zone scale transition measures)
PO/RM area height	60' (6 stories)	60' (6 stories)
RM-18 area height	35' (3 stories)	35' (3 stories)
Residential parking	Residential developments within ½-mile of frequent transit routes do not have a minimum parking requirement. Residential parking minimums were eliminated for <del>most of the subarea</del> <u>the area located between Cooper Point Road, Black Lake Boulevard, and Harrison Avenue</u> through a city-wide regulation change adopted in June 2023.	Apply existing City code as amended in June 2023
Commercial parking	Retail parking requirement: 3.5 per 1,000 sq. ft.	Retail parking range: <del>2.0</del> to 3.5 per 1,000 sq. ft.

<sup>2</sup> As of January 2024<sup>2</sup> ~~Note, zone names will be updated to differentiate the Triangle's new zones from citywide zones during the zoning and development code update process.~~

TOPIC	CURRENT CONDITIONS <sup>2</sup>	SUBAREA PLAN RECOMMENDATION
<p><u>Notes: 1) A minimum of one ADA parking space is required in situations where no standard parking spaces are provided. 2) These parking changes are to apply only within the Capital Mall Triangle Subarea.</u></p>	<p>Office parking requirement: 3.5 per 1,000 sq. ft.            Shopping Center parking requirement: 4.5 per 1,000 sq. ft.            Restaurant parking requirement: 10 per 1,000 sq. ft.</p>	<p>Office parking range: <del>2.0</del> to 3.5 per 1,000 sq. ft.            Shopping Center parking range: <del>2.50</del> to 4.5 per 1,000 sq. ft.            Restaurant parking range: <del>3.5 to 8.0</del> to 10 per 1,000 sq. ft. of dining area</p>
<p>Minimum density</p>	<p>None (Comprehensive Plan policy states a minimum of 15 units/acre in HDC zones, but not in zoning code)</p>	<p>15 units/acre for residential or the residential portion of a mixed-use project</p>
<p>Zone scale transitions</p>	<p>35' height limit within 100' of land zoned less than 14 units/acre;            Up to 60' or the height allowed in the abutting district within 50' of land zoned 14 units/acre or more.</p>	<p>No change</p>
<b>STRATEGIES</b>		
<p>Affordable housing height bonus</p>	<p>None</p>	<p>HDC-4 area height incentive overlay: 130' (12 stories)             HDC-3: 90' (8 stories)</p>
<p>Main street treatment</p>	<p>Comprehensive Plan policy (but no code) for pedestrian-oriented streets near mall.</p>	<p>Main streets required near the Kenyon Center and other hubs.</p>
<p>Park/gathering place</p>	<p>Comprehensive Plan policy (but no code) for pedestrian-oriented streets near mall.</p>	<p>A ½ acre plaza/gathering space required at the Kenyon Center with expected public investment. Public-private partnerships for 3 additional parks/plazas on a first come first serve basis (see LU-14).             Provide trails through tree tracts where possible.</p>
<p>Connectivity improvements</p>	<p>Blocks in commercial districts shall not exceed a perimeter of 2,000 feet (EDDS 2.040)</p>	<p>Block sizes will have 1,200 - 1,600-foot perimeters as the goal with flexibility up to 2,000 feet, depending on site conditions and when providing for finer-grained ped/bike connections.</p>

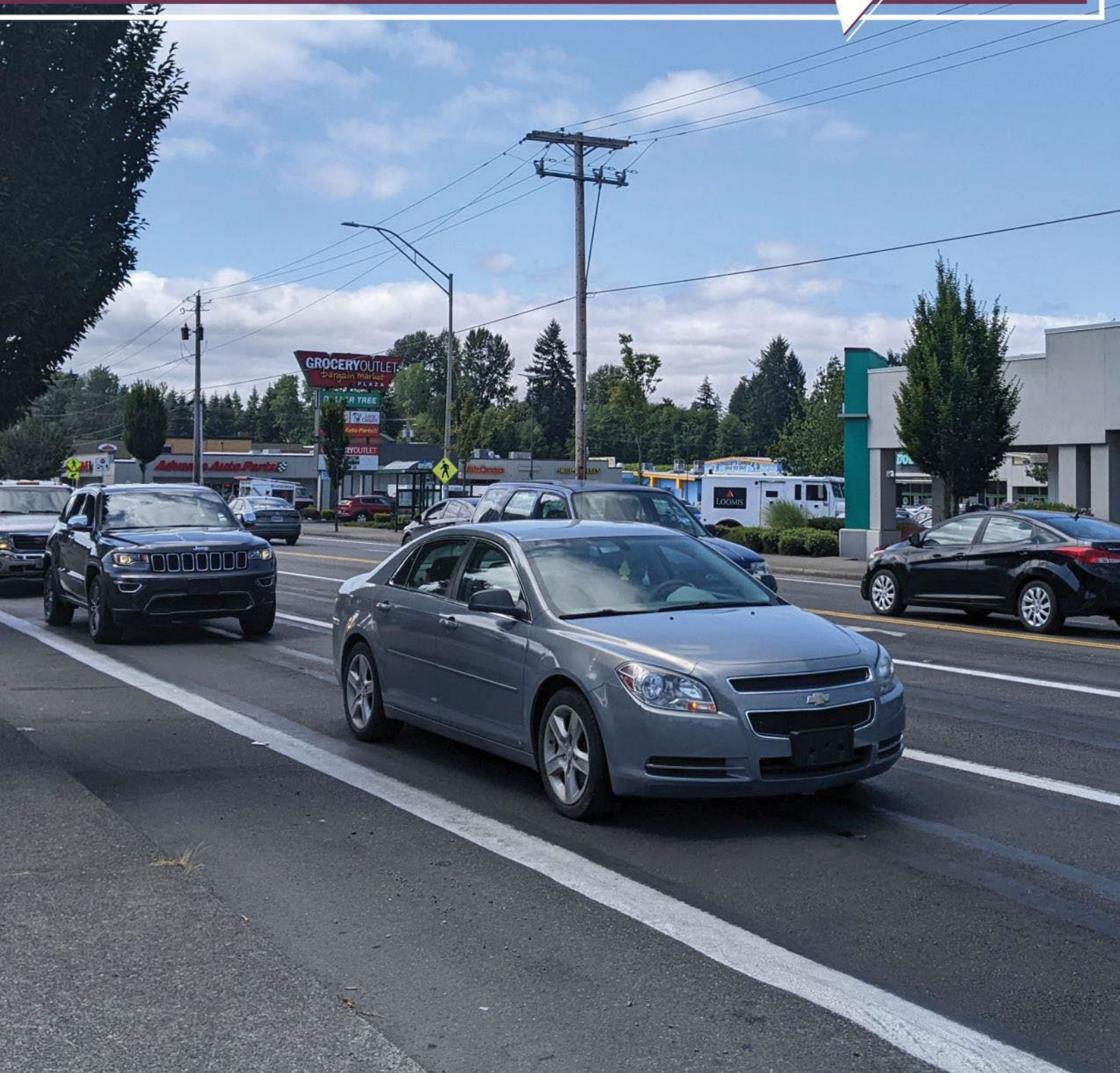
TOPIC	CURRENT CONDITIONS <sup>2</sup>	SUBAREA PLAN RECOMMENDATION
Green building	Existing stormwater regulations and building code	Continued State and City efforts on building code updates. Some low impact development (green stormwater infrastructure) may be included in catalyst streets projects. Encourage and incentivize development that is consistent with the Buildings and Energy actions and Climate and Environment Objectives (a) through (e).
Tree code	30 tree units per acre are required on the buildable area of a site.	Apply existing code similarly to how it is applied downtown to foster the transition to a complete high density urban neighborhood. Making use of existing flexibility within the code will become more appropriate as development occurs within this area.

TOPIC	CURRENT CONDITIONS	SUBAREA PLAN RECOMMENDATION
<b>TRANSPORTATION</b>		
TMP 20-year projects	Yes	Yes
Bus priority lanes	Bus priority lane on Harrison	Bus priority on Harrison (primarily signal prioritization)
Multimodal improvements	TMP 20-year project list	Add new projects to the TMP, including major street redesigns around the Kenyon Center; multimodal projects along arterials and connections to adjacent neighborhoods.
Transit hub	IT is planning for higher frequency transit along Harrison	Higher frequency transit is focused on Harrison. Continue coordination with IT to maintain transit access in the central Triangle.
<b>2045 HOUSING AND EMPLOYMENT</b>		
Total housing units by 2045	761 (Market Trend) 1,500 (TRPC)	2,749
Total employees by 2045	5,194	5,298
<b>PUBLIC INVESTMENT</b>		
Likely investment levels	Minimal, including TMP 20-year projects	Moderate plus  Invest in public space in the Kenyon Center, <u>with</u> complete streets, <u>possibly</u> on Kenyon and 4 <sup>th</sup> Avenue ( <u>depending on eventual location of the center</u> ), streetscapes with mini-plazas in up to 3 yet-to-be-identified locations, stormwater, and planned transportation improvements.



# Land Use & Development

# 04





## What is this chapter about?

Designated as a High-Density Neighborhood, the subarea is planned and zoned for a high-density, walkable, mixed-use urban neighborhood, allowing up to 7 stories in much of the subarea. Currently, retail space accounts for 76% of the building area in the subarea, with a major regional shopping and commercial center, property owners who are open to mixed-use redevelopment, and large underutilized surface parking lots. The subarea also has 500 housing units, mostly north of Harrison Avenue.

However, even with these strengths and the desire for residential and mixed-use developments, the subarea has only seen low intensity light industrial, office, and retail development between 2000 and 2022. Layered development requirements, in combination with market factors, have limited the development potential (see *Appendix B: Market Analysis*). The following—altogether, not necessarily individually—are barriers: high commercial parking requirements for shopping centers, tree requirements, high costs of stormwater facilities, building height limits (in long term), and lack of comfortable, human-scaled, connected streets/paths.

This chapter recommends changes to the zoning and development code and other development incentives to nudge the Triangle’s evolution into the envisioned mixed-use environment. It also considers residential and commercial displacement risks and ways to keep all who want to be in and near the Triangle in the area.

## What We Heard

*“I want to retire in an apartment high above a vibrant neighborhood with lots of people out and about”*

*“Downtown in feel. Lots of mixed-use space. Walkable. Alive.”*

*“Dense multi use neighborhood with limited auto access and plenty of bike/walking paths supported by a robust streetcar/bus network”*

*“The City should gift the two lots it owns on 4<sup>th</sup> Avenue to one of the above listed low income”*

*“Affordable senior housing.”*

*“People from all economic levels of Olympia, including low-income folks and retail workers, can make their homes (live), shop (essentials and more), and have community (spaces to gather WITHOUT SPENDING MONEY) in the Triangle...”*

## Zoning Proposals

This section describes proposed rezones and changes to development code and parking minimums.

### LU-1 Reduce subarea parking minimums

Parking, especially structured, is expensive to construct, takes up valuable space, and may not be needed to the same degree as in the past with a more accessible mixing of uses and multimodal options. Adding flexibility to parking requirements can make development more economically feasible and result in a more human-friendly neighborhood. Changes include:

- Eliminating residential parking minimums for the area between Cooper Point Road, Black Lake Boulevard, and Harrison Avenue ~~most of the subarea~~ (adopted June 2023)
- Eliminating residential parking minimums for residential developments within ½-mile of frequent transit routes (adopted June 2023)
- Apply parking maximums of 1.5 stalls per unit for multifamily projects 5-units and up (existing standard)
- Retail and office parking requirements of 2-3.5 stalls per 1,000 sq ft
- Shopping center parking requirements of 2.5-4.5 stalls per 1,000 sq ft
- Restaurant parking requirements of 3.5-8 stalls per 1,000 sq ft of dining area

### LU-2 Increase max height of HDC-4 area

Height limit increases would align allowed height with typical midrise construction allowed in the building code and allow greater development flexibility in the long term. The HDC-4 zone area would increase height limit to 105 feet and allow 8 stories.

### LU-3 Increase max height of HDC-3 area

The base max height for HDC-3 zoned areas would be set at 75 feet and allow 7 stories.

### LU-4 Adjust upper floor stepback requirements

In HDC-4 areas, require upper floor stepbacks (minimum 8 feet) on floors above 6 stories instead of 3 stories to support feasible and energy-efficient buildings.

### LU-5 Encourage mass timber construction

No upper-level stepback for mass timber/cross laminated timber (CLT) constructed buildings within the HDC-4 zone.

**LU-6 Zoning for residential uses**

Update development regulations (especially the HDC pedestrian street code in OMC 18.130.060.A.1) to more easily accommodate residential-only buildings where ground floor commercial is not necessary.

**LU-7 Add minimum density to zones**

In the Comprehensive Plan, the Future Land Use Designations for Urban Corridors sets a minimum residential density of 15 dwelling units per acre. Adopt a minimum density of 15 du/ac for residential uses in the HDC zones with appropriate applicability thresholds to flexibly accommodate investment in existing buildings.

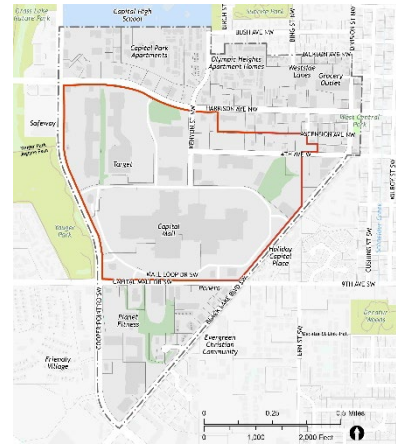
**Development Incentives**

In addition to the zoning proposals listed above, which would reduce barriers to development, additional incentives include the following.

**LU-8 Affordable housing height bonus**

Apply the affordable housing height bonus to the overlay area outlined in red in Figure 4-1. Affordable housing taking advantage of this height bonus must have 100% of units serve households with area median incomes (AMI) of 80% or less and stay as an affordable unit for at least 50 years.

- The max height of affordable housing in the height incentive overlay for the HDC-4 zone will be 130 feet and allow 12 stories.
- The max height of affordable housing for the HDC-3 zone will be 90 feet and allow 8 stories.

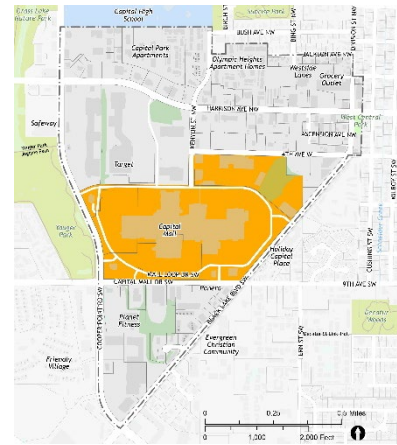


*Figure 4-1. Affordable housing height bonus overlay area (red outline).*

*Source: MAKERS (2023)*

**LU-9 Urban neighborhood tree code application**

Note that the mall property (orange properties in Figure 4-2.) currently has more trees and tree units than the required amount. However, in the event of redevelopment of non-mall properties (or potentially with major redevelopment of the mall), additional trees would be required under the current application of standards. Apply the tree code in the Triangle similarly to how it is applied downtown. As the area develops, use of options such as fee in lieu (often used downtown) will be appropriate for the subarea. The fee in lieu would allow developers to pay into a public fund that will be used to add public trees to public rights-of-way, parks, and open spaces. This would allow a more targeted approach to tree placement, tree canopy coverage, and urban heat concerns.



*Figure 4-2. Capital Mall properties (orange parcels). Source: MAKERS (2023)*

**LU-10 Monitor MFTE program**

The City expanded the multifamily tax exemption (MFTE) into the Triangle subarea in late 2023. Monitor the program’s use and adjust as needed to meet goals. Ensure that the citywide MFTE program incentivizes development in the Triangle at least as much as other parts of the city.

**LU-11 Tax increment financing (TIF) area**

Study and potentially establish a tax increment area (TIA) in the subarea to capture some of the value of new construction and invest in infrastructure improvements. TIAs are best positioned to generate funds when significant private development is proposed. Continue coordination with property owners to clarify opportunities. The northern portion of the subarea, generally between Harrison Avenue and Capital Mall Drive, is a likely candidate.



*Figure 4-3. New technologies like soil cells allow for proper soil volumes for urban trees while still accommodating utilities, irrigation, and paving in tight conditions. Source: Seattle Department of Transportation*

See **Stormwater & Tree Canopy** for additional recommendations that incentivize redevelopment.

## Catalyst Sites

Focused public investment—through fully public or public-private partnerships worked out through a development agreement—can spark desired change by helping a development project become economically feasible, which in turn renders private investment. Olympia’s community expressed the most interest in catalyzing a “center of gravity” at the Kenyon Center, ~~the area along an area~~ generally in the vicinity of Kenyon Street NW around 4<sup>th</sup> Avenue W and Mall Loop Drive, as well as in several yet-to-be-identified locations.

Public investments will go toward projects related to gathering space, street upgrades/active transportation, and stormwater. See **Parks** and **Stormwater** for more details.

### LU-12 Focus on catalyst sites

Continue coordinating with property owners to evaluate, envision, co-create a long-term vision for (e.g., conceptual site/street design), and pursue development/redevelopment at catalyst sites. Prioritize public investments at or near these sites to encourage redevelopment. Consider conducting analyses or a “pro forma” development report to inform the decision to invest public funds. Seek funding opportunities, such as through tax increment financing (TIF) (see **LU-11**) or an Economic Development District (EDD).



*Figure 4-4. Rendering of public space in future Northline Village redevelopment at Alderwood Mall, Lynnwood. Result of a development agreement between the City and developer.*

**LU-13 Kenyon Center plaza and street upgrades**

To spur desired development, focus public investments into the signature catalyst site in the subarea—the Kenyon Center. The Kenyon Center ~~includes several properties and mall parking lots along Kenyon~~ is in the generally vicinity of Kenyon Street NW, near 4<sup>th</sup> Avenue W, and Mall Loop Drive SW. The mall businesses close to the Kenyon/Mall Loop Drive intersection include a movie theatre and restaurants, which lend themselves well to evening uses that energize a neighborhood.

Work with property owners and developers to invest in two major projects:

1. A ½ acre (or more) plaza, which will help create a magnetic social pull to the area and act as a central attraction that knits the subarea together.
2. The general area of 4<sup>th</sup> Avenue – Kenyon Street – Mall Loop Drive – people-friendly streetscape upgrades with comfortable paths and stormwater-focused landscaping, which would connect people to the plaza, entertainment, shopping, and housing.

Depending on the mall ownership group’s long-term plans, bus routing and street configuration should be considered for fastest, most reliable transit service. Ongoing programming and maintenance will be needed to ensure its long-term success.

The timeline will likely depend on grant opportunities and/or may be incremental and phased over many years. See **Table 9-2. Catalyst Projects Rough Cost Estimates.**

Co-siting public attractions, such as a library, public art, or other similar draws, could further elevate the importance of the area.



Figure 4-5. Kenyon Center catalyst site area (see Map 3-1), which could include several properties and mall parking lots along Kenyon Street NW near 4th Avenue W and Mall Loop

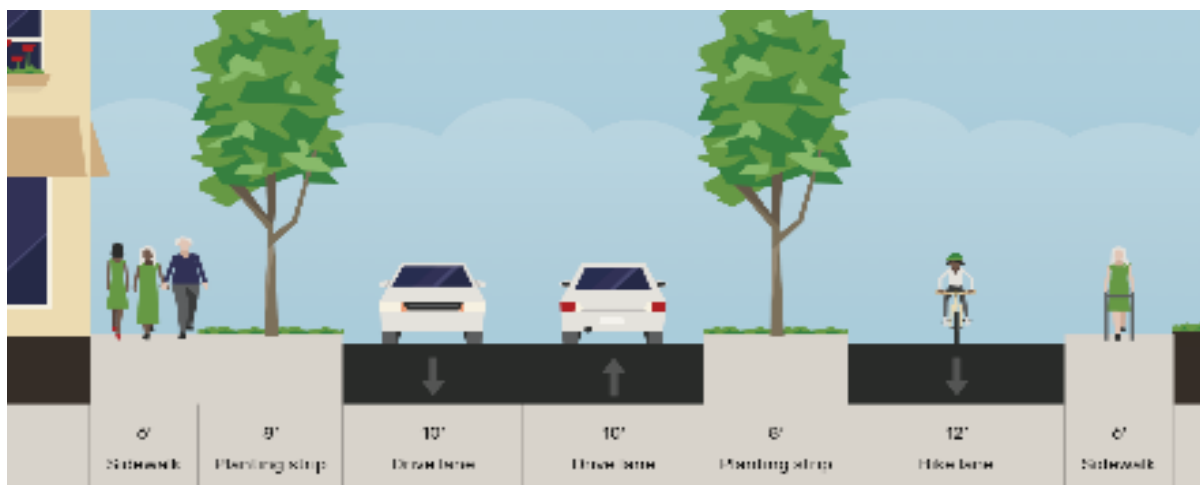


Figure 4-6. 4<sup>th</sup> Avenue shared use path, landscape, and low impact development (green stormwater infrastructure) conceptual vision.

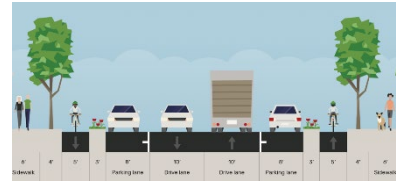


**LU-14 First come first serve catalyst sites**

Adopt code language that supports up to three first come first serve public-private partnership catalyst projects and tie them to funding sources (e.g., **LU-11** Tax Increment Financing). Projects are expected to be streetscapes with mini-plazas, stormwater, and planned transportation improvements. These are in unspecified locations and distinct from the **LU-13** Kenyon Center catalyst projects. Interested developers can partner with the City—in up to three locations—to share costs for elements that provide public benefit.

**LU-15 Community benefits/development agreements**

Development agreements, or community benefits agreements, are voluntary, negotiated contracts between a developer and a city/county that specify the public benefits the development will provide and each parties' responsibilities. They can achieve affordable housing, affordable commercial space, community gathering space, relocation assistance and phasing considerations for existing businesses, and other public amenities. For example, developers can agree to build out the ground floor space for small businesses and cultural anchors, making it more affordable for them to get into a new space, and then gradually afford market rent over time. The Delridge Grocery Co-op in Seattle was able to lease space in a new building with lower-than-normal startup costs because of the development agreement laying out the need for this type of commercial space.



*Figure 4-7. Typical street standard option for new essential streets. Some of the first new developments could make use of public funding to meet street requirements.*

**LU-16 Strategic land purchases**

While the City can use tools like community land trusts to reserve land for future projects that meet the City's goals, a more straightforward route may be for the City to purchase specific plots of land within the subarea that can be reserved for a future use that the market may not provide on its own. Where possible, the City should purchase parcels for future public-serving uses like affordable housing, affordable retail, parks or parklets, or even stormwater retention. Depending on the desired use, the City could choose to undertake the development or transfer control of the land through a below market rate sale or lease. Land subsidies reduce the amount of gap funding needed by low income housing developers, thus improving project feasibility.

As the Capital Mall Triangle begins to attract more development, land prices are likely to rise. Purchasing land in the subarea before this occurs ensures that the City will be able to reserve space in catalytic areas for future public benefit at a time when they are not in direct competition with private investors, thus limiting the size of subsidy required. Although opportunities for purchasing land within the subarea may be limited, identifying key parcels and having an acquisition process in place will help the City act more nimbly when an opportunity arises.

## Affordable Housing and Residential Displacement

The City has a variety of affordable housing development incentives including impact fee exemptions for parks and transportation, special exceptions for water hookup charges, reduced parking requirements, regional funding opportunities (e.g., Home Fund, HB 1406 program), the Multi Family Tax Exemption program, renter protections, and several others. The Housing Program also offers grant and loan opportunities for low-income housing preservation to address displacement. Additionally, the City has worked with LOTT (the regional wastewater utility serving Lacey, Olympia, Tumwater, and Thurston County) and the Olympia and North Thurston School Districts to reduce charges and fees for low-income housing.

The zoning code changes, minimum parking reductions, tax incentives, and public investment will make it easier to build more housing in the subarea, which will increase the housing supply. Such changes will also make it easier to provide subsidized affordable housing projects in the area. Two City-owned parcels in the subarea along 4<sup>th</sup> Avenue are being investigated for their suitability for a possible affordable housing development.

### LU-17 Partnerships with affordable housing providers

The City has partnered on a number of affordable and low income projects with affordable housing developers/organizations. [The City should continue work to maintain existing partnerships and foster new partnerships.](#)



*Figure 4-8. Family Support Center of South Sound. 62 units of permanent supportive housing for low-income families. Occupancy set for November 2023. The City contributed \$5 million to the project.*

**LU-18 Anti-displacement programs**

Economic displacement occurs when pressures of increased housing costs, such as rising rents, compel households to relocate. Housing costs are largely driven by the interaction of supply and demand in the regional housing market. Newer buildings in a constrained market usually come with higher rents. More demand to live in the subarea can potentially outpace the construction of new housing and increase the demand for existing affordable housing surrounding the subarea.

To address economic displacement risk nearby, Olympia will:

- Conduct a housing displacement analysis.
  - The City of Olympia is coordinating with other local jurisdictions to hire a consultant to conduct a housing displacement analysis. Completion of work is expected in early 2025.
- Require a 5-year rent stabilization at the end of a 12-year MFTE period, which limits rent increases to no more than 7% a year.
- Partner with community land trusts.
- Provide need-based rehabilitation assistance for existing housing to address weatherization and energy efficiency improvements.
- Provide down payment assistance for first-time buyers or longtime residents looking to stay in the area.
- Provide or connect people to the State's property tax assistance programs for longtime residents who own their homes and would struggle to stay in the subarea without assistance (the State's program is for senior citizens and people with disabilities).

**LU-19 Offer height incentives for affordable housing**

Consistent with Strategy 3.0 of the Housing Action Plan, a height incentive is provided to affordable housing developments located with the core of the subarea. See LU-8 for more information and details.

**LU-20 Donate and/or lease land to affordable housing developers.**

Consistent with Strategy 1.a. of the Housing Action Plan, the City of Olympia should investigate the suitability of city owned properties within the subarea for affordable housing. Consider leasing or selling the properties to affordable housing developers as a way to facilitate the creation of more affordable housing within the subarea. There are two city-owned properties on 4<sup>th</sup> Avenue that should be evaluated. The City should also promote family-sized housing to be included in affordable housing developments. See LU-17 regarding coordination and partnerships with affordable housing developers.

**LU-21 Expand housing supply by streamlining the development process.**

Consistent with Strategy 3 of the Housing Action Plan, the City of Olympia should adopt a planned action ordinance for development within the subarea. This will streamline the development process and help to encourage more housing overall.

# Economic Development

05



## What is this chapter about?

The subarea and the surrounding area serve as a regional destination for shopping and services. Three main economic activities contribute to this regional draw: 1) Capital Mall and surrounding shopping centers, 2) the Olympia Auto Mall, located less than one mile southeast of the mall, and 3) MultiCare Capital Medical Center and surrounding medical offices, located less than one mile west of the mall. Of these three, only the Capital Mall and surrounding shopping centers are located within the Triangle subarea. In addition to providing important services for the Olympia community, these three draws also contribute to Olympia's employment and tax base. The City estimates approximately 7-11% of overall tax revenue is derived from the Triangle.

Adding housing and improving connectivity and placemaking elements have the potential to shift the subarea from a traditional shopping center area to a neighborhood and community destination, serving both residents of Olympia and the broader trade area. Retail and service-based businesses thrive when they are paired with other uses that drive foot traffic—this includes housing, food and beverage, entertainment, and additional retail, as well as public amenities like parks. The economic vitality of the Triangle depends on its ability to modernize and densify, which this subarea plan encourages.

North of the mall, the Harrison Avenue corridor serves as a neighborhood and regional commercial district, with a mix of locally-owned small businesses (restaurant, auto services, grocery, retail, etc.) and some national chains (fast food and banks). Small businesses also rent space in the mall and other shopping centers in the subarea. Redevelopment of existing retail is likely to increase commercial rents in the area, both for the renovated buildings and those adjacent to them. In addition, the older, smaller buildings that house local businesses could be at a higher risk of redevelopment. The potential addition of dense housing in the subarea as well as improved connectivity will be a boon to the existing small local businesses, but only if they are able to continue operating there. Supporting these businesses by mitigating commercial displacement through redevelopment will help maintain the variety of businesses in the area, improving economic vitality and serving specific cultural and community needs.

## What We Heard

*“Service like the rest of the City or commensurate with the commercial and residential tax revenue we bring in”*

*“Busy with people shopping, relaxing, visiting, wandering with few cars”*

*“Less chain stores and parking lots”*

*“It would be a vibrant welcoming area where people want to go to eat and recreate.”*

*“The westside of Olympia currently has a strong set of locally owned businesses; I hope these businesses will be preserved, and that other sites or streets within the subarea will be set aside for local businesses.”*

*“...areas containing existing commercial development like the Triangle are not blank canvasses. They were originally intended and designed to draw citizens residing throughout the region they serve, and it is important to preserve this characteristic as we attempt to attract more citizens to live and work within their boundaries. ... Therefore, ... focus on measures that allow developers to build upon and enhance the existing character of the Triangle over time as the market dictates, while avoiding onerous measures intended to immediately compel transformation of the Triangle into something drastically different than exists today.”*

*“Lots of independent small businesses, as well as taller structures for housing and mixed use. More GOOD restaurants.”*

## Regional Commercial Center

The City’s Economic Development staff regularly connect with Mall management, local medical leaders, and the owners and managers of the auto mall. City staff also regularly attend monthly meetings of the West Olympia Business Association (WOBA). These proactive relationships provide an opportunity to share information and plans, and for the City staff to understand if there are emerging issues appropriate for City departments or other economic development partners to address.

### ED-1 Proactively maintain relationships

Continue ongoing coordination with regional economic drivers and WOBA to share information, address emerging issues, and coordinate plans. Ensure that continued engagement includes smaller businesses, particularly those in the northern portion of the subarea.

See **Development Incentives & Catalyst Sites** for additional recommendations that would support a healthy economic environment.

See **Transportation** for how the multimodal network will continue to support the regional commercial center.



**ED-2 Economic Development District**

Support regional Community Economic Development Strategy (CEDS) efforts to achieve a US Economic Development Administration-designated Economic Development District. If designated, seek funding for catalyst projects (streets and parks) (**LU-13** and **LU-14**) and a regional stormwater facility (**UN-4**).

## Business Enterprise Resources and Support

The Harrison Avenue corridor is naturally incubating small businesses in Olympia by providing affordable commercial space and a regional and local clientele. The following recommendations reinforce City and regional partner efforts to support small businesses.

**ED-3 Continue local business technical support**

The Thurston region has a robust network providing full spectrum business support and training programs that are supported in part by the City of Olympia. For example, the Thurston EDC's Center for Business and Innovation (CBI) offers a suite of no-cost services and resources for entrepreneurs, business owners, and managers. This includes business start-up and scale-up training, consulting, assistance to access state and federal government contracts and financial loan opportunities. Enterprise for Equity (E4E) also offers financial training, business training, business technical assistance, and microloans for emerging and existing entrepreneurs and businesses, while placing a priority on individuals who have limited incomes. The City of Olympia provides funding to both the CBI and E4E to ensure Olympia residents have no cost access to business training programs. Other entities such as Northwest Cooperative Development Center, the Thurston County Chamber of Commerce, and local colleges South Puget Sound Community College (SPSCC) and the Evergreen State College (TESC) play strong roles in providing training and support to strengthen our business ecosystem.

The City's draft economic opportunities plan, Olympia Strong reinforces the importance of these enterprises toward building a stronger, more inclusive economy. Olympia Strong recommends the City continue funding scholarships for Olympia residents to access business training, and enhanced support to improve access to capital, community resource navigators, and efforts to attract and help grow anchor employers that align with Olympia values, among other initiatives.

**ED-4 Co-ops and creative models**

With twelve co-operative businesses in operation, Olympia boasts the most co-operative businesses per capita in the State of Washington. Most are located in downtown Olympia. There appears to be increasing interest in cooperative models, and the Evergreen State College, in partnership with the Northwest Cooperative Development Center (NWCDC), began their first cooperative training program in 2022. The Olympia Strong plan includes recommended support for training programs offered through NWCDC.

**ED-5 Building and façade improvement program**

Many properties can be functionally and/or aesthetically improved to enhance tenants' business success. Building and façade improvement programs provide public matching funds to enable capital improvements to commercial buildings.

Olympia has an existing Neighborhood Matching Grant program, but the amounts awarded are too small to catalyze significant capital improvements to buildings. These grants could be targeted towards small, local businesses in the Triangle, and could enable these businesses to remain in place and thrive. Therefore, these grants can have a strong anti-displacement component. Depending on available resources and city priorities, grants can range from \$5,000 to \$50,000, and sometimes more.

The City should consult its legal counsel when and if it decides to implement a building and façade improvement program. Historically, State law has limited cities' ability to make grants and loans due to prohibitions on the "gift of public funds"—certain funds to private entities. However, a building and façade improvement program can be crafted that helps businesses, while also honoring the spirit and letter of state law.

**What makes a successful building improvement program?**

While many such programs focus on the exterior or façade of a business, some of the most successful programs, such as the one in Beaverton, Oregon, offer more flexible grants that can be used for exterior or interior improvements. Businesses are then able to direct grant funds toward the projects with the biggest return on investment, whether that is new paint or signage on the exterior, new commercial-grade kitchen appliances or mechanical systems, or upgraded interior spaces.

Grant and loan programs that follow this model have been used extensively across the country; Tacoma, Auburn, and Vancouver all have successful programs.

## Business Anti-Displacement/Affordable Commercial Space

The following actions slow and prevent physical (redevelopment on the same property) and economic (rising rents) business displacement.

### ED-6 Harrison Avenue corridor planning

Work with businesses along the Harrison Avenue corridor to further develop the vision for the area, understand displacement risks, and connect businesses to resources for securing land and buildings. Determine whether there are opportunities to develop some of the larger tracts of land without displacing existing tenants. Also see **T-4** Harrison Avenue corridor study.

### ED-7 Community land trusts

A community land trust (CLT) is a non-profit organization which buys and holds land for public benefit, including affordable housing and/or commercial space. Building occupants pay a monthly land lease fee to the trust, which maintains ownership of the land itself. CLTs build community wealth by cooperatively owning land, maintaining affordability, and retaining local businesses.

A similar model is a community investment trust (CIT) (e.g., Mercy Corp's [East Portland CIT](#)).

Seek partner organizations and facilitate funding opportunities (e.g., federal grants), land acquisition, and development permitting to establish CLTs in the Triangle, especially along Harrison Avenue.

### ED-8 Ground floor commercial financing

Commercial space can be riskier for developers and lenders to finance than residential space, with fears that it may return lower rents than residential, have higher maintenance costs, and/or may be hard to lease. In addition, because of state restrictions on city/county funds, financing affordable commercial space can be more challenging than affordable housing. However, cities can use federal and private funds. Seattle used federal CDBG funds to support the [Liberty Bank Building](#) redevelopment, which includes affordable commercial space and community amenities on the ground floor. Using the federal funds avoids the state restrictions; however, CDBG's regulatory process and compliance is challenging, especially for smaller projects that can't absorb that cost.

Funding may also be more easily managed by Public Development Authorities (PDAs) and Ports rather than cities. PDAs, as quasi-public corporations, serve and are accountable to the public and administer public funds, while having the flexibility of a corporation. PDAs are particularly useful for developing and maintaining the ground floor space for commercial and arts activities and leasing to businesses and nonprofits. Ground floor improvement costs can otherwise be insurmountable to individual businesses and nonprofits. Successful PDAs include [Africatown-Central District Preservation and Development Association](#), the [Seattle Chinatown-International District Preservation and Development Authority](#), and [Twisp Public Development Authority](#).

#### **ED-9 Small-scale and flexible space design**

Preservation of existing affordable space is typically most effective for maintaining affordability, but if the area is redeveloping, set requirements or incentives to support nontraditional commercial uses on the ground floor, such as:

- Apply store size caps (can be an average) to ensure spaces for small and micro-retail are accommodated in new development.
- Require flexible space for a range of businesses (e.g., restaurants, micro-retail) and arts organizations to reduce initial move-in/tenant improvement costs. Flexible space means high ceilings to accommodate commercial kitchen grade HVAC and arts needs (dancers, lighting, etc.), opportunities for multiple entries (to divide space into smaller commercial units).

#### **ED-10 Construction disruption assistance**

Support businesses with marketing, signage, technical assistance, and/or grants or forgivable loans as reparations for revenue lost during construction projects (redevelopment or street/infrastructure projects).

**ED-11 Commercial tenant protections**

Commercial tenant protections are an emerging area of interest. Most cities have enacted stronger protections for residential tenants rather than commercial ones. While rent control is prohibited in the state of Washington, there are other protections that can be extended to commercial tenants through municipal programs. These can include tenant harassment protections, which give tenants the legal recourse if they face abusive pressure to relocate.

Olympia should explore this more through resources provided by organizations like the Association of Washington Cities, the American Planning Association, and the Municipal Research and Services Center.

**ED-12 Local hiring ordinances**

In cases where the City or other public agencies are involved in infrastructure investments (e.g., transportation, transit, parks, stormwater, other utilities) or redevelopment, they can use local hiring ordinances to ensure that local businesses and workers benefit from that public investment. While much of the development in the Capital Mall Triangle is expected to be private, implementing this kind of program at the outset will help ensure that smaller businesses realize some of the gains from public investment in the subarea. Local hiring ordinances can be part of community benefit and/or development agreements, as described in **LU-15** Community benefits/development agreements.

# Design & Community Livability

# 06



## What is this chapter about?

The transition of the subarea from a suburban mall area surrounded by vast parking lots to a high-density, walkable, mixed-use urban neighborhood will mostly likely happen over a medium to long period of time. New development will reduce large parking lots, bring new building forms, and add or upgrade streets to be more walkable. The subarea being both a mixed-use urban neighborhood and a regional destination means the area will be a continual destination, drawing new investment in community amenities.

Capital Mall is home to the popular West Olympia Timberland Library and has acted as a temporary healthcare site during the first year of the Covid-19 Pandemic. Most of the subarea is within a half mile walk to parks such as Yauger Park, West Central Park, and Sunrise Park. However, most residents, customers, and employees would have to cross a major arterial to reach one of these parks. The subarea also has Garfield Elementary, Jefferson Middle, and Capital High Schools nearby, along with several other schools on the westside of Olympia. Garfield, LP Brown, and Hansen Elementary Schools all offer before and after school care on site from the YMCA ([Y Care on Site](#)). However, there are currently limited after school services for middle and high school students. Additionally, the current school district boundaries impact some students in and around the subarea by requiring them to be bussed to schools further away than the nearby schools close to the subarea. Lastly, the subarea includes Olympia Fire Station 2. Future development in the subarea will provide opportunities to expand community amenities such as parks, plazas, and after-school care.

## What We Heard

*“A secondary downtown bustling with housing, restaurants with and urban neighborhood feel”*

*“Aquatics center and park surrounded by mixed use. All accomplished with state of the art environmental methods.”*

*“Spaces for community of all ages integrated together (childcare, work, senior living)”*

*“We need a day care center at Capital mall.”*

*“I want to retire in an apartment high above a vibrant neighborhood with lots of people out and about”*

*“Walkable, mixed-use high-density mixed-income "uptown" urban center”*

## Neighborhood Hubs

Neighborhood hubs are places where people want to gather and live. They include main streets with pleasant walkability, public gathering spaces or other valuable amenities, [public art](#), and are accessible to locals in the surrounding area. Community members expressed the strongest interest in two hubs—**Kenyon Center** (discussed in **LU-13**) and the **Division/Harrison/West Central Park area**—and flexibility for additional hubs that may naturally develop over time.

Because of the existing retail and entertainment nature of the Triangle, neighborhood hubs may not need any new commercial uses. Instead, public investment and requirements would focus on people-friendly and green streetscapes and small public spaces to supplement and leverage existing retail (see **LU-13** and **LU-14**).



Figure 6-1. Identified neighborhood hubs (green stars).

See **Catalyst Sites** for how City investments may support neighborhood hubs.



Figure 6-2. Neighborhood hubs—through people-friendly streetscapes and parks—provide places for people to gather.



**DC-1 Main street designations**

Designate the following existing and future streets as main streets to achieve wide sidewalks buffered from vehicular traffic, active ground floors (i.e., non-residential, flexible for a wide range of commercial uses, such as office/coworking space, residential amenity space, artisan manufacturing) where necessary to face and activate the street or park/gathering space, and pedestrian-oriented building front design (e.g., wide weather protection, ample transparency) with any redevelopment:

- Kenyon Center: short segments (e.g., 200-300 ft) along the new plaza and where retail/restaurant/entertainment already exists at/near the mall. ~~This designation would update the current extensive Pedestrian-Oriented Street requirement along 4<sup>th</sup> Avenue W and Kenyon Street.~~
- Division St between Garfield Avenue NW and Ascension Avenue NW. This designation's intent is to support the existing neighborhood hub and further activate the West Central Park.
- Up to 3 additional unspecified locations that make use of public investment per **LU-14**. These locations would have limited or no ground floor commercial requirements but would need wide sidewalks, mini-plazas or pocket parks, and a ground floor relationship between the building and sidewalk.



*Figure 6-3. Main streets might include public-private stormwater partnerships like the Swale on Yale in downtown Seattle.*

*Source: 700 Million Gallons*



*Figure 6-4. Bothell Way (Bothell, WA) and Mercer Street (Seattle). Arterials might include larger rights-of-way with additional greenery, larger stormwater facilities, and/or local collectors.*

*Source: The Seattle Times (above) and HBB Landscape Architects (below)*

**DC-2 High visibility corner designations**

Update design standards to require high visibility corner treatments—to create welcoming entries into the subarea that functionally and comfortably connect neighbors—at the following locations:

- Division Street NW and Harrison Avenue NW
- Mall Loop Drive and Black Lake Boulevard SW
- Mall Loop Drive and Cooper Point Road SW
- Capital Mall Drive SW and Cooper Point Road SW
- Kenyon Center, location(s) to be jointly determined with City and private developer

High visibility corner design standards flexibly encourage landscape and architectural treatments to announce entry into a special area. On low traffic volume streets, these may prioritize outdoor gathering space for people, but on arterials, they are eye-catching landmarks. Though the high visibility corner designation may require a building to orient toward an arterial and its cross-street, limit requirements to a short segment at the corner. It may be appropriate for a development to “turn its back” on an arterial so that it can focus its lively side on the cross street or other pathway with a more inviting pedestrian environment than the arterial. Do not require high visibility corners to have ground floor retail, except where designated per **DC-1**.



*Figure 6-5. High visibility corner examples.*

## Parks

Although 95 percent of the subarea is within a half-mile (10 minute) walk to an existing park, residents, customers, and employees within the subarea would have to cross a major arterial to reach one, creating barriers to access these community and recreation amenities. Yauger Park, Decatur Woods, and Sunrise Park have playgrounds, but require an uncomfortable arterial crossing for families with small children. Yauger Park and Sunrise Park have community gardens. Yauger Park is mostly dedicated to sports fields—four baseball and one basketball court—and also has a skate park. Importantly, Yauger Park also functions as a floodable stormwater detention park. Woodruff Park includes basketball, pickleball and tennis sports courts, and a seasonal spray park. Decatur Woods includes mature trees, trails, and picnic areas. Grass Lake Nature Park features trails and environmental protection and education.

As more people move to the subarea with future growth and residential development, the need for more park space within the subarea—that is easier for residents to walk, bike, and roll to—will increase. New parks within the subarea would co-benefit residents and businesses, creating more of a draw for people to stay and linger near businesses.

Note that an urban plaza is already required with redevelopment north of the mall. In addition, purposeful, planned public investment in strategic places (see **Catalyst Sites**) is an opportune way to meet multiple public benefits, including significant park and community space as part of development.

### DC-3 Parks performance metric

Consider a new performance metric for the Triangle that focuses on park and play space at close intervals (e.g., approximately  $\frac{1}{8}$  to  $\frac{1}{4}$  mile to a small park ([APA Planning Magazine](#))).

### DC-4 Significant community gathering space

Increased housing development and population will increase the need for parks, plazas, and/or community centers where people can gather to play and lounge. Require a minimum  $\frac{1}{2}$  acre public plaza in the Kenyon Center with redevelopment.

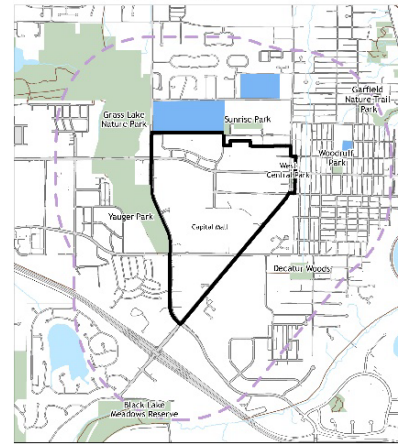


Figure 6-6. Parks and open space.

Source: MAKERS



Figure 6-7. Public plaza in downtown Bothell, WA. The plaza is transformed during art, movie, and culture events where people spill into the closed streets on summer nights.

Source: MxM Landscape Architecture

**DC-5 Small parks/plazas**

Require small parks/plazas in the three first come first serve catalyst sites (see **Catalyst Sites**), accomplished through public-private partnerships, and along main streets (see **DC-1** Main street designations) (most yet-to-be-designated through the first-come-first-serve catalyst site process). Requirements may include publicly accessible minor pocket parks, widened sidewalks with seating, children’s play areas, outdoor dining, special landscaped spots, or similar spaces with redevelopment. These should weave through the Triangle, especially along designated main streets and through/alongside tree tracts (as trails or linear parks), to provide:

- Desired amenities for residents, workers, and shoppers
- Place identity-building features
- Public art
- Low Impact Development and urban heat mitigation
- Co-benefits of improved connectivity and increased public gathering space

These spaces may be privately owned and managed.

**DC-6 Public space design**

Adopt robust design standards for public spaces provided with redevelopment to achieve active edges around plazas, appropriate solar access and shade, adequate seating, appropriate night lighting, weather protection, bicycle parking, natural drainage, quality materials, universal accessibility, positive public space design, public art when possible, natural surveillance, and other human-centered design principles.

**DC-7 Yauger Park connection**

Develop a paved bicycle and pedestrian trail to connect the Grass Lake Trail at Harrison Avenue south through Yauger Park to connect with the west side of the subarea.



*Figure 6-8. In Rockville, MD new development included a new public park that provides a focal point for community activity and activation.*

*Source: The Moco Show*

## Community Spaces

Community members expressed interest in several spaces that would support and build community, such as a community center, daycare, expanded library, youth activities, aquatic center, Senior Center, and Boys and Girls Club/YMCA/after school programs.

### **DC-8 Community recreation center**

Seek partnerships with community center service providers (e.g., YMCA) to jointly rehabilitate an existing facility or develop a new community center facility. This could be accomplished in tandem with a **Catalyst Sites** project.

The City has discussed a recreation facility on the west side, and these discussions could evolve to specify the Triangle in the future.

### **DC-9 Expanded library**

The existing Timberland Regional Library located in Capital Mall is one of the busiest and most popular libraries in the area. Public comments showed importance the community places on the library and that there is community support to expand the library. The City should work with Timberland Regional Library with a goal towards expanding the library.

### **DC-9DC-10 Swimming pool**

The City has completed a Regional Aquatic Feasibility Study and identified a design that would require 6-8 acres of land. The specific location is slated to be identified in coordination with regional funding partners. This area could be considered as a potential site. (See [Regional Aquatics Facility Study](#) on Engage Olympia for more information.)

### **DC-10DC-11 Support daycare location in the subarea**

Childcare is a particularly challenging use to achieve because of high costs to license and operate a daycare and limited public funding. The business model is generally not able to afford the high commercial space rents of new construction. Renovating existing spaces for childcare can also be challenging because of licensing requirements for multiple entrances, large outdoor play areas, ADA accessibility to all spaces, and so on. To locate a daycare in the subarea, consider the following options:

- Offer development capacity incentives for providing daycare space in new development.
- Facilitate conversations between daycare providers, property owners, and developers.
- Research funding opportunities for starting up new daycares.

## Design for Health and Sociability

A lack of social connections increases the risk of many health issues and chronic stress ([CDC, 2021](#)). Loneliness is most prevalent in low-density areas where commuting by car reduces opportunities for social interactions and high-rise buildings if residential design does not promote community and relationship building ([Mattisson et al., 2015](#); [Kalantari and Shepley, 2021](#)). Development and design that support active living, non-car commutes, and social connections improve residents' chances at health and wellbeing.

Air and noise pollution near heavily trafficked roads and highways impacts health, especially for children and vulnerable populations in places such as schools, daycares, elder care facilities, and medical centers ([Washington Tracking Network, EPA 2018, American Lung Association, Jansen, et al at National Center for Biotechnology Information, National Bureau of Economic Research, National Center for Biotechnology Information, National Bureau of Economic Research](#)). Commercial buildings are often able to control indoor air quality and noise, and duration of exposure may be more limited than in residences.

### ~~DC-11~~DC-12 Residential building design for social connection

Remove code barriers and adopt design standards to encourage community-building spaces, such as:

- Encourage small social group sizes—important for building trust amongst neighbors—by encouraging building types that limit the number of units sharing a single entry or shared common space to 8 to 12 units. This may include removing barriers to single-stair access construction.
- Encourage cooperative and cohousing models that include shared amenities to encourage community building.
- Clearly delineate public to private space that encourages both social interaction but also creates private retreat areas for sense of safety and control over social exposure.
- Locate shared spaces along residents' daily paths to encourage chance interactions.

### ~~DC-12~~DC-13 Residential open space

Adopt residential open space standards to focus on achievable social spaces that help build trust amongst neighbors, sense of ownership over shared space, and chances at interaction. Study the interaction of shared open space standards with tree code requirements.

**DC-13DC-14 Design for air/noise quality**

Consider adopting landscaping, site planning, and building orientation design standards to mitigate traffic-generated air and noise pollution. Review building standards to ensure indoor air quality and appropriate noise levels.

## Schools

There are three public K-12 schools near the subarea, and children living in and around the subarea are potentially zoned for three different elementary schools. The Olympia School District regularly coordinates with the City of Olympia and Thurston County to plan for population growth. Their Capital Planning & Construction Department develops their [Facilities Master Plan](#) and [Capital Facilities Plan](#) to guide school property investments based on current capacity, future enrollment projections, educational vision, and prioritization of facility needs.

**DC-14DC-15 Coordinated school planning**

Continue coordination between the City of Olympia's growth planning and School District planning. If needed, support the school district in holding community conversations to redraw school zones to respond to growth in the Triangle. If needed, support the school district in identifying opportunities for school facility expansion.

**DC-15DC-16 After school programs**

Facilitate school district conversations with after school program partners (e.g., Boys and Girls Club, YMCA), community members, and InterCity Transit (if after school program is located off-site). If needed, support and expedite permitting for site identification, evaluation, rehabilitation, acquisition, and/or development. If possible, seek opportunities for shared-use agreements for facilities that could benefit the full community (i.e., community center that also houses after school programs).

## Fire/Emergency Services/Police

### Fire

Fire Station 2 is located on the northern boundary of the subarea at 330 Kenyon Street NW. Station 2 is the busiest fire station in the City and protects the largest geographical response area. Fire Station 2 currently houses an Engine Company and a Medic Unit, together responding to over 4,800 calls for service in 2022. In 2024, an Aid Unit will be added to this Fire Station to help meet the 911 demand for this response area. To prepare for the additional response unit, the station will be modestly altered to accommodate the Aid Unit and associated staff.

The Community Assistance Referral and Education (CARES) Program received a significant enhancement in 2023 and will be realized by 2024. The CARES Program mission is to improve the health and independence of our underserved community by providing patient advocacy, healthcare, and social services navigation. This program will reduce the number of low-acuity 911 calls through proactive case management and treatment.

Aside from the response improvements noted above, there are no other staffing increases planned for this area of town. However, as the population grows, plans for increased staffing are possible and will be addressed at a citywide level.

### Police

**OPD West Side Station.** An Olympia Police Department sub-station sits at 1415 Harrison Avenue NW, just east of the Triangle near Woodruff Park. Patrol officers, neighborhood officers, administrative staff, volunteers, crisis responders, Familiar Faces peers, and a Designated Crisis Responder work out of the station. The station is not open to the public and functions as a place for officers to work on reports, take breaks, and conduct meetings. It keeps officers closer to the calls they are responding to than the downtown main station. It is a working office for other employees.

**Current staffing for West Olympia.** For most of the day, the west side has two patrol officers responding to calls in the area. On weekdays, two neighborhood officers are on shift and split time between the east and west side. The Crisis Response Unit does not have designated areas and responds to calls all over the city, seven days a week.

There are no current staffing increases planned. However, as the population grows, plans for increased staffing are possible and addressed at a citywide level.

The Familiar Faces program assists people who have complex health and behavioral problems, frequent contact with OPD's Walking Patrol, and are among the most vulnerable and resistant to services and resources. Specialists offer a shared life experience and nonjudgmental and unconditional support.



**DC-16DC-17 Crime Prevention through Environmental Design (CPTED)**

Adopt CPTED design standards for public and private development. Certified City employees are available at different stages of the planning process to provide feedback in the areas of Natural Surveillance, Access Control, and Territoriality and Maintenance. They can review window, bike rack, crosswalk and activity placement, landscaping selection and placement, activity generators and more. Ensure that CPTED is used to benefit all community members, create positive public spaces, and equitably distribute vegetation and tree canopy.

**DC-18 Emergency services**

On-going coordination with emergency service providers will be needed as the area develops. The needs of the residents and businesses and the services provided will need to be reevaluated to determine if changes in services are necessary.

**DC-19 Public art**

Include public art in public areas such as parks/plazas, streetscapes, stormwater facilities (as appropriate), and other publicly accessible areas when possible. The only public art currently in the subarea are several traffic box wraps and a few decorative street tree protection guards adjacent to West Central Park.

# Transportation

07



## What is this chapter about?

When the Triangle developed, the main transportation focus was vehicle travel. The subarea is now faced with the challenge of retrofitting an environment designed for vehicles to also work for people walking and rolling, while still maintaining regional access. This chapter recommends transportation projects and requirements (to occur with redevelopment) to help that evolution.

In 2021, the City adopted its first [Transportation Master Plan](#), which outlines all the projects that need to be built to have a complete network for people walking, rolling, biking, taking transit, and driving. The City estimated how many of those projects could be built within 20 years, assuming that funding levels remained about the same.

Those projects on the 20-year list are included in this plan (see **Map 2-7** & **Table 2-1**). Because the focus of the TMP was on City-owned streets, those projects are on the boundary of the Triangle. This plan gives us the opportunity to look within the Triangle and establish a new pattern for future development that will:

- Make it easier for people to walk, roll, bike, and take the bus within and through the area, reducing vehicle trips per capita.
- Create a more welcoming, human-scale development pattern that is attractive and vibrant.
- Support the economic goals of serving as a regional shopping center while transforming to a more urban, mixed-use area.
- With fewer and shorter vehicle trips, reduce greenhouse gas carbon emissions and pollutants in stormwater runoff, such as tire rubber ([6PPD-quinone](#)), trace elements from exhaust, heavy metals, and petroleum product spills.

Additionally, several projects on the street around the Triangle will improve safety, particularly for pedestrians and bicyclists. The new street connections envisioned within the Triangle will complement the safety projects and improve mobility for everyone getting around the westside, whether walking, rolling, biking, taking transit, or driving.

## What We Heard

*“A Dutch-style urban neighborhood where the default mode of transportation is cycling or walking, with frequent (every 5-10 minutes) and reliable transit”*

*“Walkable, thriving, community, where I can do the business of life with people I love.”*

*“A vibrant and walkable community resilient to environmental and economic challenges where people live, work, play”*

*“The parking lots would be gone and people would travel by foot, bicycle, small shared EVs.”*

*“I don't feel safe as a pedestrian crossing major streets”*

*“We want the city to have bike lanes, that are protected from traffic.”*

## Policies, Programs, and Requirements

### T-1 Regional access

Continue to support access to the area as a regional draw while setting up the area to successfully transform into an urban center by encouraging street connections. Street connections will help ensure mobility for everyone who needs to get around, whether walking, rolling, biking, taking transit, or driving.

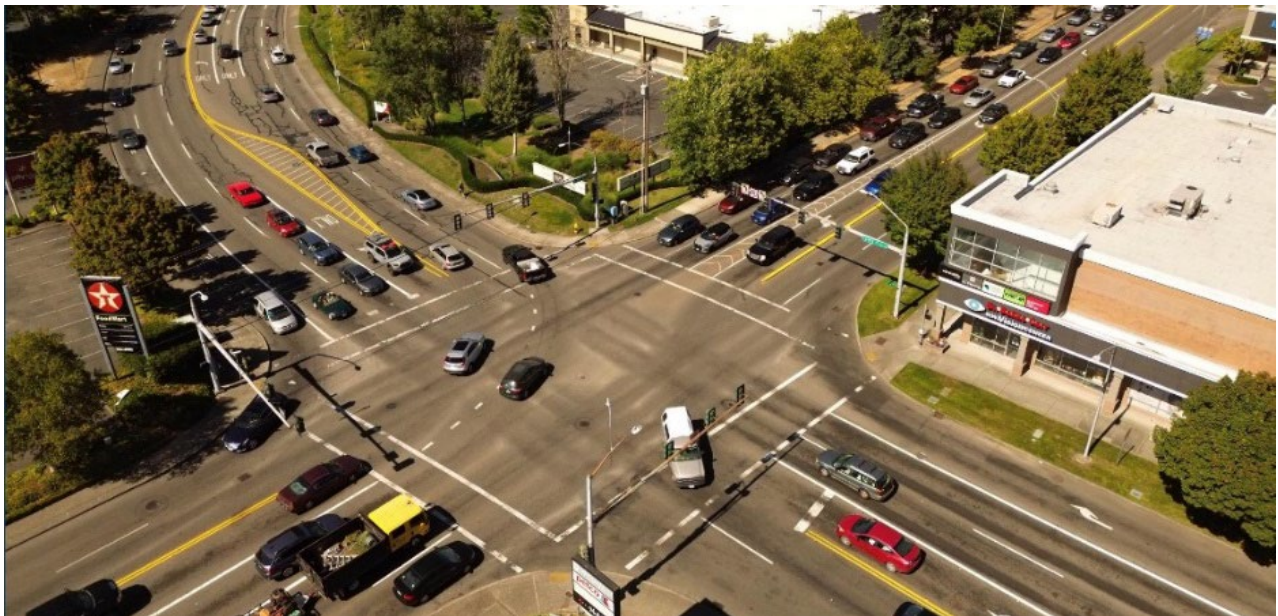


Figure 7-1. Cooper Point Road and Black Lake Boulevard

**T-2 Essential streets and through-block connections**

Adopt **Map 7-1** to supplement Olympia’s existing connectivity standards and illustrate a baseline framework for future connectivity. **Map 7-1** illustrates a flexible framework; precise locations will be jointly determined with the City during property owner/developer site planning and design phases.

Streets will continue to be built to current City standards, which require sidewalks on all streets and bicycle facilities on larger streets (see **T-3** for more specificity). The new streets will make it easier for people to walk, roll, or bike to their destinations because they will offer more direct routes and include pedestrian and bicycle facilities. New street connections will also support transit, as the buses will be able to turn around easier and take more direct routes through the area, eliminating the current meandering path through the parking lot. In addition, street standards will continue to require freight and delivery access accommodation.

Require maximum block perimeters of 1,200 to 1,600 feet but allow perimeters of up to 2,000 feet, depending on site conditions. If block perimeters larger than 1,600 feet are allowed, require smaller through-block connections designed for pedestrian, bicycle, and emergency vehicle access. Adopt spacing guidelines like in Figure 7-3.

Also see **Neighborhood Hubs** in **Design & Community Livability** for main street considerations.

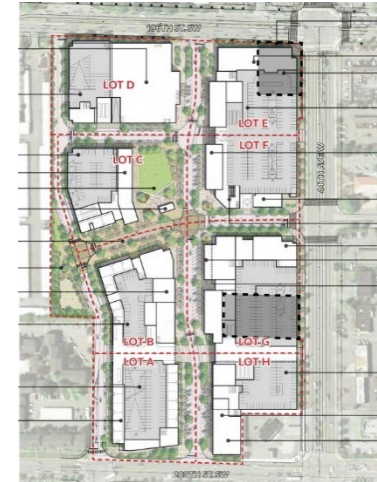


Figure 7-2. Northline Village redevelopment at Alderwood Mall, Lynnwood, that broke down superblocks with through-block connections.

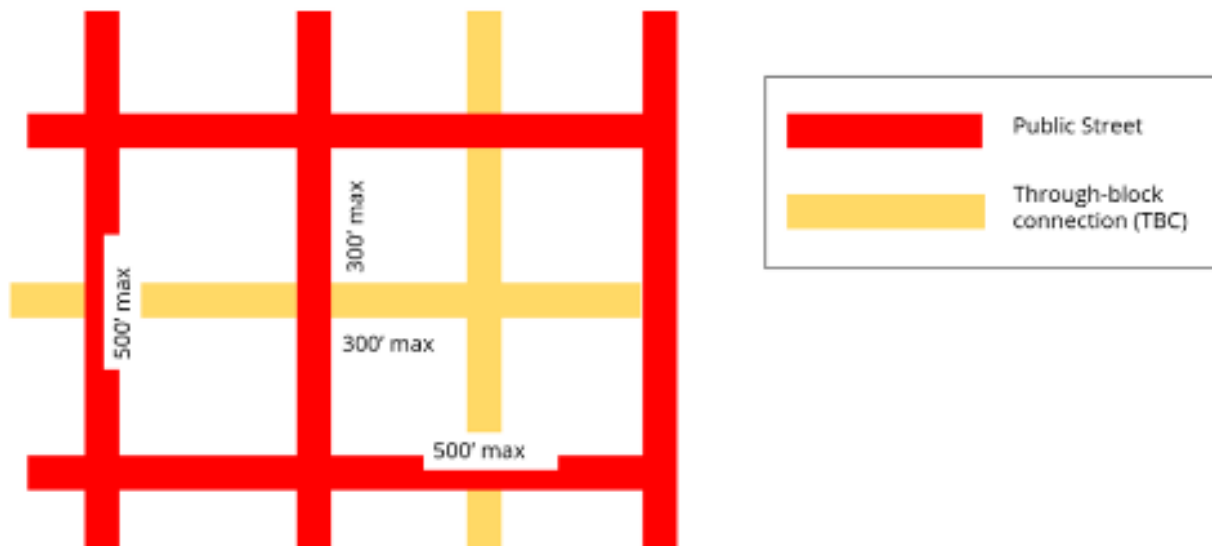
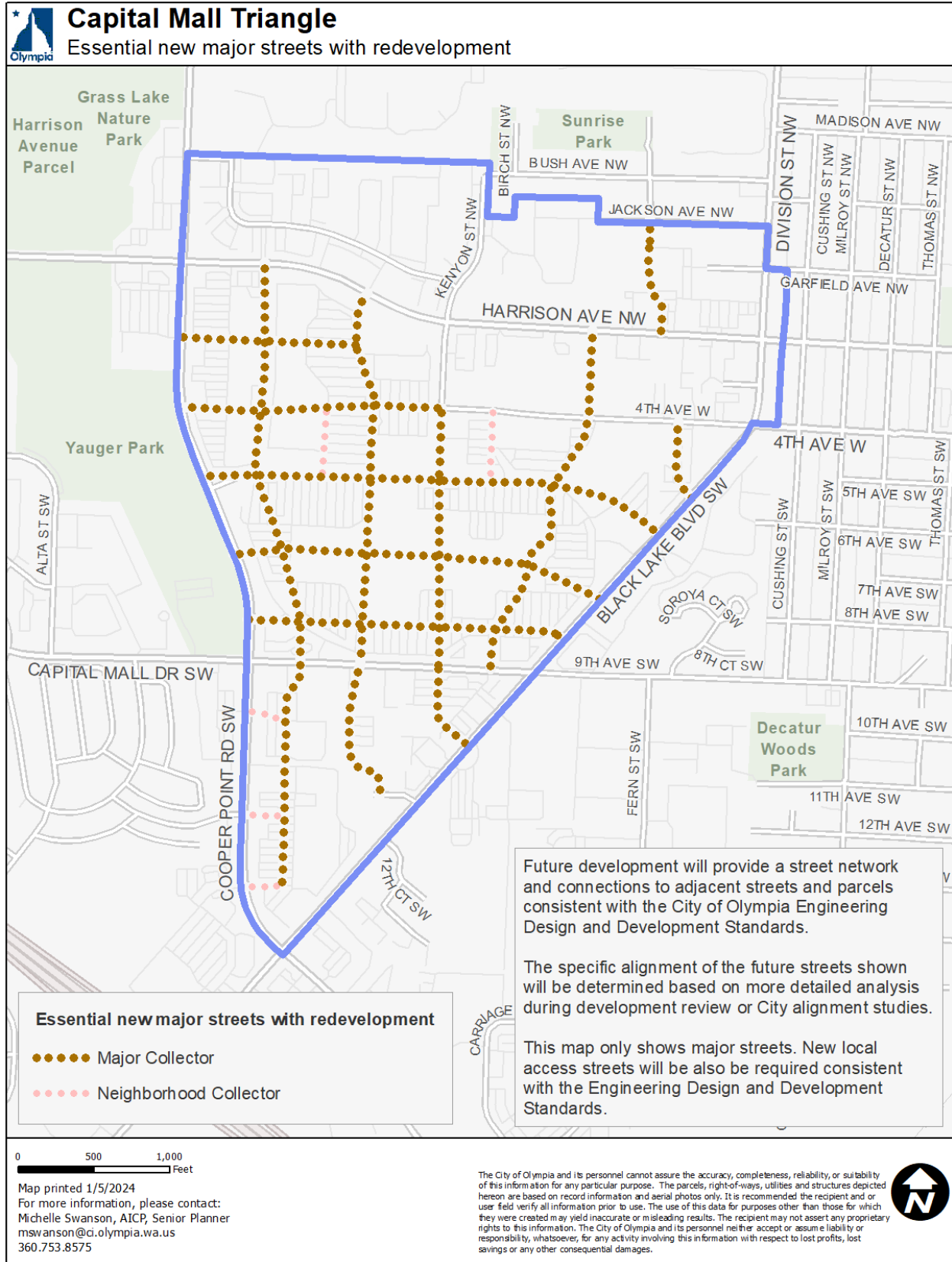


Figure 7-3. Potential essential street and through-block connection spacing requirements

Map 7-4. Essential New Streets Required with Development

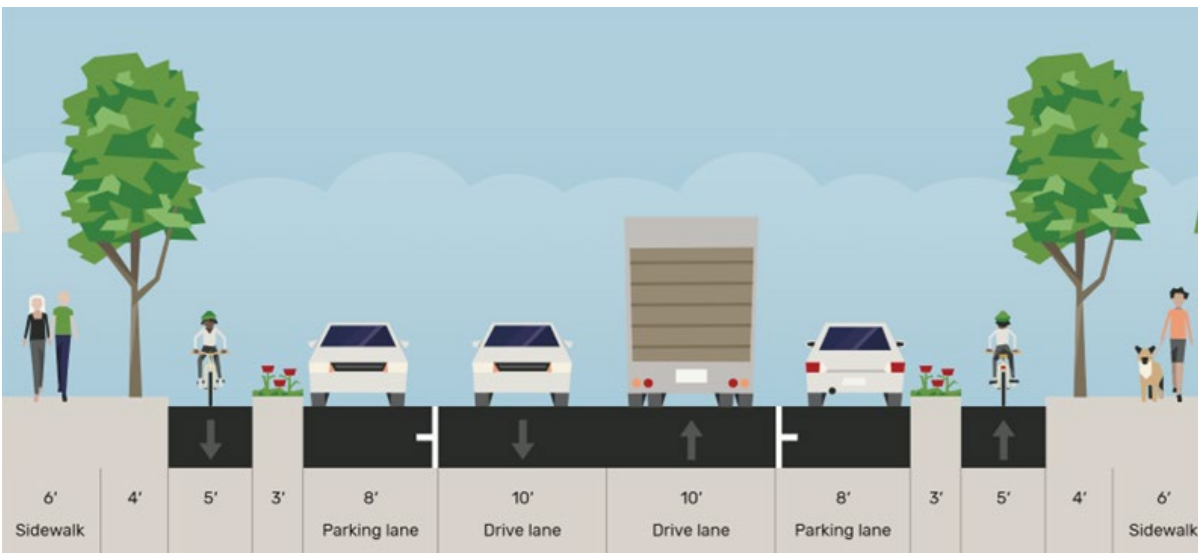


Source: City of Olympia (2024)

### T-3 Street classifications and design

Designate future essential streets with the classifications shown on **Map 7-1. Essential New Streets Required with Development**. These classifications achieve a hierarchy of streets that accommodate vehicular movement, including freight and buses, where any ped/bike facilities must be separated, to a finer-grained network of paths (not illustrated on the map, but required to be no further apart than 300 feet per the connectivity standards described in recommendation **T-2**).

On arterials, with redevelopment, require landscape buffers and separated sidewalks and bike lanes. Include low impact development (green stormwater infrastructure) as feasible. Also see project numbers 13 and 14 in **Table 7-1. Transportation Capital Projects**.



*Figure 7-5. Typical street standard option for new essential streets. Some of the first new developments could make use of public funding to meet street requirements.*

### T-4 Enhanced bike parking

Require with redevelopment and/or fund a program to install enhanced bike parking and charging for e-bikes and other micromobility products, with an emphasis on multifamily housing, retail destinations, and other community gathering spaces.

## Studies and Coordination

- T-5 Harrison Avenue corridor study**  
Intercity Transit’s Prop 1 funds high frequency bus service and signal prioritization, with the planning stage beginning in approximately 2026. Study the corridor in greater detail to better understand land use and transportation dynamics and priorities along the corridor, prioritize transit, including the study of priority bus lanes (also known as “business access and transit” lanes), and appropriately balance all modes of travel. See related recommendations **ED-5** Harrison Avenue corridor planning and **T-11** Project 17 Harrison Avenue Roundabouts.
- T-6 Transit hub location**  
Intercity Transit plans to focus high frequency bus service in the subarea on Harrison Avenue. Coordinate with Intercity Transit to ensure a safe and comfortable hub that is well-connected to activity hotspots in the Triangle and maintain transit access near Capital Mall.
- T-7 Black Lake Boulevard corridor study**  
Study Black Lake Boulevard to optimize all modes of travel with a focus on this route as an entry to Highway 101.
- T-8 Transit signal priority**  
Collaborate with Intercity Transit to implement transit signal priority (TSP) along Harrison Avenue within the Triangle.
- T-9 Subarea micromobility feasibility study**  
In collaboration with Intercity Transit, study potential micromobility options and/or partnerships that could be implemented to improve active mode connectivity within the subarea. These could include e-scooters, e-bikes, micro-transit, or something else. This is particularly important for connecting high frequency transit stations expected along Harrison Avenue to locations within the Triangle.



## Capital Projects

This subarea plan reflects the projects that were identified in the City's Transportation Master Plan as being feasible within 20 years. It also identifies other projects that would improve safety and comfort when traveling in and to the Triangle. To implement the new projects, the City will need to consider them when updating the Transportation Master Plan (TMP). Note that new streets, sidewalks, and bike facilities would be required with large-scale redevelopment. New streets are required to be ADA accessible. Funding is yet to be identified for any projects not yet on the 20-year TMP project list.

### **T-10 TMP 20-year projects**

Continue implementing the TMP 20-year projects (listed in **Table 7-1. Transportation Capital Projects**) as planned. As possible, prioritize subarea plan projects in the Capital Facilities Plan to achieve a better citywide transportation system that leverages its urban centers.

### **T-11 TMP projects beyond 2045**

Continue prioritizing and implementing the TMP projects with expected implementation beyond 2045 (listed in **Table 7-1. Transportation Capital Projects**) as possible.

### **T-12 New transportation projects**

In the next TMP update process, prioritize the multimodal, placemaking, safety, and pedestrian/bicycle facilities projects listed in **Table 7-1. Transportation Capital Projects**.

**Table 7-1. Transportation Capital Projects**

“Mode Priority” reflects the mode to be most improved; all projects are meant to accommodate multiple modes.

The “TMP” column indicates how the project relates to the current TMP:

- **20-year plan:** Currently listed on Olympia’s 20-year plan for implementation by 2045
- **Beyond 2045:** Currently listed in the TMP, but expected to be implemented beyond 2045
- **New project:** A new project recommended by this Subarea Plan for incorporation in the next TMP update; to be considered amongst citywide priorities and evaluation criteria

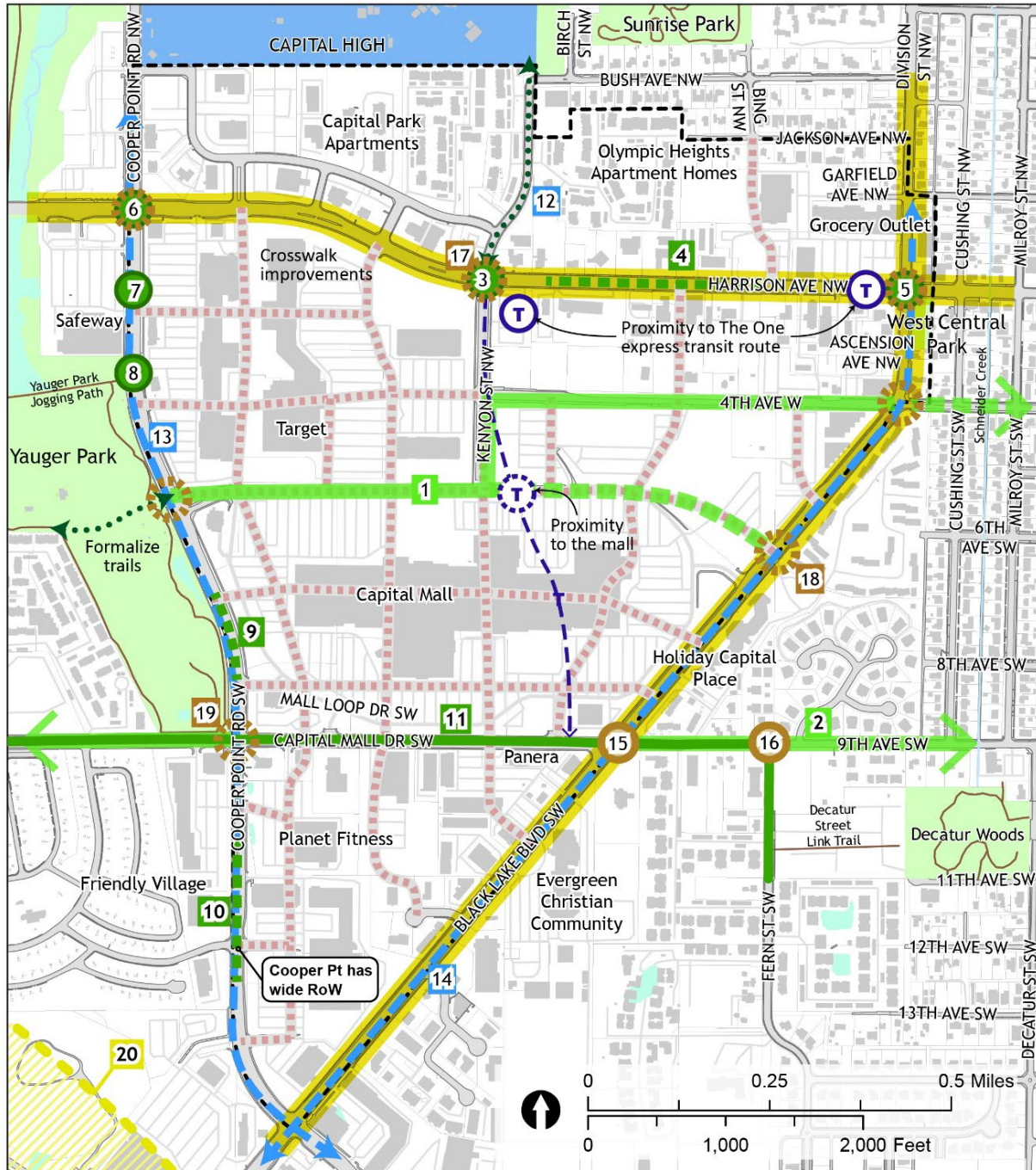
Project ID	Project Name	Description	Mode Priority	TMP
Multimodal placemaking and safety improvements				
1	4 <sup>th</sup> Avenue W – Kenyon Street – Mall Loop Drive Multimodal Placemaking and Safety	East-west people-oriented route through the Triangle. This is considered a priority investment for catalyzing desired development and connecting the subarea to adjacent neighborhoods and downtown (see <b>Catalyst Sites: LU-13</b> Kenyon Center plaza and street upgrades).	Multimodal	<b>Beyond 2045</b>
2	Capital Mall Drive/9 <sup>th</sup> Avenue SW	Additional placemaking improvements west and east of the Triangle to connect neighbors more comfortably	Multimodal	<b>New project</b>
Crosswalk improvements on arterials				
3	Harrison Avenue and Kenyon Street Pedestrian Safety Improvements	Improve Harrison Avenue and Kenyon Street intersection for greater pedestrian safety	Pedestrian	<b>20-year plan</b>
4	Harrison Avenue east of Kenyon Street Mid-block Crossing(s)	Add mid-block crossing(s) on Harrison Avenue east of Kenyon Street. Potentially align the mid-block crossing with the Bing St connection that is required with development (mapped in <b>Map 7-2.</b> ).	Pedestrian	<b>20-year plan</b>
5	Harrison Avenue and Division Street Pedestrian Safety Improvements	Improve the Harrison Avenue and Division Street intersection for greater pedestrian safety	Pedestrian	<b>20-year plan</b>
6	Cooper Point Road and Harrison Avenue Bicycle Safety Improvements	Implement protected bike intersection improvements at the Intersection of Cooper Point Road and Harrison Avenue	Bicycle	<b>20-year plan</b>
7	Cooper Point Road north of Skate Park Mid-block Crossing	Add a mid-block crosswalk on Cooper Point Road north of the Skate Park crosswalk and south of Harrison Avenue	Pedestrian	<b>20-year plan</b>

Project ID	Project Name	Description	Mode Priority	TMP
8	Cooper Point Road and Skate Park Pedestrian Safety Improvements	Monitor recent improvements to the RRFB at the Cooper Point Road and Skate Park crosswalk. Improve if needed.	Pedestrian	20-year plan
9	Cooper Point Road north of Capital Mall Drive Mid-block Crossing	Add mid-block crossing(s) on Cooper Point Road just north of Capital Mall Drive	Pedestrian	20-year plan
10	Cooper Point Road south of Capital Mall Drive Mid-block Crossing	Add mid-block crossing(s) on Cooper Point Road just south of Capital Mall Drive	Pedestrian	20-year plan
Bicycle facilities				
11	Capital Mall Drive SW Enhanced Bike Lane	Implement enhanced bike lane along 7 <sup>th</sup> Avenue SW/Capital Mall Drive/9 <sup>th</sup> Avenue SW between Kaiser Road SW and Fern Street SW and along Fern Street between 9 <sup>th</sup> Avenue SW and the 11 <sup>th</sup> Avenue Pathway	Bicycle	20-year plan
12	Capital High School Connection	Improve Kenyon Street from Capital High School through Harrison Avenue for safe and comfortable walking, rolling, and bicycling connection between the school and mall	Pedestrian/ Bicycle	New project
13	Cooper Point Rd Bicycle Facilities	Require (or pursue a City-led project, whichever comes first) separated shared use paths along Cooper Point Road if separated bike lanes and sidewalks are infeasible.	Pedestrian/ Bicycle	Beyond 2045
14	Black Lake Boulevard Bicycle Facilities	Require (or pursue a City-led project, whichever comes first) separated shared use paths along Black Lake Boulevard if separated bike lanes and sidewalks are infeasible. Design to be determined during the Black Lake Boulevard Corridor Study.	Pedestrian/ Bicycle	Beyond 2045
Roundabouts				
15	9 <sup>th</sup> Avenue and Black Lake Boulevard Roundabout	Construct a roundabout at 9 <sup>th</sup> Avenue and Black Lake Boulevard	Multimodal	20-year plan
16	9 <sup>th</sup> Avenue and Fern Street Roundabout	Construct a roundabout at 9 <sup>th</sup> Avenue and Fern Street	Multimodal	20-year plan
17	Harrison Avenue Roundabouts	Design and construct roundabouts (or other intersection improvements) as determined by the Harrison Avenue corridor study.	Multimodal	Beyond 2045

Project ID	Project Name	Description	Mode Priority	TMP
18	Black Lake Boulevard Roundabouts	Design and construct roundabouts (or other intersection improvements) as determined by the Black Lake Boulevard corridor study.	Multimodal	<b>Beyond 2045</b>
19	Cooper Point Roundabouts	Consider designing and constructing roundabouts on Cooper Point Road SW at Capital Mall Drive SW and Mall Loop Drive.	Multimodal	<b>Beyond 2045</b>
Other vehicular				
20	US 101/West Olympia Access Project	New access ramps to US 101 at Kaiser Road and Yauger Way. The first phase of this project will complete the design, environmental permit and mitigation work, and right-of-way acquisition. The final project will include a new westbound off-ramp from US 101 to Kaiser Road and an eastbound on-ramp from Kaiser Road to US 101. The project will also construct a new westbound off-ramp from US 101 to Yauger Way via an at-grade connection through the existing interchange at US 101 and Black Lake Boulevard.	Vehicle	<b>20-year plan</b>

Source: City of Olympia, Fehr & Peers, and MAKERS (2023); TMP (2021)

Map 7-2. Transportation Projects



**Projects included in the 20-year TMP**

- ▬ Corridor study
- ▬ Multimodal/placemaking/safety
- ↔ Ped/bike connection improvements (location TBD)
- ↔ Enhanced bike facilities/shared use paths

- ⊙ Roundabout (not in 20-year TMP)
- ⊙ Transit hub options
- - - Transit priority (location TBD)
- - - Required with redevelopment (location TBD)

**"No Action" Projects (included in 20-year TMP)**

- ▬ Active transportation
- - - Potential crossing
- ▨ Major reconstruction
- Active transportation
- Roundabout

Source: City of Olympia, MAKERS, and Fehr & Peers (2023); TMP (2021)

# Utilities & Natural Environment

# 08



## What is this chapter about?

The City of Olympia provides the following utility services to the planning area:

- Sewer (collection only, treatment is provided by the LOTT Clean Water Alliance)
- Drinking water
- Stormwater
- Garbage and recycling collection

All City-owned and operated utilities develop and periodically update management plans. These provide the strategic direction for each utility and ensure each utility is prepared to serve growth consistent with the City of Olympia’s comprehensive plan.

As the region experiences increasing impacts from climate change, Olympia’s utility services will likely play a larger role in helping the city mitigate and adapt to climate impacts and be more sustainable. Items such as managing stormwater and flood risk, having a healthy tree canopy, and making buildings more sustainable are covered in this chapter’s actions.

## What We Heard

*“An aesthetically beautiful community that meets basic and psychological needs. A symbiotic relationship with nature”*

*“an area that is used by the community while still being environmentally sustainable”*

*“A sustainable project that demonstrates our commitment to the environment”*

*“Flood reduction and low impact development”*

*“Multistory, efficient buildings”*

*“The mature trees (green infrastructure) are important for both climate mitigation and adaptation.”*

## General Utilities

### UN-1 Coordinated planning

Continue coordination of City-owned and operated utilities with the City of Olympia’s growth and economic development planning.

### UN-2 Management Plan updates

Continue to periodically update City-owned management plans regardless of whether a utility is required to by Washington state law.

**UN-3 Strategic public infrastructure**

Use strategic public infrastructure to stimulate private investment in economic development and redevelopment activities in the planning area such as latecomers agreements and system oversizing. City-owned and operated utilities should continue to pursue federal, state, and private grants to finance infrastructure in the Triangle. Explore strategies to achieve microgrids and backup power with redevelopment and/or as renovations.

**Stormwater**

Any investment in stormwater facilities, including Low Impact Development (LID), protects public health, safety, and welfare by preventing or reducing flooding and improving water quality. Public investment or cost-sharing to accomplish LID and/or regional stormwater facilities is also an incentive for private development, which can spur further economic development and city revenues. The City maintains and is currently updating its Hazard Mitigation Plan, which addresses flooding and interrelated hazards.

**Facilities**

The Yauger Park Regional Facility adjacent to the subarea is a City-managed regional stormwater treatment and detention facility serving shopping center properties. However, the existing pond does not have capacity to accommodate future (re)development needing off-site water quality treatment or flow control.

The Storm and Surface Water Utility owns property along 4<sup>th</sup> Avenue W (the Ascension property) for a future stormwater flow control and water treatment facility to address stormwater generated from existing developed areas that discharge to the downstream stormwater conveyance system in the Schneider Creek basin.

The arterials bounding the Triangle provide a unique opportunity for LID with their wide right-of-way and strong community interests in improved safety and comfort for people outside of vehicles.

See Stormwater **Funding Tools** below for ways to accomplish these facilities.

**UN-4 Regional stormwater facilities**

Yauger Park is the existing regional stormwater facility for the area and is performing well but has little capacity to expand or serve new impervious surfaces.



New regional facilities could be a result of Community-Based Public-Private Partnerships (CBP3s) that focus on removing impervious surfaces and saving space for Low Impact Development that accomplishes stormwater flow control and treatment.

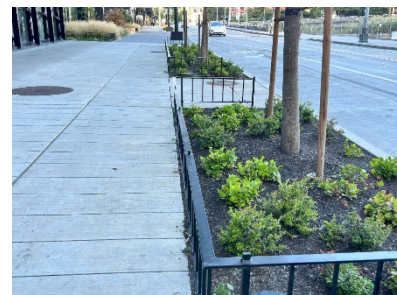
Also see **Catalyst Sites** and **Development Incentives** for reasons why coordinated and/or public-private investments for large costs like stormwater infrastructure—that also improves public health and safety—can spur desired development. Consider coordinating stormwater management activities between property owners to find efficiencies and reduce costs (e.g., a single detention facility paid for through a latecomers agreement or other cost-sharing method that serves multiple properties may be more cost-effective than a detention facility on each property).

#### UN-5 Low Impact Development

Invest in and require Low Impact Development (LID) to slow and clean stormwater run-off. As much as possible, integrate LID with street and path design to perform additional functions, such as buffering people from fast cars, providing shade, and offering visual access to nature, as well as to make use of right-of-way funding opportunities. Grants are typically more prevalent for right-of-way projects than for private development or open space projects. Also, Federal and State grant funding opportunities can support tree and understory/shrub plantings when used as LID. Combining with street safety projects may improve grant funding ability. Increasing vegetation and tree canopy in hardscaped areas within the Triangle can help improve equity issues citywide. On City rights-of-way, the City would maintain plantings over time.

Update standards, foster partnerships, and seek funding to:

- Explore the potential for LID along streets to have enough capacity to manage run-off from both the right-of-way and offset private property requirements (e.g., the Swale on Yale in Seattle).
- Require LID alongside and within medians on Cooper Point and Black Lake with redevelopment (and/or with a City project, whichever comes first), paired with multimodal improvement.
- Require LID above-and-beyond stormwater manual requirements on catalyst sites taking advantage of public-private partnerships to achieve LID-lined streets and paths. See **Catalyst Sites** for priority locations.



*Figure 8-1. New street tree plantings in this urban area include vegetation protection fences that protect plants and soils from people and pets which greatly improves their chances to survive and thrive. Source: MxM Landscape Architecture*

## Funding Tools

### **UN-6 In-Lieu Fee Mitigation Program**

Study feasibility, benefits, and impact of an in-lieu fee mitigation program. These involve restoration, establishment, enhancement, and/or preservation of aquatic resources through funds paid to a program sponsor to satisfy compensatory mitigation requirements for unavoidable impacts to wetlands and other aquatic resources.

### **UN-7 Stormwater Transfer Control Program**

If approved by the Department of Ecology, a Stormwater Transfer Control Program could allow development happening outside of the Triangle—where there is adequate stormwater management capacity—to help fund stormwater facilities in the Triangle. Such a program can be implemented to fully satisfy permit requirements associated with flow control as it is triggered at new and redevelopment sites. The goal of this innovative stormwater management approach is to direct stormwater management effort to watersheds where reducing high stream flows is more likely to contribute to maintaining or restoring designated and existing beneficial uses.

This program must be approved by Department of Ecology and does require substantial resources in order to get up and running, public involvement, and long-term program tracking. It may be feasible to implement dependent on development densities, real estate values, as well as community support or interest in transferring impacts to out-of-basin prioritized watersheds.

### **UN-8 Community-Based Public-Private Partnerships**

Low impact development policies alone do not guarantee green stormwater solutions are used (as opposed to underground vaults, etc.). Community-Based Public-Private Partnerships (CBP3s) should be investigated to incentivize investments in stormwater solutions that ensure community co-benefits, especially considering the intent to provide affordable housing to low-income communities. Ecology anticipates that grants for CBP3s will be available and community-based organizations may have additional sources of grant funding.

## Tree Canopy

Tree code updates are discussed under **LU-7** Update tree code. Tree canopy is also integrally related to embedding LID systems (see **UN-5** Low Impact Development) throughout the subarea.

### **UN-9 Public investment in urban tree canopy**

To mitigate urban heat impacts, improve air quality, and mitigate noise from traffic, use public investments to add trees and plantings in rights-of-way and public or private parks. Coordinate with **UN-5** Low Impact Development. The City conducted an urban heat assessment in and near the Triangle in the summer of 2023. If staffing and funding allow for it to be continued in future years, it will help document the distribution of extreme heat impacts in Olympia. This assessment would be helpful in planning for tree canopy goals. Additionally, in 2023 a tree canopy assessment was conducted for the entire City. A similar tree canopy assessment was conducted in 2011. This data will be useful in planning for tree planting locations within the subarea and advancing tree canopy goals which also combat urban heat issues.

## Buildings and Energy

Energy use in new buildings in Washington is governed by the Washington State Energy Code (WSEC). Approximately every three years, the Washington State Building Code Council (SBCC) updates the state's energy code to incorporate the latest technologies into new buildings and continue progress towards state targets for efficiency and fossil fuel-free new construction.

### **UN-10 New building electrification**

The WSEC update will substantially reduce emissions in new commercial buildings. However, it will not completely eliminate fossil fuel emissions in new buildings. The City of Olympia is considering code changes that would help bridge the gap between the WSEC and full building electrification, including the installation of heat pumps that heat buildings using electricity instead of natural gas.

### **UN-11 Deep energy retrofits**

Provide incentives and technical support to enable deep energy retrofits of existing buildings. Pair energy-efficiency measures with solar photovoltaics (PV), building electrification, and battery back-ups to optimize financial, resilience, and greenhouse gas reduction benefits.

**UN-12 Cool/green/blue roofs**

Consider incentives or requirements for strategies to reduce heat, manage stormwater runoff, and provide amenity space for people on roofs, including any combination of the following types:

- Green roofs provide space for plants to help manage and treat runoff from the roof surface (these could be paired with flexible strategies mentioned in **LU-9** Urban neighborhood tree code application).
- Blue roofs are non-vegetated systems that focus on collecting stormwater for use on site or for temporary detention to reduce storm impacts on local infrastructure

**UN-13 Embodied/low-carbon building materials**

Develop a strategy to reduce embodied carbon associated with redevelopment of the subarea. Identify policies and/or incentives to prioritize the most impactful approaches to reduce embodied carbon in buildings (e.g., prioritize use of existing building assets by reducing barriers to adaptive reuse of existing buildings). With any development or redevelopment, encourage the use of low-carbon building materials.

**UN-14 Public EV charging**

Support the development of public electric vehicle (EV) charging areas for commercial/residential use, to be located near residential uses for overnight charging, but available for shoppers and visitors during the day.

**UN-15 Resilience**

Support the development of Resilience Hubs and other policies/strategies to improve community-wide resilience to climate change and other natural hazards.

# Implementation

09



## What is this chapter about?

This chapter describes the key first steps and relationships between actions to achieve the vision for the Triangle. It opens by describing the City's early priority actions and then the longer-term focus.

Finally, a chart summarizes the recommended actions from Chapters 4-8, identifying ideal timing, priority, responsible parties, potential costs and funding resources, and relationships between actions.

## Priority Actions

Although this is a long-term plan that includes actions to take place over the next 20 years, several priority actions should be accomplished over the next few years. For this plan to be realized, public and private investment will be required. Trends over the past 20 years show that, without change, minimal private investment would occur in the Triangle. The following steps lay the groundwork for attracting private investment. Olympia will need to dedicate staff resources for code updates and secure additional funding sources for capital investments. Olympia's first steps include:

1. **Adopt zoning, development, street standard updates, and the Planned Action Ordinance.** These will remove code barriers to development and increase development capacity in the bulk of the Triangle. Combined with expected public investments, these changes make it easier for development to meet community expectations and provide public benefit (e.g., affordable housing, open space, mini-plazas, excellent street design and connectivity, tree canopy, etc.). Regulatory changes include:
  - a. Zoning and development code updates (**LU-1 - LU-8**)
  - b. Design standards for affordable commercial space (**ED-9**)
  - c. Design standards for community livability, sociability, and active living (**DC-1, DC-2, DC-4, DC-5, ~~DC-12~~DC-13, ~~DC-13~~DC-14, ~~DC-14~~DC-15, DC-17**)
  - d. Street, connectivity, and bike infrastructure standards for multimodal options and low impact development (**T-2, T-3, T-4, and UN-5**)
2. **Secure funding for catalyst sites and key publicly-funded projects.** This includes TIF (**LU-11**), latecomers agreements for regional stormwater projects (**UN-3**), and/or any other mechanisms (e.g., climate implementation grants for flooding and urban heat projects). See **Table 9-2. Catalyst Projects Rough Cost Estimates** for rough order of magnitude cost estimates for catalyst projects.

This early step will ensure that the City is able to make public improvements (e.g., Kenyon Center streets and plaza) and/or ready to enter into a public-private partnership when there is interest from the private development community. Where possible, co-create conceptual site/street designs for key publicly funded projects.

3. **Continue coordinating with Intercity Transit** on high frequency transit planning along Harrison Avenue, the transit hub location, and micromobility opportunities.
4. **Update the TMP with transportation projects.** Weigh the recommended projects amongst the citywide project list, considering that the City has identified the Triangle for greater levels of growth and change than was expected under the current TMP. Update impact fees as needed and continue seeking grants to ensure adequate transportation funding.
5. **Foster relationships and actively seek partnerships.** Continue collaborating with property owners and businesses to hone the vision for any redevelopment, market the area to community-oriented developers, and foster relationships for public-private partnerships.

## Mid- and Long-term Implementation

With the groundwork in place, Olympia will then **focus on orchestrating private development**—likely through several public-private partnerships—to build out the public spaces, streetscapes, and well-connected paths envisioned in this plan. This will likely be an incremental, market-driven, site-by-site evolution over several decades.

Other major mid- and long-term actions include:

- Continue implementing the TMP.
- Continue conducting conceptual design and pursuing grants and other funds that can enable infrastructure projects, including a regional stormwater facility, microgrid/back-up power, and tree canopy.
- Study the Harrison and Black Lake Boulevard corridors and identify more specific actions for these areas.
- Monitor progress of new programs, including MFTE, TIF, affordability and anti-displacement efforts, and building electrification and other climate response programs.
- Evaluate and complete other actions as described in **Table 9-1. Actions Summary.**

## Actions Summary

The following chart summarizes the actions found in Chapters 4-8.

### Actions Summary Table Key

#### Timing

<b>S</b>	Short term (by approximately 2028)
<b>M</b>	Mid term (approximately 2029-2035)
<b>L</b>	Long term (approximately 2035-2044)
<b>O</b>	Opportunistic (as funding is available)
<b>S-L</b>	Ongoing

#### Priorities

<b>H</b>	High priority
<b>M</b>	Medium priority
<b>L</b>	Low priority

#### Cost Estimate

<b>\$</b>	Less than \$100,000
<b>\$\$</b>	\$100,000 - \$1,000,000
<b>\$\$\$</b>	\$1,000,000 – 10,000,000
<b>\$\$\$\$</b>	Greater than \$10,000,000

#### Responsible Parties and Other Acronyms

<b>BAT</b>	Business access and transit
<b>CPD</b>	Community Planning and Development
<b>CC</b>	City Council
<b>ED</b>	Economic Development
<b>Frontage</b>	Street, landscape strip, and sidewalk improvements required with development
<b>HH</b>	Housing and Homelessness
<b>IT</b>	Intercity Transit
<b>MFTE</b>	Multifamily Tax Exemption
<b>MOG</b>	Mall ownership group
<b>OPD</b>	Olympia Police Department
<b>OSD</b>	Olympia School District
<b>PAR</b>	Parks, Arts & Recreation
<b>PO</b>	Property owners
<b>PC</b>	Planning Commission
<b>PW</b>	Public Works
<b>TIF</b>	Tax increment financing
<b>TSP</b>	Transit signal priority
<b>TDM</b>	Transportation demand management
<b>TDR</b>	Transfer of development rights
<b>TMP</b>	Transportation Master Plan
<b>CFP</b>	Capital Facilities Plan



**Table 9-1. Actions Summary**

Action	Timing (S,M,L,O,S-L)	Priority (H,M,L)	Responsible Parties/ Partners (lead in bold)	Cost Estimate (\$, \$\$, \$\$\$, \$\$\$\$)	Potential Resources/ Funding	Related Actions/Notes
<b>Land Use &amp; Development</b>						
<b>LU-1</b> Reduce subarea parking minimums	S	H	<b>CPD, PC, CC</b>	\$	Public	Adopt alongside zoning and development code updates ( <b>LU-1 - LU-8, ED-9, DC-1, DC-2, DC-4, DC-5, <del>DC-12</del>DC-13, <del>DC-13</del>DC-14, <del>DC-14</del>DC-15, DC-17</b> ), street and connectivity standards ( <b>T-2 - T-4</b> ), and LID requirements ( <b>UN-5</b> ).
<b>LU-2</b> Increase max height of HDC-4 area	S	L	<b>CPD, PC, CC</b>	\$	Public	Same as above
<b>LU-3</b> Increase max height of HDC-3 area	S	L	<b>CPD, PC, CC</b>	\$	Public	Same as above
<b>LU-4</b> Adjust upper floor stepback requirements	S	L	<b>CPD, PC, CC</b>	\$	Public	Same as above
<b>LU-5</b> Encourage mass timber construction	S	M	<b>CPD, PC, CC</b>	\$	Public	Same as above
<b>LU-6</b> Zoning for residential uses	S	H	<b>CPD, PC, CC</b>	\$	Public	Same as above
<b>LU-7</b> Add minimum density to zones	S	M	<b>CPD, PC, CC</b>	\$	Public	Same as above
<b>LU-8</b> Affordable housing height bonus	S	H	<b>CPD, PC, CC</b>	\$	Public	Same as above
<b>LU-9</b> Urban neighborhood tree code application	S	H	<b>CPD</b>	\$	Public	
<b>LU-10</b> Monitor MFTE program	S	<del>M</del> H	<b>CPD, PC, CC</b>	\$	Public	
<b>LU-11</b> Tax increment financing (TIF) area	S	H	<b>CPD, PC, CC</b>	\$	Public	Funding source for catalyst site investments

Action	Timing (S,M,L,O,S-L)	Priority (H,M,L)	Responsible Parties/ Partners (lead in bold)	Cost Estimate (\$, \$\$, \$\$\$, \$\$\$)	Potential Resources/ Funding	Related Actions/Notes
<b>LU-12</b> Focus on catalyst sites	S	H	<b>CPD, ED, MOG, PC, CC</b>	\$	Public (e.g., TIF), private	Must take place for catalyst site partnerships to occur ( <b>LU-13 - LU-15</b> ).
<b>LU-13</b> Kenyon Center plaza and street upgrades	M	H	<b>CPD, ED, HH, MOG, PC, CC</b>	\$\$\$	Public (e.g., TIF), grant	Dependent on coordination with property owners ( <b>LU-12</b> ) and funding source identification, including <b>LU-12, LU-11</b> , and TMP/CFP and associated impact fee updates ( <b>T-10 - T-12</b> ). See <b>Table 9-2. Catalyst Projects Rough Cost Estimates</b> .
<b>LU-14</b> First come first serve catalyst sites	S	H	<b>CPD, ED, HH, MOG/PO, CC</b>	\$\$\$	Public (e.g., TIF), grant	Same as above
<b>LU-15</b> Community benefits/ development agreements	O	H	<b>CPD, ED, MOG/PO, PC, CC</b>	\$	Public, private	Mechanism for implementing joint catalyst site improvements ( <b>LU-13</b> and <b>LU-14</b> )
<b>LU-16</b> Strategic land purchases	O	M	<b>ED, HH, CPD, CC</b>	\$\$\$	Public, grant	This action can aid <b>LU-17</b> and <b>LU-18</b> implementation.
<b>LU-17</b> Partnerships with affordable housing providers	O	H	<b>HH, ED</b>	\$\$	Public, grant	When possible, include affordable housing projects in catalyst site and development agreement projects ( <b>LU-13 - LU-15</b> ).
<b>LU-18</b> Anti-displacement programs	S-L	H	<b>HH, ED, CPD</b>	\$-\$\$	Public, grant	
<a href="#"><u>LU-19</u></a> <a href="#"><u>Height incentives for affordable housing</u></a>	<a href="#"><u>S</u></a>	<a href="#"><u>H</u></a>	<a href="#"><u>CPD</u></a>	<a href="#"><u>\$</u></a>	<a href="#"><u>Public</u></a>	
<a href="#"><u>LU-20</u></a> <a href="#"><u>Donate or lease land to affordable housing providers</u></a>	<a href="#"><u>S-L</u></a>	<a href="#"><u>H</u></a>	<a href="#"><u>HH, CC</u></a>	<a href="#"><u>\$</u></a>	<a href="#"><u>Public</u></a>	
<a href="#"><u>LU-21</u></a> <a href="#"><u>Streamline development process</u></a>	<a href="#"><u>S</u></a>	<a href="#"><u>H</u></a>	<a href="#"><u>CPD, CC</u></a>	<a href="#"><u>\$</u></a>	<a href="#"><u>Public</u></a>	<a href="#"><u>Adoption of a planned action ordinance</u></a>

Action	Timing (S,M,L,O,S-L)	Priority (H,M,L)	Responsible Parties/ Partners (lead in bold)	Cost Estimate (\$, \$\$, \$\$\$, \$\$\$\$)	Potential Resources/ Funding	Related Actions/Notes
<b>Economic Development</b>						
<b>ED-1</b> Proactively maintain relationships	S-L	H	<b>ED</b> , CPD	\$	Public	
<b>ED-2</b> Economic Development District	S	M	<b>ED</b> , CPD	\$	Public	If designated, seek funding for catalyst projects (streets and parks) ( <b>LU-13</b> and <b>LU-14</b> ) and a regional stormwater facility ( <b>UN-4</b> )
<b>ED-3</b> Continue local business technical support	S-L	H	<b>ED</b>	\$-\$\$	Public, grant	
<b>ED-4</b> Co-ops and creative models	S-L	M	<b>ED</b>	\$-\$\$	Public, grant	
<b>ED-5</b> Building and façade improvement program	S	H	<b>ED</b>	\$-\$\$	Public, grant	
<b>ED-6</b> Harrison Ave corridor planning	S	H	<b>CPD</b> , <b>ED</b> , local businesses, neighborhoods, HH, PC, CC, PW	\$	Public, grant	Coordinate economic development and transportation planning ( <b>T-4</b> ) for Harrison.
<b>ED-7</b> Community land trusts	S-L	H	<b>HH</b> or <b>ED</b> , CPD	\$	Public, grant	Could have affordable housing and/or commercial space focus
<b>ED-8</b> Ground floor commercial financing	S-L	H	<b>ED</b> , CPD	\$	Public, grant	Consider for catalyst site and community benefit/development agreement projects ( <b>LU-13</b> - <b>LU-15</b> ).
<b>ED-9</b> Small-scale and flexible space design	S	M	<b>CPD</b> , <b>ED</b> , PC, CC	\$	Public	Adopt alongside other zoning and development code updates ( <b>LU-1</b> - <b>LU-8</b> , <b>DC-1</b> , <b>DC-2</b> , <b>DC-4</b> , <b>DC-5</b> , <del><b>DC-12</b></del> <b>DC-13</b> , <del><b>DC-13</b></del> <b>DC-14</b> , <del><b>DC-14</b></del> <b>DC-15</b> , <b>DC-17</b> ), street and connectivity standards ( <b>T-2</b> - <b>T-4</b> ), and LID requirements ( <b>UN-5</b> ).

Action	Timing (S,M,L,O,S-L)	Priority (H,M,L)	Responsible Parties/ Partners (lead in bold)	Cost Estimate (\$, \$\$, \$\$\$, \$\$\$\$)	Potential Resources/ Funding	Related Actions/Notes
<b>ED-10</b> Construction disruption assistance	S-L	H	<b>PW, ED</b>	\$	Public, grant	Offer alongside applicable transportation projects ( <b>T-10 - T-12</b> )
<b>ED-11</b> Commercial tenant protections	S	M	<b>ED</b>	\$	Public, grant	
<b>ED-12</b> Local hiring ordinances	S	M	<b>ED</b>	\$	Public	

Action	Timing (S,M,L,O,S-L)	Priority (H,M,L)	Responsible Parties/ Partners (lead in bold)	Cost Estimate (\$, \$\$, \$\$\$, \$\$\$\$)	Potential Resources/ Funding	Related Actions/Notes
<b>Design &amp; Community Livability</b>						
<b>DC-1</b> Main street designations	S	H	<b>CPD, PC, CC, PW</b>	\$	Public	Adopt alongside zoning and development code updates ( <b>LU-1 - LU-8, ED-9, DC-1, DC-2, DC-4, DC-5, <del>DC-12</del>DC-13, <del>DC-13</del>DC-14, <del>DC-14</del>DC-15, DC-17</b> ), street and connectivity standards ( <b>T-2 - T-4</b> ), and LID requirements ( <b>UN-5</b> ).
<b>DC-2</b> High visibility corner designations	S	M	<b>CPD, PC, CC</b>	\$	Public	Same as above
<b>DC-3</b> Parks performance metric	M	M	<b>PAR</b>	\$	Public	Approach with next Parks, Arts & Recreation Plan update
<b>DC-4</b> Significant community gathering space	S	H	<b>CPD, PAR, PC, CC</b>	\$	Public, private	Adopt alongside zoning and development code updates ( <b>LU-1 - LU-8, ED-9, DC-1, DC-2, DC-4, DC-5, <del>DC-12</del>DC-13, <del>DC-13</del>DC-14, <del>DC-14</del>DC-15, DC-17</b> ), street and connectivity standards ( <b>T-2 - T-4</b> ), and LID requirements ( <b>UN-5</b> ). Implemented through the <b>LU-13</b> Kenyon Center public investments catalyst projects.
<b>DC-5</b> Small parks/plazas	S	H	<b>CPD, PAR, PC, CC</b>	\$	Public, private	Same as above. Primarily implemented through the <b>LU-14</b> First come first serve catalyst sites.
<b>DC-6</b> Public space design	S	H	<b>CPD, PAR, PC, CC</b>	\$	Public	Same as above
<b>DC-7</b> Yauger Park connection	M	H	<b>PAR, PW</b>	\$\$	Public, grant	
<b>DC-8</b> Community recreation center	S-L	H	<b>ED, PAR</b>	\$- \$\$\$\$	Public, grant	ED leads for any non-profit/private entity partnership projects, which could be in the S-M timing. PAR leads study for City facility by 2034; construction in long term.

Action	Timing (S,M,L,O,S-L)	Priority (H,M,L)	Responsible Parties/ Partners (lead in bold)	Cost Estimate (\$, \$\$, \$\$\$, \$\$\$\$)	Potential Resources/ Funding	Related Actions/Notes
<a href="#"><u>DC-9</u></a> Expanded library	<a href="#"><u>S-M</u></a>	<a href="#"><u>M</u></a>	<a href="#"><u>CC</u></a>	<a href="#"><u>\$\$</u></a>	<a href="#"><u>Public</u></a>	
<del>DC-9</del> <a href="#"><u>DC-10</u></a> Swimming pool	S-M	M	<b>PAR</b> , regional partners	\$\$\$\$	Public, grant	Regional Aquatic Center location is undetermined and will be informed by regional partners.
<del>DC-10</del> <a href="#"><u>DC-11</u></a> Support daycare location in the subarea	S-L	H	<b>CPD</b>	\$	Public, grant	
<del>DC-11</del> <a href="#"><u>DC-12</u></a> Residential building design for social connection	S	H	<b>CPD</b> , PC, CC	\$	Public	Adopt alongside zoning and development code updates ( <b>LU-1 - LU-8, ED-9, DC-1, DC-2, DC-4, DC-5, <del>DC-12</del>DC-13, <del>DC-13</del>DC-14, <del>DC-14</del>DC-15, DC-17</b> ), street and connectivity standards ( <b>T-2 - T-4</b> ), and LID requirements ( <b>UN-5</b> ).
<del>DC-12</del> <a href="#"><u>DC-13</u></a> Residential open space	S	H	<b>CPD</b> , PC, CC	\$	Public	Same as above
<del>DC-13</del> <a href="#"><u>DC-14</u></a> Design for air/noise quality	S	L	<b>CPD</b> , PC, CC	\$	Public	Same as above
<del>DC-14</del> <a href="#"><u>DC-15</u></a> Coordinated school planning	S-L	H	<b>CPD</b> , OSD	\$	Public	
<del>DC-15</del> <a href="#"><u>DC-16</u></a> After school programs	M	H	<b>CPD</b> , OSD, PAR	\$	Public, grants	See related action <del>DC-9</del> <a href="#"><u>DC-10</u></a> <b>Community recreation center.</b>
<del>DC-16</del> <a href="#"><u>DC-17</u></a> Crime Prevention through Environmental Design (CPTED)	S	M	<b>CPD</b> , OPD, PC, CC	\$	Public	Adopt alongside zoning and development code updates ( <b>LU-1 - LU-8, ED-9, DC-1, DC-2, DC-4, DC-5, <del>DC-12</del>DC-13, <del>DC-13</del>DC-14, <del>DC-14</del>DC-15, <del>DC-17</del></b> ), street and connectivity standards ( <b>T-2 - T-4</b> ), and LID requirements ( <b>UN-5</b> ).
<a href="#"><u>DC-18</u></a> Emergency Services	<a href="#"><u>M-L</u></a>	<a href="#"><u>M</u></a>	<a href="#"><u>PAR, PW, CPD, CC</u></a>	<a href="#"><u>\$-\$</u></a>	<a href="#"><u>Public</u></a>	

Action	Timing (S,M,L,O,S-L)	Priority (H,M,L)	Responsible Parties/ Partners (lead in bold)	Cost Estimate (\$, \$\$, \$\$\$, \$\$\$\$)	Potential Resources/ Funding	Related Actions/Notes
<u>DC-19 Public art</u>	<u>S-L</u>	<u>M</u>	<u>PAR, PW, CPD, CC</u>	<u>\$-\$\$</u>	<u>Public, grants</u>	

Action	Timing (S,M,L,O,S-L)	Priority (H,M,L)	Responsible Parties/ Partners (lead in bold)	Cost Estimate (\$, \$\$, \$\$\$, \$\$\$\$)	Potential Resources/ Funding	Related Actions/Notes
<b>Transportation</b>						
<b>T-1</b> Regional access	S-L	H	<b>PW</b> , CPD, PC, CC	\$	Public	Include policy support for regional access in the Comprehensive Plan and TMP
<b>T-2</b> Essential streets and through-block connections	S	H	<b>PW</b> , CPD, PC, CC	\$	Public, grant	Adopt alongside zoning and development code updates ( <b>LU-1 - LU-8, ED-9, DC-1, DC-2, DC-4, DC-5, <del>DC-12</del><del>DC-13, DC-13</del><del>DC-14, DC-14</del><del>DC-15, DC-17</del></b> ), other street and connectivity standards ( <b>T-3</b> and <b>T-4</b> ), and LID requirements ( <b>UN-5</b> ).
<b>T-3</b> Street classifications and design	S	H	<b>PW</b> , CPD, PC, CC	\$	Public	Adopt alongside zoning and development code updates ( <b>LU-1 - LU-8, ED-9, DC-1, DC-2, DC-4, DC-5, <del>DC-12</del><del>DC-13, DC-13</del><del>DC-14, DC-14</del><del>DC-15, DC-17</del></b> ), other street and connectivity standards ( <b>T-2</b> and <b>T-4</b> ), and LID requirements ( <b>UN-5</b> ).
<b>T-4</b> Enhanced bike parking	S	H	<b>CPD</b> , <b>PW</b> , PC, CC	\$	Public	Adopt alongside zoning and development code updates ( <b>LU-1 - LU-8, ED-9, DC-1, DC-2, DC-4, DC-5, <del>DC-12</del><del>DC-13, DC-13</del><del>DC-14, DC-14</del><del>DC-15, DC-17</del></b> ) and other street and connectivity standards ( <b>T-2</b> and <b>T-3</b> ).

Action	Timing (S,M,L,O,S-L)	Priority (H,M,L)	Responsible Parties/ Partners (lead in bold)	Cost Estimate (\$, \$\$, \$\$\$, \$\$\$\$)	Potential Resources/ Funding	Related Actions/Notes
<b>T-5</b> Harrison Avenue corridor study	M or O	H	<b>CPD</b> , PW, IT, ED, PC, CC	\$	Public, grant	Coordinate economic development ( <b>ED-6</b> ) and transportation planning for Harrison. Coordinate with Intercity Transit's BRT planning. Related <b>T-11</b> capital project 17 Harrison Avenue Roundabouts.
<b>T-6</b> Transit hub location	S	H	<b>IT</b> , CPD, PW	\$	Public	Coordinate with IT's The One BRT planning
<b>T-7</b> Black Lake Boulevard corridor study	O	H	<b>PW</b> , WSDOT, IT	\$	Public, grant	
<b>T-8</b> Transit signal priority	O	H	<b>IT</b> , PW	\$	Public, grant	Coordinate with IT's The One BRT planning
<b>T-9</b> Subarea micromobility feasibility study	S	H	<b>PW</b> , IT, CPD	\$	Public, grant	Coordinate with IT's The One BRT planning
<b>T-10</b> TMP 20-year projects	S-L	H	<b>PW</b>	\$- \$\$\$\$	Public, grant	
<b>T-11</b> TMP projects beyond 2045	M-L	M	<b>PW</b>	\$- \$\$\$\$	Public, grant	With next TMP update
<b>T-12</b> New transportation projects	O	H	<b>PW</b> , CPD, ED	\$	Public	With next TMP update
<b>T-12.1</b> 4 <sup>th</sup> Ave W – Kenyon St – Mall Loop Dr Multimodal Placemaking and Safety	O	H	<b>CPD</b> , PW, ED	\$\$\$	Public, grant, private	Public project and frontage requirements. See <b>Table 9-2. Catalyst Projects Rough Cost Estimates.</b>
<b>T-12.2</b> Capital Mall Dr/9 <sup>th</sup> Ave SW	O	H	<b>PW</b>	\$\$\$	Public, grant, private	Public project and frontage requirements
<b>T-12.3</b> Capital High School Connection	O	H	<b>PW</b>	\$\$\$	Public, grant, private	Public project and frontage requirements



Action	Timing (S,M,L,O,S-L)	Priority (H,M,L)	Responsible Parties/ Partners (lead in bold)	Cost Estimate (\$, \$\$, \$\$\$, \$\$\$\$)	Potential Resources/ Funding	Related Actions/Notes
<b>T-12.4</b> Cooper Point Rd Bicycle Facilities	O	M	<b>PW</b>	\$\$\$	Private, public, grant	Frontage requirements and/or public project
<b>T-12.5</b> Black Lake Boulevard Bicycle Facilities	O	M	<b>PW</b>	\$\$\$	Private, public, grant	Frontage requirements and/or public project

Action	Timing (S,M,L,O,S-L)	Priority (H,M,L)	Responsible Parties/ Partners (lead in bold)	Cost Estimate (\$, \$\$, \$\$\$, \$\$\$\$)	Potential Resources/ Funding	Related Actions/Notes
<b>Utilities &amp; Natural Environment</b>						
<b>UN-1</b> Coordinated planning	S-L	H	<b>PW</b> , CPD, ED	\$	Public	
<b>UN-2</b> Management Plan updates	S-L	H	<b>PW</b> , CPD	\$	Public	
<b>UN-3</b> Strategic public infrastructure	S-L	H	<b>PW</b> , CPD, ED	\$- \$\$\$\$	Public, grants, private	
<b>UN-4</b> Regional stormwater facilities	O	H	<b>PW</b> , CPD, ED	\$- \$\$\$\$	Public, grants, private	Coordinate with catalyst sites and development incentives actions ( <b>LU-12 - LU-16</b> )
<b>UN-5</b> Low Impact Development	S and O	H	<b>PW</b> , CPD	\$	Public, grants, private	LID frontage requirements alongside other code updates. Also see <b>T-3</b> street standards.
<b>UN-6</b> In-Lieu Fee Mitigation Program	L	L	<b>PW</b>	\$	Public, grants	
<b>UN-7</b> Stormwater Transfer Control Program	S	M	<b>PW</b>	\$	Public	Mechanism to fund stormwater facilities in the Triangle
<b>UN-8</b> Community-Based Public-Private Partnerships	O	H	<b>PW</b> , ED, HH, CPD	\$	Public, grants, private	Ecology grants for CBOs to use green stormwater solutions
<b>UN-9</b> Public investment in urban tree canopy	O	H	<b>PW</b> , Climate, CPD	\$	Public, grants, private	Coordinate with <b>UN-5</b> Low Impact Development
<b>UN-10</b> New building electrification	S	H	<b>Climate</b> , CPD, PC, CC	\$	Public, grants	Citywide code update, implemented with private development
<b>UN-11</b> Deep energy retrofits	S-L	H	<b>Climate</b> , CPD, PC, CC	\$	Public, grants	Citywide effort
<b>UN-12</b> Cool/green/blue roofs	M	M	<b>Climate</b> , CPD, PC, CC	\$	Public, grants	Consider with citywide code update

Action	Timing (S,M,L,O,S-L)	Priority (H,M,L)	Responsible Parties/ Partners (lead in bold)	Cost Estimate (\$, \$\$, \$\$\$, \$\$\$\$)	Potential Resources/ Funding	Related Actions/Notes
<b>UN-13</b> Embodied/low-carbon building materials	S	M	Climate, CPD, PC, CC	\$	Public, grants	Coordinate with <b>ED-5</b> Building and façade improvement program and <b>ED-6</b> Harrison Ave corridor planning
<b>UN-14</b> Public EV charging	O	H	<b>CPD</b> , PW, Climate	\$	Public, grants, private	Look for opportunities with redevelopment and streets projects
<b>UN-15</b> Resilience	O	H	Climate, PW, CPD	\$	Public, grants	

**Table 9-2. Catalyst Projects Rough Cost Estimates**

Project	Current (2023) Cost - Low Range	Current (2023) Cost - High Range	2029 Cost – Low Range	2029 Cost – High Range
<b>Half-acre Catalyst Public Park.</b> ½ acre public park with spray park.	\$7,564,695	\$14,204,720	\$11,819,090	\$21,949,738
Without spray park	\$3,272,088	\$6,076,736		
<b>4<sup>th</sup> Ave Streetscape Retrofit (300 linear feet).</b> 300 lf of half-street improvements including: 1 travel lane (10’), bioretention/swale (10.5’), shared use path (12’), and sidewalk (6’). Limited lighting improvements.	\$607,218	\$1,127,691	\$938,300	\$1,742,556
<b>Half New Street (300 linear feet).</b> New street connection elsewhere in subarea. Assumed 65’ right-of-way for 300 lf. From the yellow striping of the travel lanes, 1 travel lane (10’), bioretention/swale (10’), asphalt bike lanes (5’), concrete sidewalk (6’). Includes lighting but not signalization.	\$851,238	\$1,580,871	\$1,315,370	\$2,442,830

Source: MxM Landscape Architecture and City of Olympia, 2023