



## ATTACHMENT A SCOPE FOR THE DOWNTOWN STRATEGY

### FRAMEWORK

Olympia's Comprehensive Plan describes a community vision and goals for Downtown Olympia. In sum, downtown will be:

- Home to 25% of the city's future residential growth (5,000 people);
- The social, cultural and economic center of the region;
- An attractive and sustainable place to live, work and play;
- A mix of office, retail and residential uses;
- Full of public art, significant landscaping and public spaces;
- A pedestrian and bicycle friendly environment, and
- Protected from the effects of sea level rise.

### Purpose for a Downtown Strategy:

A Downtown Strategy will help foster a rich diversity of downtown places and spaces that will attract and support people who live, work and play in downtown Olympia, including 5,000 new downtown residents.

The Downtown Strategy will:

- Identify priorities – steps we'll take over 5-6 years that will have the greatest strategic impact toward implementing downtown goals
- Include illustrations of desired future conditions & design elements
- Guide City budgets and work plans, and community partnerships
- Help us market downtown
- Move Olympia's vision for downtown forward

**Fundamental Concept for 2015-2020:** *Connecting and enhancing downtown places & spaces*

**To Connect and Enhance Downtown Places & Spaces, we will:**



**Reduce development uncertainties:** Clarify the type and character of development desired, and create a predictable path to get there.



**Encourage private investment:** Make use of available tools to stimulate private development of housing, business and job opportunities, and rehabilitate the built environment where needed.



**Enhance public spaces:** Enrich the downtown experience with safe and beautiful streets, sidewalks and alleys; public art; greenery; lighting; pedestrian and bike friendly amenities.



**Preserve unique qualities:** Protect and strengthen downtown's natural and historic environment.



## To Form a Downtown Strategy, we will:

- **Explore downtown dynamics** to gain a better understanding of realistic opportunities to achieve our economic, housing, retail and urban design goals;
- **Prioritize street and sidewalk improvements** relative to the economic, housing, retail and design strategies that are formed;
- **Complete immediate tasks listed below & consider other initiatives** that spring from the public process. Initiatives could include such things as: code amendments, capital investments, programmatic changes or tasks, partnerships, etc.

(See the Scope of Work for more details)

## Immediate Tasks

Three significant work items will be completed immediately while the strategy is being formed. It is important to complete these 3 tasks during strategy development because these will provide a foundation upon which to move forward by helping us understand priorities and realistic opportunities, and reduce development uncertainties to move our goals forward. These also present opportunities to engage the public in interactive, visual ways:

1. **Establish view protection standards:** Use visualization tools to engage public in identification and evaluation of which landmark views to protect from which vistas in downtown.
2. **Review, illustrate & refine design standards:** Review existing design standards; recommend refinements to better align with goals; better illustrate desired end state.
3. **Consider increasing State Environmental Policy Act (SEPA) thresholds and exemptions:** To reduce uncertain costs and permit review times, address environmental issues upfront in the development code so that certain areas or projects may be exempt from SEPA.

## Amending/Updating the Downtown Strategy

- After adoption of a Downtown Strategy, the City Council can annually review and, if needed, amend initiatives, as part of the decision-making process for:
  - The Action Plan
  - The Capital Facilities Plan
  - Annual department, advisory board or Downtown Project work plans
- As the 5 year period comes to a close, the Strategy can be evaluated and more thoroughly updated:
  - Evaluating whether objectives were met
  - Updating existing and forecasted conditions
  - Establishing a new fundamental concept and initiatives for the next 5 years



## PUBLIC PARTICIPATION PLAN

### Goals for the Public Process

- Follow the public participation goals & policies in the Comprehensive Plan, including:
  - Provide a transparent process that enables open, meaningful and respectful dialogue among a broad array of stakeholders and opinions
  - Provide information and outreach materials through a variety of means
  - Use creative methods to engage under-represented groups and people
- Educate and enable dialogue that builds broader community understanding of current conditions and market opportunities in downtown
- Clearly articulate what is being asked of the public, how their input will be used, and report back about what was heard
- Use visually-oriented, data-driven information
- Build and maintain the momentum of public engagement
- Draw on previous planning efforts – complement them, do not recreate them
- Focus efforts on what is realistic, vital and impactful
- Manage expectations, address false assumptions and provide consistent messages



### Communication and Outreach

#### Points of Contact:

- Amy Buckler, Project Lead - Day- to-Day contact
- Leonard Bauer, Deputy CP&D Director
- Lead for consultant team (*to be determined*)

#### Additional Info Provided in Attached:

- Communication Tools & Level of Public Participation
- Schedule for the Process (*Details to be determined*)
- Relationships with Other Plans



## Target Audiences

Downtown Olympia is an important destination for a broad spectrum of local and regional community members, as evidenced through multiple City engagement efforts. The following are considered target audiences for Downtown Strategy outreach:

- Olympia residents and outside visitors
- Local organizations, boards and committees
- Property Owners
- Business Owners
- Downtown Residents and Employees
- Developers and Investment Community
- Individual Stakeholders and Interest Groups
- Thurston County and the seven jurisdictions within, in particular the urban Cities of Lacey and Tumwater; Thurston Regional Planning Council
- Utilities and Service Providers (*Intercity Transit, Puget Sound Energy, etc.*)
- City Council, Advisory Boards and department staff

Hereafter, when this plan mentions “public” or “stakeholders,” this implies all of the above.

## Public Engagement Activities

### **April 29, 2015 Open House about draft scope**

Informed target audiences about the scope of the upcoming effort, and received input about how people want to be involved.

### **Summer 2015 Outreach**

Using multiple methods, such as e-newsletters, window displays, festival booths, and group presentations, staff will continue to reach out and inform target audiences about the upcoming Downtown Strategy.

### **Public ‘Workshops’ Fall 2015-Spring 2016**

*Following is a conceptual framework – details to be negotiated with consultants*

- Broad, open participation process that engages public/stakeholders in the evaluation of information and alternatives
- A series of public workshops hosted by the City - the first to be held in Fall of 2015
- Some workshop topics may entail more than one day/evening
- Workshops build on each other and inform development of the Downtown Strategy



## Roles and Tasks

The following outlines roles and associated tasks for various stakeholders that will be involved in forming the Downtown Strategy. Examples of possible tasks for a 'Stakeholder Group' are identified, and will be fleshed out with input from stakeholder representatives and consultants.

### City Council

**Role:** Decision maker

**Tasks:**

- Define the scope of the strategy
- Members attend public workshops/meetings to listen and observe
- Receive input from all interested individuals and groups
- Provide final direction on the contents of the Strategy
- Adopt the Downtown Strategy

### Council Appointed Advisors:

#### **Olympia Planning Commission**

**Role:** Ensure Strategy's consistency with the Comprehensive Plan

*Tasks for the Planning Commission will be confirmed with input from the Commission and consultant team.*

**Possible Tasks:**

- 1-2 members sit on consultant selection team
- Members attend public workshops/meetings to listen and observe
- 1-2 members participate in 'Stakeholder Group'
- Review final draft strategy and provide recommendation to City Council regarding the Strategy's consistency with the Comprehensive Plan
- Hold a public hearing and make a recommendation to the City Council regarding any proposed development code changes resulting from the Strategy
- Receive regular updates from staff

**Other City Advisory Boards & Commissions:** Olympia Heritage Commission, Design Review Board, Bicycle & Pedestrian Advisory Committee, Arts Commission, Utility Advisory Committee, Parks & Recreation Committee

**Role:** Advise Council and staff on potential initiatives to include in the Strategy

**Tasks:**

- Receive an informational briefing from staff
- In line with scope, make recommendations for initiatives pertaining to expert purpose and role for consideration by staff and City Council
- Members may participate, listen and/or observe public workshops/meetings

**Staff/Consultant Team**

**Role:** Ensure the public process is carried out in accordance with the scope; research, analysis, writing, formation of strategy drafts

**Staff Tasks:**

- Manage RFQ process and City's interaction with consultants
- Creation and maintenance of public engagement materials (with help from consultants)
- Provide information and presentations to community groups
- Communicate with the Port of Olympia and State Capitol Campus and seek to make connections between the Downtown Strategy and Port of Olympia Real Estate Development and State Capitol Master Plans
- Research, analysis and writing for the strategy (with help from consultants)

**Consultant Tasks:** *This is not the RFQ or contract, which will flow directly from the overall scope, yet be more specific and drafted separately*

- Prepare data, analysis, illustrations and visual/oral presentations, including:
  - Sample text and graphics that can be incorporated into materials;
  - Visualization tools for engaging public in evaluating alternatives for downtown view protection and skyline;
  - Analyze and make any recommendations for changes to downtown design and streetscape standards, and prepare illustrations that express the desired end state;
  - Other specific tasks as outlined in the RFQ
- Support staff in preparation of workshop materials and engagement of the Stakeholder Work Group

**Stakeholder Work Group:**

**Role:** Provide advice about 'realities' to staff & consultants during the public process and drafting of strategy

**Possible Tasks:** *Following are examples of possible tasks for a Stakeholder Group – tasks and level of commitment (including a set meeting schedule) will be fleshed out with input from stakeholder representatives and consultants.*

- Provide input to the staff and consultant team to bolster information and analysis
- Endorse the strategy and engage other community members
- No formal decision-making role
- This group convenes in a meeting open to the public
- *Update: To make the best use of this group's time, some stakeholder reps have suggested it may be better to convene the stakeholder group at a point in the process when this group can comment on specific strategies and actions to achieve clear desired comes. Staff will continue to confer with stakeholder reps.*

**Make-up of Stakeholder Work Group:**

- Made up of key downtown stakeholders with a high degree of respect and knowledge of downtown issues
- A maximum of 12-15 people. This group will be more effective if kept to a manageable number of people. Other cities, including Lacey and Tumwater, recommend a maximum of 15 people.
- *Update: Input received so far includes:*
  - *Group should include people who spend a lot of time downtown*
  - *Group should include employees*
  - *Group should include one person who doesn't like coming downtown due to perceived safety and parking issues*
  - *Do not limit this group to only the usual community leaders who always participate*
  - *Consider selecting individuals to serve on this group after the public process kicks off, based on those who show up and participate well with others*
- Possible representation from:
  1. Olympia Planning Commission
  2. Parking Business & Improvement Area (PBIA)
  3. Olympia Downtown Association (ODA)
  4. Downtown Neighborhood Association (DNA)
  5. Citizen selected by the Coalition of Neighborhoods
  6. Sustainable South Sound (suggested environmental group)
  7. Visitors & Convention Bureau
  8. Someone with knowledge of the homeless, shelter, low income housing system (suggestion: the Thurston County Homeless Coordinator)
  9. Key property owner
  10. A Developer
  11. A Financer
  12. A Real Estate Agent
  13. An Architect
  14. A Downtown Employee
  15. A Citizen at Large
- Selection of individuals:
  - Individuals representing established groups (i.e., #'s 1-7) will be asked to appoint their representative to the stakeholder group
  - Other individuals (i.e., #'s 8-15) will be selected by staff based on their expertise, downtown/community perspective and ability to work well with others



## **Public/Target Audiences**

**Role:** Everyone is invited to participate and share perspective, ideas and preferences throughout the process

## **Tasks - If interested:**

- Attend and comment at April Open House
- Put name on Downtown Strategy contact list to receive public notices and information
- Participate in public workshops and online
- Provide public hearing testimony to Planning Commission on any Code changes
- Host a staff presentation on the Downtown Strategy for your community group





## ATTACHMENT B – SCOPE OF WORK (STAFF AND CONSULTANTS)

Staff and consultants will work together on all elements leading to formation of a Downtown Strategy, including: public engagement; evaluation and integration of the strategies and tasks outlined below; and development of an implementation schedule that lists priority actions/ initiatives for next 5-6 years, when these will be carried out and the responsible party. Boxes which indicate the consultant as lead indicate where the City needs this particular expertise from the consultant; where both boxes are checked, the City and consultants will combine expertise.

Task	Lead:	Lead:	
		Consultant	City Staff
<b>Include Urban Design Elements:</b> Apply a holistic, urban design focus to the formation of the strategy, considering how places and spaces between buildings and structures function for people as well as attract investment.		✓	
<b>Create clear visual elements</b> for the strategy that identify a desired end state, and link geography to actions, including possible identification of districts		✓	
<b>Generate Economic Strategies:</b> Identify downtown's relationship to the regional economy, the types of business/employment that might be attracted to downtown, and the fundamental needs of these market segments. Include strategies to increase business investment and activity; provide for greater diversity of employment sectors and high-wage jobs, and flexible, affordable space for entrepreneurs.		✓	✓
<b>Generate Housing Strategies:</b> Much previous work regarding downtown housing has been done. Update and analyze this information to apply to current markets and conditions. Within the context of a city-wide goal to provide diverse and affordable housing types, what types of market rate or other housing types are appropriate for downtown? What are the associated needs and what can the city do to encourage a balanced stock of appropriate housing types in downtown?		✓	✓
<b>Generate Retail Strategies:</b> Gain a better understanding of the amount and types of stores, services, dining and entertainment that downtown is likely to attract, especially with a plan for 5,000 new residents. Where should this retail be concentrated; how can retail development contribute to a high-quality pedestrian environment; how can shopper-friendly parking be provided; and how could this be marketed in order to create a more active destination/experience?		✓	



<p><b>Prioritize Street and Sidewalk Improvements:</b> Review existing conditions and information and identify actions and investments to improve streets, sidewalks, public art, landscaping/amenities, public spaces, public parking lots. Include as part of the discussion next steps for Greening Capitol Way, pavement management, bicycle corridors and continued support of PBIA and ODA Main Street efforts (clean, safe, placemaking, etc.)</p>		✓	
<p><b>Establish View Protection Standards:</b> As directed by Comprehensive Plan GL8 and policies: use visualization tools and engage the public to establish which views are protected from which observation points (related to downtown). Outcome would be a development code amendment.</p>	✓		
<p><b>Review, suggest refinements and illustrate design standards:</b> Review existing design standards and processes that apply to buildings, sites and right-of-way, and identify revisions for better alignment with vision and goals. Create illustrations that provide clarity about the desired character of the built environment downtown - applies to new construction, existing and historic structures in downtown. Outcome would be illustrations and possibly amendments to design standards in Title 18 and/or Engineering Design &amp; Development Standards (EDDS).</p>	✓		
<p><b>Consider increasing SEPA exemption levels for minor construction projects and/or establishing a SEPA urban infill exemption:</b> Identify any gaps in our environmental regulations where we have had to use SEPA in the past to address an environmental issue in downtown. Consider increasing exemption levels for minor construction projects in downtown (WAC 197-11-800(1)(c). Consider establishing an urban infill exemption for residential, mixed use or stand-alone commercial up to 65,000 sq. ft. (excluding retail) (RCW 43.21C.229). Outcome would be code changes to establish regulations for currently unaddressed environmental issues, concurrent with code change to establish increased exemption levels for and/or an urban infill exemption.</p>		✓	
<p><b>Public Engagement:</b> Facilitate a broad, open participation process that engages public/stakeholders in the evaluation of information and alternatives. This series of public ‘workshops’ should build off each other leading to formation of the Downtown Strategy. ‘Workshops’ should educate about downtown dynamics, initiate ideas for future action, and include discussion of trade-offs and priorities. The first workshop is to be held in Fall of 2015, and some may entail more than one day/evening.</p>	✓	✓	
	<p>Create graphic and text elements for presentation at workshops and online</p>	✓	✓



	Support Stakeholder Work Group meetings	✓	✓
	Support advisory boards in the process of making recommendations about potential actions or initiatives to be included in the strategy		✓
	Provide support to the Planning Commission and City Council during their final review.	✓	✓
	Finalize and print communication materials; prepare online communications		✓
	Meeting Logistics: scheduling event rooms, public notice and advertising, recruiting volunteers, etc.		✓
	<b>Coordinate with the City's CRA Process:</b> Ensure the Downtown Strategy incorporates and/or is complimentary to the on-going process to establish a Community Renewal Area (CRA) and its associated project.	✓	✓
	<b>Consult with the Port of Olympia</b> as they develop a Real Estate Development Plan, share data and seek connections to the Downtown Strategy.		✓
	<b>Participate in the State of Washington's Capitol Campus Master Plan update stakeholder workshops</b> to communicate our downtown vision and goals.		✓



# Downtown Strategy



## Communication Tools

We will use a variety of methods to inform and engage the public in the development of the Downtown Strategy.

DRAFT - 3/17/15

### Inform

- Website
- Info Sheets and maps
- Flyers, posters and displays
- Utility bill insert
- City E-Newsletter
- Social media – Facebook & Twitter
- TCTV announcements
- Street banners
- News Releases
- Media articles (hopefully)
- Email notices

### Consult

- April Open House
- Public comments
- Staff presentations for community groups
- Possible Survey (maybe Olyspeaks)

### Involve

- Public Workshops\*
- Advisory Boards
- Possible online discussion group on Olyspeaks

\* Detailed format for public meetings will be planned with consultant team. The intention is these are open and interactive opportunities to learn, share and evaluate options.

### Collaborate

- Planning Commission
- Stakeholder Group

# IAP2 Spectrum of Public Participation



	<b>Inform</b>	<b>Consult</b>	<b>Involve</b>	<b>Collaborate</b>	<b>Empower</b>
<b>Public participation goal</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
<b>Promise to the public</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
<b>Example techniques</b>	<ul style="list-style-type: none"> <li>▪ Fact sheets</li> <li>▪ Web sites</li> <li>▪ Open houses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Public comment</li> <li>▪ Focus groups</li> <li>▪ Surveys</li> <li>▪ Public meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Workshops</li> <li>▪ Deliberative polling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Citizen advisory committees</li> <li>▪ Consensus-building</li> <li>▪ Participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>▪ Citizen juries</li> <li>▪ Ballots</li> <li>▪ Delegated decision</li> </ul>



# Downtown Strategy Process



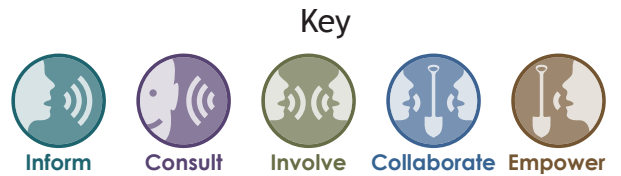
The public workshop series will be an open participation process that engages public and stakeholders in the evaluation of information and alternatives. More information about the format and scheduling coming Fall of 2015.



# Downtown Strategy Relationships



Last updated on 4/24/2015



\* Note: The Port is subject to City zoning, Capitol Campus is not.