



Expanding the  
**Arts, Cultures & Heritage**  
(ArCH) Profile in Olympia



Musical traditions passed from one generation to the next.



## Acknowledgments

### Resource Committee

- › **Jill Barnes:** Washington Center for the Performing Arts Executive Director.
- › **Jonah Barrett:** Multi-media artist, filmmaker, writer. Produces art under the label "Malicious Wallydrags."
- › **Michael Cade:** Thurston Economic Development Council Executive Director, former member of Washington State Arts Commission
- › **Todd Cutts:** Olympia Downtown Alliance Executive Director
- › **Ed Echtle:** Olympia Historical Society and Bigelow House Museum board member, experienced producer of museum exhibits, historical publications, interpretive displays and programs for public and private institutions.
- › **Marygrace Goddu:** State Department of Enterprise Services Cultural Resources Manager/ Senior Facility Planner. City of Olympia Arts Commission member.
- › **Benjamin Helle:** Washington State Archives in Olympia. Archivist. Washington Archives Month co-chair, Olympia Heritage Commission member.
- › **Shanna Stevenson:** Former Coordinator, Women's History Consortium, Washington State Historical Society 2006-2014. Previously worked in Historic Preservation in Olympia, Tumwater and Thurston County.
- › **Kris Tucker:** Washington State Arts Commission (ArtsWA) Executive Director, 1999-2014. Board Chair Olympia Artspace Alliance, and arts consultant for Fort Worden Public Development Authority in Port Townsend WA.
- › **Heather Walker:** Washington State Dept. of Health Cultural Resources Coordinator, member of City of Olympia Heritage Commission; Former member of Chehalis Tribal Heritage Committee and U.S.F.W.S South Sound Prairies Communication Partnership.

Acknowledgments continued next page.

**Photo Credit, Historic Photo Previous Page:**  
Firemen with engine in front of Columbia Hall, 1885-1895, Olympia Fire Department Photograph Collection, 1885-1980, Washington State Archives, Digital Archives, <http://www.digitalarchives.wa.gov>.

## Acknowledgments Continued...

We're also grateful for the many stakeholders who participated in meetings and surveys. A full list of stakeholders is provided in **Appendix H**.

### Staff Team

- › **Jay Burney:** Assistant City Manager
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### The Athena Group (Consultant Team)

- › **Kendra Dahlen**
- › **Vivian Phillips**
- › **Peter Steinbrueck**
- › **Greg Easton**

### Olympia City Council

- › **Cheryl Selby:** Mayor
- › **Nathaniel Jones:** Mayor Pro Tem
- › **Jim Cooper**
- › **Jessica Bateman**
- › **Clark Gilman**
- › **Renata Rollins**
- › **Lisa Parshley**



Percival Landing is home to rotating exhibitions of sculpture including *Throes* by Willow Wicklund (on the left), and permanent pieces of the City's collection, such as *Motherhood*, by Simon Kogan.

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## Defining ArCH is No Easy Task

Arts, cultures and heritage are terms that are complicated, complex and evolving - ever in flux and changing. Each comes with a strong professional identity, putting them together will require continued debate - and countless possibilities! For this project, we start with a shared definition as well as agreement that it's important and valuable to continue discussion of what these terms mean.



**The Arts** span a spectrum of applications and activities that are tangible and intangible and include visual, performing and literary arts. The arts involve expression or application of creativity, skill and imagination, evoking appreciation for the aesthetics and emotional power.



**Culture/Cultures** is evident in our customs, cuisines, music, dance, symbols and art, in song, stories, decoration, rituals and celebration. These are the systems of knowledge shared by large group of people. Culture is cultivated and nurtured in a place and time, and passed from one generation to the next. In ArCH, we refer to the plural – cultures – to acknowledge the diversity and matrix of people, heritage and expression in our community.



**Heritage** is the legacy of buildings, historic places, objects and traditions that are significant to a culture, and maintained and preserved for the benefit of future generations. Heritage may be tangible in terms of books, clothing, tools, machines, artifacts – or as intangible as customs, values, beliefs, languages and traditions. The preservation of heritage demonstrates recognition of the past and of the things that tell its story.

It is important that people have a common understanding of these terms and understand what is meant by these terms. These terms and perspectives may provide a basis for future interaction and discussion with the Arts and Heritage Commissions.



*The energetic tunes of the Artesian Rumble Arkestra make it a community favorite.*

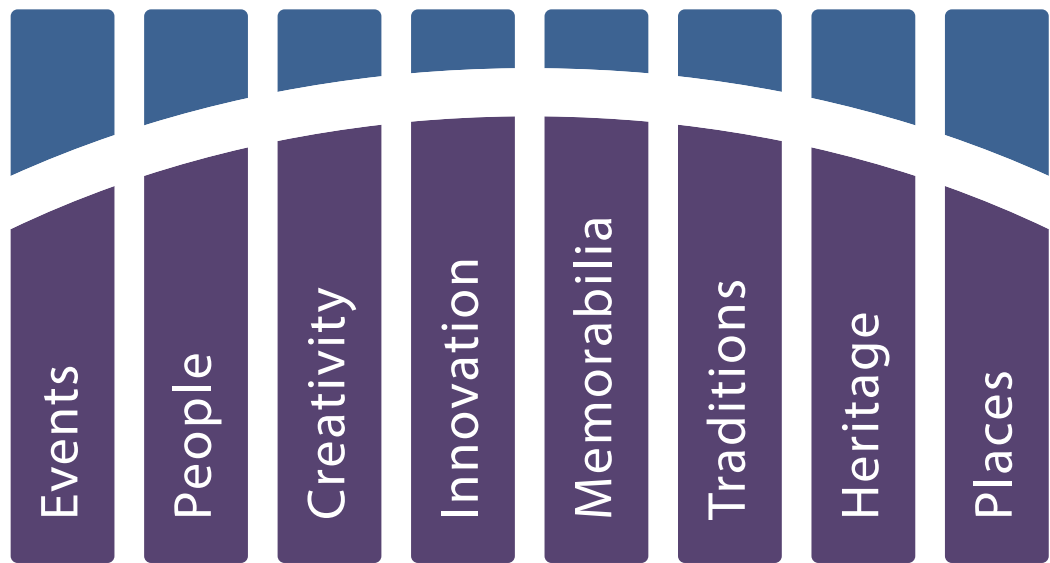


## Executive Summary

Olympia prizes its renowned creative environment: historic buildings, colorful festivals, world-class performance venues, nationally recognized artists and a world of cultural expressions. While Olympia enjoys this creative environment, there are significant unmet needs that are essential to its growth and sustainability. An expanded arts, cultures and heritage profile for Olympia should be bold, innovative and diverse to match the possibilities of the unique, creative and proud community it serves.

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.



### ArCH connects Arts, Cultures and Heritage

ArCH is the theme: an arch that connects our heritage and creativity, traditions and innovation, people and places, events and memorabilia. Arts, cultures and heritage enrich our community and stimulate cultural and economic vibrancy.

The diverse stakeholders and community leaders who participated in this project brought their passion and commitment to each discussion. Their comments, ideas, and insights are summarized in **Appendices J & K**.

Stakeholders and Resource Committee members expressed that just as the beauty of Olympia's natural environment stimulates ones' senses and imagination, a vibrant creative culture also impacts quality of life by promoting connectivity, sense of place, community pride and activities that bring people together to celebrate, learn and grow.

Olympia is gifted with a diversity of artists, musicians, authors, performing arts, cultural organizations, historic buildings and places, diverse communities and institutions of higher education. Supporting their work and elevating their profile in ArCH is at the heart of this project.

### ArCH is a Catalyst for Economic Vitality

Arts, cultures and heritage spark creativity, connect people, stimulate personal growth, contribute to community identity and mark how we will be known by future generations.

ArCH are also good business and important to our economy. According to Americans for the Arts, more than 700,000 businesses are involved in creating and distributing the arts and culture nationally and these businesses employ nearly 3 million people.

Arts and cultural strategies are being broadly embraced to inform and shape public policy and are recognized as local assets and economic drivers that can be leveraged to strengthen communities. Realigning arts and cultural investments, developing strong alignments and partnerships between arts, cultures, and heritage interests and incorporating arts and culture into planning processes creates a citywide embrace of programming, financial support, and equitable engagement.

Specific arts and cultural districts can focus resources and stimulate partnerships as well as bringing investment, design, activity and safety into a designated area. The new



Certified Creative Districts program through Washington State Arts Commission (ArtsWA) provides a great opportunity to formalize the Artisan/Tech Character Area designated in the Downtown Strategy.

*“Economic development used to be about land + labor + capital. Now, economic development is about people, places and ideas. Investment goes where people gather. It’s about quality of life. Arts, Cultures and Heritage [initiatives] could pay for itself.”*

**Michael Cade, Director of Thurston County’s Economic Development Council and member of the ArCH Resource Committee**

The Creative Vitality Index (CVI) is a widely accepted measure of the contribution of creative activities, including the arts, to local economies. The CVI tracks community participation in the arts and arts-related employment (creative economy) to establish an index, and provide specific data points.

- › In 2016, Olympia’s CVI value was 1.41, or 41% higher than the national baseline of 1.0.
- › Thurston County’s 2016 CVI value exceeds that of Clark County, Spokane County, and Washington State.
- › In 2016, Thurston County’s cultural nonprofits had a total revenue of \$14,098,543, and performing arts participation of \$8,101,962.

Although the CVI provides important metrics about the value of arts and culture, it does not provide a full picture of the value of heritage and historic preservation. The State’s Department of Archeology and Historic Preservation (DAHP) provides examples of

how to measure the value of heritage and historic preservation that are addressed in this report.

Additional examples of metrics for evaluating historic preservation are provided in **Appendix E**.

Recommendations to Expand the profile of ArCH in Olympia are on next page.

## Community Input into Recommendations

The recommendations are derived from the experience and knowledge of approximately sixty (60) community leaders, makers and stakeholders in ArCH. Two groups comprised the primary constituents who invested themselves in this project:

- › **The Resource Committee:**  
ten diverse community leaders including representatives from the City’s Arts and Heritage Commissions. The Resource Committee met four times between October 2017 and April 2018 to consider input from stakeholder meetings and begin to define ArCH values and visions, and to draft recommendations.
- › **Stakeholder Groups:**  
Three separate stakeholder groups included artists, historians, archeologists, leaders of specific cultural communities, and leaders of arts and heritage organizations. Each group met once for a discussion of ArCH-related assets, needs and priorities.

In addition, we extended outreach to specific groups and individuals and conducted stakeholder surveys to increase community involvement.

**Appendices I & II** provide supporting materials including meeting summaries, research, presentation materials and resources.

## Recommendations to Expand the Profile of ArCH in Olympia

The foundation for expanding the profile of ArCH is already provided by the City's Comprehensive Plan, the Downtown Strategy and the Parks, Arts & Recreation Plan. These recommendations provide a framework for next steps to establish partnerships, work plans, resources, strategy and organizational structure to launch new ArCH initiatives with synergy, diversity and community.

### 1 Create a new ArCH structure within City government

*Current arts and heritage staff are focused on well-established priorities, so additional leadership and resources are needed to develop the potential synergy between Arts, Heritage and Culture, and to shape the path for maximizing the City's investments.*

### 2 Demonstrate the synergy between ArCH through branding, programming, and services.

*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.

*City leadership is key to focusing efforts of the many partners who contribute to ArCH.*

### 4 Make Olympia a regional center for ArCH.

*Downtown Olympia must be the center for ArCH facilities and opportunities, while diverse opportunities are supported throughout our city.*

### 5 Expand and improve available space for ArCH.

*City leadership and community partners must pull together to meet the facility needs for ArCH activities, and to implement related goals of the Comprehensive Plan and Downtown Strategy.*

### 6 Grow local resources to support ArCH.

*Additional public and private funds are needed to support growth in ArCH.*

### 7 Develop metrics to measure performance and track the arts, heritage and cultures in, of and for our community.

*Good data is key to building support, ensuring accountability, and setting priorities.*



*The Legislative Building on the Capitol Campus hosts the tallest free-standing masonry dome in North America.*



## Introduction

Olympia prizes its renowned creative environment: historic buildings, colorful festivals, world-class performance venues, nationally recognized artists and a world of cultural expressions.

As Washington State's capital city, Olympia is home to majestic legislative buildings designed by Wilder and White and a beautifully landscaped campus by the Olmsted brothers. Downtown Olympia is home to the historic Capitol Theater and the state-of-the-art Washington Center for the Performing Arts. The Hands On Children's Museum is the most visited children's museum in the northwest. The stage at the Farmer's Market hosts live music four days a week. Twice each year, Arts Walk brings original art, music and activity in more than 100 +/- venues and the annual Procession of the Species is an all-ages, all-comers and logo-free celebration. Our cultural legacy includes the 1985 Louie Louie Day, the 1991 Ballet of City Vehicles, and welcoming the Tribal Canoe Journeys in 2012 and 2016. Olympia has strong interest in its heritage and recognizing itself as a place where communities have lived, worked and gathered for thousands of years.

Yet there are significant unmet needs that are essential to the growth and sustainability of this creative environment, cultural richness and historical significance. An expanded ArCH profile for Olympia should be bold, innovative, and diverse to match the pos-

sibilities of the unique, creative and proud community it serves.

In early 2017, the Olympia City Council launched this effort in order 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, Historic Preservation Plan, 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. This report pulls together those findings and clarifies the path ahead.

The City's Comprehensive Plan, Historic Preservation Plan, Downtown Strategy and Parks, Arts & Recreation Plan each highlight the value of arts, culture and history as critical elements for adding to the livability and the vibrant economy of the community. They also provide a strong foundation of recommendations and plans for future ArCH endeavors to build upon.

## This study was undertaken with the following objectives:

- › To refresh and expand Olympia's efforts to deliver creative and effective public programs and support for ArCH, and to reach participants and supporters of ArCH who are increasingly sophisticated, mobile and diverse.
- › To ensure ArCH contribute to the City's Comprehensive Plan, Historic Preservation Plan, Downtown Strategy and Parks, Arts & Recreation Plan.
- › To grow and enrich participation of community groups, artists, historians and others in Olympia's arts, cultures, and heritage profile.
- › To establish a broader nationwide reputation for Olympia's arts, cultures and heritage.
- › To provide analysis, clarify options, and explore mechanisms for strengthening the City's commitment to ArCH.

### Building on the Comprehensive Plan and Downtown Strategy

The foundation for this project rests on the cumulative goals and policies incorporated within the City's 2014 Comprehensive Plan and 2016 Downtown Strategy. Expanding Olympia's ArCH opportunities and initiatives directly correspond to the aspirations of thousands of local residents who participated in updating the Comprehensive Plan, and the Downtown Strategy.

### Comprehensive Plan Values and Visions

The goals and policies of the Comprehensive Plan affirm the value of ArCH. This is especially apparent in the correlations between this report's recommendations and the Comprehensive Plan's goals and policies pertaining to economic development; parks, arts and recreation; land use and design, and historic preservation. The summary of goal and policy correlations with recommendations is provided in **Appendix A**.

*[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.*



### Downtown Strategy

The Downtown Strategy's Actions address multiple goals, most significantly to establish an Artisan/Tech character area directly linked to essential space needs to achieve an expanded profile for ArCH. This character area is envisioned as:

Mixed-use, artisan, culinary arts and tech hub that includes affordable commercial space, (especially for artists and craftspeople), studio/workshop, gallery and retail space that complements the Hands On Children's Museum, LOTT and The Port of Olympia.

The Strategy also recommends incorporating aspects of public ArCH throughout downtown to cultivate the character areas envisioned in the Downtown Strategy.

Enhancing ArCH is integral to all planning processes. It is complementary to the City's work in all areas, thereby directly affecting quality of life throughout the city. Implementation requires that local decision making, planning processes, policies and regulations reflect and support community character, the public's interests and the aspirations reflected in the Comprehensive Plan, the Downtown Strategy, and Development of an Expanded ArCH profile for Olympia.



*Olympians cherish their historic buildings, celebrate good design in new structures, and appreciate the visual arts that fill those spaces.*

History comes  
alive through  
creative  
programming.



## Community Engagement

Over sixty individuals participated in providing input to this project. Artists, makers, administrators, advocates, and leaders in the cultural community brought a diversity of perspectives to the process. We learned that among the stakeholders, many were experiencing their first opportunity to develop new connections to each other and to policy-makers. Their breadth of knowledge, experience, energy and ideas strengthens the basis of the recommendations to move ArCH forward in the Olympia community.

Numerous organizations, groups and individuals contribute to the ArCH community in Olympia. Not all were able to participate in this process, but outreach will continue beyond this starting phase of expanding the ArCH profile Olympia to include and unite the entire ArCH community in Olympia.

### ArCH Resource Committee

The ArCH Resource Committee served as the core advisory group to provide guidance, perspectives and essential strategies. The committee was comprised of key community members and the City's Arts and Heritage

commissioners were directly involved in aspects of ArCH and historic preservation. The Resource Committee met three times between October and December of 2017 to lead the project team in developing recommendations. The Resource Committee came back together in April 2018 to review and comment and provide recommendations on the draft Report. The list of Resource Committee members is shown in Acknowledgements, on page 3. The summaries of Resource Committee Meeting are provided in **Appendix J**.



## ArCH Stakeholders

Between September and November 2017, three distinct groups of Stakeholders totaling approximately forty individuals, brought their passion and experience to this process. The Stakeholders represented a diversity of groups and businesses, including the Olympia Symphony, Arbutus Folk School, Olympia Area Chinese Association, Olympia Historical Society, Johansen Dance Center, Nisqually Tribe Historic Preservation, Olympia Film Society, CIELO, Hispanic Roundtable as well as myriad of accomplished, insightful and dedicated artists, musicians, authors and crafts-people.

In addition to the stakeholder meetings, staff met with the Hands On Children's Museum, Experience Olympia and Beyond Visitors and Convention Bureau, and the Olympia Family Theater.

Stakeholder meetings offered the opportunity for these ArCH colleagues to connect with one another

around a focused agenda. The meetings offered a new networking opportunity that has continued to evolve.

The Resource Committee and Stakeholder meetings were designed to be iterative, one informing the other. Stakeholders provided their views on assets to maintain and enhance in the ArCH environment and the resources and actions they need to support their work and growth in ArCH.

Resource Committee members used the information gained from stakeholders to identify priorities and strategies to successfully expand and enhance ArCH profile in Olympia.

A full list of stakeholders who participated in ArCH meetings is provided in **Appendix H**. Summaries of Stakeholder meetings are provided in **Appendix I**.

*"I believe that art, culture and heritage all shape us, give us a sense or purpose, and a reason to protect those elements."*

ArCH  
Stakeholder  
Survey



Community investment in restoring original architecture contributes to Olympia's authentic downtown atmosphere.

## Stakeholder Discussions

Each group of stakeholders was asked the same set of questions. Below are some of the questions along with examples of stakeholder responses.

### **Question: What do you consider to be an asset in this community, as it relates to arts, cultures, and heritage?**

- › Diversity. Many cultures here - makes everything exciting. Melting pot.
- › Relatively intact downtown that provides opportunities for arts & culture activities. It defines our character. We've managed to avoid McDonaldisation of our town.
- › Engaged, open citizenry that values our quality of life, and elements that make a good community.
- › Arts Walk – Involving all kinds of art and all kinds people, the entire community participates.
- › Procession of the Species – the creative intermingling of the community.

### **Question: If you had a magic Arts, Cultural and Heritage wand: What would you wave it over to increase capacity or sustainability? What would you create that doesn't currently exist?**

- › More ArCH facilities, the opportunity to merge with sustainable economic development.
- › Establish a Museum of ArCH that could incorporate and celebrate community and various cultures.
- › Multi-cultural, multi-purpose space for history, culture, makers and performers.
- › More physical space, a campus, could be an enormous economic boon.
- › Dire need of gallery space for artists. Gap that artists feel.

### **Question: Consider scenarios for enhancements to ArCH. What would you do immediately, in the next few years and longer term?**

- › Capture opportunities while they exist, better planning to make use of potential available space.
- › Arts mixers to bring people together. Perhaps the city can host mixers for groups to get to know more about one another.
- › Incentivize ArCH in new development, just as other incentives are provided to developers.
- › Permanent or temporary activation of vacant spaces, activate downtown vacant spaces for ArCH uses.
- › Improve communication between City and arts community, continue to communicate and invite participation.
- › Support the opportunity for people of color and LGBTQ communities to rise to the top for ArCH space use.
- › Help with philanthropy, culture of philanthropy does not exist in Olympia.

## Youth & Young Adult Engagement

To increase engagement with youth and young adults in the community, Resource Committee member Jonah Barrett took the initiative to conduct a stakeholder survey with input from the consultant team. As a younger art-maker in the community, Jonah immediately put into action the desire to have fuller representation from an often mentioned yet rarely authentically represented segment of the community. The responses were highly thoughtful, passionate, informative and supportive, as shown in this sampling of replies:

### **Question: What does arts, cultures, and heritage mean to you?**

- › A stronger and better sense of identity, community, social education and standard of living. (Better downtown too.)
- › Arts, culture, and heritage means self-expression, community values, and preservation.
- › It means everything. It brings life and vibrancy for a community to thrive. I believe that art, culture and heritage, all shape us, give us a sense of purpose, and a reason to protect those elements.

### **Question: In your view, what barriers exist that hinder full participation in Olympia's arts, cultures, and heritage programs?**

- › Cost, lack of social media advertising, lack of programs geared towards children and teens.
- › Lack of funding for the arts, lack of venues, lack of support for talented artists and lack of help in promotion. (Look at any other city and it's better.)
- › Sometimes feels so democratic that the quality becomes a very common denominator. Also, racial diversity an area for continued improvement.
- › Sigh. No public plaza meeting space, non-participation by absentee landlords, lack of live-work spaces for artists, poor infrastructure for artist support (insurance, equipment sharing, municipal exhibition spaces, etc.) ... soooo much to do!

### **Question: What would you consider to be the biggest gaps in Olympia's arts, cultures, and heritage offerings?**

- › An all-in-one exhibition and performance space with classes, workshops, and a coffee shop where arts participants can gather and exchange ideas.
- › Olympia should have an art gallery. It's the state capital!
- › Exhibition & meeting places.



**Question: What do you see as the role of the City of Olympia in advancing arts, cultures, and heritage in our community?**

- › The City of Olympia must shepherd its art resources responsibly and exhibit pride in its artists relentlessly. It must consider policies that make art a priority and free artists and business owners to fill the streets with their joyful work.
- › To facilitate all aspects of the arts in a more proactive way. Work with the people already doing it (who get no support). Harlequin and other theaters, Oly Arts, Galleries etc. Make our arts more visible and more affordable like with other cities.
- › Big, important, open to ideas, willing to fund activities that honor human creativity, commitment to fund preservation and documentation of cultural heritage.

**Question: Other thoughts/comments to share?**

- › Who doesn't want to live in a city with multiple theatres, galleries, arts activities? We need to raise the bar and our quality of life will go up in not just a monetary sense but also make us more desirable too....



Some of Olympia's iconic elements: Artesian Water, The Kiss and Farmers' Market.





## What We Learned: Core Themes Emerging from these Discussions

While the City has long supported ArCH separately, it is timely and strategic to connect these efforts.



These core messages formed the foundation for developing recommendations to advance Olympia's ArCH profile.



Arts Walk brings together regional artists and downtown businesses to celebrate the arts in our community.



## ArCH Today: Resources and Assets

### The City's Investment Today

Two programs currently lead the arts and historic preservation activities in the city: the Arts and Events Program, the Arts Commission, the Historic Preservation Program and Heritage Commission. The Olympia Arts Commission and Olympia Heritage Commission are staff-supported citizen advisory committees that provide policy and program recommendations to City Council, as well as oversight for a number of events, activities and products. Numerous community organizations, groups and individuals contribute to varied experiences and resources.



## Arts and Events Program and Arts Commission

The City's Arts and Events Program is in the Parks, Arts & Recreation Department. This program, supported by 1.75 full-time staff, brings Arts Walk to the community twice a year, manages the City's collection of public art, provides arts education and technical support to the greater community, participates in design team efforts within the Department of Parks, Arts & Recreation, and staffs the Arts Commission.

The Arts Commission serves as advisory role to the City Council and was created to help enrich the lives of the people of this region by making visual, performing and literary arts vital elements in the life of our community. The Commission works to support local artists through networking, skill development and visibility through a variety of unique opportunities.

## Historic Preservation and Heritage Commission

Historic Preservation is in the Community Planning & Development Department and is supported by 0.6 full-time staff. The City's Historic Preservation Officer and the Heritage Commission support Olympians in celebrating, caring for, designating and finding new uses for the historic places that are treasured by the community.

The Heritage Commission's purpose is to advise the City Council on matters related to the recognition, enhancement and continued use of buildings, sites, districts and objects of historical significance within the City and to serve as the City's primary resource in matters of historic preservation.

2017 work programs for Arts and Events and Heritage are provided in **Appendix G**.

### Arts & Events Program

### Parks, Arts and Recreation



1.75 FTE

Arts Walk  
Public Art  
Art Education  
And More!

### Arts Commission

*The Arts Commission was created to help enrich the lives of the people of this region and works to support local artists through a variety of unique opportunities.*

### Historic Preservation

### Community Planning & Development



0.6 FTE

Celebrate  
Preserve  
Protect  
And More!

### Heritage Commission

*The Heritage Commission's purpose is to advise the City Council on issues with historical significance and be the primary resource in matters of historic preservation.*

## ArCH Throughout the Community

As of 2014, Olympia was home to 97 self-described arts, creative and cultural organizations and businesses. Olympia has more than 400 arts-related businesses that employ 1,013 people: artist retail, book and music stores, classes and supplies retail, creative class businesses (lessons, etc.), galleries, music venues, public and community art/murals, studios, tattoo shops, theaters and event spaces, visual art venue, and governmental collection/public art. For example:



- › Washington Center for the Performing Arts
- › Hands On Children's Museum
- › Harlequin Theater
- › Capitol Theater and the Olympia Film Society
- › Olympia Symphony
- › Four theatre venues located in downtown Olympia and more than 11 in the greater Olympia area (these include private schools, high schools, and higher education venues)
- › 73 private murals in downtown Olympia as of 2017
- › A city-owned public art collection of 110 works, plus 140 traffic box wraps
- › Art Walks of 100 +/- venues in downtown Olympia twice each year
- › 771 individually designated historic properties
- › 25-35 historic property rehabilitation permits reviewed each year
- › 10 current Special Valuation historic preservation tax incentive contracts
- › Annual Historic Preservation Month and ad-hoc outreach activities each year
- › Seven recorded archaeological sites within the city limits
- › A very high potential for archaeology, as ranked by the Washington State Department of Archaeology and Historic Preservation's predictive model
- › Six tribes with an interest in Olympia, to include the Squaxin Island Tribe, Nisqually Tribe, Confederated Tribes of the Chehalis Reservation, Confederated Tribes and Bands of the Yakama Nation, Cowlitz Indian Tribe and the Puyallup Tribe.

## Existing Gaps & Opportunities

### Location/Distribution

While Olympia has many ArCH assets, most are concentrated in downtown Olympia, with fewer assets in neighborhoods. It is important to continue to build a strong and vibrant creative center in our downtown. Additionally, expanding ArCH into neighborhoods would elevate the overall ArCH profile in the City. (**Appendix D**, Downtown Assets Map and Inventory.)

### Diversity

City resources and programs should be better aligned and dedicated to celebrating and conveying the rich heritage of Olympia and to representing the diversity of our community. Cultural events, public art installations, performances, tours and talks can bring people together. Application processes and communication strategies will benefit from better outreach, partnerships and a commitment to equity and fairness.

### Arts Commission

At present, the Arts Commission's purpose and focus is primarily visual, performing and literary arts. Culture and cultures are not included in their purpose and programs, have limited resources to do more, and are not positioned for actively engaging with other City departments or community partners.

### Staffing Gap

There are no staff resources dedicated to "cultures" programming. The part-time position dedicated to heritage work is almost entirely focused on project review and Heritage Commission Liaison work. Staff is unable to address public requests or support the Heritage Commission's desire to expand their outreach programs.

### Heritage Commission

At present, the Heritage Commission's purpose is to preserve and celebrate places of cultural and historic significance. Additional resources and an expanded role would be necessary for support of additional heritage programs along with historic preservation. The Heritage Commission currently has no budget, which restricts its ability to do educational outreach.

### Organizational Gap

The Arts Commission and Heritage Commission, along with staff liaisons, are located in separate city departments; there is not a structure to coordinate their purpose, work plans and strategies to expand ArCH. ArCH could be better integrated with the work of many City departments – including public works, community development, and parks with strategic leadership – as well as with other community partners.

### Museum of ArCH

Olympia, the State Capital, has neither a heritage museum nor an art museum. This was raised in every meeting of stakeholders and the Resource Committee. A multi-purpose museum was proposed by stakeholders to include rotating exhibits and makers space including craftsman preserving heritage through their craft, and dedicated space to ArCH.

### Resources Gap

There is a need for more facilities and spaces for studios, meeting space, rehearsals, and performances, as well as a lack of supporting resources and mentoring for artists, makers and ArCH builders in business skills, marketing and start-up assistance.

### Metrics

Data is needed to track the sector, measure performance and allocate resources. Many tools are available and can be customized for local needs.

*"The richness of our history and heritage is often overlooked in Olympia."*

**Resource Committee Member**



*"People care about the community, they are engaged and value the quality of life in Olympia."*

### Stakeholder Comment

The Olympia Farmers' Market is a hub for local produce, art and community.



## ArCH Values and Visions

The Resource Committee embarked upon defining the underlying values that provide the foundation for common understandings of why ArCH is important to Olympia; and the visions that define what is to be achieved by enhancing the profile of ArCH. Ultimately the values and visions guide decision-making and inform the public about purpose and aspirations.

Stories of Olympia's past (like our first woman Mayor, Amanda Smith), help create a context for our shared experience.

Washington State Archives, Digital Archives, <http://www.digitalarchives.wa.gov>



Olympia Values ArCH

| Value                               | What is Included?  |
|-------------------------------------|--|
| Shared History                      | <ul style="list-style-type: none"><li>› History is a continuum reaching back and looking forward.</li><li>› Heritage is not just the built environment, but embedded in sense of place and community.</li></ul>  |
| Essential to a Healthy Community    | <ul style="list-style-type: none"><li>› ArCH promotes community vitality by supporting shared experiences that bring people together to create, celebrate and foster connections and partnerships.</li><li>› ArCH is nutritious – essential to health, a basic need, formative, and supporting.</li><li>› ArCH informs and infuses our work – social, environmental, economic, political, justice.</li></ul> |
| Equity Inclusion and Social Justice | <ul style="list-style-type: none"><li>› Diversity, equity and inclusion are valued and honored.</li><li>› ArCH belongs to and is accessible to all.</li></ul>  |
| Significance of Place               | <ul style="list-style-type: none"><li>› Downtown Olympia is the region’s economic, social and cultural center.</li><li>› Olympia’s ArCH and history belong together in creating a museum.</li><li>› Olympia’s sense of place depends on shared culture.</li></ul>  |



## Olympia has a Vision for ArCH

| Vision                               | What is Included?   |
|--------------------------------------|---|
| Education                            | <ul style="list-style-type: none"> <li>› ArCH are fluidly incorporated into all educational opportunities.</li> <li>› Public history projects - Inspire interest in past to inform the present and future.</li> </ul>               |
| Investment                           | <ul style="list-style-type: none"> <li>› Benefits of ArCH experienced by and valued by full spectrum of the community.</li> <li>› ArCH spurs economic development.</li> </ul>   |
| Collaboration                        | <ul style="list-style-type: none"> <li>› Blur the lines between art, cultures, heritage and commerce and break down silos.</li> <li>› Historians, heritage professionals, artists and businesses work collaboratively.</li> </ul>   |
| Shared Cultural Legacy               | <ul style="list-style-type: none"> <li>› History and art that work together to convey culture in Olympia.</li> <li>› Residents and visitors see themselves in art and history experiences and space.</li> </ul>                     |
| Engagement                           | <ul style="list-style-type: none"> <li>› ArCH programming engages a full spectrum of the community.</li> </ul>  |
| A Sense of Place & Enhanced Space(s) | <ul style="list-style-type: none"> <li>› Downtown, capitol, and waterfront are linked with cultural installations and historic places.</li> </ul>   |
| Brand                                | <ul style="list-style-type: none"> <li>› Olympia is known as home to the highest concentration of creativity in the West Coast.</li> <li>› Artists flock to Olympia because the community embraces and compensates them.</li> </ul> |

The Resource Committee continued to refine and prioritize these initial statements to create draft ArCH Value and Visions that remain in draft form for further refinement with the Arts and Heritage Commissions.

The full text of draft Values and Visions is provided in **Appendix F**.

## Values and Visions Correlation with Comprehensive Plan

City staff correlated the draft value and vision statements with Comprehensive Plan Policies and Goals. The strength of connection with the draft statements and Comprehensive Plan is powerful. Please see **Appendix F** illustrating the strong correlation between the Resource Committee Values and Visions and the Comprehensive Plan Goals and Policies.

Canoe Journey  
2016.



## Best Practices

Cultural vibrancy is widely recognized as a critical aspect of City development and a pillar in sustainable communities. Direct investments in city organizational structure, streamlined processes, clear mission and solid relationships with the ArCH communities lead to sustainable outcomes that enhance the quality of life in communities, and measurable economic outcomes.

We reviewed arts and heritage programming and practices of the following 19 communities, selected for their ArCH programs, activities and events:

|                  |                |              |                 |
|------------------|----------------|--------------|-----------------|
| Boise, ID        | Juneau, AK     | Seattle, WA  | Savannah, GA    |
| Anchorage, AK    | Bellevue, WA   | Santa Fe, NM | Spokane, WA     |
| Clark County, WA | Cornelius, NC  | Methow, WA   | Vancouver, WA   |
| Montreal, CAN    | Edmonds, WA    | Tacoma, WA   | King County, WA |
| Everett, WA      | Sacramento, CA | Portland, OR |                 |

Specific Best Practice examples are provided in **Appendix C**.

These examples prove that leadership and vision are essential for an active, engaged, dynamic investment in ArCH. In addition, a creative eco-system is cross-cultural and intergenerational. There is broad community engagement and a spirit of celebration, with a wide circle of collaboration among organizations, communities, individuals and cultures. The benefits are evident in the business environment, downtown, economic data, and how ArCH are integrated throughout the community. When reviewing best practices, this is what we learned:

## Keys to Success

- › Clear City/County roles and dedicated staff.
- › Policies and planning to clarify and integrate roles and allocate resources.
- › Partnerships and networks, coordinated by a lead organization.
- › Programs, festivals, recurring events.
- › Venues, workshops, and other dedicated and/or shared facilities.
- › Defined arts/cultural/historic districts and creative corridors.
- › Advocacy, marketing and promotion.
- › Media and communication: cultural portal, social media, web-based platform, maps, guides, newsletters calendars, etc.
- › Dedicated funding, including fundraising and patronage.
- › Educational components and coordination.
- › Capacity-building to strengthen community organizations (training, workshops, etc).
- › Strategic investments.
- › Metrics for measuring performance and success.

## Lessons for Olympia

- › Bring together long-time and emerging leadership.
- › Create new paths for participation in policy-making and community solutions.
- › Establish a departmental focus to secure the role ArCH play in the community.
- › Embrace new initiatives with the business community.
- › Hold space for, and promote creative experiences throughout the city.
- › Create a greater sense of place through initiatives that designate arts, cultural and heritage areas of richness – like the Creative Arts District.
- › Dedicate funding to innovation to stimulate new and bold thinking.



Artist Jennifer Kuhns has built her passion for mosaic into a business.



## Recommendations: Delivering on the Promise

Expanding the profile of ArCH requires leadership, resources and coordinated work plans. Implementation should be done in phases to steadily and strategically build upon the actions with added resources and time.

The following recommendations are accompanied by specific Comprehensive Plan Goals supported by this work. The substantial list of Comprehensive Plan Goals and Policies that are supported by these ArCH recommendations are provided in **Appendix A**. In addition, Implementation Options are included for each recommendation with a range of on-going cost options.

These recommendations provide a framework for next steps to establish partnerships, work plans, resources, strategy and organizational structure to launch new ArCH initiatives with synergy, diversity and community.

1

Create a new ArCH structure within City government

***Current arts and heritage staff are focused on well-established priorities, so additional leadership and resources are needed to develop the potential synergy between Arts, Heritage and Culture, and to shape the path for maximizing the City's investments.***

- › Hire a staff person dedicated to implementing the ArCH vision and goals.
- › Clarify structural linkages between the City's current Arts and Heritage roles, and with OPARD and CPD. Consider realigning arts and Heritage programs under one umbrella and redefining the roles of the Arts Commission and Heritage Commission.
- › Link ArCH with the City's Comprehensive Plan goals and policies, along with strategies for economic development and downtown.
- › Establish a three-year strategic ArCH work plan with specific strategies; benchmarks to track progress; report annually.

Comprehensive Plan Goals Supported by this Recommendation

- GR8: Arts in Olympia are supported
- GL5: Historic preservation is achieved in cooperation with all members of the community and is integrated into City decision-making processes.

Implementation Options

|                        |   |
|------------------------|---|
| \$0 - \$50,000         | <ul style="list-style-type: none"><li>› Align existing Arts and Events, Historic Preservation programs and Economic Development Director.</li><li>› Establish an ArCH Council to coordinate efforts, provide leadership, connect with stakeholders and advocate for continued commitment.</li></ul> |
| \$50,000 - \$100,000   | <ul style="list-style-type: none"><li>› Hire a consultant to scope and complete an ArCH Three-Year Strategic Plan.</li><li>› Add an additional 0.4 FTE to Historic Preservation to make it full time.</li></ul>   |
| \$100,000 - \$200,000+ | <ul style="list-style-type: none"><li>› Create a new ArCH Department and hire an ArCH Director to guide. implementation of recommendations, cultivate partnerships and leverage next steps.</li></ul>   |

## 2

## Demonstrate the synergy between ArCH through branding, programming, and services.

***Connecting ArCH requires creative work, skillful design, some start-up projects and an evolving vision.***

- › Develop an ArCH brand including logo, tag line, etc.
- › Establish ArCH mission, vision, values, and overarching goals.
- › Use the City's website and social media to promote ArCH programs, services and activities.
- › Consider the potential of an ArCH summit; clarify goals; establish format and determine logistics.
- › Showcase the ArCH vision with a select set of programs and services within the next two years, including walking/storytelling tours to share Olympia's historical and cultural assets.

## Comprehensive Plan Goals Supported by this Recommendation

GE9: Tourism is a community revenue source.

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

## Implementation Options

|                      |   |
|----------------------|---|
| \$0 - \$50,000       | <ul style="list-style-type: none"> <li>› Create new ArCH brand and Identity work either in-house or through consultant.</li> <li>› Integrate ArCH with existing City technology and Social Media resources.</li> <li>› Plan and organize an ArCH summit.</li> </ul>   |
| \$50,000 - \$100,000 | <ul style="list-style-type: none"> <li>› Evaluate New Apps, Technology, and Social Media Platforms for ArCH.</li> <li>› Launch &amp; Pilot New Programs &amp; Services to showcase connections between ArCH, such as walking tours, cultural performances, heritage displays, storytelling events.</li> <li>› Potential New Staffing Needed to Launch &amp; Pilot New Programs &amp; Services.</li> </ul> |



## 3

## Leverage the City's commitment to ArCH through strategic partnerships throughout the community.

***City leadership is key to focusing efforts of the many partners who contribute to ArCH.***

- › Work with the Olympia -Tumwater-Lacey Visitor and Convention Bureau to ensure ArCH are promoted in the region's tourism outreach.
- › Explore and prioritize potential partnerships with and through the Avalon Project, the Economic Development Council, Thurston County Chamber, Enterprise for Equity, the City's Economic Development Director, SPSCC, Evergreen, St Martin's University, Olympia Historical Society, Bigelow House Museum, Timberland Regional Library and/or others to provide business and operations support to the ArCH-related workforce and small business sector, including start-up businesses.
- › Strengthen and formalize City/Tribal Relationships Around ArCH.
- › Explore opportunities for marketing/promotional partnerships around ArCH initiatives.
- › Work with other city departments, the ODA and PBIA to promote safe and convenient access to evening events by improving parking options.

## Comprehensive Plan Goals Supported by this Recommendation

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

## Implementation Options

|                      |   |
|----------------------|---|
| \$0 - \$50,000       | <ul style="list-style-type: none"> <li>› Evaluate Funding Partnerships with ArCH Partners.</li> <li>› Commit staff time to active involvement toward partnership development, including formal, On-going dialogue with tribes around ArCH Initiatives.</li> <li>› Explore ArCH Promotional Opportunities with Experience Olympia and Beyond. Provide Marketing Support for New Tourism Outreach.</li> </ul> |
| \$50,000 - \$100,000 | <ul style="list-style-type: none"> <li>› Work with other City Departments, the ODA, and PBIA to improve evening parking, walkway lighting, public transit and pedestrian safety to and between arts and cultural facilities Downtown.</li> </ul>  |

4

Make Olympia a regional center for ArCH.

***Downtown Olympia must be the center for ArCH facilities and opportunities, while diverse opportunities are supported throughout our city.***

- › Use Character Areas identified in the Downtown Strategy as identifiable arts/civic/cultural corridors and pursue creative district designation through ArtsWA.
- › Integrate diverse perspectives of our ArCH in public art, streetscapes, festivals, and events.
- › Improve opportunities for youth, LGBTQ, cultural organizations and people of color to engage in ArCH events and careers.

Comprehensive Plan Goals Supported by this Recommendation

- GR8: The Arts in Olympia are Supported.
- GE4: The City achieves maximum economic, environmental and social benefit from public infrastructure.
- GE10: Olympia is a regional center for arts and entertainment.

Implementation Options

- |                      |  |
|----------------------|--|
| \$0 - \$50,000       | <ul style="list-style-type: none"><li>› Utilize Existing Character Areas from Downtown Strategy –Apply for Creative District Designation Through ArtsWA.</li><li>› Develop Plan to Improve Opportunities for youth, LGBTQ and People of Color to Engage in ArCH Events and Careers.</li><li>› Work with Arts Commission and Heritage Commission to explore opportunities for new events and festivals and alignment of work plans.</li></ul> |
| \$50,000 - \$100,000 | <ul style="list-style-type: none"><li>› Staffing &amp; Support for New Festivals and Events.</li></ul>   |

5

Expand and improve available space for ArCH.

***City leadership and community partners must pull together to meet the facility needs for ArCH activities, and to implement related goals of the Comprehensive Plan and Downtown Strategy.***

- › Encourage adaptive re-use of historic spaces for ArCH organizations and activities.
- › Work with the City’s Economic Development Director and Economic Development Council to identify and pursue opportunities to secure space for ArCH activities, including artist studio space, maker space, temporary exhibition space, rehearsal space, co-location space.
- › Champion a new downtown center for ArCH.

Comprehensive Plan Goals Supported by this Recommendation

GR8: Arts in Olympia are supported.

Implementation Options

|                        |   |
|------------------------|---|
| \$0 - \$50,000         | <ul style="list-style-type: none"><li>› Work Through Heritage Commission to Develop a Work Plan and Process for Adaptive Re-Use of Historic Spaces.</li><li>› Work with EDC and the City’ Economic Development Director to Create a “Space Match Program” to match vacant spaces with needed ArCH Activities.</li></ul> |
| \$50,000 - \$100,000   | <ul style="list-style-type: none"><li>› Hire a Consultant to Conduct a Feasibility Study for a new Downtown ArCH Center.</li><li>› Hire a Consultant to Aid in Creating an Infrastructure Plan for the Creative District.</li></ul>   |
| \$100,000 - \$200,000+ | <ul style="list-style-type: none"><li>› Pursue Acquisition of Opportunity Sites Within the Established Creative District.</li><li>› Create and implement an Infrastructure Plan for the Creative District.</li></ul>  |



6

Grow local resources to support ArCH.

***Additional public and private funds are needed to support growth in ArCH.***

- › Evaluate the potential of a Cultural Access Tax and other funding sources to support nonprofit ArCH organizations.
- › Establish a grants program to provide city funding for projects that provide the community with high quality programming in ArCH.
- › Strengthen local philanthropy by providing training, tools and data.
- › Convene the ArCH Community to advance ArCH planning and development efforts Citywide.
- › Formalize and promote incentive programs to rehabilitate historic places and provide affordable work and living spaces for the ArCH community.

Comprehensive Plan Goals Supported by this Recommendation

GE3 A vital downtown provides a strong center for Olympia’s economy.

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

Implementation Options

|                      |  |
|----------------------|--|
| \$0 - \$50,000       | <ul style="list-style-type: none"><li>› Work Through the City’s Finance Committee to Explore Revenue Options to Support ArCH, including The Cultural Access Tax and Partnerships with Other Organizations and Non-Profits.</li><li>› Convene and Lead Dialogue amongst ArCH Community.</li></ul> |
| \$50,000 - \$100,000 | <ul style="list-style-type: none"><li>› Provide Staff and Community Training Programs and data collection in support of ArCH partners.</li><li>› Establish an ArCH grants program.</li></ul>   |

## Develop metrics to measure performance and track the arts, heritage and cultures in, of and for our community.

***Good data is key to building support, ensuring accountability, and setting priorities.***

- › Use the Creative Vitality Index to track how the arts contribute to the local economy, specifically through data on community participation in the arts and arts-related employment.
- › Implement tools for tracking the success and vitality of programming for heritage and culture work in our community.
- › Track implementation of ArCH-related goals of the Olympia Comprehensive Plan and the Olympia Downtown Strategy.
- › Work to incorporate Heritage and Historic metrics in partnership with the State Department of Archaeology and Historic Preservation.
- › Consider an ArCH Report Card to regularly share updates with the community, including data, stories and images.

### Comprehensive Plan Goals Supported by this Recommendation

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

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

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.

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

### Implementation Options

\$0 - \$50,000

- › Update the Creative Vitality Index Annually.
- › Work with the City's Office of Performance and Innovation or Consultant to Create an ArCH Report Card.
- › Partner with The State Department of Archaeology and Historic Preservation to Develop Heritage and Culture Metrics.

Olympia's  
beloved Percival  
Landing Park.



## Measuring ArCH Vitality and Economic Impact

Among the values of expanding current arts, cultural and historic assets is the economic value. Included in the scope of work to develop an ArCH profile for Olympia, is to identify economic impacts and return on investment for resource requirements. The full economic impact assessment of expanding Olympia's ArCH profile is provided in **Appendix B**.

### Summary of Evaluation, Return on Investment and Key Findings

The economic impact of an Expanded Profile is addressed in three elements:

- › The role of ArCH in the local economy. This role can be summarized in a measure called the Creative Vitality Index (CVI).
- › The impact of ArCH on a local economy, including appropriate economic measures and relevant parameters.
- › The return on investment in plans and actions with an assessment of the level of investment required and the nature of the economic returns.

#### Creative Vitality Index: Role of ArCH in local economy

To analyze the impacts of ArCH, the report

relies upon the CVI, a widely accepted measure of the contribution of creative activities to the local economies. The index reflects a weighting of two components: indicators of community participation in the arts (60%) and arts-related employment (40%). The CVI is calculated relative to a 1.0 baseline for the country. The 2016 Washington State CVI is .75, the CVI for Thurston County is 1.0 and the CVI for Olympia is 1.41. This indicates that creative economy in Olympia is very strong. The CVI for Olympia is considerably higher than the value for the county because much of the cultural activity is concentrated in the city.

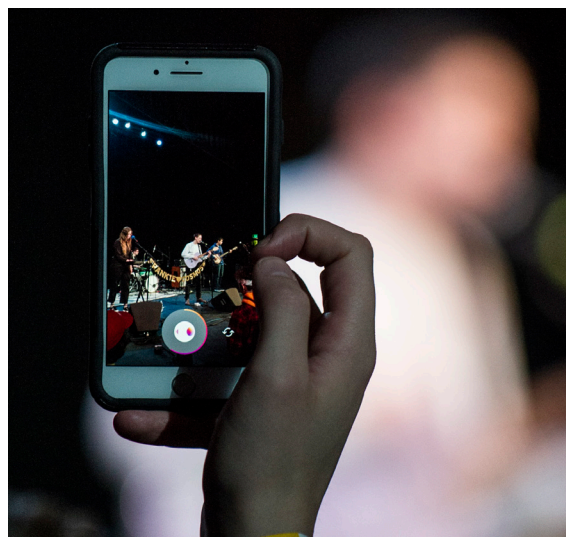
Using the Creative Vitality Suite, the Thurston Economic Development Council prepared a Regional Comparison Report that considered Thurston as well as King, Spokane and Whatcom Counties in Washington, Marion



County in Oregon (which includes the capital city Salem), Ada County in Idaho (which includes the capital city Boise), the State of Washington and the United States. County comparisons are the preferred basis for CVI index measures. Use of individual cities is complicated by the need to specify cities as combinations of zip codes. However, the county level comparison does provide some important conclusions. Below are findings from the comparison counties on a per capita basis:

- › Thurston's employment in creative occupations falls short of the level in every jurisdiction other than Clark County, Spokane County and Marion County.
- › Thurston's cultural nonprofit revenues fall short of the level in every jurisdiction other than Clark County and Marion County.
- › Thurston's performing arts participation falls short of the level in every jurisdiction other than Clark County and Marion County.
- › Thurston's bookstore and electronic media sales exceed those of Clark County, Whatcom County, Marion County and the USA.
- › Thurston's musical instrument sales are higher than those in other areas shown except King County and Clark County.
- › Thurston's art gallery sales fall short of the level in every jurisdiction other than Clark County, Spokane County and Marion County.

This comparison, however, is only a partial picture of Olympia's and Thurston County's stature in arts and culture. While it suggests that Olympia and Thurston County's position overall is strong, as indicated by a CVI greater than that of the State, it falls short of the performance of larger counties such as King, Spokane, and Ada and the CVI also falls short of Whatcom County which has a smaller population.



*Olympia is infused with music, from friends gathering to sing in living rooms, to street performances, summer concerts and visits by nationally known touring artists.*

### Economic impacts of ArCH on local economy

An economic impact assessment considers the economic contribution of selected arts and culture sectors. It measures the new economic activity that results from the cultural facilities and programs. This impact is the sum of patron spending before, during and after events, as well as the expenses incurred by the organizations in presenting an exhibition or program.

Artsfund periodically produces an economic impact study of arts, cultural and scientific organizations for King County and the Central Puget Sound area. The most recent study was prepared in 2014. This comprehensive assessment provides several results relevant to Olympia.

- › New money impacts are dependent on attracting patrons from outside the local area.
- › The activities that attract the most non-local patrons are those that are distinctive and not available elsewhere in the region.

- › Activities that attract overnight visitors support higher levels of spending and greater economic impact.
- › Combinations of arts and culture activities can extend the visitor experience and support longer visitor stays and more spending.
- › Indirect and induced impacts (the multiplier effect) supplement the direct impacts and contribute to the total impact.
- › Support of arts and culture activities by local residents contributes to improved quality of life and likely make the area more attractive to new business investment and start-up or relocating companies.

### Return on Investment in plans and actions

Development of an expanded ArCH profile will require a range of strategies and actions. These strategies and actions will vary in level of investment required and the nature and extent of economic return. Investment includes both onetime expenditures for capital projects and working capital and recurring

Washington State Archives, Digital Archives, <http://www.digitalarchives.wa.gov>



Olympia's small town feel is part of its charm with celebrations such as Lakefair (this page), Procession of the Species and Pet Parade (next page).



expenditures for staffing and purchased services. The appropriate measure of economic return is new money generated. The new money is related to local spending by non-resident patrons or funds derived by arts and culture organizations from outside the area.

The investment required and economic benefits for each of the seven recommendations are considered in conceptual terms because the recommendations are strategic in nature and their outcomes have not been analyzed in detail. The investment associated with each is considered in terms of relative magnitude (with respect to each other). At the low investment end, the coordination of activities may require few new resources, rather a redeployment of existing staffing or modest increases over time. At a moderate level, new staffing and purchased services may be required to fund planning and promotional efforts.



Olympia's small town feel is part of its charm with celebrations such as Lakefair (previous page), Procession of the Species and Pet Parade (this page).

Most of the economic benefits are related to increasing the number and spending of non-resident patrons. This can be achieved in several ways:

- › New programs and facilities can enhance unique and distinctive visitor opportunities in Olympia.
- › Expansion of existing programs can expand visitor potential by supplementing existing activities and extending the visitor experience.
- › Physical improvements can improve the quality of the visitor experience.
- › Marketing can increase awareness of local opportunities to non-residents.
- › An expanded ArCH scene will attract outside funding to arts and culture organizations.











In addition, some of the recommendations create value by increased utilization of resources.

In every case, any enhancements of the local arts scene will make the community more attractive to private investment by businesses and residents.

The table on the following page illustrates the Return on Investment possibilities through the investment in the ArCH Recommendations.





| Arch Profile Recommendations  | Investment  |   | Return on Investment   |
|---|---|---|--|
|   | Add. Staff or Time  | Add. Purchased Services   | Economic Benefits  |
| 1. Create a new ArCH structure within City government.                              |    |   | <ul style="list-style-type: none"> <li>› Expand visitor potential by increasing awareness of opportunities.</li> <li>› Increased utilization of existing resources.</li> <li>› Expand access to outside funding of arts organizations.</li> <li>› Increases attractiveness of Olympia for private investment.</li> </ul>   |
| 2. Demonstrate the synergy between ArCH through branding, programming and services. |    |   | <ul style="list-style-type: none"> <li>› Expand visitor potential by combining activities and extending visitor experience.</li> <li>› Expand visitor potential by creating distinctive experiences unique to Olympia.</li> <li>› Expand visitor potential by increasing awareness of opportunities.</li> <li>› Increases attractiveness of Olympia for private investment.</li> </ul> |
| 3. Leverage City's commitment to ArCH through strategic partnerships.               |   |   | <ul style="list-style-type: none"> <li>› Expand visitor potential by combining activities and extending visitor experience.</li> <li>› Expanded visitor potential by expanding amount and quality of arts offerings.</li> <li>› Expand visitor potential by increasing awareness of opportunities.</li> <li>› Increases attractiveness of Olympia for private investment.</li> </ul>   |
| 4. Make Olympia a regional center for ArCH.   |  |  | <ul style="list-style-type: none"> <li>› Expand visitor potential by combining activities and extending visitor experience.</li> <li>› Expanded visitor potential by expanding amount and quality of arts offerings.</li> <li>› Expand visitor potential by increasing awareness of opportunities.</li> <li>› Increases attractiveness of Olympia for private investment.</li> </ul>   |
| 5. Expand and improve available space for ArCH.                                     |  |  | <ul style="list-style-type: none"> <li>› Expand visitor potential by combining activities and extending visitor experience.</li> <li>› Expanded visitor potential by expanding amount and quality of arts offerings.</li> <li>› Increased utilization of existing resources.</li> <li>› Increases attractiveness of Olympia for private investment.</li> </ul>                         |
| 6. Grow local resources to support ArCH.  |  |  | <ul style="list-style-type: none"> <li>› Expand visitor potential by combining activities and extending visitor experience.</li> <li>› Expand visitor potential by increasing awareness of opportunities.</li> <li>› Increases attractiveness of Olympia for private investment.</li> </ul>  |
| 7. Develop metrics to measure performance.  |  |   | <ul style="list-style-type: none"> <li>› Increased utilization of existing resources.</li> <li>› Increases attractiveness of Olympia for private investment.</li> </ul>  |

## Additional Research and Resources for Measuring Cultural Vitality and Economic Impact

There are additional measures for ArCH vibrancy that the city may consider in the future. Both the Resource Committee and Heritage Commission expressed their concerns about shortcomings of the CVI, in that it does not fully address components inherent to the economic value of culture, heritage and historic preservation in the creative economy.

*“Arts vibrancy takes many forms. Its constellations manifest in different ways, depending on strengths that develop out of the character of a place and the people who live there. Communities that value arts and culture invest in it, and those investments are reflected in the number of arts providers, the arts dollars, and the level of government support.”*

### National Center for Arts Research (NCAR) Arts Vibrancy Index

#### Examples of additional measures to further explore include:

The Washington Department of Archaeology and Historic Preservation commissioned a technical report in 2007 to evaluate the economic value of heritage and historic preservation, ‘The Economic Benefits of Historic Preservation in Washington State.’<sup>1</sup> This report is dated, however the findings remain relevant:

<sup>1</sup> <http://www.dahp.wa.gov/sites/default/files/EconomicDevStudyTechnical%20Report.pdf>

**Heritage.** Heritage and other forms of tourism generate economic benefits for local economies because visitors to the area spend money on entrance fees, food and drink, transportation, gas, and lodging, among other things. These direct expenditures represent new money for the area and support local jobs and income, as well as generating additional employment and income through local multiplier effects.

**Historic Districts.** Designating a neighborhood a historic district protects future neighborhood quality and preserves historic amenities and characteristics valued by local residents and others. There have been numerous studies of the effects of historic designation on property values over the past two decades. While the results of these studies are mixed, historic designation is generally thought to have a positive impact on property values.

In the search for additional examples of measuring the value of heritage and historic preservation, Michelle Sadlier, Historic Preservation Officer, submitted an online query to the National Alliance of Preservation Commission (NAPC) inquiring about examples of studies, research, or just anecdotes about how their communities are valuing heritage.

This inquiry received a wide range of provocative and generous responses from jurisdictions throughout the nation and the United Kingdom’s Historic England. The full text of responses and detailed examples is provided in **Appendix E**. The UK’s Historic England provided an excellent infographic illustrating the interactive cultural value of heritage and historic preservation: THE VALUE AND IMPACT OF HERITAGE AND THE HISTORIC ENVIRONMENT, also located in **Appendix E**.

The common theme that emerges throughout the research on cultural and heritage metrics is the importance of the active involvement of cultural organizations in shaping the metrics. This is seen as fundamental to the development of a credible and representative measurement framework.

## PHASING AND NEXT STEPS

The recommendations presented in this report represent the launch for expanding the profile of ArCH in Olympia. They are the starting point to achieve the objectives of this study and the needs and aspirations expressed by stakeholders and the Resource Committee.

The seven recommendations in this report will take time and resources to implement, not everything can be done at once. However, the first and most crucial step is:

### Recommendation 1: Create a new ArCH structure within City government

Implementation of all the recommendations hinges on leadership, staffing and resources. Coordinating staff, work plans and leveraging resources is critical to creating the synergy and strategy to successfully achieve the ArCH recommendations. This new structure in city government will need to clarify the roles of the Arts Commission and Heritage Commission and prioritize actions to fill the gaps in cultures and heritage activities and resources.

#### Continued Next Steps

##### Phase 1: Year 1-2

- › **Demonstrate the synergy between ArCH through branding, programming, and services.** Showcase the City's new commitment and investment with branding and website to introduce the newly established city organizational structure and purpose. Promote ArCH, maintain the momentum that's been gained through this effort, and inform the community what to watch for in future actions and activities.
- › **Leverage the City's commitment to ArCH through strategic partnerships throughout the community.** This recommendation is building upon the work that was started with the ArCH Resource Committee and stakeholders. The seeds have already been planted for strategic partnerships. Now they must be nurtured to grow and flourish, creating a multi-faceted array of partnerships contributing to enhancing and expanding ArCH. Begin the planning for an ArCH summit to unite the ArCH community and provide opportunity for creative collaboration and professional growth. The momentum for these partnerships should be encouraged, leveraged and sustained.
- › **Make Olympia a regional center for ArCH.** Olympia is poised to become a regional center. The timing is right and it is now. The opportunity to pursue a Creative District for downtown is on the threshold of becoming a reality, but this opportunity needs resources and staffing to come to fruition. In addition, the character areas designated in the Downtown Strategy, in particular the Artisan/Tech district provides a foundation for planning how and where to improve opportunities for engaging in ArCH event and careers.



## Phase 2: Year 2-3

- › **Expand and improve available space for arts, cultures, and heritage.** The need for space to grow was a consistent theme from all stakeholders. This was true in every aspect of ArCH. Identifying and pursuing secure space for ArCH activities will be an ongoing process that will evolve and likely expand over time. In addition, conducting a feasibility study to champion a new center for ArCH is most likely a phase II project that needs to involve the stakeholders and partners to develop scope and objectives.
- › **Grow local resources to support ArCH.** Build upon the achievements in previous activities and initiatives to advance ArCH planning, initiate new efforts including strategies to strengthen local philanthropy, and evaluate the potential of a Cultural Access Tax to support ArCH organizations and activities.

## Phase 3: Year 3-5

- › **Develop metrics to measure performance and track the ArCH in, of and for our community.** ArCH programs and activities will expand and grow. With this comes the need to measure performance and track implementation of ArCH related goals as identified in the Comprehensive Plan and Downtown Strategy.

The CVI may be enhanced with additional methods and tools to effectively measure the value of heritage and historic preservation. Share the metrics annually with the community to convey the impacts and contributions of ArCH to the quality of life in Olympia.



Through classes, performances and programs, there are many ways for Olympians to engage with the arts.

Summer is a great time to catch live music at the Farmers' Market and in area parks.



## Appendices

Please see the separate appendix documents as detailed below.

### ArCH Appendices I: Supporting Documents

- › **Appendix A** – Comprehensive Plan Goals and Policies Supported by ArCH Recommendations
- › **Appendix B** – ArCH Economic Impact Assessment
- › **Appendix C** – Best Practices Examples: Ppt Presentation
- › **Appendix D** – Downtown Arts Assets Map
  - › Downtown ArCH Inventory
- › **Appendix E** – Evaluating Heritage – Best Practices Strategies and Metrics: Results from Query of National Alliance of Preservation Commission (NAPC)
  - › Heritage Infographic: The Value and Impact of Heritage and Historic Environment
- › **Appendix F** – Draft Resource Committee Value and Vision Statements
  - › Values/Vision Statements Supporting Comprehensive Plan Goals & Policies
- › **Appendix G** – Arts Commission and Heritage Commission 2017 Work Plans
  - › ArCH Background: Heritage and Cultures Resources

### ArCH Appendices II: ArCH Meeting Summaries

- › **Appendix I** – Stakeholder Participants in Three ArCH Meetings (3 Separate Stakeholder Groups)
- › **Appendix J** – Stakeholder Meeting Summaries
  - › The Olympia Phenomenon - Llyn De Danaan riffs on the local music scene
  - › Brochure Gay 7 by Llyn De Danaan
- › **Appendix K** – Resource Committee Meeting Summaries
  - › Ppt Presentation: The Possibilities: Possible Actions to Achieve Immediate and Near-Term Improvements





Postcard, Olympia Heritage Commission collection, City of Olympia.



## Questions?

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