

NA9127
.079049
1990
c. 1

SHAPING A VISION FOR OUR FUTURE

Olympia R/UDAT '90 · The Capital Region
Regional/Urban Design Assistance Team
October 12 - 15, 1990

SHAPING A VISION FOR OUR FUTURE

**Olympia R/UDAT '90 · The Capital Region
Regional/Urban Design Assistance Team
October 12 - 15, 1990**

Table of Contents



3 Preface

5 Special Thanks

7 R/UDAT 1979 - 1990

12 Recommendations

15 Background and Context

19 Managing the Region

27 State and City Roles in the Region

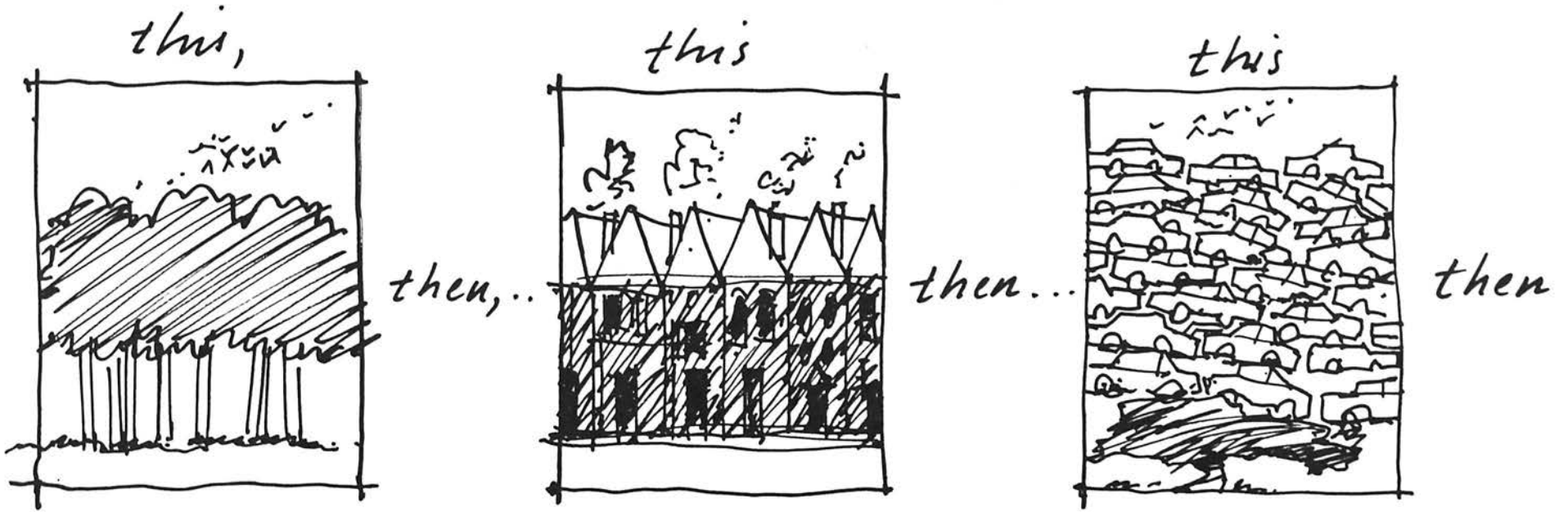
37 Recreation and Tourism Development

51 Downtown Olympia: A Special Place in the Region

63 The Port's Role in the Region

70 Acknowledgement

NA9127.079 049 1990 C.1 92-B66
p 101 4-15-91 18 (502)



Thurston County is primarily rural, with its population concentrated in the tri-city area of Olympia, Tumwater and Lacey. In 1970, the population in Thurston County was 76,900. By 1989 that number had doubled to 155,100. The people of the region are still trying to understand and accommodate the growth that has already occurred. Traditional transportation and shopping patterns have been upset. There is a new concern for protection of the fragile environment. The intergovernmental agreements that supported service-delivery systems in the past are not working as well for the enlarged population.

Citizens already aching from the stress of growth are faced with statistics that project 176,900 county residents within five years and 200,000 by the year 2000. It is not surprising that "growth management," however the citizens of Thurston County choose to define it, is at the forefront of the political, social and economic discussions heard today.

In order to manage growth, it is important to understand that growth does not result from building.

Growth is an increase in population and scale of the economy that requires more buildings for work and school, for homes and for recreation. Growth cannot be stopped or managed by placing a moratorium on building.

If the patterns of growth in Thurston County are not interrupted, the population will continue to move into outlying areas around the three cities, more regional shopping malls will be established outside the central business district of Olympia, and the consumption of land and natural resources will increase.

The people of Olympia, Tumwater, Lacey and Thurston County do not want these trends to continue. They want to retain the intimate quality of their community and have chosen to do so by reducing the future density of outlying developments. The paradox is that this accelerates the urbanization of the incorporated cities.

The separate governmental bodies operating in Thurston County each feel they have their own unique growth issues and pressures. This proposal provides the opportunity for

them to acknowledge their differences and dependencies and to coalesce their seemingly diverse interests into one voice that speaks of a common vision for the future of the region.

The members of the R/UDAT team know of few other regional settlements in North America that have undertaken the challenge of confronting these issues. The R/UDAT team strongly applauds the intellect, frankness and daring exhibited by the citizens of Thurston County. It is sincerely hoped that the observations and recommendations contained in this report will enable the community to define clear guideposts for the continuing journey to shape the future of the capital region.

The R/UDAT team and members of the local steering committee are very grateful for the support given to the R/UDAT '90 study by the region's political leadership. The collective and cooperative involvement by themselves, their staff, and citizen representatives that has taken place over the weekend has helped make this a rewarding and successful experience for all.

City of Olympia

Rex Derr (Mayor)
Richard C. Cushing (City Manager)
Olympia Council Members
Gil Carbone
Nina Carter
Holly Gadbaw
Cora Pinson
Mary Stuart Lux
Sandra Romero

City of Tumwater

Peter Fluetsch (Mayor)
Leonard Smith (City Manager)
Tumwater Council Members
Sharon Carrier
Suzanne Cofer
Norm Falcone
Dale Johnson
Chris Leicht
Jean Muller
Ralph Osgood

Thurston County Commissioners

George Barner
Les Eldridge
Diane Oberquell

City of Lacey

Kay Boyd (Mayor)
Greg J. Cuoio (City Manager)
Bernie Main (Asst. City Manager)
Lacey Council Members
Bill Bush
Jerry Gray
Dennis Ingham
Bob Jensen
Gene Liddell
Earlyse Swift

State of Washington General Administration

K. Wendy Holden (Director)
Grant Fredericks (Deputy Director)
John Swander (Assistant Director)

Port of Olympia Officials

Sam Bradley
Ray Dinsmore
Jim Wright
Doug Edison (Exec. Director)
George Yount (Airport Manager)



What is R/UDAT and why are they here?

The Regional & Urban Planning and Design Committee of The American Institute of Architects has been providing Regional/Urban Design Assistance Teams (R/UDAT) to various American cities since 1967.

The 1979 Olympia study was the 56th such team to be invited. Olympia R/UDAT '90 is the 110th R/UDAT and the first full return study team to revisit a community.

The assistance R/UDAT provides is a community service of The American Institute of Architects (AIA). The Regional and Urban Design Committee of the AIA receives the community's request for assistance, then selects professionals for their expertise in the specific disciplines which have been deemed necessary to respond to the particular problems of the community. The members of the team receive no compensation for their services. Furthermore, they agree prior to the visit that they will not accept any commissions or consulting work that might result from this effort.

The visit is a four-day labor-intensive process. Members must quickly assimilate facts, evaluate the existing situation and arrive at a plan of action. R/UDAT studies characteristically produce solutions that can be accomplished within a reasonable period of time, can be reasonably financed, can be executed legally and generate community support.

How it began in Olympia

The First Olympia R/UDAT

In late 1977, concerned citizens looking for a way to solve their problems and unify the community became aware of R/UDAT through local architects. Original efforts through a downtown business association had proved insufficient to accomplish community-wide goals.

With the establishment of local co-chairmen in the spring of 1978 and the formation of a broad-based steering committee, funds were collected quickly and many issues defined. Full committees were formed from local volunteers, and preparations were started in anticipation of approval of

the request to hold a R/UDAT study in Olympia. Charles Redmon, FAIA, was named Olympia R/UDAT team chairman. He is repeating this role at the community's request in 1990.

The 1979 R/UDAT study led directly to the Washington Center for the Performing Arts being located downtown, completion of the 5th Avenue demonstration project, expansion of Percival Landing north and west, and other developments, both public and private, valued at \$60 million.

A report card for R/UDAT 1979

The three original Olympia R/UDAT team members who have returned with the R/UDAT 1990 team — Chuck Redmon, Pete Hasselman and Jack Haeseler — have been measurably impressed with the results achieved from their first visit in 1979. The presence of new facilities and an increased level of activity speaks to the success and sustained energy of the citizens of Olympia.

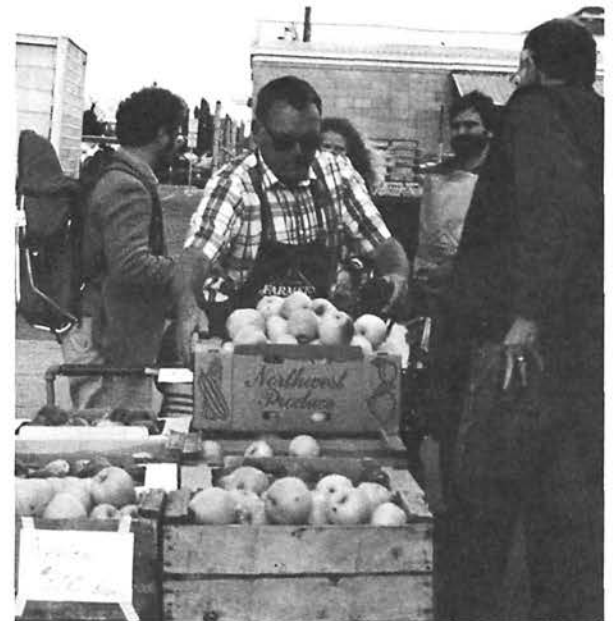
From 1979 to the present, many R/UDAT recommendations have been implemented, building on the strengths of each other for the betterment of Olympia. Downtown has been strengthened as the heart of the region.

Activities for downtown:

- Washington Center for the Performing Arts
- New community center
- The Farmers Market
- Percival Landing shops and restaurants
- East Bay Marina

Physical plan and design:

- Fifth Street and Capitol Way improvements.
- Expanded Percival Landing
- Historic preservation and revised use
- Continued maintenance of views of state Capitol





Why Olympia R/UDAT '90?

The Olympia community, facing continued growth, a need for further vitality and direction for downtown development, and new pressures for regional planning and cooperation, looked to past success in seeking its second R/UDAT study. Olympia is the first city to have a totally new, full R/UDAT team return to its community. The regional nature of the 1990 R/UDAT gives it a distinct difference. Growth of state government, also under study in the State's Capitol Campus Master Plan, made this the critical time to hold the R/UDAT. The goal of this study is to assist Olympia, Lacey, Tumwater, Thurston County and the entire region in forging a common voice to shape the future of the capital community.

Growth management conflicts; traffic and transportation concerns; the future of the Port of Olympia and use of its waterfront peninsula property; social issues such as affordable housing, neighborhood identity, and quality of life were the expressed problems and goals defined in the community's request to the R/UDAT team.

Local business and community leaders along with city, county, and state levels of government have been involved in laying the groundwork for the R/UDAT revisit.

During the past four days, the R/UDAT team has spoken with many people in the community — elected officials, merchants, developers, citizens' groups, institutional representatives and others — and has collected a great deal of information about the Olympia area before making its recommendations. The local AIA Chapter, city and county governments, the business community and many more have provided an impressive amount of useful information about the issues facing Olympia, existing and proposed developments and jurisdictional responsibilities.

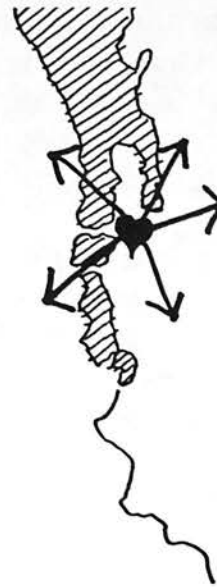
During the visit, team members traveled on foot, by bus and by plane to get a feeling of the City of Olympia and its environs, and the problems and opportunities confronting it. They met with downtown business leaders and city and county officials in a series of interview sessions on Friday. Saturday morning was spent listening

to residents and neighborhood groups discuss their hopes and feelings about their community. All of the R/UDAT members agree that discussions with the many people conveyed the community's support for R/UDAT and the hope that the study might help resolve issues facing Olympia, Lacey, Tumwater and Thurston County in the state capital region.

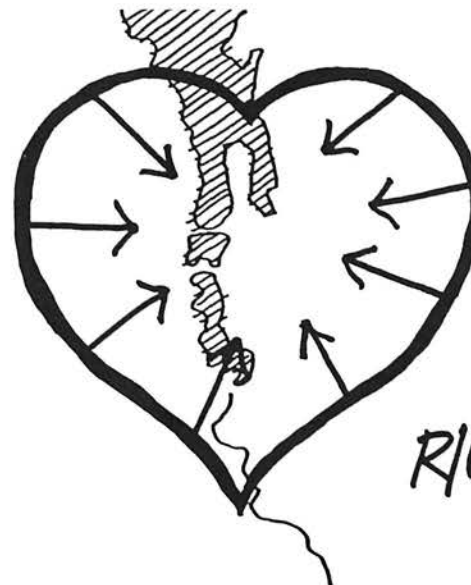
Two R/UDATs: A Common Mission, but a Different Focus

In 1979 the R/UDAT team focused on strengthening Olympia's downtown to sustain it as the heart of the community. In 1990, the R/UDAT team has focused on regional issues and collaboration to shape a common vision for the future capital region as well as the heart of the community.

In many ways, R/UDAT began in 1979 at the center and worked its way out; in 1990 we have circumscribed the region and worked our way in. The spirit of both efforts was to provide both the vision and tools for starting on a new journey and for sustaining its course. We are confident that, although the issues in 1990 are more complex than 11 years ago, the citizens of the capital region have both the leadership and the courage to accomplish the task.



R/UDAT 1979



R/UDAT 1990

Summary

Managing the Region

Develop a clear, shared vision of the future of the region, supported by a physical development pattern.

Seek a vision based on the principles of social and economic interdependence and identify a special niche for each geographic area.

Strengthen planning at both regional and local levels regardless of which growth management legal framework is established (Charter, Initiative 547, 1990 Growth Management Act):

- Link land use and transportation plans more closely and reflect realistic assumptions on size and rate of regional growth
- Develop true regional plans that are more than simple compilations of local plans
- Upgrade neighborhood planning efforts

Avoid new municipal incorporations; a single unified government may be needed in the long run.

State and City Cooperation

Consolidate and relocate the State's activities, carefully maximizing enhancements of local economic, environmental, and aesthetic conditions.

Solicit from the cities the appropriate locations for the State's facilities within their communities and provide the necessary incentives to accomplish their highest and best goals.

Develop a strong State direction of consistent program and design standards for both owned and leased facilities.

Create new State facilities in downtown Olympia that are interwoven between existing historical landmarks and business in order to enhance the aesthetic and economic potential for the prominence of Capitol Way.

Recognize that a downtown location for State office space has benefits with associated costs. The State's program and parking standards must be modified to achieve the overall objectives.

Recreation and Tourism Development

Enhance visitor attractions and tourism support facilities in the region to generate revenues and jobs from external sources and lessen dependence on the primary employer.

Concentrate on improving the package of visitor attractions and recreational facilities within a six-mile water corridor from the downtown Olympia waterfront to Tumwater Falls Park.

Support the planned relocation and expansion of the Washington State Capital Museum.

Develop conferencing centers at appropriate locations.

Downtown Olympia

Reinforce downtown's special role in the region as the center of specialized commerce, culture, and entertainment:

- Strategically locate new State office buildings along Capitol Way
- Promote tourism attractions
- Develop a Historic District focused on Sylvester Park

Improve the general business climate downtown:

- Improve streetscapes
- Define a smaller downtown core
- Appoint an "ombudsman" to advocate for downtown

Use urban design opportunities to strengthen the downtown image:

- Create a city gateway near City Hall
- Line Capitol Way with infill development
- Expand the Farmer's Market
- Cluster development around Sylvester Park in order to enhance its historic character

The Port of Olympia

Coordinate development activities with the planned growth in State facilities.

Develop options for the diversified uses of the peninsula, including public access to the waterfront.

Maintain financial viability of the Port so that it can co-venture development projects with the cities and the county.



Regional Overview

Thurston County lies in the center of business and governmental activity in the Pacific Northwest. Located in the northernmost portion of this primarily rural county are Olympia, the capital city of the State of Washington, and its two contiguous neighbors, Tumwater and Lacey.

As the three cities grow in size and influence, joint decisions are becoming more common and necessary to manage the inevitable growth of the region.

As was noted in the 1979 R/UDAT study, Olympia's relationship with its neighbors, with its own neighborhoods, and with the State of Washington are the result of historic events. This heritage, combined with today's decisions, will form the legacy that current people of Thurston County will leave to the future generations of Olympians and the residents of Tumwater and Lacey.

In response to predictions of growth in the region, Olympia set out in 1979 to revitalize its Central Business District

(CBD). The efforts have resulted in many successful projects that the city displays with great pride. In 1990, however, it has become clear that managing the growth of the capital region will require attention to more than just downtown, and by a broader population than just Olympia city residents.

An additional pressure has been exerted by the State of Washington. After expanding into lease space distributed throughout the county, the state has recognized that more efficient use of tax dollars requires a larger ownership of facilities. The state will require 1.8 million square feet of new or purchased office space to reduce its leases to 20 percent of its current occupancy. In addition, as the government grows to serve the expanding state population, more than 2 million square feet of additional office space may be required over the next 20 years.

Olympia, a city searching for tenants, feels the state's commitment should manifest itself in the construction of new facilities that support downtown revitalization. It would be the answer

to Olympia's problem and re-establish the city as the symbolic center for regional and state government activities. In fact, the other cities also are seeking new state activity to ensure their own success, in part because the state's presence encourages private, tax-paying ventures.

Issues relating to the well being of the environment have surfaced that are beyond the purview of any single government entity. Preserving air and water quality, building logical transportation links, and developing adequate sewage treatment facilities need to be addressed by the region as a whole.

In order to manage the suburban sprawl that is occurring, the three cities and Thurston County signed an Urban Growth Management Agreement in 1988. This consensus document did not define any of the growth issues that would have to be addressed in the future, but it did serve to buy some time for the jurisdictions to regroup and plan for the region's future. Basically, it established a ring around the cities, including contiguous urbanized areas in the unincorporated

rated county that could benefit from centralized services.

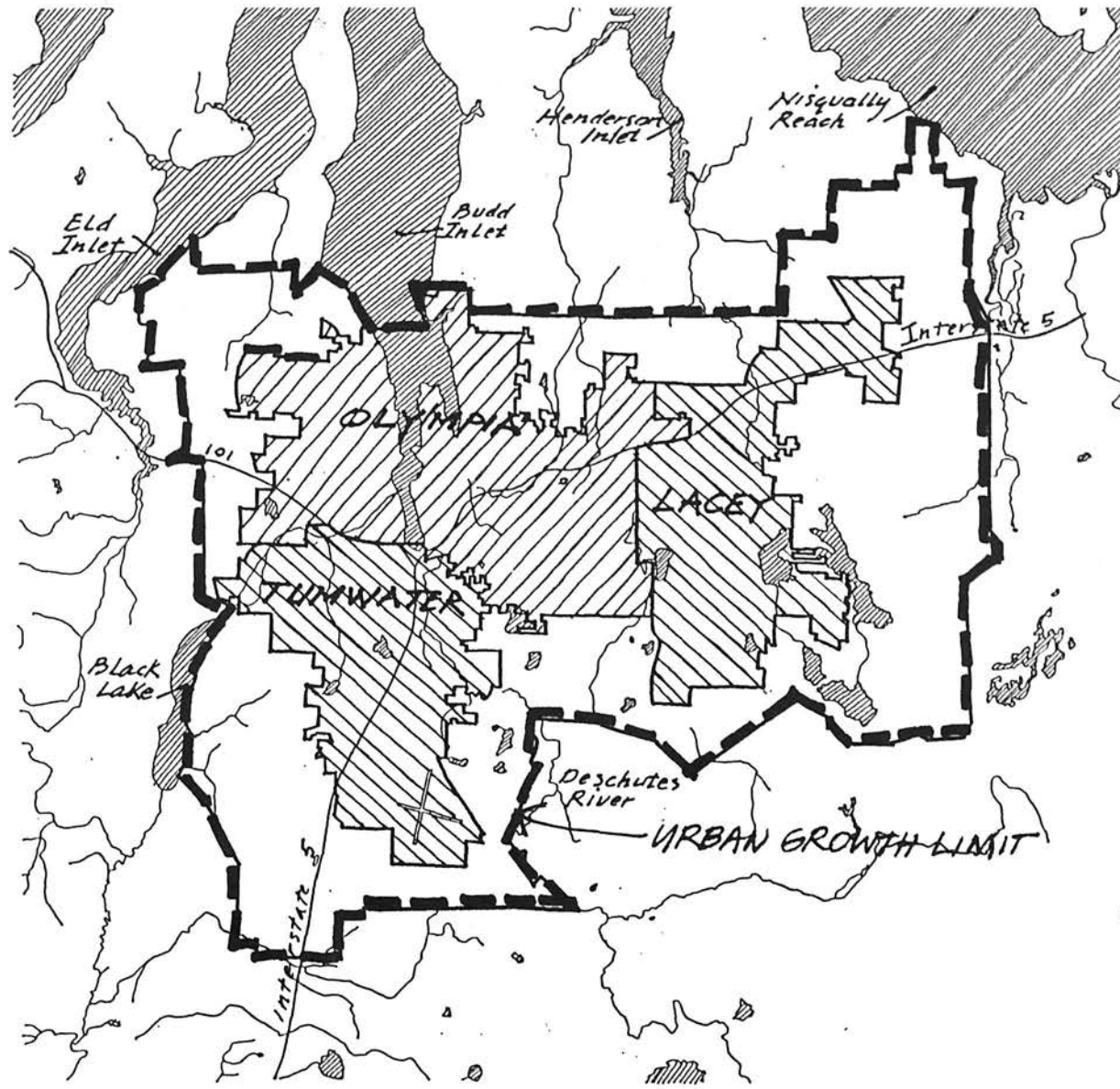
Outside the ring, property was recently rezoned to one-unit-per-five-acres to discourage subdivision development dependent on septic systems. In addition to protecting groundwater and the surrounding "environment," this move could serve to create the critical mass necessary to make the sewer and water districts economically viable within the urban zone.

Realizing that there are many more environmental issues than simply sewer and water service, and feeling the effects of the suburban sprawl and the lack of growth management, a group of citizens called "freeholders" were elected in 1989 and charged to write a new charter. The proposed City-County Charter they drafted would reallocate some powers of the cities and county to plan for growth and redistribute local tax revenue to help finance planning activities for the whole region.

For the citizens of Olympia, the Central Business District still is a concern. While the state building pro-

gram may be an economic shot in the arm, there is uncertainty in the future of the Port and the viability of its logging operations.

In consideration of these changes, the R/UDAT team was called in again to help the communities articulate a common vision that will guide them through the next decade.





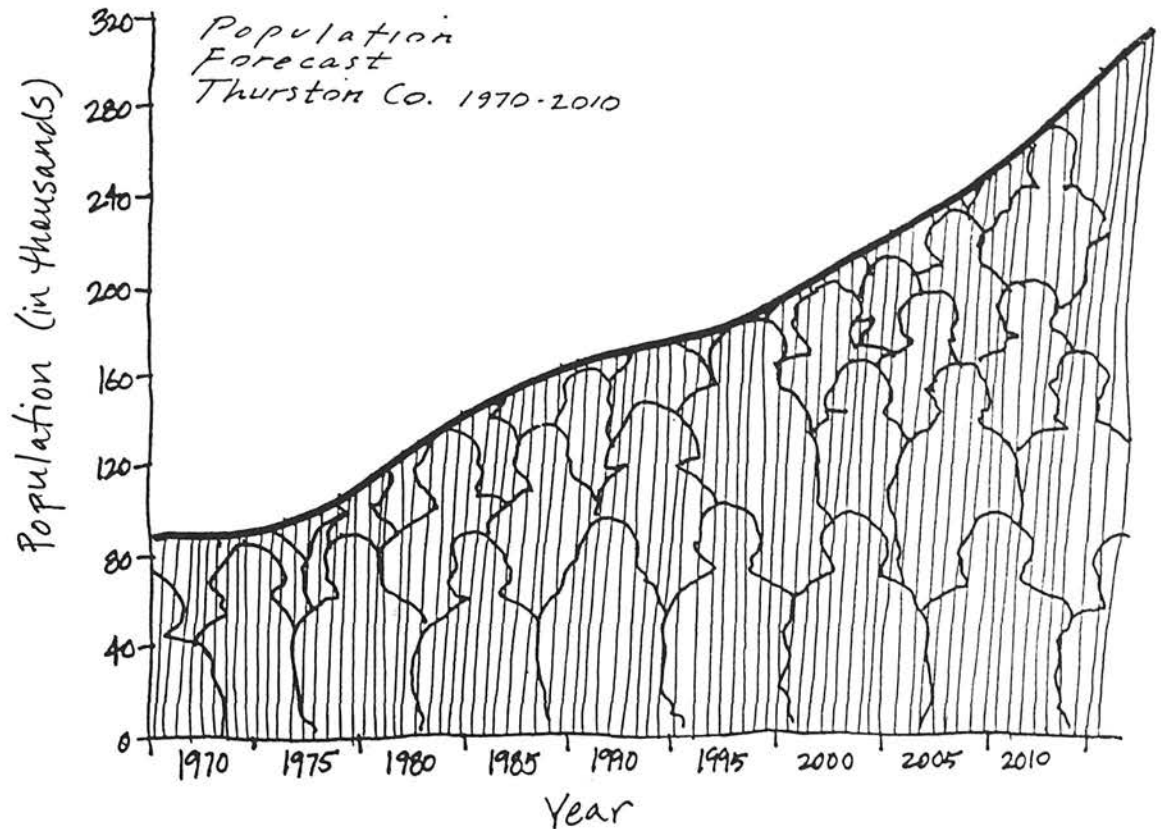
A Vision Must Lead

The Olympia / Lacey / Tumwater/ Thurston County area has demonstrated a remarkable penchant for innovation and initiative in seeking cooperative solutions to region-wide issues. LOTT, The Urban Growth Management Agreement of 1988, and Emergency Medical Services are but a few examples of areas in which inter-municipal cooperation presently exists.

Cooperation and mutual respect are strong and highly valued character traits shared by both individual citizens and governmental institutions in this area. In the R/UDAT team's discussions with elected officials and staff from the area jurisdictions, this message was repeatedly underscored.

A legal framework for managing the region is already in place. The State Legislature recently enacted the Growth Management Act of 1990, which is modeled in large part upon initiatives previously adopted in Thurston County. The new law provides a mandate that fast-growing

counties with a population greater than 50,000 "shall adopt comprehensive land-use plans and development regulations" by July 1, 1993.



Even more far-reaching responsibilities would be faced by municipalities should Initiative 547 be approved by the voters in November. Similarly, the proposed new City-County Charter, if enacted, would create a new legal framework for managing the region. Whether or not these latest proposals become law should not obscure the undisputed fact that better coordination and cooperation are necessary among Olympia, Tumwater, Lacey and the unincorporated portion of the county.

Area leaders clearly want to find a way to take charge of this region's destiny. Whether the specific approach to this end is the proposed new City-County Charter or stronger planning and management under existing organizational structures, the goals and objectives are the same. Everyone believes in the need for cooperation, the need to consider the broader, regional "big picture" and the need to anticipate the future with proactive strategies and programs.

While everyone professes to subscribe to the process of cooperation, the R/UDAT team still detected traces of

competition, conflict and mistrust among various jurisdictions and interest groups. The source of this seems to come down to basic questions of who should benefit and who should pay for the continued growth and economic vitality of this region. There seems to be widespread acceptance that this area will continue to increase in population, employment and concomitant physical development.

Managing this growth in an environmentally sensitive manner, maintaining the friendly community feeling, and promoting quality design and compatibility with existing development appear to be widely held precepts in this community. But conflicts surface when it comes down to bottom-line issues of who should benefit and who should pay for this continued growth. When residents in a specific neighborhood perceive that the costs of growth outbalance the benefits, the demand for managed growth can change quickly to an outcry for no growth at all.

What seems to be lacking is not a commitment to cooperation, but a commitment to a clear, shared vision

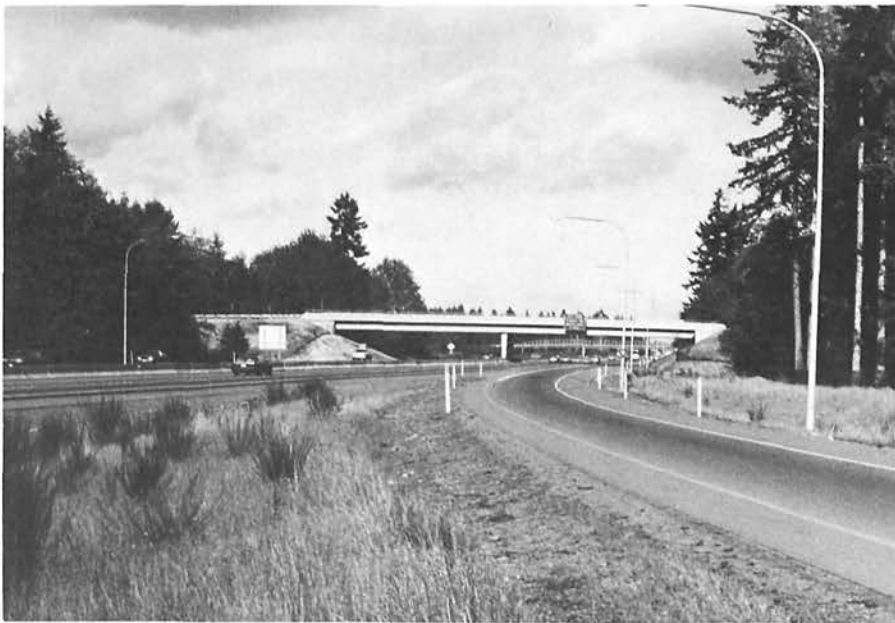
of the future economic function of this area and a corresponding physical development pattern necessary to accommodate and promote this economic function.

The Vision: Economic Interdependence

The R/UDAT team suggests that the citizens of Olympia, Lacey, Tumwater and Thurston County need to develop a stronger sense of the economic functions and relationships taking place in this community. Two old adages come to mind:

- The whole is greater than the sum of its parts
- The chain is only as strong as its weakest link.

From an economic-function perspective, Thurston County and its cities are one interdependent unit. Residents may live in one part of the community, work in another, and shop and recreate in a variety of locations dispersed throughout the county. In fact, Thurston County increasingly is tied to the larger urban counties to the



northeast. About 15 percent of this county's residents reportedly commute to jobs in the Seattle/Tacoma area.

In the long run, whether the citizens of Thurston County choose to maintain the existing city and county organization or consolidate into one unit of government is not the most critical issue. The critical issue is to define what role each geographic area can fulfill in the overall regional economy.

For example, because of unique natural features some land areas should be preserved as open space; another site may be a logical location for a major shopping center because of development patterns and transportation accessibility.

Problems arise, however, if tax-base pressures force each city to seek a complete range of urban development. Clearly, the overall market in the region is only so big. Furthermore, public funds for supportive infrastructure are increasingly scarce and must be carefully invested.

As Olympia, Tumwater, Lacey and Thurston County grapple with defining their separate but related roles in the regional economy, they should consider what each can contribute best and how together they can promote and maximize the area's economic diversity.

For example, Tumwater appears to have a unique opportunity to develop a new industrial-office complex adjacent to Interstate 5 and the airport. Olympia, on the other hand, has an existing pedestrian-scale downtown area on which to build a stronger mixed-use urban center (office, retail, housing). Downtown Olympia may seek its niche as the cultural-entertainment center of the region. Meanwhile, Lacey may look to capitalize on its proximity to the major population center of Seattle/Tacoma.

These geographic areas within the county should not compete with one another. Their real competition comes from other high-quality, small-scale regions in the United States that also are looking to attract clean, well paying industry.

Most important, however, the various groups and jurisdictions need to consider how their individual development programs can contribute to achieving their broader share vision for the area. Opportunities for shared ventures abound. The team was struck by the opportunity for a major recreational/open-space corridor stretching along the Deschutes River from Tumwater to Budd Inlet. By working together, Olympia, Tumwater and the State could develop a major asset not only for area residents but also to serve a potentially growing tourism industry.

Structuring for the Vision

It is obvious to the team that the citizens of this area and the State of Washington realize the need to coordinate their efforts. We have been tremendously impressed by the number and variety of various proposals currently under discussion to make the management of urban growth more rational, efficient and effective. Much of the team's energies over the past few days has been devoted to trying to understand the similarities

and differences among the various governing options.

The R/UDAT Team observed many good features in each of the alternatives. While it is tempting to cast our own vote on the issue, we quite frankly do not feel capable of giving the community a fully informed opinion after such a quick study. Whichever specific proposal is adopted, however, there are certain key principles and processes that we believe should be given priority and careful attention.

1. As a foundation for any land-use and transportation planning for either a municipality or the entire county, market demand forecasts are needed for residential, industrial and commercial land uses at the regional scale. Urban-growth boundaries, zoning and infrastructure investment plans must be phased in over time and scaled to some reasonable expectation of market demand in this region.

2. Land-use planning must be coordinated closely with transportation planning and conducted on a regional basis. While strong local planning is

still needed, a sound regional land-use and transportation plan cannot be a simple compilation of independent local plans.

3. It is unreasonable to expect that each city and town can develop as a fully diversified urban area unto itself. Therefore, each municipality should define its unique niche in the region from a strategic standpoint.

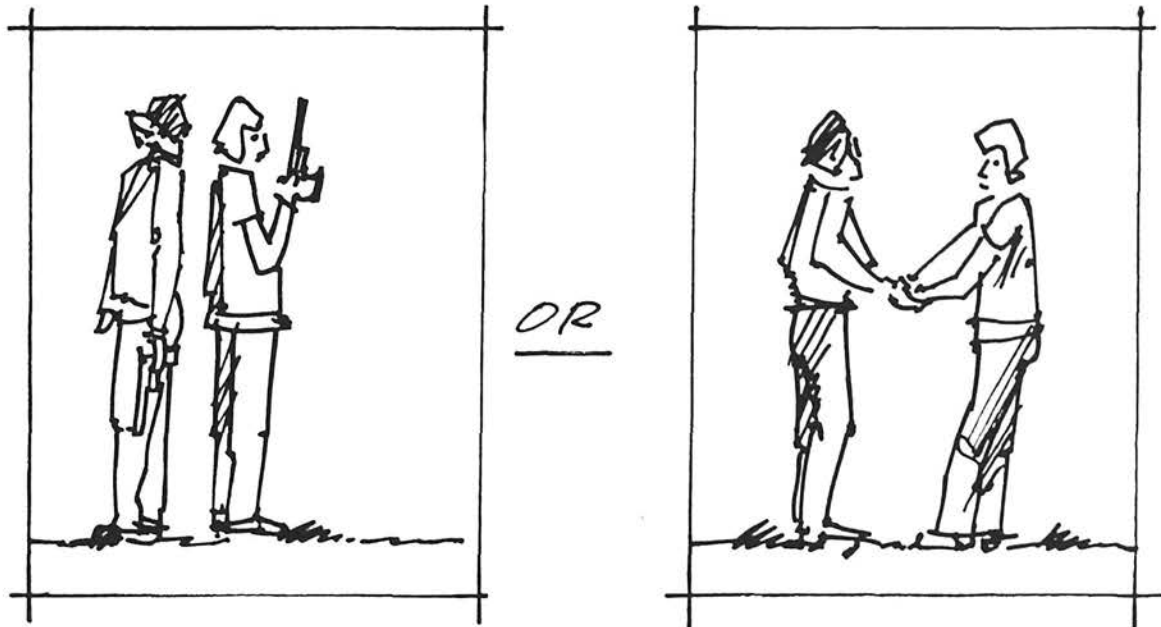
4. Increased attention to cost-allocation formulas will be needed as regional planning proceeds and new service delivery options are discussed.

5. Responsibility for addressing the region's social and environmental concerns must be shared by all, whether a city or a neighborhood. For example, the area should consider how to develop a region-wide affordable housing program in which all jurisdictions and geographic areas participate, either through financial contributions, fair-share housing allocation plans or local housing development programs.

6. Further "Balkanization" of the county through municipal incorpora-

tions should be avoided. In order to keep government close to the people, methods to upgrade neighborhood plans and planning with both a city- and region-wide basis could be implemented. Municipal annexation at the time of utility extensions to unincorporated areas should be mandatory.

7. In the long run, if current trends continue, this area may need to consider future consolidation of municipal services that may necessitate a unified governmental structure.



Initiating the Vision

In order that the region be better prepared to meet the challenges of the future, we suggest that consideration be given to the following initial steps:

1. Creation of a council consisting of the mayors and city managers of Olympia, Tumwater, Lacey and the county commissioners. The council would meet on a regular basis, probably monthly, in order to exchange ideas, identify strategic regional issues and develop common approaches to those issues.
2. Although Olympia, Tumwater and Lacey each have excellent individual comprehensive plans, we suggest that those plans be carefully reviewed — and revised if necessary — to better take into account the goals and challenges facing the entire region.
3. Regardless of whether or not the proposed City-County Charter is approved, the cities must work together with the county to formulate a regional comprehensive land-use plan. This already is mandated by the Growth Management Act of 1990.

4. The Urban Growth Management Agreement of 1988 is actually a Memorandum of Understanding setting forth certain goals, policies, planning and review processes. The next logical step would be for the signators to enter into an actual intermunicipal agreement committing themselves to joint land-use planning and joint review processes. In such an intermunicipal agreement consideration should be given to the adoption of county-wide development regulations and design standards.

5. Existing intermunicipal agreements presently in effect should also be reviewed — and revised if necessary — as a result of the R/UDAT visit. Moreover, there may be other areas where intermunicipal agreements may be appropriate in order to better address major issues at the regional level.

6. The staffing requirements of the planning Departments of Olympia, Lacey, Tumwater and the county should be reviewed carefully. We believe that each city should have its own full-time high quality planning staff. In addition, Olympia should

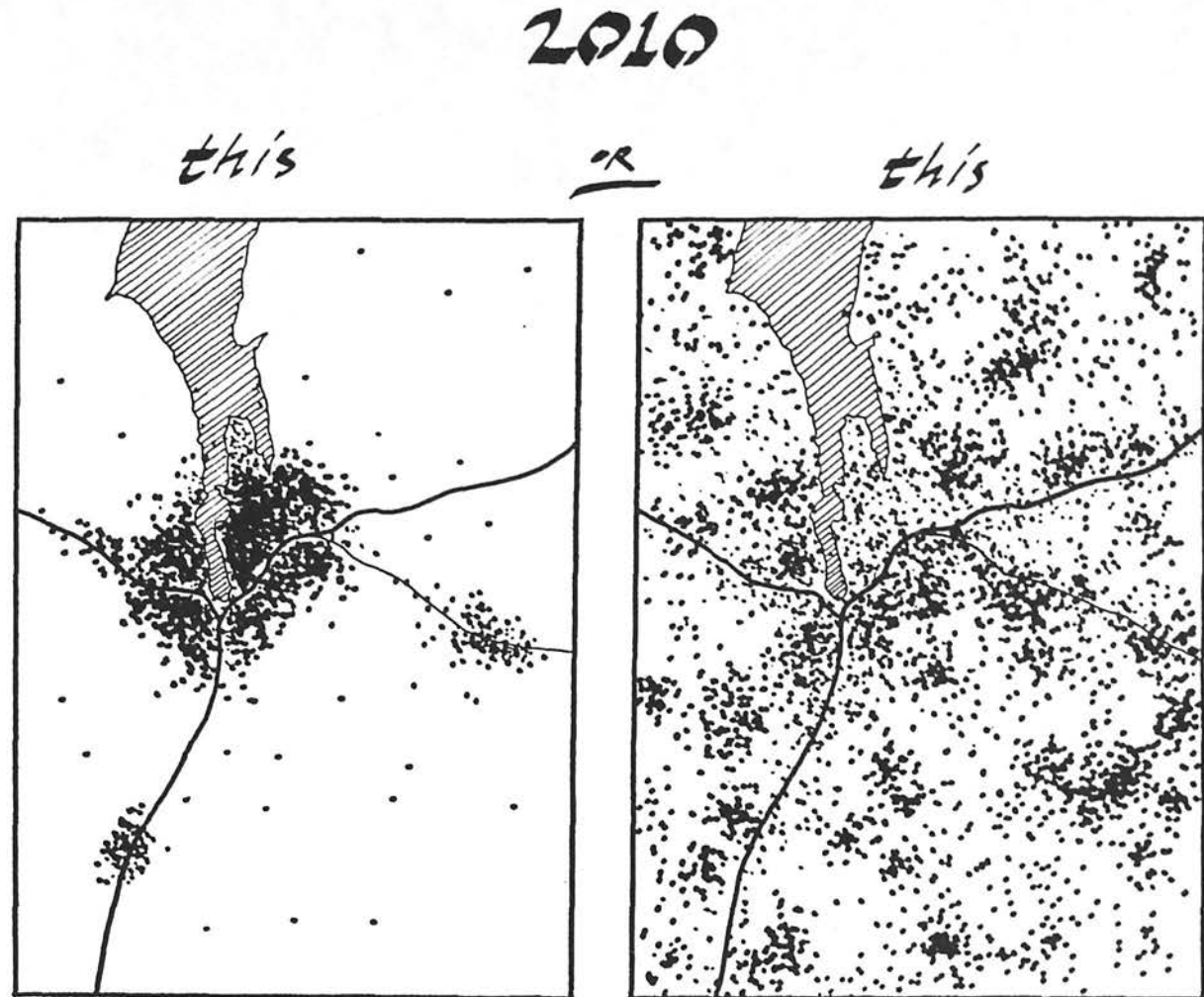
seriously consider establishing an economic development function within city government to give a stronger focus to revitalization and redevelopment needs.

7. County and city permit procedures should be standardized to prevent unnecessary delays, costs and inconsistencies.



8. Greater public input should be accorded before major land-use decisions are made. In this regard, we commend the newly enacted City of Olympia Neighborhood Association Recognition and Notification Ordinance. However, we would encourage Olympia, as well as Lacey, Tumwater and the county to actively encourage public participation at public hearings. Such public hearings should be mandatory for all land-use projects over a certain magnitude and on those which may be deemed to have regional impact.

9. Current regulations for commercial and industrial zoning should be reviewed to determine whether the maximum allowable heights, densities and massing restrictions will result in the desired community outcome. The R/UDAT team is concerned that the scale of development permitted under existing zoning may be incompatible with the community's desired vision.





Introduction and Partnership Opportunities

Within Thurston County, it is critical for the State and the municipalities to understand the significant impact they have on each other. The State is the major employer in these communities, and it must demonstrate additional sensitivity in the decisions it makes and how it makes them. Similarly, the communities must maintain constant awareness of the State's concerns, and be aggressive in dealing with the opportunities and consequences that are available.

The State must be mindful that its actions will have a lasting, significant impact on the local communities. At times the State must consider additional commitments above the basic standard to successfully support the citizens of the area. If done carefully, the premium investment will return substantial dividends with enhanced working relationships and an improved quality of life as well as economic rewards.

Purchasing land and constructing new facilities in some premium areas could spur additional economic development in adjacent areas. This not only improves the communities' tax base but also increases tax returns to the State. Premium investment becomes repaid many times over. Traffic volume and activity from grouping employees can have positive consequences as well as negative ones. Close working relationships between the State and the municipalities on all planning issues are crucial here because of the heavy influence of the work force on the community.

Likewise, the cities must be much more aggressive in seeking out opportunities to participate at the earliest stages in all planning by the State. They can demonstrate issues and concerns for full incorporation into the State's actions. They should pursue cooperative relationships in all endeavors in order to benefit from joint development and use of facilities. Reduced development and operational costs can benefit both municipalities and the State.

The cities must actively educate the State about investments that can be made in their communities. The State should develop quality space, whether leasing or building, and do so at reasonable costs without depressing the private investment potential that will always follow. Quality private investment will expand the cities' tax base and raise the level of employment that returns premium dividends to the State's coffers. The cities must be innovative and creative to find appropriate ways to solicit the proper location of state facilities.

Tumwater might seek to locate state facilities to enhance the potential development of its industrial and business park. Services, utilities, and support can be consolidated to reduce the costs to all parties.

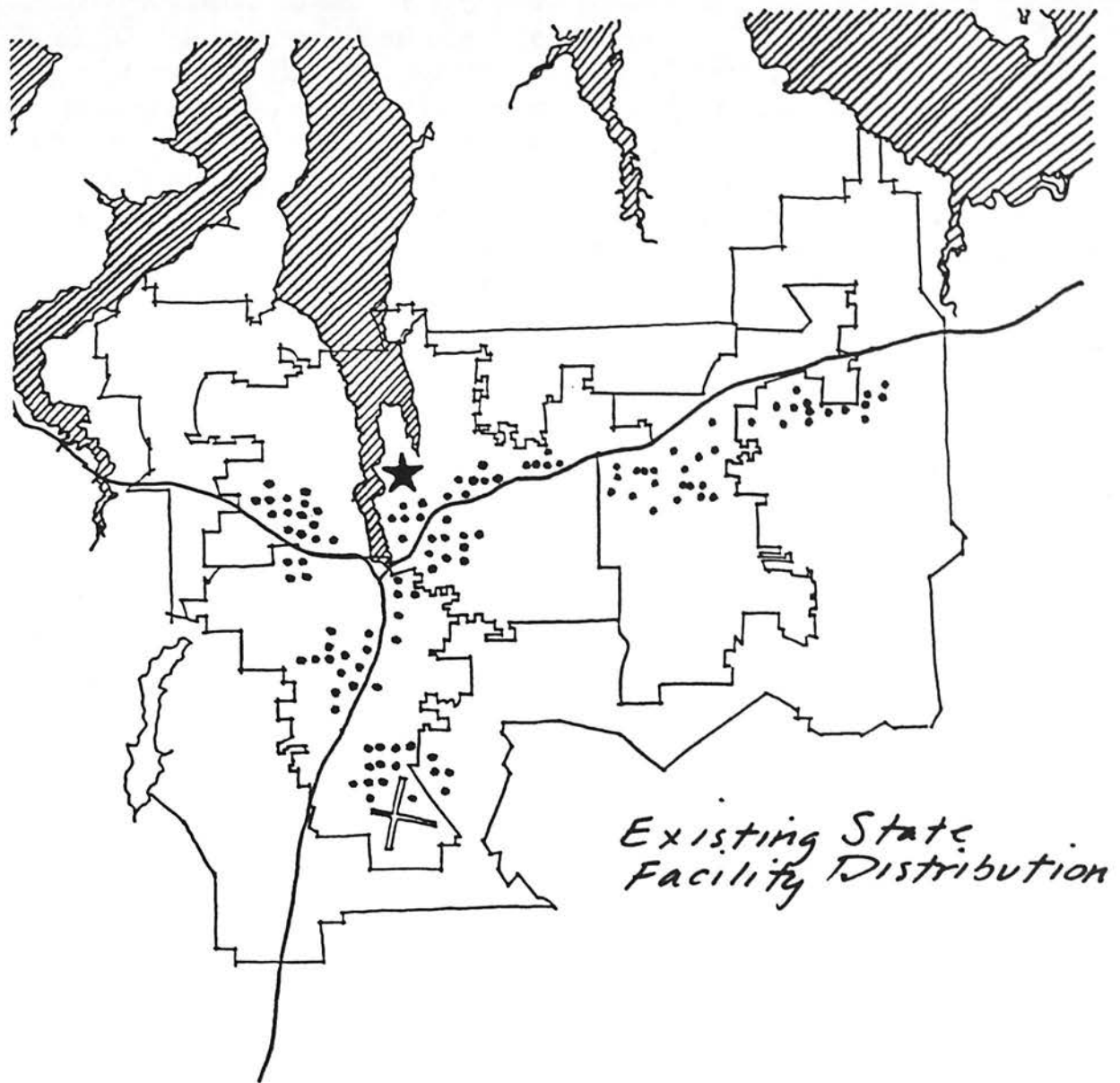
Lacey could carefully provide locations for facilities that do not allow for too much parking adjacent to buildings. Lacey's desire for an office "complex in the woods" must preserve the maximum amount of trees. It suggests that the original desire of ground-level retail would best be eliminated and that the cluster be located in reason-

able proximity to existing retail clusters. This would allow for maximum preservation of the forest and enhance the existing retail development.

Economic Benefit Potentials

When state facilities are proposed in an existing business district, care should be taken to place them to enhance surrounding activities. In some instances, premium prices must be paid for land acquisition, and existing businesses may need special assistance to relocate. The end result, however, will increase the activity in the private business sector, and generate additional revenue that benefits both the municipality and the State. This also provides incentives to upgrade existing adjacent structures and improve the overall fabric of the area.

If the State and the municipalities work together, they also can create new destinations for tourists and visiting business people. This encourages them to linger, spend more money on food, entertainment and fundamentals. This revenue stays in

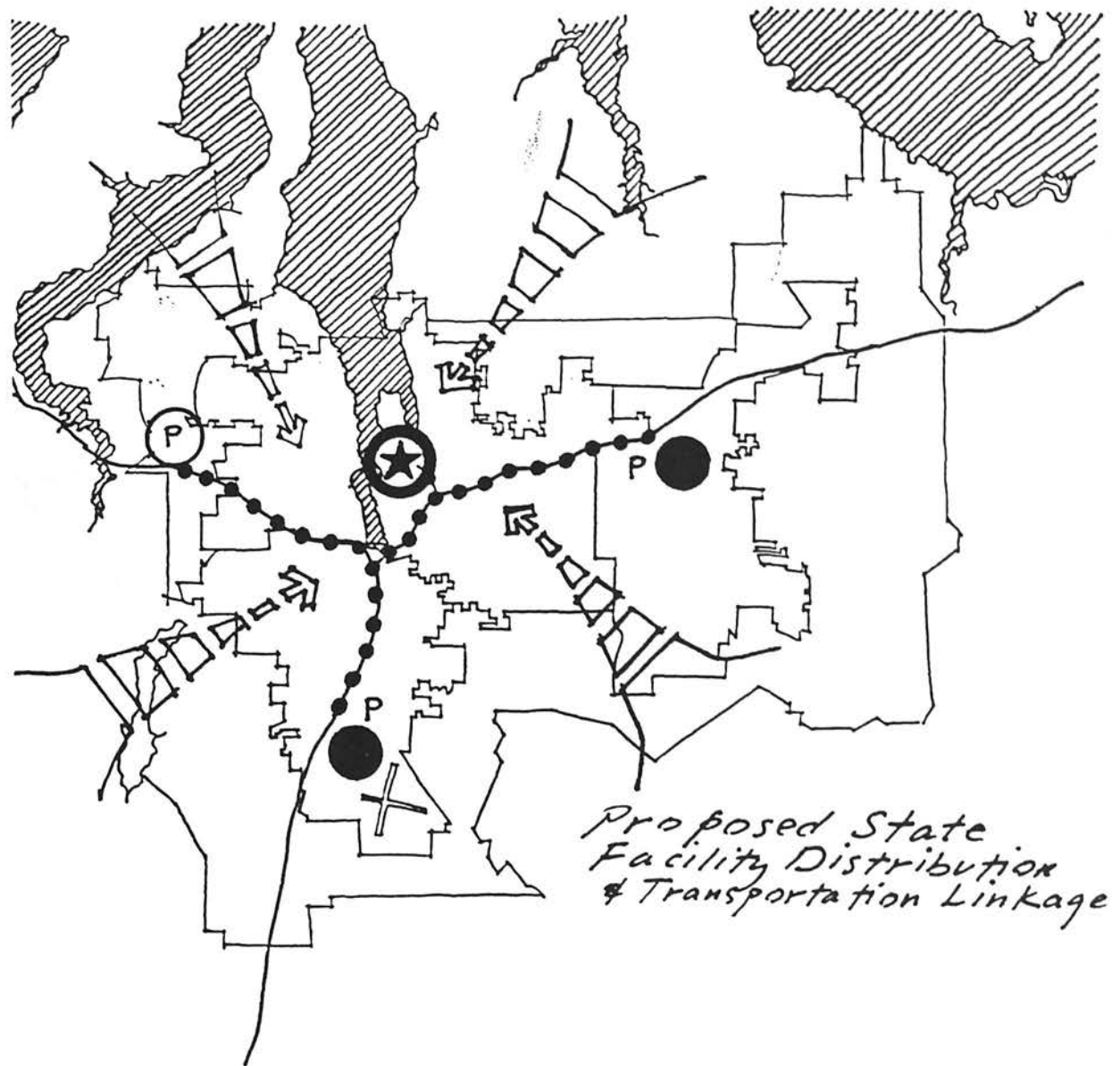


the community and state even though the people may move on.

The State can benefit substantially by consolidating many of its randomly located facilities. These significant savings come from shedding leases to assume ownership positions. Co-locating agencies in close proximity can reduce support staff needs and the necessary support services. This reduces ongoing operating costs, which are the most costly to the State. It provides opportunities to improve employee and public access, and allows for higher utilization of shuttle and mass transit systems, reducing the dependency on the automobile.

Transportation Leadership

With the State of Washington as the dominant employer, there is an opportunity as well as an obligation to provide innovative solutions to resolve growing conflicts of transportation. Some of the efforts may be painful initially, but if the State works closely with regional transportation agencies and municipalities, appropriate transitions with lasting benefits can occur.



The monthly cost of parking stalls should be raised to a range of \$30 or more per month to adequately repay the cost of parking maintenance, to create new parking and to enhance shuttle systems. This would actually discourage many from driving and force them to consider using buses and shuttle systems. This also may finance additional park-and-ride lots in the perimeter areas of major state facilities. The ratio of parking built to support new facilities should be reduced dramatically, also encouraging the utilization of mass transit systems and reducing traffic problems.

The cities must create an overall parking strategy after careful analysis of current and future traffic trends. This may involve considerable redirecting of current traffic patterns. It can best be done after a comprehensive analysis of parking and traffic activity in the community.

The cities should work carefully with the State to jointly locate parking facilities. Cities can provide property where it is possible to locate mass concentrations of cars where they can be dealt with.

In the city of Olympia, parking for newly proposed state office locations along Capitol Way should be placed one to two blocks off Capitol Way in order to minimize conflict between increased densities of new buildings and the obvious increase in automobile traffic. Shuttle systems should be run at increased frequency and be free or at low cost as incentives for ridership. Similar efforts in Tumwater and Lacey to use remote parking can decrease parking impact and preserve the natural surroundings. To increase pedestrian traffic, consideration should be given to closing some rights-of-way to use only by individuals or service, emergency and shuttle vehicles.

Existing rail rights-of-way should be preserved. Tumwater, Olympia and Lacey can be linked in the future with unique passenger services that might be powered by environmentally conscious fuels.

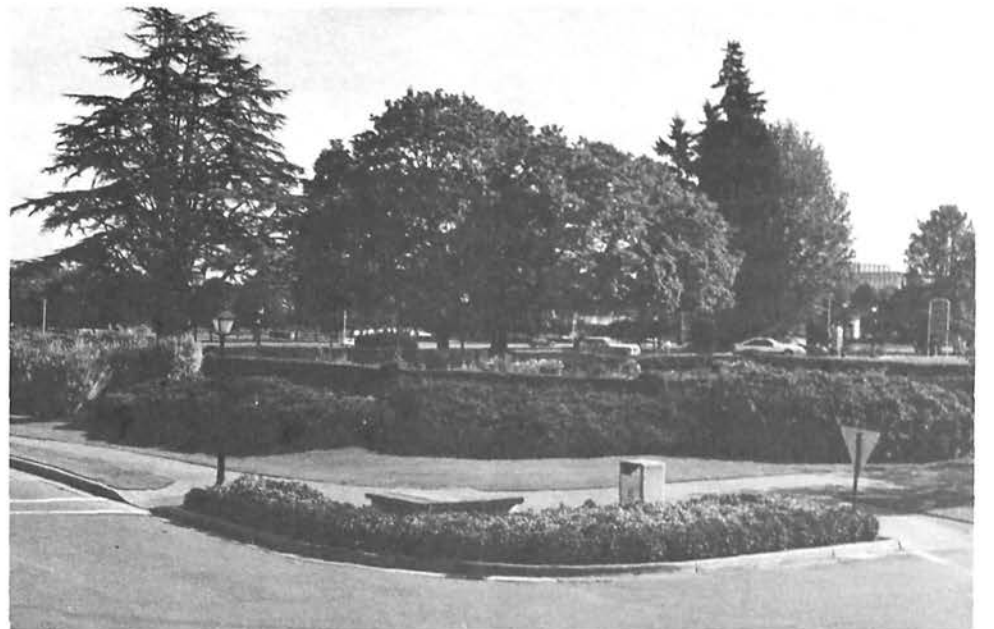
Bicycle and jogging trails should be expanded to also link the three communities along existing railway and freeway adjacencies to provide additional options.

Quality standards

The state is the primary user of space throughout the region and has an opportunity to set quality standards for facility development for themselves and for private employers as well.

Energy-conscious design, environmentally sensitive locations and the use of quality materials demonstrate the prudent expenditure of public dollars. Quality materials extend the life cycle of buildings and reduce the cost of maintenance substantially, even though the initial investment may sometimes be higher.

Enhancing the quality of the buildings and the workplace improves working conditions for employees and increases their productivity. It also shows the public a higher level of professional competence among state employees. Numerous studies have verified higher job satisfaction and improved quality of work result from quality space. This also affects the private sector in positive ways, thereby raising the overall community standard.



Detailed program standards should be incorporated into requests for lease space to control the quality of the product being provided. Lease provisions should require periodic review and approval during design and construction periods in order to assure conformance with program and quality standards. Commitments must be made to provide for sufficient compensation for quality space in order to provide a realistic return for the private developer. This raises the overall standards for space throughout the community.





Capitol Way

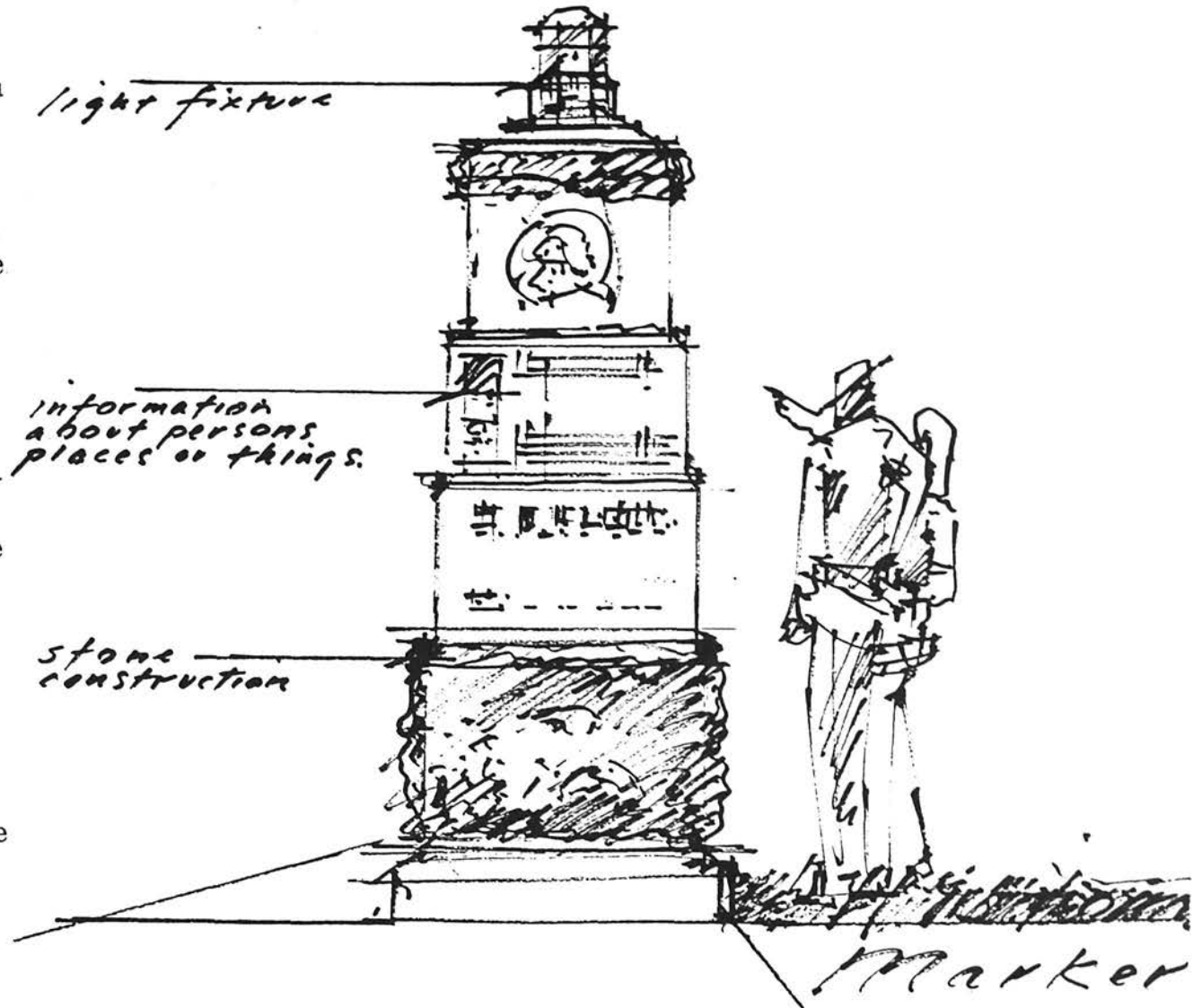
Heritage issues

Being the major user of space in the region, the State of Washington has a constant opportunity to demonstrate with its facilities the strength and endurance of its commitment to the public. State facilities truly provide a basic heritage for generations to come

The State must be mindful of how buildings developed now leave a record of current living and work standards for future generations to interpret. They should draw on the significance of history to show the impressive progress of the people here in the Northwest.

How these buildings were sited, constructed and used reflects a unique sensitivity to the environment.

The details of landscape amenities, the buildings' relationship to the scale of the local communities' structures and the preservation of historic elements all can demonstrate a full commitment to future generations.





Olympia R/UDAT '90 • The Capital Region



Recreation and Tourism Development

Successful leisure facilities serve multiple functions. They provide recreational and cultural opportunities for local residents and also provide the basis for promoting tourism and visitation from outside the region. Developing regional resources can have a favorable economic impact in the county as a whole and on individual jurisdictions.

The R/UDAT team reviewed the major recreational/tourism resources in the region, considered such individual development projects as were already proposed or in various stages of planning and identified several other possible projects which could contribute to tourism development.

Existing Tourism Infrastructure

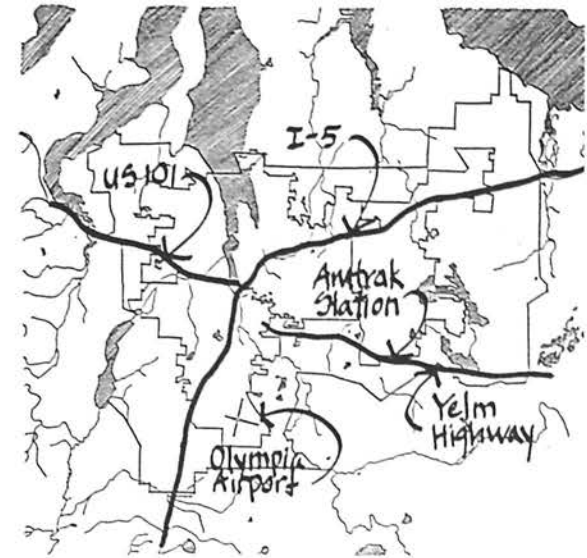
Transportation

The major corridor used by those entering the Olympia area from points outside Thurston County is Interstate 5. I-5 connects Thurston County to

the major metropolitan areas of Seattle to the north and Portland to the south. In addition, it serves as the major north-south corridor of the Pacific Northwest. Other arterial highways of regional significance include the Yelm Highway and U.S. 101, serving the southeast portions of the state and the Olympic Peninsula respectively.

The Olympia Airport, located in southern Tumwater, currently has no scheduled passenger service. Potential exists for commuter air service linkage to either the Portland International or the Sea-Tac airports.

An Amtrak railroad station currently is under construction along the Yelm Highway south of Lacey. Downtown Olympia has intercity Greyhound bus service.



Hotels

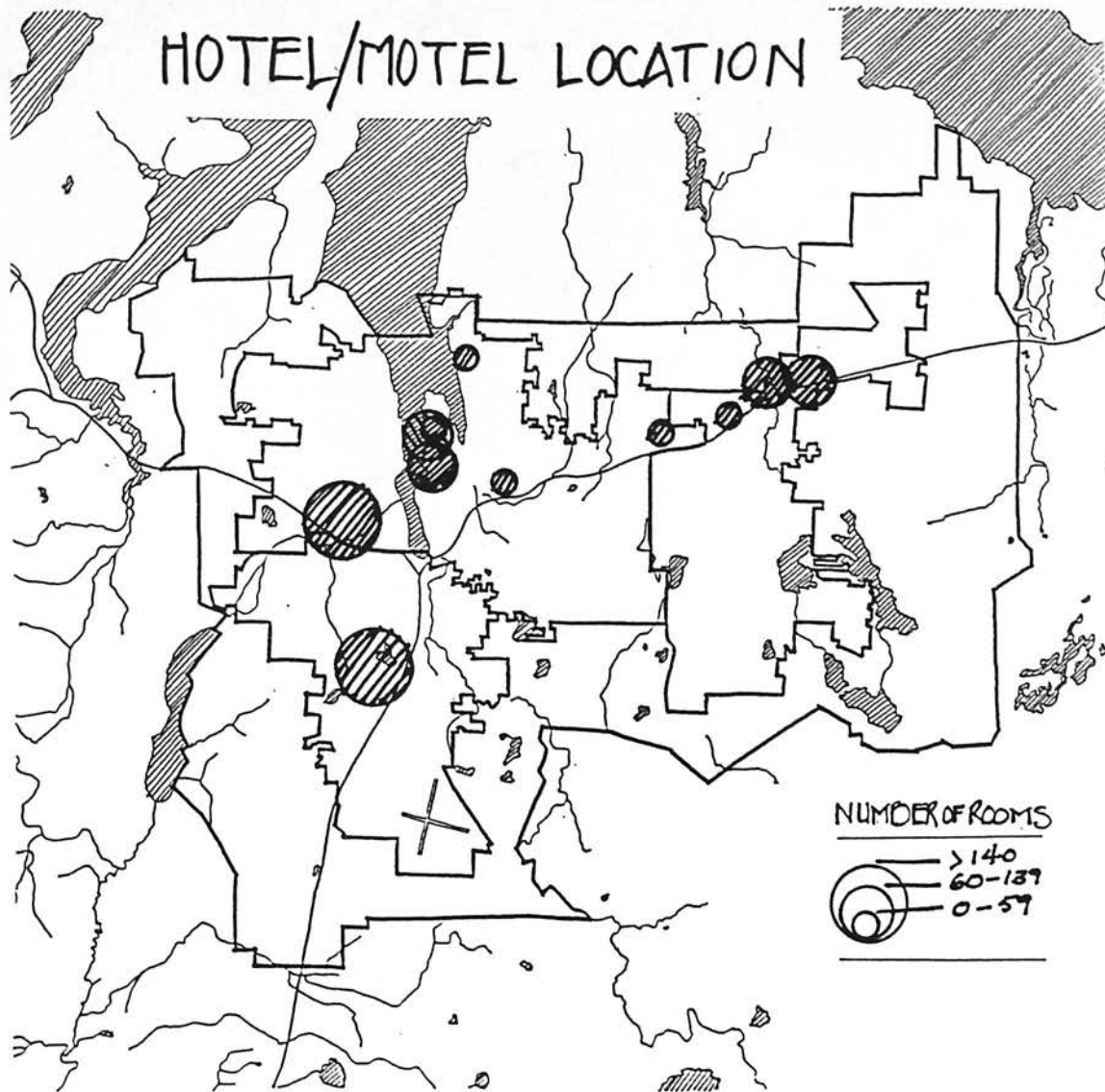
The urbanized portion of Thurston County has 11 significant hotels and motels, with a total of 1,013 rooms. Of these, 248 are located in downtown Olympia. The distribution of hotel rooms throughout the region is summarized in the accompanying chart. Demand for hotel rooms comes from three distinct categories: business and government travelers, tourists and convention delegates. The business and government travelers comprise between 55 and 60 percent of the market while tourists account for approximately 25 to 35 percent. The relatively low proportion of convention delegates partly reflects the absence of convention and conference facilities.

Meeting Facilities

Several of the hotels and motels have meeting rooms. However, Thurston County presently lacks a full-service conference facility.

Available Units

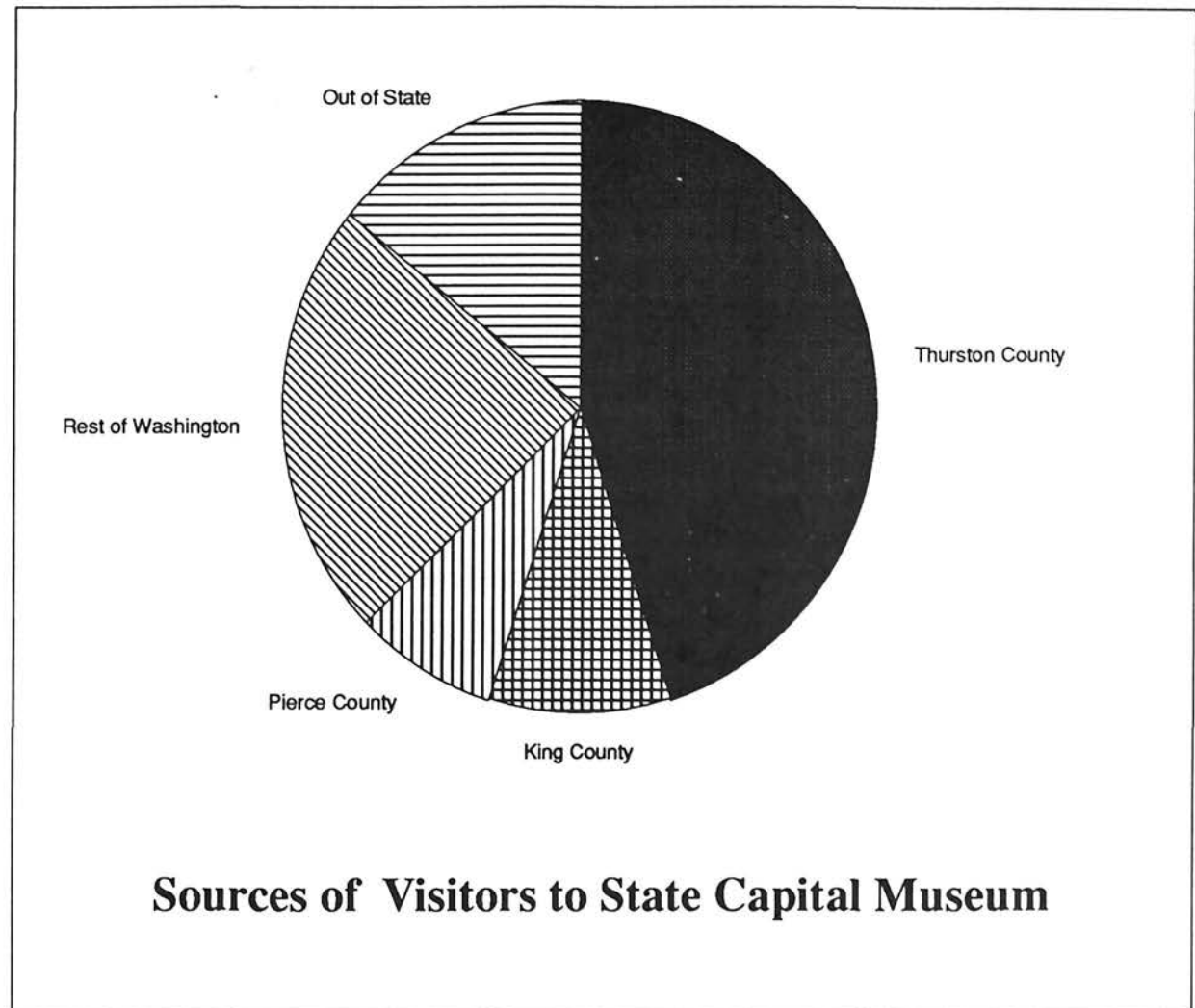
Establishment	Size (units)
Aladdin Motor Inn	100
Capitol Motor Inn	84
Carriage House Inn	63
Governor's House	121
Golden Gavel	27
Holly Motel	40
Motel 6	119
Tyee	146
Westwater	192
Baily Moter Inn	49
Super 8	72



Existing Visitor Attractions

The physical setting and scenic beauty of South Puget Sound, the historically significant role of the area, and the presence of the State Capitol make Greater Olympia a popular tourist destination. The two most heavily attended visitor attractions are the Capitol and the Olympia Brewery. Each has an estimated 200,000 to 300,000 visitors annually. Other attractions with available attendance estimates are the Pictorial Museum in Tumwater (about 6,000) and the Washington State Capital Museum (37,000). The latter probably will grow if the museum relocates to a proposed larger facility closer to the Capitol.

A majority of the visitors to the existing State Capital Museum come from outside Thurston County, as shown in the accompanying figure. (Similar information for the other visitor attractions was not readily available.)



Special Events

Special events occur in every month of the year in Thurston County, as shown in the accompanying figure.



Thurston County Events

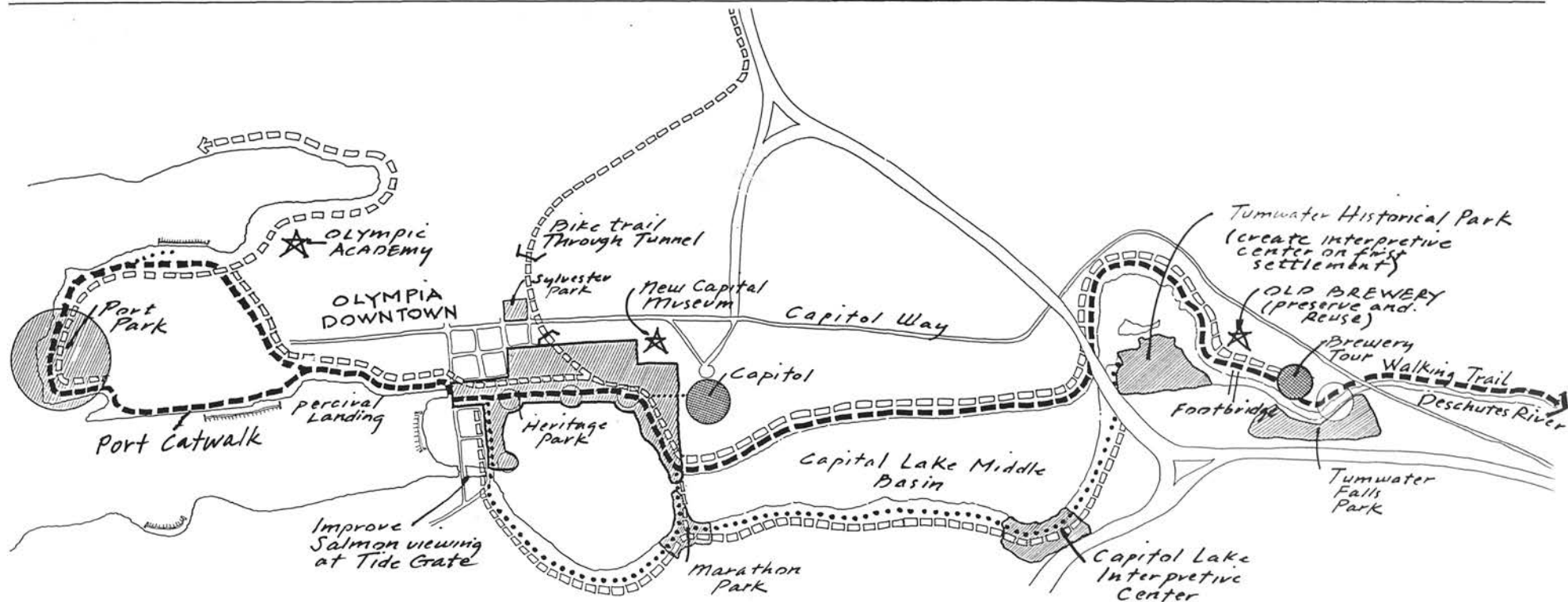
Date	Event	Town
February	Washington's Birthday Celebration	Olympia
April	Olympia Farmer's Market	Olympia
	Lacey Spring Fun Fair	Lacey
May	Wooden Boats Fair	Olympia
June	Super Saturday	Olympia
July	Tumwater Independence Day	Tumwater
	Capitol Lakefair	Olympia
	Capitol City Marathon	Olympia
	Oregon Trail Days	Other Thurston County
	Yelm Prairie Days	Other Thurston County
	Black Lake Regatta	Olympia
	Thurston County Fair	Lacey
August	Pet Parade	Olympia
September	Harbor Days	Olympia
October	Wine & Food & Jazz	Lacey
November	Admissions Day	Olympia
	Downtown Christmas Open House	Olympia



Possible Projects

Some of the possible projects which could contribute to further recreational/tourism development in the state capital region are identified below. Several of these potential projects are located in the water corridor between Budd Inlet and downtown Olympia to the Olympia Brewery and adjacent Tumwater Falls Park. Together, they offer a chance to further strengthen the visitor attractions already located in this area. In addition, a proposed Capital Bikeway would provide a recreational linkage between this area and Lacey.

The Old Brewery: A brew house that dates from 1906 still stands at the lower falls of the Deschutes River. It is a handsome Italianate structure in a beautiful park setting and represents an important part of the region's industrial heritage. It needs work to stabilize and preserve it, and it should be adapted to another interior use when the Pabst Brewing Company no longer uses it for its current function of a warehouse.



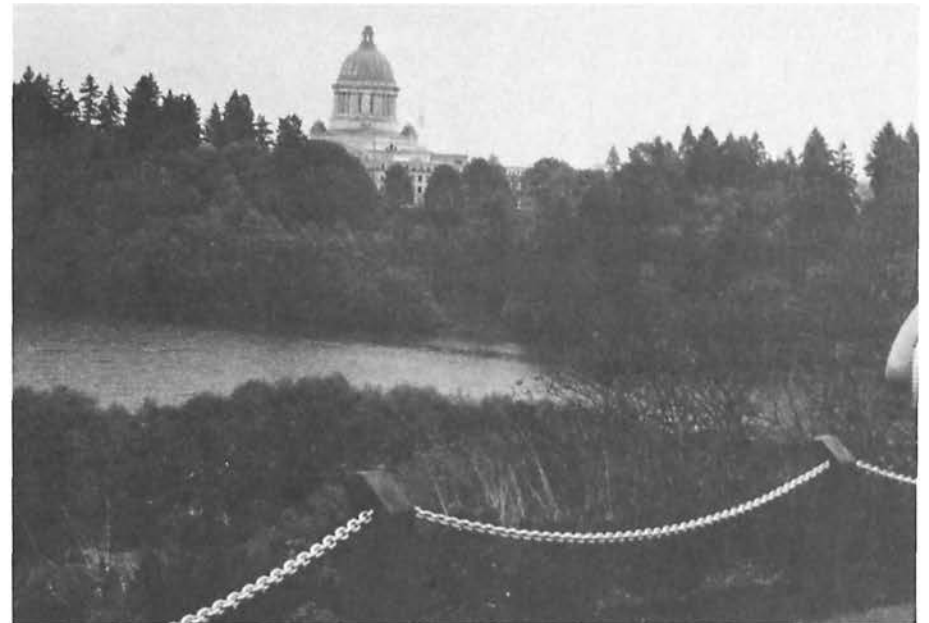
River Corridor

Blank Page

State Capital Museum: This museum is currently located in a former mansion on 23rd Street in a residential neighborhood south of the Capitol. Present proposals are to relocate it to a more visible location at Capitol Way and 11th Avenue on the downtown side of the Capitol Campus. The proposed modern, larger facility would interpret the political history and culture of Washington State to a wider audience of visitors. A planning and programming study for the new museum has been completed, but the project has not yet been funded by the Legislature.



Conference Center: The capital region presently lacks a facility specifically designed for conferences and other meetings. St. Martin's College in Lacey is planning to develop a conference facility as an addition to an existing building and is raising funds for that purpose. Downtown Olympia is also a suitable location for a conference facility due to its proximity to the state government, visitor attractions, and several hotels and motels.



Olympic Academy: The purpose of this proposed facility is to improve the quality of amateur sport education and scholarship in America. It would include a visitor center with educational and interactive displays on amateur sports with specific emphasis on the Olympic Games. Partial funding has been earmarked for the Olympic Academy, but a substantial amount of private contributions must still be raised.

Race track: Longacres Race Course in Renton, the only thoroughbred track in Western Washington, will be closed after the 1991 season. Private developers are proposing to build a replacement track called Capitol Downs on a 480-acre site on Hawks Prairie near Lacey. Other locations in Western Washington are also competing for the track.

Heritage Park: This is a potential state project to provide a park setting leading from the Capitol Campus down the steep slope to Capitol Lake adjacent to downtown Olympia. This would provide a visual amenity at this general visitor location.

Maritime Museum: The Olympia South Sound Maritime Chapter is interested in encouraging the development of a maritime museum on the Olympia waterfront. A major maritime museum does not appear to exist elsewhere in Washington, which would be an advantage. Chapter members have artifacts and vessels that could be used in a maritime museum, but additional funding and a site would be needed.

Capital Bikeway: An unused railroad tunnel might be used to create a bikeway running from the west side of Capitol Lake to Olympia Watershed Trail Park and farther east to Lacey. This would connect on the west to the Deschutes River corridor and, if feasible, would provide a recreational linkage between the three cities in Thurston County.

Salmon Run: There is a salmon ladder at Tumwater Falls Park, but it is covered and visitors cannot see the salmon ascending it. A visible salmon jumping area should be created at this falls. Another visitor enhancement would be to create an underwater salmon observatory at this location or

at the Budd Inlet tide gate at the north end of Capitol Lake, which is adjacent to downtown Olympia.

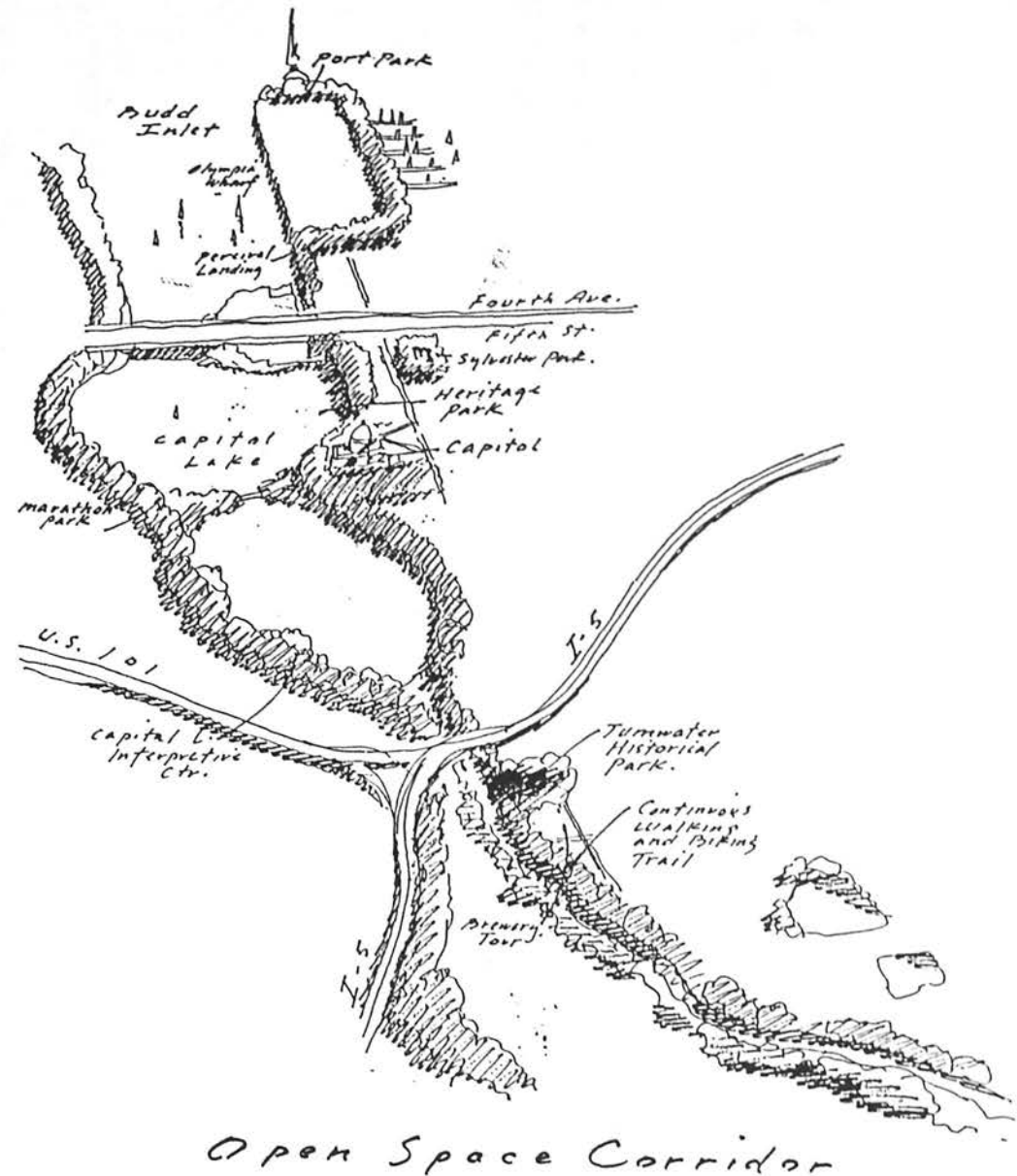
Mounds Excursion Line: The Mima Prairie, southwest of Olympia, is covered with earth mounds whose origin is a mystery. The mounds are located within a state natural area preserve, which includes a trail with interpretive displays. An unused rail line (single-track) runs from downtown Olympia (Capitol Lake) to the vicinity of the Mima Mounds and might provide the basis for a trolley excursion line during the summer visitor season.

Olympia Wharf: This is a R/UDAT team recommendation for development of a public pedestrian area on the western side of the present Port property. This would not be implemented until present use of the port property for cargo operations is over. Olympia Wharf would be used as a staging area for festivals and other public events and as a location for a maritime museum and associated exhibit vessels if a location for a maritime museum has not been found in the interim.

Overall Strategy

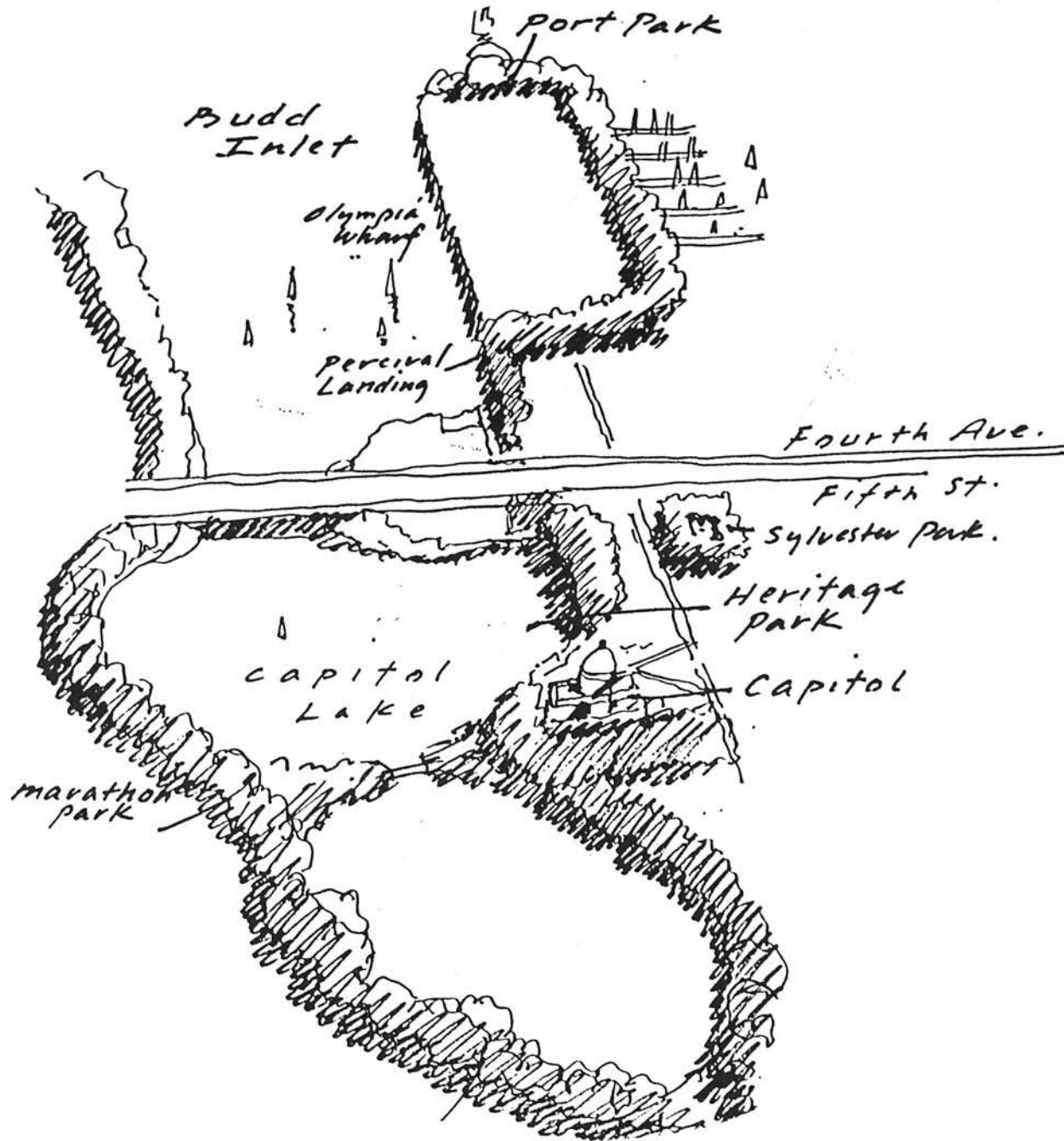
Special emphasis should be placed on further enhancement of the River Corridor (Deschutes River, Capitol Lake, downtown edge of Budd Inlet) to provide a high-quality, contiguous package of visitor attractions and recreational amenities. This strategy has the following advantages:

- It provides a package of adjacent visitor attractions which would include the two major individual attractions (the State Capitol and the Olympia Brewery) as well as downtown attractions.
- It provides a continuous outdoor recreation system of trails and parks for the enjoyment of county residents.
- It permits several jurisdictions, including state government, to work together to achieve a showcase product.
- It provides benefits both jointly and severally.
- Principal components of the proposed River Corridor project are summarized below and in the accompanying map.



- Complete a continuous greenway and trail system from Percival Landing to Tumwater Falls Park and beyond to the proposed large park upriver in Tumwater.
- Strengthen visitor attractions along the route from downtown to Tumwater Falls Park, including completion of an adjacent State Capital Museum.
- Preserve the 1906 brewery building and do a better job of telling the story of historic Tumwater, the first American settlement on Puget Sound.
- Improve the interpretation for visitors of the natural heritage represented by this river system, with special emphasis on its use by salmon.







Downtown Olympia: A Special Place in the Region

Downtown Olympia has a unique role in the overall life of the broader Thurston County community.

The R/UDAT team believes that the identity and vitality of the overall region will be enhanced if the downtown area continues as a strong focal point for commerce, government, culture and entertainment. We believe it is essential to continue to reinforce the downtown's special role.

The team has been especially impressed by three unique opportunities to continue the revitalization of downtown Olympia:

- State office expansion
- Potential tourist activities
- Further historic preservation efforts

In addition, the team believes attention must continue to be given to efforts to promote the general business climate in downtown. We have some specific observations to share in that regard.

State Office Expansion

The State of Washington's office development plans for Tumwater and Lacey appear to be appropriate within the context of those cities. Without more detailed plans, the R/UDAT team has not been able to offer more specific design comment except to express a general concern with the overall scale and massing of the state buildings proposed for those communities.

In contrast, the R/UDAT team has strong concerns with the current plans of Olympia and the State to place state office buildings in downtown Olympia. The continued success of downtown Olympia is dependent upon achieving a critical mass of economic activity within a concentrated geographic area downtown.

We believe that the preliminary state office expansion plans will greatly disperse, rather than focus, downtown commercial activity.

The team believes that state office expansion should be focused along and around Capitol Way. This street offers the potential to serve as a grand boule-

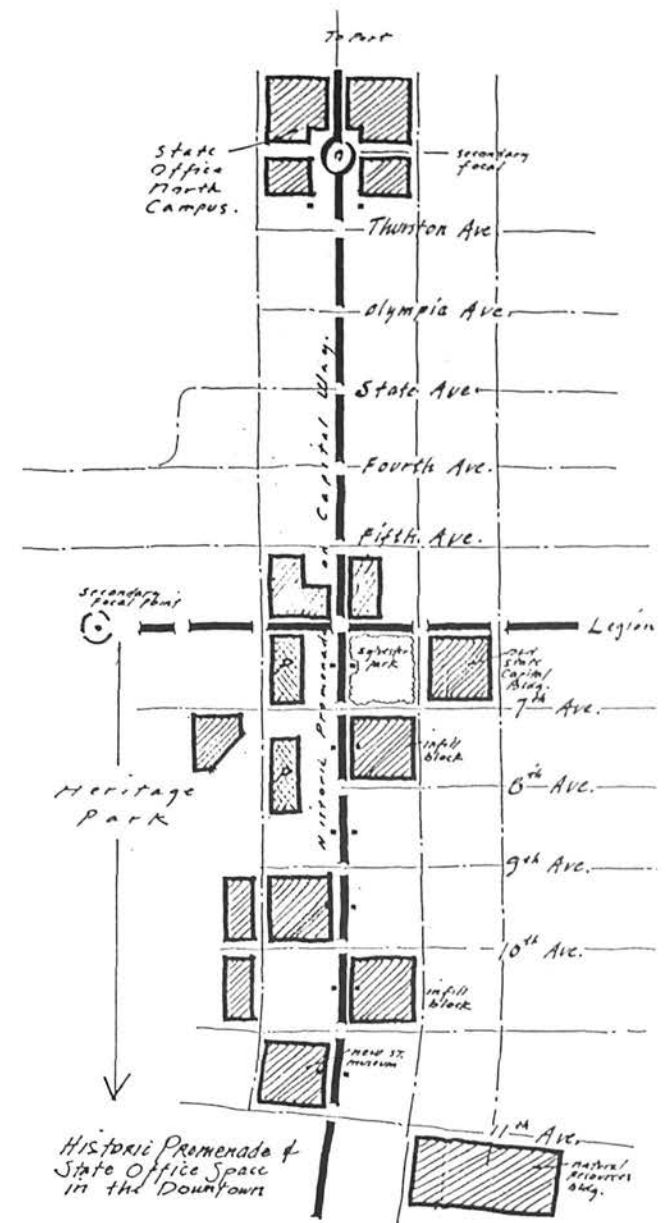
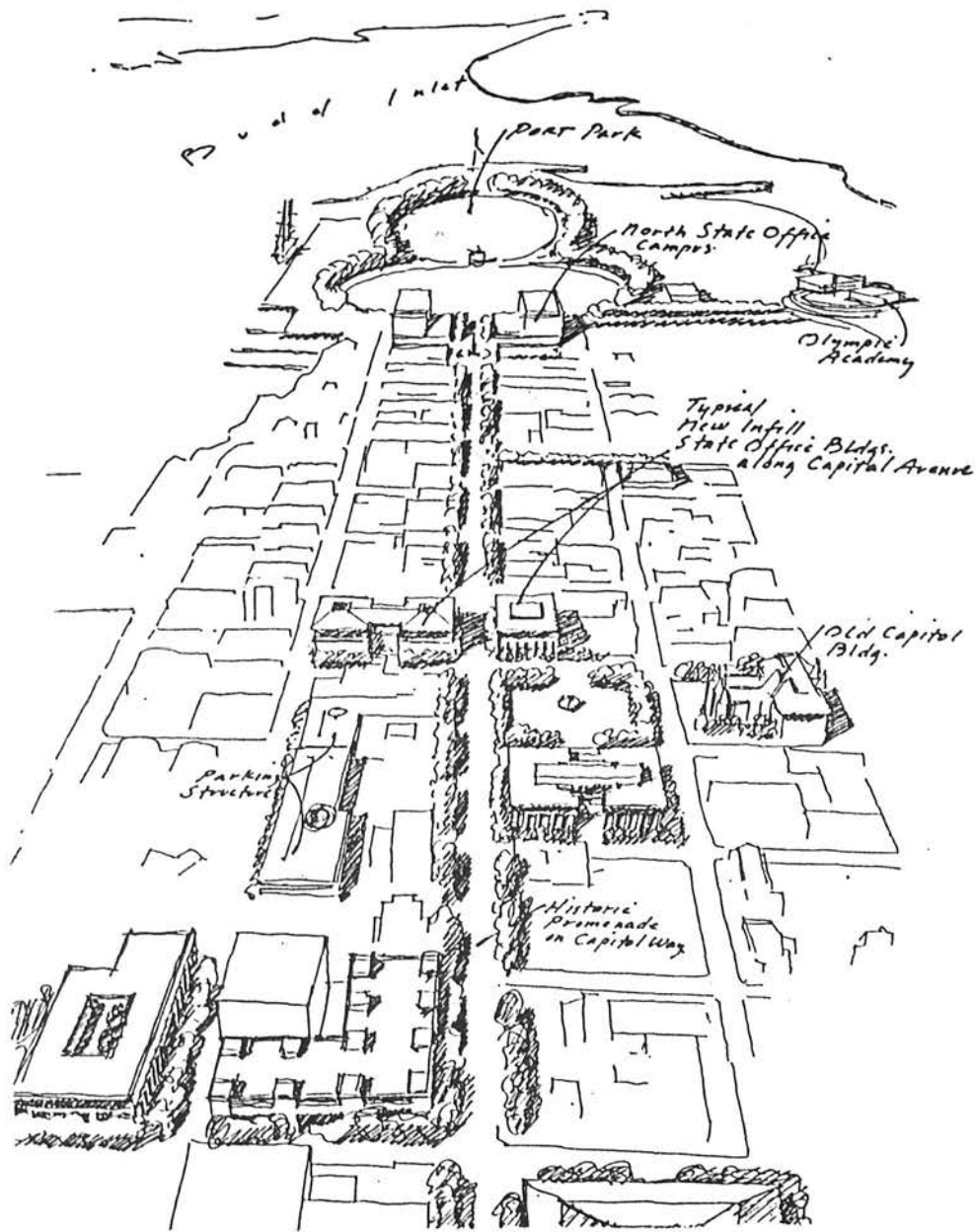
vard connecting the Capitol on the hill to Percival Landing through the heart of the downtown retail/commercial core.

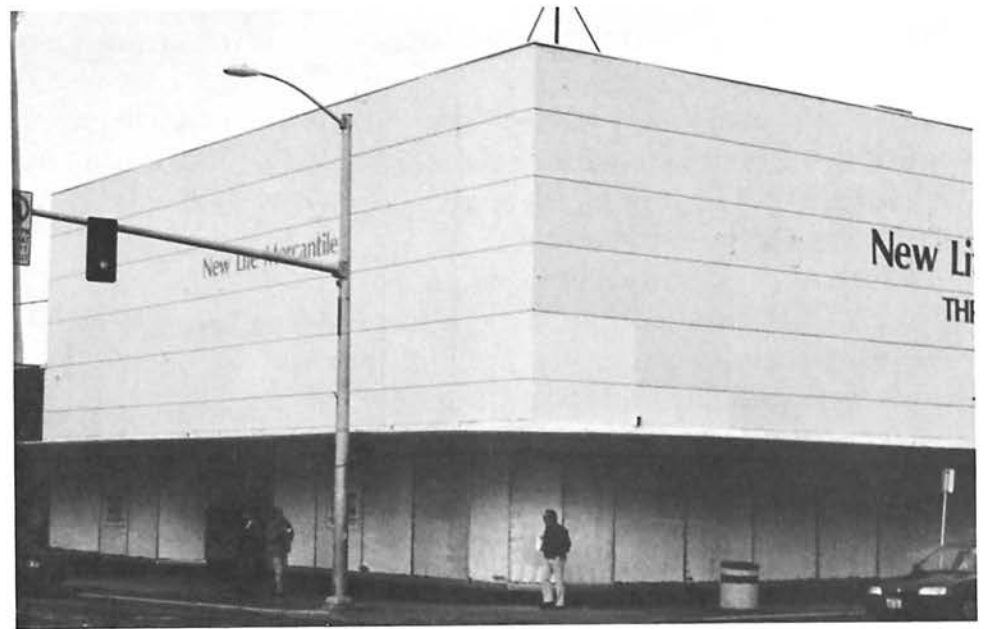
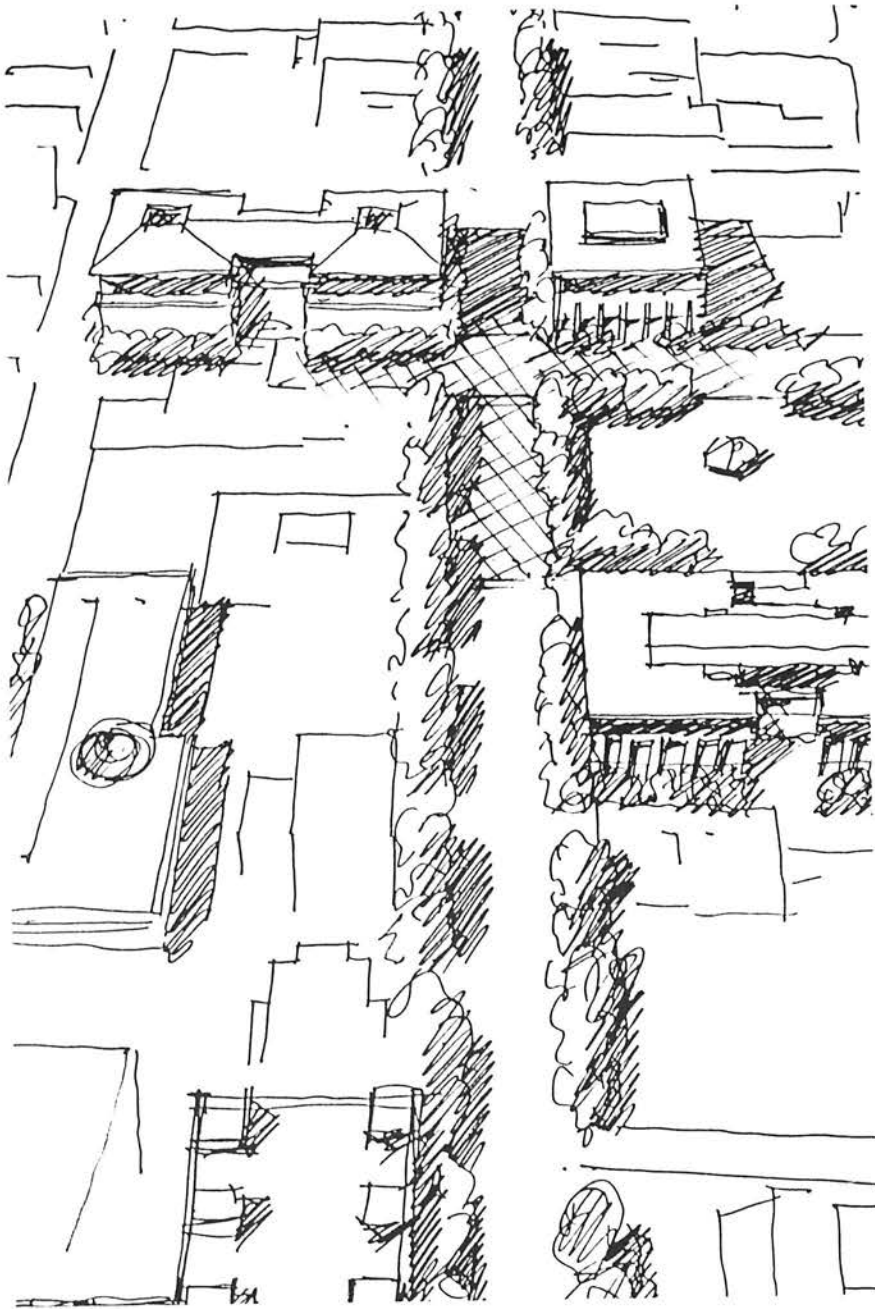
The city needs to look upon the location of future new state office buildings as a critical strategic opportunity to reinforce previous investments in the downtown core. The availability of low-cost sites should not be the sole criterion for site selection. The downtown office market in Olympia is virtually synonymous with the state office market.

The State of Washington through its General Administration Department appears to be quite open to suggestions on how the State can contribute to city goals. The State seems to appreciate the unique influence it exerts on the overall character and economy of the downtown.

Thus, the potential exists today as never before to forge a vital partnership between the city and State to develop a truly grand Capital City.

Downtown Olympia: A Special Place in the Region





Potential Tourism Attractions

The second opportunity we see for Downtown Olympia to expand its role as the center of the region involves developing its tourism potential. Tourism, as previously discussed, is actually a potential economic niche for the entire region, further diversifying the overall economy and enhancing the general quality of life in the region.

Several of the potential attractions or tourism opportunities in this region are located downtown. The development of these opportunities must be carefully coordinated with the design concept for the Capitol Campus, Capitol Way Boulevard, downtown core, and the Port area. Those projects, described previously in this report, have particular possibilities for downtown. They include the following:

- Washington State Capital Museum
- Conference/Meeting Center
- Olympia Academy
- Maritime Museum
- Capital Bikeway
- Olympia Wharf

A tourism component for the downtown economy would contribute enormously to creating the active "24-hour" downtown environment so desired by residents of this region.

Historic Preservation

The downtown area of the City of Olympia constitutes an important historical, cultural and economic resource of the city. The preservation and enhancement of historic downtown Olympia is equally important to the vitality and well being of Tumwater, Lacey and the entire county.

The R/UDAT team applauds the efforts of the City of Olympia in enacting a Historic Preservation Ordinance and creating a Heritage Commission. We view further efforts to highlight the historic qualities of downtown as a third unique opportunity to revitalize the city center.

We believe that additional preservation efforts undertaken by the city can make the downtown area more physically attractive and more economically viable, as well as provide an area

where both residents and visitors can further explore the heritage of the state capital. In this regard, we would recommend the following:

1. The Heritage Commission already has adopted a ranking system for various historic sites located within the city, ranking them on a scale of A (major significance), B (importance), C (value as part of the environment), and D (no importance). However, it is essential that the setup of the city's comprehensive plan related to historic sites be amended to incorporate such a ranking system.
2. Although the Historic Preservation Ordinance gives the city the right to designate historic districts, no such district designations have yet been made. However, much careful analysis has already been done by the Heritage Commission in regard to downtown Olympia. As such, we believe the time is appropriate to consider designating a certain geographical area of downtown Olympia as a historic district. Once the district is created, the commission then would be empowered to adopt design-review standards to ensure preservation of the character of

the historic buildings within the district.

3. With the creation of a downtown Historic District, the city should create a brochure to promote the district and a downtown historical walking tour. The city also should erect directional signs pointing the way to the Downtown Historic District as an aid to residents and visitors alike.

4. Listing of a historic building in the Olympia Heritage Register is presently voluntary. Due to the importance of preserving these structures, we believe that the commission should be given the right, after notice and opportunity to be heard, to list buildings ranked as "A" on the Historic Register even where the owner may not have approved such listing.

5. The city should enact special signage regulations in regard to historic buildings and inside historic districts.

6. New street landscaping, curbing, sidewalks, benches and lighting should be used to create an appropriate cityscape within the Downtown Historic District.



Promoting the General Business Climate of Downtown

Downtown Olympia serves the unique function as a specialized commercial, cultural, and entertainment center not only for Olympia, but for all the citizens in Thurston County. As such it should be a major goal of the city to keep the downtown area economically viable. Among suggestions to ensure the continued vitality of the downtown are the following:

1. Major improvements are needed to the downtown streetscape. New curbing, lighting, paving, benches and other street improvements should be given serious consideration. Such improvements could be financed from a variety of sources, including both public and private funds. State law permits the creation of a Business Improvement Area (BIA) to fund such improvements. Consideration should again be given to the creation of such an improvement district, but with special attention to establishing fair and equitable assessment formulas.

2. There is a perception among downtown merchants that City Hall does not protect their interests. We recommend the city consider appointing a downtown business director or ombudsman. In this manner, downtown merchants would have a direct link to city government. Many of their complaints appear to be legitimate. The city needs to address issues such as parking, vacant stores, inconsistency and delays in processing permit applications.

3. Retail uses that provide cultural and social possibilities should be actively encouraged. The downtown area should act as a magnet not only during the workday, but on nights and weekends as well. We suggest that the city consider closing certain retail streets on a certain number of days of the year for so-called "street fairs." Sidewalk sales also have the potential to attract people downtown. Consideration also should be given to keeping stores open for retail shopping at least one evening each week.

4. Office uses should be located in downtown Olympia to interact with the retail streetscape. There is noth-

ing more disheartening to a downtown shopper than to have to walk past several blank wall buildings and parking lots before encountering another retail node.

5. The city should re-examine and adjust the boundaries of the "downtown area." At present, retail establishments are spread far and wide. Encouraging concentration of these establishments along with public improvements in an area would benefit both retail stores and other focused uses.

Design Opportunities for Downtown Revitalization

Finally, the R/UDAT has developed a series of design suggestions for integrating the state office expansion, potential tourism opportunities, and further historic preservation efforts with continued efforts to revitalize the general downtown business/cultural/entertainment sectors.

Our ideas are many, reflecting the exciting longterm potential we see for downtown Olympia.

1. City Gateway

Olympia needs an appropriate and significant entrance to downtown that projects a clear image of quality. We suggest approaching this objective with new signs, lighting, and landscaping, particularly at the Plum Street exit off Interstate 5 near City Hall.

2. Capitol Way/Historic Promenade

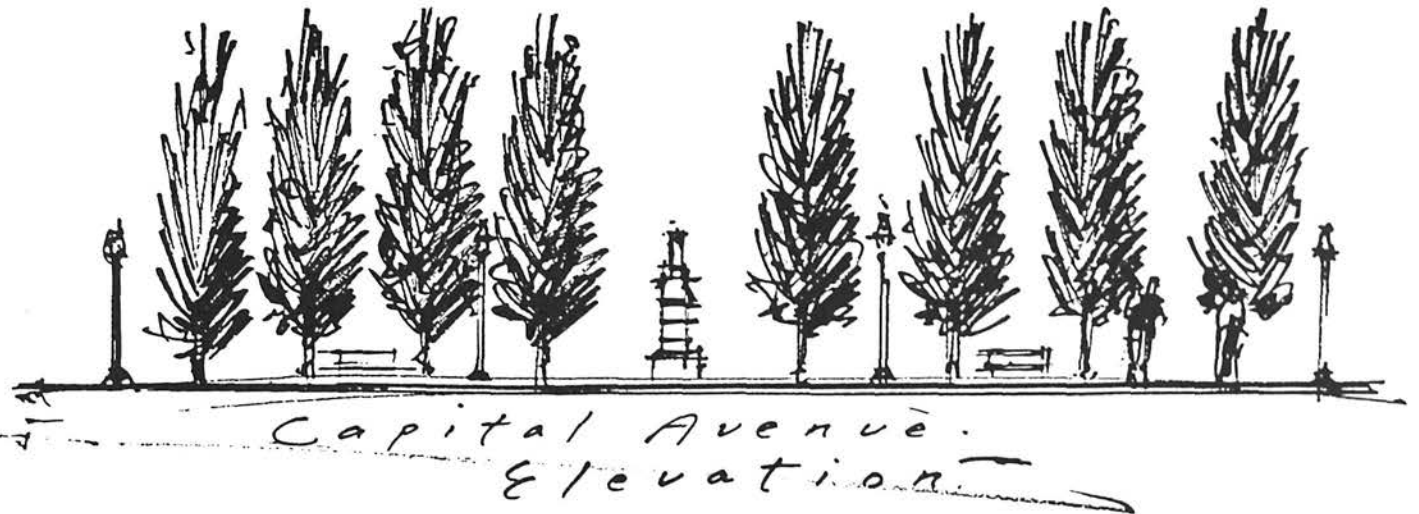
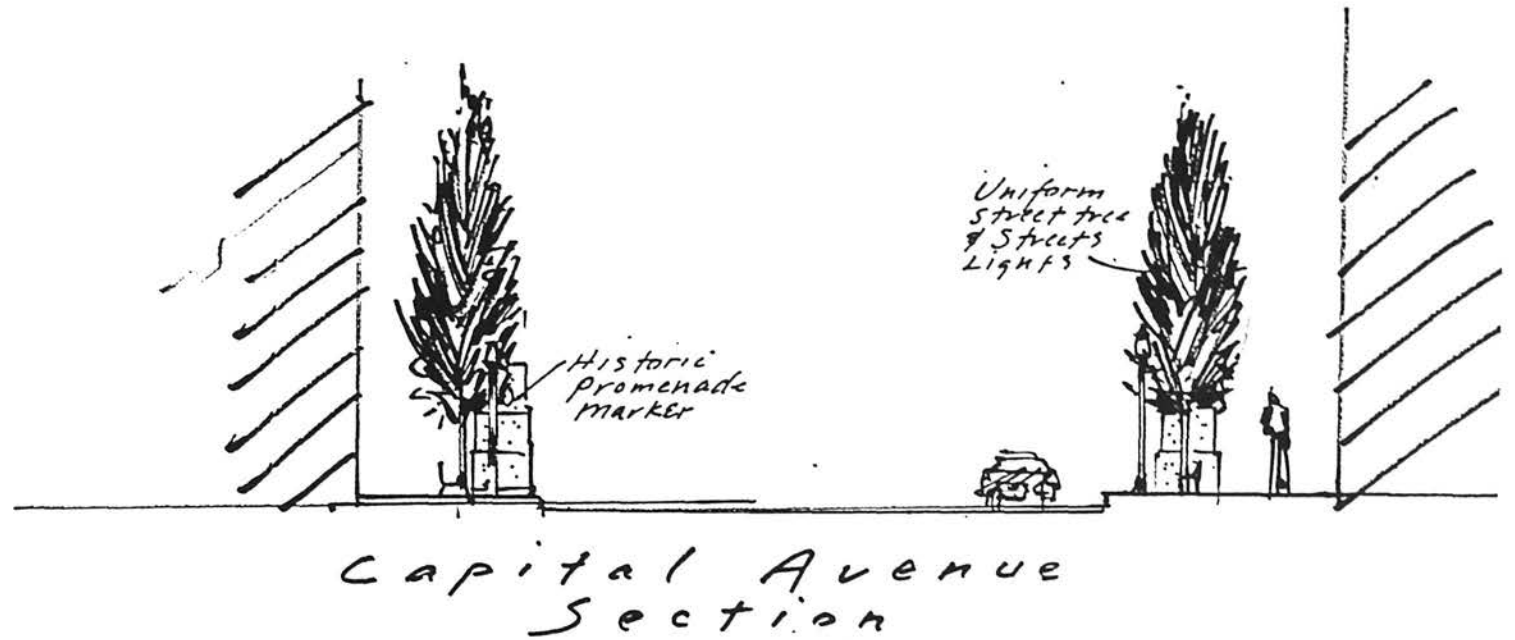
In Olympia, state facilities are proposed for tight groupings of densities covering full blocks strategically placed along Capitol Way. Buildings should be placed with respect to existing historical buildings or other significant structures. Care should be taken to avoid locating state facilities across the street from others in order to facilitate nighttime and weekend activity in the immediate area. Entrance courts might be designed with setback nooks to accommodate public art or historic markers. These artifacts would enhance the character of Capitol Way as well as the entrances to these public facilities.

This location strategy provides for existing business to remain and actually be enhanced with increased activity due to increased densities. This approach would also strengthen the character and identification of Capitol Way from the Capitol Campus down to the Percival Landing area, providing for a major north-south pedestrian shuttle link.

The city must provide adequate assistance in acquiring land, relocating some existing businesses and other incentives to provide for full partnership opportunities.

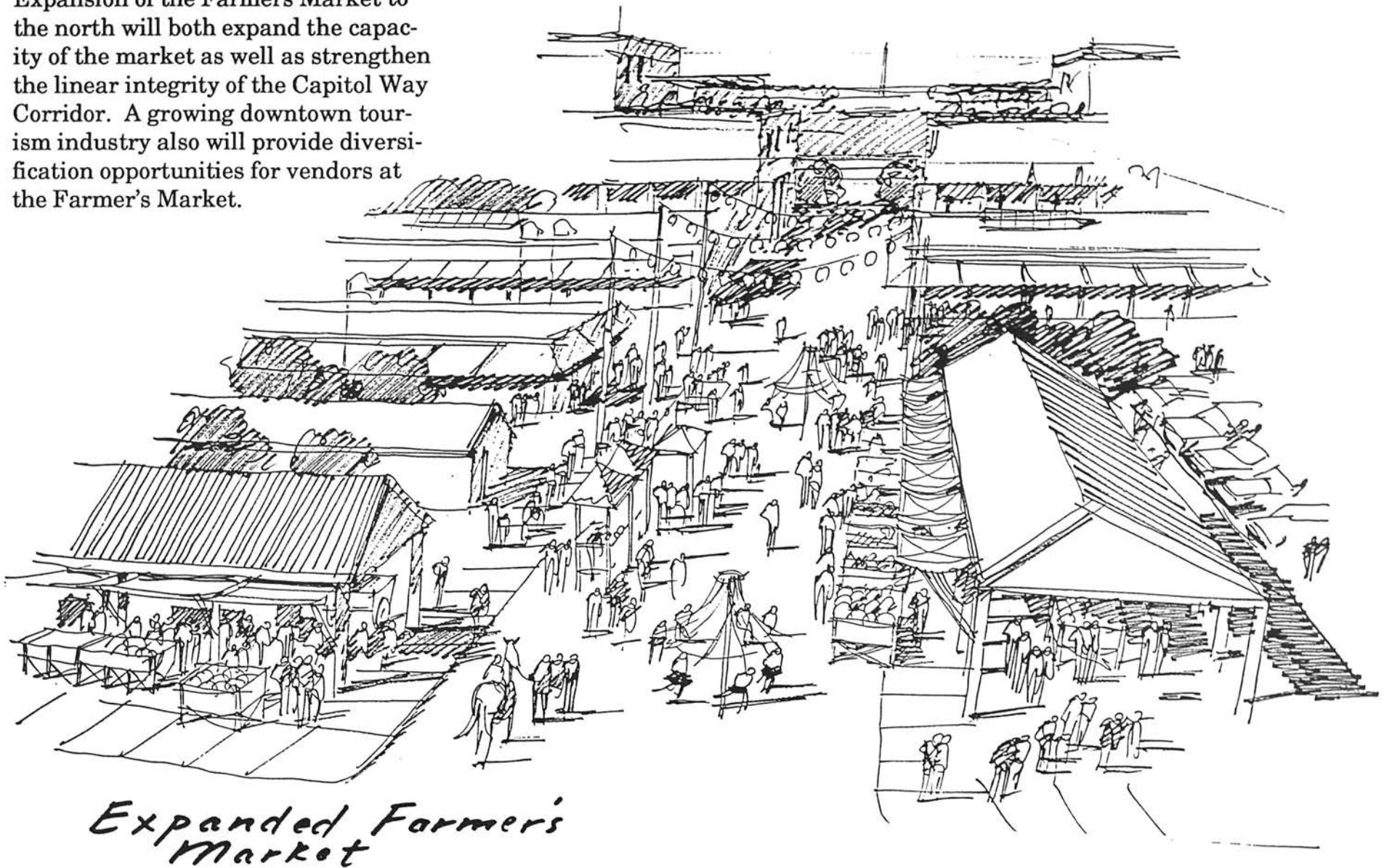


Capital Way



3. The Farmers Market

Expansion of the Farmers Market to the north will both expand the capacity of the market as well as strengthen the linear integrity of the Capitol Way Corridor. A growing downtown tourism industry also will provide diversification opportunities for vendors at the Farmer's Market.



4. Sylvester Park

Our concept for Sylvester Park involves positioning a cluster of new state facilities on the north and south of the park to bring new vitality to the area. Building facades should respect the historic presence in the area provided by the old state Capitol on the east and the Olympian Hotel on the south.





The Port's Impact

Historically, the Port of Olympia has played a major role in the well being of the region. By design, it serves the entire area of Thurston County, having been empowered by the Legislature to be used as a major tool for economic development.

As the demands of trade have evolved, the role of the Port of Olympia has changed over time, adjusting its mission to reflect changes in economic realities. The Port has proven to be a leader in planning and forethought. Today, the Port again finds itself in a time of transition. It will have to re-examine its "portfolio" of uses to determine which mix will best serve the Port and the region in the future.

The Port properties that are located on the Peninsula in Olympia have a direct impact on downtown Olympia as well as the planned expansion of State owned facilities. The Port and the City of Olympia have already begun the process of planning for the future of the peninsula by preparing a draft Urban Waterfront Plan. The recognition that the Port and the city must

work closely together in developing a planning framework is admirable, and future efforts should be fostered.

Plans for peninsula properties must be coordinated must be cognizant of the city's work with the state facilities expansion project. While all three should work to ensure an overall plan that complements and maximizes financial benefits to the jurisdictions, the benefits to the public that result from waterfront development must not be overlooked.

The Port's future plans for its facilities must be coordinated internally as well as externally. Care must be taken that changes respect the Port's financial integrity. At the same time, the Port must ensure that its influence on the region continues to be positive in nature.

The Port owns and manages two facilities on approximately 1,650 acres of county land. Olympia's Port operation covers 147 acres at the northern tip of the peninsula in Budd Inlet. The Olympia Airport is on approximately 800 acres at the Thurston Airdustrial Center in Tumwater.

A similar cooperative attitude must be taken as the Port of Olympia refines and updates plans for the Olympia Airport and the Airdustrial Park, both located in Tumwater.

Marine Industrial/ Recreational and Commercial Uses

Two suggested scenarios for future development on the peninsula should be examined by the Port. The first expands upon the basic development theme that currently exists. The eastern portion of the peninsula, East Bay, continues as a marine recreational area. The Olympic Academy is constructed on its proposed site, and the existing marina is built out to the size that was planned originally. Additional green space could be developed to the east of Marine Drive. The area west of Marine Drive, West Bay, would remain industrial.

It would be wise for the city and the Port to investigate ways in which industrial uses could be diversified to reflect true market demands. Since it

appears that the export of lumber products will decrease in the coming years, a plan for future use of this industrial area should be put in place.

Careful consideration should be given to the fact that a major portion of the Port's peninsula properties currently are leased out. The Port is receiving revenue from lease payments, and the City of Olympia is receiving tax payments on the value of the leaseholds. The ideal situation would be for the level of leased space to remain constant as the uses change from primarily marine-industrial to light-industrial and commercial. The marketing of the site for these commercial and light-industrial uses should be coordinated with the marketing efforts for Airdustrial Park.

Recreational and Commercial Uses

The second scenario describes an eventual loss of the traditional maritime use of the peninsula. The uses that currently exist on the eastern portion of the peninsula then would be extended to the western sector, and the entire peninsula would become a

regional recreational area and an anchor for the Capitol Campus/Downtown Olympia Spine. The new uses would land-bank the deep water port for the distant future.

In the meantime, the area could be developed as a tourist attraction as well as additional recreational site for the citizens of the area.

Before this scenario is considered, it would be necessary for the Port and the city to assess the economic impact that it would have on each entity. On the positive side, the park could be a tourist attraction that would bring people into downtown Olympia and therefore increase revenues derived from the sales tax. In addition, the park would provide a wonderful opportunity for public access to the water.

The down side is that the revenues from lease payments to the Port for the park portion would be lost. Taxes on the value of leaseholds collected by Olympia also would be lost. The cost-benefit analysis of this scenario should give some positive value to the "public benefits" derived from the project.

Responsibility for management of the park should be determined early in the process. Should the Port or the city manage the facility? A more difficult question will come when the discussion is made on the financial responsibility for the operation of a 40-acre park.

Since a complete change in use of the site implies a direct impact upon the timber industry and an indirect impact on the region, a complete analysis of this impact should be made. Initially, a simplistic cost benefit analysis should be undertaken to begin to understand the gross impacts of this scenario. An outline of some of the items to be addressed includes:

- A. Port Issues — Fiscal stability
 1. Balancing fiscal soundness of all facilities so that Port as a whole is fiscally sound.
 2. Cascade Pole site cleanup must still be paid for.



B. City of Olympia Issues

1. Financial ability to sustain loss in tax revenue (tax on leasehold value)
2. Financial ability to sustain increase in maintenance and operating cost of park plus any applicable lease payment to Port.

C. Regional Issues

1. Loss of jobs in the region
2. Impact on the timber industry
3. Possible loss of tax revenue

There are of course many other subsets of Scenario No. 2 that could include a wider range of non-traditional maritime uses.

The information from this study will enable people to make decisions about the future uses of the peninsula based upon sound financial data. Detailed work on either scenario should not be undertaken until the potential for financial feasibility has been determined.

The Port of Olympia should continue its active and effective marketing of the Thurston Airdustrial Center. This center appears to be the Port of Olym-

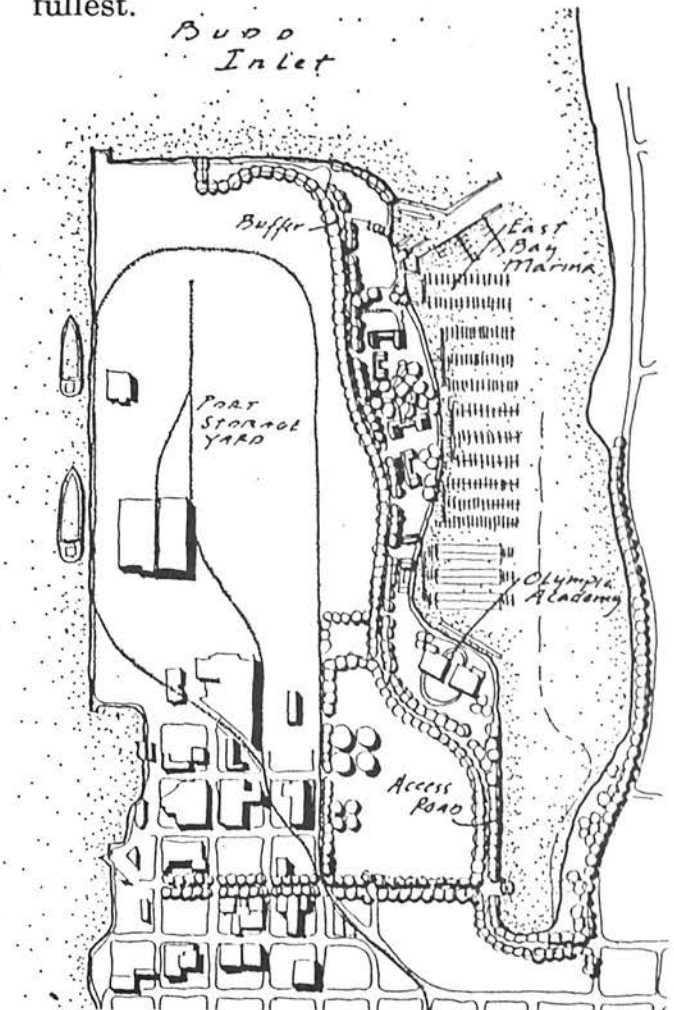
pia's most profitable facility. While sound development of Airdustrial Park is encouraged, excess revenues from the airport should be used to subsidize the traditional port uses on the peninsula for as long as they continue to exist.

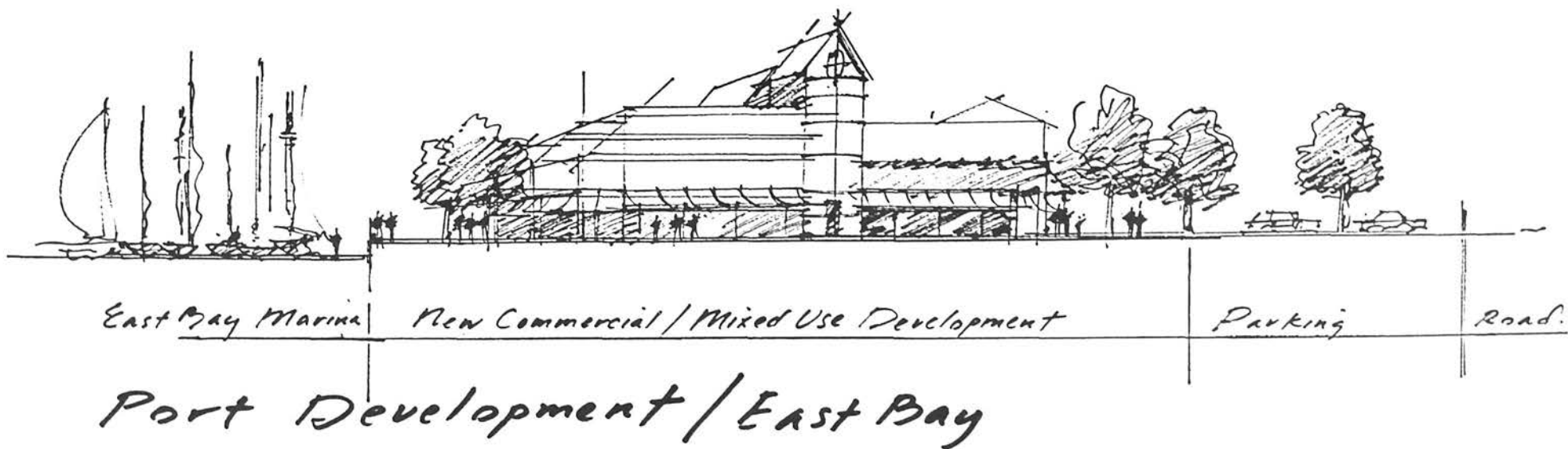
The concept of cross subsidization of marine industrial uses by other port uses is common among most ports of the United States. The fact that marine industrial uses do not normally pay for themselves is one of the major reasons that most large maritime facilities are not privately owned.

The Port of Olympia has historically added to the economic development of the region. The county and the municipalities should actively seek the assistance of the Port in creating new development opportunities.

The Port's ability to acquire land, to provide infrastructure improvements, and to leave land should be utilized as a tool for site-assembly. The municipalities would then be able to offer, on behalf of the Port, new development opportunities and a means of expanding their economic base.

These efforts should be carried out under the umbrella of a regional plan that would enable each of the municipalities to maximize future benefits. This mechanism in addition to the Port's traditional role of developing as a sole entity should be exploited to its fullest.





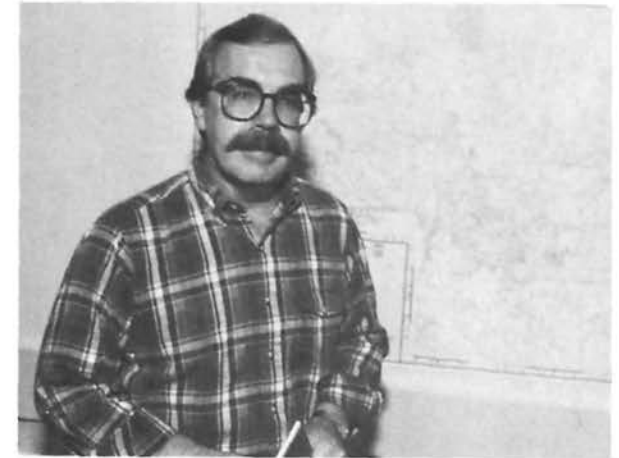




R/UDAT and Student Team



Architect **Charles Redmon, FAIA**, Team Leader of the 1990 R/UDAT study, also visited the Olympia area during the original R/UDAT review in 1979. He has been past chairman of the AIA R/UDAT program, and he has served on eight R/UDATs. He also has been involved in organizing more than 50 R/UDAT studies in the last 12 years. An architect specializing in urban design, Redmon joined Cambridge Seven Associates Inc., Cambridge, Mass., in 1965 and became managing principal in 1986. Among his projects were the San Antonio Museum of Art, the Atlantic City Convention Center and the Forest Hills Rapid Transit Station in Boston.



Neal Stowe, AIA, is the Director of Facilities for the state of Utah. He has designed numerous public buildings. As state architect, he has directed the master planning of several college and university campuses, fairgrounds and community centers. He is the chairman-elect of the American Institute of Architects' National Committee of Public Architecture. He has served as board chairman of ASSIST, the Salt Lake Area Community Design Center, as president of the Utah Society of the American Institute of Architects and as chairman of the seven-state Western Mountain Region of AIA. He currently is administering the design of several international winter sports facilities in connection with Utah's bid for the Winter Olympics.



Peter M. Hasselman, another of three team members returning to Olympia in 1990, is an architect, urban designer and “perspectivist” who added conceptual designs and imagery to the team’s efforts. He has participated in more than 10 previous R/UDAT studies. Hasselman, a consultant whose work literally stretches around the globe, has been involved in a 33-acre, man-made island in Tokyo, redevelopment of the Korean Olympic site, redesign of the Armenian city of Spitak after the 1988 earthquake, and several town centers in California, among them the Pleasant Hill central business district in the Bay Area.



Joel Sachs is an attorney specializing in growth management and environmental issues. He is the author of numerous articles outlining appropriate policy and strategies as well as developments in case law and litigation. He is presently a partner in Plunkett & Jaffee, P.C., a White Plains, N.Y., law firm. Mr. Sachs has represented cities, towns, villages, private parties, local citizen organizations and public interest groups in land use and environmental matters. He has been involved in cases in federal and state courts, including the U.S. Supreme Court. He is currently a special counsel to several municipalities in New York state, and he is an adjunct professor at a New York state law school.



Peggy Ann Reichert, Director of the Planning Division for St. Paul, Minn., is participating in her first R/UDAT. In Olympia, she focused on the issues of intergovernmental planning, growth management and downtown revitalization. Those are issues that Minnesota’s capital city also has been grappling with over the past 30 years. As the chief planner for St. Paul, Reichert is responsible for the city’s comprehensive plan and capital programming, as well as other planning issues related to land use, housing, transportation, utilities and related economic development. She manages a staff of 27, with an annual budget of \$1.4 million and more than \$800,000 in consulting contracts.



Alice Gray, the East Boston Piers Project Manager for the Massachusetts Port Authority, is responsible for the creation of the development plan for a 34-acre waterfront site, and the development of a \$20 million Lobster Terminal and Waterfront Park. She also coordinates the environmental permitting and licensing process and directs consultants in the preparation of feasibility studies and environmental impact reports. Her past experience includes key positions with the Massachusetts Governor's Office of Economic Development and the Boston Redevelopment Authority. She has participated in previous R/UDATs in Carlsbad, N.M., and Brainerd, Minn.



Eric L. Ernstberger, partner at Rundell, Ernstberger & Associates, Muncie, Ind., is an urban planner and landscape architect. He designed one of 13 winning entries among more than 2,000 submitted for the National Peace Garden in Washington, D.C. His designs for cultural districts and museums, greenbelts and parks include a new museum and cultural complex for the Ball Foundation in Muncie, Inc., concept designs for the Indianapolis Zoo's fund-raising effort and a mile-long urban open space for Waterloo, Iowa. He is also the designer for an 11-block government complex in Indianapolis.



John K. Haeseler, one of three original R/UDAT team members, has been an economic and development consultant for more than 20 years with clients in both the public and private sectors. He is a senior associate with Economics Research Associates, specializing in real estate projects and visitor attractions.



Christopher R. Clark, AIA, is director of practice programs for the American Institute of Architects and the institute's staff director of its Regional & Urban Design Committee. Prior to 1987, he was a practicing architect in Salt Lake City, where he first became involved in AIA and R/UDAT programs. His background over the years includes design advocacy work, dealing with chambers of commerce, city councils and other government agencies in search of design solutions beyond the bottom line. Although he has visited Seattle before, the 1990 team marked his first visit to the Olympia area.



Student Members

University of Washington
College of Architecture and Urban
Planning

- Kit Perkins
- Mary Pat Lawler
- Dave Jackson
- Todd Fedorenko

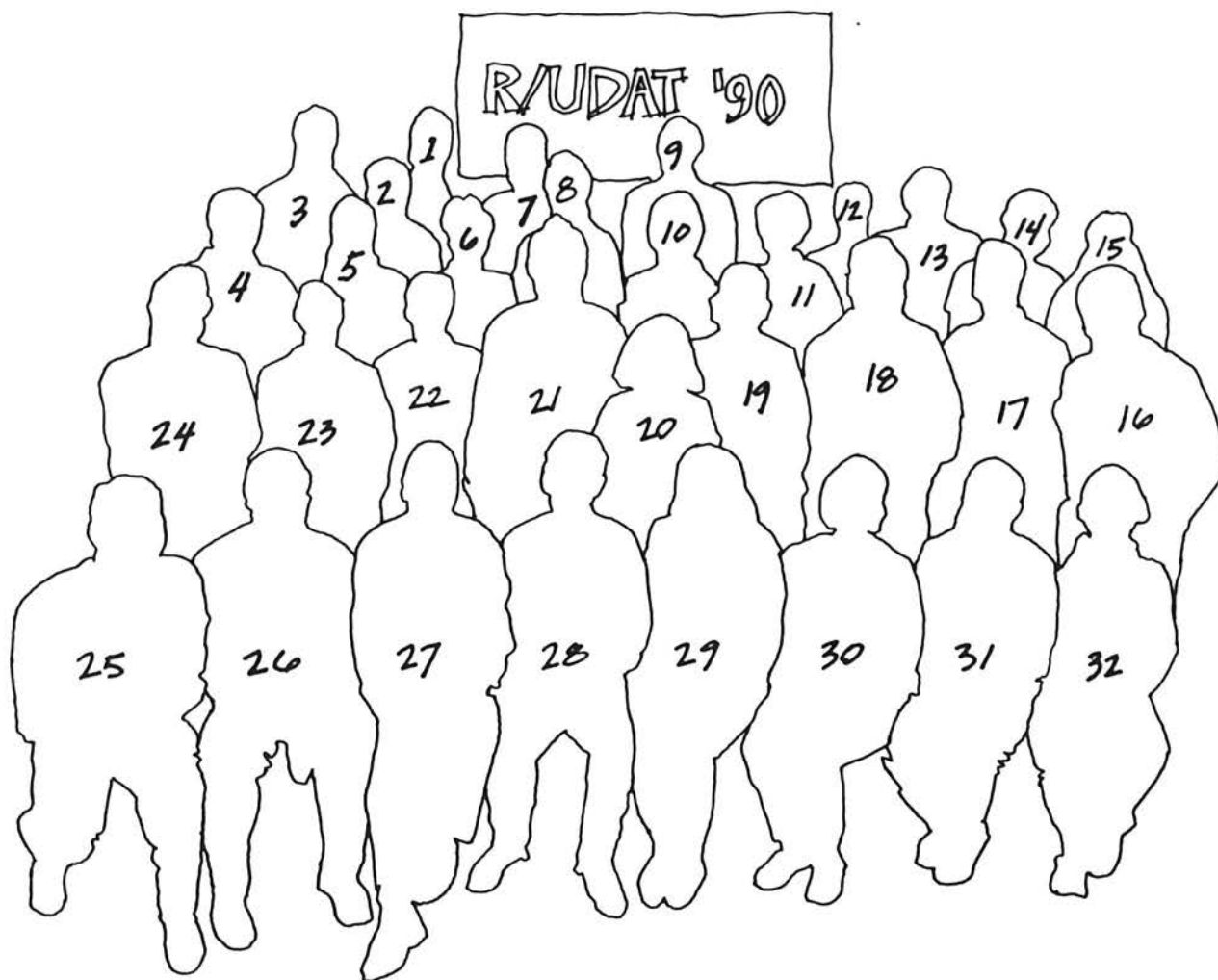
Washington State University
School of Architecture

- Tami Groh
- Dean Greenleaf
- Rodney Walters

The Evergreen State College

- Dawn Dzubay
- Amanda McCloskey
- Kathleen Britton

Acknowledgements and Thanks



1. Harold Robertson
2. Hugh Mose
3. Ron Rowe
4. Frank Densmore
5. Jane Betsacon
6. Sandra Romero
7. Harvey Childs
8. Christopher Bushnell
9. Derek Valley
10. Jeffrey Trinin
11. Patricia Hoglund
12. Lars Carlsson
13. Chuck Fowler
14. Bruce Kelling
15. Mary Pat Lawlor
16. Joel H. Sachs
17. Eric Ernstberger
18. Peter Hasselman
19. Jon K. Haessler
20. Peggy Reichert
21. Charles Redmond
22. Chris Clark
23. Alice Gray
24. Neal P. Stowe
25. Rodney Walters
26. Dave Jackson
27. Todd Fedorenko
28. Dean Greenleaf
29. Tami Groh
30. Kathleen Britton
31. Dawn Dzubay
32. Kit Perkins

Camera Shy

Ken Black
William Hillis
Amanda McCloskey
Bob MacLeod

Barb Preston
Jim Stevenson
John Swander



Olympia R/UDAT '90 • The Capital Region

R/UDAT Steering Committee**Co-Chairpersons**

Frank Densmore, AIA
 Jeffrey Trinin
 Bob MacLeod

Treasurer

Patricia Hoglund

Legal Counsel

Dick Hemstad

Committee Chairpersons

Editorial Committee

Jane Betsacon
 Harvey Childs, AIA

Resource Committee

Christopher Bushnell, AIA

House Committee

John Lindstrom, AIA
 Dennis Boone, AIA

Student Coordinator

Bruce Kelling, AIA

Special Recognition

Gloria Mitchell- for outstanding
 support

Steering Committee Members

Fred Adair
 Scott Baker
 Joseph Beaulieu
 Marvin Bensne
 Ken Black
 Kay Boyd
 Sam Bradley
 Joe Burgher
 Dick Cushing
 Rex Derr
 Sandy Desner
 Ray Drummond
 Joan Dubiell
 Douglas Edison
 Les Eldridge
 Pam Folsom
 Judy Foster
 Charles Fowler
 Karen Fraser
 Grant Fredricks
 Holly Gadbow
 Doug Howie
 Kathy Jordan
 Kathy Kasnoff
 Ray LaForge
 John Lindstrom
 Mike Lyons
 Mary Mauerman

Hugh Mose
 Owen O'Keefe
 Lee Pardini
 James Patrick
 Cora Pinson
 Ron Rants
 Tim Rants
 Gerald Reilly
 Sandra Romero
 Ron Rowe
 Ethel Mae Saucier
 Gary Schneider
 Cort Skinner
 James H. Stevenson
 Jennifer Stewart
 John Swander
 Derek Valley
 Stephen Wilcox
 Bob Wubbena
 Barbara Young

Issues Groups Leaders

Diane Johnson - Facilitator Training

State Capital Master Plan
Jeff Jaksich - Facilitator
Carol Pedigo - Recorder

Growth Management
Fred Romero - Facilitator
Steve Masini - Recorder

Transportation/Parking
Leslie Romer - Facilitator
Mary Harrington - Recorder

Social Responsibility
Pam Folsom - Facilitator
Fred Harris - Recorder

Waterfront
Oscar Soule - Facilitator
John Lindstrom - Recorder

Counterpoint
Ron Rowe - Facilitator
Dennis Risten - Recorder

Local Government
Bob MacLeod - Facilitator
Rose Marie McGregor - Recorder

Development Process
Bill Cullen - Facilitator
Mary Mauerman - Recorder

Olympia as a Capital City
Harvey Childs - Facilitator
Barb Preston - Recorder

Cultural Diversity
Holly Gadbow - Facilitator
Diane Gordon - Recorder

24-Hour City
Mike Sharar - Facilitator
Craig Swalling - Recorder

Acknowledgements and Thanks

Donations

Richard Allen	Economic Dev. Council
American Institute of Architects	Ehrlich's Office Products
ABC Printing	Karen Fraser
Always Safe & Lock	Jeff Glander
Anderson & Boone, Architects	Governor House Hotel
Archibald Sisters	Greater Olympia Visitor & Convention Bureau
Batdorf & Bronson	Heritage Bank
Jane Betsacon	John & Pat Hoglund
Bigelow Office Supplies	Mark Holden
The BJSS Group Architects	Hoy Sign Co
Ken & Susan Black	Intercity Transit
Boone & Boone Realty	Diane Johnson
Browsers' Bookstore	KGY Radio
Budd Bay Cafe	Lacey Chamber of Commerce
Budget Rental Car	Lassen Electric
Capitol City Press	Bob MacLeod
Centennial Bank	Main Street Investors
Harvey & Siri Childs	Mario's Smoke Shop
City of Lacey	Mary Mauerman
City of Olympia	Ivor McCray
(Community Development, Public Works, Planning)	Meredith's Hallmark Stationers
City of Tumwater	Minuteman Press
Computerland of Olympia	Mottman Assoc.
Crackers Restaurant	MSG Architects
Dick Cushing	Olympia/Thurston County Chamber of Commerce
Custom Computer Corp.	Olympia Copy and Printing
Dancing Goats	Olympia Federal S&L
Frank Densmore	Olympia/South Sound Maritime Chapter
Dice T-Shirts	The Olympian
Don's Camera	Owens, Davies, Mackie
	Pacific Communications
	Puget Sound Bank

Puget Power
Linda Puryear
Jan Putnam
Rants Group
Tim Rants
Gerald Reilly
Richard Apple Graphic Artist
Sandra Romero
Mary Russell
Ethel Mae Saucier
Cort Skinner
State Capitol Museum
Storman's Inc.
Sunrise Construction
Talcott's Jewelers
Thompson Gallery
Thurston Geographic Information Facility
Tumwater Chamber of Commerce
Thurston Community Television
United Way
Universal Aircraft Service
Urban Onion
Steve Vento Photographer
Wash. State Dept. of Community Development
Washington Center for the Performing Arts
Steve Wilcox
Lew Yarbrough

List of Participants in Public Meetings

Cathy Anderson, Thurston County
Scott Anderson, Architect
Julie Armbruster, Citizen
Bob Arndt, General Administration
Doug Baker, City of Tumwater
George Barner, County Commissioner
Mark Bean, Citizen
Steve Barrett, Olympia
Joseph Beaulieu, Olympia/Thurston County Chamber
Ken Bensimon, KMB Design-Development
Janet Biles, Olympia Arts Commission
Kenneth L. Black, Olympia Comm. Dev. Coordinator
Thera Black, Olympia
Paige Boule, Tumwater
Jane Boubel, Olympia Planning Dept.
Kay Boyd, Mayor Lacey
Harry Branch, Olympia
Glen Briken, Lacey Chamber of Commerce
Keturah Brown, Associated Ministries
Anne Buck, Olympia
Larry R. Bunn, Olympia
Kathleen Burgess, Thurston County Regional Planning
Gary Burke
Bill Bush, Lacey City Council
Christopher Bushnell, Architect
Jay W. Butts, Olympia
Gil Carbone
Lars Carlsson, Architect
Cris Carson
Nina Carter, Olympia City Council

Acknowledgements and Thanks

Larry Challain, Batdorf & Bronson
 Harvey Childs, Architect
 Richard Cobb, Lacey Public Works
 Jon D. Collier, Architect
 Cathy Combs, Olympia
 Terry Copper
 Louis P. Cooper Jr., General Administration
 Dennis Craig, Olympia Downtown Square
 Marcy Craig, Olympia Downtown Assoc.
 William Cullen, Jr.
 Joan Cullen, Intercity Transit
 Max Cummings, Olympia
 Greg Cuoio, Lacey City Manager
 Dick Cushing, Olympia City Manager
 Bill Daley, Olympia
 Jody Daigneault, S W Oly Neighborhood Assoc.
 Pam Davidson, Office of Financial Mgmt.
 Janice Dean, Popinjay
 Stephan Dean, Hodges Real Estate
 Leo Deatherage, Developer
 Doug DeForest, Olympia Chamber of Commerce
 Rex Derr, Mayor, City of Olympia
 Sandy Deshaw, General Administration
 F. Sandy Desner, Developer
 Jeff Dickison, Squaxin Island Tribe
 Ray Dinsmore, Port Commissioner
 Emmett Dobey, City of Olympia Public Parks
 Jim Dolliver, Supreme Court Justice
 John Drebeck, Olympia
 Lori Drummond, Olympia
 Jocelyn Eastland, Rainier
 Doug Edison, Port Manager

Jay Elder, Bigelow Neighborhood Assn.
 Les Eldridge, Thurston County Commissioner
 Brooke Elgis, Olympia
 Daniel Farber
 Peter Fluetsch
 Pam Folsom, Olympia/Thurston County Chamber
 Bob Ford, Olympia
 Mark Foutch
 Ron Fowler, Thurston County Economic Development
 Commission
 Grant Fredricks, General Administration
 Holly Gadbow, Olympia City Council
 Joe Ganem, Olympia
 Roger Gantz
 Judy Graham, Olympia Parks and Recreation
 Jerry Gray, Lacey City Council
 Dean Greenleaf, Washington State University
 Greg Griffith, Olympia
 Tami Groh, Washington State University
 George Grubb, Bigelow Neighborhood Assoc.
 Eugene Hampton, Westside Neighborhood Assoc.
 David Hanna, City of Olympia Parks
 Maurice (Buck) Harmon, Olympia
 Mary Harrington, Tumwater
 Fred Harris, Anderson & Boone
 Fred Hellberg, Freeholder
 Dick Hemstad, Freeholder
 Vivian Henderson, Thurston County
 Jerry Hendricks, City of Tumwater
 Darlene Hermes, Olympia
 Susan Hill,
 Tom Hill, City of Olympia

William Hillis, Evergreen State College
Heather Highmiller, Crisis Clinic-Mason/Thurston Cos.
Nancy Hoff, Associated Ministries
Patricia Hoglund, Thurston County
Lloyd Hohman, Thurston-Lewis County Labor Council
Barbara Holm, Freeholder
Lou Anne Houk, Freeholder
Caroline Howard, Capitol Global Express Travel
Kathleen Howard, Olympia
Dennis Ingham, Lacey City Council
Tom Iovanne, Washington Center
Bob Jacobs, Olympia
Jeff Jaksich, Olympia
Mort James, Architect
Kelly Janes, Olympia
Bob Jensen, Lacey City Council
Kathy Jordan, Town Tubs
Joan Barnes Kelly, Olympia
Fred W. King, General Administration
Connie Koester
Alan Kurimura, Dept. of General Administration
Gene Liddell, Lacey City Council
John Lindstrom, Architect
Todd Litman, CBC The Olympian
Elizabeth Longnecker, General Administration
Steve Lundin, Olympia
Kathy Lundquist, Olympia
Mary Lux, Olympia City Council
Donna Mack, Olympia
Bernie Main, Lacey Asst. City Manager
Eldon Marshall, Olympia
Stephen A. Masini, MSGS Architects

Georgene Mayes, student—The Evergreen State College
Marti McCarthy, Olympia
Nicola McCary, Olympia
Ray Messegee
Maurice Methren, Olympia
Rick Millburn, General Administration
Don Miles, ZGF Architects
Gloria Mitchell, Olympia
Quentin Mitchell, Olympia
Al Morgan
Charmaine Mortensen, Olympia
Hugh Mose, Intercity Transit
Mal Murphy
Mike Murphy, County Treasurer
Thomas Nelson
Joyce Olsen, WSU Cooperative
Art O'Neal, Olympia Public Works Director
Linda Oestreich, Olympia
Lee Pardini, AIA
Marianne Partlow, Olympia Arts Commission
David L. Phillips, Olympia
Cora Pinson, Olympia City Council
Vikki Poitra, Olympia
Bob Prescutti, Citizen
Barb Preston, Tumwater
Anita Purdy, Tumwater Chamber of Commerce
Dale Putnam, Olympia
Janice M. Putnam, Thurston County Food Bank
Teri Ramsauer, volunteer—Community Social Services
Ron Rants, Citizen
Timothy Rants, The Rants Group
Margie Reeves, Child Care Action Council

Acknowledgements and Thanks

David Riker, City of Olympia
 Angela Rinaldo, Child Care Action Council
 Randy Riness, Intercity Transit
 Jack Ringdahl, Architect
 Toni Ritter, Student/Sustainable Community Systems
 Georganne Robertson, Thurston County
 Harold Robertson, Regional Planning Director
 Terry Rodgers, Olympia Parks and Recreation
 Leslie Romer, Olympia
 Sandra Romero, Olympia City Council
 Ron G. Rowe, Architect
 Dave Rupel, Olympia
 Mary Russell, Lacey
 Karen Ryan, Olympia
 G. L. Ryan, Thurston County
 Ethel Mae Saucier, Olympia
 Vicki Scannell, Bigelow Neighborhood Assoc.
 Ed Schiter, Architect
 Gary Schneider, Architect
 Larry Schultz, East Campus Plus
 Tim Seth
 Neil Shannon, West Olympia Planning Committee
 Robin Shoal, Thurston County
 Jean Simmons, Lacey
 Deborah Smith, City of Olympia-Parking
 Leonard Smith, Tumwater City Administrator
 Frank Smith, Architect
 Pam Smith, Citizen
 R. Peggy Smith, Olympia
 Jeff Snyder, Olympia
 Tom Solberg, Olympia Downtown Association
 Layton Stalcup, Olympia

Shanna Stevenson, Olympia
 Craig & Sheila Swalling, Olympia
 John Swander, General Administration
 Jim Sweeney, Bicycle Advisory Committee
 Pete Swensson, Thurston Regional Planning
 Earlyse Swift, Lacey City Council
 Fritz Talmadge, Governor Stevens Neighborhood Assoc.
 Thurston Regional Planning Council
 Jeffrey Trinin, Downtown Assn.
 Maillian Uphaus, General Administration
 Derek Valley, State Capitol Museum
 Bradley VenHuizen, Tumwater City Council
 Steve Vento, Olympia
 Candace Vogler, Olympia
 Jack Voice
 Craig Wallace, Olympia
 George Walsh, U.S. Marine/ Charlie's Tavern
 Rodney Walter, Washington State University
 Julia Walton, Olympia
 Chester & Eleanor Wesman, Olympia
 Stephen Wilcox, Farmer's Market
 Pattie Williams, General Administration
 Carl Wilson, Thurston Regional Planning
 Steve Wilson, Realtor/ Developer
 Cathy Wolfe, Freeholder
 Neil Woody, Olympia Chamber of Commerce
 Stephanie Wright, homeowner
 Jim Wright, Port of Olympia
 Lew Yarbrough, Olympia
 Barbara Young, Olympia
 Laine Young, Citizen
 Vicki Zarrell, Olympia



BEST WISHES TO YOU,

- THE R/UDAT TASK GROUP
JIM & RON

