



## **CITY OF TUMWATER ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**

### **Meeting #10 – December 10, 2009 – 5:30-7:30 PM Tumwater City Hall Training Room**

- 1. Welcome** **5:30-5:35**
  - Approval of Minutes from November 12 Meeting (Bruce)
  - Recap of Council/EDAC discussion (Brian, All)
  
- 2. Take Committee Feedback on Draft Material (Brian, All)** **5:35-6:00**
  - Development Climate
  - Airport-Related Strategies
  - Mixed use development and neighborhood retail
  - Capitol Boulevard and Littlerock Subarea
  
- 3. Discuss Specific Topic Areas: Review Strategic Plan language and identify desired strategies for the Economic Development Plan from the menu of options (Brian, All)** **6:00-6:40**
  - Entertainment Uses
  - Image, Tourism, and Marketing
  
- 4. Prioritization Exercise** **6:40-7:15**
  - Identify highest priority items individually and discuss as a group
  - What key messages does the Committee wish to emphasize?
  
- 5. Next Steps (Brian, Tim)** **7:15-7:20**
  - Finalization of Draft Plan
    - Content: Goal language and introductory text
    - Potential funding mechanisms, implementation planning/phasing
    - Document layout
  - Review and Adoption Process by Planning Commission and City Council
  
- 6. Opportunity for Public Comment** **7:20-7:30**

**TUMWATER ECONOMIC DEVELOPMENT ADVISORY COMMITTEE  
MINUTES OF MEETING  
November 12, 2009 Page 1**

**CONVENE:** 5:38 p.m.

**PRESENT:** Chair Bruce Cramer, OBe Credit Union; Committee Members Erin Carrier, Citizen; Joan Cathey, City Council; Brett Hardcastle, Tumwater Automotive; Ed Hildreth, City Council; Jim Hindman, Costco Wholesale; Allen Johnson, Property Owner and Developer; Marcus Glasper, Planning Commission; Heber Kennedy, Port of Olympia; and Nancy Stevenson, Citizen.

Members Absent: Michael Cade, Thurston County Economic Development Council.

Staff: Planning and Facilities Director Mike Matlock, Planning Manager Tim Smith, and Recording Secretary Cheri Lindgren.

Others: Brian Murphy, Berk & Associates.

**WELCOME AND APPROVAL  
OF OCTOBER 8, 2009  
MINUTES:**

**Councilmember Hildreth moved, seconded by Mr. Kennedy, to approve the October 8, 2009 minutes as presented. Motion carried.**

*Nancy Stevenson arrived at the meeting.*

**REMINDER OF NEXT STEPS:**

Brian Murphy reviewed the meeting agenda and draft discussion materials. The next regular Economic Development Advisory Committee (EDAC) meeting is on December 10. A joint Council and Economic Development Advisory Committee (EDAC) meeting is scheduled for November 16 at 7:00 p.m. in the training room at the Headquarters Fire Station.

**TAKE COMMITTEE  
FEEDBACK ON DRAFT  
MATERIAL:**

*Marcus Glasper arrived at the meeting.*

Mr. Kennedy recommended inserting “to” between “amendments” and “the” within the first line of the bullet under 6 on page 2, and “that” between “infrastructure” and “allows” within the second bullet under 2 on page 10.

**BREWERY PROPERTIES:**

Manager Smith provided additional information on land uses permitted in the Light Industrial (LI) zoning district. Businesses located in Mottman Industrial Park are examples of uses typically allowed in LI zones. Tumwater also has a heavy industrial zone. LI does not allow residential or mixed-use development.

Mr. Murphy commented that one strategy could involve rezoning four LI parcels to single-family medium (SFM) density residential.

Mr. Cramer inquired about retaining the LI parcels for retail uses. Manager Smith distributed an updated “Tumwater Brewery Study Area”

**TUMWATER ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**  
**MINUTES OF MEETING**  
**November 12, 2009 Page 2**

map. He identified the location of the five bluff parcels. The 5.24-acre and 6.8-acre parcels were purchased by the cities of Olympia, Lacey and Tumwater. The 3.13-acre parcel to the south is currently zoned residential and could serve as the terminus of connecting E Street to Cleveland Avenue. The remaining two parcels fronting Cleveland Avenue are likely to develop over time. Staff recommends rezoning the parcels to residential because properties across Cleveland Avenue are zoned SFM.

It was suggested that the 3.13-acre parcel on the bluff and the Washington State Department of Transportation (WSDOT) site on Capitol Boulevard could be potential locations for neighborhood commercial nodes based on surrounding residential uses. Some members were not convinced that creating a neighborhood commercial node on Cleveland Avenue would attract people. It might be less expensive to develop neighborhood commercial on the Briggs property. Mr. Murphy suggested revising C, 1, on page 8 to consider zoning to accommodate neighboring residential uses, such as SFM or Neighborhood Commercial.

Mr. Murphy reviewed strategies A and B. Ms. Stevenson suggested including language recognizing the potential opportunity of the old brewhouse, if redeveloped, to attract regional tourism. Mr. Murphy said a related strategy could include connections between the old brewhouse and brewery property proper. He suggested creating a separate goal focusing on regional tourism not necessarily involving the brewery properties.

A letter was distributed from David and Cathi Read expressing opposition to allowing further development on the valley floor east of Capitol Boulevard.

Members discussed uses that could take advantage of rail access. Manager Smith said warehouse distribution type uses generating significant truck traffic could be precluded. Non-distribution warehousing could include long-term storage. It was noted that noise associated with truck traffic is another consideration.

Councilmember Hildreth said he's rethinking taking advantage of rail access. It's his understanding that rail access would remain to serve Olympia and the downtown area and not necessarily include a stopping point at the brewery. Mr. Cramer said one obstacle with rail is obtaining permission from Union Pacific to cross the railroad tracks.

Mr. Murphy encouraged members to develop recommendations. He recommended softening language to consider, evaluate, or explore opportunities to take advantage of existing rail access, using brewery

**TUMWATER ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**  
**MINUTES OF MEETING**  
**November 12, 2009 Page 3**

properties for the economic development of the community, and encouraging uses appropriate east of Capitol Boulevard. Concerns include scale, traffic, and noise. Revised language will be available for the joint meeting with the Council.

Members agreed with new language proposed on page 5 concerning “Retain and Support the City’s Existing Businesses.”

**DEVELOPMENT CLIMATE –  
VESTING AND EXPEDITED  
PROJECT REVIEW:**

Mr. Murphy reviewed new language involving an expedited permit process and vesting. The proposal enables development projects to vest to zoning and other land use and environmental control ordinances in effect on the date a project receives formal site plan approval from the City. An option is including text in the vesting background paragraph used by Lacey and Olympia for vesting.

Mr. Cramer pointed out that Tumwater’s current development and vesting climate is a hindrance to economic development.

Members discussed how the proposed change will benefit developers and elements and the level of detail required for site plan approval. Manager Smith explained that site plan approval involves a three-step process of feasibility, preliminary site plan, and formal reviews. The formal site plan is extremely detailed and outlines the requirements for securing a building permit.

Members discussed whether a preliminary site plan review determines whether a proposal complies with zoning regulations. Vesting is about predictability. Vesting could occur earlier provided proposals meet zoning requirements. Some members said they’re not comfortable with that concept while several members said they’re comfortable with the proposal suggested by the consultants. Mr. Murphy said formal site plan approval could be more clearly defined.

**TOWN CENTER:**

Members discussed whether to limit state office buildings because they don’t generate significant tax revenues. Ms. Stevenson pointed out that the City receives property tax revenues on privately owned properties.

Manager Smith reported the committee discussed limiting preferred leasing areas (PLAs) and preferred development areas (PDAs) and focusing on geography rather than limiting building types.

Mr. Cramer asked whether the City wants to recruit uses complementary to the state or recruit more retail businesses generating business and occupation (B&O) and other tax revenues. Members suggested uses complementary to the state should include retail businesses and that the language could be refined to improve the intent as well as providing some examples.

**TUMWATER ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**  
**MINUTES OF MEETING**  
**November 12, 2009 Page 4**

Mr. Murphy suggested that limiting PLAs and PDAs could be elevated and discussed within the first bullet under A, 2, on page 10.

Mr. Murphy reviewed strategies to elevate and advance the future of Tumwater Town Center including a study comparing residential density required to support the mixed-use vision and establishing a non-binding master site plan for Port-owned properties within the Town Center.

Mr. Kennedy advised that the Port is generally supportive of a smaller street grid. However, the Port will not support residential uses in the Town Center.

Manager Smith referred to two large non-Port parcels in Town Center zoned Mixed-Use (MU) that could develop as residential if viable.

Mr. Murphy suggested replacing “Town Center Feasibility Study” with “an analysis.”

Discussion ensued on whether the two large non-Port parcels are within the airport flight path. Rudy Randolph, Airport Director, advised that it’s not a good idea to put people and homes in close proximity to the airport. People are not happy living near an airport. It’s likely the Federal Aviation Administration (FAA) wouldn’t support residential development as a compatible use close to an airport.

Members agreed to conduct an analysis of residential capacity in the Town Center area and commercial uses that would support residential development.

Members discussed vesting and the concept to change the City’s current policy and allow development projects to vest to land use and zoning regulations in effect on the date a project receives formal site plan approval from the City. Councilmember Cathey emphasized that the language should be clear that the City is suggesting a change to encourage economic development.

Ms. Stevenson said the committee wants the Council to consider the change because the formal site plan approval process is an appropriate time to vest a project.

Mr. Glasper said the issue is predictability, which is addressed by providing predictability earlier in the process.

Manager Smith advised that the FAA’s opposition to residential uses on parcels not owned by the Port was not mentioned when planning the Town Center occurred in 1999. He asked whether the FAA’s

**TUMWATER ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**

**MINUTES OF MEETING**

**November 12, 2009 Page 5**

opposition is an official statement. Mr. Rudolph said it's likely the FAA would officially disapprove of residential uses near the airport. Manager Smith said it's unfortunate to learn of the FAA's position at this point since no input was provided during the Town Center planning process.

**OFFICE USES:**

**DISCUSS SPECIFIC TOPIC  
AREAS: REVIEW STRATEGIC  
PLAN LANGUAGE AND  
IDENTIFY DESIRED  
STRATEGIES FOR THE EDP  
FROM THE MENU OF  
OPTIONS:**

**AIRPORT RELATED  
STRATEGIES:**

Mr. Murphy reviewed items for considering the EDP for preservation of the airport and emphasizing economic development opportunities. The airport is not strongly addressed in the Strategic Plan (SP). There appears to be uncertainty on how to embrace and use the airport as an economic development asset. Other concepts, such as a duty-free zone or a tourism district around the airport were previously discussed.

Members agreed to include a bullet encouraging passenger air travel as a long-term vision.

Discussion ensued for crafting a better definition for "surrounding lands" within the first bullet on page 2.

Mr. Rudolph advised that the airport can accommodate larger business jets designed for long-range international travel. The largest aircraft the airport can accommodate is a 50 or 70-seat jet depending on the route and type of aircraft. The airport is not designed nor are there plans to accommodate 737s, airbuses, or 747s.

Councilmember Cathey referred to the potential for tourist destination trips beginning or ending in Tumwater with air travelers spending the night and eating at local restaurants. Mr. Murphy said he'll include that concept within the proposed EDP strategies.

**MIXED USE DEVELOPMENT  
AND NEIGHBORHOOD  
RETAIL:**

Mr. Murphy described the difference between 1) the Neighborhood Commercial (NC) zone and 2) neighborhood or community scale commercial development.

- 1) NC includes uses designed to serve local residents, such as convenience stores, cafés, restaurants, and professional services.

**TUMWATER ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**  
**MINUTES OF MEETING**  
**November 12, 2009 Page 6**

- 2) The presence of a grocery store or several restaurants is needed to create something larger than a single node. The Council discussed grocery-anchored centers, such as Tumwater Square as a possible option. A grocery-anchored center is a good model for Tumwater.

He asked members to discuss NC and neighborhood or community scale commercial and ways to encourage both types of development.

Members, staff, and Mr. Murphy offered the following input:

- Support the concept. Traffic is necessary to support neighborhood centers, which should be located along major thoroughfares.
- Examples of small nodes are the convenience store located off Black Lake and the Frog Pond Grocery in Olympia.
- Questioned whether the NC model fits the need and desire for improvements along Capitol Boulevard. There is an opportunity for new development and redevelopment along the corridor that could be of focus rather than concentrating on NC nodes.
- The Council is interested in differentiating big box retail and smaller stores and might be more interested in grocery-anchored centers.
- The European model includes smaller scale grocery stores with fresh foods and produce, a small meat shop, and deli similar to Trader Joe's. Capitol Boulevard is ideal for that type of development.

Mr. Murphy reported another strategy is establishing business districts in areas with cohesive commercial uses. This involves businesses collaborating and working together to provide an attractive and predictable environment as happens with a shopping mall. The City of Seattle has actively supported the creation of business districts. Capitol Boulevard could be an appropriate location for a business district in the future. University Place is another example of how cities can support business district development.

Mr. Johnson commented that now is the time to plan a vision for the next 10-20 years. Mr. Murphy said the City can help facilitate development by providing critical infrastructure and naming to create spaces that are cohesive. Mr. Johnson said the City could create business district concepts to help inform future development.

Mr. Murphy advised that he'll draft additional language based on the committee's discussions.

**CAPITOL BOULEVARD:**

Mr. Murphy reviewed items to consider for the EDP for Capitol Boulevard. Strategy B from Goal 2 in the SP discusses supporting the market-driven transformation of Capitol Boulevard from Southgate to the Town Center.

**TUMWATER ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**

**MINUTES OF MEETING**

**November 12, 2009 Page 7**

Ms. Stevenson suggested acknowledging the historic character and theme of the WSDOT building while not precluding potential use of the structure in the future.

Mr. Johnson said he understands the building will not survive another earthquake in its current condition.

Members discussed MU and General Commercial (GC) zoning requirements for setbacks and parking, and urban and suburban development concepts. Manager Smith reported that parking is required behind buildings fronting main streets in the Town Center.

Mr. Murphy said one idea is not calling out Capitol Boulevard as a goal or action area in the EDP.

Mr. Kennedy provided information on the City of Seattle's decision to pay all impact fees associated with Belltown, a multiple-occupancy housing development. Cities can't waive impact fees but have flexibility when creating business districts.

**LITTLEROCK SUBAREA:**

Mr. Murphy reported the City revisited the Littlerock Road Subarea Plan three years ago.

Mr. Cramer commented on residential uses in close proximity to businesses causing choke points and hindering commercial development along Littlerock Road.

Manager Smith identified MU zoned properties and Tumwater Middle School in the subarea. The purpose of Tye Drive is to carry commercial traffic from Troser Road down to the area near Black Hills High School.

Mr. Murphy suggested the EDAC should acknowledge economic development opportunities within the subarea, which should be encouraged.

**ENTERTAINMENT USES:**

The EDAC is scheduled to discuss "Entertainment Uses" at the December meeting.

**IMAGE, TOURISM, AND MARKETING:**

The EDAC is scheduled to discuss "Image, Tourism, and Marketing" at the December meeting.

Mr. Glasper commented that the EDP isn't substantive or adequately aggressive to implement goals within the SP. The EDP is an important plan to achieve the City's vision. However, the vision for the brewery property or Town Center will not materialize quickly with the current

**TUMWATER ECONOMIC DEVELOPMENT ADVISORY COMMITTEE  
MINUTES OF MEETING  
November 12, 2009 Page 8**

EDP as drafted. The EDP includes good strategies for other areas that can be addressed right away. He suggested revisiting the EDP in several years. Mr. Kennedy agreed with the comments.

Mr. Murphy challenged members to consider other ideas over the next month. Tumwater has a diverse economy. The most significant concept centers on business climate and predictability.

Additional comments from members included:

- The economy was in a different place when the EDAC embarked on the project.
- The EDP will position the City when the economy revives.
- Changing the development atmosphere will provide developers with opportunities to implement and promote businesses locating to Tumwater based on the City's vision.

**DISCUSS UPCOMING EDAC  
MEETINGS:**

Mr. Murphy distributed copies of a draft discussion guide for the November 16 joint worksession with the Council. Discussion areas include development climate, business retention and support, and brewery properties. He provided additional information on the meeting format.

**OPPORTUNITY FOR PUBLIC  
COMMENT:**

**Judy Bardin, 3129 Hoadly Street SE**, commented that another concern with distribution centers is air pollution associated with diesel trucks. She encouraged the City to attract and recruit sustainable businesses. One example is Olympia Food Coop, which is looking for a new site.

**John Fedor** outlined other emerging undeveloped areas in the City in addition to the Littlerock Road subarea including the western portion of the airport, the new annexation area to the west, the Town Center, and the Dohlman Farm. A good share of Tumwater is rural in character. The City will need to be a player to help Tumwater grow. A vibrant retail corridor is needed to generate revenues to achieve the City's vision. At the present time, the public/private partnership concept is not valid. Each party needs to bring something to the table and the City doesn't have "skin in the game." The development climate has changed. Although it may improve, it will be different and take some time to recover. The development community is not ready to beat down the doors to come to Tumwater or elsewhere. The City is competing with cities across the country to attract talent and capital.

Tumwater has an opportunity to bring attract development by using impact fees to leverage development and supplement what a developer brings to an area. Tumwater could have used impact fees paid by developers constructing state office buildings to shape the Town Center

**TUMWATER ECONOMIC DEVELOPMENT ADVISORY COMMITTEE  
MINUTES OF MEETING  
November 12, 2009 Page 9**

streetscape rather than applying impact fees Citywide. Impact fees can be used to spur development interest in specific areas, such as the 93<sup>rd</sup> Avenue/Kimmie Street intersection.

Mr. Fedor suggested the City should use impact fees from the Wal-Mart development to fund construction of Tyee Drive from Home Depot to Israel Road.

The City's tree ordinance requirements apply uniformly to all land uses. It may not be appropriate to apply the same regulations to light industrial parcels. An objective could be to save larger trees. The City should reevaluate the tree ordinance requirements for industrial and commercial properties to encourage future development.

**Dirk Farrar** suggested developing incentives to bring new business and development to the City to sustain and enhance the current quality of life.

**ADJOURNMENT:**

**With there being no further business, Chair Cramer adjourned the meeting at 7:42 p.m.**

Prepared by Cheri Lindgren, Recording Secretary  
Puget Sound Meeting Services



**CITY OF TUMWATER  
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE  
Meeting #10 – December 10, 2009  
DRAFT Material for Topics covered at Meeting #8**

This document contains preliminary material reflecting prior EDAC conversations. New language is underlined and shown in the context of all draft language developed thus far by the EDAC. Discussion on December 10 will focus primarily on new text.

This material is for discussion purposes only and is subject to further review and revision before it can be considered to be the Committee's final recommendation.

The following page is a summary of each draft Goal and supporting Action Strategies. The full draft text of each Goal is presented thereafter.

## **Summary of Goals and Action Strategies**

- I. Establish a Development Climate that Supports Economic Activity and Desirable Investment**
  - A) Prioritize ensuring predictable and efficient experiences for business owners and developers seeking to invest in Tumwater
  - B) Provide high quality and facilitative development services and a competitive development environment
  - C) Obtain regular feedback about the City's development regulations and processes
  - D) Maintain ongoing dialogue with key constituencies to ensure a common understanding of the City's economic development goals and development regulations
  - E) Promote Tumwater as an attractive location for business investment
- II. Retain and Support the City's Existing Businesses**
  - A) Communicate frequently that the City's existing businesses are valued and that the City's elected officials, staff, and partners want them to remain in the community
  - B) Facilitate the development of clusters of synergistic businesses by recruiting complementary businesses
  - C) Understand and seek to respond to the needs of the City's existing businesses
  - D) Partner with others to provide resources and programs to support Tumwater's independent businesses
  - E) Encourage the success of Tumwater's home-based businesses
- III. Build upon Tumwater's Strong Office Market**
  - A) Treat Tumwater's State offices as an economic development asset and important component of the City's economy
  - B) Promote Tumwater as an attractive residential location for office workers
- IV. Grow the City's Light Industrial and Manufacturing Sectors**
  - A) Communicate the continued importance of the City's industrial employers, telling them they are wanted contributors to the City's diverse economic base
  - B) Understand and respond to the needs of industrial users
  - C) Utilize the City's transportation infrastructure to support and grow its industrial and manufacturing sectors
  - D) Grow and promote Tumwater's clean energy and green business sectors
- V. Make Strategic Use of the Brewery Properties and Olympia Regional Airport to Strengthen the City's Economic Base**
  - A) Establish broad understanding of the future of the brewery properties and the Deschutes River Valley
  - B) Encourage dynamic mixed use development of the brewery properties west of Capital Boulevard
  - C) Encourage appropriate uses east of Capitol Boulevard within the Deschutes River Valley
  - D) Ensure development of properties adjacent to Cleveland Avenue is compatible with nearby residence
  - E) Embrace the Olympia Regional Airport as a Valuable Economic Asset
- VI. Evaluate and Advance the Future of Tumwater Town Center**
  - A) Evaluate the feasibility of the established Town Center vision for mixed use development
  - B) In partnership with the Port, encourage development by establishing a non-binding master site plan for Port-owned properties within Town Center
  - C) Consider additional investments and incentives if necessary to encourage development in the medium-to long-term
- VII. Encourage Economic Development that Strengthens the Tumwater Community**
  - A) Support multiple models of community-oriented development
  - B) Strengthen the identity and management of the City's business districts
  - C) Support the market-driven transformation of Capitol Boulevard from Southgate to Town Center
  - D) Promote the development of the Littlerock Road Sub-Area according to the Subarea Plan
- VIII. Image/Marketing/Tourism – to be developed**

## **Goal I      Establish a Development Climate that Supports Economic Activity and Desirable Investment**

### **A. Prioritize ensuring predictable and efficient experiences for business owners and developers seeking to invest in Tumwater**

1. Ensure that development regulations are established in a planned and scheduled fashion and clearly communicated on the City website and in printed materials
2. Allow the development of permitted uses to proceed in a predictable manner, avoiding mid-stream changes to development regulations in response to particular development proposals

### **B. Provide high quality and facilitative development services and a competitive development environment**

1. Evaluate creative approaches to establishing a City staff position responsible for Economic Development, including beginning with a part-time position or banking funding for the position until sufficient resources have been set aside
2. Fully implement the Latimore Report's recommendations to improve the operations of the City's development services functions
3. Employ education, training, and strong leadership to maintain a Development Services culture with a strong customer-service orientation
  - Encourage staff to help business owners and potential investors find suitable sites and solutions to challenges they encounter, while maintaining adherence to the community Vision and development regulations
4. Ensure consistent, accurate, and easily understood information is provided by Development Services staff
  - Create "plain English" handouts describing the City's development regulations and how investors can most successfully conduct business within the City of Tumwater
  - Establish protocols about what information should be provided at specific points in the development process
  - Document what information has been provided to individual prospective investors at different points in the development process
5. Establish and track timelines for routine tasks and processing, including deadlines for response to inquiries by business owners and potential developers
6. Consider timing the collection of impact fees to coincide with the beginning of the impact to City services
7. Consider an earlier vesting period for land use and zoning regulations to enable the City of Tumwater to better attract desirable development projects  
In modifying the City's vesting process, ensure that the following goals are met:
  - Support the fundamental objective of providing predictability for property owners and developers, limiting mid-stream changes to the City's development regulations by vesting appropriately, when project details are sufficiently solidified and communicated to the City
  - Remove a hindrance to economic development by ensuring the City's development climate is competitive with neighboring jurisdictions
  - Require revesting if significant project changes are proposed, or if development does not occur within a determined time period.
  - Ensure that the public has appropriate opportunity to comment on development proposals

## **Vesting**

“Vesting” means that a development proposal will be evaluated under the land use regulations in effect at the time the developer completes certain, specific actions (which may vary by jurisdiction), regardless of any subsequent changes to those regulations. In the State of Washington, a development proposal is vested when a developer submits a complete building permit application. Washington has codified this rule at RCW 19.27.095(1). A local government is able to enact its own vesting ordinance so long as it is no more restrictive than the State statute.

Tumwater’s current vesting ordinance, codified in Chapter 15.44 of the Tumwater Municipal Code, parallels State law by requiring the submittal of a valid and fully complete building permit application to vest a project under development and building code regulations in effect on the date of application. Vesting can also occur at the time a complete plat application is filed.

The proposed shift towards an earlier vesting period places Tumwater in a stronger competitive position with other cities in the region without compromising the City’s responsibility to ensure that projects are in concordance with its development regulations.

8. Amend the Tumwater Municipal code to establish a process for the Development Services Director to approve expedited processing of permit applications upon the request of a permit applicant

Consider the following conditions and alternatives as a part of this expedited option:

- An expedited processing schedule should be approved only if no other permit applications will be delayed
  - Contracting for permit review services should be considered as an alternative to prevent delays to other projects
  - Any additional costs incurred by the City due to expedited processing should be paid by the permit applicant as an increase in the permit application fee
9. Establish an enterprise fund to allow the purchase of up-to-date tools and systems to manage permitting
  10. Benchmark the City’s practices and regulations against those of neighboring communities
    - Conduct an annual review of key policies and practices to ensure the City remains competitive
    - Investigate neighboring community practices whenever significant policy or procedure changes are considered
  11. Track development inquiries and the status of investments by type and location, providing quarterly summary information for use by elected officials and staff and as material for the City’s economic development marketing efforts on its website and in the economic development update email

**C. Obtain regular feedback about the City’s development regulations and processes**

1. Solicit feedback on the City’s development climate during an annual Economic Development Roundtable
2. Establish a “customer satisfaction survey” and request feedback from individuals who interact significantly with the City’s development services
3. Proactively seek input from randomly selected business owners and developers involved in various points of the City’s development process

**D. Maintain ongoing dialogue with key constituencies to ensure a common understanding of the City’s economic development goals and development regulations**

1. Obtain diverse and representative input when significant policy changes are considered, seeking input by residents, business owners, and members of the development community
2. Establish an annual Economic Development Roundtable and an economic development email that provides regular updates of the City’s economic development efforts and private sector development activity
3. Communicate regularly with residents about the City’s economic development goals and efforts
  - Invite representatives of key constituencies and interested individuals to participate in the City’s annual Economic Development Roundtable and to receive the City’s economic development email updates
  - Communicate economic development issues to homeowner associations via email or by in-person participation when staff resources allow or significant issues warrant
4. Maintain strong connections to Tumwater’s business owners, treating them as key community stakeholders
  - Invite business owners to participate in the City’s annual Economic Development Roundtable and to receive the City’s economic development email updates
  - Conduct annual outreach to the City’s largest employers
  - Conduct “exit interviews” with businesses that relocate outside of Tumwater
  - Modify the City’s contract with the Thurston County Economic Development Council to require the organization provide feedback to City from its business outreach efforts
  - Explore opportunities to obtain feedback from the Port’s tenant outreach efforts
  - Establish a single point of contact at the staff level for the Chamber and EDC
  - Continue to participate regularly in partner meetings
5. Maintain connections to the development community
  - Invite members of the development community to participate in the City’s annual Economic Development Roundtable and to receive the City’s economic development email updates

**E. Promote Tumwater as an attractive location for business investment**

1. Establish key economic development messages to be communicated on the City’s website, in printed materials, and in economic development events and discussions
  - Communicate that economic investment in Tumwater is desired
  - Present a “new Tumwater” from an economic development perspective: promote the City’s elevation of economic development as a key priority area, the adoption of the Strategic and Economic Development Plans, and recent changes to the City’s development climate
  - Describe the City’s significant strengths and assets that provide substantial benefits to businesses and developers [include a sidebar that lists these assets]

- Promote the City’s development climate, with predictable processes and competitive regulations and fees
2. Rework the City’s website through a user-centered design process, soliciting input from residents, developers, and business owners and ensuring that economic development pages are easily accessed from the front page
  3. Provide “plain English” interpretations of the City’s development regulations on the City’s website and in simple printed handouts
  4. Continue to collaborate with the partners to market opportunities in Tumwater
  5. Create promotional collateral that describes the City’s demographics, market position, and specific development opportunities
    - Aggregate and communicate development opportunities by geography or allowable use, promoting opportunities in individual commercial districts or across the City for specific user types such as office-based employers or light industrial and manufacturing users

## **Goal II     Retain and Support the City’s Existing Businesses**

**A. Communicate frequently that the City’s existing businesses are valued and that the City’s elected officials, staff, and partners want them to remain in the community**

**B. Facilitate the development of clusters of synergistic businesses by recruiting complementary businesses**

1. Identify potentially synergistic industries and individual businesses during outreach to existing businesses [per II.C] and State offices [per III.A]

**C. Understand and seek to respond to the needs of the City’s existing businesses**

1. As staffing allows, appoint a “Business Ombudsman” to serve as a first point of contact for businesses requesting assistance from the City
2. Provide site location and permitting assistance services for businesses seeking to expand
3. Form a “red flag committee” comprised of City and public and private sector partners designed to anticipate and respond to businesses who are considering leaving the community
  - Engage in direct conversation promptly with firms that may leave, collaborating with the City’s economic development partners to send a strong message that retention of the business is desired
4. Conduct a “business survivability” survey with the City’s partners to understand the most critical needs of the area’s businesses
5. Survey existing businesses regularly regarding their infrastructure needs and respond to changes in requirements
6. Partner with the School District and the New Market Skills Center to provide targeted workforce development, supporting these organizations and connecting them with businesses

**D. Partner with others to provide resources and programs to support Tumwater’s independent businesses**

Consider options such as:

- Publication of a local business directory
- Promoting the benefits of shopping locally or creating a shop-local campaign, discount program, or local currency
- Trainings for business owners
- A business mentoring program
- Providing support and training to independent businesses that compete with large retailers, enabling them to identify strategic niches and thrive
- A grant/loan program for façade improvement, landscaping, or working capital

**E. Encourage the success of Tumwater’s home-based businesses**

1. Within the City’s regulations, balance a desire to avoid establishing barriers to home-based businesses with prudent mitigation of potential negative impacts on nearby residents
2. In collaboration with the Chamber, track and evaluate the significance of the City’s home-based business sector, evaluating the likely costs and benefits associated with strategies such as a mentoring program, facilitated gatherings of home-based entrepreneurs, shared meeting space and support services, or more in-depth incubation services

## **Goal III    Build upon Tumwater’s Strong Office Market**

### **A. Treat Tumwater’s State offices as an economic development asset and important component of the City’s economy**

1. Retain existing State offices and recruit uses that are complementary to the State, including suppliers, contractors, and other retail and service businesses that frequently interact with State agencies
  - Conduct regular outreach to State offices to understand and respond to their needs
  - Understand the types of businesses that State offices frequently interact with and recruit firms to locate nearby
2. Concentrate the location of State offices by advising the State Capitol Committee against future expansions of the Preferred Leasing and Development Areas
3. Build commercial services nodes around office locations
  - Ensure zoning and traffic infrastructure that allows the location of commercial nodes near office complexes
  - Create walking linkages between office complexes and Capitol Boulevard

### **B. Promote Tumwater as an attractive residential location for office workers**

1. Encourage the provision of market rate housing, place-making, and multi-modal transportation connections in and around Town Center
2. Promote Tumwater’s image among office workers whenever possible, considering them an important audience
  - Promote Tumwater events to the State office worker population

## **Goal IV    Grow the City’s Light Industrial and Manufacturing Sectors**

### **A. Communicate the continued importance of the City’s industrial employers, telling them they are wanted contributors to the City’s diverse economic base**

### **B. Understand and respond to the needs of industrial users**

1. Meet regularly with the Thurston County Economic Development Council to discuss economic development issues
2. Evaluate tree protection standards and consider an approach with different standards for different uses, including more flexibility for industrial uses
3. Understand and support the needs and redevelopment opportunities at Mottman and Beehive Industrial Parks, on Port- and privately-held lands around the airport, and in other areas zoned for industrial use

### **C. Utilize the City’s transportation infrastructure to support and grow its industrial and manufacturing sectors**

1. Locate new industrial uses in areas that well-served by truck routes that provide easy highway connections without disruption to other users
2. Ensure there are adequate truck routes to connect existing industrial areas to the highway
3. Recruit businesses that would take advantage of the City’s transportation assets, including the airport, access to I-5, and rail
4. Encourage appropriate uses on the brewery properties east of Capitol Boulevard [see V.C]
5. Seek grants to strengthen the City’s rail infrastructure

### **D. Grow and promote Tumwater’s clean energy and green business sectors**

[include a sidebar with definitions and why this is an appropriate opportunity for Tumwater given land base, infrastructure, and community values]

1. Monitor State efforts to understand and strengthen this portion of the economy
2. Reach out to existing green businesses to understand and support their needs and to develop effective strategies to recruit similar businesses
3. Work with partners to recognize and promote Tumwater’s existing clean energy firms and green businesses, supporting their retention and the attraction of similar firms
4. Create a market for local clean energy and green products through City construction or purchasing and support demonstration projects in collaboration with the New Market Skills Center
5. Establish a City Sustainability Strategy with green practices and policies
6. Work with partners encourage recycling and energy conservation by Tumwater businesses
7. Participate in regional organizations and events such as the Washington Clean Tech Alliance

**Goal V    Make Strategic Use of the Brewery Properties and Olympia Regional Airport to Strengthen the City’s Economic Base**

[In introduction, note that tourism uses and the Historic District are included in the tourism/marketing Goal.]

**A.   Establish broad understanding of the future of the brewery properties and the Deschutes River Valley**

1. Engage the Tumwater community in a discussion of the brewery properties to facilitate common understanding of the property’s constraints and development potential and to build support and predictability for subsequent development
2. Conduct a hydraulic study of the Deschutes River Valley to evaluate opportunities to restore the river channel and reduce the risk of flooding in the valley

**B.   Encourage dynamic mixed use development of the brewery properties west of Capital Boulevard**

1. Encourage uses that take full advantage of the unique characteristics of the brewery properties to create a regional draw, considering destination retail, office and/or housing uses
2. Evaluate applying the City’s Mixed Use zone to this area to guide future development and encourage a dynamic mix of uses on the site
3. Ensure that public access to the river is provided when the site is redeveloped, consistent with the requirements of the City’s Shoreline Master Program

**West of Capitol Boulevard**

Portions of this area are within shoreline jurisdiction of the City’s existing and proposed Shoreline Master Program, and are subject to the City’s fish and wildlife habitat protection standards. Redevelopment will require compliance with these regulations.

**C. Encourage appropriate uses east of Capitol Boulevard within the Deschutes River Valley**

1. Encourage uses east of the railroad track that take advantage of existing rail access, will not be negatively impacted by seasonal flood events, and will not impact area roads with high volumes of truck traffic
  - Evaluate establishing a Light Industrial overlay zone to narrow the types of uses that are allowed in this area

Appropriate uses for this area include certain types of light industrial uses that do not support large numbers of employees and customers onsite, and do not use, store or distribute materials that could contaminate flood waters. Specific examples of uses that may be appropriate include wholesaling, manufacturing, assembling, warehousing (nondistribution), and the storing, fabricating or repairing of goods. Examples of uses that may not be appropriate include warehouse distribution centers and general types of commercial and retail uses.

The Light Industrial zoning that currently applies to the area allows a wide variety of uses, some of which may not be appropriate due to the environmental characteristics of the site and potential negative impacts to surrounding roads and land uses. Concerns to be mitigated in determining specific allowable uses compatible with nearby residential uses include the scale of development, traffic, and noise and air pollution.

2. Proactively pursue permission for businesses and customers to cross the railroad tracks from Union Pacific
3. Ensure that public access to the river is provided when the site is redeveloped, consistent with the requirements of the City’s Shoreline Master Program

**East of Capitol Boulevard within the Deschutes River Valley**

Environmental characteristics of the site limit redevelopment opportunities east of Capitol Boulevard. This is especially the case for land between the railroad track and Capitol Boulevard as this area is entirely within the established 100-year floodplain. Existing City zoning regulations do not allow new structures within the 100-year floodplain.

The area between Capitol Boulevard and the railroad track is also within shoreline jurisdiction of the City’s existing and proposed Shoreline Master Program, and is subject to the City’s fish and wildlife habitat protection standards. It is likely that shoreline restoration/vegetation enhancement and a riparian habitat buffer will be required in this area when redevelopment of the property occurs, consistent with the City’s Draft Shoreline Master Program and adopted critical areas ordinance.

Property east of the railroad track is to a lesser extent also impacted by the environmental restrictions noted above. Winter storms have on occasion resulted in flooding of the Deschutes River across the river valley easterly to the toe of the bluff, well beyond the 100-year floodplain boundary. Flooding occurred most recently in December 2007 and January 2009. These flood events should be a consideration in determining appropriate uses for this area.

**D. Ensure development of properties adjacent to Cleveland Avenue is compatible with nearby residences**

1. Evaluate rezoning the four Light Industrial-zoned parcels to Single Family Medium Density Residential

This zoning will ensure that future development in this area will be compatible with adjacent residential neighborhoods to the south and east

**Adjacent to Cleveland Avenue – the Top of the Bluff**

Five former brewery properties are located west of Cleveland Avenue on the bluff above the Deschutes River Valley. Existing zoning for four of the parcels is Light Industrial. The southern-most parcel is zoned Single Family Low Density Residential. The two largest parcels are approximately 5 and 6 acres in size and contain well fields and a water reservoir. These parcels were recently purchased by the cities of Olympia, Lacey and Tumwater. Two one-acre parcels are located adjacent to Cleveland Avenue and are undeveloped.

**E. Embrace the Olympia Regional Airport as a Valuable Economic Asset**

1. Support aviation and aviation-related uses to ensure that future development takes advantage of the presence of the airport
2. Collaborate with partners to support and recruit airport-related businesses
  - Recruit directly airport-dependent businesses such as flight schools, aircraft design or repair firms, and aircraft upholsterers [short-term emphasis]
  - Recruit businesses that use the airport for the movement of people or freight [long-term emphasis]
3. Encourage the implementation of regularly scheduled passenger air traffic
4. Encourage use of the airport for tourism travel to and from the region, linking the airport to local restaurants and hotels

## **Goal VI Evaluate and Advance the Future of Tumwater Town Center**

### **A. Evaluate the feasibility of the established Town Center vision for mixed use development**

1. Compare the residential density required to support the mixed use vision for Town Center with the buildable capacity of available land

### **B. In partnership with the Port, encourage development by establishing a non-binding master site plan for Port-owned properties within Town Center**

1. Determine allowable uses, roads, transit service, and public amenities in concordance with the results of the Town Center Feasibility Study
  - If the vision is not supported, encourage the further development of commercial and civic uses
  - If the vision is determined to be feasible, explore opportunities to spur residential and commercial development
    - Invest in amenities and place-making
    - Reduce parking requirements for residential development
    - Evaluate opportunities to employ the Multifamily Tax Abatement or other incentives for residential development
  - Develop a street plan to reduce the size of existing blocks
2. Incorporate Mazama Pocket Gopher protection in a comprehensive and proactive manner within the master site plan
  - Consider taking an active role in acquiring or maintaining corridors or other public open spaces to help offset losses by property owners
  - Provide technical assistance to developers and landowners and use the City's website and economic development materials to communicate resolution of the issue

### **C. Consider additional investments and incentives if necessary to encourage development in the medium- to long-term**

## **Goal VII Encourage Economic Development that Strengthens the Tumwater Community**

### **A. Support multiple models of community-oriented development**

1. Clearly define differently-scaled models of community-oriented development, describing desirable development and community benefits for each

Models should include:

- 1) **Neighborhood commercial nodes** are small-scale developments with convenience retail establishments, restaurants, or service businesses that serve residents in the immediate area. The City's existing Neighborhood Commercial zone is intended to allow this form of development. Neighborhood nodes enhance quality of life for local residents by providing convenient walking or driving access to daily goods and services, but generally do not generate additional jobs or enhance the City's tax base.
  - 2) **Grocery-anchored centers** such as Tumwater Square are larger than neighborhood commercial nodes, consisting of a full grocery store and additional businesses that collocate in the same complex. Such centers require additional population and vehicle access and can provide more significant economic development benefits by capturing the spending of local residents and – depending on their location – residents from outside the city.
2. Revise the development standards for the City's Neighborhood Commercial zone to attract small-scale retail uses that can serve the needs of local neighborhoods
  3. Encourage the development of additional grocery-anchored centers in appropriate locations given population density and vehicle access
    - Identify appropriate and feasible locations for such development and evaluate existing zoning to ensure desired development is possible
    - Spur development if necessary by:
      - Investing in street or parking infrastructure
      - Consider zoning changes or other means to increase nearby residential population
      - Increase market draw by attracting anchor tenants or locating active civic uses in the area

### **B. Strengthen the identity and management of the City's business districts**

1. Name, demarcate, and promote the City's business districts to develop them as distinct, attractive, and vibrant commercial centers
  - Include the public in a process of identifying and naming the City's business districts
  - Develop a printed and web-based map that identifies business districts and neighborhoods
  - Enhance sense of place through signage, banner, street art, and other identifying markers
  - Invest in streetscape infrastructure
  - Develop renderings to enable residents, property owners, and business owners to visualize the desired future of select districts
  - Establish unifying design guidelines
  - Associate City events with specific businesses districts

2. Explore opportunities and partnerships to offer design assistance to property owners or business owners
3. Actively facilitate the establishment of managed business districts in areas with cohesive business activity [describe in text box]
  - Facilitate coordination among business owners or provide technical assistance to businesses establishing a Business Improvement Area or other model to provide business support and coordination

**C. Support the market-driven transformation of Capitol Boulevard from Southgate to Town Center**

1. Identify key opportunity sites and how they may be supported by the City through infrastructure investment, streetscape improvement and beautification efforts, and design standards
  - Explore options for redevelopment of the WSDOT site
2. Invest in mid-block pedestrian crossings in the Capitol/Trosper area and undergrounding of powerlines between M and X Streets
3. Enhance the visual appeal of the Southgate Corridor by adding trees and undergrounding power lines with landscaping assistance from the City's Tree Fund
4. Establish design standards that enhance the visual appeal of development along the corridor
5. Evaluate the feasibility and benefits of supporting the development of a managed business district for portions of Capitol Boulevard

**D. Implement the Littlerock Road Sub-Area Plan to Encourage Private Development in the Area**

**Design Assistance Programs**

As an economic development strategy designed to support businesses and encourage high-quality development that meets design guidelines, cities may offer design assistance to property owners or businesses. This assistance is typically provided by paying for the services of qualified architects or designers, or by students at a local college or university.

Many programs designate a targeted geographic area or business district within which businesses may be eligible for the program. Some programs set a cap on the size of the business (number of employees), the number of times a business may receive assistance within a set time period, or the total amount of subsidized services to be provided by the program within a given year.



## **CITY OF TUMWATER ECONOMIC DEVELOPMENT PLAN MEETING #10 – DECEMBER 10, 2009**

### **EDAC Discussion Guide: Strategy Development for Selected Topics**

This Discussion Guide is intended to facilitate EDAC discussion of specific, actionable strategies for inclusion in the City's Economic Development Plan. Related portions of the overarching Strategic Plan are shown in the left column ("Language in Current Strategic Plan"). Potential strategies are presented as a menu of options in the right column, along with related discussion questions in italics ("Items to Consider for Economic Development Plan").

#### **The following topic areas are addressed in this document:**

- Entertainment uses
- Image, Tourism, and Marketing

The goal is to discuss and identify preferred strategies for these topics in this session.

## Entertainment Uses

### Language in Current Strategic Plan

Goal #3 (Economic Development), Strategy D: Develop tools and capacity to proactively encourage business growth in targeted sectors

5. Pursue opportunities to attract special purpose uses that augment the City's economy and services, including medical and entertainment uses

### Items to Consider for Economic Development Plan

- 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 the region after business hours and on weekends
- *What entertainment uses, attractive to both Tumwater and regional residents, would be appropriate to target?*
- *Where would such uses best be located? Include in Brewery recommendations?*

## Image, Marketing, and Tourism

Language in Current Strategic Plan	Items to Consider for Economic Development Plan
<p><b>Goal 3E:</b> Promote Tumwater’s image as an attractive place to invest, live, shop, and play to targeted audiences</p> <ol style="list-style-type: none"> <li>Promote the City as a business-friendly community, communicating a clear and consistent message about desired development</li> <li>Promote Tumwater as an attractive residential location, encouraging State employees and others who work in Tumwater to live in the community</li> <li>Communicate the City’s shopping and recreation opportunities to populations living outside of the City</li> <li>Strengthen Tumwater’s attractions and promote the City as an attractive tourism destination</li> </ol>	<p><b>Establish a strong community image</b></p> <ul style="list-style-type: none"> <li>Build on the City’s frontier image and historic identity?</li> </ul> <p><b>Promoting the City to investors</b></p> <ul style="list-style-type: none"> <li>See draft language resulting from EDAC discussion on September 10</li> </ul> <p><b>Promoting Tumwater as a residential location</b></p> <ul style="list-style-type: none"> <li>How can the City outreach to State office workers?</li> <li>What amenities &amp; messages would be attractive to State office workers?</li> <li>What other populations would be strategic to target?</li> </ul> <p><b>Promoting Tumwater to the surrounding region population</b></p> <ul style="list-style-type: none"> <li>What are key attractions that should be promoted? <ul style="list-style-type: none"> <li>Parks/rec opportunities?</li> <li>Shopping?</li> <li>Historical/cultural attractions?</li> <li>Special events?</li> </ul> </li> <li>What are appropriate media to reach this population?</li> </ul> <p><b>Promoting the City as a tourism destination</b></p> <ul style="list-style-type: none"> <li>Encourage use of the Historic District and Old Brewhouse as a regional tourism draw <ul style="list-style-type: none"> <li>Provide pedestrian connections to the Historic District from the brewery properties west of Capitol Boulevard</li> </ul> </li> <li>Continue to work with Olympia and Lacey to promote the three-city area</li> <li>Who is the target audience? Appropriate media to reach them?</li> <li>What are key messages to convey?</li> <li>What are key attractions that should be promoted? Further developed? <ul style="list-style-type: none"> <li>Parks and recreation opportunities?</li> <li>Historical and cultural attractions such as the Old Brewhouse, Brewery site, Pioneer Park, other?</li> <li>Shopping?</li> <li>Special events?</li> </ul> </li> <li>How can the City’s “tourism infrastructure” be strengthened to make it a more attractive destination? <ul style="list-style-type: none"> <li>Ensure the City and its attractions are “visitor-ready”: well-signed, easily accessible, and safe</li> </ul> </li> </ul>



# CITY OF TUMWATER ECONOMIC DEVELOPMENT PLAN

## MEETING #10 – DECEMBER 10, 2009

### EDAC Prioritization Exercise

This worksheet will be used to identify key issues recommended for prioritization by the Economic Development Advisory Committee. The list below includes each Draft Goal and supporting Action Strategies. EDAC members will be given 3 dots and asked to identify their highest priority items. The Comments column can be used to identify specific items within individual Action Strategies or make other comments. The Committee will then review individual contributions and determine a short list of items for prioritization in the final plan.

Prioritization can be at the Goal or Action Strategy level and is intended to indicate general emphasis and importance for consideration in implementation planning.

Priority?	Goals and Action Strategies	Comments
	<b>I. Establish a Development Climate that Supports Economic Activity and Desirable Investment</b>	
	A) Prioritize ensuring predictable and efficient experiences for business owners and developers seeking to invest in Tumwater	
	B) Provide high quality and facilitative development services and a competitive development environment	
	C) Obtain regular feedback about the City's development regulations and processes	
	D) Maintain ongoing dialogue with key constituencies to ensure a common understanding of the City's economic development goals and development regulations	
	E) Promote Tumwater as an attractive location for business investment	
	<b>II. Retain and Support the City's Existing Businesses</b>	
	A) Communicate frequently that the City's existing businesses are valued and that the City's elected officials, staff, and partners want them to remain in the community	
	B) Facilitate the development of clusters of synergistic businesses by recruiting complementary businesses	
	C) Understand and seek to respond to the needs of the City's existing businesses	
	D) Partner with others to provide resources and programs to support Tumwater's independent businesses	
	E) Encourage the success of Tumwater's home-based businesses	
	<b>III. Build upon Tumwater's Strong Office Market</b>	
	A) Treat Tumwater's State offices as an economic development asset and important component of the City's economy	
	B) Promote Tumwater as an attractive residential location for office workers	

Priority?	Goals and Action Strategies	Comments
	<b>IV. Grow the City's Light Industrial and Manufacturing Sectors</b>	
	A) Communicate the continued importance of the City's industrial employers, telling them they are wanted contributors to the City's diverse economic base	
	B) Understand and respond to the needs of industrial users	
	C) Utilize the City's transportation infrastructure to support and grow its industrial and manufacturing sectors	
	D) Grow and promote Tumwater's clean energy and green business sectors	
	<b>V. Make Strategic Use of the Brewery Properties and Olympia Regional Airport to Strengthen the City's Economic Base</b>	
	A) Establish broad understanding of the future of the brewery properties and the Deschutes River Valley	
	B) Encourage dynamic mixed use development of the brewery properties west of Capital Boulevard	
	C) Encourage appropriate uses east of Capitol Boulevard within the Deschutes River Valley	
	D) Ensure development of properties adjacent to Cleveland Avenue is compatible with nearby residence	
	E) Embrace the Olympia Regional Airport as a Valuable Economic Asset	
	<b>VI. Evaluate and Advance the Future of Tumwater Town Center</b>	
	A) Evaluate the feasibility of the established Town Center vision for mixed use development	
	B) In partnership with the Port, encourage development by establishing a non-binding master site plan for Port-owned properties within Town Center	
	C) Consider additional investments and incentives if necessary to encourage development in the medium- to long-term	
	<b>VII. Encourage Economic Development that Strengthens the Tumwater Community</b>	
	A) Support multiple models of community-oriented development	
	B) Strengthen the identity and management of the City's business districts	
	C) Support the market-driven transformation of Capitol Boulevard from Southgate to Town Center	
	D) Implement the Littlerock Road Sub-Area Plan to Encourage Private Development in the Area	
	<b>VIII. Image/Marketing/Tourism – to be developed</b>	
	A)	
	B)	
	C)	
	D)	