

RECOMMENDATIONS - DELIVERING ON THE PROMISE

Expanding the profile of arts, cultures and heritage will hinge on leadership, resources and coordinated work plans. It will be essential to phase implementation, continuing to build upon the actions with added resourced and time. The first and most essential step is to establish the structure and staffing alignment to strategically achieve the Resource Committee and Stakeholder recommendations, and the substantial community aspirations represented in the Comprehensive Plan and Downtown Strategy.

The following recommendations are accompanied by specific elements from the Comprehensive Plan to illustrate the apparent synergy. The Arts Commission, Heritage Commission, and the ArCH Resource Committee have reviewed these recommendations. Their suggestions have been incorporated.

1. REALIGN CITY ORGANIZATIONAL STRUCTURE TO ADVANCE IMPLEMENTATION OF THE EXPANDED ARTS, CULTURES AND HERITAGE PROFILE FOR OLYMPIA

Leadership and Staff

- Align Arts, Culture, and Heritage Resources under one umbrella
- Link ArCH with Economic Development
- Consider additional resources to develop Cultures and Heritage strategies and accomplish workload and actions
- Implement, Update and Sustain Comprehensive Plan ArCH Related Policies
- Develop a 3yr. strategic workplan with benchmarks, track progress and report annually to partners and public
- Implement the identified ArCH Priorities

COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

GR8: Arts in Olympia are supported:

PR8.3 Encourage broad arts participation in the community

PR8.8 Create a range of opportunities for the public to interact with art; from small workshops to large community events.

PE9.2 Continue to support efforts to restore, maintain and improve Olympia's local museums and other attractions.

GL5: Historic preservation is achieved in cooperation with all members of the community and is integrated into City decision-making processes:

PL5.4 Continue programs – such as the Heritage Commission, the Heritage Register and the historic marker program – that effectively identify, recognize, and encourage the preservation and continued use of historic structures, districts, and sites which provide physical evidence of the community's heritage.

PE10.1 Continue to provide programs and services that support visual and performing arts activities in Olympia.

2. INTEGRATE ArCH AS PART OF CITY IDENTITY:

- Develop an ArCH Brand for the City (Mission, Vision, Values, Identity)
- Acknowledge ArCH as integral to Economic Development Vitality
- Coordinate ArCH Marketing Campaigns with VCB, EDC, ODA, and others
- Expand the use of City Website and Social Media to Promote ArCH Activities
- Explore Interactive Apps/Cellphone Tours

COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

GE9: Tourism is a community revenue source:

PE9.1 Provide or support, services and facilities to help visitors enjoy our community's special events and unique character, and work to fully capture the potential economic benefits of their visits.

PE9.4 Implement strategies to enhance heritage tourism opportunities.

PE7.2 Market Olympia's advantages to local and out-of-town businesses that may be considering expansions or new facilities in the area.

GE11: Small businesses contribute to Olympia's economic diversity:

PE11.1 Promote the concept that buying from local businesses is a way to strengthen the local economy.

3. BUILD CAPACITY AND COMMUNITY PARTNERSHIPS TO SUPPORT EXPANSION OF ARTS, CULTURES AND HERITAGE

- Coordinate ArCH Support Services with Community Partners: ODA, PBIA, Thurston Chamber, VCB, EDC, Intercity Transit, SPSCC, TESC, St. Martin's and others
 - Business and operations support
 - Incubator Space for start-ups
 - Marketing/Promotional Support:
- Follow-up with VCB to identify ArCH marketing needs
 - Foster and Formalize New Community Partnerships and ArCH Alliances
 - Philanthropic participation and support

COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

GR8: The Arts in Olympia are Supported

PR8.6 Provide technical support to art organizations.

PE4.2 Stimulate and generate private investment in economic development and redevelopment activities as recommended in the Investment Strategy Report.

PE11.2 Provide support for start-up businesses. Develop local awareness of the need for business incubator facilities, and allow for more home-based businesses

4. STRENGTHEN ArCH RELATIONSHIPS

- Strengthen and formalize City/Tribal Relationships Around ArCH
- Strengthen existing ArCH Relationships and form new relationships
 - Institutions of Higher Learning: Evergreen, St Martins, SPSCC
 - Historical Society
 - Artspace Alliance
 - Olympia Area Chinese Association
 - Communities of color, youth, LGBTQ, students and differently-abled,
 - Olympia Historical Society
 - Arbutus Folk School
 - Olympia Symphony
 - WA St. Department of Archaeology and Historic Preservation
 - Johansen Olympia Dance Center
 - Hispanic Roundtable
 - Other Groups and Individuals

- Convene and Lead Dialogue Among ArCH Groups to Plan Together:
 - o New Events and Festivals
 - o Expansion of ArCH throughout the city
 - o Neighborhood Matching Grants to integrate ArCH into neighborhood planning
 - o Creative District Designation
 - o Annual ArCH Summits
 - o Periodic ArCH Mixers with Partners, share Lead Role as sponsor of mixers
- Plan and Host 1st ArCH SUMMIT
 - o Convene ArCH stakeholders to plan ArCH summit
- Purpose and Participants
- Role of City and Partners
- Keynotes speaker and ArCH leaders
- Workshops
- Desired Outcomes
- Follow-up
- Improve Access and Inclusion:
 - o Access - Coordinate with Arts Organizations and Transit to:
- Offer reduced ticket prices/admission with EBT cards
- Provide transit passes/reduced rates for attendance to ArCH events
 - o Inclusion
- Provide better opportunities for Youth, LGBTQ, POC communities to attend and engage in ArCH careers
- Work with ArCH tribal partners
- Engage Communities of Color
- Evaluate festivals and events for greater inclusion and appreciation of diverse cultures

COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

GP2: People of all ages, backgrounds and physical abilities can access public meetings and information:

PL5.3 Recognize the contributions of minorities, workers, women and other cultures to Olympia's history.

5. PURSUE CREATIVE DISTRICT DESIGNATION THROUGH ARTSWA – Establish Community Partnerships to pursue Creative District Designation

- Coordinate Creative District Application with State Arts Commission and Community Partners
- Utilize Character Areas already defined in the Downtown Strategy
- Develop an ArCH Infrastructure Plan (e.g. Facilities, corridors, amenities & networks)
 - Identifiable Arts/Civic/Cultural Corridor (Creative District and beyond)
 - Landscapes and Streetscapes that Define ArCH Areas
 - Wayfinding, Walking Routes, Distinct Signage
 - Event Parking – Coordination and Planning
 - Improved Lighting:
- Sidewalks, Crosswalks, Alleys, Dark Spaces, Empty Storefronts

COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

GE3 A vital downtown provides a strong center for Olympia's economy:

PE3.1 Support a safe and vibrant downtown with many small businesses, great public places, events and activities from morning through evening.

GE10: Olympia is a regional center for arts and entertainment:

PE10.2 Support local art galleries, museums, arts and entertainment facilities, live music venues, arts organizations, and businesses.

PR8.7 Establish and promote a theater and entertainment district in downtown Olympia.

D.5 Develop an art and wayfinding plan that adds more public art and wayfinding to the streetscape in a well-coordinated fashion.

6. EVALUATE SPACE NEEDS AND ESTABLISH A PLAN THAT SUPPORTS ARCH ACTIVITIES

- Activate Downtown Strategy's Artisan Tech District (Downtown Strategy)
 - Identify properties in the Artisan Tech district for lease or acquisition
- Prioritize properties that are appropriate ArCH space(s) and uses
- Identify and pursue opportunities to capture space while still available

- Conduct an Inventory of Vacant & Available public and privately held Spaces that may be suitable for ArCH Activities, and evaluate potential new uses to support ArCH:
 - o Privately held property, to the extent possible
 - o Property available to the City, and Existing Space
- Evaluate potential to increase available, affordable and appropriate spaces for ArCH:
 - o Gallery Space
 - o Maker Space
 - o Incubator Space
 - o Rehearsal Space
 - o Co-location Opportunities
 - o Space to Grow
- Coordinate with Economic Development Director and EDC to Activate Vacant Spaces
 - o Citywide support and collaboration re: feasibility of use, change of use, adaptive reuse, code compliance, retrofitting costs, permitting, etc.
- Conduct Feasibility Study for a Multi-Cultural, Multi-Functional Community Space/History Museum
 - o Begin discussions for future Arts, Cultural, Heritage Center with rotating programs/activities/exhibits
- Partners
- Funding options
- Management
- Space use and programming
- Marketing and promotion

COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

GE4: The City achieves maximum economic, environmental and social benefit from public infrastructure:

PE7.3 Define a more active City role in stimulating development, and influencing the design and type of development.

PE7.4 Continue to coordinate and partner with the Thurston County Economic Development Council to promote Olympia's economic redevelopment opportunities

PE10.3 Examine the feasibility of establishing an arts center for the community

PL5.5 Provide incentives and assistance for preserving, restoring, redeveloping and using historic buildings, districts, neighborhoods, streets, structures, objects and sites.

PL5.6 Support public or non-profit acquisition of the most important historic resources to ensure their preservation.

GE10: Olympia is a regional center for arts and entertainment.

LU.5 Identify buildings and tools appropriate for adaptive reuse, and promote these tools to encourage older, character-defining buildings to be rehabilitated with housing, retail, office, and/or entertainment space.

7. DEVELOP AN ArCH RESOURCE AND PARTNERSHIP PLAN

- Evaluate viability of a Cultural Access Tax fund to support ArCH
- Explore Grant Cultivation with partners
- Seek Philanthropic Partnerships to elevate gifts, sponsorships, etc.
- Work with existing community groups (Historical Society, etc.) to leverage resources

COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

GE7: Public and private investors are aware of Olympia's advantages:

PE7.1 Actively promote economic activities that are consistent with the values expressed in this Comprehensive Plan.

PE7.2 Market Olympia's advantages to local and out-of-town businesses that may be considering expansions or new facilities in the area.

PE7.3 Define a more active City role in stimulating development, and influencing the design and type of development.

PE7.4 Continue to coordinate and partner with the Thurston County Economic Development Council to promote Olympia's economic redevelopment opportunities.

**8. PROTECT AND EXPAND HISTORIC PROPERTIES TO
"PRESERVE SENSE OF WHO WE ARE"**

- Preserve, Protect and Enhance Historic Character of Downtown
- Integrate Historic Preservation, Culture and Heritage
- Promote History and Historic Character of Olympia to increase public awareness, appreciation, and draw more tourism
- Support Adaptive Re-use of Historic Spaces for ArCH
- Align Historic Preservation Goals and Adaptive Re-use Cohesively within Artisan Tech District and Creative District
- Re-define role of Heritage Commission:
 - Preserve and Enhance Historic Preservation
 - Establish expanded role for Heritage

COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

GE8: Historic resources are used to promote economic stability in the City:
<p><u>PE8.1</u> Strengthen economic vitality by helping to stabilize and improve property values in historic areas through the continued support of the Heritage Commission and planning to protect and promote our historic resources.</p> <p><u>PE8.2</u> Encourage new development to harmonize with existing historic buildings and areas.</p> <p><u>PE8.3</u> Protect and enhance the City's ability to attract tourists and visitors through preservation of historic resources.</p> <p><u>PE8.4</u> Renovation, reuse and repair of existing buildings is often preferable to new construction and should be done in a manner that protects and enhances the resource when historic properties are involved.</p> <p><u>PE8.5</u> Help low- and moderate-income individuals rehabilitate their historic properties.</p>
<p><u>D.3</u> Inventory historic architecture in Downtown. The historic inventory will help identify buildings or groups of buildings that can be considered historically significant. This may lead to expansion of the historic district or register properties, along with opportunities to incentivize reuse of older buildings. The inventory should be accompanied by research to identify incentives and restoration resources for historic preservation activities.</p>
<p><u>D.4</u> Examine potential expansion of historic district boundary and/or historic designation of additional structures. Consider adding key historic properties to the register of historic places to support their preservation and make them eligible for tax credits. The City may also consider expanding the historic district boundary to include some key adjacent properties that are currently not included. However, expanding the boundary should be done judiciously as including buildings of lesser significance would dilute the overall integrity of the historic district.</p>

9. INCREASE AWARENESS OF OLYMPIA'S HISTORICAL AND CULTURAL ASSETS

- Engage with Native American tribes to Honor and represent their legacy and heritage
- Increase awareness of the multi-cultural heritage of Olympia
- Reinvalidate Walking/Storytelling Tours
- Install Information Kiosks to Promote/Educate on Historical/Cultural Sites
- Establish a Heritage Month
 - Could be matched with Preservation Month
- Explore Interactive Apps/Cellphone Tours with Higher Ed support
- Cultivate and Share Traditional Knowledge, Craftsmanship and Skills
- Build Stronger ArCH Relationships with Higher Education Staff and Students
- Establish K-12 events and activities
- Promote Cultural Tourism

COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

GE8: Historic resources are used to promote economic stability in the City

PE8.1 Strengthen economic vitality by helping to stabilize and improve property values in historic areas through the continued support of the Heritage Commission and planning to protect and promote our historic resources.

PE8.2 Encourage new development to harmonize with existing historic buildings and areas.

PE8.3 Protect and enhance the City's ability to attract tourists and visitors through preservation of historic resources.

PE8.4 Renovation, reuse and repair of existing buildings is often preferable to new construction and should be done in a manner that protects and enhances the resource when historic properties are involved.

PE8.5 Help low- and moderate-income individuals rehabilitate their historic properties.

GL3: Historic resources are a key element in the overall design and establishment of a sense of place in Olympia.

GL18: Downtown designs express Olympia's heritage and future in a compact and pedestrian-oriented manner:

PL18.1 Regulate the design of downtown development with specific but flexible guidelines that allow for creativity and innovation, enhance historic architecture and recognize distinct areas of downtown, and do not discourage development

GL19: Downtown's historic character and significant historic buildings, structures, and sites are preserved and enhanced:

PL19.1 Promote the Downtown Historic District to provide a focal point of historic interest, maintain the economic vitality of downtown, and enhance the richness and diversity of Olympia

PL19.3 Design new development and renovations so they are compatible and harmonious with the established pattern, alignment, size and shape of existing downtown area.

PL19.4 Incorporate historic buildings into redevelopment projects and restore historic facades.

PE9.3 Support continued tree plantings as a way to continually improve on Olympia's natural beauty and attractiveness to tourists – and to help create a network of scenic roadways and streets.

PL3.1 Protect and evaluate historic and archaeological sites.

PL3.2 Preserve those elements of the community which are unique to Olympia or exemplify its heritage.

PL3.3 Protect historic vistas from the Capitol Campus to Budd Inlet and the Olympia Mountains and from Budd Inlet to the Capitol Group.

PL3.4 Safeguard and promote sites, buildings, districts, structures and objects which reflect significant elements of the area's history.

PL3.5 Encourage development that is compatible with historic buildings and neighborhood character, and that includes complementary design elements such as mass, scale, materials, setting, and setbacks.

PL3.6 Plan for land uses that are compatible with and conducive to continued preservation of

historic neighborhoods and properties; and promote and provide for the early identification and resolution of conflicts between the preservation of historic resources and competing land uses.

PL3.7 Identify, protect and maintain historic trees and landscapes that have significance to the community or neighborhood, including species or placement of trees and other plants.

PL5.1 Work with the State archaeologist to protect archaeological resources.

PL5.7 Recognize the value of historic preservation as part of the effort to maintain an affordable housing stock.

PL5.8 Promote economic vitality through historic preservation.

GL4: Neighborhoods take pride in their historic identity:

PL4.1 Assist older neighborhoods and districts to discover their social and economic origins and appreciate their historic features.

PL4.2 Facilitate the preservation of historic neighborhood identity and important historic resources..

PL5.2 Coordinate with adjacent governments; particularly to provide public information about the area's history and development.

PL5.9 Promote mutual goals in historic areas, including districts, buildings and sites, through collaboration among City departments, the Heritage Commission and other commissions

10.DEVELOP METRICS TO MEASURE PERFORMANCE

To be useful, new metrics must be limited, practical in their application, and durable:

- Creative Vitality Index
 - o Annual ArCH Report Card
 - o Combined arts, cultures, and heritage indicators with links to Comprehensive Plan Goals and Policies
- Research Best Practices
 - o National Center for Arts Research
 - o Heritage and Historic Preservation Examples
 - o Arts and Culture Examples
 - o Hands On Children's Museum Model

COMPREHENSIVE PLAN GOALS ADDRESSED BY THIS RECOMMENDATION

GE4: The City achieves maximum economic, environmental and social benefit from public infrastructure:

PE3.6 Use tools such as the Downtown Project, Community Renewal Area downtown plan and other planning processes and tools to improve the economic and social health of downtown

PE4.3 Make decisions to invest in public infrastructure projects after analysis determining their total costs over their estimated useful lives, and their benefit to environmental, economic and social systems.

PE4.4 Consider whether the public cost of new or improved infrastructure can be recovered through increased revenues the City can expect from the private investment the improvement will attract.