



# Meeting Agenda

## General Government Committee

City Hall  
601 4th Avenue E  
Olympia, WA 98501

Information: 360.753.8244

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**Wednesday, August 26, 2020**

**5:00 PM**

**Council Chambers**

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**Register to attend:**

[https://us02web.zoom.us/webinar/register/WN\\_r0JWA2LfStu8NOXhwVocAg](https://us02web.zoom.us/webinar/register/WN_r0JWA2LfStu8NOXhwVocAg)

**1. CALL TO ORDER**

**2. ROLL CALL**

**3. APPROVAL OF AGENDA**

**4. PUBLIC COMMENT**

*(Estimated Time: 0-15 Minutes)*

*During this portion of the meeting, citizens may address the Committee for up to three (3) minutes regarding the Committee's business meeting topics.*

**5. APPROVAL OF MINUTES**

- 5.A**    [20-0664](#)    Approval of July 22, 2020 General Government Committee Meeting Minutes

**Attachments:**    [Minutes](#)

**6. COMMITTEE BUSINESS**

- 6.A**    [20-0659](#)    Briefing on the Armory Creative Campus Business Plan

**Attachments:**    [Business Plan](#)

- 6.B**    [20-0660](#)    Economic Development Update

- 6.C**    [20-0662](#)    Discuss Best Practices When Interviewing Community Representatives

**7. REPORTS AND UPDATES**

**8. ADJOURNMENT**

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City Hall  
601 4th Avenue E.  
Olympia, WA 98501  
360-753-8244

## **General Government Committee**

### **Approval of July 22, 2020 General Government Committee Meeting Minutes**

**Agenda Date:** 8/26/2020  
**Agenda Item Number:** 5.A  
**File Number:**20-0664

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**Type:** minutes **Version:** 1 **Status:** In Committee

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**Title**

Approval of July 22, 2020 General Government Committee Meeting Minutes



# Meeting Minutes

## General Government Committee

City Hall  
601 4th Avenue E  
Olympia, WA 98501  
Information: 360.753.8244

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**Wednesday, July 22, 2020**

**5:00 PM**

**Online and via phone**

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**Register to attend:**

[https://us02web.zoom.us/webinar/register/WN\\_kxmilkroQCGgX0wMIH2OjQ](https://us02web.zoom.us/webinar/register/WN_kxmilkroQCGgX0wMIH2OjQ)

**1. CALL TO ORDER**

Chair Rollins called the meeting to order at 5:00 p.m.

**2. ROLL CALL**

**Present:** 3 - Chair Renata Rollins, Committee member Dani Madrone and Committee member Clark Gilman

**3. APPROVAL OF AGENDA**

The agenda was approved.

**4. PUBLIC COMMENT - None**

**5. APPROVAL OF MINUTES**

- 5.A** [20-0578](#) Approval of May 14, 2020 General Government Committee Meeting Minutes

The minutes were approved.

- 5.B** [20-0579](#) Approval of June 10, 2020 General Government Committee Meeting Minutes

The minutes were approved.

**6. COMMITTEE BUSINESS**

- 6.A** [20-0565](#) Discuss Process and Options for Forming a City of Olympia Human Rights Commission

Equity and Inclusion Coordinator Olivia Salazar de Breaux and Strategic Planning and Performance Manager Stacey Ray, presented options to consider regarding the process of forming a human rights commission. The City Council forwarded to the General Government Committee a referral to develop a process to scope and create a Human Rights Commission.

Ms. Salazar de Breaux and Ms. Ray presented the following approaches for the Committee to consider.

The Traditional Approach follows the current boards and commissions recruitment process to identify and appoint members. The General Government Committee accepts applications, interviews applicants, and forwards appointment recommendations to the full City Council for approval.

The Participatory Leadership Approach includes hosting community conversations and focus groups to collaborate with a broad range of community members, particularly those who are most impacted by systemic racism, to contribute to forming the commission's make-up, mission, and responsibilities.

The Hybrid approach combines the traditional approach with greater community engagement. Half the commission members are appointed by the City Council, who then hold a participatory leadership process to inform the commission's role to identify members to fill the remaining positions.

Committee members asked clarifying questions.

**Committee member Gilman moved, seconded by Committee member Madrone, to recommend to the full City Council to direct staff to utilize a Participatory Leadership approach to develop a Social Justice & Equity Commission. The motion carried by the following vote:**

**Aye:** 3 - Chair Rollins, Committee member Madrone and Committee member Gilman

**6.B**     [20-0561](#)     Discussion of Process and Timeline for Hiring a Police Auditor

Assistant City Manager Debbie Sullivan shared background on the history of a Police Auditor in Olympia. She also reviewed Ordinance No. 6220 that outlines the qualifications, duties & responsibilities, reporting, confidentiality and independence of the Police Auditor.

She shared three options and timelines for hiring the police auditor:

Launch hiring process under existing Ordinance No. 6220.

Amend Ordinance No. 6220 based on Council feedback and hire upon adoption.

Amend Ordinance informed by community feedback and hire upon adoption by Council.

Option 1 would allow the launch of the hiring process immediately. Options 2 and 3 would require more time in order to amend the ordinance and for option 3 to design a more extensive public process to get input from the community.

Committee members asked clarifying questions.

**Committee member Madrone moved, seconded by Committee member Gilman, to recommend to the full City Council to direct staff to launch the**

**hiring process for a Police Auditor under the existing Ordinance No. 6220.****The motion carried by the following vote:**

**Aye:** 3 - Chair Rollins, Committee member Madrone and Committee member Gilman

**6.C**     [20-0563](#)     Initiative 940 Implementation Update

Interim Deputy Chief Police Rich Allen gave an overview of the Law Enforcement Training and Community Security Act (LETCSA), which has two components: Officer Training, and Officer Involved Critical Incident Investigations.

Per RCW 10.114.011, a deadly use of force investigation must be completely independent of the agency whose officer was involved in the use of deadly force. An Officer Involved Critical Incident Investigations Team (OICT) comprised of community representatives and trained investigators must be used for the investigations. Community representatives will participate in the vetting process for investigative team members; review conflict of interest statements at the onset of investigation; be present during any briefing the Chief receives from the investigative team; have access to the investigative file it's completed and will be provided copies of all press releases prior to publication.

The Criminal Justice Training Commission (CJTC) has several areas they need to define. including publishing "Best Practices" annually; develop and issue a "Qualified Lead Investigator Certificate; develop LETCSA Violence De-escalation and mental health training class; and create "Conflict of Interest" assessment tool/survey.

The General Government Committee is charged with the selection of six community members to comprise to service on the OICT.

Committee members asked clarifying questions.

Committee members discussed the recruitment process and adding questions to the standard Boards & Commissions application. They asked staff to develop questions regarding an applicant's lived experience, their definition of implicit bias and how they see it in themselves and the community. The application will also explain the work of the Committee requires a background check and confidentiality agreement and that if appointed the applicant could be reviewing sensitive information that potentially depicts emergency situations and violence.

The Committee agreed to have the application open from August 17 - September 11, 2020 and discuss the applications at the September 23 General Government Committee meeting. Special meeting dates will be scheduled for the interviews of applicants to occur. The recommended appointments will be forwarded to the full City Council for approval at their October 20 business meeting. Ultimately, the terms for those appointed will be three years, however initially the terms will be staggered, where three applicants will be appointed for three-year terms and two applicants will be appointed to two-year

terms. After the initial appointments, reappointments will be folded into the regular yearly Boards & Commissions recruitment process.

**The discussion was completed.**

**6.D      20-0580              Update on Advisory Board Recruitment Process**

Strategic Communications Director Kellie Purce Braseth gave an overview of the upcoming vacancies and recruitment calendar for the Boards & Commissions. The Committee discussed recommending to Council extending current appointments for a year, to examine equity in the recruitment process. This would move forward to Council for approval in October 2020.

**Committee member Rollins moved, seconded by Committee member Gilman, to recommend to the full City Council to extend the current Boards & Commissions appointments by one year. The motion carried by the following vote:**

**Aye:**              3 - Chair Rollins, Committee member Madrone and Committee member Gilman

**6.E      [20-0570](#)                      Mid-Year Retreat Agenda Scoping**

City Manager Jay Burney discussed the upcoming mid-year retreat of the City Council. Committee members discussed the date, time, location, facilitator and agenda. The Committee agreed to forward to the full City Council approval of a recommendation to hold the retreat on August 15 from 9 - 3 p.m. in City Council Chambers with Nancy Campbell facilitating.

The suggested agenda topics are COVID-19 lessons learned; work ahead on Racial Justice and City led reforms; and relationship grounding. The meeting will be held as a hybrid online and in person meeting due to COVID-19 restrictions. The Committee also discussed having a Study session shortly after the retreat on the topic of Racial Justice and actions to create a more just community.

**The recommendation was received and will be forwarded to the City Council for approval.**

**7.              REPORTS AND UPDATES**

Ms. Purce Braseth discussed updating the Committee's work plan. She suggested regarding public safety updates that this be expanded to not only include Police, but also Fire and other groups that fall under the public safety category. The updates can be modeled after the Finance Committee's Budget Snapshots they receive at each meeting. Ms. Purce Braseth will develop a schedule and bring it back to the Committee.

**8.              ADJOURNMENT**

The meeting adjourned at 7:38 p.m.





**General Government Committee**  
**Briefing on the Armory Creative Campus**  
**Business Plan**

**Agenda Date:** 8/26/2020  
**Agenda Item Number:** 6.A  
**File Number:**20-0659

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**Type:** report   **Version:** 1   **Status:** In Committee

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**Title**

Briefing on the Armory Creative Campus Business Plan

**Recommended Action**

**Committee Recommendation:**

Briefing only. No action requested.]

**City Manager Recommendation:**

Briefing only. No action requested.

**Report**

**Issue:**

Discussion on the possibility of adaptive reuse of the Olympia Armory building by the City of Olympia

**Staff Contact:**

Keith Stahley, Assistant City Manager, 360.753.8227

**Presenter(s):**

Angel Nava, Arts Program Specialist, Parks, Arts & Recreation

**Background and Analysis:**

On June 22, 2020, the ARCH team gave a briefing to Mayor Selby on the possible reuse of the Olympia Armory at 515 Eastside St SE as a Creative Campus. Following the briefing, the team was directed to bring the information to the General Government Committee at their August 26 meeting.

**Neighborhood/Community Interests (if known):**

The Eastside Neighborhood Association is interested in adaptive reuse of the Armory building. Local non-profit agencies have also expressed interest.

**Options:**

Information only

**Financial Impact:**

N/A

**Attachments:**

Armory Creative Campus Business Plan



# The Armory: Creative Campus

SUMMARY OF ART CENTER STUDIES, INITIATIVES & PROPOSED BUILDING ACQUISITION

JUNE 2020





*Photo: of the Olympia Armory Building*

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## KEY TERMS & ACRONYMS

ArCH – Arts Cultures and Heritage  
 ArtsWA – Washington State Arts Commission  
 COVID-19 – Coronavirus 2019  
 CP&D – City of Olympia Department of Community Planning & Development  
 ERA – Economic Research Associates  
 OPARD – City of Olympia Department of Parks Arts and Recreation  
 OAA – Olympia Arts Alliance

## EXECUTIVE SUMMARY

Olympia Washington's current National Guard Armory is a 50,000 square foot facility that the City of Olympia has identified as a space for strengthening community building and economic development through the arts. The historic Modern Art Deco building, designed by Joseph Wohleb (1939), has been used by the National Guard since 1943. The Guard plans to move to a new facility in February 2021, leaving the building available for other uses by July 2021.

The location and timing of the opportunity are well placed. Olympia was recently awarded one of the first certified Creative District designations by the state of Washington. The Armory is located adjacent to this new district and could serve as an anchor for this growing hub for creativity and innovation. Citizen feedback is guiding the City to look at the Armory as a space to help meet several arts, culture, and community development needs. As identified in a 2018 City ArCH study, affordable space to support creative entrepreneurs, industries, and nonprofits is a clearly identified challenge. The Olympia Arts Commission has had an Arts Center on their radar since their first Needs Assessment Study in 1989. In addition, the surrounding Eastside Neighborhood has identified the Olympia Armory as a desired community center. These are some of the key factors pointing to the Armory as an ideal space for multiplying both current and emerging strategies for community development through the arts in Olympia. Assumed relative health of the building and creative options for short term self-sustaining programs offer a path toward renovating and activating the space in stages as capacity allows.

## INTRODUCTION

This plan provides background and support for a community conversation about acquiring and repurposing the Olympia Armory as a vital community asset. A place where people can come together to learn, create, grow, and explore; providing scaffolding for a thriving regional creative ecosystem.

The Olympia Armory consists of a 50,000 sq. ft facility with a main building, adjacent outbuilding, parking lot and lawn areas located at the east edge of downtown Olympia. It is currently owned by the State Military Department and is slated for surplus property disposal.

The arts are an important tool for cultivating creativity and innovation, and in this unprecedented moment in history, creativity and innovation are our best resources in addressing the local and global challenges we face in the wake of COVID-19. The Armory building and its property could be re-purposed to become a much-needed supporting platform for these resources in our community and our region.

The facility could serve as a creative hub for arts education, workforce development, multipurpose events & gatherings, exhibitions, rehearsals, and an incubator for creative organizations & entrepreneurs. The space could offer the Olympia region a key strategy for rebuilding a strong economy. This dedicated facility would have an important role in supporting the creative vitality that has long defined Olympia, and enable us to continue that leadership in providing key solutions to evolving community challenges. It can be a place that brings us together to recognize and express our shared humanity -- a place that enables and supports equity alongside innovation and creativity.

The arts are an integral part of Olympia's identity and are a draw for residents and visitors. From the semi-annual Olympia Arts Walk that attracts an estimated 25,000 attendees each year to the state designated Olympia Creative District with 150+ creative organizations and businesses that call the district home, the arts are part of our economy and way of life. Building on the recent work of City departments, commissions, staff, committees, and community stakeholders, the timing and collective vision points to now as a pivotal moment for a dedicated community arts facility.

The Armory: Creative Campus would be a cultural community anchor in Olympia.

## REPORT GOALS AND ANALYSIS

The purpose of this report is to provide an updated, workable art center concept based on previous City studies, current opportunities, needs, and ongoing strategies. This report will:

- Overview previous City studies and initiatives that have documented the desire and need for a dedicated community arts facility in Olympia.
- Explore an expanded vision for how this space can serve economic, community, and livability strategies aligning with City Comprehensive Plan goals, including programming in arts education, community building, and workforce development.
- Outline a working business plan and sustainability model with key organizational partners and space recommendations.
- Provide background and support for a community conversation about acquiring and repurposing the Armory into a vital community asset.

## ECONOMIC IMPACT

The expanded vision for the economic impact of the creative campus includes strategic initiatives to support the economy through workforce development and an organization incubator. Highlights from the ERA economic Impact analysis illustrate the power non-profit arts organizations have on the economy. As of the 2007 study *non-profit art organizations in the United States had total expenditures of \$53.2 billion and (were) responsible for nearly 2.1 million jobs and \$47.4 billion in household income on an annual basis*. In 2018, the growing nonprofit arts and culture industry generated \$166.3 billion in economic activity, with the arts responsible for creating 4.13 million full time jobs and generating \$86.68 billion in resident household income for the year (Americans for the Arts). The bigger picture shows that the arts industry on the whole currently contributes \$804.2 billion to the U.S. economy, more than agriculture, transportation, or warehousing (National Endowment for the Arts). Americans for the Arts further illustrates how the Arts Strengthen the U.S. Economy:

1. *Arts strengthen the economy. The arts and culture sector is a \$730 billion industry, which represents 4.2 percent of the nation's GDP—a larger share of the economy than transportation, tourism, and agriculture. The nonprofit arts industry alone generates \$135 billion in economic activity annually (spending by organizations and their audiences), which supports 4.1 million jobs and generates \$22.3 billion in government revenue.*
2. *Arts are good for local businesses. Attendees at nonprofit arts events spend \$24.60 per person, per event, beyond the cost of admission on items such as meals, parking, and babysitters—valuable revenue for local commerce and the community.*
3. *Arts are an export industry. The arts and culture industries posted a \$30 billion international trade surplus in 2014, according to the BEA (Bureau of Economic Analysis.) U.S. exports of arts goods (e.g., movies, paintings, jewelry) exceeded \$60 billion.*
4. *Arts drive tourism. Arts travelers are ideal tourists, staying longer and spending more to seek out authentic cultural experiences. Arts destinations grow the economy by attracting foreign visitor spending. The U.S. Department of Commerce reports that, between 2003-2015, the percentage of international travelers including “art gallery and museum visits” on their trip grew from 17 to 29 percent, and the share attending “concerts, plays, and musicals” increased from 13 to 16 percent.*

Cultural centers have a unique economic impact. “Having a cultural organization in a community has been shown to increase the nearby residential property values by up to 20 percent.” (Americans for the Arts - [link](#)) The arts also have a special tie to workforce development. “By 2020, employers say they’ll be seeking, as their top three desired skills, complex problem-solving, critical thinking, and creativity. The arts drive all three when integrated into education.” In addition, “Employers rank study in the arts as second (following self-employment experience) as an indicator of the kind of creativity they are looking for in employees.” (Americans for the Arts – [link](#).) The arts also have an important role to play in Economic Recovery.

### [2020 - Washington COVID-19 Recovery Plan](#)

(Office of the Governor Jay Inslee, policy brief, April 21, 2020)

As we outline studies and city planning that have led to the Armory: Creative Campus, an overview would not be complete without addressing the global virus pandemic COVID-19, the recent and emerging effects it has had on local and world economies, and the Recovery Plan set forth by Washington State to guide in rebuilding in the days ahead. On February 29, 2020 Washington Gov. Jay



Inslee declared a state of emergency in response to the COVID-19 pandemic “and rolled out a series of measures that ultimately led to the statewide Stay Home order on March 23. The order prohibited all non-essential businesses and travel as well as all social, recreational and religious gatherings.” On April 21, 2020 Gov. Inslee announced the Washington COVID-19 Recovery Plan and phased approach to returning to public life in Washington state.

The phased approach includes:

1. Protect the Health and Safety of Washingtonians
2. Facilitate a Safe Start and Transition to Economic Recovery
3. Support All People and Communities

The Armory: Creative Campus could provide a strategic path toward a Safe Start and Transition Into Economic Recovery, as well as Supporting All People and Communities.

Economic recovery could be supported through an arts organization and creative business incubator as well as workforce development programs. Programs could make it easier for workers to navigate the new economy; find new jobs through training & upskilling; and offer support in areas of critical need. It could also support the creation of new jobs through entrepreneurship and small business development, providing small businesses and organizations with the tools they need to thrive in uncertain times.

As a community center and multi-use gathering space the Armory: Creative Campus would provide direct access to social and emotional support through programming and progressive education opportunities rooted in the arts. Programs would not only counteract social isolation, they could help ensure equitable access to social and emotional resources, as well as offer supports for stress and anxiety. In addition, they could offer education supports through innovative approaches to academic learning, and help prevent educational disparities caused by COVID-19.

As our community confronts the effects of this global pandemic, the arts have a strong role to play in recovery and can firmly support the state and City of Olympia in building a prudent way forward.

## SUMMARY OF STUDIES AND CITY PLANNING

For over three decades, Olympia citizens have expressed their ongoing desire for a dedicated center for the arts. It has consistently emerged as a community priority through various studies and feedback processes dating back to 1989, when the Olympia Arts Commission first identified the need and role of a dedicated arts facility in Olympia.

Nine different City planning efforts illustrate the conviction that the arts are a powerful tool for strengthening culture, education, community building, equity, and the economy. In 2007, an arts center feasibility study served to prepare the City for the opportunity when the timing and space would align for this purpose. Since then an arts center was added to the Olympia Parks Arts and Recreation and City Comprehensive Plans and has been further explored through various studies with Artspace Projects, Inc, as well as the City's 2018 ArCH study. In 2019, the National Guard announced the construction of a new readiness center to replace the Olympia Armory, making the building available for other uses in 2021. Recognizing the Armory's potential to serve the community, an interdepartmental group of staff began to explore art center models in the Pacific Northwest and beyond. Simultaneously the Eastside Neighborhood Association's Subarea Plan identifying the neighborhood's interest in turning the Armory building into a neighborhood community asset was accepted by City Council in January 2020. A more in-depth overview of these various studies, initiatives, and plans are outlined in Appendix A.

Based on studies and City planning, framework for a creative campus in Olympia includes:

- incubator spaces,
- resident organizations,
- artist in residence live/workspaces,
- makers labs,
- and a progressive arts education experience.

Art centers are cultural anchors and economic powerhouses in the communities they serve, both locally and globally. Olympia community members have recognized this for three decades. Although it is not unusual for the stars to take this long to align, as seen in the 23 years to build a new Olympia City Hall or the 22 years it took to create the expanded Olympia Farmers Market location, it is important to recognize that the last 31 years have led to this moment of action. The time is now to create a dedicated arts facility in Olympia. The following pages help lay the groundwork for an expanded vision for the arts in Olympia and the Armory: Creative Campus that could serve as the hub of a thriving creative ecosystem.

## REVIEW OF COMPARABLE PROJECTS

There are many centers around the world for comparison. Those listed below represent some that have helped inform this report and provide multiple configurations for consideration. Additional comparisons are detailed in the 2007 Market and Feasibility Analysis for a Community Arts Center in Olympia, WA (by Economics Research Associates). Some of the examples below were included in the original 2007 report and have been updated to include current data, others are from recent regional site visits, and/or research that have helped to inform project development.

	<b>DNDA Youngstown Cultural Arts Center</b> Seattle, WA <a href="#">link</a>	<b>Kirkland Arts Center</b> Kirkland, WA <a href="#">link</a>	<b>Multnomah Arts Center</b> Portland, OR <a href="#">link</a>	<b>Pratt Fine Arts Center</b> Seattle, WA <a href="#">link</a>	<b>Torpedo Factory</b> Alexandria, VA <a href="#">link</a>	<b>The Center Jackson, WY</b> <a href="#">link</a>
<b>Facility square feet &amp; Info</b>	65,000  1917 school building	10,000 <i>estimated</i>  1889 Investment company bldg	90,000+ <i>estimated</i>  1939 fire dept	40,000+ <i>estimated</i> + 38K addition <i>estimated</i>  Former bakery facility	72,000  Renovated factory	98,000  New construction
<b>Approximate Annual Operating Budget</b>	\$2M income \$1.8M expense <a href="#">2018 report</a>	\$996K revenue \$995K expense <a href="#">2018 report</a>	n/a	\$3.5M revenue \$2.5M expense <a href="#">2018 report</a>	\$966K Income \$944K Expenses <a href="#">2016 analysis</a>	\$3.5M income \$3.7M expense <a href="#">2018 report</a>
<b>Financial Structure &amp; largest sources of earnings</b>	25% contributions, gifts & grants/ 45% rental Income/ 27% program income/ 3% other	56% earned/ 14% fundraising events/3% corporations/ 18% grants/ 9% individuals other	n/a	56% grants and contributions/ 34% class fees/ 9% studio access/ 1% other	64% rental/ 20% event rental/ 5.1% contributions/ 10.9% other	55% fundraising/ 14% resident leases/ 11% third party rentals/ 19% programming/ 1% misc.
<b>Annual Attendance</b>	45,000	2,131 students 326,774 exhibit attendees 42,785 event attendees	6,000 students	4,335 class registration	500,000 visitors	14,000 students 22,000 tickets sold
<b>Governance Model</b>	Facility owned and operated by DNDA	Non-profit	City owned and operated, supported by 501(c)3 non- profit	Facility owned by city founded by City, now run by nonprofit	Owned & operated by City	Regional facility operated by 501(c)3
<b>Brief Description of Programs &amp; Services</b>	Multi-arts space incubates the arts, artists, and organizations. With affordable housing, alternative school	Visual arts education and exhibitions	High-quality instruction and participation in the visual and performing arts	Professional artist instruction in 8 professionally equipped studios, industrial arts	Artist incubator with 82 studio spaces, 7 galleries, and resident non- profit orgs	Exhibitions, educational programs, 19 resident organizations, and events

Organizations include facilities ranging from 98,000 square feet to roughly 10,000 square feet, and annual operating budgets ranging from roughly \$1 million to just under \$4 million. Financial structures include various combinations of earned and contributed income. Examples of earned income include event & program rentals, class fees, studio access fees, gift shop sales, event ticket sales, and resident leases. Examples of contributed income include grants, corporate or individual gifts, fundraising, and sponsorships.

Comparable projects also include a range of governance models and scope of arts programming. Governance models include non-profit management in a city owned facility, city owned and operated, and non-profit owned & operated. Programming scope includes multi-use arts space with professionally equipped studios, arts education, artist & organization development, artist live/workspaces, alternative high school partnerships, affordable housing, and events.

It is a reasonable assumption that the Armory: Creative Campus would combine various elements of the financial and program structures utilized in comparable projects mentioned. The examples above include two encouraging models of city-owned facilities that are successfully self-sustaining, demonstrating that with the right formula an arts and community center does not have to burden the City budget. Additional research will be helpful in tailoring a financial structure, program needs, and governance model best suited to Olympia's community vision. Outlined in the following pages is an exploration of what's possible in the space guided by community values.

## GUIDING PRINCIPLES

Building on recent work, it is important to highlight the Olympia values that inform the development of a dedicated arts facility. The vision for an arts center has continued to be shaped by community values, building on the space as a potential cultural anchor and economic catalyst. As our understanding of how the arts and the creative economy can serve our City's strategic vision has expanded, the possibilities for supporting programs and space have evolved to match.

Guideposts from the City's Comprehensive, ArCH, and OPARD plans, as well as current events have informed this work. One example is the Arts Culture and Heritage study where community members confirmed the arts essential to a healthy community, as well as to social justice, equity and inclusion. Arts Culture and Heritage "informs and infuses our work – social, environmental, economic, political, justice;" as well as is "essential to health as a basic (human) need." The City's Comprehensive plan expands on this by adding, "Olympians value the role parks, open space, recreation and art play in our lives; as these contribute to our sense of community, and to our physical, spiritual and emotional well-being." A list of guideposts from the City's Comprehensive, ArCH, and OPARD plans can be found in Appendix C, serving to honor community voice as fundamental to this work. Additional support is included the nine City studies and initiatives over the last 30 years as referenced in the Overview of Studies included in Appendix A.

Here are select guiding principles and values that align with building a creative campus in Olympia, and support why our community has called us to lead with art.

We lead with art because:

### [The arts are integral to our community's way of life](#)

The arts are an expression of our humanity and we create culture through shared arts experiences.

### [Our most powerful tools for growth are creativity and innovation](#)

We use the arts to build our future both individually and collectively; the creative process teaches resilience and offers a method for creating a path forward for individuals, organizations and the community, adding to our wellbeing and economy.

### [The arts connect people, ideas, and place](#)

Art breathes life into the places we live, helps promote a sense of belonging, and encourages shared understandings between diverse people and ideas.

### [Access to the arts is a fundamental human right](#)

We operate from a social justice lens to work towards equity through accessibility and inclusion.

These guiding principles have been informed by generations of community voice and have inspired the vision for the Armory: Creative Campus proposed by this document.

## VISION FOR A CREATIVE CAMPUS

The vision of the Armory: Creative Campus is to support the arts as integral to Olympia's way of life; encourage community growth through creativity and innovation; and use the arts to connect people, ideas, and place. This offers a glimpse into the possibilities and a guide for understanding the added value the Armory: Creative Campus can bring. This vision will continue to be shaped with our community's evolving needs and hopes to guide it.

Programming themes:

### Community Life

Create community culture through shared arts experiences

- Host and provide space for community gatherings, traditions, and events with multi-use spaces to accommodate a range of needs
- Progressive arts classes for youth, adults, seniors in a broad range of forms and genres reflective of Olympia's diversity

### Growth through creativity and innovation

Create opportunities for individuals, organizations and the economy

- Innovative programs in traditional artforms as well as emerging technologies
- Specialized training and access to specialized equipment and spaces to promote skill building and support creative entrepreneurs and workforce development
- Business, non-profit, and social enterprise incubator for creative organizations with shared administrative and programming space for organizational partners

### Connecting people, ideas, and place

Art breathes life into the places we live, helps promote a sense of belonging, and encourages shared understandings between diverse people and ideas

- Be a catalyst for community placemaking initiatives like community murals and community led public art projects
- Support a culture of belonging and serve as a vehicle for understanding diverse cultures and perspectives, a space for all community members as well as emerging and professional artists
- Encourage a culture of reciprocal growth strategies through organizational partnerships
- Demonstrate adaptive reuse of historic property as a community asset
- Take advantage of central location on public transit lines, coordinating programming with nearby cultural facilities downtown and in the Olympia Creative District

### Operating from an Equity Lens

We operate from a social justice lens to work towards equity through accessibility and inclusion in partnership with community members.

- Intentionally bridge barriers to participation to provide welcoming and financially accessible programs
- Municipal WiFi location ensures all people are connected to opportunities and information
- Universal accessibility to and within facilities, through public transportation systems and ADA improvements
- Encourage community led initiatives and seek to meet special or emerging needs of underserved groups and individuals

## FACILITY USAGE AND FINANCIAL ANALYSIS

Outlined in the 2007 Market and Feasibility Analysis for a Community Arts Center in Olympia, WA (by Economics Research Associates) is a detailed look at the potential facility use and financial analysis of a proposed Olympia Arts Center. The document provides a hypothetical budget for a facility ranging from 12,000 to 19,500 square feet managed by a non-profit organization in 2010. The Armory: Creative Campus is a 50,000 square foot facility with an expanded vision for programs and for economic and community development not included in the original 2007 concept. The building also provides added potential for expanded community events and event rental income, as well as space to support organizations through an incubator model. Additional research is needed to better understand facility usage and provide an in-depth financial analysis. This section provides highlights of the 2007 report analysis with updates reflecting possibilities unique to the Armory and serves as a launching point for continued conversation.

### Facility Recommendations

The Armory: Creative Campus offers an expanded vision for a community art center. Based on the 2007 financial and usage analysis, ERA recommended a cultural facility in the range of 12,000-19,500 square feet or an average recommended size of 14,000 square feet. This recommendation was for an art center with a focus in arts education and exhibition. The 2020 creative campus vision expands on the original concept to include an adaptable event space, organization incubator with shared administrative and programming space, access to specialized equipment and innovative technology, and a temporary artist in residence live/workspace. The building also offers capacity for other use such as low-income family housing or a larger resident organization, and offers off street parking. The Olympia Armory main building is 41,447 square feet with a roughly 9,000 square foot outbuilding. Renovating the Armory offers the opportunity to create a thriving community asset in a historic space.

Important considerations outlined in the 2007 report were parking, environmental sustainability with LEED certification, and the encouraged potential co-location with other institutions within the facility to help lower costs associated with a build or renovation. Below is a table outlining the ERA recommended facility size and what the Armory facility could offer. For the purpose of the illustration, higher ranges of the ERA size range recommendations are included, with added rough estimates for a multi-use event space, incubator space, maker's and tech labs, artist in residence live/work space, commercial kitchen, and other, which could include affordable family housing, a larger resident organization, or City department.

Facility Component	Low	High	'07 Size	Armory: Creative Campus
Exhibit space	4,000	6,000	5,000	5,000
Office / Admin space	1,500	2,000	1,500	2,000
Classrooms / Workshops	1,500	2,000	1,500	2,000
Work / Studio space	500	1,000	500	1,000
Retail Space	500	1,000	250	1,000
Multi-Use Event Space*				10,000
Incubator Space*				6,500
Makers and Tech Labs*				2,000
Artist in Residence Live/Work*				2,000
Commercial Kitchen*				1,000
<b>Subtotal</b>	<b>8,000</b>	<b>12,000</b>	<b>8,750</b>	<b>34,000</b>
Circulation, Back of House, etc.	2,500	5,000	3,250	5,000
Restaurant / Café	1,500	2,500	2,000	2,500

Other *				10,000
<b>Total Facility Size</b>	<b>12,000</b>	<b>19,500</b>	<b>14,000</b>	<b>50,000</b>
<i>*Notes new space opportunities with a 50,000 square foot facility</i>				

Although renovation costs are not currently known, a reasonable assumption is that renovating the Armory building could offer a lower financial impact than a new build, given the assumed relative healthy condition of the building. Further assessment would be needed to fully understand the financial impact of the renovation. On a tour of the facility National Guard staff confirmed lead abatement had been completed in the building at the former indoor firing range. In 2020, in preparation of selling the building the National Guard began the process of taking a full condition assessment of the facility. Assumed relative health of the building and creative options for short term self-sustaining programs offer a path toward renovating and activating the space in stages as capacity allows.

### Financial Analysis

Primary sources of income identified in 2007 were arts education fees, exhibition income, workshop fees, membership dues, merchandise sales, event rentals, and cafe/restaurant income. Potential new sources of income unique to the Armory: Creative Campus include ticket sales from events, and an expanded opportunity for rental income from both one-time event rentals as well as long term resident organizations.

Operating expenses outlined in the ERA report include personnel, teaching staff, supplies, workshop expenses, admin costs/supplies, marketing, utilities, maintenance/ janitorial, exhibit related costs, costs of goods sold, education/programming, and reinvestment/ replacement reserve. Expenses that would likely increase with the programming scope possible at the Armory: Creative Campus include those related to public programs and community events, as well as utilities. Current operational costs for the Olympia Armory building are estimated in the \$27K range per year with repair/maintenance averaging \$28K per year. It is important to note that the building currently operates with 10 staff members per month and is only fully occupied one weekend a month. A fully operating community center would likely see an increase in utilities and repair/maintenance costs.

The ERA outlines that most cultural facilities in 2007 were generating 25-50% of their revenues from earned income, with 36% being a reasonably healthy ratio of earned income and with the remaining 64.3% of contributed income secured through corporate sponsorships of exhibits, individual donations, grants, public funding, and annual fundraisers. The comparable projects outlined on page 8 show a shifting industry trend of a higher earned income to contributed income ratio. Additional study is needed to provide an in-depth financial analysis and fiscal sustainability strategy.



## A PHASED GROWTH STRATEGY

A phased approach could be a strategic option towards fulfilling the wide-ranging vision of the Armory: Creative Campus. The relative assumed health of the building allows for immediately activating sections of the building while growing programs and partnerships for increased capacity and facility use. Additional elements of a phased approach include creating operating and capital investment capacity through a Cultural Access Tax in Olympia, applying for external funding such as a Building for the Arts Grant, and strategic community partnerships to advance and inform the work.

### Immediate Opportunities

There are a range of programming opportunities that can be implemented in the Armory as is. Activating the 10,000 sq. ft. multi-use event space at the center of the building could provide direct support for community events, demonstrate community value, and build momentum for additional uses. For example, current offices on the first floor could be turned into community classroom and workshop spaces as well as offered as part of an early organization incubator program. Early activation of the commercial kitchen could significantly broaden use options and provide essential supporting income. Identifying spaces that can be immediately utilized with minimal or zero investment, and strategically addressing any needed code and access improvements, will provide a backbone to a phased approach to full building utilization. Community partners could also be essential in shaping the location into an accessible public asset and activating the center early on. Partnerships, community use, and ongoing conversations will provide meaningful opportunities for both early activation and building a creative space suited to our community's needs.

### Partnerships

Partnerships and community conversations will continue to be instrumental to both informing and advancing the ongoing work and evolving vision. The Olympia Arts Alliance Arts Space study (summarized in Appendix A) illustrates the strong community desire for the type of multi-use facility being proposed with the Armory building. Seventy percent of organizations surveyed said they had interest in utilizing some type of space in a new multi-use arts facility; with 54 organizations expressing interest in relocating to, expanding into, or launching a new enterprise in a new, multi-use arts facility in the City of Olympia; and 61 interested in renting space on a short term or occasional basis. Organization industries represented included arts education/instruction, music, performance art, art gallery/exhibition space/curatorial, festivals/events, and painting/drawing. This informs understandings of the needs and interests of community partners toward building the Armory: Creative Campus, and the importance of prioritizing partner relationships.

As an interdepartmental initiative there is an inherent path toward involving existing OPARD, ArCH, and CP&D partners as well as bringing on new community members and organizations. Potential partnerships could include:

#### **Arts & Culture Organizations**

Arbutus Folk School  
The Bridge Music Project  
Oly AHA  
Olympia Arts Alliance  
PARC Foundation  
The Washington Center

Emerging and Existing Arts & Culture  
Organizations

#### **K-12 Education**

Avanti High School  
Olympia School District

### City Governments, and State Agencies

City of Lacey  
City of Tumwater  
Eastside Neighborhood Association  
Heritage Commission  
Olympia Arts Commission  
Olympia Recognized Neighborhood Associations  
PBIA  
Washington State Arts Commission

### Associations and Social Service Organizations

Housing Authority  
Homeless Response  
Olympia Downtown Alliance

### Universities and Colleges

The Evergreen State College  
SPSCC  
St Martins University  
University of Washington  
Washington State University

### Businesses

Creative Entrepreneurs including artists and makers  
Restaurant Tenant

It will be helpful to identify potential organizations who are interested in various ongoing space uses such as event and program rentals or becoming anchor or incubator tenants in the space. Additionally, a community visioning process informed by an architecture firm could help further articulate and provide expertise to better inform the growing aspirations with the Armory: Creative Campus. This could be helpful in apprising specific space and programmatic needs, next steps, and how the community would like to fund the project.

### Creating Capacity

Key strategies toward expanding capacity include a Cultural Access Tax and external funding opportunities. A **Cultural Access Tax** could serve as a key component for growth and long-term sustainability. In 2015, Washington State passed a Cultural Access bill (RCW.36.160) granting local governments the authority to create a Cultural Access Program in their county or city. Under such authority, revenue raised from a voter approved sales or property tax increase can be used to strengthen access to cultural, science, and heritage organizations and their activities, as well as enhance citizens' participation in their cultural events and programs. ([Website](#)) Cultural Access tax initiatives have been successful across the country as well as regionally.

In November 2018, Tacoma voters approved [Tacoma Creates](#) by 67.2%, passing in every reporting precinct. The sales tax increase, authorized under Tacoma Creates, went into effect April 2019, with the option to be renewed by Tacoma voters in seven years. The 0.1%, or 1 cent for every \$10, sales tax provides key support for arts, culture, heritage and science in Tacoma. *This has allowed Tacoma Creates to fund just under \$1 million to 58 organizations whose primary purpose is to advance or preserve arts, culture, heritage, and science*, as well as expand learning opportunities through high quality after school programming at 17 Tacoma schools and cultural organizations, and participatory budgeting in two targeted neighborhoods.

A Cultural Access tax in Olympia could have a wide-reaching impact. In addition to the types of uses seen in Tacoma, the bill allows funds to be used for capital expenditures, including real property acquisition. This could be instrumental in bringing the Armory: Creative Campus vision to fruition.

Two funding opportunities uniquely suited to this project are the Washington State Building for the Arts Grant, and the Our Town grant program by the National Endowment for the Arts.

**Washington State Building for the Arts Grant** ([link](#)) awards grants of up to \$2 million to performing arts, art museum, and cultural organizations for as much as 33% state match of eligible project costs for acquisition, construction, and/or major renovation of capital facilities. The deadline for the 2021-2023 grant cycle is August 6, 2020. The next opportunity to apply for the grant would be in 2022 for the 2023-2024 funding cycle. This resource could be considered as part of strategy for a major renovation of the whole facility in one funding cycle or as part of an incremental approach to renovation over multiple funding cycles.

**Our Town** is the **National Endowment for the Arts'** ([link](#)) creative placemaking grants program that awards up to \$150,000 in matching funds to support projects that integrate arts, culture, and design activities into efforts that strengthen communities by advancing local economic, physical, and/or social outcomes.

*Successful Our Town projects ultimately lay the groundwork for systemic changes that sustain the integration of arts, culture, and design into local strategies for strengthening communities. These projects require a partnership between a local government entity and nonprofit organization, one of which must be a cultural organization; and should engage in partnership with other sectors (such as agriculture and food, economic development, education and youth, environment and energy, health, housing, public safety, transportation, and workforce development).*

Funds are eligible for a variety of uses including for the design of cultural facilities. This includes the design process to support the creation of dedicated building/space for creating and/or showcasing arts and culture; spaces for artists to live and/or to produce, exhibit, or sell their work; and/or spaces where people congregate. Funds can also be used for artist and creative industry support such as creative business development and professional artist development. This resource would be extremely well suited for pursuing as an early next step. Deadline to apply is typically in early August for projects starting after July 1 the following year.

## CONCLUSIONS & RECOMMENDED NEXT STEPS

The Armory: Creative Campus would be a worthy response to our Olympia communities' 30-year call to action. Building this cultural anchor and economic catalyst could have a far-reaching impact especially with communities and individuals needing support as we weather an unpredictable path toward recovery. For many the space and programs will provide a way forward, offering tools for individuals and organizations to shape their own futures, a space for all to come together, using creativity to heal and overcome current and emerging challenges. The Armory: Creative Campus will be a space where Olympia people can experience what it means to be in community.

After careful consideration City staff recommend exploring the acquisition of the Armory building for use as a community asset. An interdepartmental committee with staff expertise in Community Planning and Economic Development; Parks Arts & Recreation; and 214 years of combined professional experience have outlined recommended next steps. These include:

### Next 6-18 months

- Enter negotiations with the military department to secure an option on the property
- Identify key partners to continue to inform vision
- Redraw the Creative District Boundary to include the Armory Building
- List the building on the National Registry of Historic Buildings
- Building appraisal and revitalization assessment
- Community visioning

### Next 18-36 months

- Explore a Cultural Access Tax initiative in Olympia
- Acquire Building
- Begin self-sustaining programming and facility rentals through City programs and community partnerships
- Apply for an Our Town Grant with the National Endowment for the Arts in 2021 to provide for funds to design the facility

### Next 36-48 months

- Facility Design
- Apply for a Building for the Arts Grant in 2022 for the 2023-2024 cycle for building revitalization and adapting for use as an arts facility

# Appendix A

## OVERVIEW OF STUDIES

For over three decades, Olympia citizens have expressed their ongoing desire for a dedicated center for the arts. It has consistently emerged as a community priority through various studies and feedback processes dating back to 1989, when the Olympia Arts Commission first identified the need and role of a dedicated arts facility in Olympia. Nine different City planning efforts illustrate the conviction that the arts are a powerful tool for strengthening culture, education, community building, equity, and the economy.

In 2007, an arts center feasibility study served to prepare the City for the opportunity when the timing and space would align for this purpose. Since then an arts center was added to the Olympia Parks Arts and Recreation and City Comprehensive Plans and has been further explored through various studies with Artspace Projects, Inc, as well as the City's 2018 ArCH study. In 2019, the National Guard announced the construction of a new readiness center to replace the Olympia Armory, making the Olympia Armory building available for other uses in 2021. Recognizing the Armory's potential to serve the community, an interdepartmental group of staff began to explore art center models in the Pacific Northwest and beyond.

The following is an overview of related studies, analysis and initiatives and how the Armory: Creative Campus could serve to fill a need and a long-held vision for the Olympia Community.

### [1989 - Needs Assessment Study for the Olympia Arts Commission](#)

(Michael R. Pendleton and Nancy Leahy, organizational consultants, August 1989)

Study first identified the key role an arts facility would have in meeting the needs of artists, arts organizations, and the whole Olympia community. Including space needs such as:

- Studio and rehearsal spaces for artists
- Public gallery, rehearsal, and performances spaces for organizations
- Arts education consistently named a primary community need by local arts organizations
- Expanded art opportunities for the whole community identified as a community interest

The study laid the foundation for the City's current Arts Program. Elements of the study that continue to be echoed in community voices today are the need for expanded opportunities for arts education and programming available to the whole community, and a need for rehearsal spaces and studio access for artists, performers, and organizations. Almost twenty years later a follow up study was commissioned to determine if public art space was still a need, and in what form.

### [2007 - Market and Feasibility Analysis for a Community Arts Center in Olympia Washington](#)

(Economic Research Associates, March 2007)

The ERA report created a workable art center concept and identified broad feasibility parameters so the City can effectively respond to any future development opportunities. The overall concept was based on the following guiding principles:

- *Include a broad range of arts programs and genres, honoring Olympia's strength of arts diversity, and accommodating a variety of activities.*
- *Include flexible spaces and an exhibit area accommodating a range of exhibitions.*
- *There are adequate performing arts facilities in Olympia, affordability issues would not be solved with the development of another.*
- *Be operationally financially viable and maximize earned income potential.*
- *Create new 501(c)3 organization for fundraising. Operation possibilities include having the arts center run by a new non-profit, by the City of Olympia, or a hybrid between these two options. An existing arts organization should not manage the arts center.*
- *Offer a variety of classes and workshops for amateur and professional artists as well as the general public.*
- *Provide curriculum-related school programs to be eligible for public and private grants.*
- *Provide limited general use studio space for short term use.*
- *Locate the arts center on the Olympia waterfront and/or close to other downtown cultural facilities.*

The ERA report confirmed the ongoing need for an arts center and how it could specifically support community members, artists, performers, and organizations. It offers a roadmap rooted in sustainability for creating a hub to strengthen and support the broad array of arts disciplines and creative community uses. It also provides a preliminary non-site specific business plan structure which informs the business plan you will see later in this document; and it outlines key space needs and recommended facilities which identify the Olympia Armory building as one of a handful of spaces well suited for this type of facility.

#### [2009 - Pre-Feasibility Study for Artist Workforce Housing](#)

A community effort to support workforce housing for artists with the possibility of a ground floor arts center began in 2009, with a visit to Olympia from Artspace Projects, Inc., a national developer of affordable artist live/work spaces with 52 projects across the nation, 5 of which are in Washington State. The City conducted the pre-feasibility study in 2009 and supported the follow-up 2014 study conducted by the Olympia Artspace Alliance, a local non-profit organization established in 2011 which grew directly out of the 2009 effort.

#### [2014 - Olympia Area Artists and Arts, Creative and Cultural Organizations and Businesses Space Needs and Preferences Report](#)

(Prepared by Artspace Projects and Swan Research and Consulting)

In 2014, Olympia Artspace Alliance (OAA) continued their partnership with Artspace Projects, Inc. to assess space needs of artists, individuals, and cultural organizations working in the arts and creative industries in Olympia and the surrounding region. OAA gathered project support and funding for this effort from an impressive array of state and local partners including the Washington State Arts Commission, the Community Foundation of South Puget Sound, the Thurston County Chamber of Commerce, the Thurston County Economic Development Council, the Olympia Downtown Association and the Freas Foundation.

The results of OAA's survey work reflect a need for spaces of all types. Key findings relevant to the development of a creative campus are the space needs of both artists and arts organizations, and the

strong community desire for the type of multi-use facility being proposed for the Armory building. Seventy percent of organizations surveyed said they had interest in utilizing some type of space in a new multi-use arts facility; with 54 organizations expressing interest in relocating to, expanding into, or launching a new enterprise in a new, multi-use arts facility in the City of Olympia; and 61 interested in renting space on a short term or occasional basis. Organization industries represented included arts education/instruction, music, performance art, art gallery/exhibition space/curatorial, festivals/events, and painting/drawing.

Integral partners in supporting a vision for a thriving creative ecosystem include artists *and* creative organizations. This study is pivotal in illustrating the fundamental needs of these groups and confirms their desire for a multiuse arts facility in Olympia.

The vision for an Armory: Creative Campus builds on the idea of a dedicated space for creative activities by expanding on the intentional way this space will serve the whole community. Outlined in the City's Comprehensive Plan are some of the ways the City plans to use the arts to guide continued regional growth.

#### [2014 - City of Olympia Comprehensive Plan](#)

The City's Comprehensive Plan is our community's guiding blueprint for how our values and priorities will shape Olympia's future growth. Heavy in community participation, many of the Comprehensive Plan's statements of strategy, goals, and intention amplify the messages of previous studies.

- *[Olympia will be] An arts magnet: The City will continue to sponsor and support music and art events and festivals, which attract residents and visitors from throughout the area. The City will take advantage of provisions in state law to fund art throughout the capital.*
- *Olympians value the role parks, open space, recreation and art play in our lives; as these contribute to our sense of community, and to our physical, spiritual and emotional well-being.*
- *Our community should continue to be an active center for arts and recreation – and grow and foster their development.*
- *Sustain and expand the role of arts in shaping the quality of life in Olympia and community culture. Olympians value neighborhoods with distinct identities; historic buildings and places.*

The Armory: Creative Campus would be a physical extension of the values and priorities listed above. It offers the opportunity to repurpose a historic building that already has deep roots in the community, transforming it into hub of creativity and innovation.

#### [2016 - Olympia Parks Arts and Recreation Department Strategic Plan](#)

On November 3, 2015, Olympians took a historic step to further enhance Parks, Arts and Recreation services. The Olympia Metropolitan Parks District (MPD) funding measure passed with more than 60% voter approval. The newly-formed MPD will ensure that the existing park system is well-maintained and remains safe and accessible. It will also provide the resources to meet expanding needs as Olympia grows substantially over the next twenty years. This community-driven update to the Parks, Arts and Recreation Plan provides the road map and funding plan to achieve that vision through the following actions:

- Acquisition of 417 acres of new park land



- An increase of more than 25% to our existing 16-mile trail inventory
- Elimination of the existing \$4 million major-maintenance backlog
- Management shift towards data-driven decisions with performance measures
- A strengthened commitment to the arts and to recreation programming
- More than doubled investment in safety and security of our parks and facilities

The plan outlines a specific strategy connected to the development of an Arts Center in Olympia. The Plan's Capital Investment Strategy identifies \$4.6 million in MPD funds in 2017-2021 to support a high priority project. An Arts Center is one of four projects identified as a high priority project to utilize these funds. The Plan's "Long Range Options (2022-2035)" section of the Capital Investment Strategy budgets \$1.5 million for an arts center in 2022-2035. The plan also outlines the overall strategic need for increased arts programming for the whole community.

Building on the goals of the Comprehensive and OPARD Plans, the following study was commissioned to explore the opportunities of a unified strategic approach to the role Arts, Cultures and Heritage can have in supporting the City's strategic vision.

#### [2018 - Expanding the Arts Cultures and Heritage Profile in Olympia](#) (Athena Group, 2018 Study)

ArCH Profile Executive Summary excerpt:

*In early 2017, the Olympia City Council launched this effort to take a fresh look at the City's commitment to arts, cultures and heritage – ArCH. The foundation for expanding the profile of ArCH is provided by the City's Comprehensive Plan; the Downtown Strategy and the Parks, Arts & Recreation Plan. The City hired the Athena Group to lead a broad-based community process to provide research, options and recommendations to enhance the Olympia community's offerings of and support for programs, activities and events in ArCH.*

Recommendations to Expand the Profile of ArCH in Olympia include (Summary):

1. Create a new ArCH structure within City government.
2. Connecting ArCH requires creative work, skillful design, some start-up projects and an evolving vision.
3. Leverage the City's commitment to ArCH through strategic partnerships throughout the community.
4. Make Olympia a regional center for ArCH.
5. Expand and improve available space for ArCH.
6. Grow local resources to support ArCH.
7. Develop metrics to measure performance and track the arts, heritage and cultures in, of and for our community.

One of the most powerful aspects of the ArCH study were the community leaders, the ten resource committee members who represented over twenty local, regional and state organizations. Their collective voice outlined the key role an arts center plays in expanding and improving available space for arts, culture and heritage programs, activities and initiatives. The plan directs "City leadership and community partners (to) pull together to meet the facility needs for ArCH activities, and to implement related goals of the Comprehensive Plan and Downtown Strategy," referring to an art center as part of the Comprehensive Plan, as well as highlights the need for "Additional public and private funds ... to support growth in ArCH." The study highlights the importance of accessible public space to support



individuals and organizations engaged in the arts and humanities and identifies strategies for elevating arts, cultures and heritage in Olympia.

One of the first City ArCH strategies was to leverage the Washington State Arts Commission's (ArtsWA) newly developed Creative District Program, to help turn cultural activities into economic growth. Olympia's identified creative district is designed to magnify the City's downtown as a thriving space for artists, makers and creative industries.

### 2019 - Olympia Downtown Creative District

The Creative District, a 30-block area of downtown Olympia, is where creativity and innovation thrive most visibly in Olympia. The area is home to over 150 creative venues and businesses that reflect Olympia's unique character, authenticity, and fresh thinking, and directly support artists and creative workers. Together they form energetic creative hubs for connection, making Olympia an exciting place to live, work, and explore.

Creative District designation is a vehicle to encourage the continuation of creativity and innovation in the district and to overflow into surrounding areas & beyond. It can be used to support growth of current artists & businesses, attract innovative startups, create jobs, strengthen a cohesive community downtown, and promote Olympia as a great place to be.

The growing vision for the Olympia Creative District:

- A place for artists to live and work, with affordable spaces for makers and creators
- A diverse economic hub inspiring growth and expansion of existing and emerging artists and businesses
- Spaces filled with historic character and adaptive reuse of underutilized spaces
- Retain, promote and encourage Olympia's quirky, vibrant, and artistic community

The Creative District is able to support strategies for use of underutilized spaces. A creative campus would provide scaffolding to innovative entrepreneurs and arts organizations to support them in being better positioned to activate these spaces. The campus will be a key resource to artists and makers through dedicated maker/tech labs and access to specialized training and equipment, serving an important role in workforce development and skill building. Shared office and programming space would provide an incubator to emerging arts organizations and creative start-ups, and enable cross-pollination of ideas and support.

As we continue to explore the possibilities, engaging the surrounding community and neighborhood is essential. An important piece of the current overview is alignment with the Eastside Neighborhood Association's strategic goal to transform the Armory into a community asset.

### 2019 – City of Olympia Eastside Subarea Plan

(City Council Subarea Plan Acceptance, January 2020)

The City of Olympia's 2014 Comprehensive plan enables and encourages a grassroots process where recognized Neighborhood Associations, composed of local residents, businesses and community organizations, help to set priorities for how their neighborhood will grow and develop. This process, known as Subarea Planning, gives neighborhoods the chance to collaborate with the City to shape future

development in alignment with neighborhood interests and values, while remaining consistent with the City's Comprehensive Plan.

From 2017-2019 the Eastside Neighborhood Association developed a Subarea Plan that includes four action plans consistent with the Comprehensive Plan goals and policies. The fourth action plan specifically identifies the Olympia Armory building as part of an Action Step toward improving the quality of life for all residents through community connections. As outlined in Action Step 4.1.1.2 the plan outlines *Work(ing) with partners to pursue acquisition of the National Guard Armory for the purpose of converting the building into a community asset.* (pg. 23) This subarea plan was accepted by council in January 2020.

### 2020 - Regional Site Visits

While Olympia's vision is unique to our community, looking at regional models can offer guidance towards best practices. Community arts spaces vary widely in use and objective, and the Pacific Northwest is home to many successful examples as seen in recent regional site visits. City staff began visiting some of these facilities in 2019 to help further research possibilities of an art center in Olympia.

This research has allowed the City to:

- Further explore the ways that communities are served by arts and cultural centers
- Understand operational models for running them
- Better assess Olympia's needs
- Prepare for this emerging opportunity

These site visits are illustrating how community art centers:

- Encourage community partnerships
- Provide access to specialized training and equipment for artists and creative entrepreneurs
- Offer affordable live-work spaces for artists
- Create incubator spaces for emerging artists, businesses and arts organizations to grow
- Support creative reuse of historic buildings
- Provide affordable access to the arts for a wide range of community members
- Utilize a variety of operational and funding models

Locations visited include:

Multnomah Art Center, Portland, OR  
Portland Center Stage at The Armory, Portland, OR  
Pratt Fine Arts Center, Seattle, WA  
Youngstown Cultural Arts Center, Seattle WA

Recent site visits together with three decades of planning have shaped the framework for a creative campus in Olympia, one that includes incubator spaces, resident organizations, artist in residence live/workspace, makers labs, and a progressive arts education experience.

As we outline studies and city planning that have led to the Armory: Creative Campus, an overview would not be complete without addressing the global virus pandemic COVID-19, the recent and emerging effects it has had on local and world economies, and the Recovery Plan set forth by Washington State to guide in rebuilding in the days ahead.

## [2020 - Washington COVID-19 Recovery Plan](#)

(Office of the Governor Jay Inslee, policy brief, April 21, 2020)

On February 29, 2020 Washington Gov. Jay Inslee declared a state of emergency in response to the COVID-19 pandemic *and rolled out a series of measures that ultimately led to the statewide Stay Home order on March 23. The order prohibited all non-essential businesses and travel as well as all social, recreational and religious gatherings.* On April 21, 2020 Gov. Inslee announced the Washington COVID-19 Recovery Plan and phased approach to returning to public life in Washington state.

The phased approach includes:

4. Protect the Health and Safety of Washingtonians
5. Facilitate a Safe Start and Transition to Economic Recovery
6. Support All People and Communities

The Armory: Creative Campus could provide a strategic path toward *a Safe Start and Transition Into Economic Recovery, as well as Supporting All People and Communities.*

Economic recovery could be supported through an arts organization and creative business incubator as well as workforce development programs. Programs could make it easier for workers to navigate the new economy; find new jobs through training & upskilling; and offer support in areas of critical need. It could also support the creation of new jobs through entrepreneurship and small business development, providing small businesses and organizations with the tools they need to thrive in uncertain times.

As a community center and multi-use gathering space, the Armory: Creative Campus would provide direct access to social and emotional support through programming and progressive education opportunities rooted in the arts. Programs would not only counteract social isolation, they could help ensure equitable access to social and emotional resources, as well as offer supports for stress and anxiety. In addition, they could offer education supports through innovative approaches to academic learning, and help prevent educational disparities caused by COVID-19.

As our community confronts the effects of this global pandemic, the arts have a strong role to play in recovery and can firmly support the state and City of Olympia in building a prudent way forward.

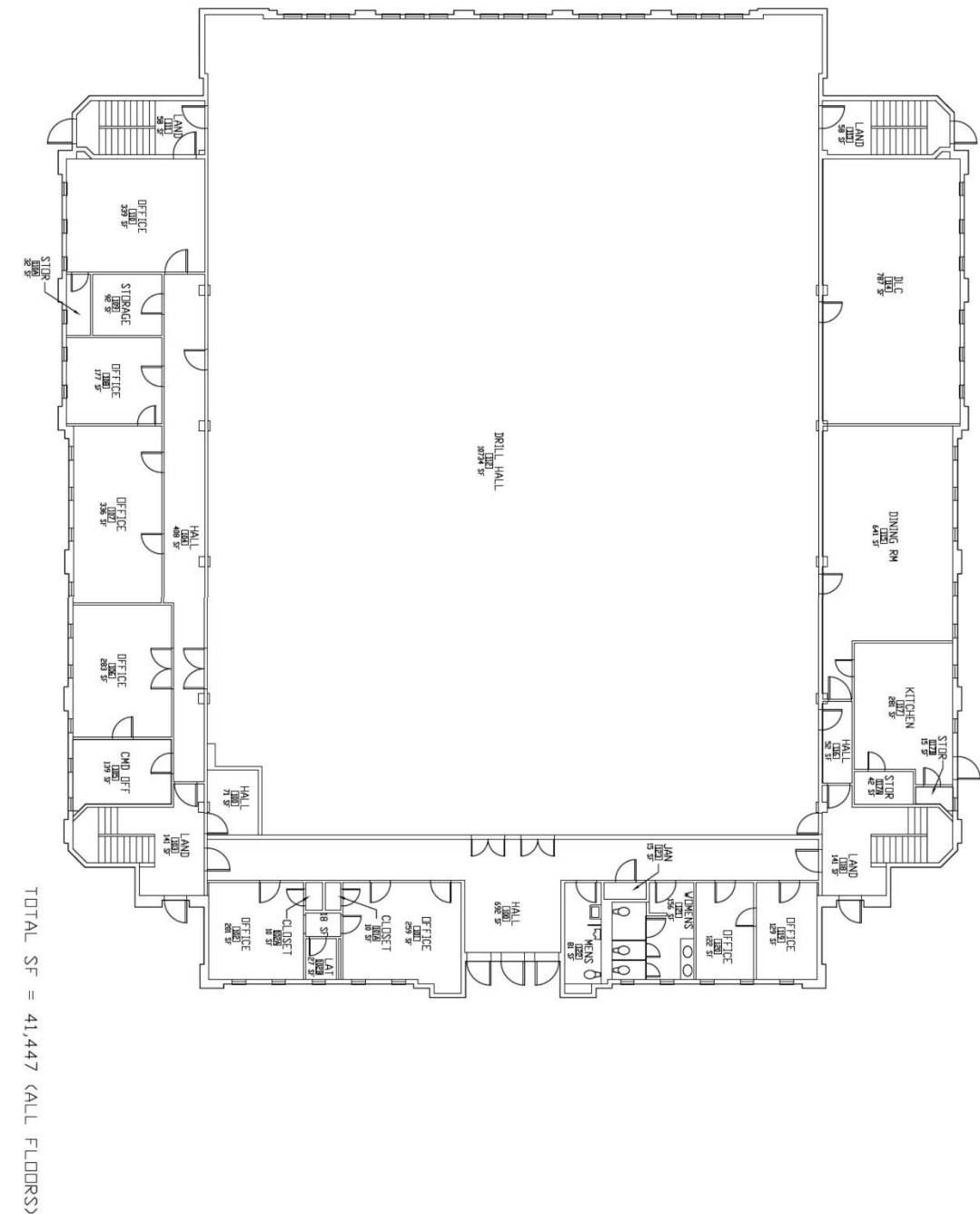
## [Overview of Studies Wrap Up](#)

Art centers are cultural anchors and economic powerhouses in the communities they serve both locally and globally. Olympia community members have recognized this for three decades, established through this overview of studies. Although it is not unusual for the stars to take this long to align, as seen in the 23 years to build a new Olympia City Hall or the 22 years it took to create the expanded Olympia Farmers Market location, it is important to recognize that the last 31 years have led to this moment of action. The time is now to create a dedicated arts facility in Olympia.

# Appendix B

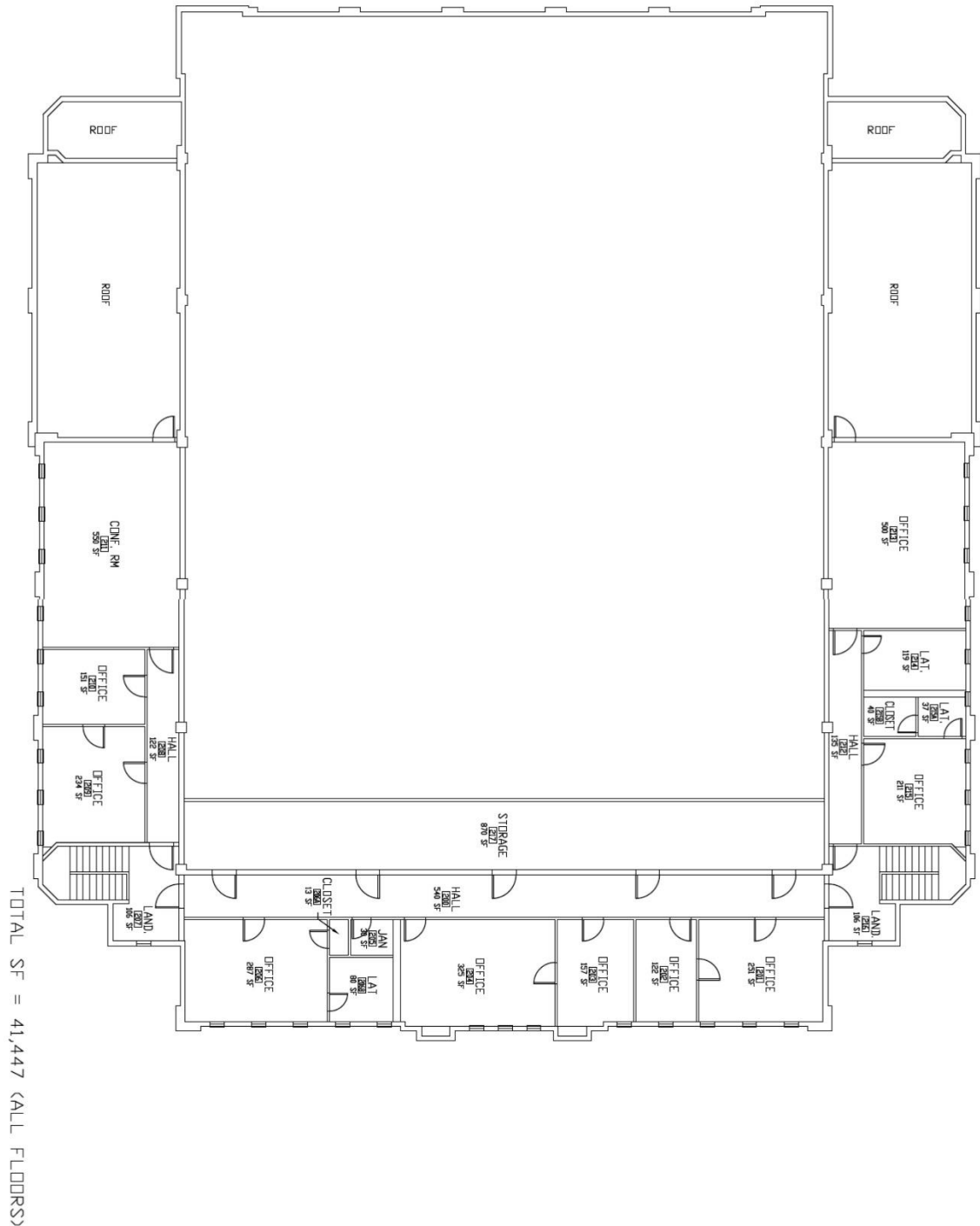
## FLOOR PLANS OF THE OLYMPIA ARMORY

### First Floor



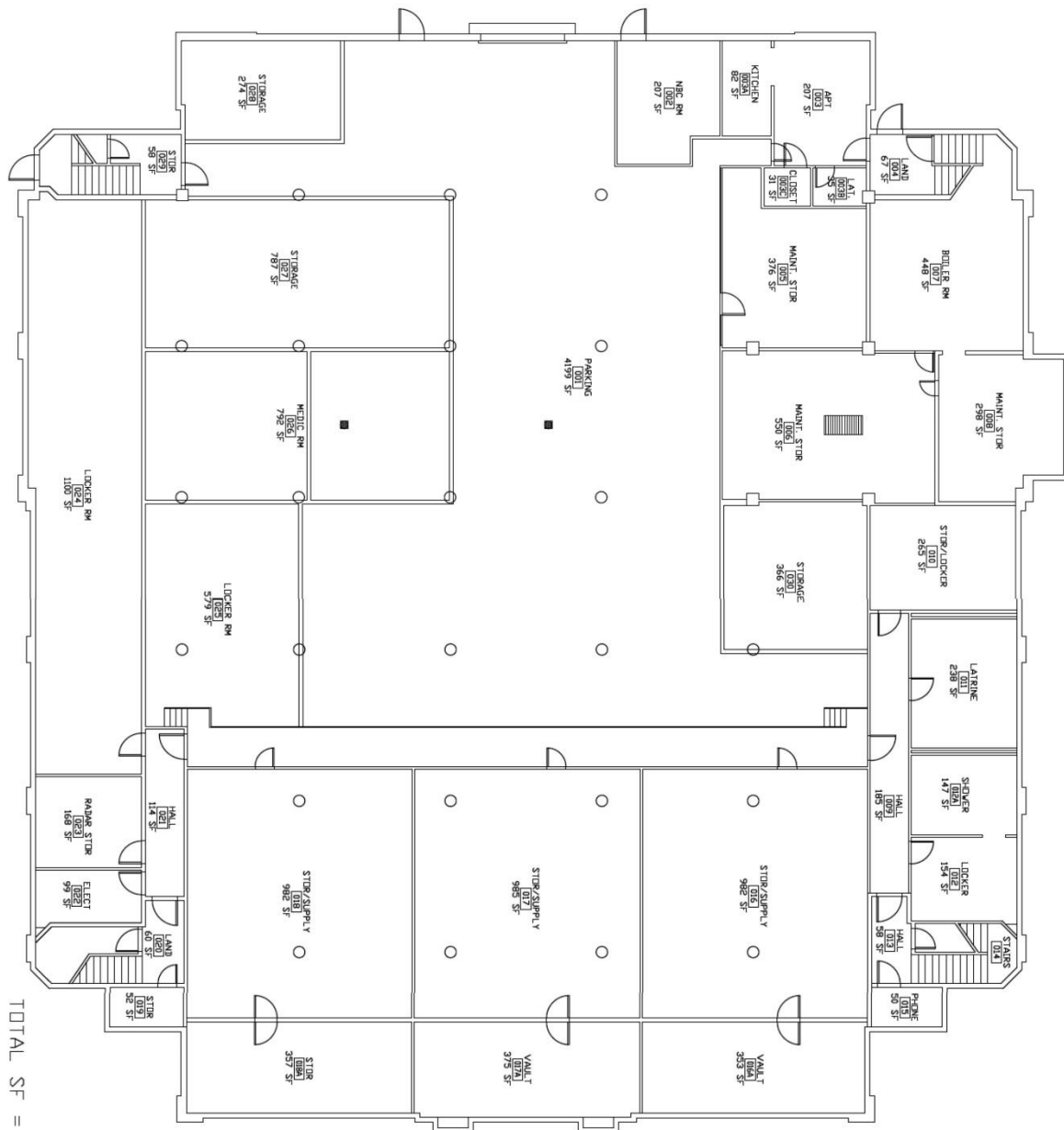
PROJECT NO:	PROJECT TITLE:	DRAWING NO:	REVISION:
SHEET NO:	OLYMPIA BUILDING NO. 1 1ST FLOOR PLAN	53A85_1_1STPLAN	DATE: 9-15-11
1 OF 1	FACILITY ENGINEER DIVISION BUILDING 36 - CAMP MURRAY TACOMA, WA 98430-5052	APPROVALS: USER: _____ P.M.: _____ F.M.Q.: _____ AGENCY DIRECTOR: _____	DESIGN: DRAWN: _____ CHECK: _____ DATE: 1-27-03
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Second Floor



PROJECT NO:	PROJECT TITLE:	DRAWING NO.	REVISION:
	OLYMPIA	53A85_1_2NDPLAN	DATE: 9-15-11
SHEET NO:	BUILDING NO. 1	FACILITY ENGINEER DIVISION	
1 OF 1	2ND FLOOR PLAN	BUILDING 36 - CAMP MURRAY	
		TACOMA, WA 98430-5052	
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## Basement



TOTAL SF = 41,447 (ALL FLOORS)

PROJECT NO.	PROJECT TITLE:	FACILITY ENGINEER DIVISION	DRAWING NO.	53A85_1_BSMTPLAN	REVISION:	DATE: XX-XX-XX
SHEET NO.	OLYMPIA BUILDING NO. 1 BASEMENT FLOOR PLAN	BUILDING 36 - CAMP MURRAY TACOMA, WA 98430-5052	APPROVALS:	DESIGN: _____		
1 OF 1			USER: _____	DRWN: _____		
			P.M.: _____	CHKD: _____		
			F.M.D.: _____	DATE: 2-27-03		
			AGENCY DIRECTOR: _____			
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# Appendix C

## OVERVIEW OF COMMUNITY VALUES

Included in this section are the values and/or principles from the City of Olympia Comprehensive Plan; Olympia Parks, Arts and Recreation Strategic Plan; and the Arts Culture and Heritage Study. These were thoughtfully developed through various community input processes.

### Olympia Values Identified in the City Comprehensive Plan

#### Public Participation and Partners

Olympians value their right to participate in City government, and to engage in meaningful, open and respectful community dialogue regarding decisions that affect our community.

#### Our Natural Environment

Olympians value our role as stewards of the water, air, land, vegetation, and animals around us, and believe it is our responsibility to our children and grandchildren to restore, protect, and enhance the exceptional natural environment that surrounds us.

#### Land Use and Urban Design

Olympians value neighborhoods with distinct identities; historic buildings and places; a walkable and comfortable downtown; increased urban green space; locally produced food; and public spaces for citizens in neighborhoods, downtown, and along our shorelines.

#### Transportation

Olympians want a transportation system that can move people and goods through the community safely while conserving energy, and with minimal environmental impacts. We want it to connect to our homes, businesses and gathering spaces and promote healthy neighborhoods.

#### Public Health, Parks, Arts and Recreation

Olympians value the role that parks, open space, recreation and art play in our lives; as these contribute to our sense of community, and to our physical, spiritual and emotional well-being.

#### Economy

Olympians recognize the importance of our quality of life to a healthy economy. We value our status as Washington State's capital, as well as our community businesses, as a source of family-wage jobs, goods and services, and various other contributions that help us meet community goals.

#### Public Services

Olympia residents value the protection our police, fire, and emergency medical services provide. They also support codes that enforce the City's efforts to maintain

neighborhood quality, adequate and affordable housing for all residents, community gathering places, and recreational centers.

Olympia Values Arts Culture and Heritage as essential to:

Shared History

- History is a continuum reaching back and looking forward
- Heritage is not just the built environment, but embedded in sense of place and community

Healthy Community

- ArCH promotes community vitality by supporting shared experiences that bring people together to create, celebrate and foster connections and partnerships.
- ArCH is nutritious – essential to health, a basic need, formative, and supporting.
- ArCH informs and infuses our work – social, environmental, economic, political, justice.

Equity, inclusion and social Justice

- Diversity, equity and inclusion are valued and honored.
- ArCH belongs to and is accessible to all.

Significance of Place

- Downtown Olympia is the region's economic, social and cultural center.
- Olympia's sense of place depends on shared culture.

OPARD seeks to enrich Olympia's quality of life through:

Environmental stewardship

Strengthening community connection

Creating neighborhood identity

Fostering artistic expression

Beautifying our City





## General Government Committee

### Economic Development Update

**Agenda Date:** 8/26/2020  
**Agenda Item Number:** 6.B  
**File Number:** 20-0660

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**Type:** discussion **Version:** 1 **Status:** In Committee

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**Title**

Economic Development Update

**Recommended Action**

**Committee Recommendation:**

Not referred to a committee.

**City Manager Recommendation:**

Receive a presentation on City of Olympia economic development activity. Briefing only; No action requested

**Report**

**Issue:**

Whether to receive a briefing on economic development activity.

**Staff Contact:**

Mike Reid, Economic Development Director, 360.753.8591

**Presenter(s):**

Mike Reid, Economic Development Director

**Background and Analysis:**

The overview of current economic development initiatives in Olympia and will include city economic data overview and current/proposed development projects.

**Neighborhood/Community Interests (if known):**

N/A

**Options:**

Briefing only

**Financial Impact:**

N/A

**Attachments:**

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**Type:** discussion **Version:** 1 **Status:** In Committee

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None



## General Government Committee

### Discuss Best Practices When Interviewing Community Representatives

**Agenda Date:** 8/26/2020  
**Agenda Item Number:** 6.C  
**File Number:** 20-0662

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**Type:** discussion **Version:** 1 **Status:** In Committee

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**..Title**

Discuss Best Practices When Interviewing Community Representatives

**Recommended Action**

**Committee Recommendation:**

Not referred to committee

**City Manager Recommendation:**

Discuss best practices when interviewing community representatives for advisory committees.

**Report**

**Issue:**

Whether to discuss best practices when interviewing community representatives.

**Staff Contact:**

Linnaea Jablonski, Human Resources Director, 360.753.8309

**Presenter(s):**

Linnaea Jablonski, Human Resources Director

**Background and Analysis:**

Share best practices around interviewing for community members. As the General Government committee engages in interviews with the community for boards and commission, it is critical they do so with a diversity lens and mindfulness around equity and inclusion.

**Neighborhood/Community Interests (if known):**

N/A

**Options:**

1. Discuss best practices when interviewing community representatives.
2. Do not discuss best practices when interviewing community representatives.
3. Discuss best practices for interviewing community representatives at a later date.

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**Type:** discussion **Version:** 1 **Status:** In Committee

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**Financial Impact:**  
N/A

**Attachments:**  
None