



CITY OF TUMWATER STRATEGIC PLAN DEVELOPMENT

City Council Strategic Planning Work Session

March 30, 2009 – 7:00 pm – Tumwater Fire Station

AGENDA

Objectives

- Review and revise Draft Vision and Mission Statements
- Review and revise Draft Economic Development and Place Making Goals
- Review and revise Draft EDAC charge
- Advance other components of the Strategic Plan as time allows

1. Orientation: Where We Are in the Planning Process

- Preliminary Goal Areas and Tonight's Focus
 - Manage City Resources Effectively
 - Enhance Tumwater's Neighborhoods and Residential Quality of Life
 - Take Proactive Steps to Enhance Environmental and Social Sustainability
 - *Create Dynamic and Vibrant Places for Residents and Visitors*
 - *Facilitate Desirable Economic Development Consistent with the City's Vision*

2. Review and Revise Draft Vision and Mission Statements

3. Review, Revise, and Determine Next Steps:

Draft Economic Development and Place Making Goals and Charge to the EDAC

- Reminder: the Economic Development Goal in the Strategic Plan and the Charge to the EDAC are Council's primary means of providing guidance and direction for the development of the more detailed Economic Development Plan
- Determine whether we are ready to reengage the EDAC

4. Advance Other Components of the Strategic Plan (as time allows)

- Identify key issues and topics to be addressed in the following Goals
 - Enhance Tumwater's Neighborhoods and Residential Quality of Life
 - Take Proactive Steps to Enhance Environmental and Social Sustainability

5. Summary and Adjournment



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DRAFT STRATEGIC PLAN MATERIALS

This working document focuses on the following components of the Strategic Plan, all of which are presented for review and revision by Council:

- Overarching Guiding Statements: Vision, Mission, and Belief Statements
- Draft Economic Development Goal
- Draft Place Making Goal
- Draft Charge to the Economic Development Advisory Committee

OVERARCHING GUIDING STATEMENTS

Draft Vision Statement

Tumwater of the future will be people-oriented and highly livable, with a visionary and responsive City government, a vital economy, dynamic and attractive places, vibrant neighborhoods, a healthy natural environment, a strong connection to the past, and diverse, connected, and engaged residents.

Draft Mission Statement

In active partnership with its citizens, the City of Tumwater provides leadership, planning, and services that support residents and businesses.

Definitions

Vision Statement. Describes the desired future for the City: ideally, what will the City of Tumwater be like 20 years from now? The City may be one of many players in achieving this Vision.

Mission Statement. Describes the primary purpose of the City, articulating its role in achieving the desired future established in the Vision Statement.

Belief Statement. Outlines the values that drive the City's policies and actions.

- *Are there missing elements of the Vision Statement that should be added?*
- *Does the Mission Statement give focus to the City's role in achieving the community vision?*
- *Do the statements read well? Do they work well together?*

Current Belief Statement

We Believe in People.

People

People-oriented neighborhoods.

Respect for our diverse citizenry.

Supporting the personal and professional growth of city staff

Excellence

Excellence in service.

Enhancing public trust.

Employee empowerment to achieve excellence.

Opportunity

Opportunities in housing.

Opportunities for healthy, responsible economic growth.

Change is opportunity.

Partnership

Partnership for citizen participation and responsibility.

Partnerships for positive regional and local issues.

Partnerships for a safe city.

Learning

Learning, teaching and valuing our history and cultural heritage.

Environment

Respect and nurturance for all the environments in our lives, social, professional and natural.

- *Is there any interest in modifying this existing Belief Statement?*

Draft Economic Development Goal: Facilitate Desirable Economic Development Consistent with the Community's Vision

Through its economic development efforts, the City hopes to achieve a number of related benefits, including:

- Bringing additional wealth and resources into the community,
- Providing enhanced opportunities to shop, play, and work in Tumwater
- Proactively and positively guiding the development that the community will receive as the region grows
- Creating a diverse and sustainable tax base to support the ongoing provision of City services for all residents

In pursuing these benefits, economic development is an important, but not overriding, element of the City's Vision and overall Strategy and it is critical that economic development is in support of and in alignment with the City's overall Vision which focuses strongly on livability and quality of life for residents as well as social and environmental sustainability.

A key element of this Plan is using the City's existing broad economic base and large and varied geography to generate a diversity of opportunities with distinctly different commercial districts accommodating a range of uses. Our vision is for a diverse and vibrant economy, including retail, office, light industrial and manufacturing, and tourism sectors that flourish side by side in well-functioning commercial districts.

There is a strong desire to further diversify our already varied economy, "rounding out" our retail and employment sectors by focusing on strategic targets that both conform to our community vision and are supported by the market given Tumwater's strengths and assets. These targets include:

- Neighborhood scale commercial featuring independent and regionally-owned retailers, restaurants, and services that focus on meeting the needs of local residents and employees
- Office-based employers other than State agencies, as well as other businesses that benefit from proximity to State agencies
- Light industrial and manufacturing users, particularly those that are transportation dependent or focus on clean technologies and green jobs

While large-scale retail has been and will continue to be a core component of the City's retail tax base, growth of this sector is not a priority area of focus in this Strategy.

The City's role is to facilitate desirable development that is in line with the community's Vision as articulated on these pages by being proactive, communicative, predictable, transparent, and solution-oriented in our policies, investments, and interactions with the business and development communities.

Economic Development Vision

Tumwater of the future will:

- *Feature a vibrant and diverse economy comprised of large and small firms in the retail, office, services, light industrial, manufacturing, entertainment, and tourism sectors that provide excellent shopping, service, and employment opportunities for residents and provide a sustainable and diverse tax base for the City's ongoing provision of services*
- *Utilize the City's distinct commercial districts to accommodate a diverse range of development types that take advantage of locational advantages while not interfering with neighboring uses*
- *Feature walkable and dynamic mixed use centers and neighborhood retail centers with convenient access to daily goods and services*
- *Provide a welcoming, collaborative, and predictable development climate that facilitates desirable investment*
- *Be home to a variety of "green" buildings and companies*

Economic Development Guiding Principles

Tumwater's economic development goals will be pursued according the following Guiding Principles:

- **Focus economic development in support of the City's Vision Statement**, enhancing quality of life and strengthening community assets including the City's livability, strong neighborhoods, aesthetic quality, and natural environment. Balanced economic development is desired, so that the scale, scope, and location of development serve to support and not overwhelm these other assets.
- In shaping the future of the City's economy, **make the most of the community's existing assets**, including its location on I-5, the presence of an airport, a diverse economic base, a strong historical tradition and existing historical resources, and the Deschutes River Valley.
- **Be strategic, efficient, and innovative**. Focus the City's economic development efforts and resources on supporting portions of the economy that might not otherwise flourish on their own. Enlist partners throughout the City and the region in support of the City's efforts and for the benefit of the larger community.

- *Are there missing elements of the Economic Development Vision that should be added?*
- *Are there additional Guiding Principles that are important to guide the City's economic development efforts?*

Guidance on Desired Development

Tumwater is fortunate to have a diverse economic base to build from. A key feature of this Plan is to maintain and nurture industries across the breadth of the City's existing economy, including retailers, office-based employers, and light industrial and manufacturing businesses. The discussion below highlights economic niches and development forms that are particularly desirable to the community. These identified targets will serve to focus the City's economic development efforts and messages.

The size and diversity of the City's geography creates the opportunity for tailoring uses specific to the advantages and limitations of each commercial area. This is a key element of the City's economic development strategy that accommodates a broad range of desired economic opportunities and development forms in appropriate locations.

- The development of **vital neighborhood commercial centers** is a primary component of the City's Vision. There are multiple motivations that support this focus, including:
 - Further diversification of the City's economy, which is stronger in other retail sectors
 - Increasing Tumwater's sense of community and sense of place
 - Support for non-vehicular transportation, increasing personal health and decreasing the traffic and environmental impacts associated with driving
 - Increased safety and convenience for residents

While there are different models of neighborhood commercial centers, including grocery-anchored centers like Tumwater Square, nodes along busy arterials, and smaller, convenience-oriented nodes within neighborhoods, neighborhood centers are predominantly local-serving, supporting nearby residents and workers.

Additional work needs to be done to develop the City's understanding of and means of supporting this highly desired development form. Strategies should be developed in the accompanying Economic Development Plan to identify potential neighborhood commercial centers in undeveloped areas of the community, understanding how long it may take to achieve the desired level of development, as well as other means of supporting and nurturing centers as they emerge in developing or redeveloping areas.

- Given the City's location along I-5 and the potential to continue to serve a regional market **large-scale retail** has been and will continue to be an important component of the City's tax base. While not a priority area of focus for the City's limited business attraction resources, such uses including auto dealerships are supported in appropriate locations that minimize traffic and neighborhood impacts.
- Tumwater is home to a large number of State offices, which comprise another important component of the City's economy. The City's economic development efforts in the **office sector** should seek to capitalize on and diversify away from the City's concentration on State agencies.
- Rounding out Tumwater's diverse economy, the City's **light industrial and manufacturing sectors** are seen as important contributors to Tumwater's economic future. Businesses in these sectors should be included in business retention and expansion efforts, and opportunities should be pursued to enhance the performance of appropriate lands, including Mottman Industrial Park and around the airport. Tumwater's industrial and light manufacturing businesses and land base position the City well to compete for emerging "clean technology" and "green" jobs. These sectors present the opportunity for a future-oriented economic base with well-paying employment opportunities and commercial enterprises in line with Tumwater's community values around sustainability.

- This Strategy supports the continuation of current policies which restrict **large warehouse and distribution uses**. Allowances may be made on a case-by-case basis when applicants demonstrate compatibility with neighboring residential and commercial uses.

Guidance on Economic Development Resources and Tools

The City intends to take a proactive stance on economic development, establishing a positive development climate, supporting existing businesses, and facilitating desired investment. This desire must necessarily be balanced with the resources available to support these efforts. As described in the Guiding Principles, above, the City's approach is intended to be strategic, investing limited resources on those areas of the economy that are less likely to thrive on their own and on specific sites and opportunities that are most likely to result in significant advances of the community's Vision.

While the current economic climate may not immediately allow for additional staffing, this will be considered a high priority when resources allow. An economic development lead is clearly needed to support the full execution of this plan as envisioned here, though some significant advances will be made in the interim using a combination of existing staff positions and a collaborative approach involving Council and key community and regional partners.

The potential use of incentives will similarly be carefully and strategically applied. In general, the City's philosophy is to not give away development rights, with incentives such as reducing or waiving fees, considered only in those specific and targeted cases where analysis shows that the market does not support the desired development described in our Vision. A small number of such cases are mentioned in the Economic Development and Place Making strategies below.

- *Do these descriptions provide accurate and adequate guidance related to specific development forms?*
- *Has Council direction on economic development resources and tools be appropriately captured?*
- *How can this guidance be strengthened?*

Draft Economic Development Action Strategies

Reminder: this Economic Development Goal of the Strategic Plan and the Charge to the Economic Development Advisory Committee on page 1 are Council's primary means of providing guidance and direction for the development of the more detailed Economic Development Plan to be created by the EDAC.

- *Do the Strategies on the following pages provide an appropriate level of guidance, recognizing that the Economic Development Plan will advance these ideas in more detail?*
- *Are important Strategies missing? Should any Strategies be eliminated?*

A) Build understanding and support for the City's economic development efforts internally, among community members, and with key partners

- 1) Ensure the whole City organization understands the City's economic development goals, including elected officials and staff
 - Launch implementation of this Plan with discussions with elected officials and staff, refreshing these conversations on at least an annual basis
 - Reinforce practices and approaches that adhere to the Vision and provide predictability and support for desirable investment in the community
 - Incorporate economic development priorities as criteria in City policy making
- 2) Communicate the importance of economic development to residents and business owners, highlighting the Tumwater approach to economic development that supports sustainability and quality of life
 - Hold open houses and workshops to launch implementation of the Strategic and Economic Development Plans, communicating the broad benefits anticipated from the City's economic development efforts
- 3) Use the completion of these plans as an opportunity to engage in conversation with key partners and establish mechanisms and schedules to ensure communication channels remain open and supportive of collaboration

Neighbors & Regional Partners

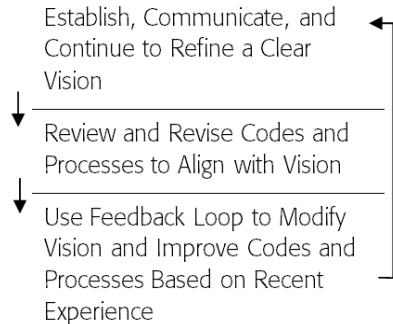
- The Port of Olympia
- Thurston County
- Neighboring jurisdictions
- Olympia-Lacey-Tumwater Visitor and Convention Bureau
- Thurston County Economic Development Council
- Congressional offices
- South Puget Sound Community College

Community Partners

- Tumwater Area Chamber of Commerce
- Tumwater School District
- Farmers market organizers

B) Ensure that the City’s Development Climate Provides Clarity, Consistency, Predictability, and Efficiency

- 1) Engage in dialogue and training with Planning and Development Services staff that focuses on the City’s economic development Vision and Goals, and how these align with other City objectives
 - Cultivate a strong customer service and problem solving orientation, encouraging staff to welcome investment in the community and proactively seek outcomes that help employers and developers achieve project success that aligns with the City’s development desires
- 2) Review and revise the City’s development regulations, codes, and processes to align with the Vision and Goals articulated in the Strategic Plan and Economic Development Plan
- 3) Establish feedback mechanisms to allow for the regular revision of the City’s Vision, codes, and practices based on recent project experience and feedback from the private sector
 - Establish opportunities for annual discussions of the City’s Vision and implementation successes and challenges, with participation by Council and Planning Commission members, Planning and Development Services staff, and the Hearing Examiner when appropriate
- 4) Create opportunities for regular dialogue with members of the development community
 - Seek private sector input when potential policy changes may affect the City’s development climate
 - Establish mechanisms to solicit feedback from individuals who have significant interactions with City development staff and systems
- 5) Establish benchmarks to measure and track performance



C) Provide Strong Support for the Retention and Expansion of the City's Existing Businesses

- 1) Proactively engage with and seek to support the City's business community
 - Engage in regular outreach and conversations with the City's largest employers
 - Engage in regular collaboration with the Chamber of Commerce and other representatives of the larger business community
- 2) Partner with the Chamber of Commerce to support local retailers
 - Explore opportunities for shop local campaigns, promoting local businesses through directories, newsletters, and other means, and other strategies
- 3) Support business expansion efforts as Planning and Development Services staffing allows

D) Develop Tools and Capacity to Proactively Encourage Business Growth in Targeted Sectors

- 1) Support the development and success of additional neighborhood scale commercial areas
 - Evaluate opportunities and tools to facilitate new neighborhood commercial areas in undeveloped areas of the City
 - Establish strategies to encourage the development of attractive neighborhood commercial nodes along the City's arterials, considering such locations as Southgate or the WSDOT site on Capitol Boulevard
 - Develop programs and partnerships to support independent retailers, restaurants, and services that locate in these areas, considering both Citywide and district-specific approaches
- 2) Capitalize on the City's attractiveness as a location for State offices
 - Concentrate the location of State offices through limiting future expansion of the Preferred Leasing Area
 - Ensure zoning and traffic infrastructure allows the location of commercial nodes near State office complexes
 - Conduct outreach to State offices to understand what businesses they frequently interact with and therefore might benefit from locating nearby
 - Facilitate the provision of market rate housing and additional place-making in and around Town Center and promote Tumwater as an attractive residential location for these office workers
 - Pursue opportunities with the Port for air service supporting State offices
 - Focus business recruitment efforts on office-based employers other than the State
- 3) Support the continuing and evolving strength of the City's light industrial and manufacturing firms
 - Explore needs and re/development opportunities at the Mottman Industrial Park, on Port- and privately-held lands around the airport, and in other appropriately zoned areas
 - Develop tools and marketing messages that encourage the addition of businesses or the expansion of existing businesses that focus on clean technologies and "green jobs," taking advantage of the City's land base, infrastructure, and community values that support this sector

- Encourage the location of businesses that take advantage of the City's transportation infrastructure, including the airport and access to I-5
 - Evaluate creative options such as a duty-free zone around the airport
 - Collaborate with the Port and the Economic Development Council to market opportunities in Tumwater
- 4) Ensure that City regulations allow the development of auto dealerships and other large-scale retail uses in locations that minimize traffic and neighborhood impacts
 - 5) Maintain current policies restricting large warehouse and distribution uses, with allowances made on a case-by-case basis when applicants demonstrate compatibility with neighboring residential and commercial uses
 - 6) Explore opportunities for special purpose uses that augment the City's economy and services
 - Seek medical uses that create employment and additional services for Tumwater residents
 - Seek entertainment uses that add to the dynamism of Tumwater's culture and economy and create additional reasons for residents and employees to remain in Tumwater after business hours and on weekends

E) Proactively Promote Investment Opportunities in the City

- 1) Develop outreach materials and strategies that make efficient and targeted use of City and partner resources
 - Engage in direct outreach through participation in trade fairs and other events
 - Develop promotional campaigns and use "cold calls" to target desired investment
 - Explore grant opportunities to support marketing efforts
- 2) Create opportunities to engage annually with local developers and property owners
- 3) Explore opportunities to effectively promote key development opportunities

Draft Place Making Goal: Create Dynamic and Vibrant Places for Residents and Visitors

Tumwater has several outstanding opportunities to create truly special places. This Plan recognizes the importance and one-time nature of these opportunities, including the Brewery property and the larger river valley, Town Center, and the Littlerock Subarea, and establishes Strategies to ensure that final development creates substantial benefits to the City's residents and economy. These are transformative opportunities for the Tumwater community.

The City's role in supporting these place-making efforts includes:

- **Visioning.** Encourage uses that benefit the community as a whole and serve multiple needs including community gathering places, an opportunity for enhanced economic vitality, and access to the outdoors.
- **Facilitation.** Provide a supportive regulatory and zoning environment and cultivate community support encouraging private sector investment in these areas. Be a proactive and supportive partner to encourage development in line with the community's vision for these sites.
- **Infrastructure Investment.** In some cases, the City may make investments in street, streetscape, or other basic infrastructure to facilitate private sector development.
- **Creative Partnering.** In certain cases, the City may become an active partner in development, acting to ensure that development occurs in a desirable fashion that meets community expectations.

Place Making Vision

Tumwater of the future will:

- *Feature multiple dynamic places that draw a diverse range of residents and visitors to shop, dine, live, socialize, and exercise*
- *Connect these places to other residential and commercial centers through public transit and a network of biking and pedestrian trails*

Visions and Key Strategies for Specific Places

- **The Brewery Property and the River Corridor, including Pioneer Park**

The vision for this key community opportunity is a dynamic, highly utilized public space with commercial, residential, and community gathering uses. Given its setting, the property has potential to serve as a regional draw, perhaps featuring destination-retail or entertainment uses.

Given the challenges of the site, however, the City adopts a flexible approach to future uses on the site, with the clear restriction of uses such as pure heavy industrial or warehousing that would squander the property's potential. Key strategies include immediate reconsideration of zoning, engaging proactively to assist the property owner in marketing the site, and potentially assisting development through public infrastructure investment or creative partnerships.

- **Capitol Boulevard**

While Capitol Boulevard functions as a major arterial, carrying heavy traffic around and through the City, there are opportunities to improve its visual appeal and economic functioning through infrastructure enhancement and the development of attractive places in key nodes near residential concentrations. Key strategies include identifying opportunity sites and supporting them through infrastructure investment, streetscape improvement and beautification efforts, and design standards.

- **Town Center**

The established vision for Tumwater Town Center integrates a mix of retail, office, and service businesses, as well as residential uses and community gathering facilities. The City remains committed to this vision, recognizing that its achievement may take time.

Key strategies for advancing the Town Center plan include partnering with the Port to establish and advance a common vision and investing in street infrastructure or place-making elements such as fountains, parks, and open spaces that will make the location more attractive for residential uses. Incentives such as the Multifamily Tax Abatement Program or the reduction or elimination impact fees for residential uses should also be considered to spur residential development that is not otherwise likely to occur.

- **Little Rock Subarea**

The vision for this area is to create a mixed use “village” atmosphere that is transit-oriented and pedestrian-friendly in the central portion of the subarea, with commercial areas in the northern and southern portions of the subarea to provide vibrant retail opportunities for Tumwater and surrounding residents.

Key strategies for advancing this vision focus on infrastructure investment and planning, including the Little Rock Road street improvement project and Tyee Drive planning.

Draft Strategies

Short-Term (Year 1)	Mid-Term (Years 2-3)	Long-Term (Years 4+)
<p>Encourage the Dynamic Utilization of the Brewery Property, with Connections to the Larger River Corridor</p>		
<ul style="list-style-type: none"> • Be open to various uses, but apply zoning that prohibits clearly undesirable uses • Engage in proactive conversation with the property owner • Help market the site • Evaluate infrastructure investment and public-private partnerships to encourage desirable development • Evaluate the possibility of a conference center in collaboration with the State 	<ul style="list-style-type: none"> • Establish supportive development regulations • Evaluate entering into a development agreement • Consider public investments to link residential & commercial areas • Mitigate fish hatchery traffic impacts with signage 	
<p>Support the Market-Driven Transformation Capitol Boulevard from Southgate to Town Center</p>		
<ul style="list-style-type: none"> • Identify key opportunity sites and how they may be supported by the City through infrastructure investment, streetscape improvement and beautification efforts, and design standards • Enhance the visual appeal of Southgate Center with landscaping assistance from the tree fund • Establish design standards that enhance the visual appeal of development along the street 	<ul style="list-style-type: none"> • Explore options for redevelopment of the WSDOT site • Explore the use of incentives such as reduced or waived impact fees for pedestrian-oriented, community scale retail and commercial development • Invest in mid-block pedestrian crossings in Capitol/Trosper area & undergrounding of powerlines between M & X Streets* 	
<p>Support the Established Vision for Town Center</p>		
<ul style="list-style-type: none"> • Cultivate common vision with Port • Encourage residential development through targeted incentives and place-making investments • Better understand FAA land use regulations and impacts of gopher protection; consider attractive public open spaces; consider strategies to compensate • Israel-Tumwater Blvd street connection planning/engineering phase* • Implement sign plan • Monitor market & impact of new office bldgs. 	<ul style="list-style-type: none"> • Consider additional City investment (breaking up blocks, street & sidewalk infrastructure, other) if market is not responding 	<div style="border: 1px solid black; padding: 5px;"> <p>* This work is currently programmed in the City's Capital Facilities Plan.</p> </div>

Pursue Development of the Littlerock Subarea

- Continue completing Implementation Actions from the Littlerock Subarea Plan [significant items will be identified in more detail for the final Plan]
 - Tyee Drive planning
 - Littlerock Road street improvement project*
 - Evaluate trails connecting to neighborhoods west of I-5 & linkages across I-5
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Draft Charge to the Economic Development Advisory Committee

- Taking guidance from the Draft Economic Development and Place Making Goals of the City's Strategic Plan, explore options and establish a more detailed plan to achieve the City's economic development Vision and Goals.
- In developing this actionable Economic Development Plan that aligns with Council's direction, consider the following questions and areas of interest:
 - How can the City best support existing businesses?
 - Where might new neighborhood commercial centers best be placed? How can existing and emerging centers be supported?
 - How can the City's vision for the Town Center best be advanced?
 - How can the City and the Port best work together to advance a common vision for the Town Center?
 - Why are we not seeing substantial development on Port properties? How are development opportunities affected by FAA land use regulations and gopher protection requirements? What measures can be taken to offset these limitations if they are significant?
 - What additional incentives and/or investments should be considered to advance the City's Town Center vision, encouraging desired development and establishing a much stronger and more attractive sense of place?
 - How can the City best assist the redevelopment of the brewery property in a desirable manner?
 - What can the City do in the short-term to advance the desirable redevelopment of the site, considering grant opportunities to brownfield redevelopment, creative partnerships, incentive packages, and other innovative approaches?
 - How can the City connect the brewery property to neighboring residential and commercial uses?
 - How can the City maximize its opportunities in the light industrial and manufacturing sectors?
 - How should the City collaborate with the Port on this goal?
 - What is the redevelopment potential of Mottman? How can this be advanced?
 - What are the City's opportunities in the clean tech and "green jobs" sectors? How can these opportunities best be advanced?
- The product of the Committee's work should be a Recommended Draft Economic Development Plan for consideration by the City Council.

Advancing Other Components of the Strategic Plan

To “set the table” for our next discussion, identify key issues and topics to be addressed in the following Goals:

Enhance Tumwater’s Neighborhoods and Residential Quality of Life

- Preliminary draft identified the following primary Strategies:
 - Implement the PROS Plan, increase pedestrian and bike connections, and explore opportunities to preserve open space and public recreation near the Blackhills Soccer Club Property
 - Strengthen the identity of the City’s neighborhoods
 - Support neighborhood retail centers with non-vehicular access
 - Foster community through new and existing festivals and special events

Take Proactive Steps to Enhance Environmental and Social Sustainability

- Our preliminary work established the desire for a developing a dedicated Sustainability Strategy in the medium- or long-term, using this Strategic Plan to initiate actions in the short-term.
- Our framework identified four areas of City influence and the topics below related to environmental sustainability:
 - City codes and regulations
 - Smart Growth, Low Impact Development, and Green Building: what is the proper mix of regulation and incentives?
 - Internal practices at the City
 - Purchasing, fleet, and facilities choices
 - Commute trip reduction
 - Education and outreach
 - Encouraging recycling and resource conservation among residents and business owners
 - Partnerships
 - Potential collaboration or requirements for vendors, utilities, and other partners
- Preliminary topics identified related to social sustainability focused on:
 - Preserving a diversity employment and housing options so a broad range of residents can afford to live and work in Tumwater
 - Other potential topics might include:

<ul style="list-style-type: none"> - public safety and accessibility - support for low-income populations and the elderly - support for education 	<ul style="list-style-type: none"> - community outreach and engagement - other??
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- Do we like the framework established to discuss environmental sustainability?
- What of these or other related topics should be considered in future discussions?
- What additional information is desired as we flesh out Strategies in these areas?