



CITY OF TUMWATER ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

Meeting #6 – July 9, 2009 – 5:30-7:30 PM Tumwater City Hall Training Room

- 1. Introduction of New Committee Members** **5:30-5:40**
- 2. Update on City Council Strategic Planning Process (Brian, All)** **5:40-5:50**
 - Vision, Mission, and Beliefs Statements
 - Five Goals with Supporting Action Strategies
- 3. Briefing: Current Activity Related to Economic Development (Tim, All)** **5:50-6:15**
 - Status of policy discussions
 - Status of development projects
 - Updated taxable retail sales data and Comparative Tax Base Composition Analysis (Kapena)
- 4. Briefing: Results of Community Survey (Kapena, All)** **6:15-6:30**
- 5. Review of Council Charge to EDAC (Brian, All)** **6:30-7:05**
 - Discuss overall charge
 - Discuss direction provided related to Economic Development and Place-Making
 - Review Crosswalk of Draft Economic Development Outline with Council's Charge to the EDAC
 - Discuss final product of EDAC work
- 6. Discuss Plan for Upcoming EDAC Meetings (Kapena, All)** **7:05-7:20**
 - Review draft meeting schedule and topics to be covered, adding topics as appropriate
 - Confirm meeting dates (all 5:30-7:30 at City Hall)
 - August 6
 - September 10
 - October 8
 - (Hold November 12)
- 7. Opportunity for Public Comment** **7:20-7:30**



CITY OF TUMWATER ECONOMIC DEVELOPMENT PLAN COUNCIL CHARGE TO EDAC – JULY 1, 2009

Council's Charge to the Economic Development Advisory Committee

This document provides Council direction regarding the City's overall economic development approach and specific place-making strategies. In addition to specific direction established by Council, the EDAC is charged with addressing the questions and areas of focus indicated throughout this document. Additional topics may be addressed at the Committee's discretion.

Considering this direction, the EDAC is to explore options and establish a plan to achieve the City's economic development Vision and Goals. The product of the Committee's work should be a Recommended Draft Economic Development Plan for consideration by the Planning Commission and City Council. Council will modify this document as appropriate and adopt it as the Economic Development Element of the City's Comprehensive Plan.

Summary of Draft Strategic Plan

The text below summarizes the Goals and Action Strategies of the Draft Strategic Plan. Council direction to the EDAC regarding economic development (Goal III) and place-making (Goal II) is shown in detail on the following pages.

I. Strengthen Tumwater's Civic Society, Neighborhoods, and Residential Quality of Life

- Engage, inform, and involve citizens in civic dialogue and City policy development
- Strengthen Tumwater's civic institutions
- Strengthen the identity and quality of the City's neighborhoods **(priority area)**
- Increase pedestrian and bike connections across the City
- Advance implementation of the Park, Recreation, and Open Space Plan
- Preserve open space and develop public recreation uses around the Blackhills Soccer Club property and/or other southwest Tumwater properties
- Utilize existing and new festivals and events to foster community

II. Create Dynamic and Vibrant Places for Residents and Visitors

- Encourage the dynamic utilization of the brewery property, with connections to the larger river corridor and the golf course
- Support the market-driven transformation Capitol Boulevard from Southgate to Town Center
- Support the established vision for Town Center
- Pursue development of the Littlerock Subarea

III. Facilitate Desirable Economic Development Consistent with the Community's Vision

- Build understanding and support for the City's economic development efforts internally, among community members, and with key partners **(priority area)**
- Ensure that the City's development climate provides clarity, consistency, predictability, and efficiency **(top priority area)**
- Provide strong support for the retention and expansion of the City's existing businesses
- Develop tools and capacity to proactively encourage business growth in targeted sectors
- Proactively promote investment opportunities in the City

IV. Promote Environmentally and Socially Sustainable Development and Practices

- Integrate environmental and social sustainability as fundamental components of the City's value system and decision making framework
- Strengthen regional joint planning initiatives that protect the environment and enhance quality of life for the region's residents **(priority area)**
- Provide a diversity of housing and employment opportunities
- Continue to improve resource efficiency in the City's facilities, fleet, and internal practices
- Improve resource efficiency in private development through the City's land use policies and development regulations
- Strengthen the range of transportation options available in and around Tumwater
- Encourage resource efficiency among Tumwater residents, businesses, and partners
- Promote the physical health of Tumwater residents

V. Manage City Resources Effectively

- Continue to plan for the ongoing fiscal sustainability of the City **(priority area)**
- Retain and develop City staff
- Enhance the City's capacity by utilizing strategic relationships with regional and local partners in the public, private, and non-profit sectors
- Ensure annexations occur in a smooth and efficient manner

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 enough wealth and resources into the community to create opportunities for all residents
- 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
- State agencies and office-based employers that complement 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*
- *Continue to be the home of well-integrated State and local government agencies*
- *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 a beautiful natural environment featuring views of Mt Rainier and the Olympics. 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.

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 neighborhood traffic 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 continue to expand the presence of State and local agencies, as well as complementary businesses that benefit from proximity to these public sector entities.
- 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.

Action Strategies

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

- 1) Seek to add a staff position dedicated to economic development when resources allow, evaluating opportunities and needs relative to other potential positions
 - Prior to this addition, assign responsibilities and tasks to existing staff as appropriate given their current duties and engage City Councilmembers and key community and regional partners
- 2) 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
- 3) 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
- 4) 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

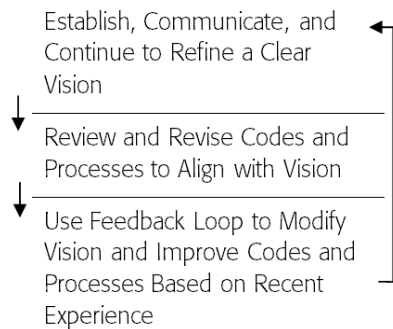
- State of Washington
- Thurston County
- The Port of Olympia
- Thurston County
- Neighboring jurisdictions
- Olympia-Lacey-Tumwater Visitor and Convention Bureau
- Thurston County Economic Development Council
- Congressional offices
- South Puget Sound Community College

Community Partners

- Tumwater Area Chamber of Commerce
- Tumwater School District
- Farmers market organizers
- Commercial developers
- Large employers

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 and City staff
 - 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 and Tumwater residents
 - 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
 - Engage stakeholders in potentially affected neighborhoods on a regular and as-needed basis to facilitate alignment of resident interests and development plans:
 - Explore ways the City can serve as a facilitator or bridge between developers and community members
- 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

Questions & Area of Focus for the EDAC:

- **How can the City best support existing businesses?**

D) Develop tools and capacity to proactively encourage business growth in targeted sectors**Questions & Area of Focus for the EDAC:**

- Identify market factors desirable to different development types: what do manufacturers, large scale retailers, office-based employers, and other potential businesses look for when they make their location decisions?

- 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

Questions & Area of Focus for the EDAC:

- **Where might new neighborhood commercial centers best be placed?**
- **How can existing and emerging centers be supported?**

- 2) Continue to expand the presence of State offices and attract complementary office-based employers
 - Concentrate the location of State offices by advising the State Capitol Committee against future expansions 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 complementary to the State
- 3) Support the continuing and evolving strength of the City's light industrial and manufacturing firms
 - Explore the needs and re/development opportunities at 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

Questions & Area of Focus for the EDAC:

- 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?

- 4) 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 the region 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
 - Establish regular conversations with staff of the Thurston County Economic Development Council to communicate the City's economic development goals and opportunities
 - 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) Ensure that developers active in the regional market identify Tumwater as an attractive place to invest
 - Hold annual forums for developers and property owners
 - Encourage staff to foster relationships with developers active in the region
- 3) Explore opportunities to promote key development opportunities

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, consistent 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 and the Golf Course**

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.

Question & Area of Focus for the EDAC:

- 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?

- **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.

Question & Area of Focus for the EDAC:

- 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?

- **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.

Action Strategies

	Short-Term (Year 1)	Mid-Term (Years 2-3)	Long-Term (Years 4+)
A. Encourage the dynamic utilization of the brewery property, with connections to the larger river corridor and the golf course	<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 (ongoing) • Help market the site (ongoing) • Engage in conversation about 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 more proactive options, including potential acquisition by the City • Consider public investments to link residential & commercial areas • Mitigate fish hatchery traffic impacts with signage 	
B. Support the market-driven transformation Capitol Boulevard from Southgate to Town Center	<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 Corridor: trees, power lines with landscaping assistance from the tree fund • Establish design standards that enhance the visual appeal of development along the street • Invest in mid-block pedestrian crossings in Capitol/Trosper area & undergrounding of powerlines between M & X Streets* 	<ul style="list-style-type: none"> • Explore options for redevelopment of the WSDOT site • Explore the use of incentives for pedestrian-oriented community scale retail and commercial development 	

Short-Term (Year 1)

Mid-Term (Years 2-3)

Long-Term (Years 4+)

C. Support the established vision for Town Center

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| <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 | <ul style="list-style-type: none"> • Consider additional City investment (breaking up blocks, street & sidewalk infrastructure, other) if market is not responding |
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* This work is currently programmed in the City's Capital Facilities Plan.

Monitor market & impact of new office bldgs.

D. Pursue development of the Littlerock Subarea

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



CITY OF TUMWATER ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

Meeting #7 – July 9, 2009

CROSSWALK OF PRIOR ECONOMIC DEVELOPMENT PLAN OUTLINE AND COUNCIL CHARGE TO THE EDAC

This document summarizes strategies that were being considered by the EDAC as part of its Economic Development Plan Draft Outline from June of 2008 (left column). These preliminary ideas are shown in relation to related concepts in Council's charge and direction to the EDAC (right column).

Significant actions that were explored in the Draft Economic Development Plan Outline that are not featured in Council's charge are shown with underline text in the left-hand column. This material is largely in keeping with the Council change and can easily be included in the initial draft of the Economic Development Plan.

Underline text in the right-hand column highlights significant areas of focus in the EDAC's draft document that are not addressed in Council's charge to the EDAC. These ideas could be recommended for inclusion in Council's Draft Strategic Plan.

Actions from Economic Development Plan Outline	Related Actions in Council's Charge to the EDAC
I. Create a climate and development services that are ready for business	
<ul style="list-style-type: none">Establish and adhere to clear and consistent land use development policies and zoning	<p>This concept is addressed in Council's charge related to economic development (Action Strategy B): "Ensure that the City's development climate provides clarity, consistency, predictability, and efficiency"</p> <ul style="list-style-type: none">This was identified by Council as the highest priority among Strategic Plan items

Actions from Economic Development Plan Outline	Related Actions in Council's Charge to the EDAC
<ul style="list-style-type: none"> • Establish focused economic development as a Citywide priority: <ul style="list-style-type: none"> • Ensure this Plan is used to inform the policies and actions of the City Council, Planning Commission, and departments • Invest in education and outreach to residents and City staff about the nature and desired benefits of Tumwater's economic development efforts 	<p>This concept is addressed in Council's charge related to economic development (Action Strategy A): "Build understanding and support for the City's economic development efforts internally, among community members, and with key partners"</p> <ul style="list-style-type: none"> • This was identified by Council as a high priority item
<ul style="list-style-type: none"> • Establish an economic development staff position <u>OR</u> a standing Economic Development Committee with participation by individuals from the business and development communities 	<p>This concept is addressed in Council's charge related to economic development (Action Strategy A): "Seek to add a staff position dedicated to economic development when resources allow"</p>
<ul style="list-style-type: none"> • Engage the business and development community on a regular basis: <ul style="list-style-type: none"> • <u>Establish regular business and development roundtables to facilitate the exchange of information as well as targeted outreach to gain input on relevant City policies or actions</u> • <u>Establish regularly scheduled communications with the Port of Olympia, inviting a representative to provide regular updates at City Council meetings</u> 	<p>This concept is addressed in Council's charge related to economic development (Action Strategy B): "Create opportunities for regular dialogue with members of the development community and Tumwater residents"</p> <ul style="list-style-type: none"> • <u>Consider recommending incorporation of these tactics in the Strategic Plan</u>
<ul style="list-style-type: none"> • <u>Continue to enhance the efficiency and predictability of the City's permitting process</u> <ul style="list-style-type: none"> • <u>Implement recommendations of the Latimore Report</u> • <u>Consider establishing an enterprise fund system for building permit fees to continually invest in new tools and other improvements</u> • <u>Consider establishing an expedited review process for targeted projects and a commitment to specific response times</u> • <u>Track and report progress to the City Council on a regular basis</u> 	<p>This concept is addressed in Council's charge related to economic development (Action Strategy B)</p>

Actions from Economic Development Plan Outline	Related Actions in Council's Charge to the EDAC
<ul style="list-style-type: none"> Evaluate zoning, regulations, and fees from a development perspective <ul style="list-style-type: none"> <u>Using the TRPC update of the City's buildable lands capacity assessment in 2012, conduct a targeted study for key parcels that hold potential for multiple uses</u> Incorporate an economic development perspective in establishing planning policies – holistic; development pro formas Promote the City's economic development image, desires for development, and reformed processes and procedures 	<p>Most of these items are included in Council's charge related to economic development (Action Strategies B and E)</p>

II. Take a proactive role in ensuring redevelopment of the brewery property & extended area benefits the community

<ul style="list-style-type: none"> Actively work to advance the bankruptcy court process and free the property for redevelopment 	<p>No longer applicable</p>
<ul style="list-style-type: none"> Recognize the importance of this site and take a proactive role: collaborate or partner with private sector and non-profit players to achieve a remarkable development <ul style="list-style-type: none"> Be flexible; but require use of the site to be <u>extraordinary</u> Provide visioning, zoning, infrastructure, public outreach, staff resources Incorporate public uses and public access to the river <u>Encourage the development of a signature architecture piece visible from the highway</u> 	<p>Most of these items are included in Council's charge related to place-making (Action Strategy A): "Encourage the dynamic utilization of the brewery property, with connections to the larger river corridor and the golf course"</p> <ul style="list-style-type: none"> <u>Consider recommending incorporation of these ideas in the Strategic Plan</u>
<ul style="list-style-type: none"> <u>Develop a vision and/or plan for the larger area</u> around the brewery property, connect to Tumwater Square and Capitol Boulevard <ul style="list-style-type: none"> <u>Incorporate planning for whole river valley and view properties between Capitol Boulevard and Cleveland Avenue</u> <u>Support the development of adjacent sites to activate the area</u> Explore options for a conference center with the State 	<ul style="list-style-type: none"> <u>Consider recommending incorporation of these ideas in the Strategic Plan</u>

Actions from Economic Development Plan Outline	Related Actions in Council's Charge to the EDAC
III. Pursue additional place-making to provide destination retail offerings, community gathering places, & housing	
<ul style="list-style-type: none"> • Support the existing vision for Town Center, applying strategies to help it be successful <ul style="list-style-type: none"> • Maintain 20-year vision and adhere to development restrictions that ensure a mix of development types – preserve the opportunity for long-term development in line with the established vision • Engage in dialogue with the Port to ensure a common vision and set of strategies are held for the Town Center area • Establish incentives for residential development in the short-term and establish a mid-term timeline to evaluate development trends and consider the use of additional measures to achieve the desired vision • Explore options for the Multi-Family Tax Abatement program • <u>Consider reducing parking requirements for residential development</u> • <u>Work with local property owners to master plan street grid to break up super blocks</u> • <u>Assess development mid-term and determine whether the City wants to make additional efforts to encourage desired development: addressing super blocks, investing in sidewalk and streetscape improvements or parking; If investments are to be made, prioritize street infrastructure investments</u> • <u>Assess the impacts of the protection of the Mazama Pocket Gopher and consider allowing increased height limits to maintain the overall density of the site and its feasibility for public transportation service</u> • Evaluate establishing a fee in lieu of property taxes on State-owned buildings • Market investment opportunities in collaboration with property owners and developers 	<p>Most of these items are included in Council's charge related to place-making (Action Strategy C): "Support the established vision for Town Center"</p>
<ul style="list-style-type: none"> • Capitol Boulevard and Southgate <ul style="list-style-type: none"> • Continue to invest in capital improvements • Establish design standards that produce attractive development • Enhance the visual appeal of the Southgate shopping center through landscaping • Beautify the corridor with street trees, banners, and signage 	<p>Most of these items are included in Council's charge related to place-making (Action Strategy B): "Support the market-driven transformation Capitol Boulevard from Southgate to Town Center"</p>

Actions from Economic Development Plan Outline	Related Actions in Council's Charge to the EDAC
<ul style="list-style-type: none"> • Littlerock Road Sub Area <ul style="list-style-type: none"> • Implement Sub Area Plan • <u>Evaluate opportunities to address the "hourglass issue"</u> 	<p>Little Rock Road is addressed in Council's charge related to place-making (Action Strategy D): "Pursue development of the Littlerock Subarea"</p>
<p>IV. Engage in proactive retention, expansion, and recruitment efforts</p>	
<ul style="list-style-type: none"> • Retain and support the expansion of existing businesses, with a focus on small and locally-owned enterprises <ul style="list-style-type: none"> • Parking lot enhancements • Business retention • <u>Manage Capitol Boulevard as a business district</u> • Establish partnerships to provide business training and support services • Encourage residents to shop locally 	<p>Business retention is addressed Council's charge related to economic development (Action Strategy C) and is an area that Council has asked be strengthened by the EDAC.</p>
<ul style="list-style-type: none"> • <u>Attract desirable retail businesses</u> <ul style="list-style-type: none"> • <u>Attract retail businesses and restaurants for the Town Center and brewery sites</u> • <u>Partner with a retail broker to support City plans and recruit desired tenants</u> • <u>Attract big box retail, targeting it in areas that are currently zoned to allow it</u> 	<p>Council's charge does not include an explicit focus on business attraction.</p>
<ul style="list-style-type: none"> • Support the development of additional neighborhood retail nodes <ul style="list-style-type: none"> • Preserve the opportunity for neighborhood retail by maintaining existing zoning • Study the gap and understand the level of additional residential growth required to support neighborhood retail • When desired retail becomes feasible, proactively recruit and facilitate 	<p>Neighborhood commercial is addressed Council's charge related to economic development (Action Strategy D.1): "Support the development and success of additional neighborhood scale commercial areas." This is an area that Council has asked be strengthened by the EDAC.</p>

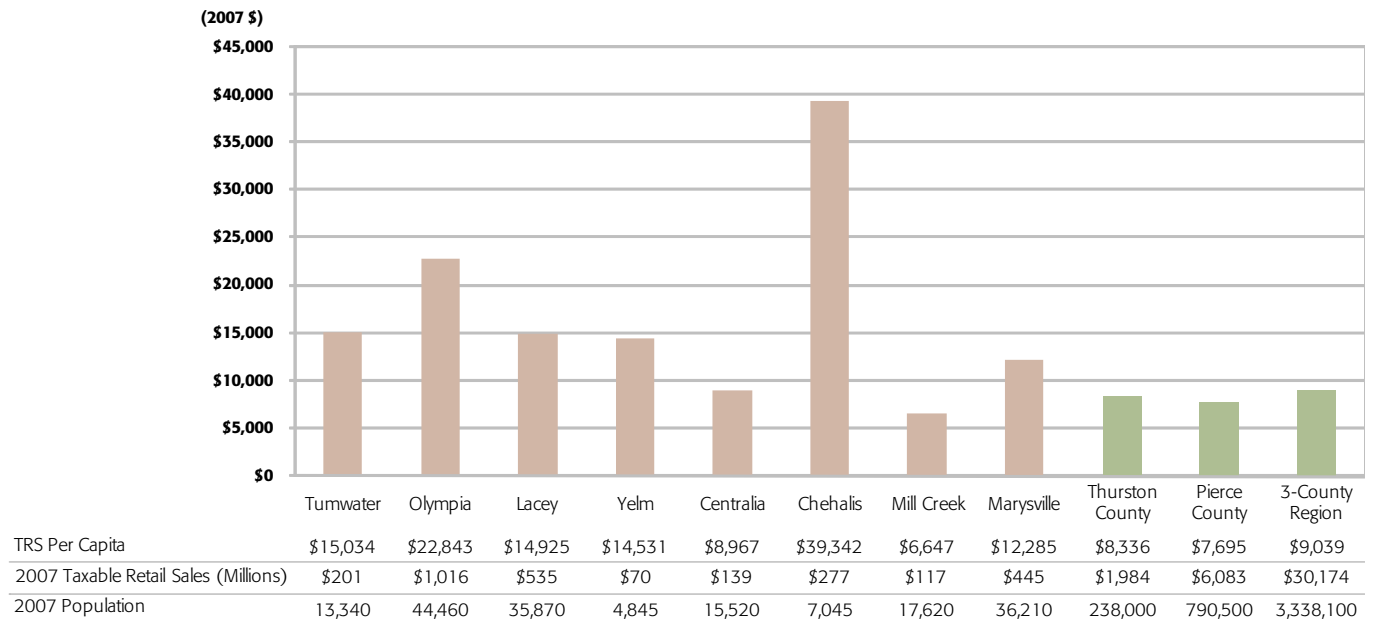
Actions from Economic Development Plan Outline	Related Actions in Council's Charge to the EDAC
<ul style="list-style-type: none"> • Industrial <ul style="list-style-type: none"> • <u>Communicate the continued importance of the City's industrial employers</u> • Conduct outreach to industrial businesses – establish regular breakfasts • <u>Evaluate zoning for flexibility and encourage the development of "flex tech" space</u> • <u>Establish strategies to address piecemeal development in Kimmie Road area, identifying what uses and style of development is desired</u> • Preserve and market industrial opportunities in the Mottman Industrial Area • <u>Establish relationships and mechanisms to promote development opportunities and link business owners and developers with land owners</u> 	<p>Industrial and manufacturing sectors are addressed in Council's charge related to economic development (Action Strategy D.3): "Support the continuing and evolving strength of the City's light industrial and manufacturing firms." This is an area that Council has asked be strengthened by the EDAC.</p>
<p>V. Residential Quality of Life</p>	
<ul style="list-style-type: none"> • Consider targeted quality of life enhancements as economic development investments, recognizing the link between Tumwater's residential quality of life and economic development 	<p>Goal I of the Draft Strategic Plan addresses residential quality of life.</p>
<ul style="list-style-type: none"> • Provide a wide range of housing options including single family homes, high density condominiums and apartments, and workforce housing 	<p>Goal IV of the Draft Strategic Plan addresses providing a diversity of housing and employment opportunities</p>
<ul style="list-style-type: none"> • Target State office workers seeking housing options close to their place of work <ul style="list-style-type: none"> • Promote Town Center residential development opportunities by focusing on the opportunity to house State employees • Improve walking and biking connections between Town Center and nearby residential areas 	<p>These ideas are addressed in Council's charge related to economic development (Action Strategy D.2): "Continue to expand the presence of State offices and attract complementary office-based employers." This area could likely be strengthened.</p>
<ul style="list-style-type: none"> • Enhance City and neighborhood identity through signage and neighborhood events 	<p>These ideas are incorporated in Goal I of the Draft Strategic Plan which talks about strengthening the identity and quality of the City's neighborhoods.</p>
<ul style="list-style-type: none"> • Improve walking and biking connections between residential and commercial areas 	<p>These ideas are incorporated in Goal I of the Draft Strategic Plan which talks about strengthening the identity and quality of the City's neighborhoods.</p>

Actions from Economic Development Plan Outline	Related Actions in Council's Charge to the EDAC
<ul style="list-style-type: none"> Enhance the City's partnership with the School District (<u>possibilities may include facility siting, facility sharing, event coordination, entrepreneurship/leadership mentoring program</u>) 	<p>These ideas are incorporated in Goal I of the Draft Strategic Plan which talks about strengthening Tumwater's civic institutions.</p>
<p>VI. Image and Tourism</p>	
<ul style="list-style-type: none"> Promote the City as a business-friendly community supportive of desirable investment <ul style="list-style-type: none"> Communicate a clear and consistent message about desired development Promote improvements to the City's business processes and describe the City's ongoing economic development and business outreach efforts: <u>use the City's website, create a regular business-oriented newsletter; utilize press releases to communicate significant projects or policy changes; create promotional collateral that describes the City's demographics, market position, and specific development opportunities</u> 	<p>Promoting investment opportunities in Tumwater is in Council's charge related to economic development (Action Strategy E): "Proactively promote investment opportunities in the City."</p>
<ul style="list-style-type: none"> Promote the City as a great place to live, focusing on quality of life and the City's natural and cultural amenities 	<p><u>The Draft Strategic Plan does not include an explicit focus on promoting Tumwater in these ways.</u></p>
<ul style="list-style-type: none"> Promote the City's shopping and recreation opportunities to populations living to the south of the City 	<ul style="list-style-type: none"> <u>Consider recommending incorporation of these ideas in the Strategic Plan</u>
<ul style="list-style-type: none"> <u>Develop the City's ability to attract visitors from outside the City</u> <ul style="list-style-type: none"> <u>Build on the City's frontier image and historic identity</u> <u>Develop attractions to draw visitors to the City: Old Brewhouse, Brewery site, Pioneer Park</u> <u>Ensure the City and its attractions are "visitor-ready": well-signed, easily accessible, and safe</u> <u>Establish regional recreation opportunities to attract residents of neighboring cities</u> 	<p><u>The Draft Strategic Plan does not include an explicit focus on tourism.</u></p> <ul style="list-style-type: none"> <u>Consider recommending incorporation of these ideas in the Strategic Plan</u>

5.0 RETAIL MARKET ANALYSIS

5.1 Retail Spending Patterns in Neighboring Cities

Exhibit 23
Taxable Retail Sales per Capita, 2007



Source: Washington Department of Revenue and Office of Financial Management, 2008

Note: TRS per capita calculated by taking 2007 retail sales in all retail categories (NAICS codes 44-45) and dividing them by 2007 population.

- TRS per capita is a measure of the general strength of a jurisdiction’s retail sector relative to its population size.
- Olympia, Tumwater, and Lacey all have relatively high taxable retail sales (TRS) per capita compared to the comparable cities. Olympia has particularly strong auto sales – when auto sales are excluded, Olympia and Tumwater have almost the same TRS per capita values (about \$15,000).
- Chehalis has particularly high TRS per capita because of the outlet center located in the city, the city’s relatively small population, and the sales likely drawn from residents in Centralia.

Exhibit 24
Recent Trend in Taxable Retail Sales Collections, 2005-2007

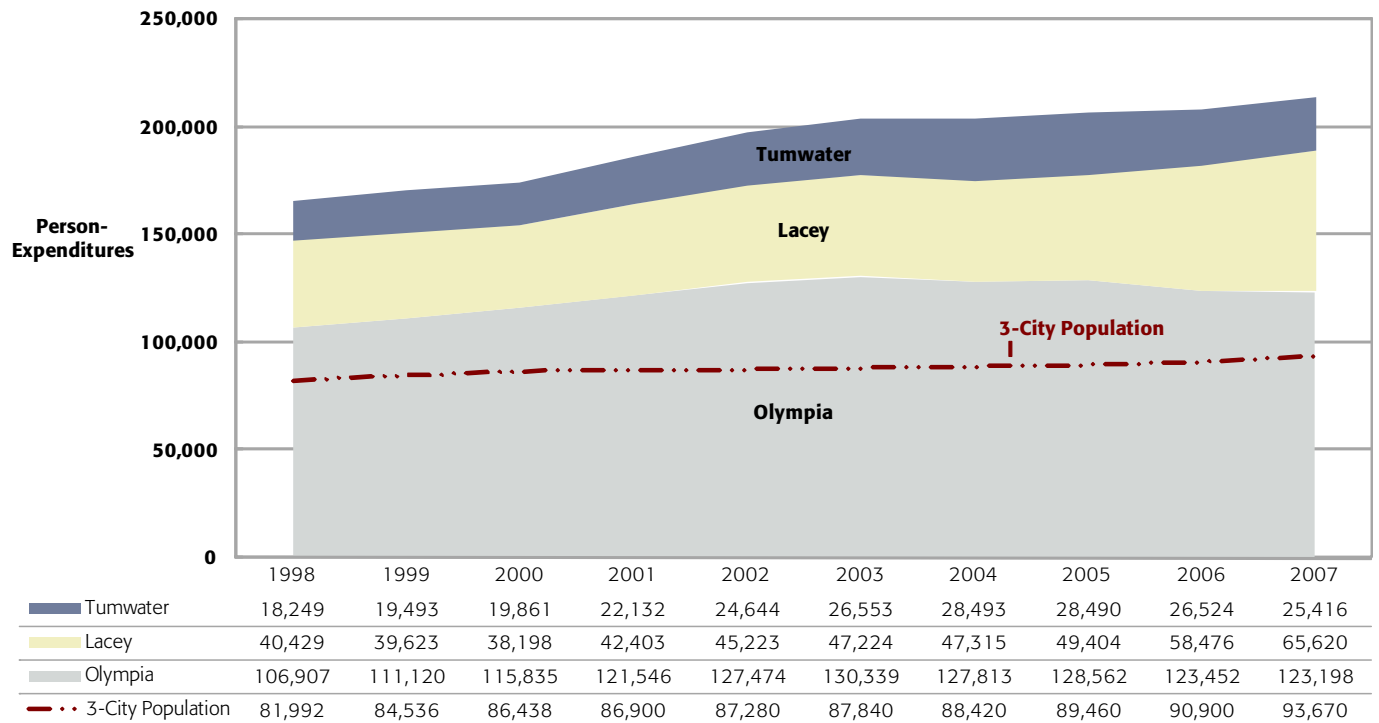
	Taxable Retail Sales (\$ Millions)			Percent
	2005	2007	Change 2005-2007	Change 2005-2007
Tumwater	\$212	\$201	-\$11	-5%
Olympia	\$992	\$1,016	\$24	2%
Lacey	\$362	\$535	\$173	48%
Yelm	\$46	\$70	\$24	53%
Centralia	\$120	\$139	\$20	16%
Chehalis	\$234	\$277	\$43	18%
Mill Creek	\$86	\$117	\$31	36%
Marysville	\$226	\$445	\$219	97%
Thurston County	\$1,754	\$1,984	\$230	13%
Pierce County	\$5,574	\$6,083	\$509	9%
3-County Region	\$26,764	\$30,174	\$3,411	13%

Source: Washington Department of Revenue, 2008

- Tumwater is the only community in the list of comparables that has seen a decline in TRS collections over the past two years.
- Of the Thurston County comparable cities, Lacey and Yelm experienced the greatest percentage increases in TRS between 2005 and 2007 (48% and 53% respectively).
- It is worth noting that **Exhibit 24** does not capture the effects of the recent economic downturn and reduction in TRS most Washington communities are experiencing.

Person-Expenditures¹

**Exhibit 25
 Total Retail and Restaurant Person-Expenditures in Tumwater, Lacey, and Olympia,
 1998-2007**



Source: Washington Department of Revenue, 2008

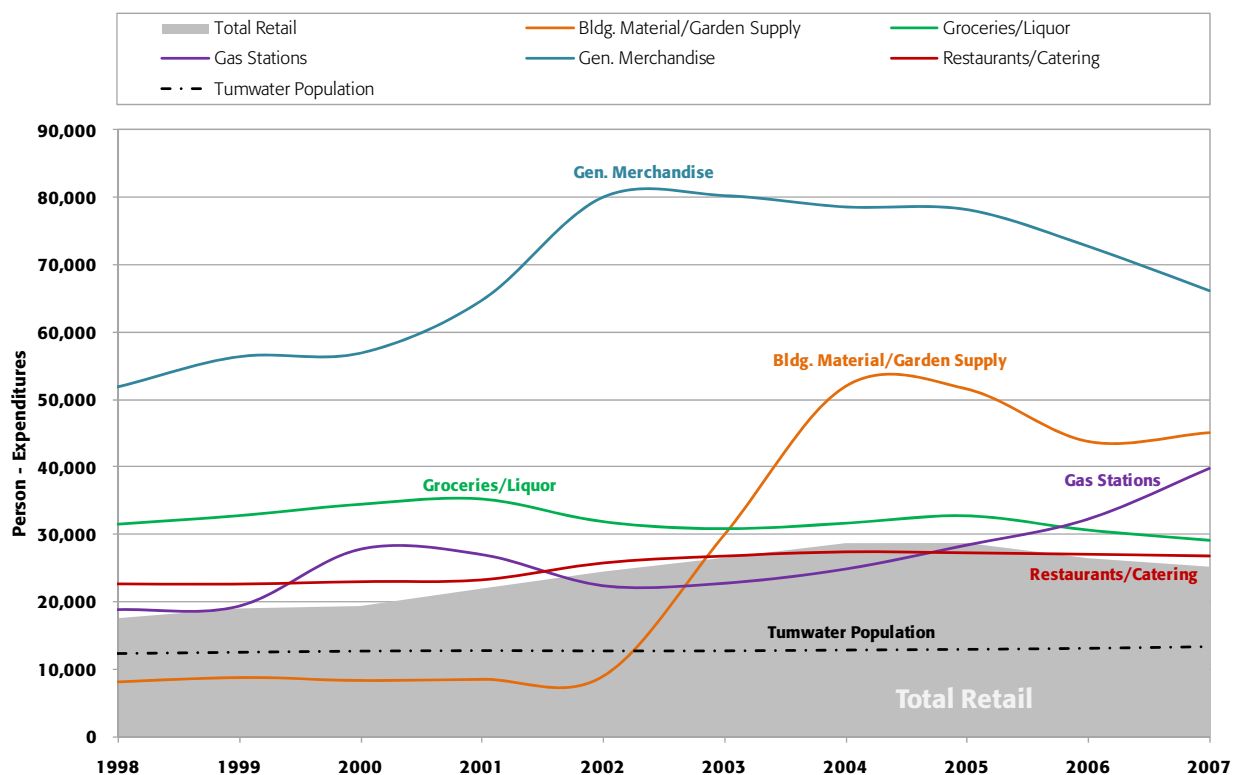
Note: This is a stacked area chart so the person-expenditures values in the chart are additive. For example, in 2007, Tumwater had 25,416 person-expenditures, Lacey had 65,620, and Olympia had 123,198 for a total of about 214,000 person-expenditures in all three cities. NAICS categories included in calculations: 44 and 45 (Retail Trade), 722 (Food Services and Drinking Places).

- Combined person-expenditures for the 3-city urban center of Thurston County (Olympia, Lacey, Tumwater) far exceeds the 3-city population. This indicates that the 3-city area is a strong regional retail center that serves a much larger market area, drawing consumers from other parts of Thurston and neighboring counties.
- In 2007, Olympia captured the largest share of person-expenditures in the 3-city area (58%), followed by Lacey (31%), and Tumwater (12%).

¹ A "person expenditure" is the statewide average amount of spending per capita each year by retail category. Person expenditure totals are calculated by taking the total retail spending in a particular retail category and dividing it by the statewide per capita spending in that category.

- In terms of growth trends, Lacey has seen the most rapid increase in sales capture over the past ten years (5.5% annual average growth rate), followed by Tumwater (3.8%), and Olympia (1.6%). Population in the 3-city area grew by 1.5% annually over the same period.
- Between 2005 and 2007, Tumwater and Olympia both experienced declines in retail sales capture, most likely due to increased competition and new retail offerings in Lacey, which saw a significant spike in person-expenditures in the same time period. The decline in market share for Tumwater and Olympia and increase in market share for Lacey occurred primarily in the General Merchandise, Building Materials, Electronics, and Furniture categories.

Exhibit 26
Person-Expenditures in Tumwater by Large Retail Category, 1998-2007



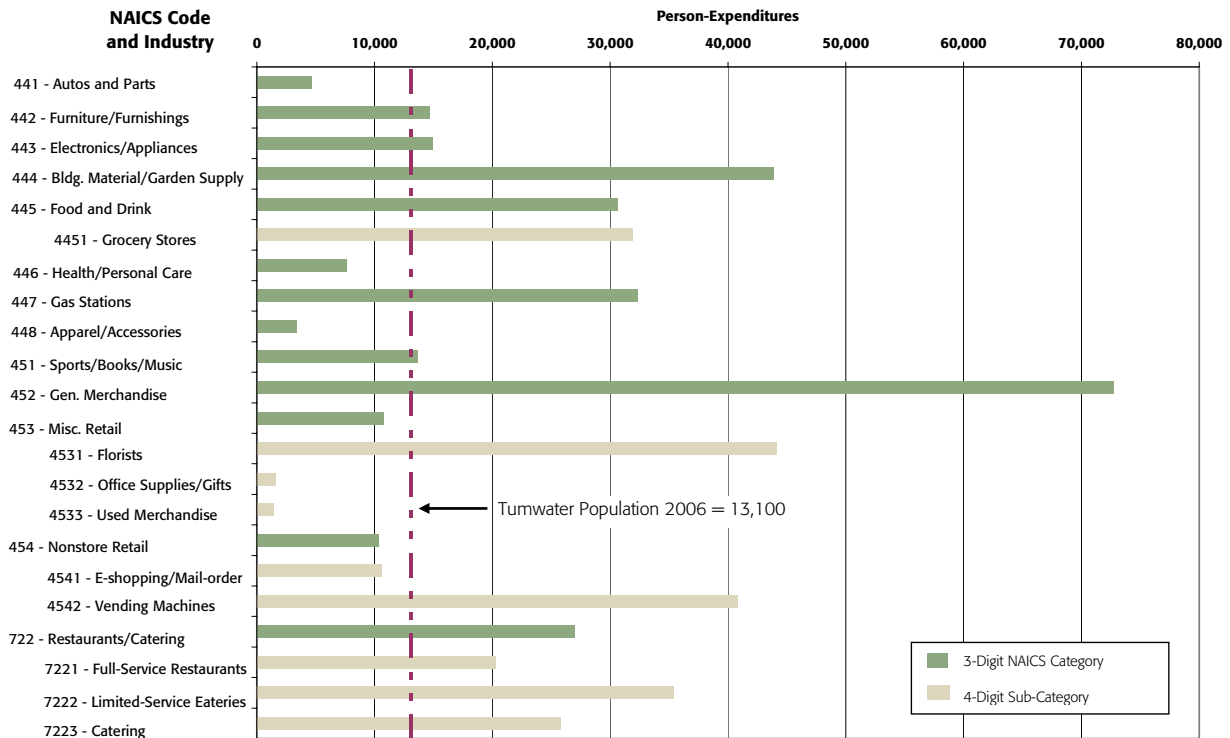
Source: Washington Department of Revenue, 2008

Exhibit 26 characterizes retail spending patterns in Tumwater by displaying person-expenditures over the past ten years in the five strongest retail categories in the City.

- The strongest two retail categories in Tumwater are General Merchandise and Building Material/Garden Supply. The large increases in person-expenditures in these two categories (in 2002 and 2004 respectively) likely coincide with the openings of large General Merchandise retailers like Costco and the large Building Material retailer Home Depot.
- General Merchandise person-expenditures have seen a gradual decline since 2005. This pattern is likely related to recent expansions of general merchandise retail competition in Lacey. This relationship was reflected earlier in **Exhibit 25**.

Exhibit 27 shows Tumwater person-expenditures in all major retail categories in 2006.

Exhibit 27 Person-Expenditures in Tumwater by Retail Category, 2006



Source: Washington Department of Revenue, 2007

- Tumwater has very strong retail sales in general merchandise, which includes sales from large department stores such as Fred Meyer and Costco, and strong sales in building materials, which includes sales in stores such as Home Depot. Tumwater retailers are likely drawing spending in these categories from consumers in surrounding communities.
- Tumwater has relatively strong retail sales in convenience-oriented retail categories such as grocery stores, gas stations, and restaurants. Person-expenditures in all these categories exceed the city’s current population. The one relatively weak convenience retail category is health and personal care stores, which includes drug stores. Convenience-oriented sales are one area of focus given the city’s large employment base and potential capture of daytime spending.
- Tumwater has less of a retail presence in some retail categories such as electronics, office supplies, and apparel. Spending in these categories is likely “leaking” out to other malls and retail clusters in Lacey and Olympia.



CITY OF TUMWATER STRATEGIC PLAN DEVELOPMENT

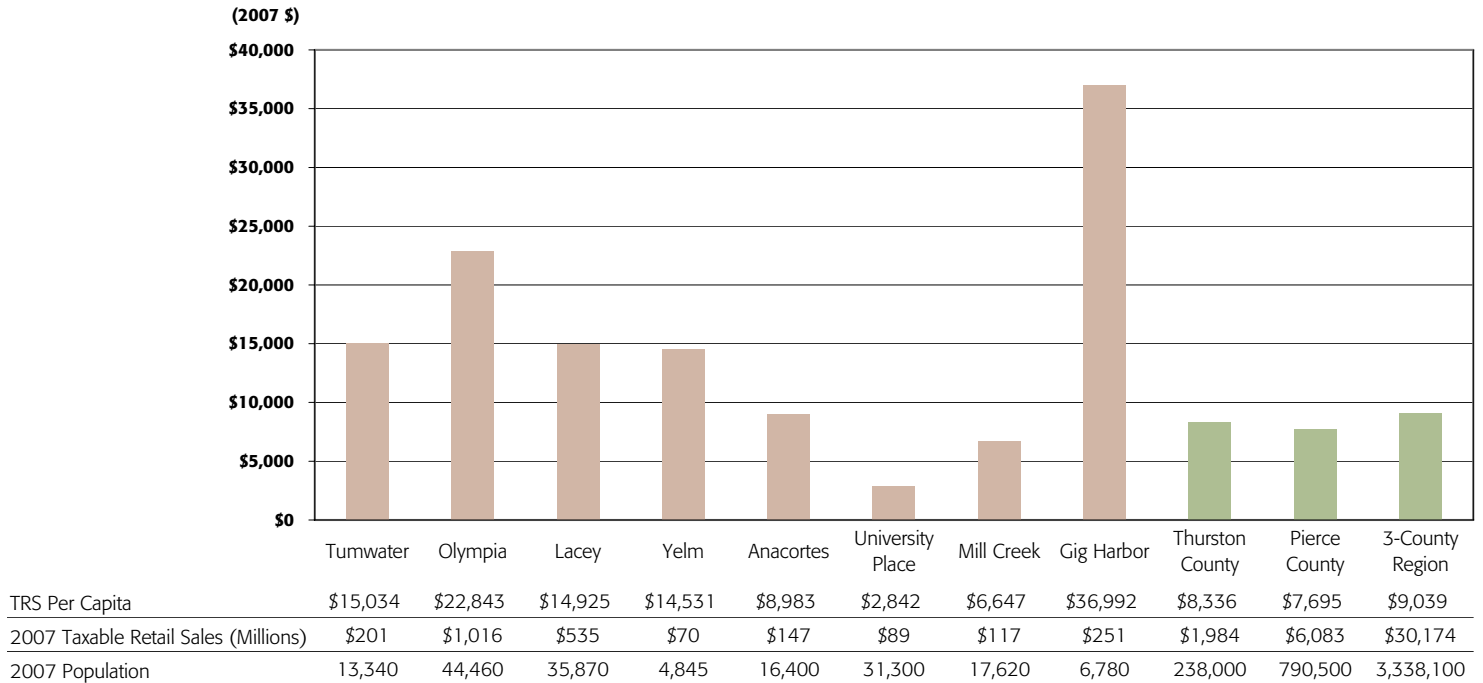
**City Council Strategic Planning Work Session
February 6-7, 2009**

COMPARATIVE RETAIL TAX BASE COMPOSITION ANALYSIS

These exhibits contain additional information on the City's taxable retail sales collections. Comparable information for other communities is provided for context.

These materials were generated for the EDAC in May 2008 but were never presented.

Taxable Retail Sales per Capita, 2007



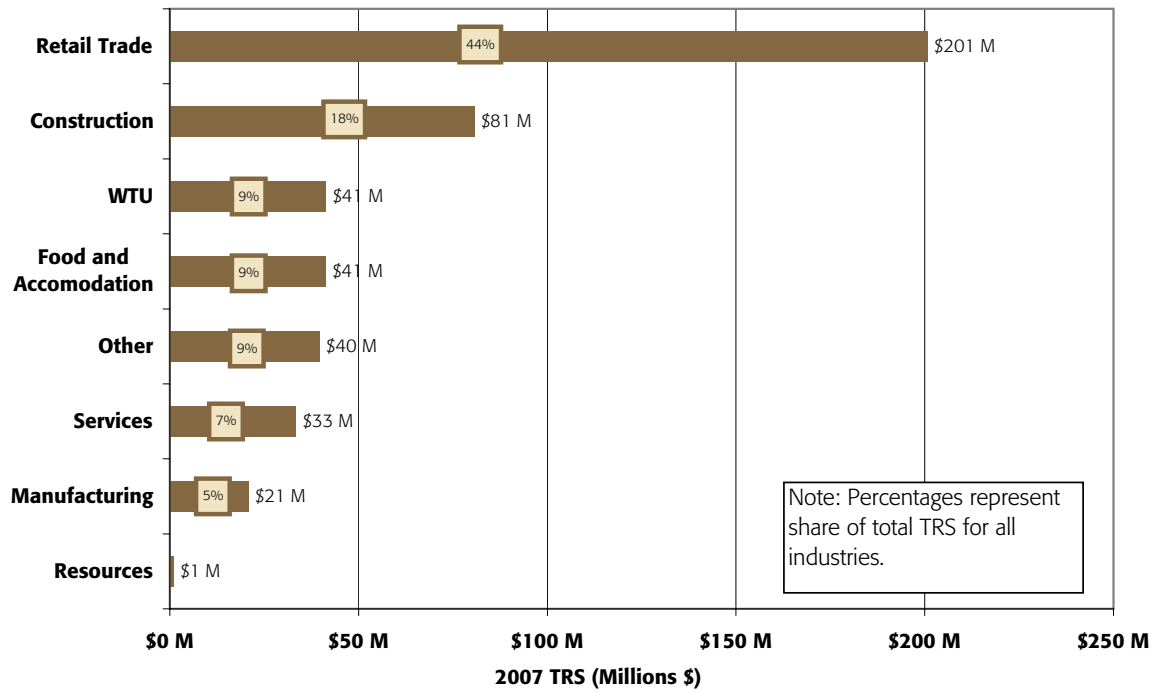
Source: Washington Department of Revenue and Office of Financial Management, 2008

Note: TRS per capita calculated by taking 2007 retail sales in all retail categories (NAICS codes 44-45) and dividing them by 2007 population.

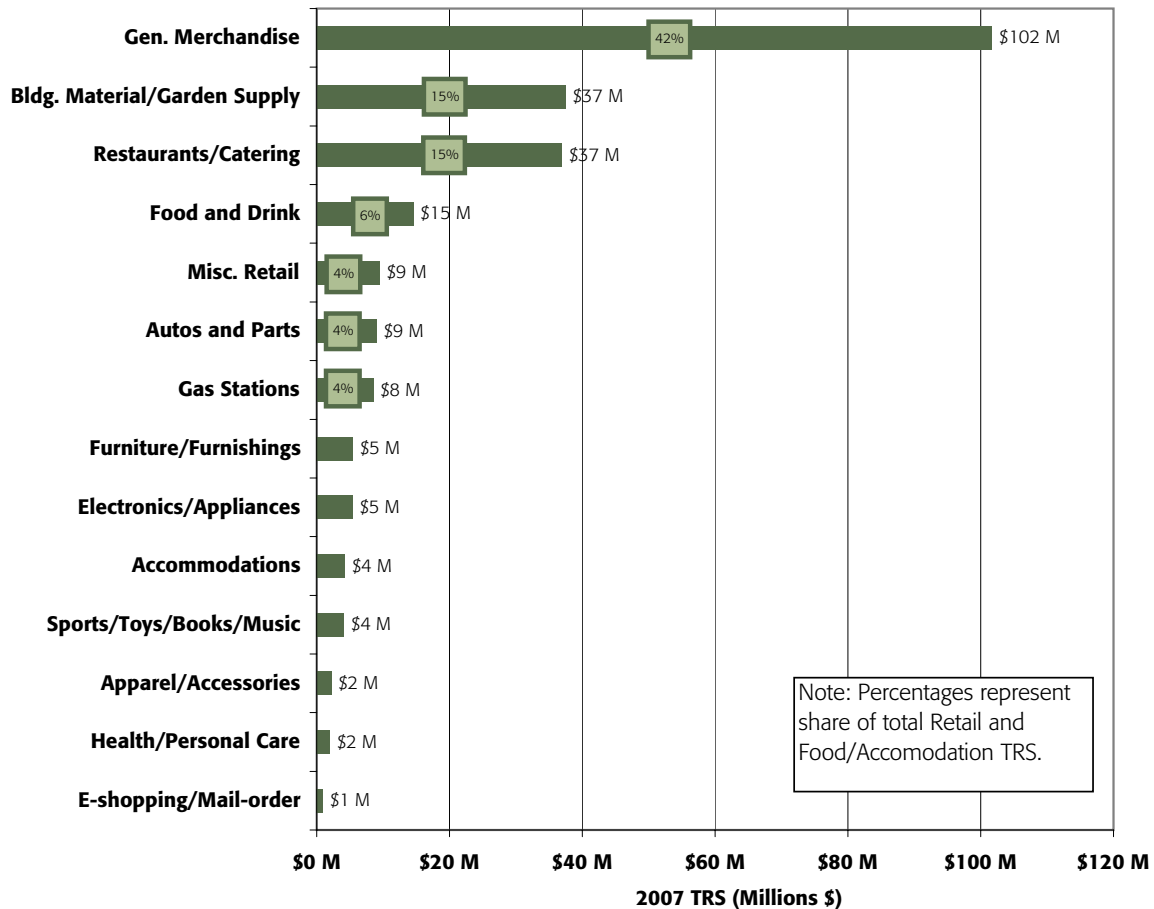
- TRS per capita is a measure of the general strength of a jurisdiction's retail sector relative to its population size.
- Olympia, Tumwater, and Lacey all have relatively high taxable retail sales (TRS) per capita compared to the comparable cities. Olympia has particularly strong auto sales – when auto sales are excluded, Olympia and Tumwater have almost the same TRS per capita values (about \$15,000).

City of Tumwater Taxable Retail Sales (TRS)

Total TRS by Industry, 2007



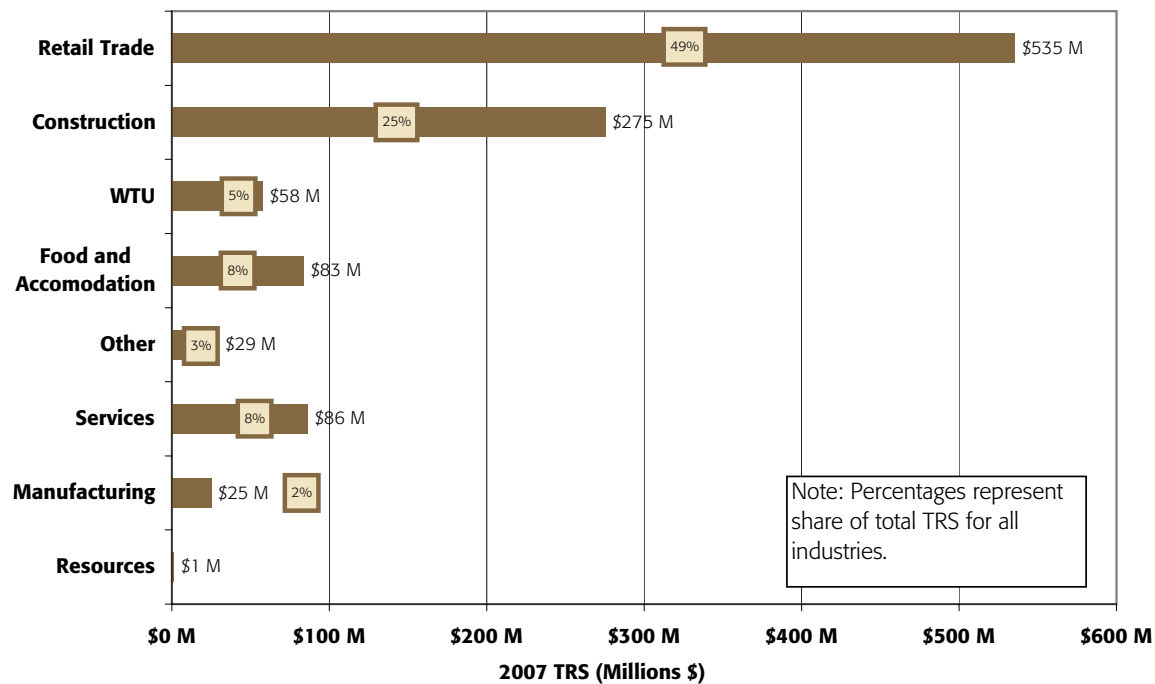
TRS in Retail and Food/Accommodation, 2007



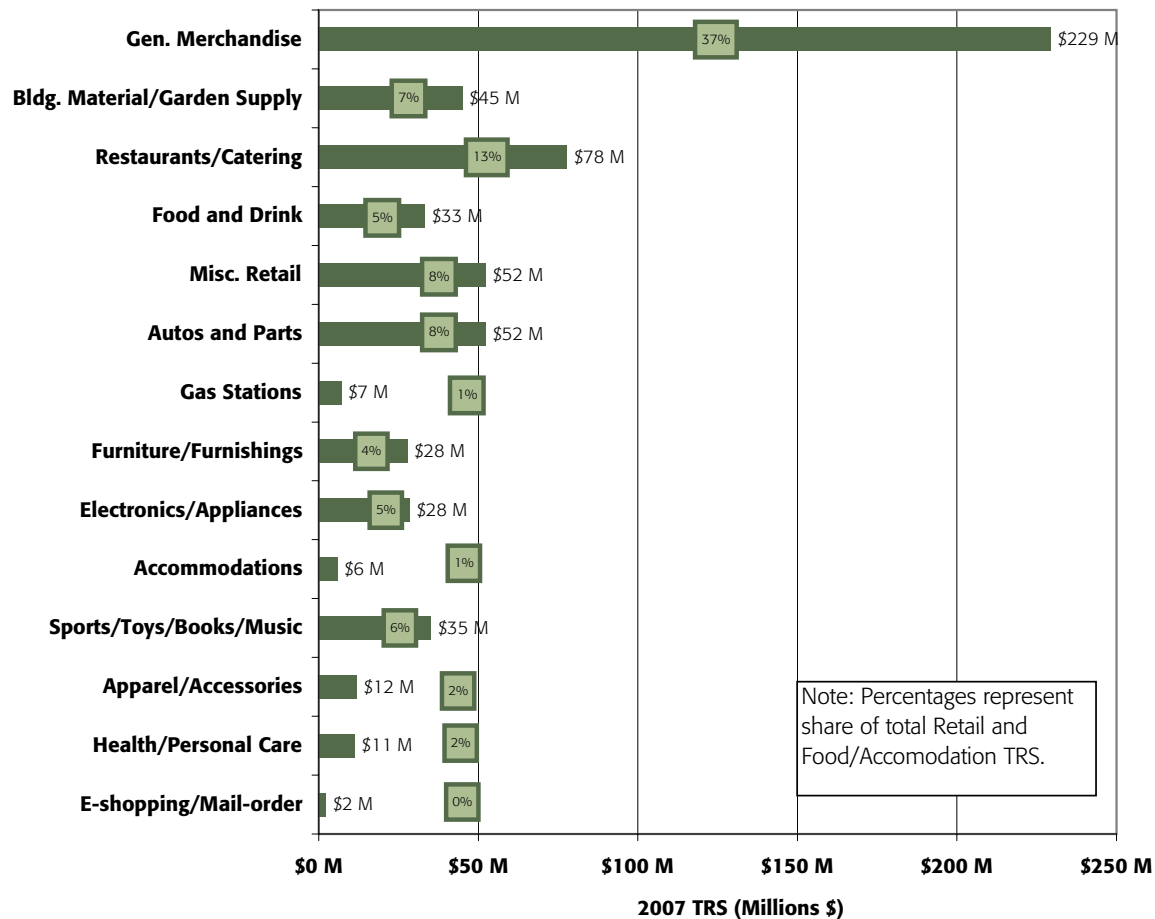
Source: Washington Department of Revenue, 2008

City of Lacey Taxable Retail Sales (TRS)

Total TRS by Industry, 2007



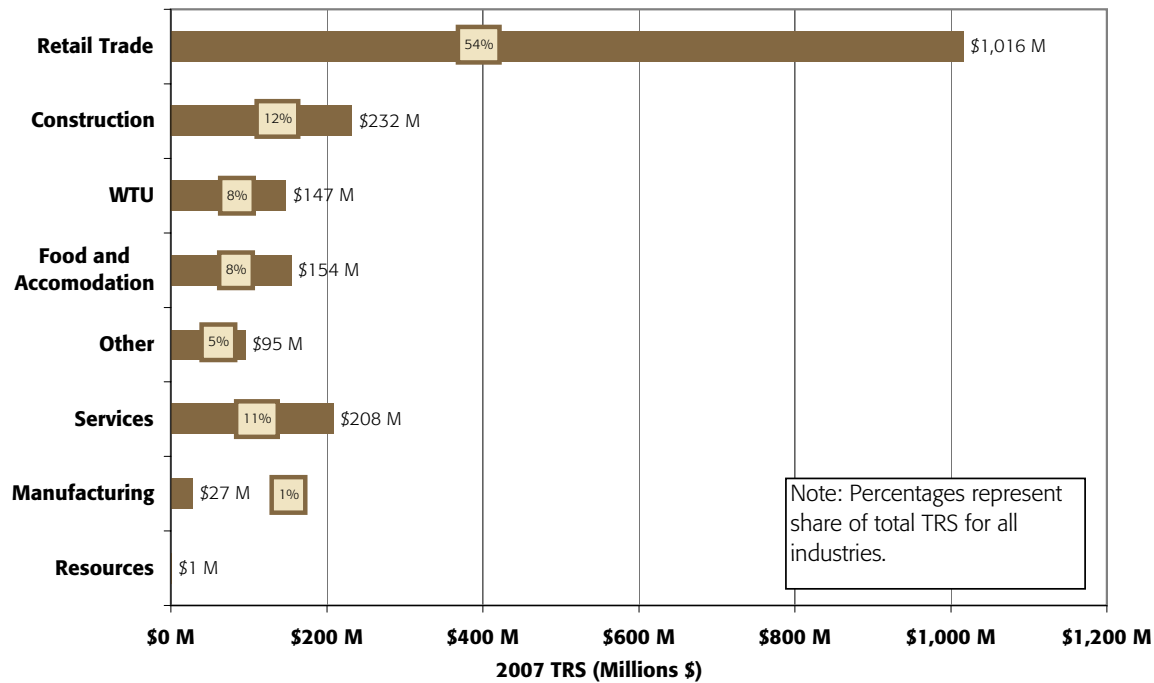
TRS in Retail and Food/Accommodation, 2007



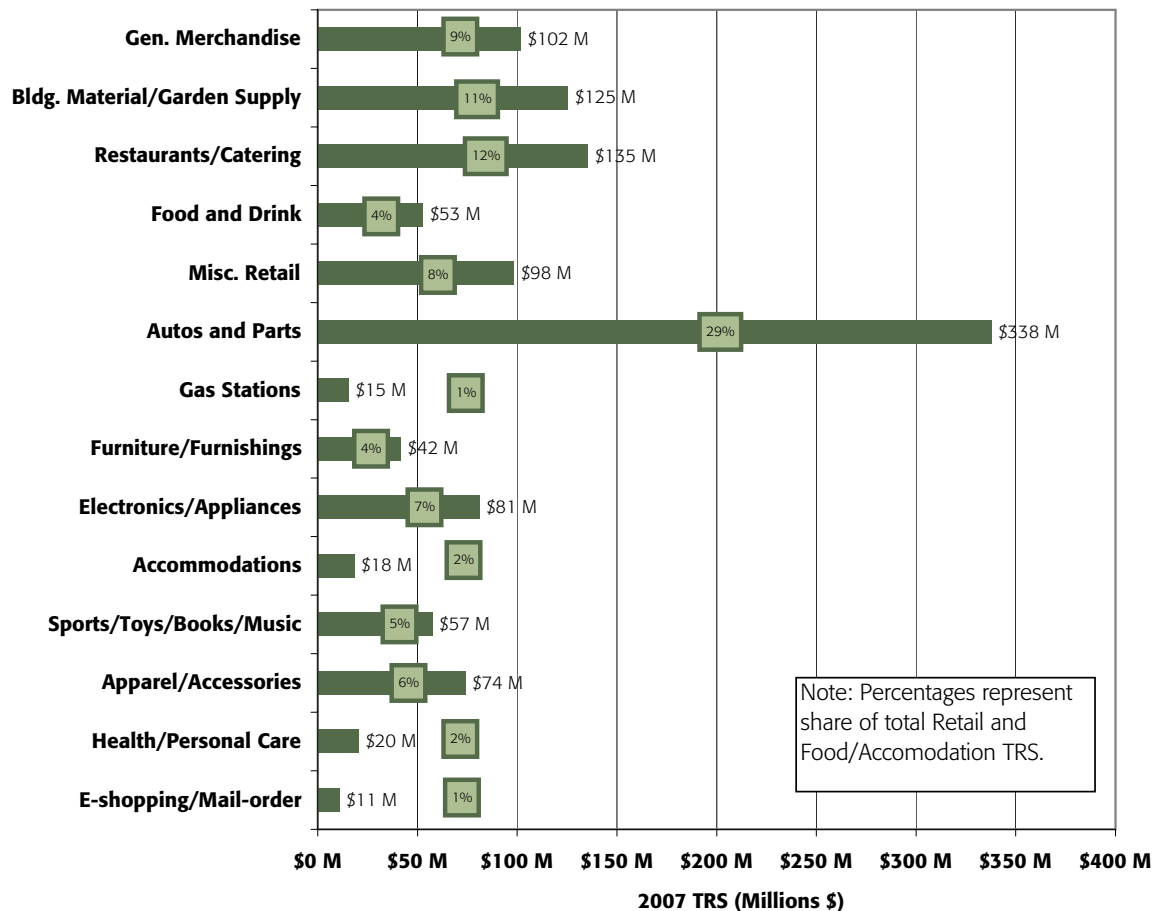
Source: Washington Department of Revenue, 2008

City of Olympia Taxable Retail Sales (TRS)

Total TRS by Industry, 2007



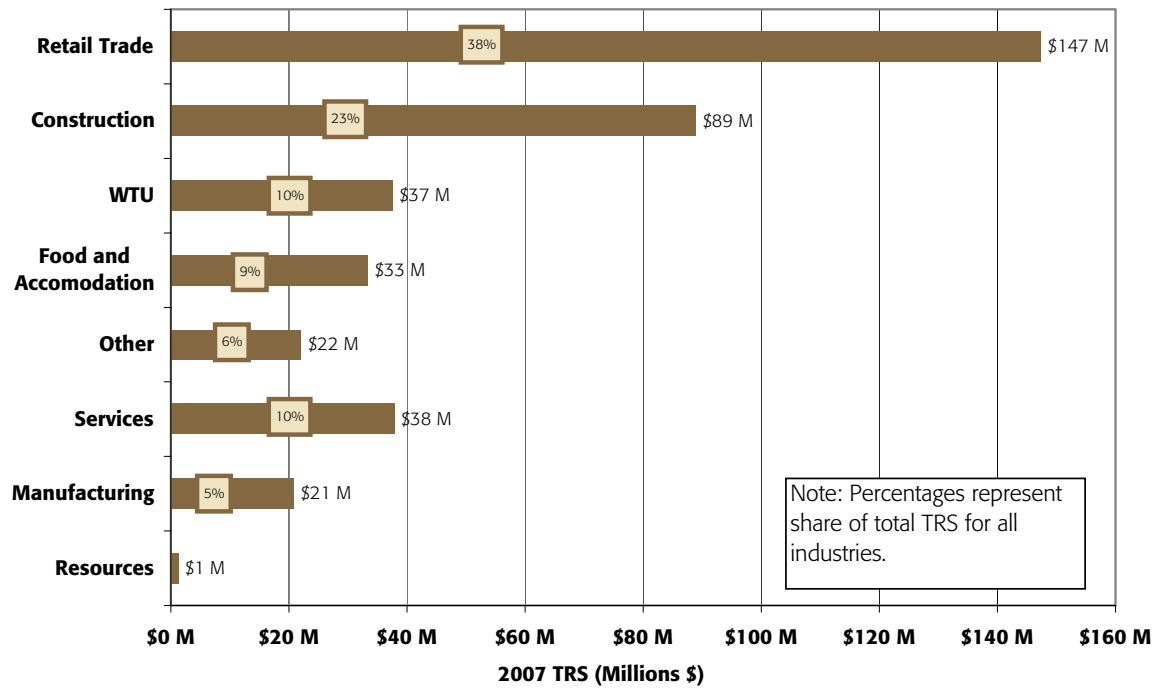
TRS in Retail and Food/Accommodation, 2007



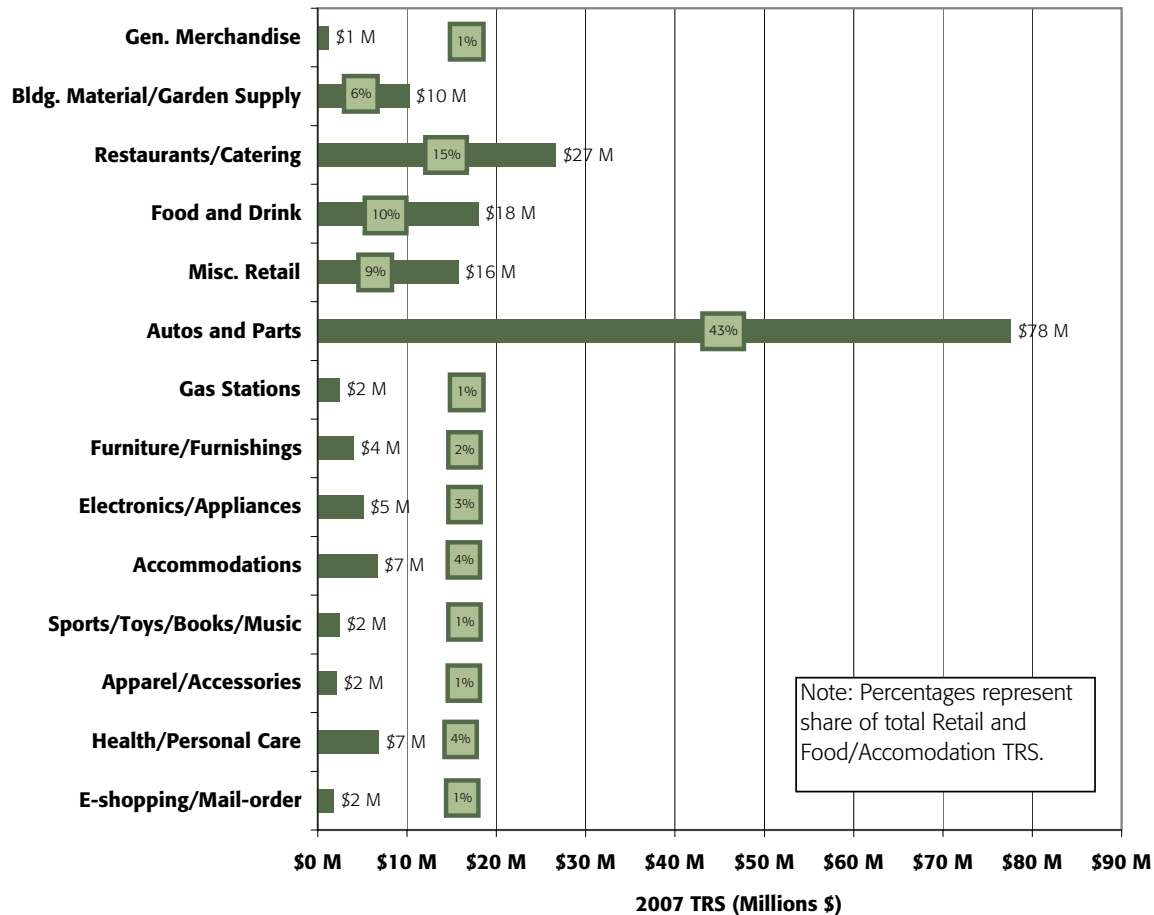
Source: Washington Department of Revenue, 2008

City of Anacortes Taxable Retail Sales (TRS)

Total TRS by Industry, 2007



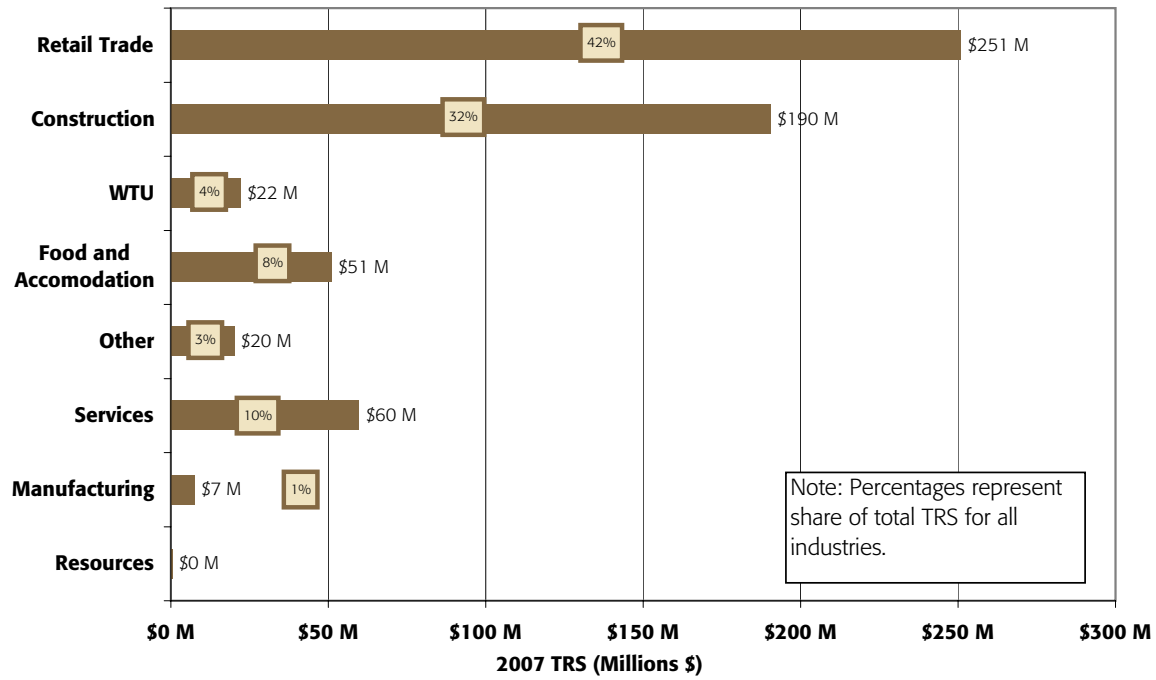
TRS in Retail and Food/Accommodation, 2007



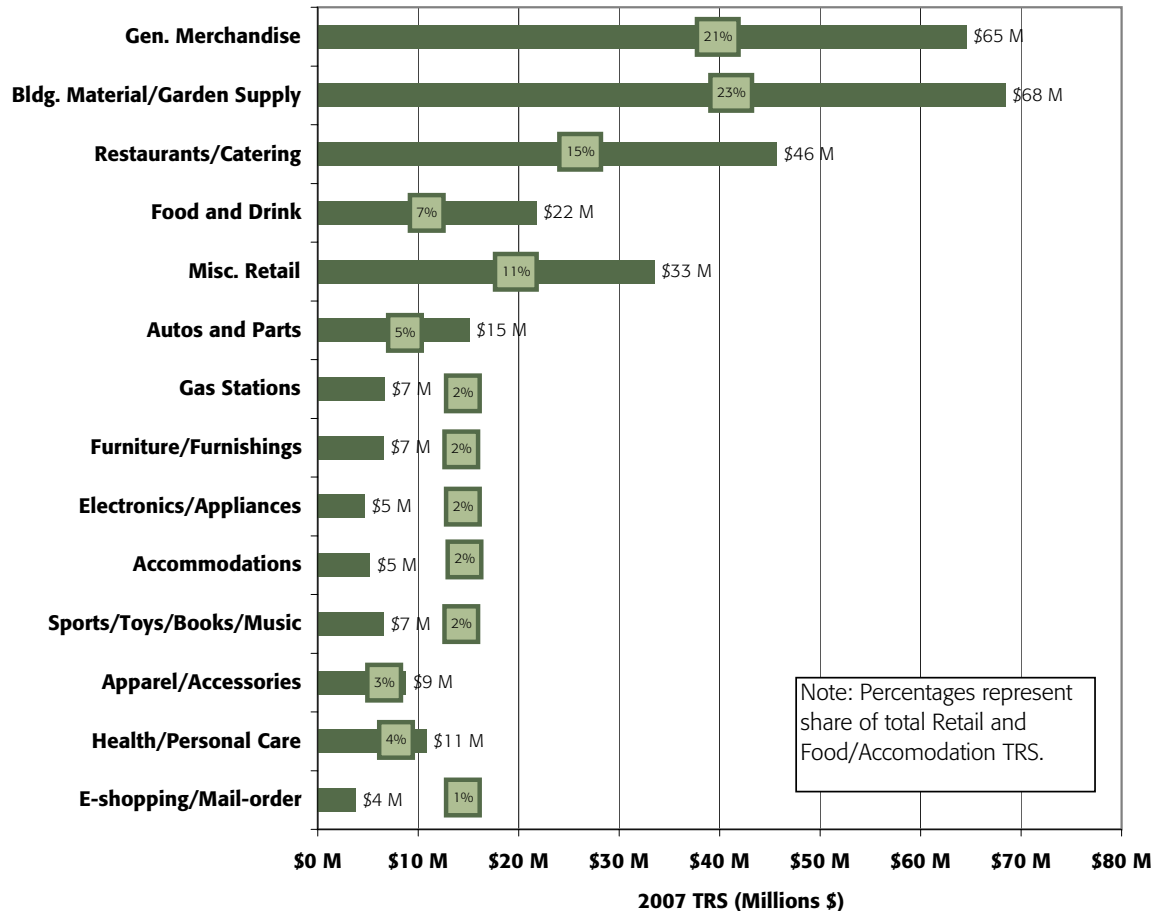
Source: Washington Department of Revenue, 2008

City of Gig Harbor Taxable Retail Sales (TRS)

Total TRS by Industry, 2007



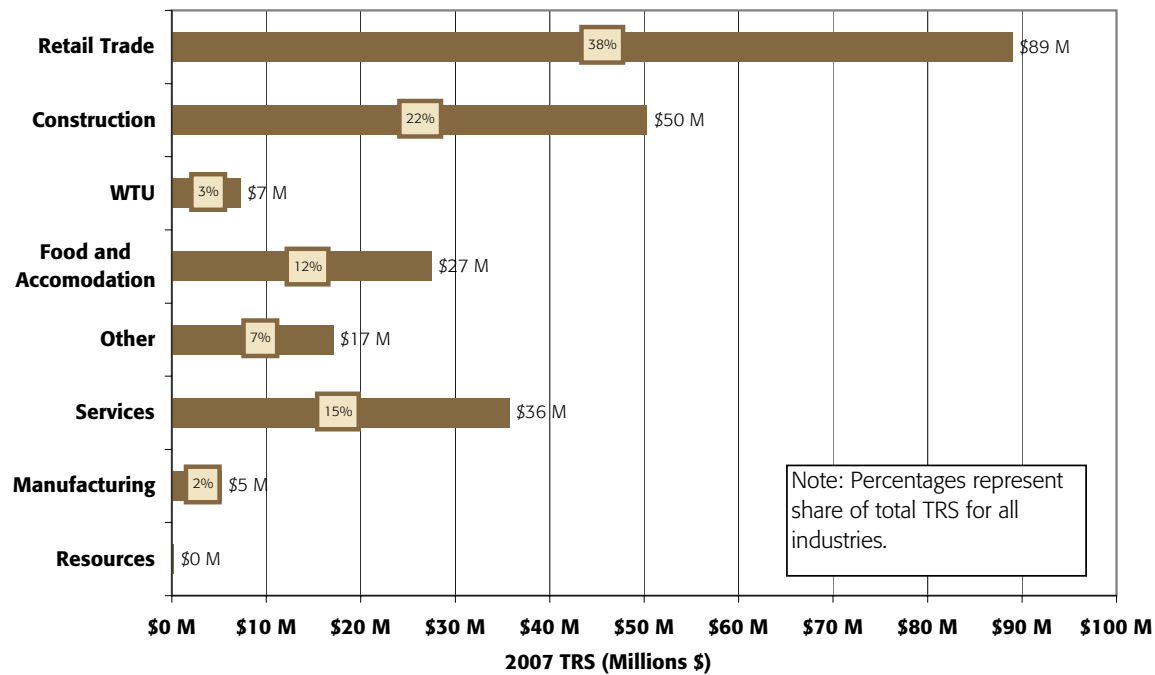
TRS in Retail and Food/Accommodation, 2007



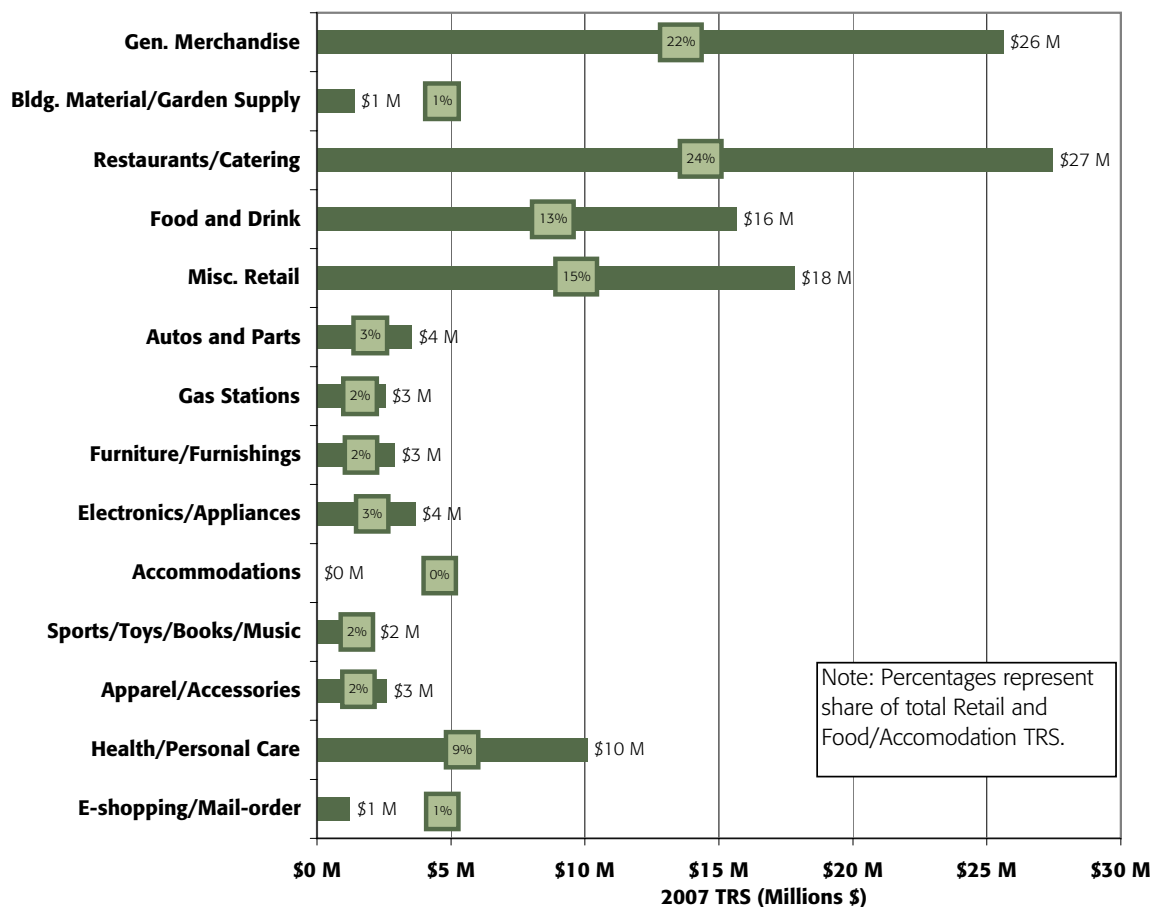
Source: Washington Department of Revenue, 2008

City of University Place Taxable Retail Sales (TRS)

Total TRS by Industry, 2007



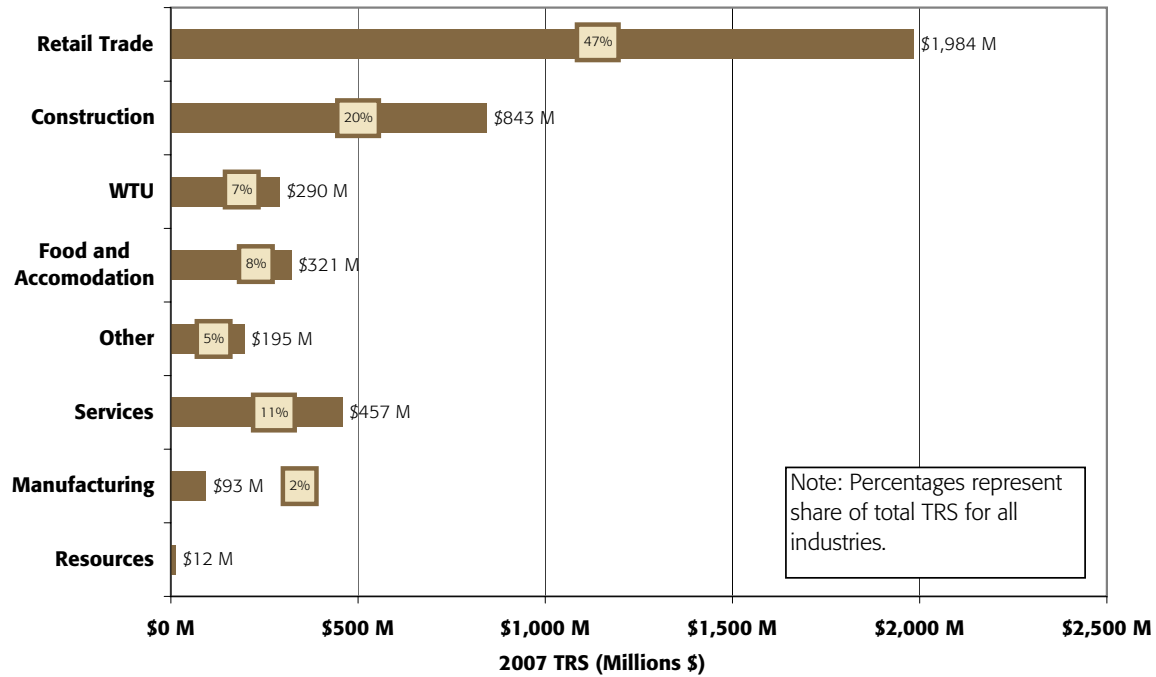
TRS in Retail and Food/Accommodation, 2007



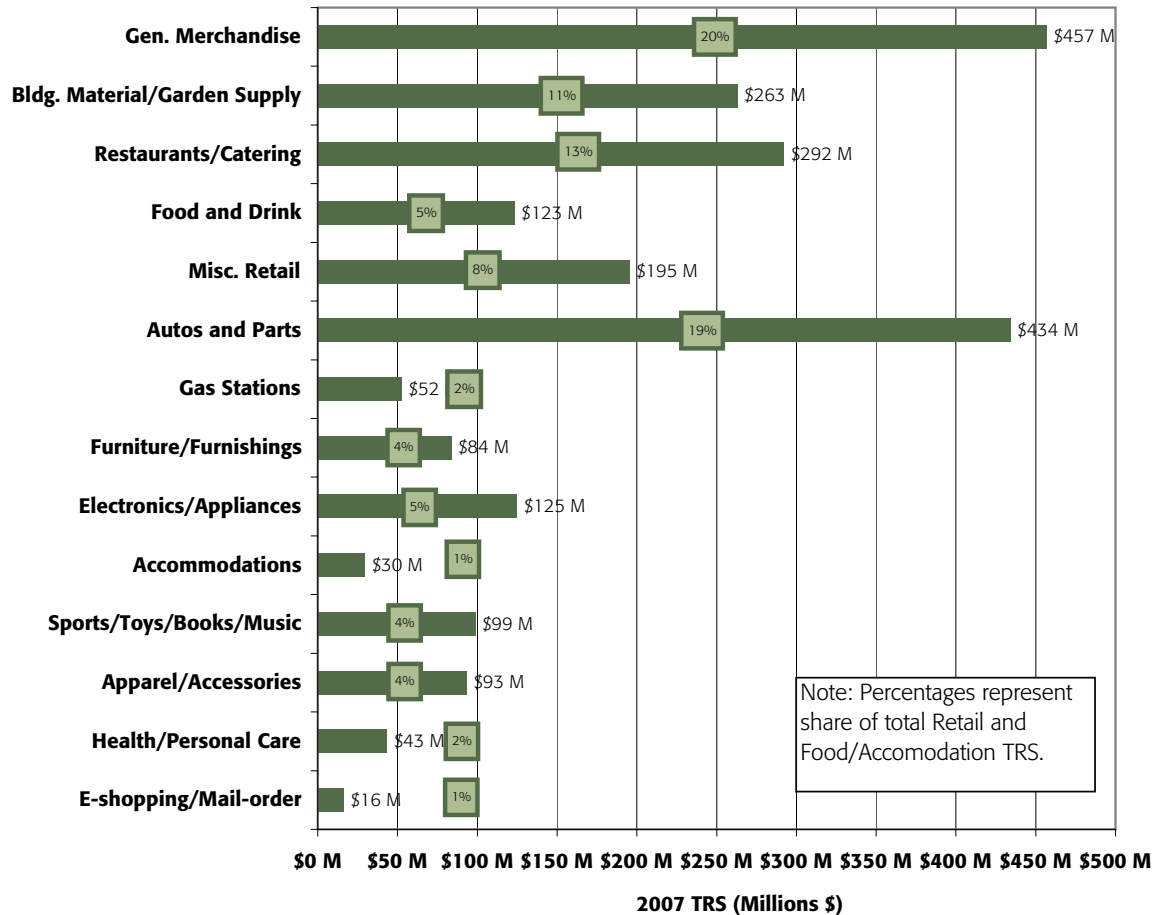
Source: Washington Department of Revenue, 2008

Thurston County Taxable Retail Sales (TRS)

Total TRS by Industry, 2007



TRS in Retail and Food/Accommodation, 2007



Source: Washington Department of Revenue, 2008



CITY OF TUMWATER STRATEGIC PLAN DEVELOPMENT

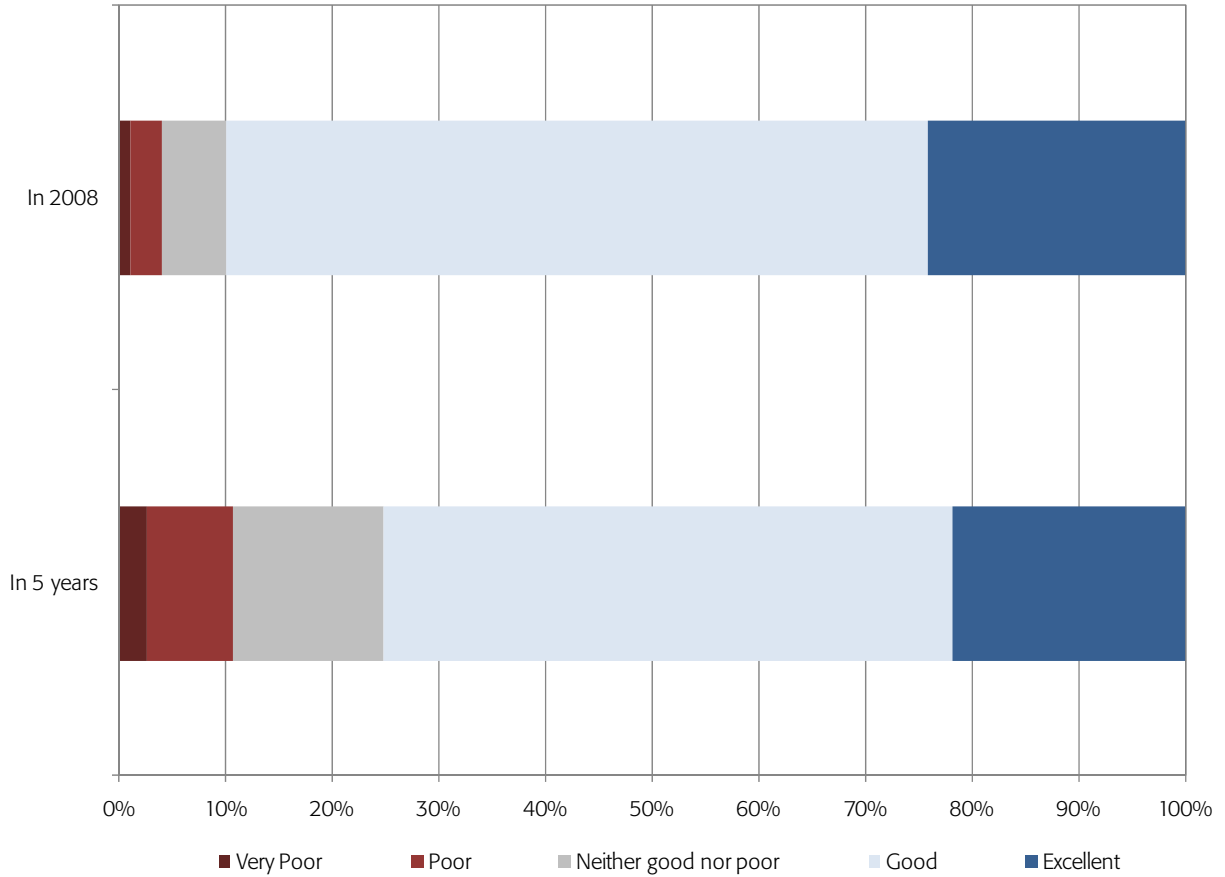
**City Council Strategic Planning Work Session
February 6-7, 2009**

SELECTED FINDINGS FROM ECONOMIC DEVELOPMENT PREFERENCE SURVEY

Originally presented at December 15, 2008 City Council Strategic Planning Work Session

GENERAL OUTLOOK QUESTIONS

How would you rate the quality of life in Tumwater? (Q2 + Q3)

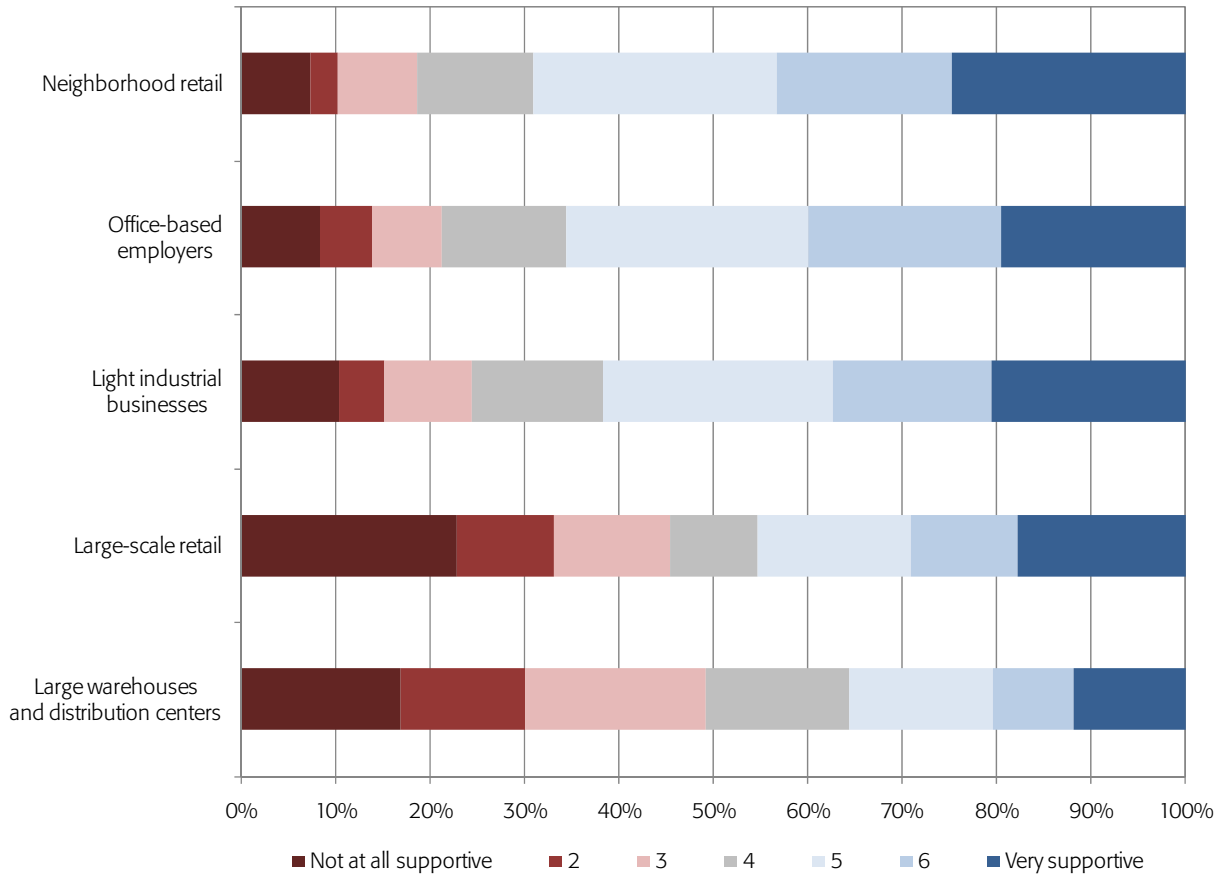


Considering population growth in Tumwater, would you say it is growing too fast, about right, or not fast enough? (Q4)

About right	51.9%
Too fast	44.7%
Not fast enough	3.5%

TYPE AND LOCATION OF DEVELOPMENT QUESTIONS

If you knew the greatest impacts of this development type, how supportive would you be? (Qs 6,9,11,13,15)



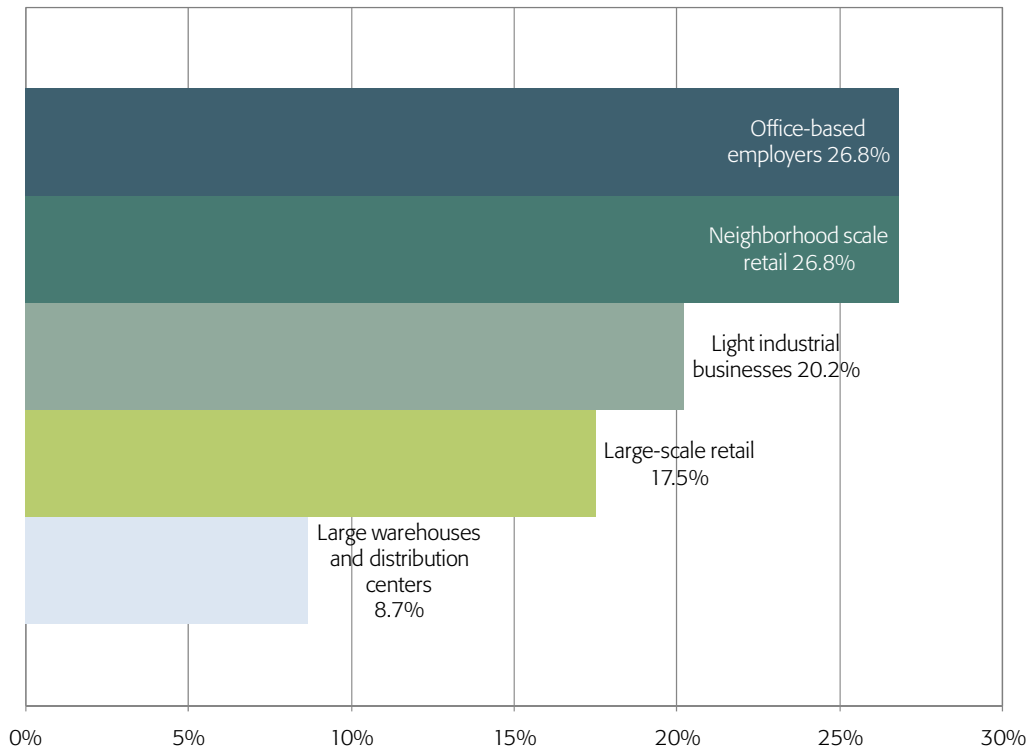
Type of Development	Not Supportive (1-3)	Neutral (4)	Supportive (5-7)
Neighborhood retail	18.6%	12.3%	69.1%
Office-based employers	21.1%	13.3%	65.6%
Light industrial businesses	24.4%	13.8%	61.8%
Large-scale retail	45.4%	9.3%	45.4%
<i>With geographic limit: 1-5</i>	33.9%	15.4%	50.6%
Large warehouses and distribution centers	49.2%	15.2%	35.7%
<i>With geographic limit: 1-5</i>	30.2%	14.1%	55.7%

How support for development types shifted after hearing the greatest impacts and defining the geographic location (Qs 6,7,9,11,13,15,16)

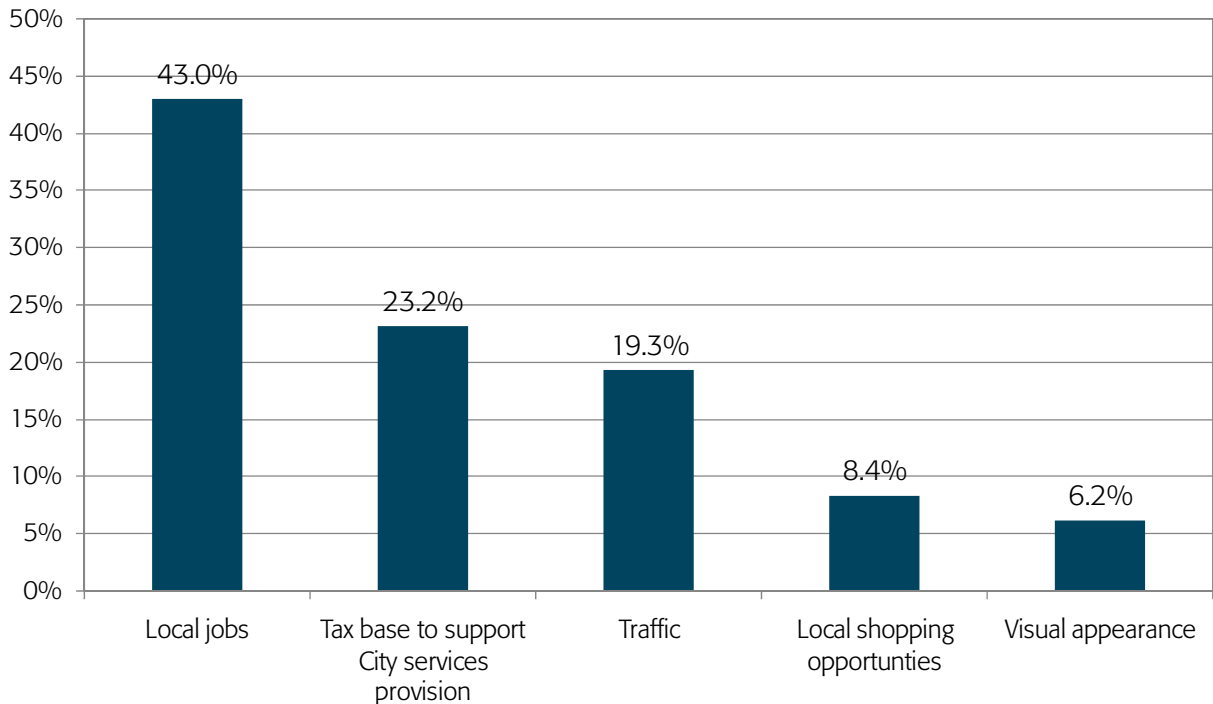
	Not supportive (1-3)	Neutral (4)	Supportive (5-7)
Neighborhood retail	↑ 1.6%	↓ 0.2%	↓ 1.4%
Office-based employers	↑ 5.2%	↑ 1.8%	↓ 7.0%
Light industrial businesses	↑ 0.8%	↑ 1.8%	↓ 2.7%
Large scale retail	↑ 2.7%	↓ 1.0%	↓ 1.5%
Large warehouses and distribution centers	↑ 0.7%	↑ 1.2%	↓ 1.6%
Large scale retail located near I-5	↓ 8.8%	↑ 5.1%	↑ 3.7%
Large warehouses and distribution centers located near I-5	↓ 18.3%	↑ 0.1%	↑ 18.4%

Note: Values indicate the degree to which level of support shifted, expressed as an increase (↑) or decrease (↓) in percentage of responses. For example, the percentage of responses supportive of neighborhood retail shifted from 70.5% before hearing impacts to 69.1% after hearing impacts, and is reported in this table as ↓1.4% (70.5%-69.1%).

**Of the five types of development, which do you think are the two most desirable?
(Q 17)**

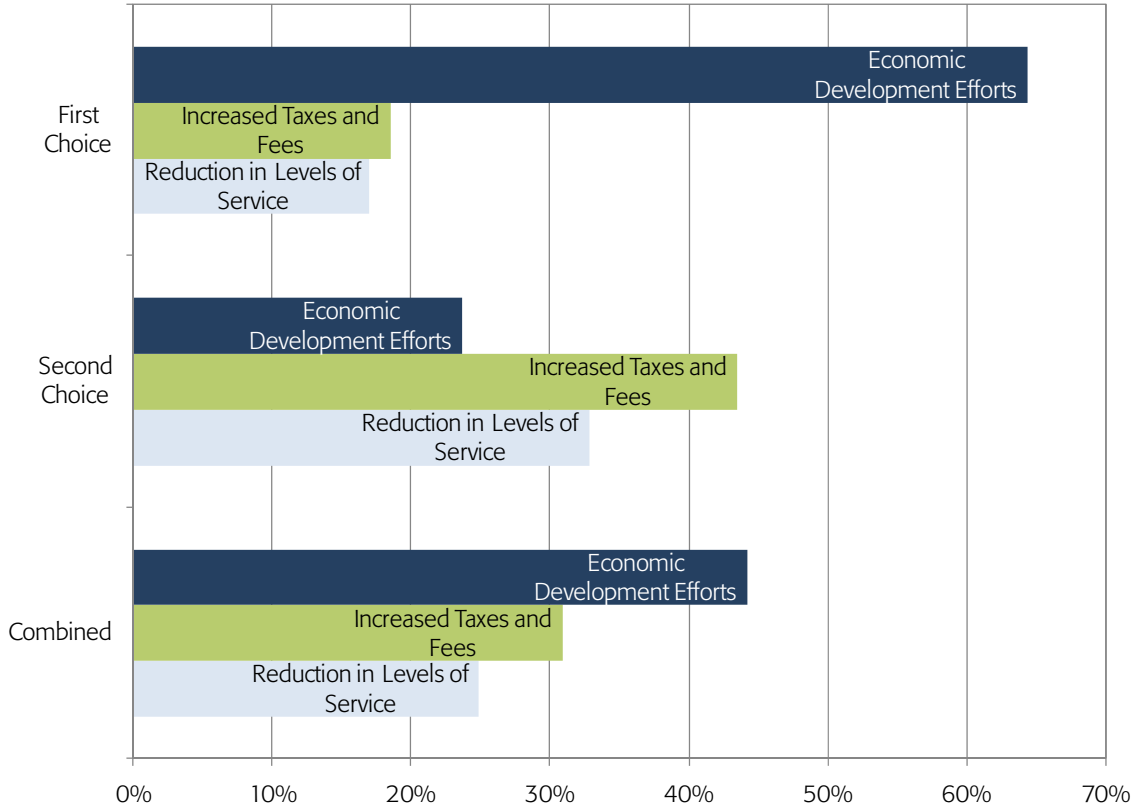


**Thinking about the following 5 factors, which would you rank as most important?
(Q 19)**

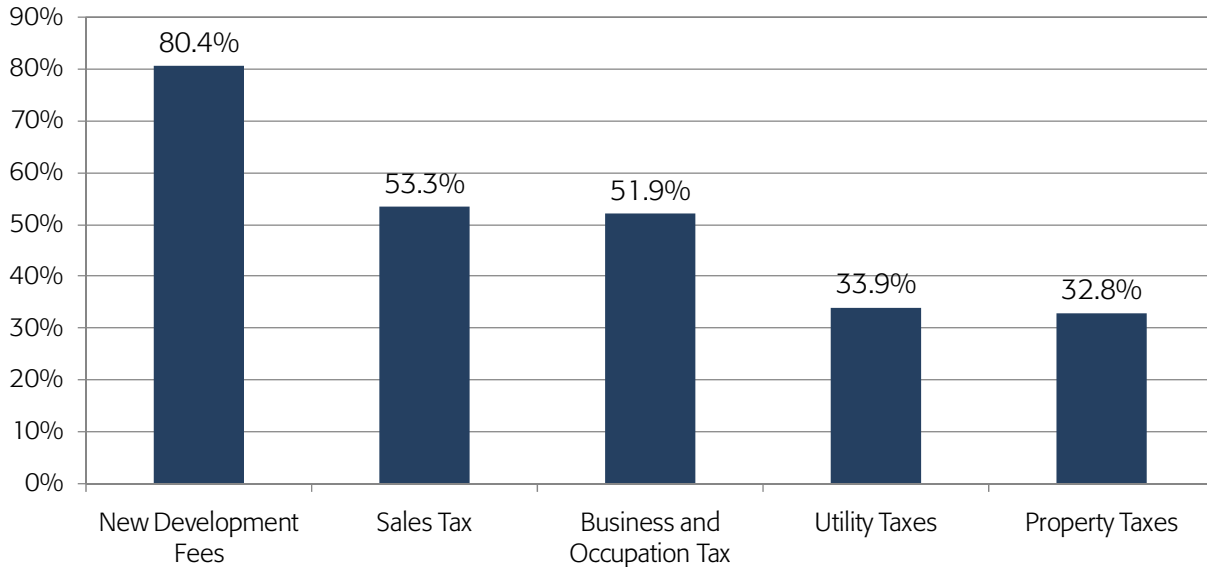


FISCAL STRATEGIES QUESTIONS

To address the tight budget, which approach would you like the City to use? (Q 20 +Q 21)



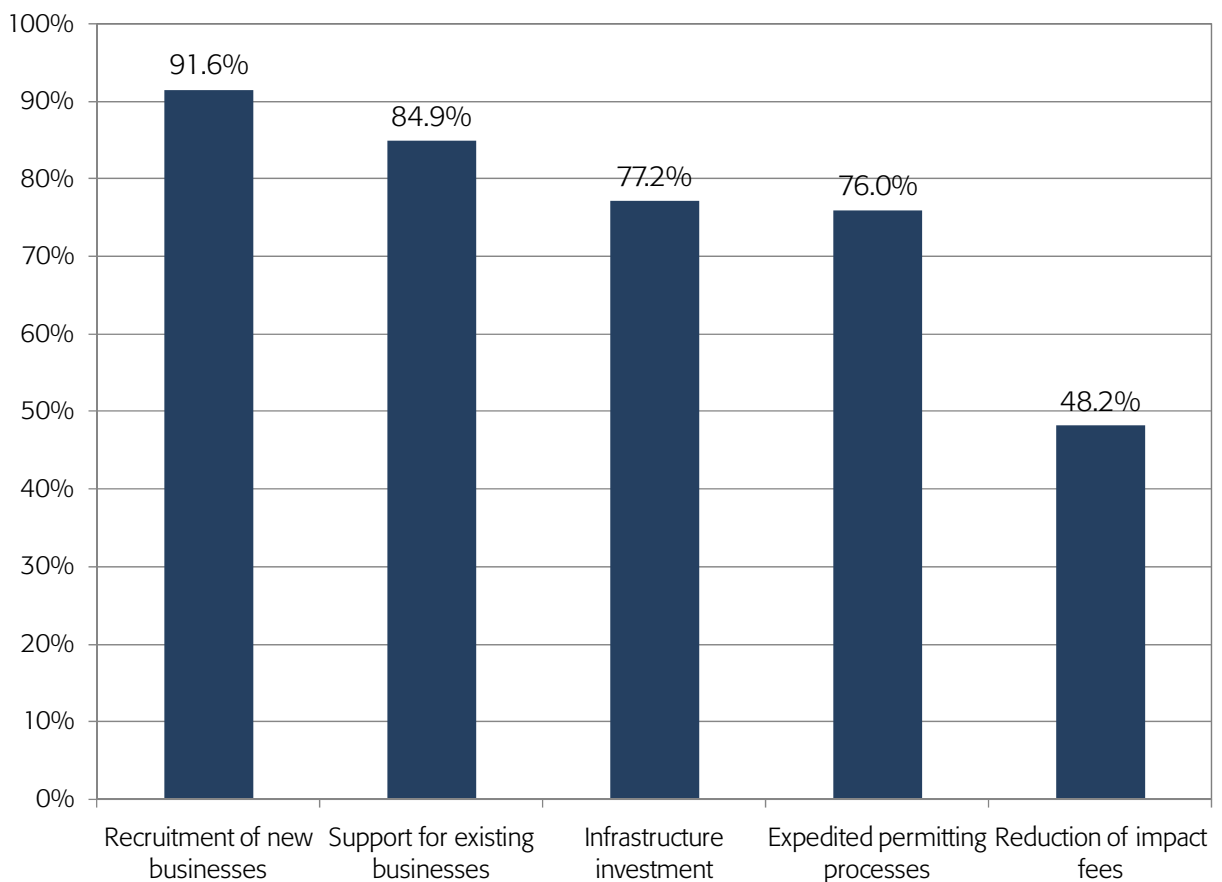
If the City was forced to raise taxes, which of the following would you support? (Q22)



Which statement comes closest to your personal view? (Q 23)

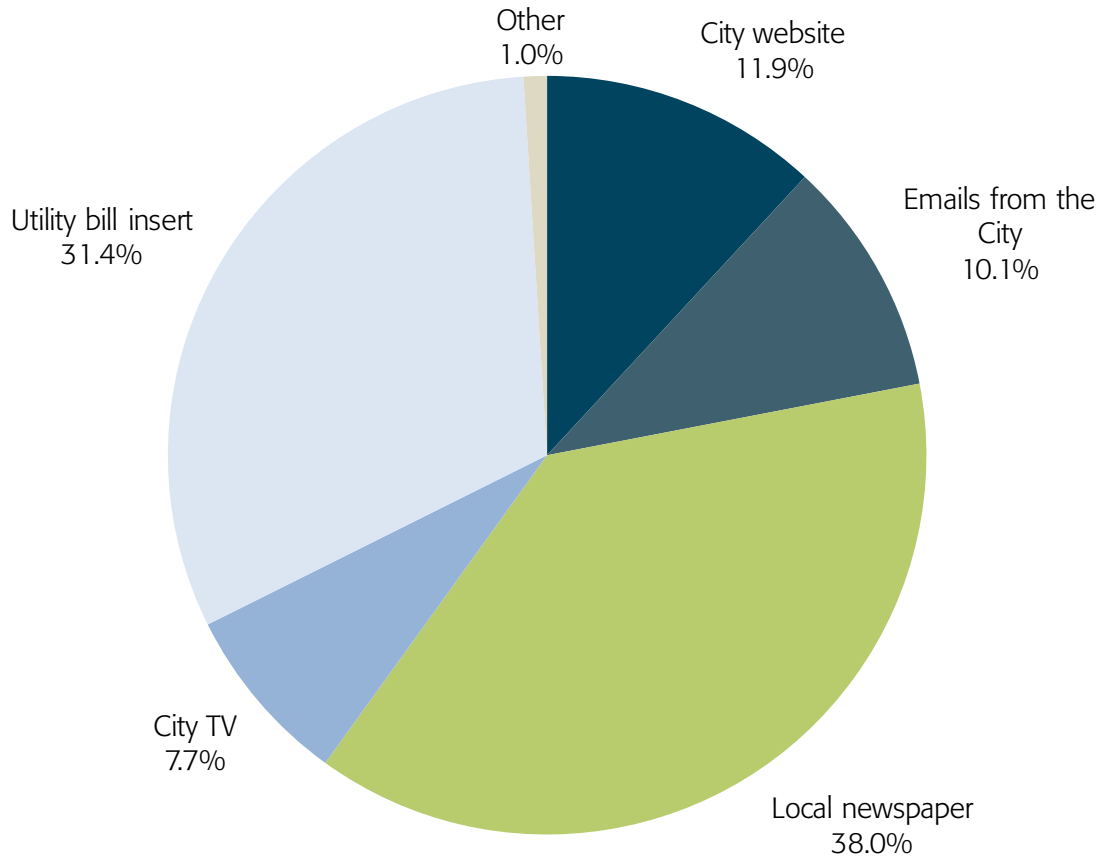
The City should let the market determine what new businesses come to Tumwater.	51.6%
The City should invest staff time and dollars to recruit desirable new businesses.	48.4%

Which of the following tools would you like the City to use in pursuing economic development opportunities? (Q 24)



Note: Respondents who indicated “the City should let the market determine what new businesses come to Tumwater” in question 23 were not asked to respond to question 24.

Which of the following communication methods would be best for keeping you informed about Tumwater's economic development?





CITY OF TUMWATER ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

Committee Roster Updated July 1, 2009

- 1) Michael Cade, Thurston County Economic Development Council
- 2) Erin Carrier, Citizen
- 3) Joan Cathey, Councilmember
- 4) Bruce Cramer, O Bee Credit Union (EDAC Chair)
- 5) Brett Hardcastle, Tumwater Automotive
- 6) Ed Hildreth, Councilmember (former Planning Commission member)
- 7) Jim Hindman, Costco Wholesale (2008 President of the Tumwater Area Chamber of Commerce)
- 8) Marcus J. Glasper, Planning Commission (EDAC Co-Chair)
- 9) Allen Johnson, Property Owner and Developer
- 10) Heber Kennedy, Port of Olympia
- 11) Nancy Stevenson, Citizen