

EXHIBIT A

OLYMPIA NEIGHBORHOOD CENTERS STRATEGY

SCOPE OF WORK

2021-12-09

Project Purpose

Neighborhood centers have been part of Olympia's vision as a vibrant, sustainable community for over 20 years. For a city of Olympia's size and scale, neighborhood centers are intended to be small walk- and transit- friendly business clusters within residential neighborhoods that serve the day-to-day retail and service needs of residents, increase walkability, reduce the carbon footprint, provide greater housing options, and foster community

However, neighborhood centers have not developed as envisioned. The project will assess existing goals and policies, feasibility of designated neighborhood centers, and identify near- and long-term actions to support healthy neighborhood centers. Consultants and City staff will collaborate with residents, neighborhood associations, the business community, and other key stakeholders to share understanding of local conditions and solutions.

Scope of Work

The consultant team—MAKERS and Leland Consulting Group (LCG)—will work with City of Olympia staff (staff) to complete the Olympia Neighborhood Centers Strategy through the tasks and schedule identified below. The work plan and schedule below indicate the timing and emphasis of key steps. The schedule assumes a start date in January 2022 and completion in December 2022 and can be revised as needed.

1) Project Management and Coordination

- a. **Kick-off.** Meet with staff to detail the scope of work, schedule, communication methods, and working arrangements. City staff will convene as a work group with the team throughout the project. Prepare a list of information requests from the City.
- b. **Pre-engagement.** Discuss hot button issues from previous work and emerging conditions. A consultant team member will attend a Coalition of Neighborhoods meeting if requested by City staff.
- c. **Manage project.** Coordinate team efforts, prepare invoices, and prepare for and facilitate team check-in meetings (monthly or biweekly depending on project needs, but no more than 12 hours total with full team attendance).

2) Profile of Demographic Data and Neighborhood Characteristics

We will focus our work by highlighting primary centers (potentially up to 6) and/or grouping by neighborhood center type.

- a. **Field trip.** Conduct a field trip with City staff to view the centers. (See General Assumptions at the end of this document.)

- b. Market Analysis.** Leland Consulting Group (LCG) will conduct a citywide market analysis to explore the city's regional competitiveness and the demand for and potential feasibility of a variety of commercial and residential uses, including mixed-use development. The market analysis will help the team understand under what conditions (parking configurations, building scale, land values, rent structures, etc.) certain development types are likely to succeed, what code and policy changes or other public interventions might support new investment, and which neighborhood centers (both existing and other potential locations) are most ripe for private investment. The findings from this analysis will be used to establish metrics for the neighborhood center evaluation. LCG will provide best practices that lean on examples of other neighborhood-scaled centers similar in scale and context to those in Olympia that can be used as a check on development assumptions and to provide relevant examples during public engagement.
- c. Neighborhood Center Profile.** MAKERS will compile existing City and census data (2015 data if there is no more current information) and the results of the market analysis in item (b) above into a brief "summary profile" for each neighborhood that describes the neighborhoods' demographic, social, economic, and physical characteristics.

Deliverables:

- High level market analysis memo (draft and final)
- Neighborhood center profiles and evaluation (draft and final) (combined Task 2 and 3 deliverable)

3) Analysis of Challenges and Opportunities for Each Center

- a. Evaluation method.** Hold a workshop with City staff to brainstorm the evaluation method. Develop methodology, neighborhood center typology (e.g., scale and land use mix), and evaluation characteristics (e.g., surrounding household count, traffic counts, etc.) for successful centers. Develop an analytical framework for evaluating individual centers for the economic and development opportunities, quality of life, and transportation/access characteristics. Identify a typology of different types of centers with characteristics, vision/purpose, and objectives for each. Explore what other facilities besides commercial businesses would help achieve the centers' objectives, including housing. Identify the characteristics necessary to support existing and increased neighborhood commercial businesses as well as provide the community facilities, services and access needed for a healthy neighborhood. *(Note that some of this step will be conducted in concert with Task 2 so that the information compiled in the profiles is consistent with the evaluation methodology.)*
- b. Evaluation.** Evaluate the neighborhood centers with respect to the Task 3a's neighborhood center typologies and grouped characteristics. For similar neighborhood center types, identify options for improvement, including potential for new housing and circulation improvements (likely groupings of strategies for neighborhood center types). This information will be documented in a format that is easily conveyed during public engagement such as a SWOT analysis description. The consultant team will brief the Planning Commission if requested.

Deliverables:

- Evaluation template (illustrates evaluation method that will be filled in through Task 3c)
- Neighborhood center profiles and evaluation (Task 2 and 3 combined deliverable) (draft and final)

4) Public Engagement

City staff will develop the public engagement plan with input from MAKERS. MAKERS will prepare materials for outreach and engagement activities, including descriptions of preliminary evaluations, maps (as needed), and development/improvement/business assistance options for neighborhood members to consider. Consultant team members will attend or conduct up to 3 key public engagement sessions. The options may include encouraging increased residential and commercial growth, business preservation measures to retain current conditions, increased transportation and public services, and local community-based efforts. Engagement activities may include:

- LCG conducts phone interviews with businesses and employers knowledgeable and other prominent stakeholders, including brokers and local developers of neighborhood-scale developments.
- MAKERS attends up to 3 outdoor open houses to discuss options face to face. Ideally, these are grouped to reduce travel costs. LCG may attend 1-2 events. City staff leads meeting summaries.
- MAKERS advises on City-drafted, managed, and summarized pop-up surveys or web-based surveys.

Deliverables:

- Draft meeting summaries (City staff takes notes and consolidates); MAKERS provides photos of graphical notes
- Interview notes (bullets of major points)

5) Policy-Regulatory Framework

The consultant team will conduct a work session(s) with City staff to revisit options developed in Task 3c, review public engagement results, and sketch recommendations. Recommendations will likely be grouped by neighborhood type and/or developed only for neighborhood centers identified by City staff and community members as high-priority centers. LCG will build on Task 2c's citywide market analysis and assess a mutually agreed upon set of centers in more detail to inform the strategies below. Recommendations may include:

- a. Recommend policy and regulatory changes relevant to neighborhoods. Based on public input and direction from staff, MAKERS will review current Comprehensive Plan policies and land use regulations to identify appropriate adjustments, taking into account neighborhood character and potential undesirable impacts from development. This might include reviewing the Neighborhood Retail Zone requirements and form-based guideline options.

- b. High level conceptual public improvements, especially to local multi-modal, safe non-motorized, and other public realm improvements such as parks, art, and recreation facilities. MAKERS may suggest high-level conceptual street and/or trail design to support centers, and City staff may identify any needed changes to the current engineering and design standards.
- c. Other incentives and programs such as grants, MFTE, TDRs, business assistance, public-private partnerships, home-based businesses, renovation loans, provisions for pop-up businesses, etc.

Deliverables:

- Draft policy, regulatory, and other strategies (draft only—refined in Task 6)

6) Recommendations

This step wraps up the prior products into a complete package. Based on City review of the prior products, the team will refine the neighborhood center strategies. Responding to City staff's comments on the draft strategies (Task 5), the team will develop a citywide strategy for improving neighborhood centers. Of particular importance is determining how the strategy will fit with Olympia's Comprehensive Plan and the Council's priorities relative to the rest of the city's needs. The consultant team will prepare the draft summary report to include the following elements (except as noted below):

- Priorities for addressing neighborhood centers, including which are most viable and which would benefit from City action. *(Summarizes Task 3c and 5 findings)*
- Criteria for allowing neighborhood-scale commercial uses and/or becoming a designated neighborhood center in areas that are not designated on the future land use map as neighborhood centers.
- A discussion of social equity concerns and how that affects recommendations.
- A recommended time frame for taking City actions. *(City staff provides content)*
- The neighborhood centers' role within the Comprehensive Plan, including vision statements and objectives relative to different types of centers. *(City staff develops recommendations)*
- Recommendations for citywide policies and actions that would comprehensively encourage local business centers. *(Summarizes Task 5 findings)*
- Opportunities for partnerships and non-regulatory measures. *(Summarizes Task 5 findings)*

Deliverable:

- Summary report (draft and final)

General Assumptions

- MAKERS estimates a 12-month project schedule based on the city scheduling and review time assumptions specified in this work plan. Longer review periods and meeting scheduling delays may impact the overall project schedule.
- The City will be responsible for organizing meetings and tours, reserving rooms, and sending all meeting invites. Schedule adherence will require the City to schedule meetings within target timeframes.
- No more than two versions (draft and final) of any deliverable will be provided.
- The City will provide one set of clear and nonconflicting comments on all deliverables, and these comments will be the basis for the consultant team's edits to deliverables.
- Minor deliverables (e.g., presentations and engagement materials) are assumed to include a high level, informal City review, and only when requested by the City.
- The City will distribute the draft documents for review and coordinate/consolidate comments received. City reviews and comment consolidation are assumed to occur within two to three weeks, with an additional two to three weeks allocated for MAKERS' revisions. City reviews and comment consolidation on the prefinal strategy are assumed to occur within two weeks, with an additional two weeks allocated for MAKERS' revisions.
- Hours not fully used for one task or expense may be reallocated to other tasks requiring additional time to complete.
- Trips should be planned at least two weeks in advance to save on travel costs.
- The budget does not cover space rental, food, or beverages for events, meetings, or presentations.