

MARCH - MAY 2016

Step 3 Summary

OLYMPIA DOWNTOWN STRATEGY

Step 3 involved refinement of the draft Guiding Framework through engagement with the Stakeholder Work Group (SWG) and City Council, as well as community groups and members of the general public.

Specific events and tasks are outlined below.

MAJOR EFFORTS

Refinement of Guiding Framework

Elements of the draft Guiding Framework were shared with stakeholders and members of the public through several different outreach events, which are outlined later in this section. Further refinement is anticipated during Step 4.

Refinement of conceptual street design

Building on the feedback received from the SWG and discussions with City staff, the MAKERS team completed draft final conceptual street designs and presented the information at the May 23rd Urban Design Discussion.

The team identified priority street improvements and developed some alternative cross sections for selected streets.

Viewshed analysis

Following approval by the City Council on the final list of views requiring analysis, the MAKERS team completed the viewshed analysis. This work was scheduled for presentation at Workshop #3 on June 6th, but was postponed to September 17 due to cancellation of WS#3.

Market Feasibility Analysis

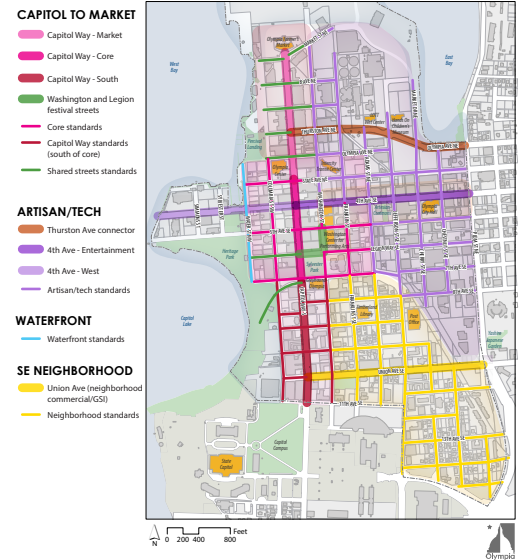
Economist Greg Easton from Property Counselors completed the market report. Members of the City staff and consultant team met and identified a scope of work for the feasibility analysis. A summary of the report is included in Appendix F.

Parking Study

The consultant contributed to the development of the parking study scope of work.

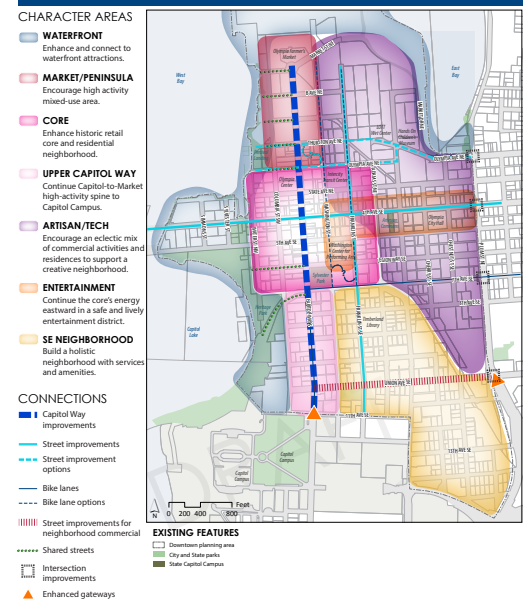
OLYMPIA DOWNTOWN STRATEGY

DRAFT Streets Character Standards



Downtown streets by Character Standards

DRAFT GUIDING FRAMEWORK MAP



Draft Guiding Framework summary map

DRAFT Major Investments Streets

THROUGHWAYS

- ★ Capitol Way - Market
- ★ Capitol Way - Core
- ★ Capitol Way - South
- ★ 4th Ave - Entertainment
- ★ 4th Ave - West
- ★ Union Ave

N-S BICYCLE ROUTE

- ★ Washington/Franklin
- ★ Cherry/Chestnut

NORTH END E-W

- ★ Capitol Way to West Bay
- ★ Thurston Ave

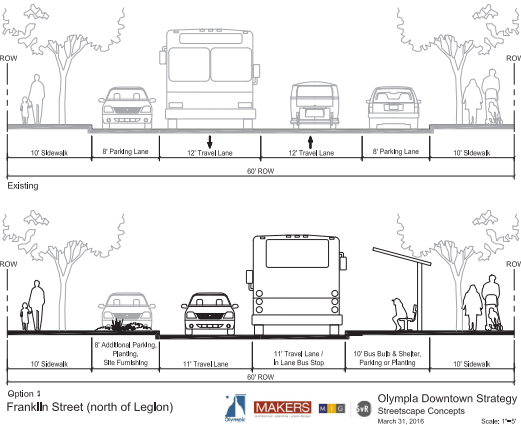
OTHER

- ★ Washington and Legion festival streets
- ★ Capitol Way to Lake
- ★ Jefferson St
- Repairing projects
- Street cross section cuts



★ Traffic analysis required. (Note that 4th Ave decoupling traffic analysis would require especially significant study.)

Map of proposed downtown street investments. Streets marked with a star would require a traffic study.



Proposed conceptual designs for Downtown Olympia streets.



Examples of the 'Festival Street' concept

STEP 3 ACTIVITIES

(March - May)

March 31 transportation and street design staff and interagency meeting,

Staff and the consultant team met to review and refine preliminary street design recommendations.

March 31 sea level rise staff meeting,

The consultant team met with City staff to review the City's efforts to address sea level rise.

PUBLIC ENGAGEMENT AND PRESENTATION SUMMARIES

The team engaged the public through a variety of means, including targeted meetings to delve into specific topic areas. Presentation summaries and results of these meetings are as follows:

April 6 Stakeholder Work Group (SWG)

Rachel Miller from MAKERS shared results from online survey #2, and described how the feedback would be used to refine the Guiding Framework and Downtown Strategy.

The MAKERS team gave a street-by-street presentation, illustrating opportunities for improvement, and engaged members of the committee in a discussion about the pros and cons of the conceptual designs. The team stressed that the images shown were preliminary, and that traffic studies would be required to determine the feasibility for most of the improvements shown.

The SWG group stressed the importance of setting context for the transportation challenges facing downtown, such as:

- We are planning for multiple modes (pedestrians, bicycles, transit, cars, freight)
- We are emphasizing pedestrians and bicycles because these modes have been less of a focus in prior decades of transportation planning and the need is great. Also, because walkability is vital to a healthy downtown.
- Acknowledge that while it is important to plan for non-motorized modes, we are also planning for vehicles. Riding bikes and taking the bus will not be practical for all users at all times.

- Local east-west routes across the City go through downtown; these routes serve the entire region, including: citizens that live in or outside of downtown; local business deliveries; shoppers for the West Side, Lacey or Tumwater; freight/trucking for Port and other “manufacturing type businesses” in the urban area
- Many people desire traffic calming and other improvements to transform the street network from one dominated by vehicles to a multi-modal network that also works for transit, bikes and pedestrians

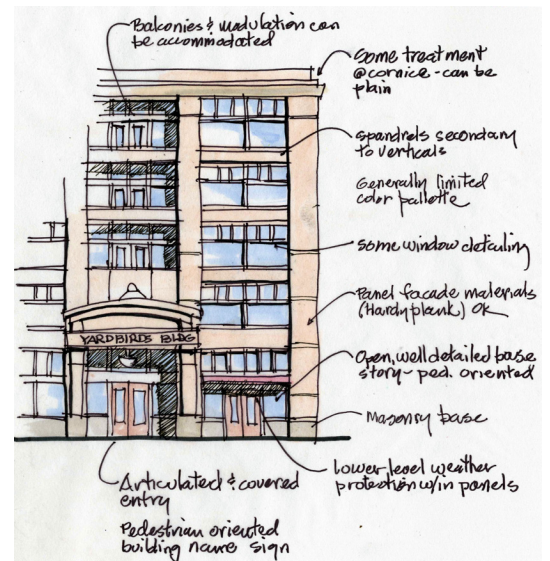
Other comments are included in the minutes, which are available on the City’s agenda and minutes calendar.

April 12 Heritage Commission

Peter Steinbrueck from the consultant team presented a case study on adaptive reuse and historic preservation from Seattle’s Pike/Pine neighborhood. The presentation highlighted how a detailed architectural analysis facilitated interpretation of existing design guidelines and provided additional guidance to the City’s Design Review Board. A group discussion on the role and importance of historic preservation in Downtown Olympia followed the presentation.

Highlights from the conversation included:

- Develop specific design guidelines for historic district
 - Provide more specific directions for new buildings to reinforce the district’s general character but do not require imitation historical buildings
 - Relate to the general proportions, and façade modeling but not necessarily the ornamental details or traditional materials
 - Define what makes downtown’s historic character unique and respond to that (current code states “preserve the historic context and merit of the district” but what does that mean?)
 - Emphasize pedestrian interest and welcoming entries
 - Provide a graceful transition from historic to new space
 - Reference Secretary of Interior’s Standards for Rehabilitation
- City should consider expanding the historic district boundaries to incorporate historically significant buildings not currently included
- There is frustration with the current joint (OHC/DRB) review process
 - Not able to conduct pre-submission meetings with applicant to give advice prior to concept design review meetings (too late in the process)



Excerpts from the Heritage Commission Meeting Presentation, illustrating how guidelines can shape the design of a building.

CREATING A CLIMATE OF Economic Vibrancy



Excerpt from the Business and Developers Forum report.

- Secretary of Interior's Standards for Rehabilitation are minimally referenced
- There are more DRB members than OHC members
- Incorporate adaptive reuse tools and incentives
- Consider streetscapes that enhance historic areas
- Consider a thorough analysis of architectural features in downtown and in identifying which places are "sacred" to people" ... ones which should be protected at all costs vs. those places which can accommodate more change
- Historic district status should be used as a tool for change management to try to avoid inadvertently erasing parts of Downtown's character, but not as a tool to stop development or change

April 26 Council Study Session

John Owen and Amy Buckler provided an update to the Council on the Guiding Framework and Downtown Strategy. They shared the draft street designs that were shared with the Stakeholder Workgroup, as well as feedback gathered from engagement meetings on historic preservation, retail and housing.

See Guiding Framework chart and transportation maps (Appendices A and B) for more information.

April 28 Business and Developers Forum

This event was hosted by City staff and facilitated by staff from the Thurston Economic Development Council. The focus was to bring local developers, realtors and business professionals together, to identify issues, clarify impediments and discuss opportunities, solutions and a vision for economic development in Downtown.

See Executive Summary (Appendix C) for more information.

April 29 Downtown Theater Representatives

Members of City staff and MAKERS met with representatives from the Olympia Film Society/Capitol Theatre, Olympia Family Theatre, Washington Center and Harlequin Productions.

This meeting consisted of an overview presentation of the Downtown Strategy, and a review of the project's process, timeframe, and materials including an explanation of proposed character areas and overview of Major Investment Streets. A group discussion of opportunities, constraints and key issues followed the presentation.

Key Issues raised by Theater Representatives

- Lighting and Parking (biggest issue for Theater Reps)
- Connectivity
- Downtown Ambience
- Transportation

See Appendix D for full meeting notes.

May 4 Stakeholder Work Group

City staff provided a review of the Guiding Framework progress and the feedback that was heard at the Developer's Forum.

Rachel Miller from MAKERS presented a progress update of the viewshed analysis, and solicited feedback on the approach and proposed list of views to study further. A discussion of the viewshed analysis approach and next steps followed the presentation.

The MAKERS team also provided an overview of upcoming public engagement events, and solicited feedback from the Stakeholder Work Group.

The group stressed the importance of balancing view protection with other priorities for downtown and discussing the trade-offs with the public. The group agreed with the 10 views being recommended by the team for further analysis. Other comments are included in the minutes, which are available on the City's agenda and minutes calendar.

May 10 Council Meeting

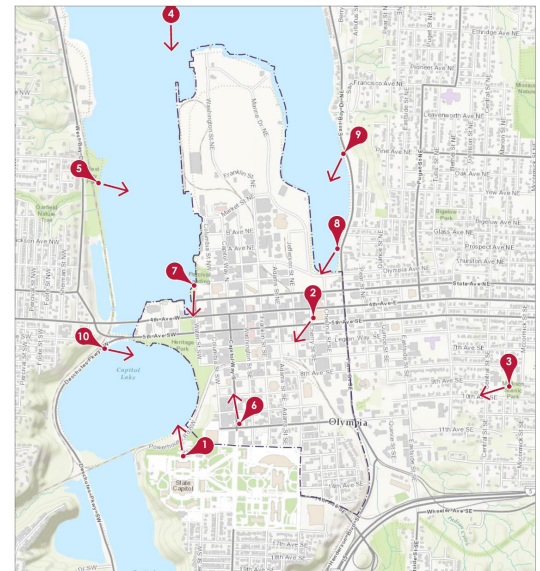
Amy Buckler and the MAKERS team presented highlights from the market analysis and a progress report on the viewshed analysis. They solicited confirmation from the council that the ten views recommended for further analysis were the appropriate views to study, and the council confirmed the team's recommendation.

May 23 Urban Design Discussion

City staff and the MAKERS team hosted members of the general public at an Urban Design Discussion aimed at sharing the current progress of design guideline and streetscape concepts. Senior Planner Amy Buckler provided an overview of the Downtown Strategy project, clarifying the topics included with this phase and the topics to be studied by the City through separate efforts.

John Owen of MAKERS presented design and streetscape concepts through the lens of the Guiding Framework's Character Areas, which were identified to help shape and promote desirable development in Downtown. Throughout the presentation, the team gathered feedback from the

VIEWPOINTS KEY MAP



VIEWPOINTS SELECTED FOR ANALYSIS
📍 Viewpoint locations selected for view shed analysis
➔ View direction

Final list of viewpoints selected for analysis

1. Capitol Campus Promontory to Budd Inlet
2. Cherry St to Capitol Dome
3. Madison Scenic Park to Capitol Dome/Black Hills
4. Puget Sound Navigation Channel to Capitol Dome
5. West Bay Park Lookout to Mt Rainier
6. Capitol Way & Union to Olympic Mountains
7. Percival Landing to Capitol Dome
8. East Bay Dr Lookout to Capitol Dome
9. East Bay Overlook
10. Deschutes Parkway to Rainier



Images from the May 23rd Urban Design Discussion public meeting



audience through immediate response polling. This feedback was recorded, and will be integrated into future drafts of the framework.

The meeting concluded with an Open House, with tables dedicated to the major elements of the project: streetscapes, design guidelines, historic preservation, and a housing and retail strategy.

See e-polling results (Appendix E) for more information.



June 6 Public Workshop 3

This meeting began with an open house, and members of the MAKERS team, along with City staff provided details on the Downtown Strategy's major elements.

The presentation portion of this meeting was interrupted by protest, so the meeting was cancelled, and the viewshed analysis presentation postponed to a future meeting.



Images from the May 23rd Urban Design Discussion public meeting

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Draft Guiding Framework

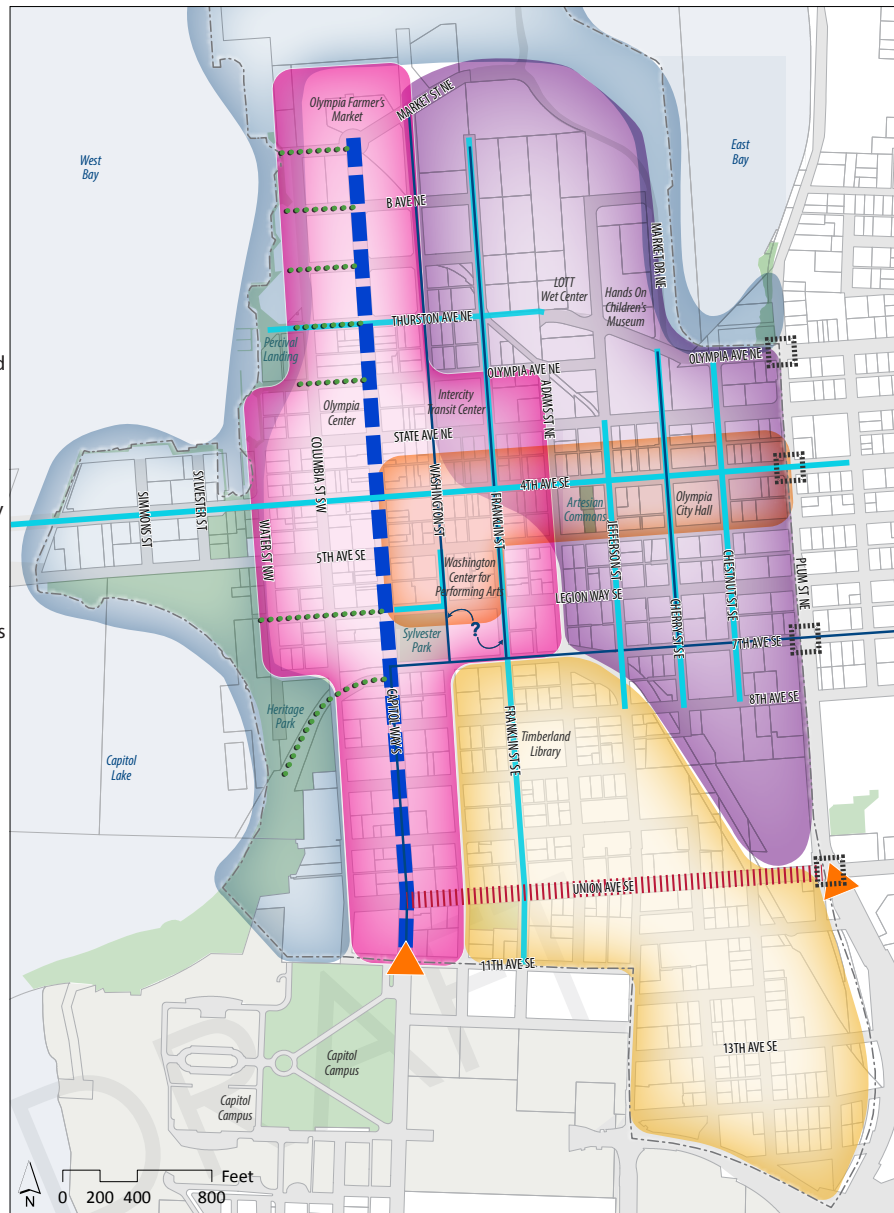
DRAFT GUIDING FRAMEWORK MAP

CHARACTER AREAS




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

CONNECTIONS

-  Capitol Way improvements
-  Potential street improvements
-  Potential bike routes
-  Street improvements for neighborhood commercial
-  Shared streets
-  Intersection improvements
-  Enhanced entryway



EXISTING FEATURES

-  Downtown planning area
-  City and State parks
-  State Capitol Campus

DOWNTOWN-WIDE ACTIONS

The following actions are relevant across Downtown Olympia:

- Address sea level rise (SLR). Identify solutions and take action. On the waterfront, options may include naturalizing a portion of the waterfront and landscape or street design that protects from periodic flooding. (City plans to kick off formation of SLR management plan in 2017.)
- Explore options for regulations and incentives to achieve desired development. Update land use, development, design and street standards to encourage development and street improvements appropriate to each character area.
- Include Crime Prevention through Environmental Design (CPTED) and mixed-use buildings in design guidelines.
- Complete view shed analysis (in 2016) and adopt updates to view protection code.
- Prepare a parking strategy that addresses local parking issues. (City plans to kick off in 2016.)
- Address negative perception of downtown regarding convenience and security.
- Develop and implement a retail strategy. Identify gaps and focus on local business development. (Develop strategy in 2016.)
- Identify needed services for neighborhood residents.
- Establish residential goals for each area.
- Support social service siting downtown and initiate a communication strategy to address misconceptions and stigma associated with social service needs and providers.
- Advance the regional effort to develop a coordinated homeless strategy. Target is the development of a strategic action plan directed towards expanding housing and shelter opportunities as well as addressing the impacts of street dependency in our downtown.
- Develop and implement a housing strategy.

DRAFT

The following pages offer actions to improve downtown that would require several years to accomplish. The 6-year Downtown Strategy will outline steps to move toward this end state. Green lines adjacent to actions indicate the focus of activity during the 2016 Downtown Strategy scope of work:

Steps will be taken during 2016 to clarify the Downtown Strategy recommendations. Full implementation will occur later.

(no line) The Downtown Strategy will recommend short-term actions to move toward the long-term goal.

WATERFRONT

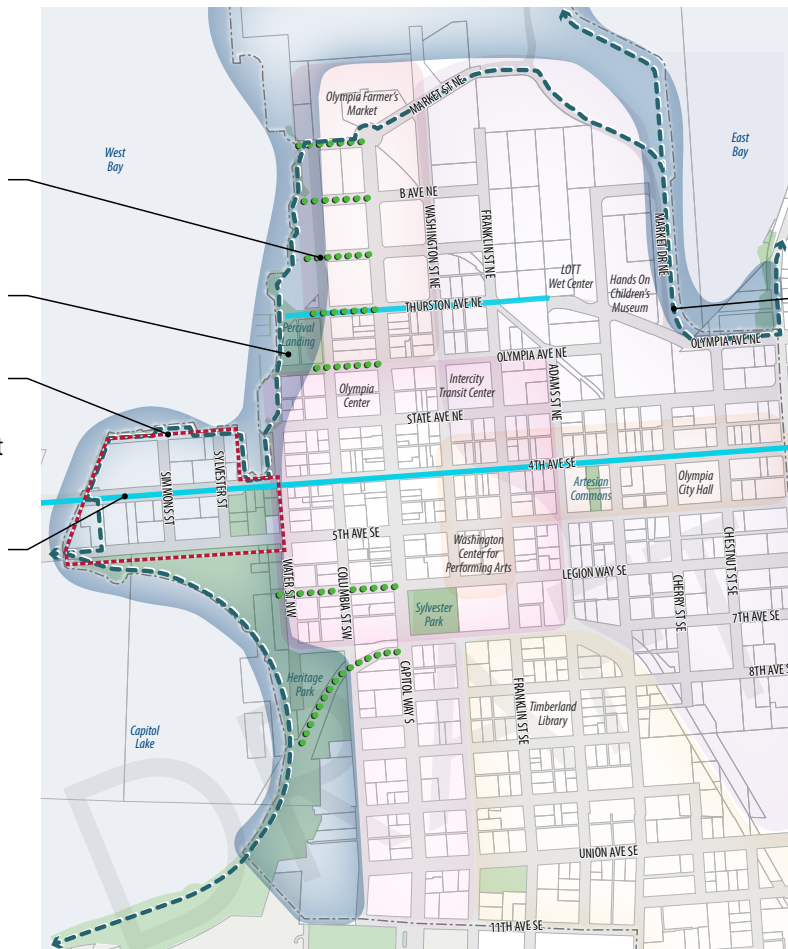
Improve upon existing attractions to create a vibrant, attractive, family friendly destination, with emphasis on the surrounding natural environment and many landmark views. Maintain vibrant and visible gathering places for public activity and events; increase waterfront recreation opportunities; and create inviting pedestrian connections to the historic shopping district, marinas, Farmers Market, Hands on Children's Museum, LOTT Wet Center, and Capitol Campus.

Create "shared streets" from Capitol Way to the waterfront.

Reconstruct Percival Landing Phase 2 and 3.

Develop and adopt a land use, circulation, design, and environmental enhancement plan for the isthmus.

Reduce truck speed and impacts on 4th Ave.



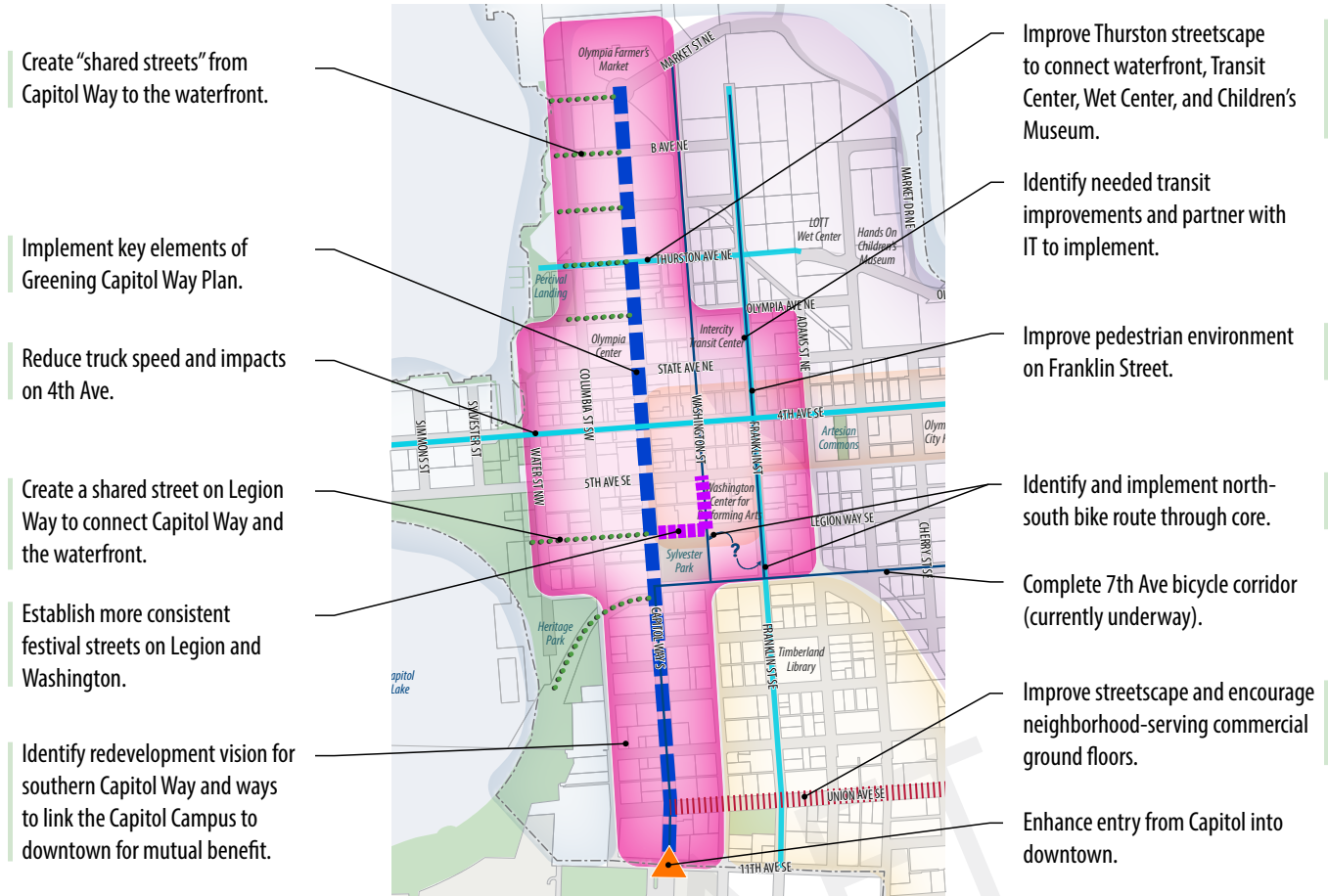
Continue to develop the Olympia Waterfront Route. Plan and design a new trail that highlights cultural and historic features and connects to the Olympia Waterfront Route.

Actions throughout Waterfront

- Develop action plan to enhance waterfront recreation opportunities (e.g., viewpoints, seating areas, non-motorized craft launch points, waterfront restaurants, and outdoor concert space).
- Ensure transit access to the waterfront.

CAPITOL TO MARKET

Improve upon existing attractions to create more pedestrian-oriented streetscapes with a blend of retail, entertainment, mixed-income residential, and hospitality that draws people between the Capitol Campus, downtown historic core, and the Farmers Market. A vibrant retail environment provides an exciting shopping destination while also meeting day-to-day residential needs. A more active atmosphere, redevelopment of blighted or underused sites, good design and continued clean and safe efforts by the City and other partners generate a feeling of safety in this area.



Actions throughout Capitol to Market

- Encourage development with active uses near Capitol Way to create a high activity spine from the Capitol to the Market.
- Adopt historic preservation and adaptive use strategies.
- Establish design guidelines and determine tools emphasizing historic preservation and small scale pedestrian-oriented storefronts. Include Crime Prevention through Environmental Design and mixed-use buildings in design guidelines.
- Identify the core's role in providing downtown housing and strategies to retain existing residences in the core.
- Work with the State to identify collaborative efforts to provide commercial services to government workers and officials.
- Plan and design a new trail that highlights cultural and historic features and connects to the Olympia Waterfront Route.

ARTISAN/TECH

Improve upon Port and LOTT activities and existing warehouses to create a mixed-use, artisan, culinary arts, and tech hub that includes affordable commercial space, housing (especially for artists), studio/workshop, gallery, live/work, and retail space. Encourage the reuse of industrial buildings and diverse, eclectic, energy- and water-efficient architecture. Ensure that visitors of all ages feel safe and comfortable arriving by bus, foot, bike, or car to participate in exciting education and recreation opportunities. Spur mixed-income residential development to support car-free lifestyles near the Transit Center. A more active atmosphere, redevelopment of blighted or underused sites, good design and continued clean and safe efforts by the City and other partners generate a feeling of safety in this area.



- Improve intersection for pedestrian access to the Transit Center.
- Improve Thurston Ave to better connect the waterfront, Transit Center, Wet Center, and Hands On Children's Museum.
- Improve Franklin Street to better connect neighborhoods to the Transit Center.
- Explore options to improve intersection.

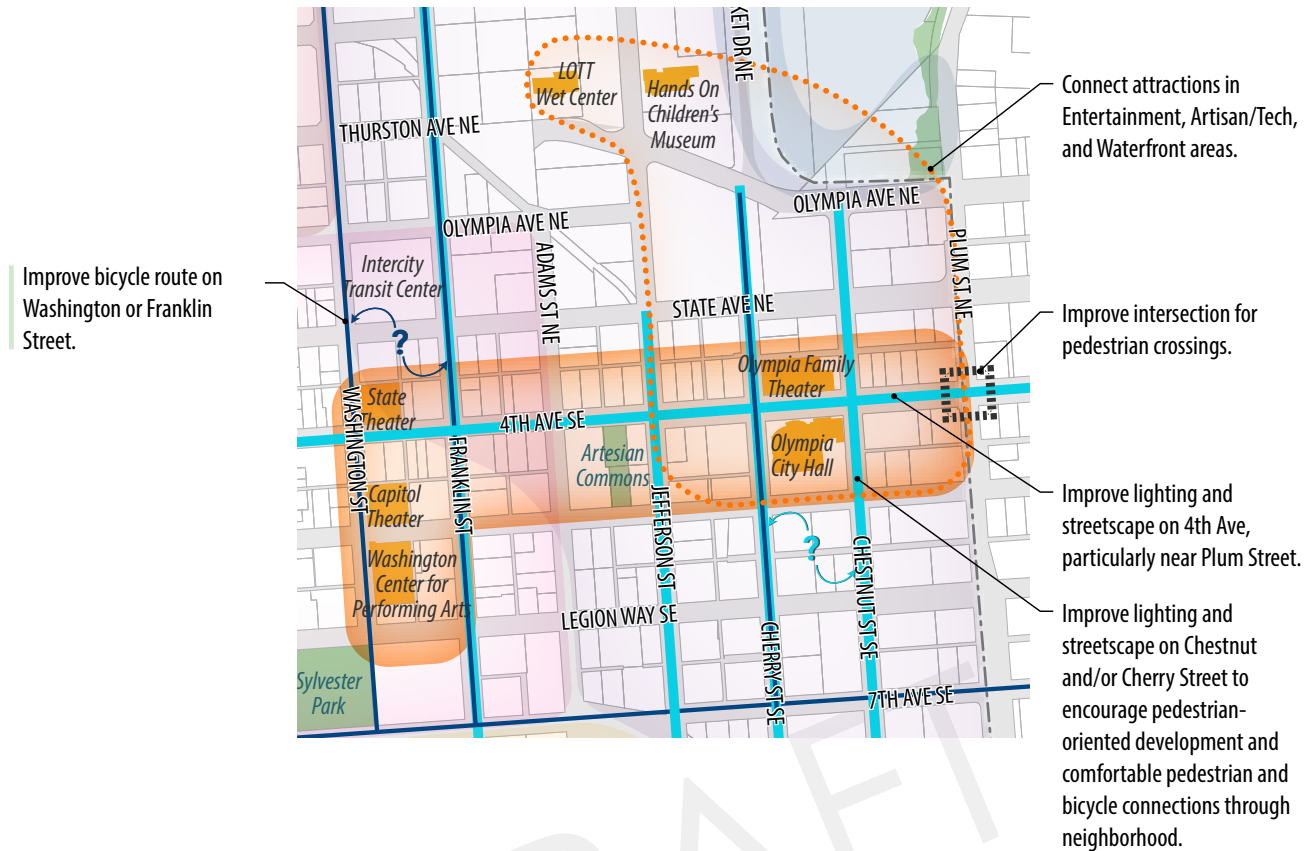
- Work with Port to ensure that new development is integrated into the area.
- Improve pedestrian crossings on Plum Street.
- Improve Cherry and/or Chestnut Street to encourage pedestrian-oriented development and comfortable pedestrian and bicycle connections through the neighborhood.
- Improve Jefferson Street with flexible sidewalk/parking zone to improve the pedestrian experience and encourage ground floor active uses.
- Complete 7th Ave bicycle corridor (currently underway).

Actions throughout Artisan/Tech

- Work with Port and EDC to define opportunities and frame an Economic Development Strategy.
- Adopt Artisan/Tech area street standards to create a lively live-work environment and comfortable connections between neighborhoods. Emphasize comfortable connections to transit.
- Promote arts activities.

ENTERTAINMENT

Enhance its quality as a regional theatre and entertainment district with excellent dining and night life that coexists with neighboring residential and commercial uses. Support streetscape improvements and retail, entertainment and dining options along 4th and State Avenues to draw pedestrians from the historic core east toward Plum Street. A more active atmosphere, redevelopment of blighted or underused sites, good design and continued clean and safe efforts by the City and other partners generate a feeling of safety in this area.



Actions throughout Entertainment

- Continue safety and security activities. Consider the impacts of nightlife on surrounding residential uses.
- Promote arts activities.

SE NEIGHBORHOOD

Establish a family-friendly, residential neighborhood anchored by the Timberland Library and served by some offices, small-scale retail, cafes, and services. Encourage a range of housing (e.g., historic single family homes, apartments, condos, and townhomes) and energy- and water-efficient buildings as well as other examples of “green innovations.” This area has gardens, children-oriented parks, and great pedestrian connectivity to the State Capitol Campus and other areas of downtown. Redevelopment of underused sites, good design and continued clean and safe efforts by the City and other partners generate a feeling of safety in this area.



Actions throughout SE Neighborhood

- Encourage a mix of multistory residential buildings in select areas and small-scale developments like townhouses, low-rise apartments and condominiums, and small lot homes to increase the residential density of this area.
- Improve sidewalks and adopt Southeast Downtown Neighborhood street standards to create a network of pleasant pedestrian connections.
- Implement a program for neighborhood-led small pedestrian improvement projects, such as traffic calming circles, chicanes, and curb bulb-outs, and bus shelter improvements.




Appendix B:

Transportation Maps



The MAKERS consultant team worked with City Staff and stakeholders to develop a series of transportation-themed maps, as part of the project's analysis and early planning work. These maps were shared with members of the public at the May 23rd Urban Design Discussion meeting. Refinements to these maps will continue throughout the project, so the drafts included here reflect the March - June timeframe of the project.

DRAFT Major Investments Streets



THROUGHWAYS

-  Capitol Way - Market
- ★  Capitol Way - Core
- ★  Capitol Way - South
- ★  4th Ave - Entertainment
- ★  4th Ave - West
- ★  Union Ave




N-S BICYCLE ROUTE

- ★  Washington/Franklin
-  Cherry/Chestnut

NORTH END E-W

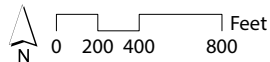
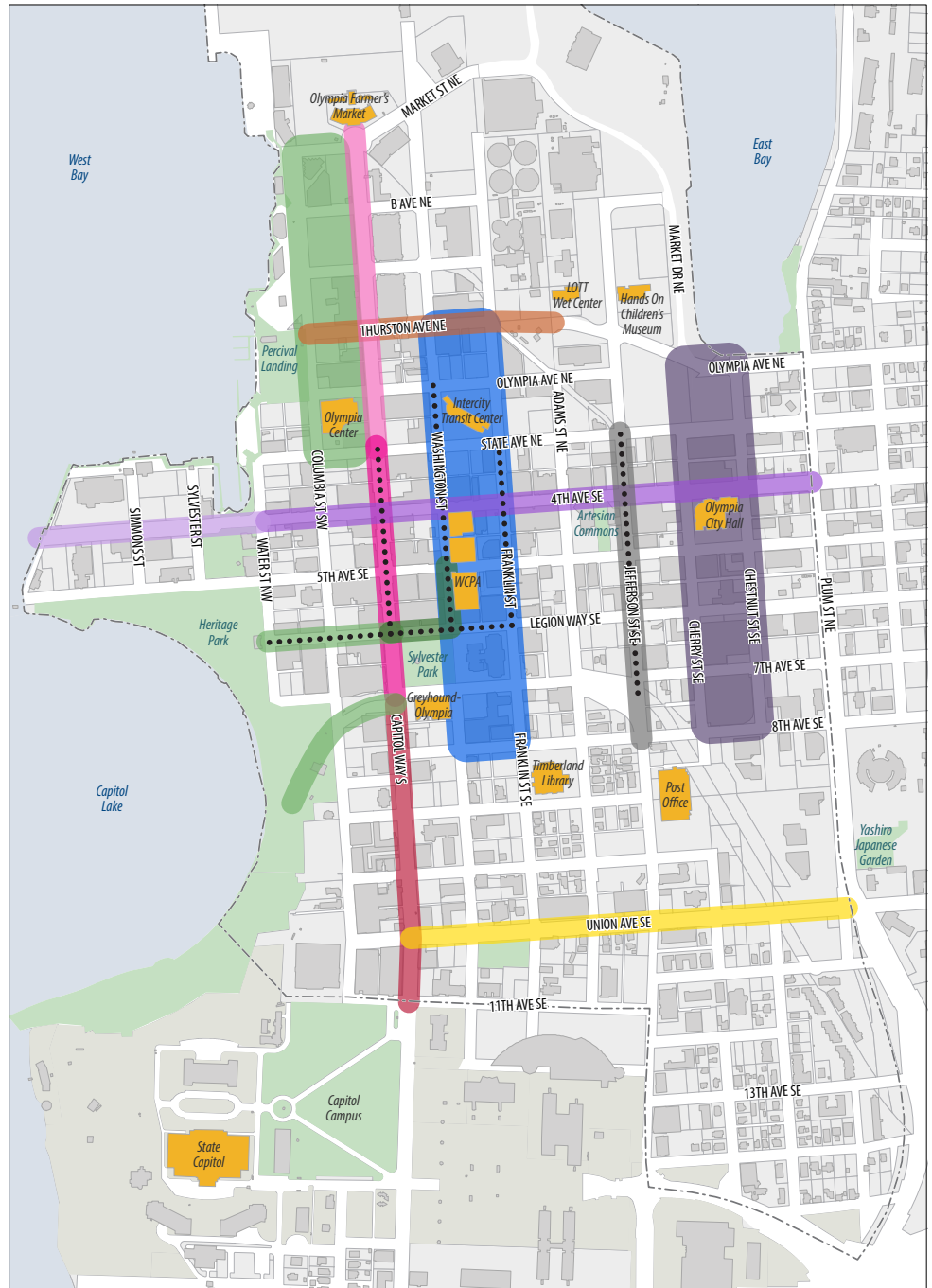
-  Capitol Way to West Bay
-  Thurston Ave

OTHER

-  Washington and Legion festival streets
-  Capitol Way to Lake
-  Jefferson St

- Repaving projects
- Street cross section cuts

★ *Traffic analysis required. (Note that 4th/State decoupling traffic analysis would require especially significant study.)*



DRAFT Modal Priority

BICYCLE

Existing

- Bike corridor (to be built)
- Bike lane
- Pedestrian/bicycle connection
- Downtown trail

Proposed

- Bike corridor
- Other proposed routes

TRANSIT

Existing

- Major (4+ bus routes)
- Minor (1-2 bus routes)

PEDESTRIAN

Existing

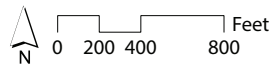
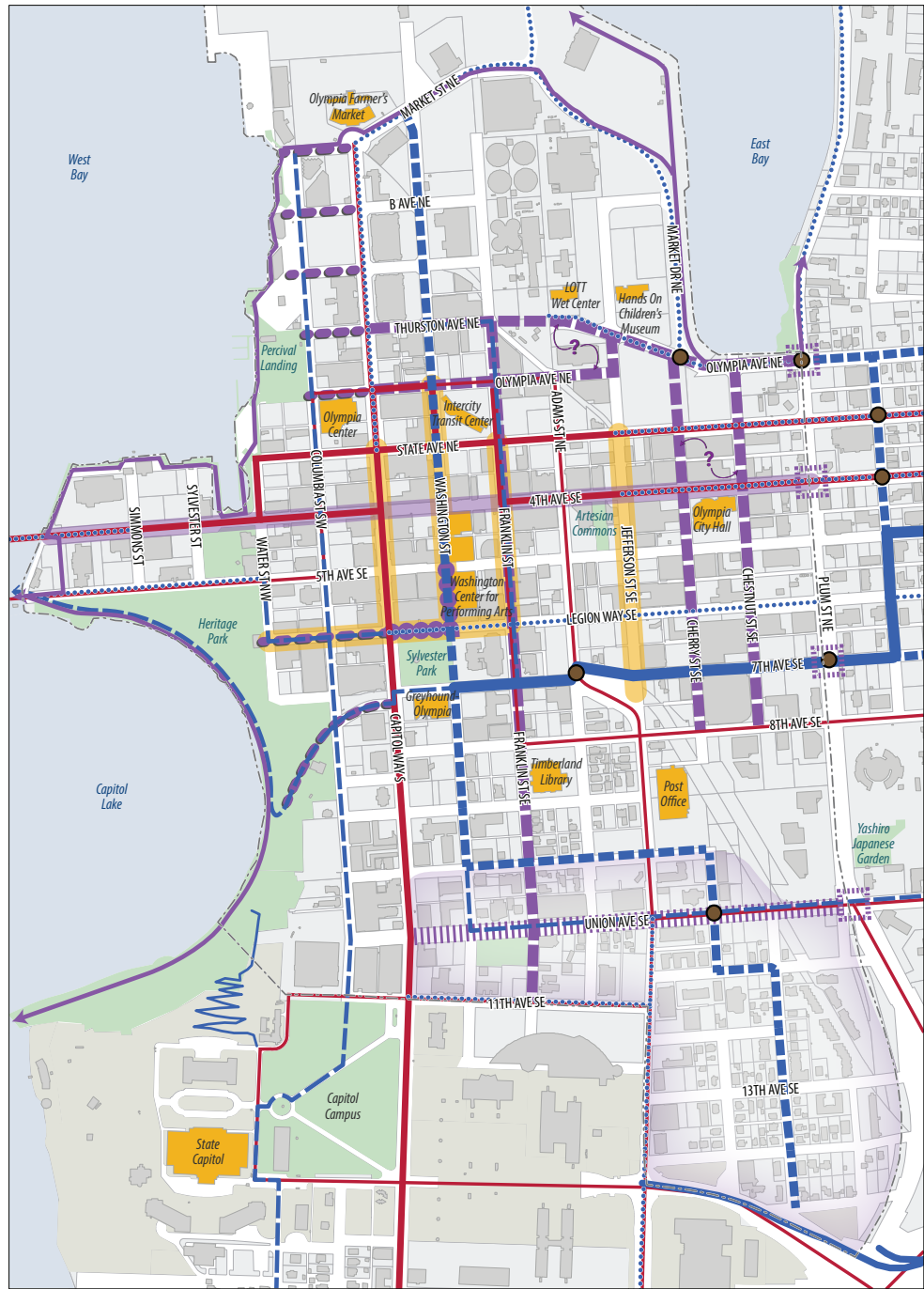
- Olympia Waterfront Route (partially complete)

Proposed

- Festival street
- Shared street
- Pedestrian priority
- Ped-emphasis commercial
- Reduced traffic impacts
- Program of small, pedestrian improvements (traffic circles, bulbs, improved sidewalks, etc.)
- Intersection improvement

OTHER INFORMATION

- Repaving in 5-7 years
- Difficult intersection for bicycles
- Downtown Strategy study area



DRAFT Streets Character Standards

CAPITOL TO MARKET

-  Capitol Way - Market
-  Capitol Way - Core
-  Capitol Way - South
-  Washington and Legion festival streets
-  Core standards
-  Capitol Way standards (south of core)
-  Shared streets standards



ARTISAN/TECH

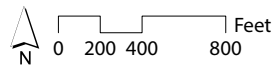
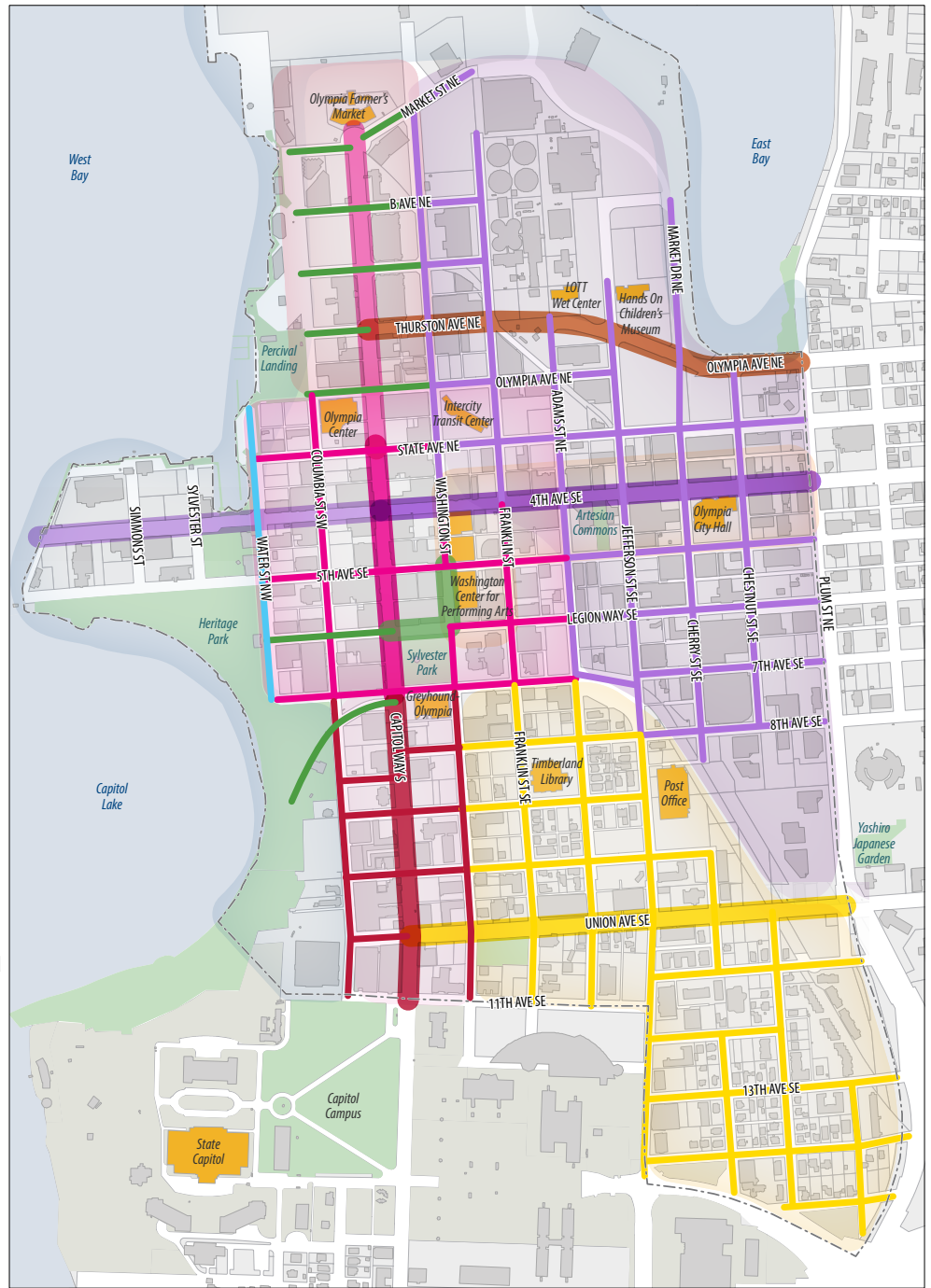
-  Thurston Ave connector
-  4th Ave - Entertainment
-  4th Ave - West
-  Artisan/tech standards

WATERFRONT

-  Waterfront standards

SE NEIGHBORHOOD

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



The Executive Summary from the Thurston County's Economic Development Council on the April 28th Business and Developer's Forum is included in the following pages.

Thurston
Economic
Development
Council

EDC Board of Directors

Reid Bates, President
Express Employment
Professionals

Perry Shea, President-Elect
SCJ Alliance

Kevin Ekar, Secretary
Heritage Bank

Michael McGaully, Treasurer
StraderHallett PS

Jace Munson,
Immediate Past President
Forma Construction

Joseph Beaulieu
Joseph Beaulieu &
Associates

Bud Blake
Commissioner
Thurston County

Virgil Clarkson
Council Member
City of Lacey

Joe Downing
Commissioner
Port of Olympia

Brian Fluetsch
Sunset Air, Inc.

Jim Geist
Capital Medical Center

Jessica Jensen
Jessica Jensen Law PS

Zach Kosturos
Prime Locations, Inc.

Wayne Mantie
Columbia Bank

Denise Marroni
Providence Health & Services
Southwest Washington

Sandra Miller
G Miller

Tom Oliva
Council Member
City of Tumwater

Evan Parker
Kidder Mathews

Rob Rice
Rob Rice Homes

Cheryl Selby
Mayor
City of Olympia

Dr. Molly Smith
Saint Martin's University

Tad Stillwell
Council Member
City of Yelm

Dr. Timothy Stokes
South Puget Sound
Community College

Kirk Veis
Owens Davies, P S.

Carrie Whisler
Olympia Federal Savings



Memorandum

[Handwritten signature]
To: Amy Buckler, City of Olympia
From: Thurston EDC, Michael Cade, Annette Roth, Aslan Meade
Date: July 9, 2016
RE: April 28, 2016 Business & Developers Forum

Executive Summary

Thank you for the opportunity to participate with the City of Olympia staff and the downtown Olympia consulting team on this project. We can say with utmost confidence that this was a positive experience from both the participant and facilitator perspective. We attribute this to the consistent spade work of the City of Olympia staff and team during the downtown strategy process. Overall, the input we received from participants at this forum discussion focused on the traditional strengths, weaknesses, opportunities and threats (SWOT) analysis – though the discussion was not tendered in this fashion. The input stressed the following notions: that the City possesses great location and has a great capacity to attract visitors and potential outside interests; that the downtown has a current lack of development to act as a magnet for additional outside investment; that there are vast opportunities from both a public planning and private development perspective to establish a continuous destination environment; and that there threats to development that are both internal and external.

This memorandum contains the following components and has several attachments:

1. Attendees: roster of those invited and attendees
 - a. It should be noted that this list was strategically crafted to ensure that the city was receiving a dialogue from a cross section of individuals from the employer/entrepreneur, developer, real estate, and business professional.
2. Agenda
 - a. The agenda was developed with strategy-viewpoint of pulling from each of the pre-arranged groups information in three broad topical areas:
 - i. Opportunities and challenges to development/business
 - ii. Cost barriers for development and redevelopment/business
 - iii. How participants can move an agenda forward
3. Report matrix
 - a. The report matrix provides details as reported from each facilitator on the topical segment of discussion. While the facilitators made every attempt to record all major points of input, and maintain the "voice" of the participants, the recorded input does reflect some synthesis of discussion and points of input. Please note that each of the groups was asked slightly different questions (though themes were consistent throughout), thus reflecting a different tone and perspective per group and per session.



EDC Board of Directors

- Reid Bates, President
Express Employment
Professionals
- Perry Shea, President-Elect
SCJ Alliance
- Kevin Ekar, Secretary
Heritage Bank
- Michael McGauly, Treasurer
StraderHallett PS
- Jace Munson,
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Forma Construction
- Joseph Beaulieu
Joseph Beaulieu &
Associates
- Bud Blake
Commissioner
Thurston County
- Virgil Clarkson
Council Member
City of Lacey
- Joe Downing
Commissioner
Port of Olympia
- Brian Fluetsch
Sunset Air, Inc.
- Jim Geist
Capital Medical Center
- Jessica Jensen
Jessica Jensen Law PS
- Zach Kosturos
Prime Locations, Inc.
- Wayne Mannie
Columbia Bank
- Denise Marroni
Providence Health & Services
Southwest Washington
- Sandra Miller
S. Miller
- Tom Oliva
Council Member
City of Tumwater
- Evan Parker
Kidd Mathews
- Rob Rice
Rob Rice Homes
- Cheryl Selby
Mayor
City of Olympia
- Dr. Molly Smith
Saint Martin's University
- Tad Stillwell
Council Member
City of Yelm
- Dr. Timothy Stokes
South Puget Sound
Community College
- Kirk Veis
Owens Davies, P S
- Carrie Whisler
Olympia Federal Savings

4. Copy of final presentation

- a. The copy provides an overview from the event. The report was developed around the theme that the EDC staff picked up from the discussions – “Creating a Climate of Economic Vibrancy.”

The remainder of this memorandum is focused not on the structure of the event, but rather the content of input from the participants. For a fuller contextual discussion and reporting of the input, please refer back to the attached matrix. The following text provides the overarching themes and issues.

Input and Items of Importance

Session 1

Group A (Development & Real Estate Professionals)

Regarding the Character Areas, what development opportunities are envisioned?

- There are a number of critical market actions that will result in the increased population and density that is forecast for the downtown, and for Thurston County as a whole. This represents a major opportunity to take advantage of now, setting the stage for density and redevelopment to accommodate alternative styles of housing.
- With increased property values (that comes with increased density), an increased likelihood of development at a higher “quality and value” would potentially allow for the development of amenity structures that would further enhance the livability of the region – more specifically structured parking.
- There is a “ribbon” that surrounds downtown – and the City could, through a variety of municipal actions, transform a somewhat “bland” development and infrastructure around the waterfront to one that could be a year-round attraction.
- Downtown Olympia is easily one of the top 5 geographic capital cities in the country. Strong and creative thought should be given to using this “mental designation” as a catalyst for increasing stop-by traffic, investment in and creation of new businesses that take advantage of this, and for new business models that take advantage of the placement of the State of Washington’s presence here,(i.e. conference facilities).
- Downtown should be attractive to national retailers.

What are the constraints and or obstacles in each area?

- Cost structure in development – i.e. the cost of a parking structure construction is not commensurate with the value of the land that it would be built on.
- Vibrant workforce – while recent surveys and studies show a diversity in workplace occupations, there currently is a lack of clean-tech, or a major economic driver that buttresses wages and new economic activities.



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Group B (Business Professionals)

Regarding the Character Areas, what development opportunities are envisioned?

- Strong belief that an increase in residents of downtown will create an increased market for retail operations and businesses.
- There is an increasing market trend in other regional markets toward the condonation of retail and commercial space, which allows for equity based investment and for owner/occupied activities.
- Mini-enterprises should be supported that can combine into a singular facility.
- Tourism is not supported as well as it could be by infrastructure in the downtown core –an example would be to adjust the “Dash Trolley” from just a north-south fixed route from the Capital campus to the Farmers Market, to one that is also east-west allowing for tourists and visitors to take advantage of the entire spectrum of retail and amenities.

What are the constraints and or obstacles in each area?

- There is a potential for incompatibility between character areas – i.e. entertainment and noises associated with that activity may not be neighborly compatible with residential uses. It is critical to find that balance.
- Serious lack of branding and signage to “historic capital and business district” from Interstate 5.
- Gentrification is a possibility and would act as a deterrent to maintaining the city’s character and current resident population.
- One of the biggest issues to attracting (or re-attracting) visitors is the issue of street dependence.

Group C (Community Organization Professionals)

Regarding Character Areas, what opportunities exist for future vibrant communities?

- There is a very significant attraction built into the waterfront. There is a need for activities and development that gets people to downtown and on the sidewalks of the cafes, shops and art galleries.
- Significant opportunities to take advantage of the planned for county-wide increase of density – to be allowed to build up, not necessarily out.

What are the constraints and or obstacles in each Character Area?

- Regulations and permitting has a significant impact on attracting development and investment. The city should be cognizant of the fact that, just like private business, it is in competition with other communities that are also seeking to attract investment and capital. While the regulations and permitting process may not be overly onerous, they are not viewed as a competitive advantage, and may work as a dis-incentive in comparison to what other communities have done to ensure that investment is welcomed and recognized as a positive thing.
- Create a culture of partnership to attract investors. This means much more than just welcoming them, but to actually work with an investor in a community development partnership.



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Session 2

Group A (Development and Real Estate Professionals)

What are the biggest cost barriers associated with new construction or rehabilitation of existing buildings?

- LOTT utilities and hook-up fees for residential development is thought to be more expensive than what they are for comparable communities. Although the city cannot provide any real deep fiscal incentives, it can address fees and associated development costs it can control, and perhaps create a system so that they act as incentives – by making it cost competitive.
- Traffic and school mitigation fees are applied to the multi-family residential properties at the same rate as those in a more suburban environment; however the traffic and school impacts are typically much different. There should be some consideration for this.
- Code requirements for redevelopment or adaptive re-use of buildings should be re-examined. For example, once the value of the redeveloped building is set at or above 50% of value, the entire building is required to be brought to a higher code/standards. This is a very significant inhibitor to adaptive reuse of buildings – especially when only a portion of the structure is being redeveloped or re-done.

Group B (Business Professionals)

What are the biggest cost barriers associated with opening a business in downtown, and operating a business downtown?

- The upkeep of vandalism is very costly.
- It is felt that the permitting process is a significant barrier. A perception exists that a lack of understanding by the businesses of what the vision of the City staff is, can cause a project to stall for an indeterminate amount of time. Consistency of interaction with businesses and developers by the City is crucial in being able to tell the story of the positive environment of the city.
- An opportunity exists for the City to potentially create a matrix of decisions that is very easily understood by the lay-person – someone not familiar with permitting processes – that can help to simplify the process.
- Infrastructure needs and requirements and upgrades are sometimes very costly and project prohibitive. A phased approach may be a more conducive way to allow for upgrades over time.

What could be the challenges for finding and maintaining affordable commercial space? Is displacement a problem?

- Displacement (or gentrification of businesses) is seen as a potential future problem.
- As the economy changes, and retail and shopping habits change and continue to evolve, it will be crucial to create an environment wherein the shop owners and operators have access to technical skills and training that provides a base of operations to compete in an “Amazon climate.” Additionally, the businesses



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feel that the physical environment of the city is an asset and must be nurtured by the community so that shoppers feel safe, welcome and invited.

Group C (Community Organization Professionals)

What are the biggest cost barriers for attaining/maintaining economic vibrancy downtown?

- Impact fees and permits are some of the highest in Thurston County.
- Lack of traffic – both automobile and pedestrian counts - is a barrier for a business model based upon volume. In addition, downtown does not currently have a high volume of consumers that spend in high dollar volumes – high ticket items may regularly be purchased, but not at the volume that attracts retailers.
- There are no magnet business or facilities that draw in retail spending and residential.

As downtown grows and changes, what would be impediments to the vibrancy?

- It is currently felt that environmental issues seemingly trump the other two critical “triple bottom line” elements – those two being social and economic. Having a balance of these three elements moving forward is critical to maintaining vibrancy.

Session 3

Question for all groups: what types of actions can the city take that would have the greatest positive impact upon business, development, or redevelopment?

All groups:

- Cutting and/or reducing mitigation fees that create an environment that is un-competitive to attracting new investment and capital. While it is true that there will be some new investment, ultimately if the city doesn’t attract a myriad of sources and developers, it can be subject to a wide swing of economic growth and downturns. Appealing to a broader base is necessary to ensure a diversity of investment.
- Parking – it must be addressed.
- Ensure predictability in the process. Current efforts made by the city are laudable, however they City should do a better job of promoting the work that it has done to allow the private sector to see the effort, and begin to remove the perception of a tough permitting environment.
- Allow for “multi-modal” in transportation planning – which means a multitude of transportation activities – pedestrian, truck, single occupancy automobile, bicycle, etc.
- Public restrooms that are available and clean and monitored.
- Support services for businesses in advance of opening, i.e., business technical assistance.
- Convene partners to fund “catalectic investments” projects that support the downtown as being Washington State’s downtown.

What is the greatest opportunity?

**Thurston
Economic
Development
Council**



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All groups:

- Undertake a downtown programmatic EIS planned action program that addresses issues on a downtown-wide scale. Currently it is parcel by parcel and that leads to significant cost barriers for individual developments, and removes a large portion of the potential development community. It also would provide the city with a tool to engage the private sector on areas of commonality.
- Take actions that ensure that larger employers can move into the downtown core, allowing for a vibrant and dynamic wage scale that provides an increase of wealth to the workers of downtown.
- Work with the state so that they know what their impact is upon the local community – and work to enhance that relationship through stewardship programs, etc.
- Natural beauty is significant – however, the community should embrace the built environment is quite stunning as well. Both should be recognized and promoted. It is the notion that two of the triple bottom line elements are not addressed in conversations and planning of downtown (economic and social).

What do you think the identity of downtown is or could be?

All groups:

- Downtown could be the home to a vibrant and recognized green “tech industry” cluster – one that drives new wages, creates new products, and attracts a vibrant residential market.
- Downtown has the opportunity to rebrand itself as a destination tourism market. It could become the central point for all of SW Washington.
- Funky – but in a good way – green / music and arts / diverse / and tolerant / compassionate / cultural / comfortable.

Theater Rep. Meeting

Key Issues raised by Theater Representatives

Lighting and Parking – they go together! (Biggest issue for theater reps)

- Better lit places for parking
- Better/more lighting in existing parking lots – they are dark and feel unsafe
- Parking and vagrancy are the worst issues – available parking with good lighting needed

Parking

- Shared parking lots for evening use
- Washington Center employees have talked with private parking lot owners – they were not inclined to share their parking lots for indemnity reasons
- Parking for production vehicles – dedicated parking so they know where to go
- Availability of city owned lots – needs good signage
- Parking for families with strollers and children – needed near Olympia Family Theater

Lighting

- Alley lighting behind theaters is needed
- Children (performers) are coming and going to the theaters from the alleys – not safe
- Washington Performing Arts has had break-ins from the alley on show nights!
- It is especially dark in fall and winter – feels unsafe to walk to parking lots and cars
- Existing street lighting is too dim – need more lights and brighter lights
- Patrons feel unsafe at night – even if it's only a perception it has an effect
- Need volunteers to walk patrons to their cars at night

Connectivity

- Improving the street scape, lighting and walkability between HOCCM and Olympia Family Theater for families would be wonderful
- Pull more people from HOCCM to downtown
 - Ice cream shops and cafés
- Improve connection to waterfront
- State Street is barrier – hard to cross and traffic moves too fast, unfriendly crossings
- Encourage and improve connectivity between Capitol Campus and downtown
 - Better foot traffic to Farmers Market
 - Eat your way from Capitol to the Market and Waterfront

Downtown Ambience

- Identify new character areas with signage designed by local artists, so that you know what area you are in – and the signage reflects the distinguishing character of the area
- Character areas are good – but the boundaries may change with time
 - For example the Midnight Sun Theater is on Columbia, not in entertainment area

- Need more restaurants downtown
 - 45% of Washington Performing Arts patrons eat dinner out prior to shows
 - Film Society patrons eat dinner after the shows – late night restaurants
- Awnings over downtown business are a hodge podge and they leak. Need better standards for downtown awnings, important to stay dry when downtown.
- Public Restrooms Downtown – Please!
 - What is status?

Transportation

- Expand Dash downtown – to run on weekends, especially summer and holidays
 - How is Downtown Strategy coordinating with IT?
- Need more dash – east and west service
- Need a shuttle between HOCC and downtown
- Late night Dash in Entertainment Area!!
 - Parking lot connections to events
 - People can catch Dash and go from venue to venue
- Expand Evergreen bus to run all year round rather than just “school year” – Evergreen has summer school too.

Other Issues

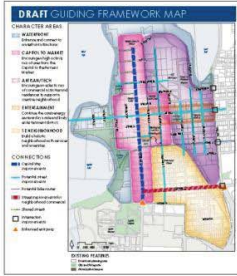
- Crazy Faith at Harlequin – They show up early in day to hold a space for tents and trucks. They feed the street dependent people on Thursday and Saturday nights – most important nights for the theater. Long time patrons with season tickets have cancelled due to Crazy Faith. They will not move – what is the status of their permit for these activities?
 - Harlequin needs help with this problem – it’s affecting attendance
- Downtown business do not have glass recycling
- Additional trash receptacles needed
- Need more businesses to open before 10am on weekends – for families

Appendix E:

Urban Design Discussion

The urban design and streetscape character portion of the May 26th Urban Design Discussion meeting is included in the pages below. This portion of the meeting included an instant polling activity, where members of the public rated the proposed elements. The results from the instant polling are included in the following slides.

What Is Design?



GUIDING FRAMEWORK

DESIGN TOOLS

PUBLIC REALM

- STREETS
- PARKS
- SHORELINES
- SPECIAL FEATURES

DEVELOPMENT

- ZONING
- DESIGN GUIDELINES
- HISTORIC PRESERVATION
- INCENTIVES



OTHER OBJECTIVES

- HOUSING & NEIGHBORHOODS
- STREET LIFE & SOUND CAPITOL
- CIRCULATION & ACCESS
- ECONOMIC & BUSINESS DEVELOPMENT



GUIDING FRAMEWORK

CHARACTER AREAS

Important for:

- Identifying land use focus
- Establishing design guidelines and street character
- Formulating a development (and parking) strategy

CHARACTER AREAS

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

EXISTING FEATURES

- Downtown planning area
- City and State parks
- State Capitol Campus
- Attractions or landmarks



0 200 400 800 Feet



GUIDING FRAMEWORK:

**DESIGN
GUIDELINES AND
HISTORIC
PRESERVATION**

- Workshop 1 results



Popular mixed-use building types by district. The darker the grey, the greater the frequency of these photos placed in the district.



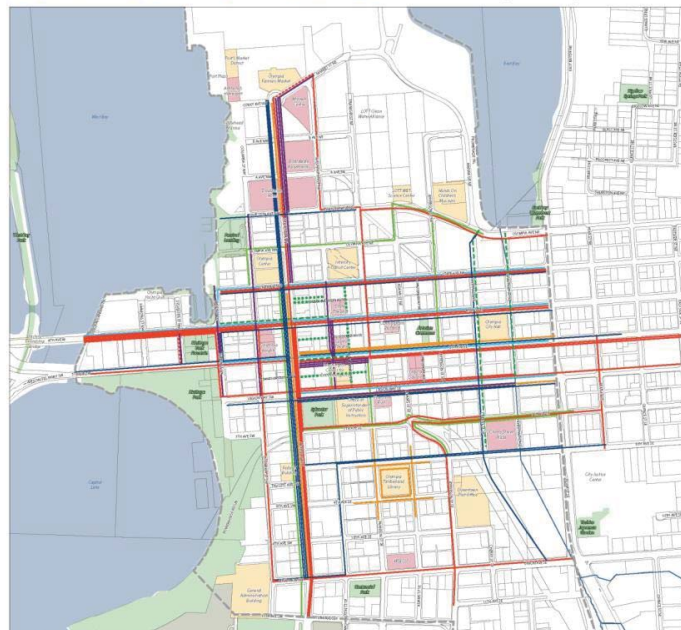
GUIDING FRAMEWORK: STREETS

**STREET
CHARACTER**

- Workshop 1 results

OLYMPIA DOWNTOWN STRATEGY

December 4, 2015
Public Workshop #1 Results
Priority Street Improvement Ideas



Street Types



GUIDING FRAMEWORK STREET INVESTMENTS

- Improvements with stars will require traffic study
- Some priorities driven by repaving projects
- Multi-modal solutions



GUIDING FRAMEWORK: STREET INVESTMENTS

FIT WITH CITY-WIDE AND REGIONAL TRANSPORTATION NEEDS

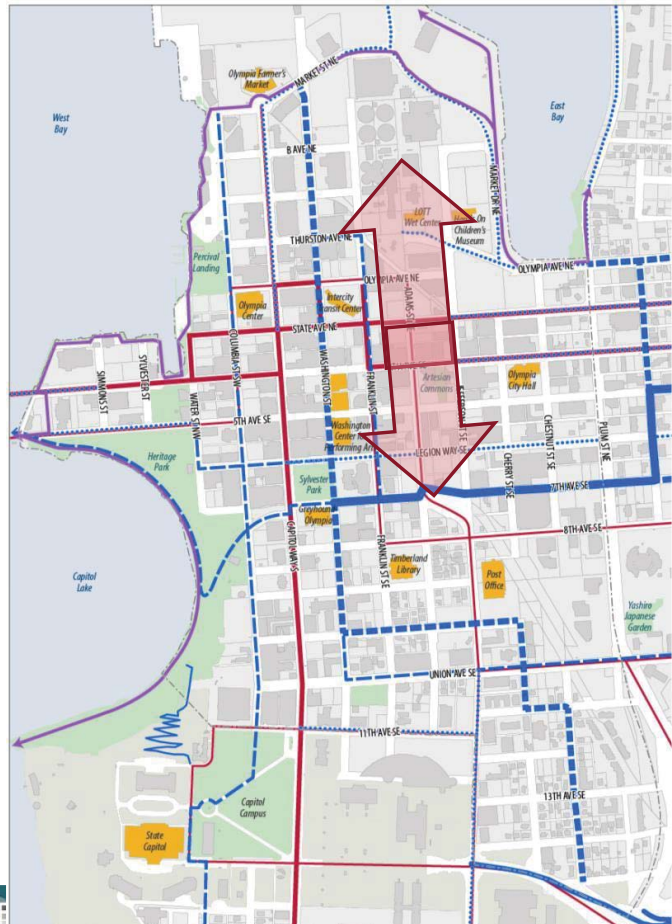
- Focused on ped, bike and transit because
 - Policy direction,
 - Neglected,
 - Necessary for a strong downtown.
- BUT
- Automobile and freight are also important and will be addressed in the traffic study, so
- Some projects will need comprehensive transportation study



GUIDING FRAMEWORK: STREETS

**KEY OBJECTIVE:
NORTH-SOUTH
BICYCLE ACCESS**

- **Washington** – (Requires changes to roadway section)
- **Franklin** (too many buses)
- **Cherry** (Lots of driveways but could provide a loop)



GUIDING FRAMEWORK: CAPITOL TO MARKET

STREET CHARACTER

- Integrated with Character Areas guidelines
- Practical and maintainable
- Will be explored this summer

- Capitol Way - Market
 - Capitol Way - Core
 - Capitol Way - South
 - Washington and Legion festival streets
 - Core standards
 - Upper Capitol Way standards
 - Shared streets standards
- ARTISAN/TECH**
- Thurston Ave connector
 - 4th Ave - Entertainment
 - 4th Ave - West
 - Artisan/tech standards
- SE NEIGHBORHOOD**
- Union Ave (neighborhood commercial/GSI)
 - Neighborhood standards



GUIDING FRAMEWORK: CHARACTER AREAS

CAPITOL TO MARKET

- Creating a continuous experience from Farmer's Market to Capitol Campus along Capitol Way spine
- High activity mix of uses
- Residential throughout
- Comprised of three distinct areas with Capitol Way as the unifying spine
 - Market - Build on Market and Percival Landing
 - Core – Build on historic district
 - South – Connect to lake

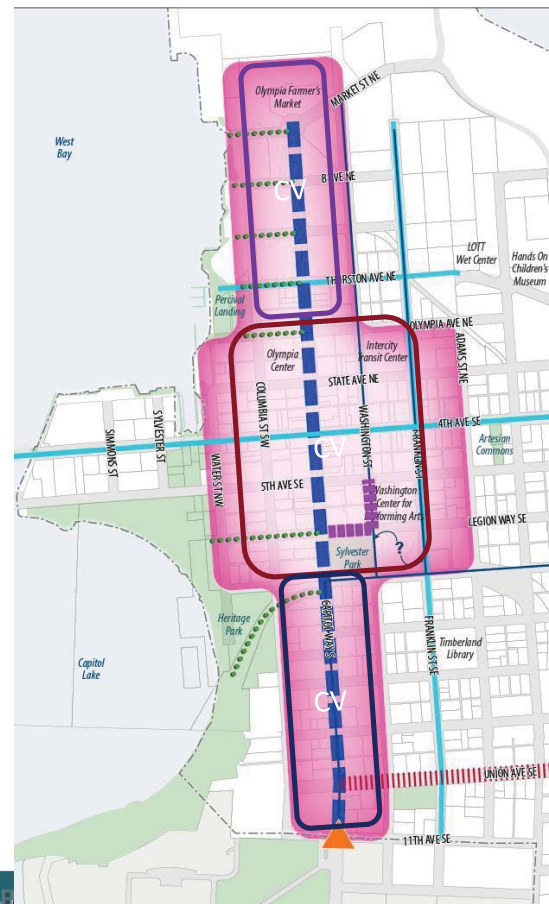


DESIGN CHARACTER:

CAPITOL TO MARKET

Streets

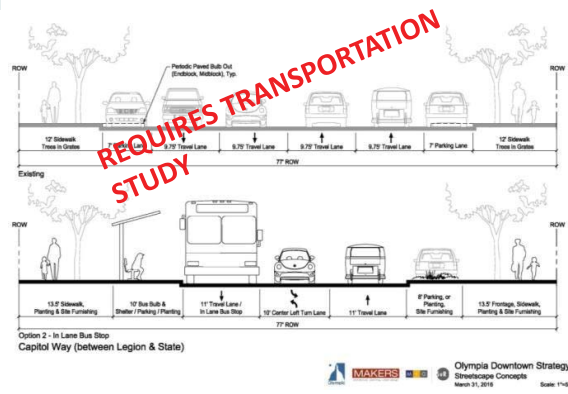
- Capitol Way
- Legion Way
- Washington St.



DESIGN CHARACTER: CAPITOL TO MARKET

CAPITOL WAY FUNCTION

- Build on Greening Capitol Way
- Check to see if road diet to 3 lanes works.
- Busses, peds, and vehicles - No bike lanes.
- Requires transportation study



DESIGN CHARACTER: CAPITOL TO MARKET

CAPITOL WAY - STREETScape CHARACTER

- Strong streetscape statement to link market, core and south segments.



Amenity zone adjacent to curb



Generous walking and site furnishing zones



Paving and site furnishings reinforce a consistent linear experience



Seating nooks support the pedestrian experience



DESIGN CHARACTER: CAPITOL TO MARKET

CORE AREA STREETScape CHARACTER



Parking step-out and curbside amenity zone differentiated from sidewalk with paving material



Lighting:
Continue use of
globe street lights;
upgrade to LED



Clean, classic site furnishings
support civic character



What do you think?

INPUT

5 Great, High Priority

4 Good, Pursue it

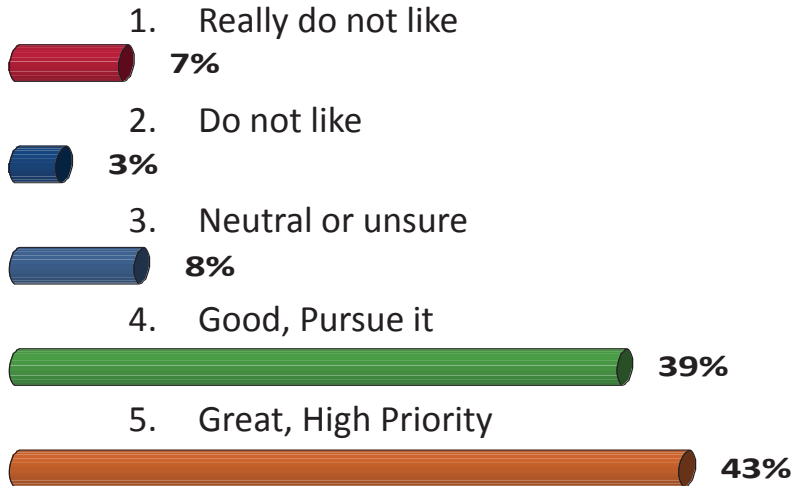
3 Neutral or unsure

2 Do not like

1 Really do not like

WHAT DO YOU THINK?

1. Study road diet (4 to 3 lanes) on Capitol Way and establish high quality, unifying, traditional streetscapes on Capitol Way and in Core.



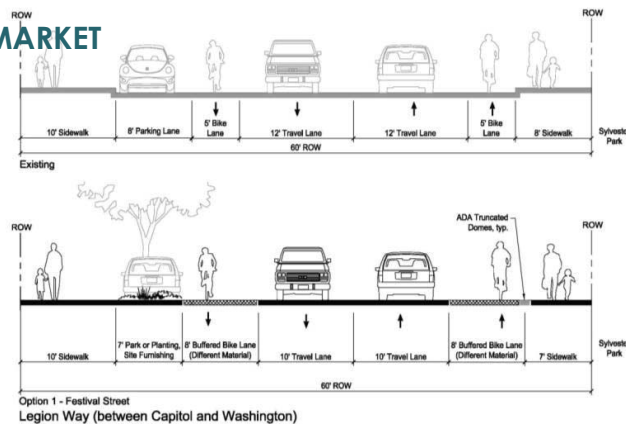
Mean = 4.07



DESIGN CHARACTER: CAPITOL TO MARKET

LEGION (BY PARK) FUNCTION

- Festival street.
- No curbs - for flexibility
- Similar function and section



DESIGN CHARACTER: CAPITOL TO MARKET

LEGION WAY – STREETScape CHARACTER

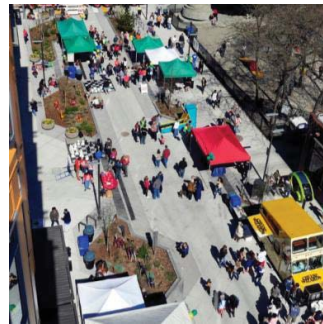
Between Washington St and Capitol Way



Curbsless street provides flexible spaces for community events

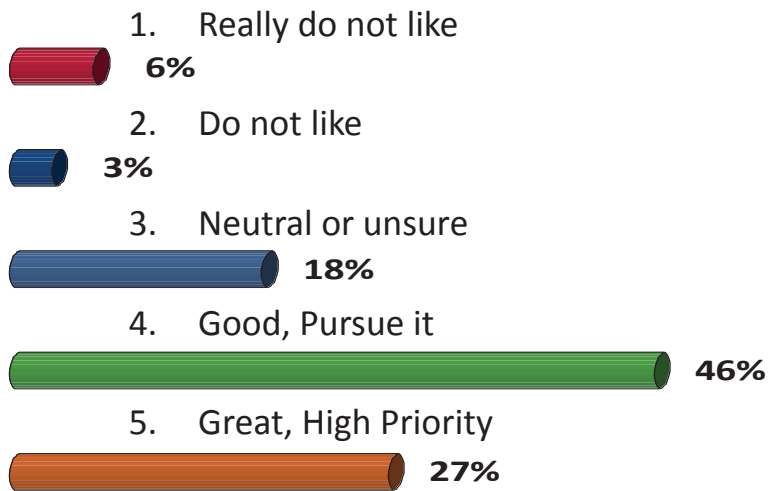


Catenary lights create a special night time space



WHAT DO YOU THINK?

2. Festival street on Legion with no curbs and special lighting, etc.



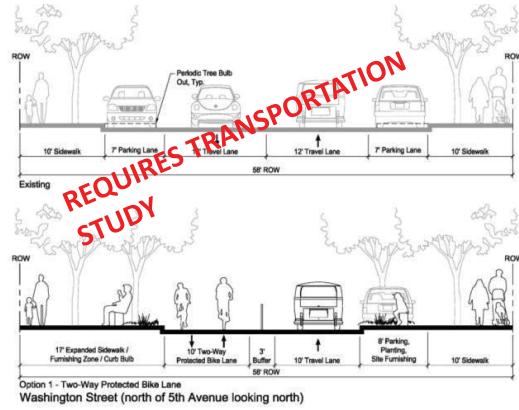
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DESIGN CHARACTER: CAPITOL TO MARKET

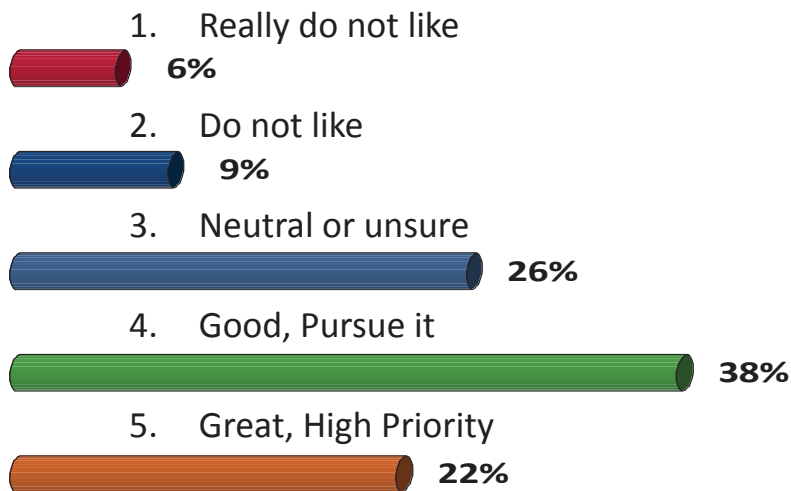
WASHINGTON

- Several parking, bike, travel configurations being considered.
- Requires transportation study
- Maintain high quality streetscape



WHAT DO YOU THINK?

3. Study Washington Street as a potential protected bike lane + great streetscape.



Mean = 3.61

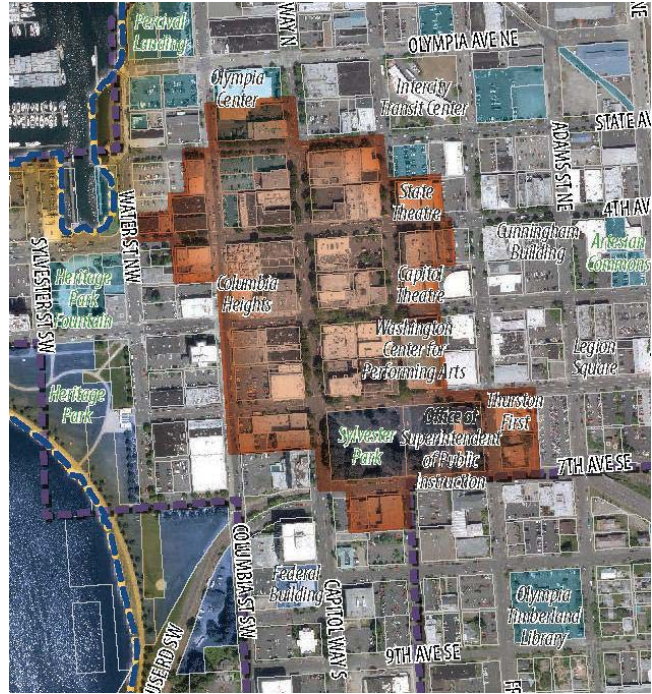


DESIGN CHARACTER: CAPITOL TO MARKET

CAPITOL TO MARKET

Historic Preservation

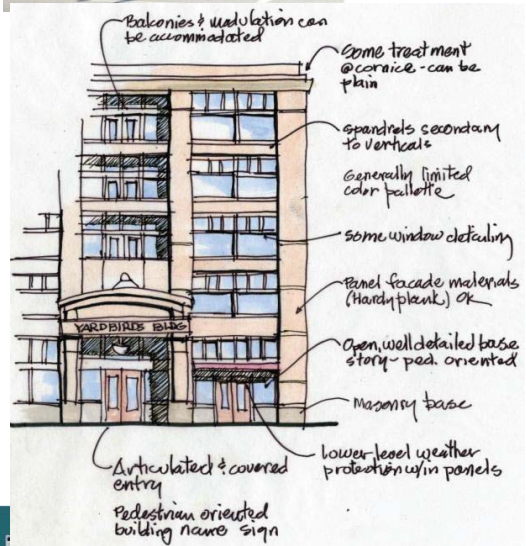
- Develop specific design guidelines for historic district
- Foster coordination between DRB and OHC
- Consider streetscapes that enhance historic areas



DESIGN CHARACTER: CAPITOL TO MARKET
HISTORIC PRESERVATION

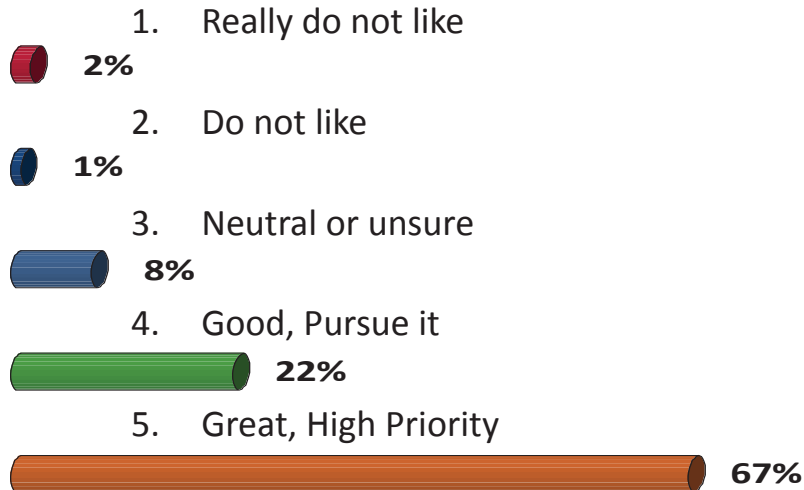
Historic District Guidelines

- Provide more specific directions for new buildings to reinforce the district’s general character but do not require imitation historical buildings.
- Relate to the general proportions, and façade modeling but not necessarily the ornamental details or traditional materials.
- Emphasize pedestrian interest and welcoming entries.



WHAT DO YOU THINK?

4. Update review processes and design guidelines to achieve historic preservation objectives in core.



Mean = 4.49



GUIDING FRAMEWORK: CHARACTER AREAS

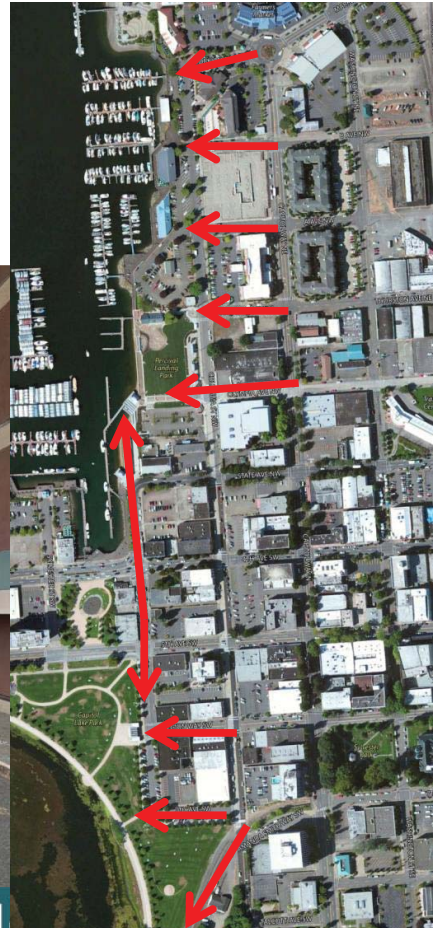
WATERFRONT

- Enhance existing attractions
- Complete waterfront trail
- Connect to adjacent areas



GUIDING FRAMEWORK: CHARACTER AREAS

**WATERFRONT
STREETS – IT'S ABOUT CONNECTIONS**



DESIGN CHARACTER: WATERFRONT

WATERFRONT

North End: Multi-function with excellent pedestrian conditions



DESIGN CHARACTER: WATERFRONT

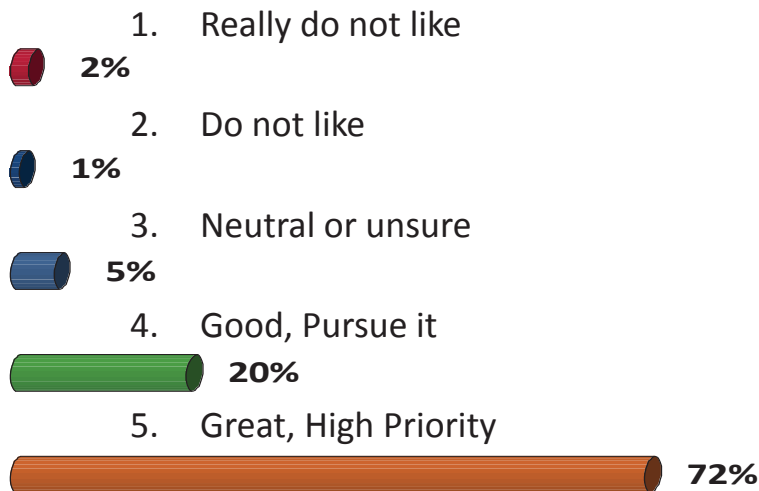
WATERFRONT

Water Street: Connect across 4th & 5th and transition character from Capitol Lake to Percival Landing



WHAT DO YOU THINK?

5. Over time, improve Water Street and E-W street connections Emphasize waterfront character.



Mean = 4.58



DESIGN CHARACTER: WATERFRONT

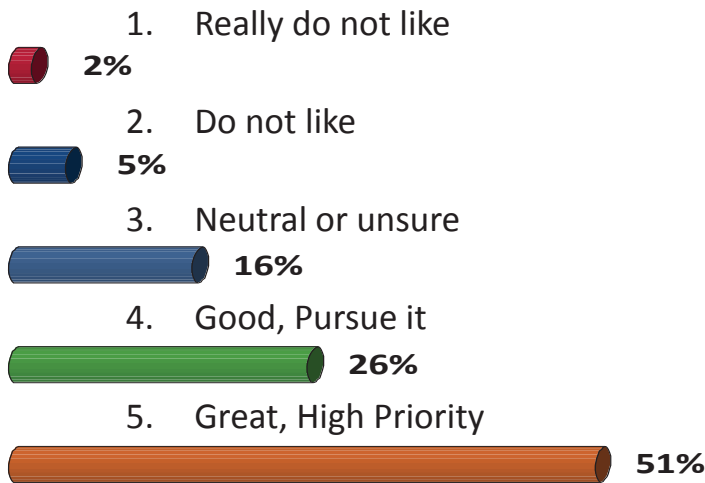
Design Guidelines to reinforce current maritime character

- Small scale
- Mix of traditional and contemporary
- Art & details
- Water orientation and public access.



WHAT DO YOU THINK?

6. Design guidelines for waterfront should emphasize small scale with mix of characters.



Mean = 4.20



GUIDING FRAMEWORK: CHARACTER AREAS

ARTISAN/TECH

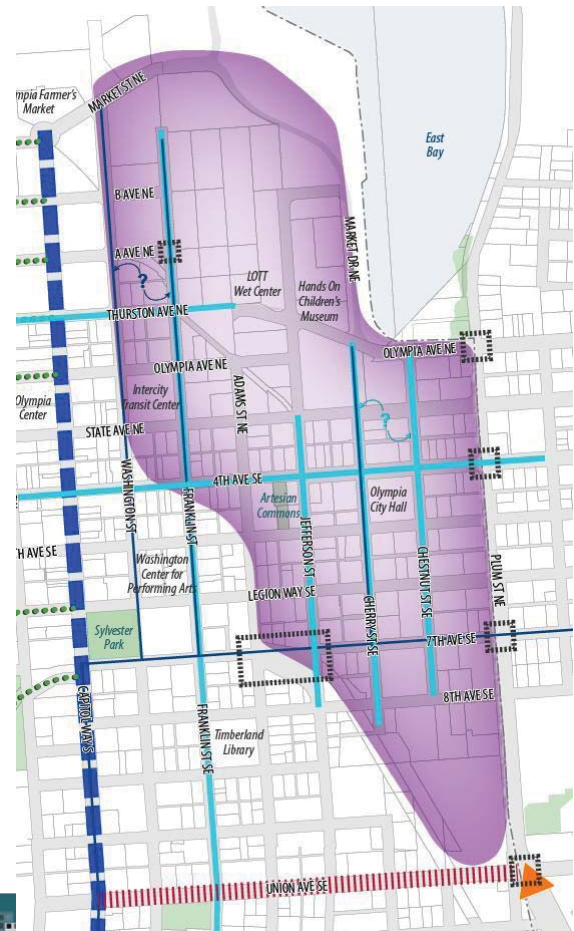
- Mix of employment, arts, entertainment, small & artisan manufacturing, culinary activities, etc.
- Unique housing types (e.g.: studio lofts)
- Build on LOTT and existing industrial/tech activities.
- All ages
- Lots of energy
- Improve safety and amenity
- Attractive workshop character



DESIGN CHARACTER: ARTISAN/TECH

STREETS

Thurston Ave.
Cherry St.
Jefferson St.



CHARACTER AREAS: ARTISAN/TECH AREA

ARTISAN/TECH AREA STREETScape CHARACTER



Enhanced frontage zones allow for artisan/tech activities to spill into streetscape. For example, café/restaurant seating, outdoor retail space etc.



Bollards allow for flexible use



Site furnishings reinforce industrial workshop character



Street and pedestrian lighting support night time activities



Cherry St. parklet provide precedent for simple wood and welded street furnishings

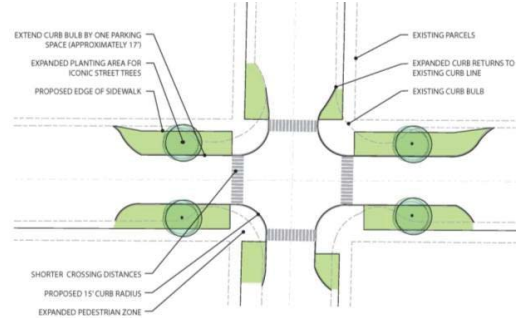


CHARACTER AREAS: ARTISAN/TECH AREA

ARTISAN/TECH AREA STREETScape CHARACTER

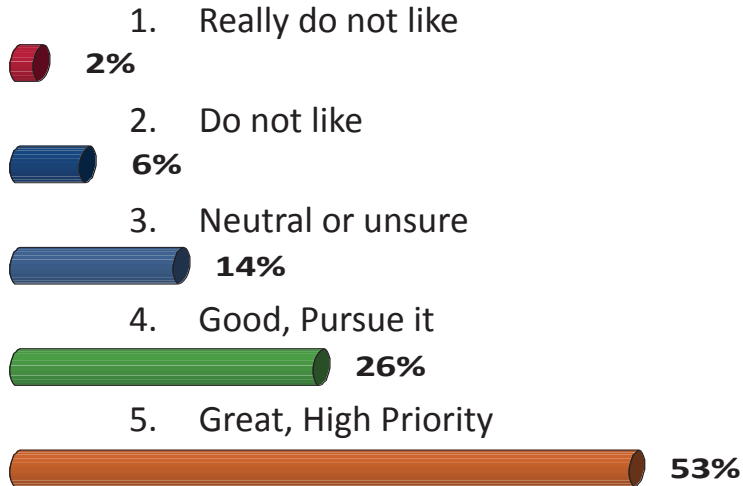


Because there are so many drives and different street functions, curb bulbs at intersections may provide the best opportunities for landscaping and art..



WHAT DO YOU THINK?

7. Emphasize low key, utilitarian streetscapes in Artisan/Tech district. Focus on intersections and specific opportunities

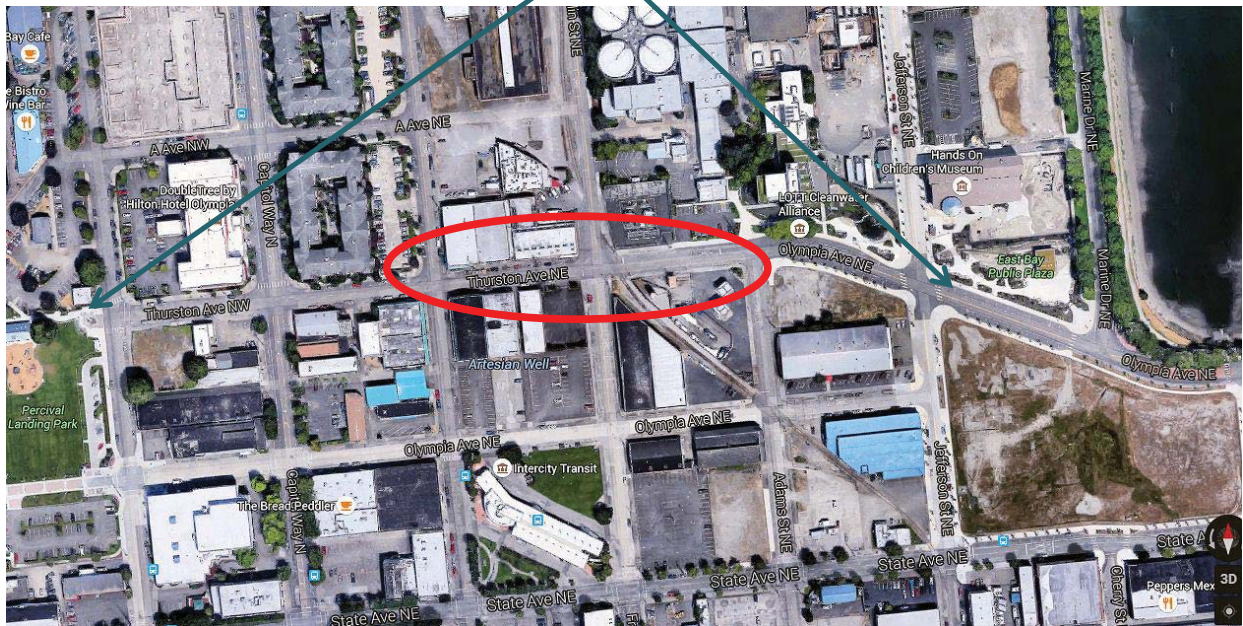


Mean = 4.22

DESIGN CHARACTER: ARTISAN/TECH

THURSTON:

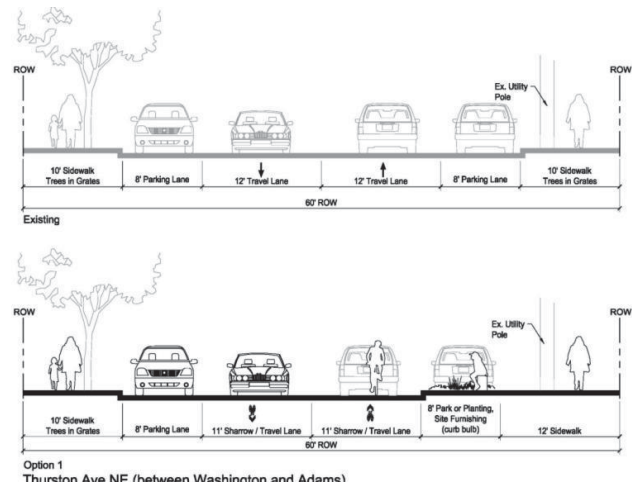
Excellent sidewalks on north side.



DESIGN CHARACTER: ARTISAN/TECH

THURSTON FUNCTION

- Fix sidewalk in block near food bank and extend curb to allow for queuing.
- Bike route connecting Cherry St and Market Dr to Columbia St.



DESIGN CHARACTER: ARTISAN/TECH

THURSTON CHARACTER

- A street-trail on the north side of the street from Percival Park to the Hands On Museum – add lights and trees .



THURSTON AVE - STREETScape CHARACTER



Integrate art and storytelling into the streetscape experience for families

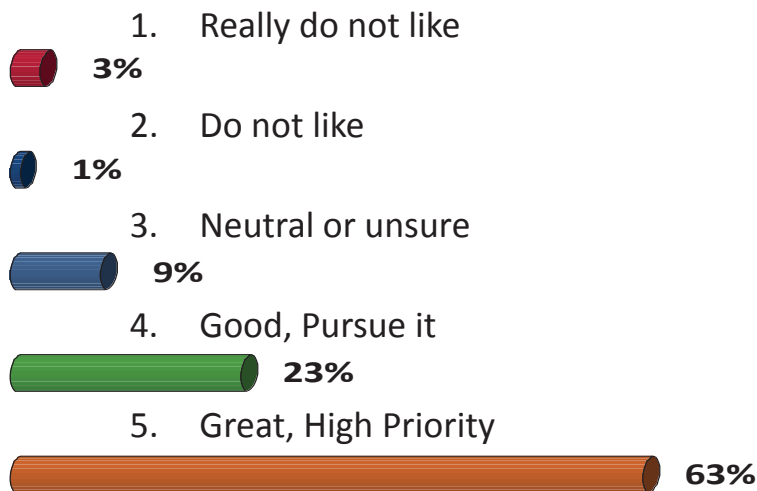


Continue existing Olympia street and pedestrian lighting along Thurston



WHAT DO YOU THINK?

8. Improve sidewalks where needed and add pedestrian lights on Thurston.



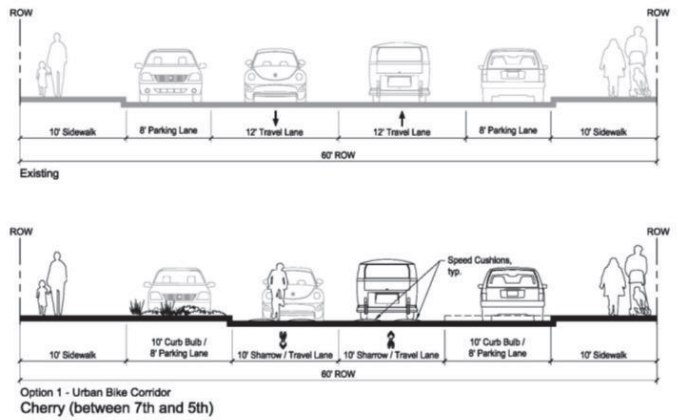
Mean = 4.41



DESIGN CHARACTER: ARTISAN/TECH

CHERRY

- **Bikeway?** It would provide a loop route over to Thurston & the Market & Landing
- Shared street north of 4th



Sharrow in the center of the lane



Speed cushions with bicycle cut outs



Intersection markings



Controlled or enhanced crossings at arterial streets; Stop signs for non-arterial streets intersecting with bike corridor.



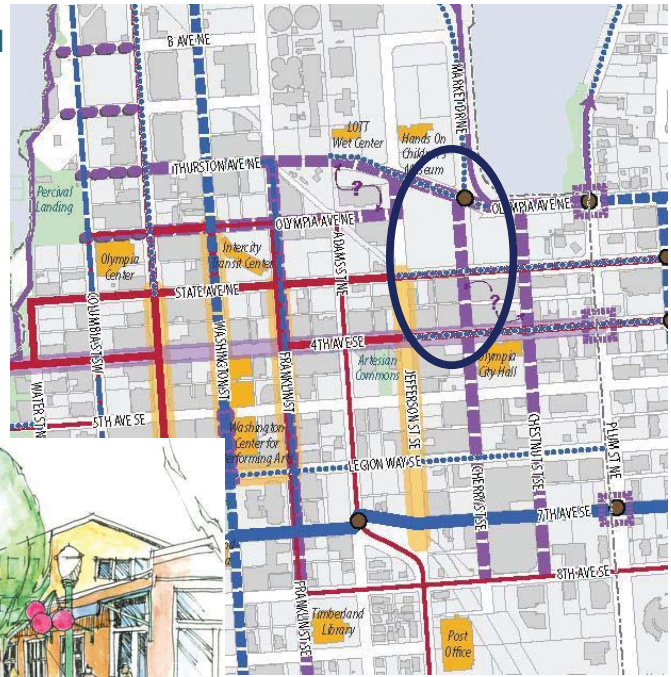
Curb bulbs

CHERRY STREET BIKE CORRIDOR



DESIGN CHARACTER: ARTISAN/TECH CHERRY SHARED STREET

- Shared street north of 4th
- Pedestrian/bike connection through State St. property



WHAT DO YOU THINK?

9. Create bikeway on Cherry with connections to Thurston.



Mean = 4.02



DESIGN CHARACTER: ARTISAN/TECH

JEFFERSON

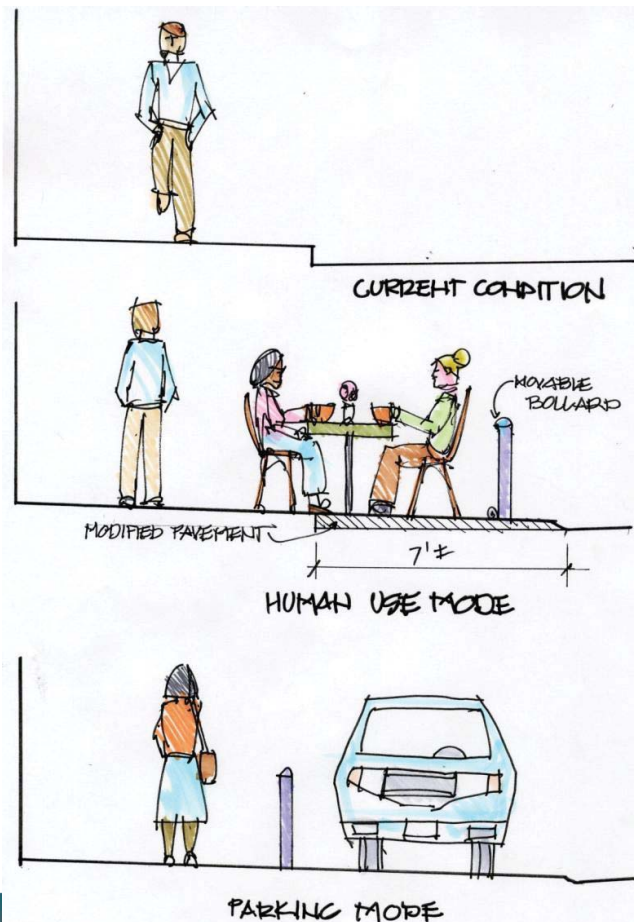
- Rails not good for bikes
- Sidewalk extension and low rolled curb with movable bollards could allow multi-use of parking area. Sometimes parking – Sometimes seating



DESIGN CHARACTER: ARTISAN/TECH

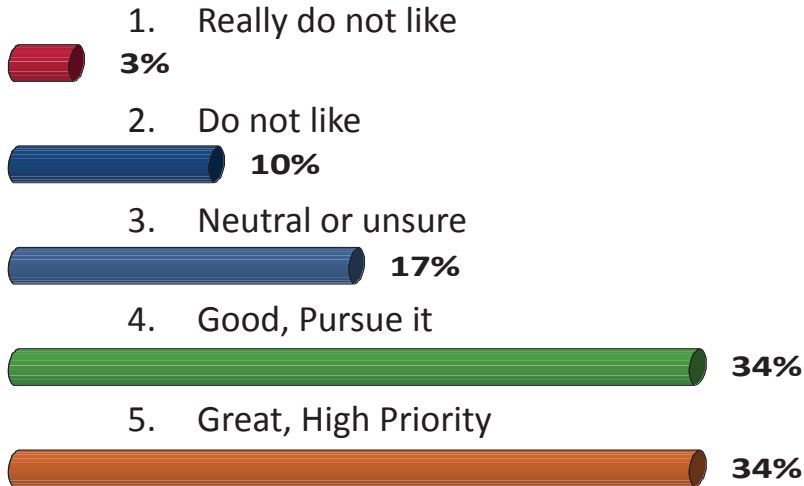
JEFFERSON

Sidewalk extension and low rolled curb with movable bollards could allow multi-use of parking area. Sometimes parking – Sometimes seating



WHAT DO YOU THINK?

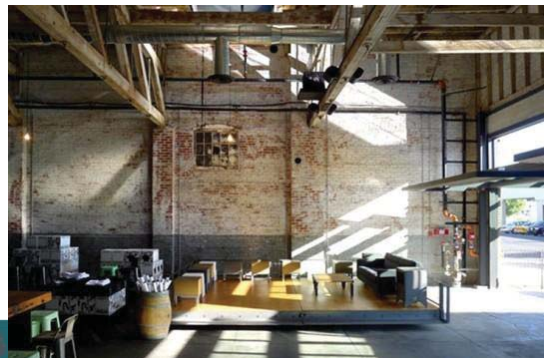
10. Encourage flexible use of parking lane on Jefferson and other Art/Tech area streets where appropriate.



Mean = 3.86

DESIGN CHARACTER: ARTISAN/TECH ADAPTIVE REUSE

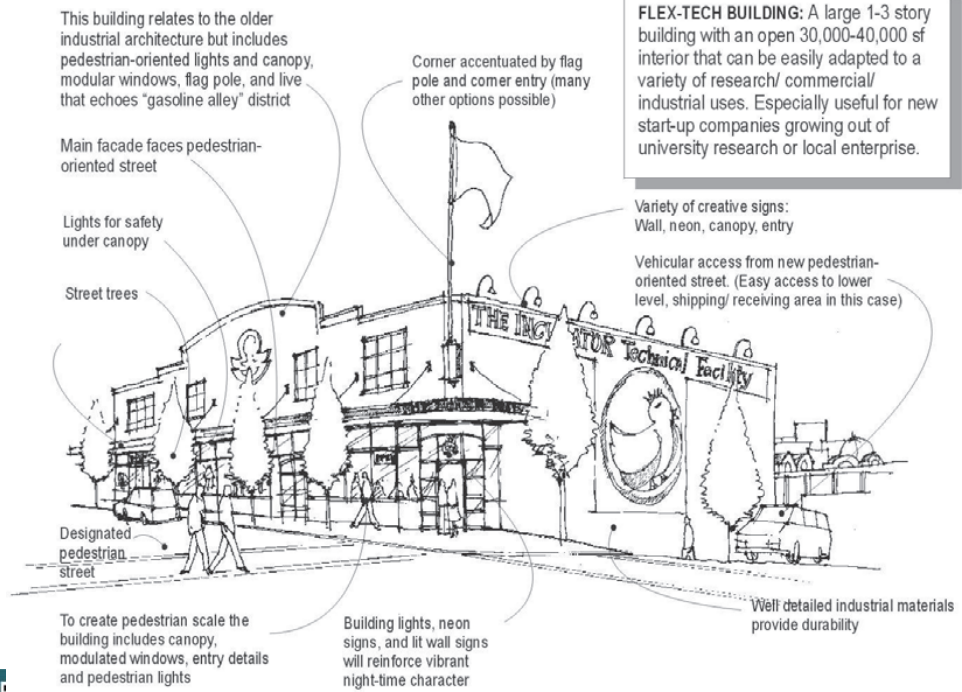
- Incorporate adaptive reuse tools and incentives
- Analyze the feasibility of an adaptive reuse project
- Identify code changes & incentives to encourage reuse.



DESIGN CHARACTER: ARTISAN/TECH

DESIGN GUIDELINES

- Encourage re-use and provide examples



DESIGN CHARACTER: ARTISAN/TECH

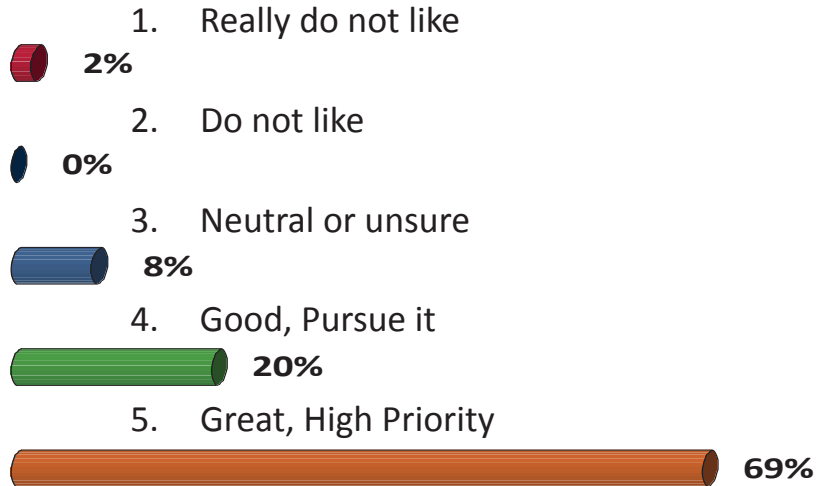
DESIGN GUIDELINES

- Pedestrian oriented facades and entries
- Building details & art
- Variety and exuberance rather than refinement – although refinement is also OK
- Market area a good model for new construction



WHAT DO YOU THINK?

11. Address barriers to adaptive use and emphasize design guidelines that encourage variety and utilitarian character.



Mean = 4.54

GUIDING FRAMEWORK: CHARACTER AREAS

ENTERTAINMENT

- Focus on night-life and the arts
- Insure safety and cleanliness



DESIGN CHARACTER: ENTERTAINMENT

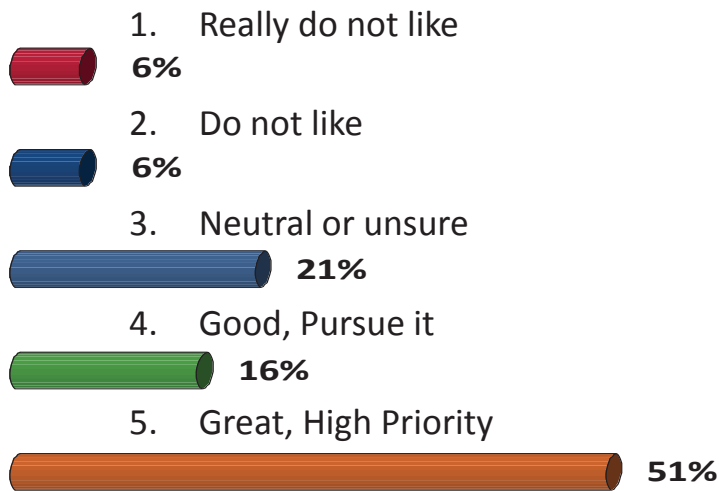
4TH AVE

- Short term: Reduce speed and traffic impacts
- Future: Study 2 way traffic



WHAT DO YOU THINK?

12. Calm traffic on 4th and study 2-way options.

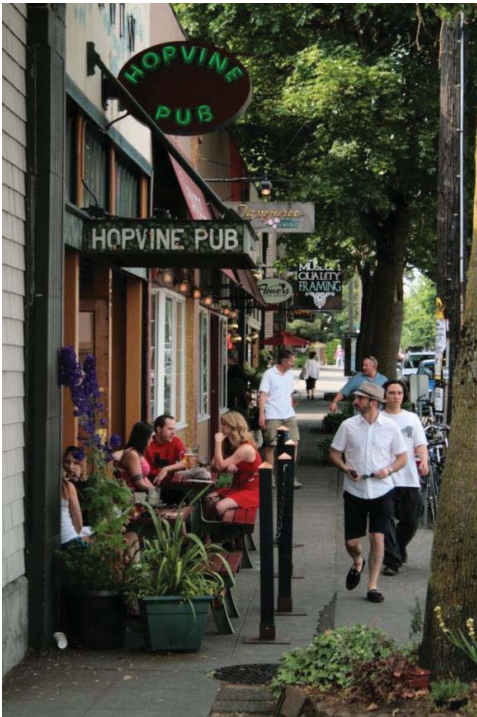


Mean = 3.99



CHARACTER AREAS: ENTERTAINMENT DISTRICT

ENTERTAINMENT STREETScape CHARACTER



Street trees do not interfere with sidewalk activities



Pedestrian lighting is a high priority; Street art adds to the entertainment along the streetscape



Multi-tone pavers enhance whimsical streetscape.



The Entertainment District is a good place for art

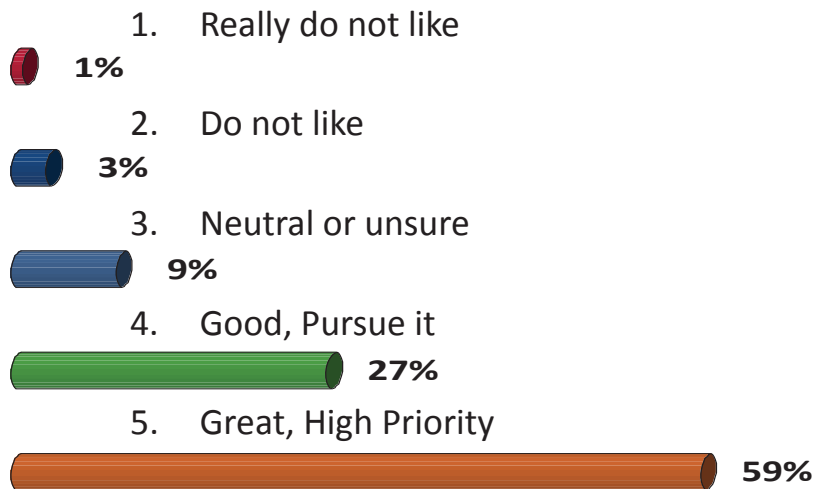


Parklets extend entertainment open space



WHAT DO YOU THINK?

13. Streetlights and festive streetscapes in the Entertainment District



Mean = 4.40



DESIGN CHARACTER: ENTERTAINMENT

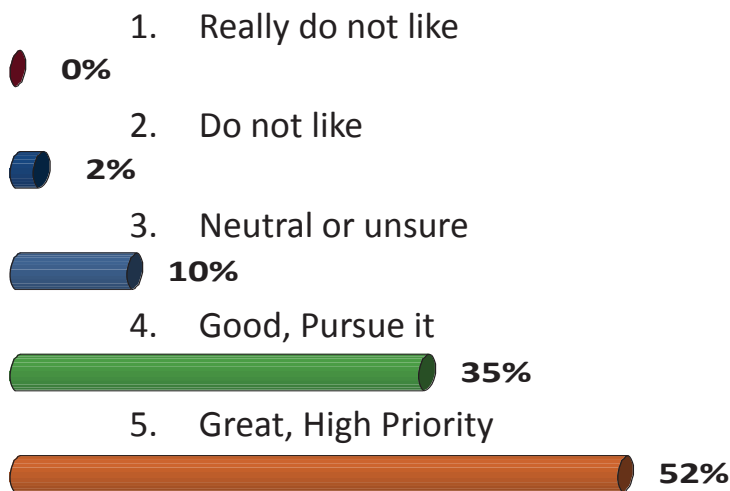
DESIGN GUIDELINES

- Pedestrian oriented facades and entries very important.
- Building details & art
- Building lighting and individual “art” signage encouraged.
- Insure safety and cleanliness.
- Mix of architecture



WHAT DO YOU THINK?

14. Design guidelines that emphasize creativity, variety, and pedestrian ambience in the Entertainment District



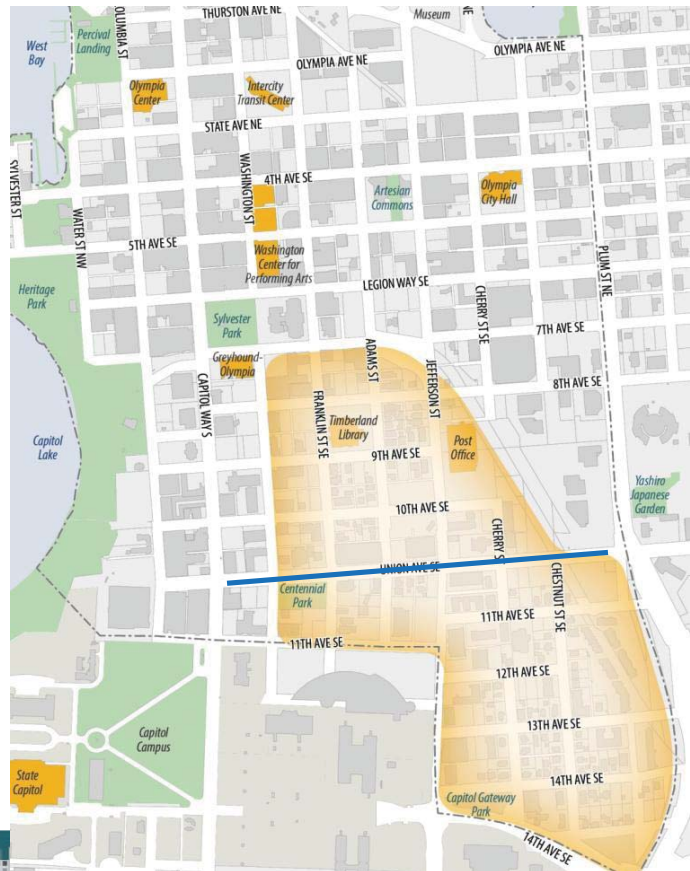
Mean = 4.37



GUIDING FRAMEWORK: CHARACTER AREAS

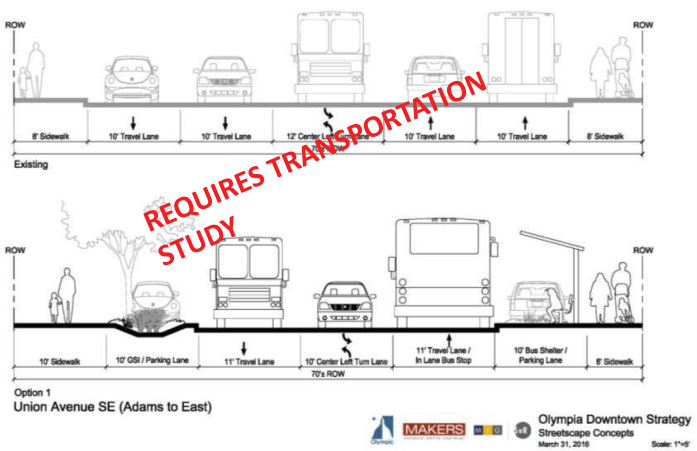
SOUTHEAST DOWNTOWN NEIGHBORHOOD

- Family friendly residential neighborhoods
- Variety of housing types
- Excellent pedestrian connections



DESIGN CHARACTER: SOUTHEAST UNION AVE

Opportunity to create an excellent entry to south Downtown with green infrastructure and landscaping



DESIGN CHARACTER: SOUTHEAST

UNION AVE – STREETScape CHARACTER



Wide planters allow for large trees and green infrastructure plantings creating a boulevard-like entry to downtown



Site furnishing palette can reinforce avenue identity



Green infrastructure plantings provides a multi-functional landscape

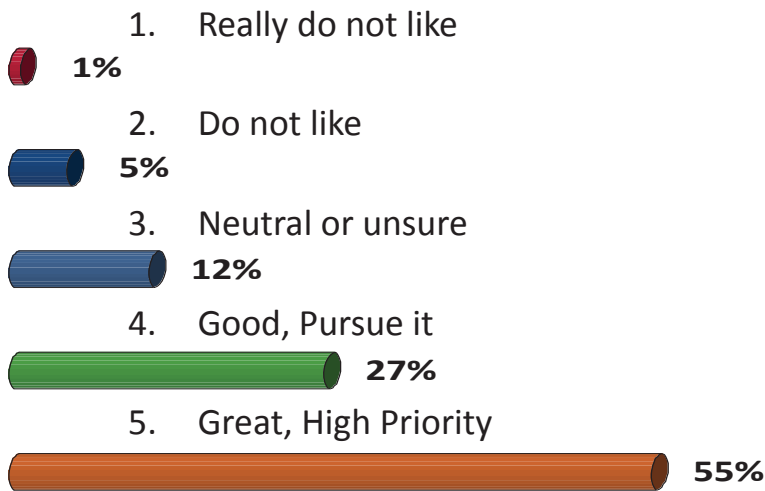


Dual street and pedestrian lights provide scale and opportunities for baskets and banners



WHAT DO YOU THINK?

15. Test to see if a diet on Union St will handle traffic and if so, in the future, emphasize green infrastructure streetscape.



Mean = 4.31

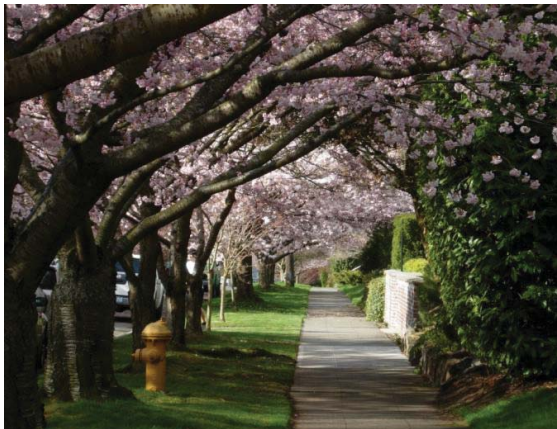


DESIGN CHARACTER: SOUTHEAST

NEIGHBORHOOD STREETS

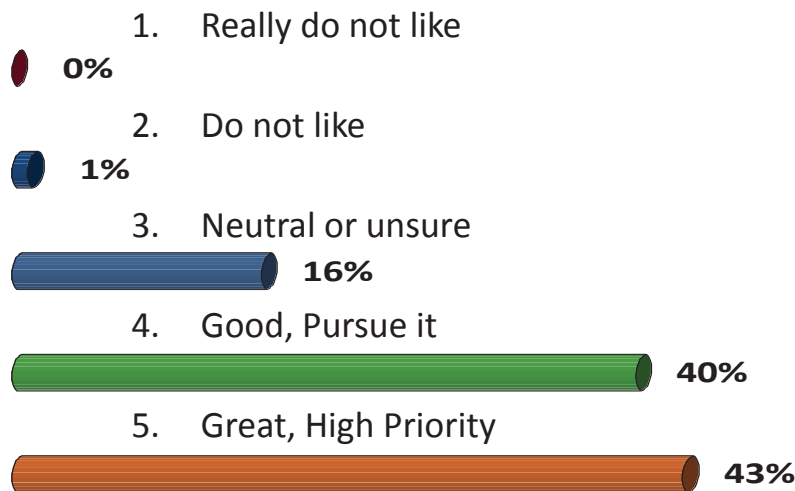
Pleasant streetscapes with a variety of street trees and landscaping.

No special street lights or other features except in unique situations.



WHAT DO YOU THINK?

16. Minor improvements to SE Neighborhood streetscapes to improve pedestrian access and safety.



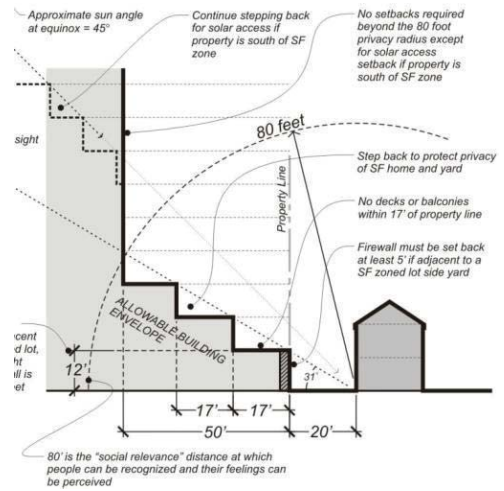
Mean = 4.24



DESIGN CHARACTER: SOUTHEAST

DESIGN GUIDELINES

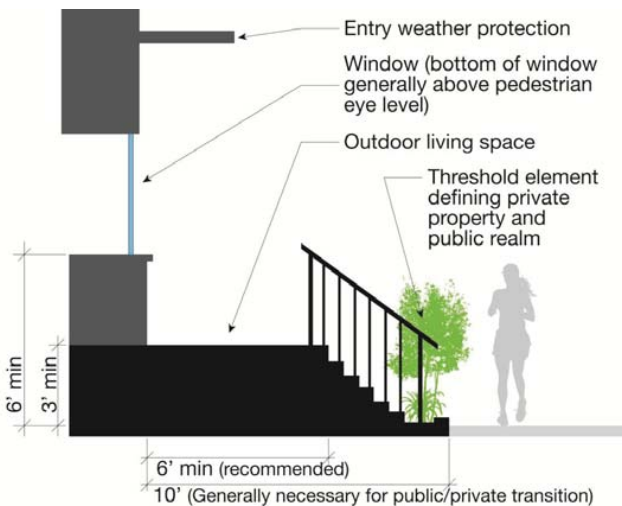
- Increase compatibility between old and new construction and between large and small buildings
- Retain human and small architectural scale
- Enhance safety
- Ensure quality



DESIGN CHARACTER: SOUTHEAST

DESIGN GUIDELINES

- Encourage front yard activity
- Provide privacy for ground related units
- Promote appropriate infill



ACCESSORY DWELLING UNIT (ADU)

Additional subordinate dwelling unit on a single family lot (attached or detached)

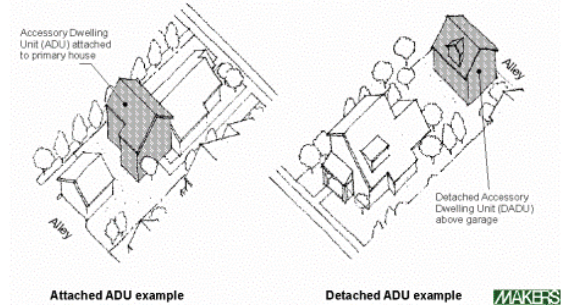
TYPICAL SPECIFICATIONS

- Location:**
- Attached ADU's: Anywhere single family detached housing is allowed/considered
 - Detached ADU's: Work best where alleys are present or on large lots
- Target Demographic:**
- Singles and young couples
 - Seniors and empty nesters
- Construction Features:**
- Wood-frame
- Site Area:** All lots as long as house, ADU and accessory structures meet setbacks and other applicable development standards
- Density:** Up to one ADU per lot
- Unit Size:** 300-800 SF (studio to 2-bed)

- Benefits:**
- Ability to fit into existing neighborhoods on a variety of sites
 - Reduces pressure for sprawl by increasing density
 - Blends well into existing single family neighborhoods
- Drawbacks/Challenges:**
- Relatively new housing type for Bellingham, particularly detached ADUs



- ADUs above garages along an alley**
- Typical ADU requirements:**
- Must not exceed 800 SF or 40% of primary dwelling unit
 - 1 ADU per house
 - 1 additional parking space/ADU
 - No more than 2 bedrooms/ADU
 - ADU entry not visible from street (access on side or rear)



Connecting Places & Spaces

Market Analysis

Property Counselors, the economic consultant with the MAKERS team, conducted a Market Analysis for Downtown Olympia. The summary of the report is included in the following pages. (This version includes slight revisions made in July 2016.)

FINAL DRAFT: MAY 24 2016

OLYMPIA DOWNTOWN STRATEGY

MARKET ANALYSIS

PREPARED FOR:

**CITY OF OLYMPIA AND
MAKERS ARCHITECTURE AND URBAN DESIGN**

PREPARED BY:

PROPERTY COUNSELORS

MARCH 2016

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I. INTRODUCTION AND SUMMARY

INTRODUCTION

Olympia is the capitol city of Washington State and enjoys a stable workforce with an engaged and educated community. Its historic downtown has a dramatic natural setting and a variety of living, shopping, and entertainment experiences. Over the past twenty years, Downtown has benefitted from over \$150 million in investment in public infrastructure and amenities. The City is looking to capitalize on that investment by adopting a Downtown Strategy that will provide a plan for achieving the vision for Downtown. The Strategy will set priority actions for the next five to six years, illustrate desired design elements and future conditions, guide City budgets, work plans and partnerships, and help to market downtown.

In order to identify realistic economic opportunities for Downtown, the Strategy includes a market analysis for potential uses that could be supported over the next 20 years. The analysis will provide a basis for identifying physical improvements to Downtown, as well as conditions that will support private investment. All of these elements will become part of the overall strategy for the future.

This report documents the results of the market analysis for potential uses. It is organized into seven sections.

- I. Introduction and Summary
- II. Economic and Demographic Overview
- III. Downtown Profile
- IV. Demand for Retail
- V. Demand for Office
- VI. Demand for Residential
- VII. Demand for Lodging

The major findings and conclusions of the analysis are summarized in the remainder of this section.

SUMMARY

ECONOMIC AND DEMOGRAPHIC OVERVIEW

Government is the largest category of employment in Thurston County with 34% of total wage and salary employment. State employment has grown since 2011 to reach a total of over 25,000 full and part-time workers. Olympia's share of State workers in Thurston County has fallen from 66% 1998 to 52% in 2011.

Olympia is the largest of the three major cities in Thurston County. The average household size in Olympia is lower than in the other two cities; the median age is higher; and the median income is lower. The population in Olympia is projected to increase by 17,390 over the next 20 years. The City's Comprehensive Plan calls for 25% of that increase to occur in Downtown Olympia.

The visitor industry in Thurston County is comparable in terms of number of employees to the wholesale or manufacturing sectors. Olympia is easily accessible within the region by automobile, and offers several park, recreation and museum attractions.

DISTRICT PROFILE

The Downtown Strategy Area is defined as the area west of Plum Street, north of 11th SW and 14th SW, west of Capitol Lake, north to include the Port of Olympia property. The area includes approximately 500 acres of land. The area includes over seven million square feet of buildings as determined by a recent inventory by the City. The amount of building area is equally distributed among ground floor uses and all upper floors. Office is the most prominent use, followed by residential and retail. Much of the retail space is located on the ground floor. Most of the residential and office space is on upper floors.

The total population of Downtown in 2010 was approximately 1,800, an increase of 21% over the previous decade. The area south of Legion Way has a greater population than the area to the north, and grew at a faster rate over the decade. The area to the north has a significantly higher median age, lower household size and lower median income. Overall there are 931 units of low and moderate income housing units (both subsidized and low cost) and 714 market rate units. The latter number includes 299 units currently under construction. The number of units under construction represents almost 20% of the total number of units Downtown. These units represent a significant shift in the balance between low and moderate income and market rate units.

The largest single category of business in terms of square feet is restaurants. Including bars and coffee shops/bakeries, the food service cluster represents one-third of total retail and restaurant space downtown. General retail and boutiques is the second largest single category. Together with furniture, apparel, art, antiques, books, and jewelry, specialty retail makes up almost 30% of total space. There is only one grocery store and no stand-alone drug store. Downtown taxable sales represent only 4.6% of city-wide retail trade and 21% of selected services. Downtown has the largest shares of city-wide sales for

Non-store Retailers, Personal Services, Miscellaneous Retailers, Arts/Entertainment/Recreation, and Foods Services.

DEMAND FOR RETAIL

Total taxable retail sales in Olympia grew from \$1.10 billion in 2004 to \$1.24 billion in 2014, an annual average growth rate of 1.2 percent, well below the rate of inflation for the period of approximately 2.4%. Retail trade grew at .8% percent while the selected services grew at 3.4 percent. Automobiles, Food Services, General Merchandise, and Building Materials were the largest sectors. The fastest growing sectors city-wide were E-commerce, Arts and Entertainment, Drug Stores and Convenience Stores.

Downtown Olympia currently has a business mix typical of a lifestyle retail center with multiple tenants in the food service, entertainment, furnishings, apparel and miscellaneous retail. It is distinct from the regional shopping centers in West Olympia and Lacey, and the many neighborhood and community scale centers that provide more convenience type goods that shoppers seek on a frequent basis. The asking rents for several established retail buildings in Olympia typically fall in the range of \$15 to \$20 per square foot. There are many buildings with rents below these levels, particularly in Downtown Olympia. Such rents provide opportunities for new businesses to become established and grow over time.

The total potential increase in sales is estimated to be \$152 million annually by 2035, an increase of approximately 100% over the period. Capture of regional growth represents the largest share if this increase, followed closely by increased downtown capture in selected sectors, and increased sales to Downtown residents. The sectors with the largest potential increase are Food Services, Food and Beverage, Miscellaneous Retail, and Apparel and Accessories. Increased sales of this magnitude would support an additional 650,000 square feet of retail space, an increase of approximately two-thirds over the current [inventory](#)^[AB1].

DEMAND FOR OFFICE

State-occupied space represented 51 percent of all office space in the County in 2014. The actual percentage was undoubtedly higher, as the total square feet includes vacant space, and space that may serve some retail uses. The State-occupied buildings include most of the larger office buildings, while much of the non-State space is in smaller buildings. The amount of State leased space declined dramatically between 2010 and 2014. Accordingly, the amount of Non-State space increased dramatically, but the amount of occupied space has not kept pace. The estimated office vacancy is approximately 10%, and the vacant space represents approximately eight to ten years absorption at historic rates.

The highest office rents in Olympia are in the higher amenity buildings with water views Downtown. None of these buildings were built in the past ten years. The newest major office building in downtown Olympia is the Washington State Employees Credit Union

building on Union Street, but this building is owner-occupied. There are very few new private office projects in the County. The State-owned 1063 Building is under construction on the capitol campus. Thurston County is considering possible relocation of its administrative buildings in West Olympia above Capitol Lake, with Downtown Olympia a possible location.

Office using employment in Olympia is projected to grow by 5,357 between 2014 and 2040. Office using employment in Thurston County is projected to grow by 16,748 between 2014 and 2040. This growth would support an additional 41,000 square feet each year in Olympia and 124,000 square feet in the county as a whole. At this rate it would require approximately eight years to fill the existing vacant office space county-wide. However, with conversion of some buildings to residential or other uses, and with the lack of any new Class A office space developed in Olympia over the past decade, there will be support for new development in Olympia sometime sooner than that eight year horizon.

DEMAND FOR RESIDENTIAL

Multifamily development is relatively common in Olympia, with multifamily representing 40% of total units in 2015. Over the past 15 years, 44% of the net increase in units in Olympia was in multifamily units. Olympia has a current vacancy rate (as of September 2015) of 3.6 percent, higher than the other cities, but lower than the 5.0 percent target rate for a typical market. Units built since 2010 in Olympia have a slightly lower average vacancy. Olympia's average rents are lower than the average for the county as a whole. This can be partly attributed the older inventory in the city. Considering only units built since 2010, rents are much higher in Olympia. Generally, prevailing rents of \$1.00 to \$1.40 per square foot are less than the rents necessary to support the cost of new construction of midrise buildings with structured parking. However, the 123 4th building under construction has asking rents of \$2.00 per square foot or more, levels that will support such construction.

The average home values for condominiums/coops in Olympia are estimated by Zillow to be \$196,000 compared to \$254,000 for all homes. Condominium/coop values dropped from a peak of \$241,000 in 2007, to a low of \$175,000 in 2012, before returning to the current value. Of the units currently for sale many are in projects built just prior to the recession. Most of the units for sale are townhouse units. The most expensive units generally range in size from 1,500 to 2,000 square feet. On a per square foot basis, the highest priced units are just over \$200. However, many of the new townhouse units are for sale for approximately \$150 per square foot. Generally, condominium sales have begun to increase and prices have stabilized, but the current prices are still well below the prices necessary to justify new investment.

The City targets that approximately one-quarter of the projected increase in City population over the next 20 years will locate Downtown. This increase would represent 2,500 to 3,500 additional housing units depending on the average household size. The distribution of new units by type will be based on the likely household composition and

income levels of new residents. Family households with children under 18 are more likely to choose a townhouse. Family households without children, and with higher incomes are more likely to choose a midrise unit. Non-family households, with moderate incomes are more likely to choose a lowrise unit. The projected demand by unit type over the twenty year period is:

Townhouses	680 to 960 units
Lowrise (2-3 stories)	1,100 to 1,530 units
Midrise (4-5 stories)	<u>720 to 1,010 units</u>
Total	2,500 to 3,500 units

DEMAND FOR LODGING

The lodging industry suffered major shocks over the last decade. Activity in all jurisdictions in the County declined with the general economy in 2008, but has recovered strongly since then. Olympia captures the largest share of lodging activity, followed by Lacey.

There are over 2,000 guestrooms in the Olympia market area, with 36% in Lacey, 34% in Olympia, and 26% in Tumwater. Of the major hotels, only two are full-service hotels. In addition, only eight have significant amounts of meeting space. The Towne Place Suites on Capitol Way in Olympia opened in January 2016 after a major renovation. The Tumwater La Quinta opened in 2015. A Hampton Inn and Suites is scheduled to open with 126 rooms at 4301 Martin Way in Olympia in June 2016. A 118 room Hilton Garden Inn is under construction on Henderson Boulevard in Olympia. A Marriott Courtyard is proposed for an adjacent site.

Real growth in hotel performance reflects growth in room nights and growth in average daily room rate above inflation. The historical real growth rate was 2.3% between 1994 and 2015, a very challenging period for the industry. Future growth is assumed at 2.5% to 3.5%. The City’s current share of county-wide room revenue was 46% in 2015 down from 51%% in 2003. Olympia should be able to maintain that share and even increase it somewhat based on likely enhancements to Downtown. The number of supportable new hotel rooms in the study area over the next 20 years is projected to range from 138 to 311. A portion of the new rooms are likely to be limited service rooms. But it is important that at least one full service hotel be included in order to diversify the market segmentation and reinforce Downtown as the center of the local lodging and entertainment sector.

SUMMARY OF POTENTIAL DEMAND

The projected demand for increased development in Downtown Olympia is summarized in Table I-1.

Table I-1
Summary of Projected Demand

	2015-2025	2025-2035	2015-2035
Residential Units			
Townhouse	342-479	342-479	684-958
Low rise	549-768	549-768	1,097-1,536
Mid Rise	360-503	360-503	719-1,006
	1,250-1,750	1,250-1,750	2,500-3,500
Retail Square Feet	327,000	328,000	655,000
Office Square Feet	200,000*	200,000	400,000
Hotel Rooms	62-133	76-178	138-311
* includes backfill.			

In order to achieve these projected levels, it will be necessary to improve the desirability of Downtown through:

Promotion of a positive identity.

Addition of streetscape improvements and public amenities to enhance attractiveness.

Response to perceptions of lack of parking and security.

Promotion of business retention and attraction.