



# REAL ESTATE DEVELOPMENT MASTER PLAN

New Market Industrial Campus and Tumwater Town Center





# Acknowledgments

This plan has been developed to assist the Port of Olympia and the community with siting development opportunities within the New Market Industrial Campus (NMIC) and Tumwater Town Center (TTC).

The successful development of this plan was made possible through the collaboration and support of the following groups and stakeholders:

**SCJ Alliance:** Lead Consultant, Environmental, Land Use, Transportation, Site Feasibility

**Community Attributes Inc:** Urban Design, Market Analysis

**Krippner Consulting:** Habitat Assessment

**Pacific Groundwater Group:** Groundwater Study

**Thurston Regional Planning Council:** Public Outreach, Communications

**Thurston Economic Development Council:** Business Outreach Survey

## **Port of Olympia Staff:**

- Ed Galligan, Executive Director
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- Bill Helbig, Engineering Director
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## **Current Port of Olympia Commission:**

- Joe Downing, District One
- Bill McGregor, District Two
- E.J. Zita, District Three

## **Other Port of Olympia Commissioners Who Served During the Course of the Plan:**

- George Barner, District One
- Michelle Morris, District Three
- Sue Gunn, District Three

## **Advisory Committee:**

- Robert Coit, Thurston Co. Food Bank, Local Food Systems
- John Hurley, Port of Olympia Citizen Advisory Committee
- Theresa Kaufman-Wall, Kaufman Construction and Development, Real Estate
- Mel Murray, Tumwater School District
- Sally Nash, Tumwater Planning Commission
- Paul Pickett, Environmental Engineer and TESC Instructor
- Chami Ro, Comfort Inn and Guesthouse Suites, NMIC Business Owner
- Michael van Gelder, Washington Department of Enterprise Services
- Rick Walk, City of Lacey
- Donna Weaver, South Thurston County
- Alex Young, Tumwater Neighborhood Representative
- E.J. Zita, Salmon Creek Neighborhood Association





# REAL ESTATE DEVELOPMENT MASTER PLAN

## New Market Industrial Campus and Tumwater Town Center

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# EXECUTIVE SUMMARY

# Executive Summary

The Port of Olympia's **New Market Industrial Campus (NMIC)** and **Tumwater Town Center (TTC)** properties are located in south Tumwater adjacent to the Olympia Regional Airport. The Port manages the 550 acres of real estate holdings for regional economic development. Thirty-one private and public sector tenants operate within the NMIC, taking advantage of close proximity to Interstate 5 (I-5) via Tumwater Boulevard. The Port properties are adjacent to several large state agency worksites and public sector employers to the north and residential neighborhoods to the south. The properties located along Tumwater Boulevard are considered suitable for retail, commercial, and office development. A significant portion of the NMIC property south of Tumwater Boulevard is undeveloped and is considered suitable for a range of land uses including industrial activity.

In the 2014 Strategic Plan, the Port set a goal of 15 acres of commercial and 30 acres of industrial development to occur on Port-owned Tumwater properties by the year 2025. The recent federal Endangered Species Act listing of the Mazama pocket gopher, high ground water conditions on southern portions of the NMIC, and the effects of future development and growth necessitate studies, public conversations, and increased focus on strategies that guide growth on these properties. The Port is pursuing a comprehensive evaluation of potential impacts as well as opportunities for promoting economic vitality for their New Market Industrial Campus District and Tumwater Town Center.

In 2014, the Port Commissioners approved a planning process to create a Real Estate Master Plan to guide future development in

the Study Area, defined as the New Market Industrial Campus and Tumwater Town Center properties. Generating such a plan affords the Port, the community, and multiple stakeholders to participate in a comprehensive study and planning process to:

1. Evaluate environmental suitability of the property.
2. Catalog the land supply that is suitable and unsuitable for development.
3. Identify the necessary infrastructure and utilities to support future land uses.
4. Perform market analysis to inform conceptual development scenarios.
5. Review municipal codes to identify supportive measures or possible barriers to development.
6. Engage community members to gather their ideas and address their concerns.
7. Create an economic funding strategy to achieve the Port's development objectives and the community's objectives.

Following extensive public outreach ([Chapter 1](#)) and a number of detailed economic and scientific studies, the Real Estate Master Plan has taken shape. [Chapter 2](#) and [Chapter 3](#) describe the existing built and underlying environmental conditions within the Study Area. By beginning with an assessment of the environmental characteristics (scientific data showing soil type, infiltration rates, critical areas,



# Executive Summary

likely habitat for protected species, groundwater table, etc.), property that is most suitable for stormwater retention and open space preservation can be set aside, shifting focus of development efforts to allow development elsewhere in the NMIC and TTC. With more than 550 total acres within the Study Area, there is sufficient available property to retain land for environmental purposes while allowing economic development activities on property well-suited for that role.

**Chapter 4** of the Real Estate Master Plan identifies the Port's strategic opportunities within NMIC and TTC by assessing regional market demands for industrial, commercial, office and government uses and how well the NMIC and TTC can fulfill these needs. The Plan identifies and recommends specific actions and strategies to guide investment, redevelopment, economic development focus, and environmental preservation. Stakeholder perspectives, current assets, local and regional forecasts, and the Port's own aspirations are all important components of this chapter, which anchors future work and helps translate market-ready development products into physical building typologies and siting locations throughout the Study Area.

**Chapter 5** covers the principles and framework that make up the Design Concepts that will guide the real estate pursuit, development and retention efforts. These principles and the framework were developed by the Advisory Committee through a collaborative and feedback-intensive public process. The design principles serve as the overarching goals during the design process and function as criteria

for evaluating conceptual land use and urban design scenarios within the NMIC and TTC. They include:

- A. Create a front door for Port-owned properties that evokes a unique identity and supports an attractive brand
- B. Facilitate commerce and productivity, as well as the efficient movement of goods and provision of services
- C. Generate quick wins by developing market-driven design concepts and prioritizing ready-to-act investments
- D. Retain tenants and site-based assets that contribute to the vitality of NMIC and TTC
- E. Harness existing activity centers and integrate with TTC to create a unified sense of place
- F. Reinforce a regional network of open spaces to facilitate active lifestyles and multimodal connectivity
- G. Integrate sustainable and environmentally sensitive practices into the fabric of the development plan
- H. Provide adequate buffers between incompatible uses and respect existing residents

These eight foundational concepts were used to develop proposed land use concepts for the Study Area. The concepts consist of a mix of commercial, office, manufacturing and retail uses, with prominent gateway anchors on each end of Tumwater Boulevard. Major uses in other parts of the Study Area include additional industrial business



# Executive Summary

park and flexible space; land reserved for hospitality; a major public or private institution such as a hospital; a larger scale retail complex; or a corporate business campus. In the Development Plan ([Chapter 6](#)), these land use concepts were divided into four Districts and allocated throughout the Study Area based on the environmental suitability and regional future market demand from earlier chapters.

District One – a 108 acre mixed-use hub located at the north end of the Study Area – centers around Tumwater Boulevard. This district is envisioned as a retail hub with potential for office and retail uses in mixed-use structures. District One facilitates a transition from the Port’s industrial properties to a land use pattern more consistent with the vision for TTC. Tumwater Boulevard bisects the district on an east-west axis, and the intersection of Tumwater Boulevard and Center Street forms a key gateway for both NMIC and TTC. Existing uses include hospitality, state office, and limited retail/wholesale.

District Two is a Commercial Transition district of about 82 acres located just south of District One. Uses within the district include a mix of office buildings and buildings with flex uses or light industrial, similar to current tenants. The intersection at Center Street and 76th Avenue SW will clearly demarcate the transition from the pedestrian-friendly street pattern and uses to a more industrial orientation. Future retail activities are possible, though they would likely occur in combination with office and/or industrial uses.

District Three is the Industrial Center of the Study Area and comprises 162 acres. The current large-scale tenants – Cardinal Glass and International Wood Products – fit with the concept of a wide variety of light to medium industrial activities in this area. Freight traffic

from this and other Districts will be directed away from surrounding neighborhoods. The future extension of a new north-south road west of Center Street will aid circulation within the Study Area and separate freight traffic from other types of vehicular trips. The district can accommodate current recreation uses, though flexibility within the district would allow some conversion to industrial use, depending on market forces.

District Four is the Planned Campus district. At 198 acres, this is the largest of the districts. The district is intended to accommodate large scale uses, allowing for flexibility in the interim should smaller tenants be interested prior to development for a larger tenant. The area along I-5 has potential for a mix of retail, flex and light industrial uses. The land to the east could host a combination of light industrial and heavier industrial businesses. Existing school and educational support services are expected to remain long-term, while portions of the wooded area surrounding the school could facilitate future recreational uses.

The feasibility of the uses envisioned within the districts is determined by a number of forces, both internal and external to the Port. [Chapter 7](#) covers the Future Transportation Network and other investments needed to support further economic development within the NMIC and TTC. As the land-owner, the Port is bound by City of Tumwater development regulations. The infrastructure needed to promote the NMIC and TTC will improve the economic strength of the City and the region. The Real Estate Master Plan then helps the Port synch their long-term strategy of economic development with the City’s plans for transportation and infrastructure improvements, so that existing businesses and those seeking new development within the Study Area can locate at the site most compatible and capable of handling that use.



# Executive Summary

This change will not happen all at once. Over the 20 year time frame of the plan, as the Port makes the focused and regular infrastructure improvements outlined in the previous chapter, new development will spur additional development in complementary areas.

**Chapter 8**, the Implementation Plan, covers the comprehensive strategies for putting the Real Estate Master Plan into motion. Using a three part approach – Existing Opportunity Areas, Primary Implementation Area, and Secondary Implementation Area – new uses are directed toward property where the infrastructure is in place or synergies with other adjacent use are able to be realized. If existing businesses seek to expand, they will have clarity as to where the expansion can take place or where within the Study Area their growth can be accommodated based on their use type and space requirements.

By listing specific actions and implementation strategies, the Real Estate Master Plan demonstrates how a focused approach using community-validated concepts helps the Port pursue and attract businesses to their Tumwater properties that support its long-term goals of economic development, strong earnings, and environmental stewardship.



Site Plan with Districts





# CHAPTER 1

## Public Outreach and Community Engagement

# Public Outreach and Community Engagement

## INTRODUCTION

The Port of Olympia Commissioners recognized the significance of the New Market Industrial Campus (NMIC) and Tumwater Town Center (TTC) and the importance of a Real Estate Development Master Plan to guide its growth. The Commission directed staff to conduct an outreach strategy as a major component of the planning process to engage public sector partners, residents, business owners, and other community stakeholders.

The Port's Tumwater properties, including the Olympia Regional Airport, are its largest contiguous real estate asset. The 550 acres that comprise both the NMIC and TTC forms the largest developable tract of public property in Thurston County. Its proximity to the airport, Interstate 5 (I-5), and the greater Puget Sound Region presents tremendous economic development opportunities for the City of Tumwater and other Thurston County communities. A great variety of businesses and public sector facilities have long existed on the Port properties. Other businesses,



state agency worksites, and residential neighborhoods surround the Port properties and will likely be affected by future land use and transportation activities. Key to this plan's

long-term implementation is the public outreach process that sought to address a variety of stakeholders' needs, and establish a common vision to sustain community support.

# Public Outreach and Community Engagement

The Port of Olympia commissioned Thurston Regional Planning Council (TRPC) to create meaningful opportunities for public participation. TRPC invited community stakeholders to share their ideas, hopes, and concerns about future development and activities within the Study Area. The Port and TRPC worked together to design an outreach process that would both inform the direction of the plan and discover values expressed by people who participated in various stages of the planning process. This chapter summarizes this effort.

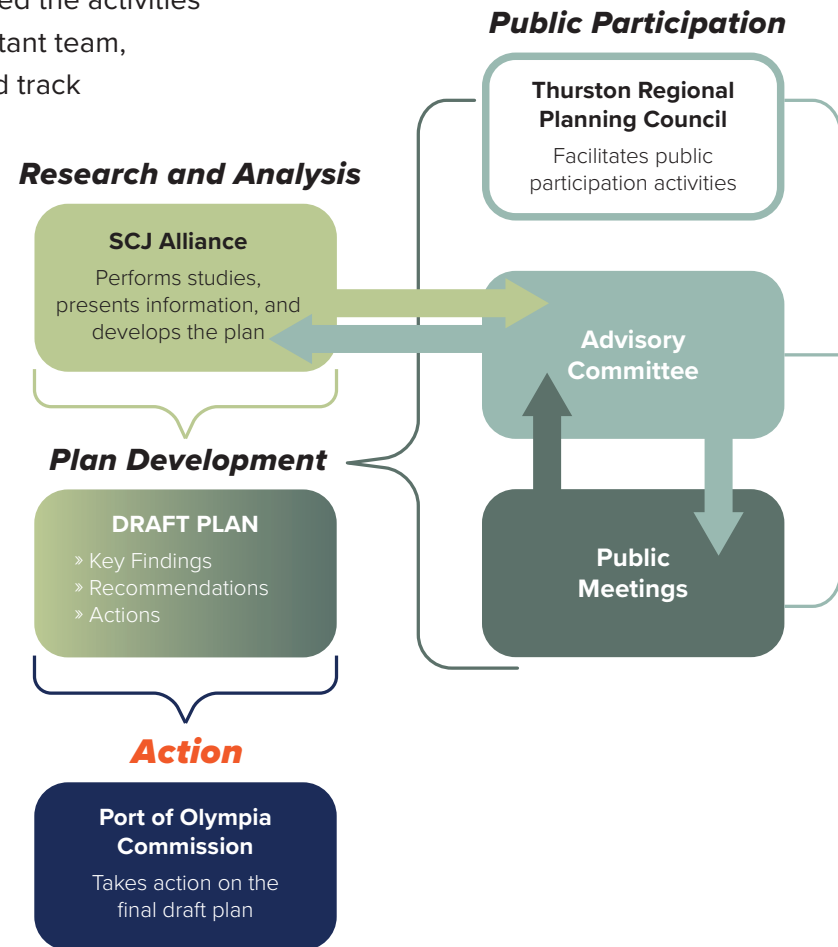
## Public Outreach by the Numbers

4	Public meetings
6	Community events
6	Port Commissioner briefings
8	Advisory Committee meetings
35	Average public meeting attendance
64	Total public meeting evaluations
89	Businesses contacted
18,196	Public meeting invitations mailed

## OVERVIEW OF PUBLIC PARTICIPATION STRATEGY

The Development of the New Market Industrial Campus Master Plan consisted of two interactive tracks. The research and analysis track included the activities performed by the consultant team, SCJ Alliance. The second track involved all of the public outreach activities, facilitated by TRPC. Combined, these two tracks acted together to guide the contents of this plan. The results of the studies were shared with an Advisory Committee, which in turn influenced content produced and shared at public meetings. Feedback from the public meetings was considered by both the consultant team

and the Advisory Committee and reshaped and presented to Port staff. Port staff engaged in both tracks. The figure below illustrates the relationships and dynamics of these two tracks.



# Public Outreach and Community Engagement

## ASSESSMENT OF BUSINESSES NEAR THE OLYMPIA REGIONAL AIRPORT

TRPC partnered with the Thurston Economic Development Council (EDC) to conduct outreach activities with businesses within close proximity to the Olympia Regional Airport (NMIC and TTC districts). EDC staff canvassed the Study Area, contacting approximately 89 businesses and organizations from June through October 2014. They informed business owners and employers about the Port's planning process and recruited participation in a survey to collect information about their company's business needs. The survey collected basic information from the companies such as the number of years in business, total employment, growth trends, and market area. The survey focused on factors in selecting a business location, transportation needs, beneficial port infrastructure and service improvements, desirable complimentary industrial uses, supply and distribution needs, and challenges impacting specific industries.

The process achieved its goal, resulting in 31 surveys representing a variety of industries including services, financial, health and fitness, aviation, government, retail, distribution, and manufacturing. Consultants incorporated the survey results into their market analysis. Highlights from the survey are shown below.

### Key market findings from the survey:

- 71% of respondents indicated that their business is currently stable or growing
- 61% indicated that sales are increasing
- Between 2012–2014, 13% of businesses surveyed had laid-off employees, however that number was offset by the 39% of businesses who had hired employees during the same period

### Works well for business locations:

- Access to I-5
- Position between Portland and Seattle
- Airport accessibility
- Close proximity to state office buildings

### Needs improvement:

- Traffic congestion and high speed traffic on Old Highway 99
- Limited availability of broadband internet
- Limited business visibility from roadways

More detailed information and the survey results are available in Appendix A: New Market Industrial Campus and Tumwater Town Center Business Outreach Executive Summary.



# Public Outreach and Community Engagement

## ADVISORY COMMITTEE

An ad-hoc committee was established to serve as a diverse sounding board for all project milestones for the Master Plan process. These members were to advise, represent community interests, and assist staff from the Port of Olympia, the project consultant team, TRPC, and other project

partners as appropriate. Specific duties outlined in the committee's charter:

- Attend Advisory Committee meetings
- Discuss and respond to information and analysis prepared by the consultant team
- Bring community perspective to all discussions
- Preview public meeting agendas and offer feedback
- Attend and participate in the project's public meetings, whenever possible
- Share objective observations of the audience members' participation in the public meetings
- Help engage other community members in the process

### Advisory Committee Members

Member	Representation
Robert Coit	Thurston Co. Food Bank, Local Food Systems
John Hurley	Port of Olympia Citizen Advisory Committee Representative
Theresa Kaufman-Wall	Kaufman Construction and Development, Real Estate
Mel Murray	Tumwater School District
Sally Nash	Tumwater Planning Commission
Paul Pickett	Environmental Engineer
Chami Ro	Comfort Inn and Guesthouse Suites, NMIC Business Owner
Michael Van Gelder	Wash. Dept. of Enterprise Services
Rick Walk	Community Development Director, City of Lacey
Donna Weaver	Realtor, South Thurston County
Alex Young	Tumwater Neighborhood Representative
E.J. Zita	Salmon Creek Neighborhood Association

TRPC conferred with both public and private sector stakeholders to identify potential committee members. TRPC independently invited and selected 12 people who represented a cross-section of community interests to serve on the project's Advisory Committee.



# Public Outreach and Community Engagement

Advisory Committee Meeting Schedule		
Meeting	Date – 2015	Agenda
1	January 8	Project Orientation and Committee Role
2	March 12	Soils and Hydrology Mapping, Development Suitability Criteria
3	April 16	Market Analysis
4	May 21	Stormwater Facility Siting, Land Use Siting Exercise
5	June 4	Design Principles and District Design Framework Exercise
6	September 10	District Framework and Draft Concepts
7	October 8	District Site Design Review, Overall Site Concept Review, Placement Principles
8	November 12	Final Draft Concept Site Plan Review, Traffic Analysis, Implementation Strategies



*“As a member of the Advisory Committee, it’s important to interact with the stakeholders to hear their concerns and visions.”*



The Advisory Committee meetings were open to the public with time allotted on each agenda for public comments. TRPC facilitated the committee’s meetings, developed agendas, captured notes, coordinated scheduling, distributed materials to members and staff, and posted all committee-related materials, including meeting dates and times, online.

The Advisory Committee met eight times from January 2015 to November 2015 to review findings from the technical studies and research performed by the consultant team. Committee members received presentations and participated in group exercises to share ideas with other members and offer feedback to inform various elements of the plan.

Each member played an instrumental role in sharing their personal values and positions on the findings of the studies, proposing ideas and concepts that had not been previously



# Public Outreach and Community Engagement

considered by the project staff, shaping content and displays for public meetings, and influencing the plan's foundational design principles.

## PUBLIC MEETINGS

TRPC and the consultant team hosted and facilitated a series of four open-house style public meetings to inform the community-at-large about the planning process and solicit peoples' feedback on the project studies' findings and the major plan elements. All four public meetings were convened during evening hours in Tumwater at the Comfort Inn Conference Center. The Center is located a short distance from Tumwater Boulevard and



is served by Intercity Transit Routes 12 and 13.

Broad efforts were employed to notify stakeholders and neighborhoods about the meetings. On average, over 4,500 invitations were mailed to residents and businesses in the vicinity of the Study Area prior to each meeting. The invitations included instructions for participants who may have required special accommodations. TRPC prominently posted the meeting events on its homepage, posted messages on social media, and sent graphic emails through multiple distribution lists. The Port of Olympia reciprocated this effort by posting meeting announcements on its website and

*"Thank you for your invitations. Please keep reaching out to existing residential community."*

*"I want to know what is going on in the area where I live. I want to give input."*



distributing email messages through its mailing lists. The City of Tumwater also reposted messages on its Facebook page.

## You are invited to

help shape the future of the Port's New Market Industrial Campus and Tumwater's Town Center Campus properties.

## Participate

in a community conversation. Share your ideas. Discover how you can become involved.

**Thursday, March 5, 2015 6-8 pm**

Comfort Inn Conference Center, Evergreen Room  
1620 74th Ave. SW, Tumwater, 98501



# Public Outreach and Community Engagement

Public Meetings	
1  March 1, 2015	<p><b>Participants learned about...</b></p> <ul style="list-style-type: none"><li>• Goals and objectives of the project</li><li>• Role of Ports in Washington</li><li>• Project schedule and timeline</li></ul> <p><b>Attendees participated in small group discussions and answered the following...</b></p> <ol style="list-style-type: none"><li>1. Describe what a successful outcome for the Master Plan would look like to you.</li><li>2. What are your concerns about future development or projects on the Port's Tumwater Properties?</li><li>3. Share specific project ideas or opportunities that you think would be beneficial for this area.</li></ol>
2  June 11, 2015	<p><b>This meeting covered...</b></p> <ul style="list-style-type: none"><li>• How the properties' physical/environmental characteristics will influence development</li><li>• What unique economic opportunities the New Market Industrial Campus and Tumwater Town Center Port districts offer the Thurston region</li></ul> <p><b>The public weighed in on...</b></p> <ul style="list-style-type: none"><li>• How land is allocated for industrial, commercial, retail, and other uses</li><li>• Design principles and concept screening process used to generate development scenarios to be prepared for the 3rd public meeting</li></ul>
3  September 17, 2015	<p><b>Participants reviewed and provided feedback on...</b></p> <ul style="list-style-type: none"><li>• Four District design concepts</li><li>• Building types, sizes, location, and intensity</li><li>• Parking</li><li>• Site circulation and multimodal connections</li><li>• Stormwater facilities</li><li>• Forest preservation</li><li>• Open space</li></ul>
4  January 14, 2016	<p><b>At the last meeting, attendees were asked to review and comment on...</b></p> <ul style="list-style-type: none"><li>• Proposed transportation facilities</li><li>• Future traffic volumes</li><li>• Regional market analysis</li><li>• Draft design concept for the entire Study Area</li><li>• Detailed design concepts for the 4 Districts</li><li>• Preview of the implementation strategy</li><li>• Overview of next steps for the Port of Olympia to implement the study's recommendations</li></ul>



# Public Outreach and Community Engagement



*“We appreciate the transparency and inclusion of community members in this process.”*

The meetings progressed from an introduction of project objectives at Meeting 1 to refined conceptual site plans and implementation strategies by Meeting 4. The open houses were rich with information shown in a variety of formats including PowerPoint presentations, posters, maps, and handouts. All of the public meeting invitations, agendas, presentations, posters, and other meeting materials were uploaded to and maintained on the project website.

## COMMUNITY MEETINGS

TRPC, SCJ Alliance, and Port staff attended several community meetings and events to inform stakeholders about the planning process and the findings of the technical studies.

These meetings provided opportunities for discussions about the proposed Districts’ conceptual designs.

## PORT OF OLYMPIA COMMISSIONER BRIEFINGS AND WORK SESSIONS

Project staff briefed the Port Commissioners throughout the planning process, including the scoping and pre-contract phases of the project. Once the planning process and public



### Community Events and Meetings

Date	Event
April 28, 2015	Tumwater Planning Commission
June 16, 2015	Tumwater Area Chamber of Commerce
September 29, 2015	Real Estate Forum (Sponsored by the EDC)
November 18, 2015	West Olympia Business Association
December 8, 2015	Tumwater City Council
December 10, 2015	Regional Economic Forecast and Innovation Expo

# Public Outreach and Community Engagement

participation activities started, the Commissioners received regular information updates on the plan's progress, outcomes from the public meetings, and information about findings from the technical studies.

## PROJECT WEBSITE

TRPC developed and maintained a project website, [www.trpc.org/PortofOlympiaProject](http://www.trpc.org/PortofOlympiaProject), to inform all interested stakeholders and community members about the planning process. The website included background information, general information about the Port of Olympia's role in commercial and industrial real estate development, an online interactive map of the Study Area, and links to related plans and documents.

The dates for the Advisory Committee and public meetings were programmed into an online calendar and prominently displayed at the head of the webpage and on TRPC's homepage. The website included a sign-up option for email project updates and staff contact information.

All meeting agendas, materials, minutes, and evaluation forms were posted chronologically in the Advisory Committee and Public Meetings sections.

The website featured a Google translate function as well as tools to modify content to improve its readability.

## Port Commissioner Project Briefings

Date	Event
March 23, 2015	Commission Meeting, Briefing – Public Meeting #1 Follow-up
July 13, 2015	Commission Meeting, Briefing – Public Meeting #2 Follow-Up
August 27, 2015	Commission Work Session, Project Update, Technical Findings, and Plan Development Presentation
October 12, 2015	Commission Meeting, Briefing – Public Meeting #3 Follow-Up
May 26, 2016	Commission Work Session – Draft Plan Presentation
Date TBD	Commission Meeting – Plan Action

The screenshot displays the website for the New Market Industrial Campus. On the left is a blue navigation menu with links: 'NMIC & Tumwater Town Center Real Estate', 'Ports 101', 'Public Meetings', 'Advisory Committee', and 'Maps & Reports'. The main content area features a breadcrumb trail 'Home > Plans & Projects > Special Projects > NMIC & Tumwater Town Center Real Estate', followed by the title 'TUMWATER TOWN CENTER NEW MARKET INDUSTRIAL CAMPUS Real Estate Development Master Plan'. A welcome message states: 'Welcome! This is the public information resource for the Port of Olympia's New Market Industrial Campus and Tumwater Town Center Real Estate Development Planning Process.' Below this is a blue button that says 'For the latest project materials and information visit [Maps & Reports](#).' Further down is a section titled 'About This Planning Process' which describes the planning process for the NMIC and Tumwater Town Center property districts. On the right sidebar, there are three sections: 'Get Involved' with links to learn more, attend meetings, and receive updates (including a 'Sign Up for Email Updates' button); 'Resources' with a link to 'Ports 101'; and 'Interactive Map of Study Area'.



## Public Outreach and Community Engagement



*"I appreciate the effort everyone has put into this. I also appreciate that you listened to the community participants' input."*

### PUBLIC RECORDS

The Advisory Committee's Charter, meeting agendas, and minutes will be archived by the Port of Olympia when the project website expires. Copies of these documents and other public meeting materials not included in the plan's appendix will be made available by request. Contact the Port of Olympia for more information or visit [www.portolympia.com](http://www.portolympia.com).





# CHAPTER 2

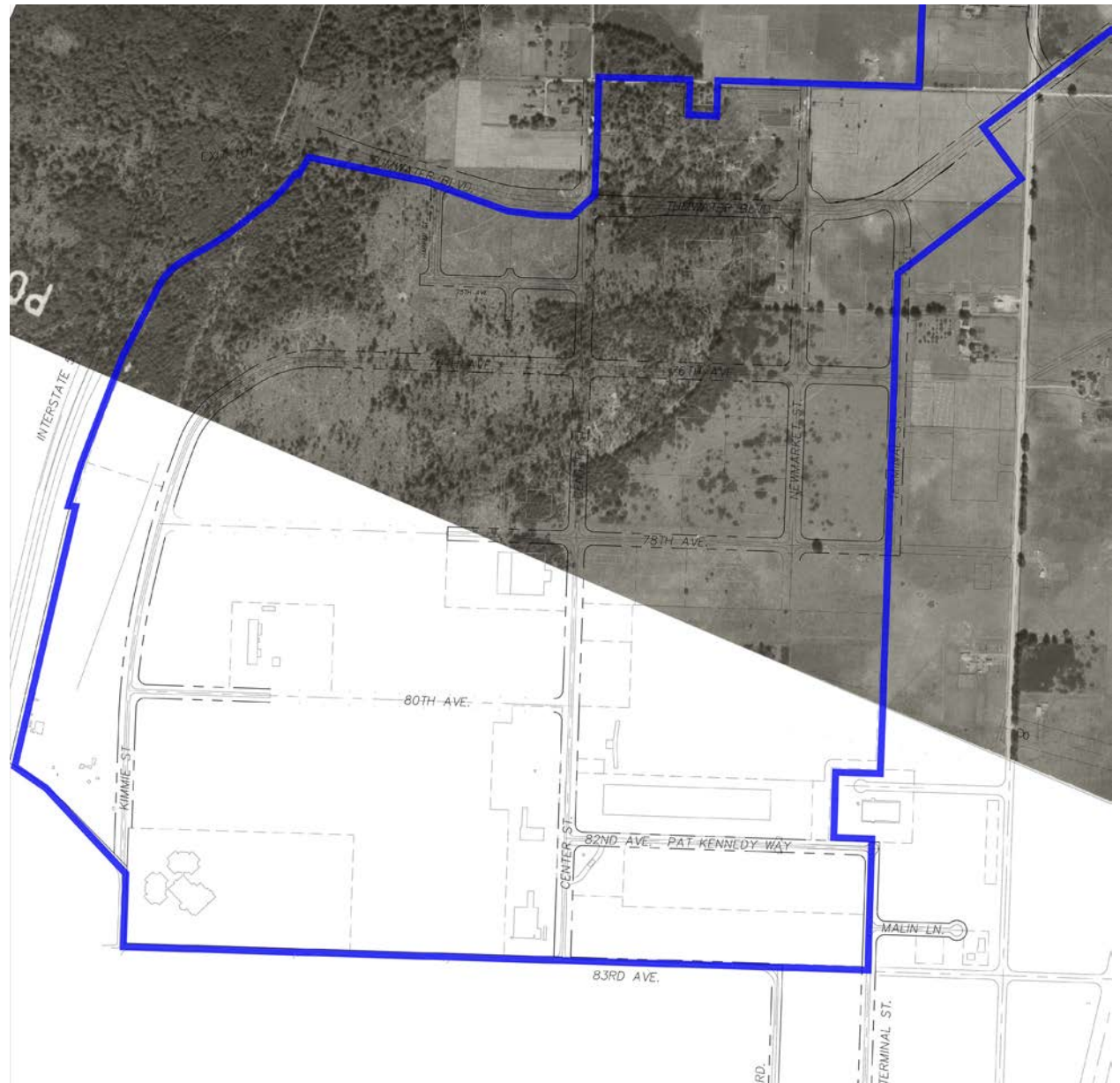
## Existing Conditions

# Existing Conditions

## HISTORIC USE OF LAND

### PRE-1960s

Well before the Port of Olympia purchased the Olympia Airport and surrounding properties from the City of Olympia in 1963, the land that now comprises the New Market Industrial Campus (NMIC) and Tumwater Town Center (TTC) was used for agriculture and timber processing. A historic aerial photo from around 1933 shows the land east of what is now Interstate 5 (I-5) and the airport covered in small pockets of trees. These trees quickly give way to large swaths of prairie, land that is used for farming, agricultural, and support uses for what is now one of the oldest public airports in the United States.

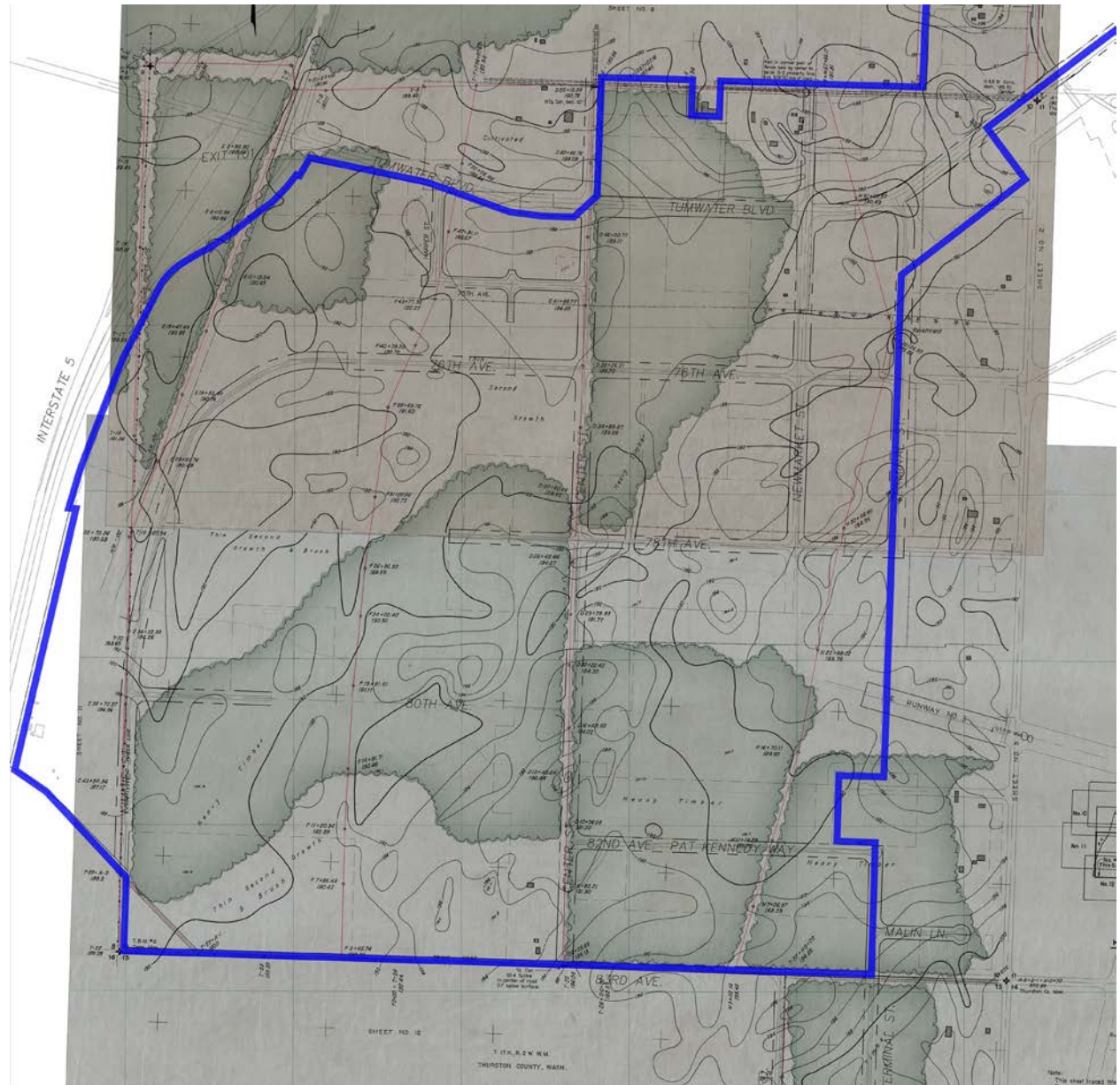


*Approximately 1933*



## Existing Conditions

Second growth timber or encroaching evergreen trees slowly spread east across the Study Area, and as shown in these maps and aerial photographs from 1943 and 1965, second growth of Douglas Fir and brush covered the southern edge of the Port-owned property along what is now 83rd Avenue.



## Existing Conditions

1960s

Some of the second growth timber in the Study Area was harvested. The alignment of I-5 along the western edge of this 1965 photo foreshadows the changes the newly built Interstate brought to the area. A significant portion of the central area of the property was used for agriculture. After the Port acquired the 1,275 acres of the Olympia Airport and adjoining properties in 1963, early investments in infrastructure promoted the economic development mission of the Port. This can be seen with Runway 8, which extends into the photo on the eastern edge.



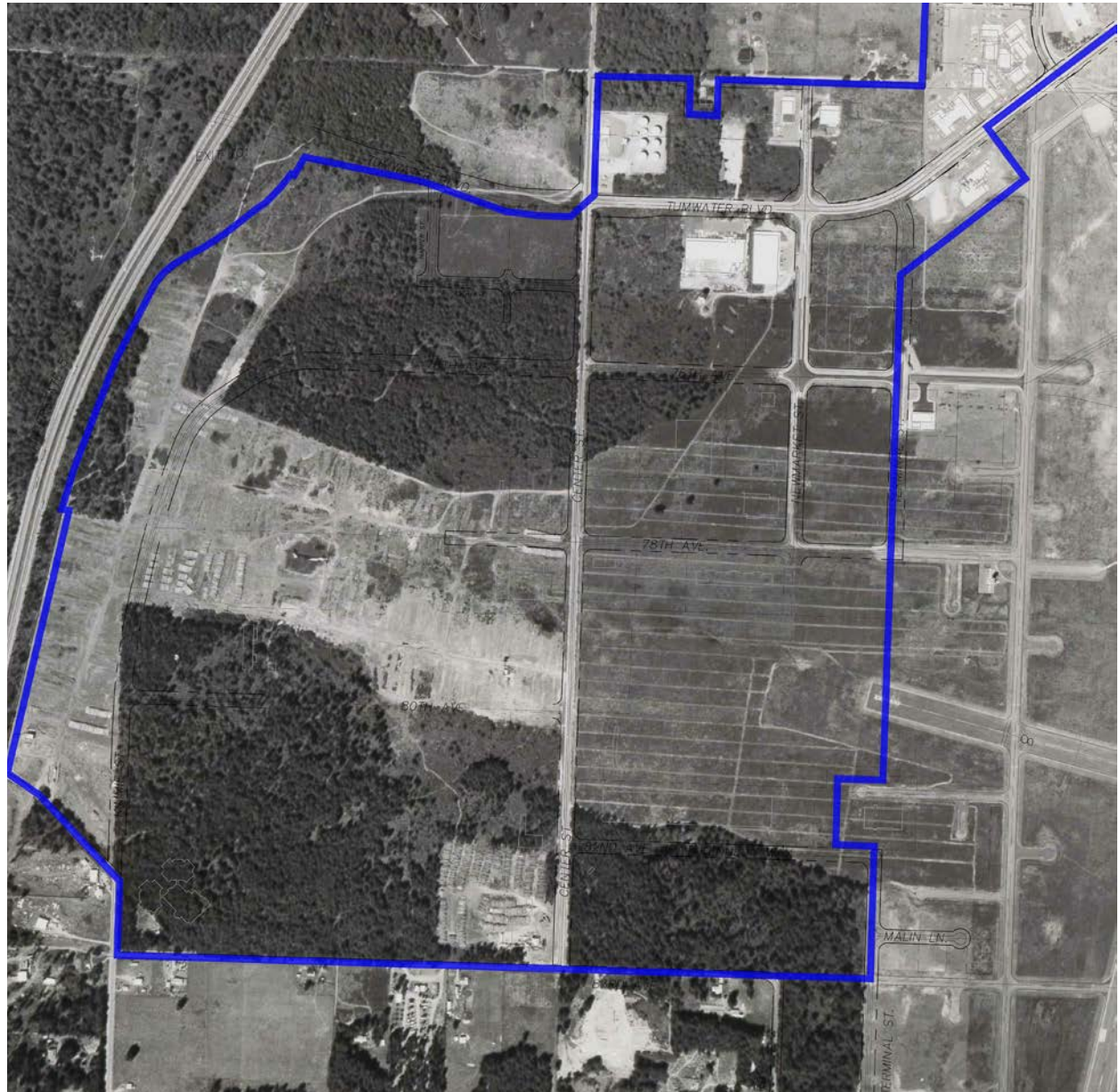
1965



## Existing Conditions

### 1970s – 1980s

By 1977, economic activity within the Study Area was in full swing. Large sections of NMIC west of Center Street are being used as log storage and transfer yards, and public investments of roads and building pads east of Center Street support the Olympia Airport and surrounding industrial businesses. Extensive site regrading had occurred and heavy equipment traffic was active throughout the year. The State of Washington had located a large warehouse at the southwest corner of Tumwater Boulevard and New Market Street.



1977



## Existing Conditions

### 1990s

In the early 1990s, log storage uses dominated the western half of NMIC, as the boom of the log export market to Asia was reaching its heights. Log stacking and other industrial land use activities compacted the soils and reshaped the underlying land. New commercial uses and activity appeared along Tumwater Boulevard near Capitol Boulevard and along New Market Street and 78th Avenue. In the mid-1990s, recreation uses including the baseball fields and golf course were modernized and improved.



1990



# Existing Conditions

## *2000s TO PRESENT*

Into the 21st century, economic activities within NMIC and TTC shifted from the intensive log yard storage areas and agricultural uses into a mixture of manufacturing and commercial uses. Today, business uses within the Study Area are extremely diverse and include schools and educational support services, hospitality, specialty food distributors, recreation and advanced manufacturing, and government offices. What has not changed is effect of the road, utility and infrastructure investments made by the Port over time, and the economic activity that has been built to take advantage of the proximity to I-5, Tumwater Boulevard, and the Olympia Regional Airport.



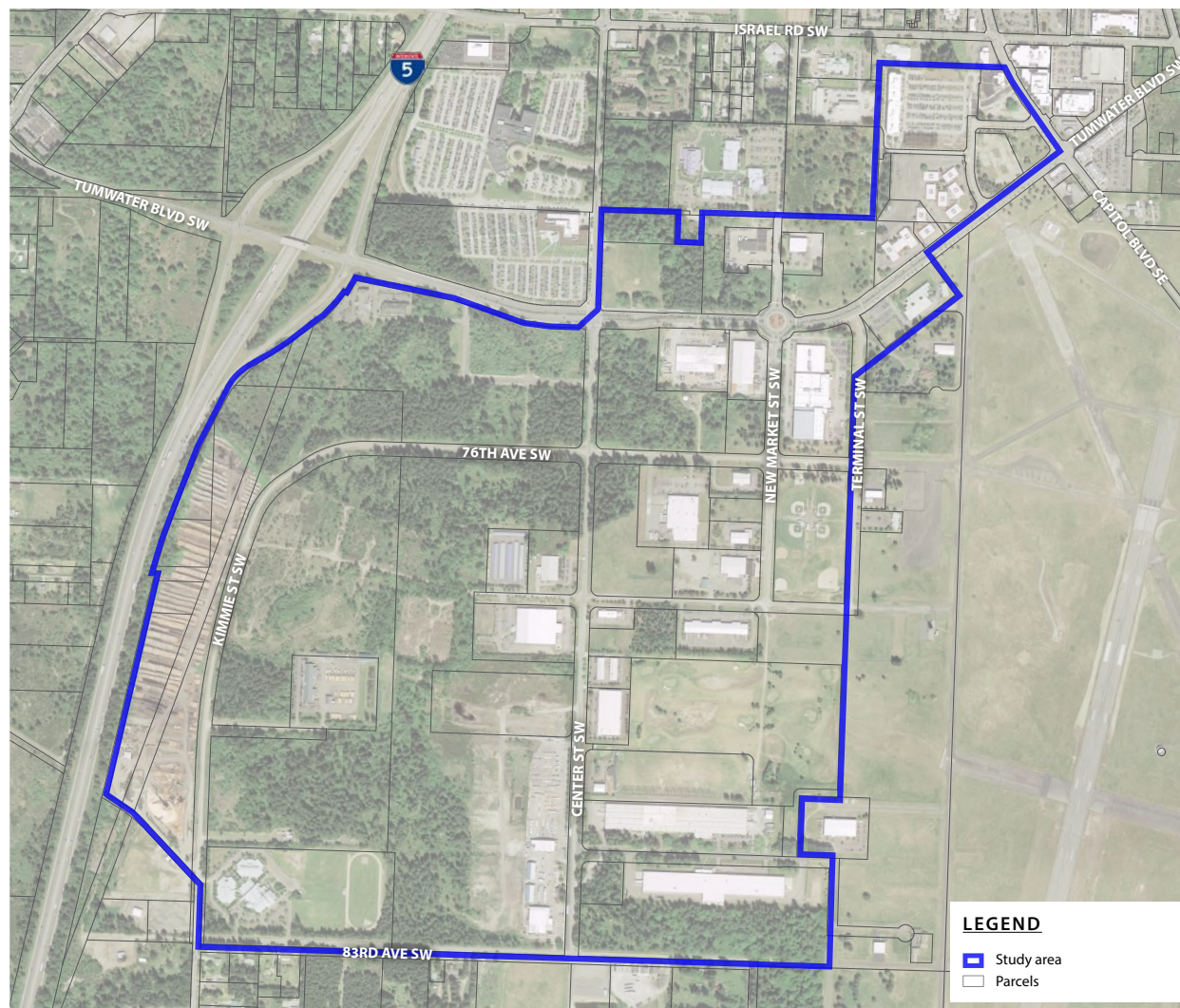
# Existing Conditions

## STUDY AREA

The Port of Olympia's New Market Industrial Campus and Tumwater Town Center properties are located in south Tumwater adjacent to the Olympia Regional Airport. Comprising over 550 acres, the Port real estate holdings are managed for regional economic development, while retaining environmental stewardship of the properties. Thirty-one private and public sector tenants have established businesses and operations within the NMIC, taking advantage of close proximity to I-5 via Tumwater Boulevard. The Port properties are adjacent to several large state agency worksites and public sector employers to the north and residential neighborhoods to the south. The properties located along Tumwater Boulevard are considered suitable for retail, commercial, and office development. A significant portion of the NMIC property south of Tumwater Boulevard is undeveloped and is considered suitable for a range of land uses including industrial activity.

## TOPOGRAPHY AND DEVELOPED AREAS

The Port of Olympia NMIC and TTC Study Area encompasses approximately 550 acres. The Study Area includes developed sites and



**Figure 2.1 – Study Area**

areas of undeveloped land. The undeveloped portion of the Study Area comprises about 57% or 312 acres.

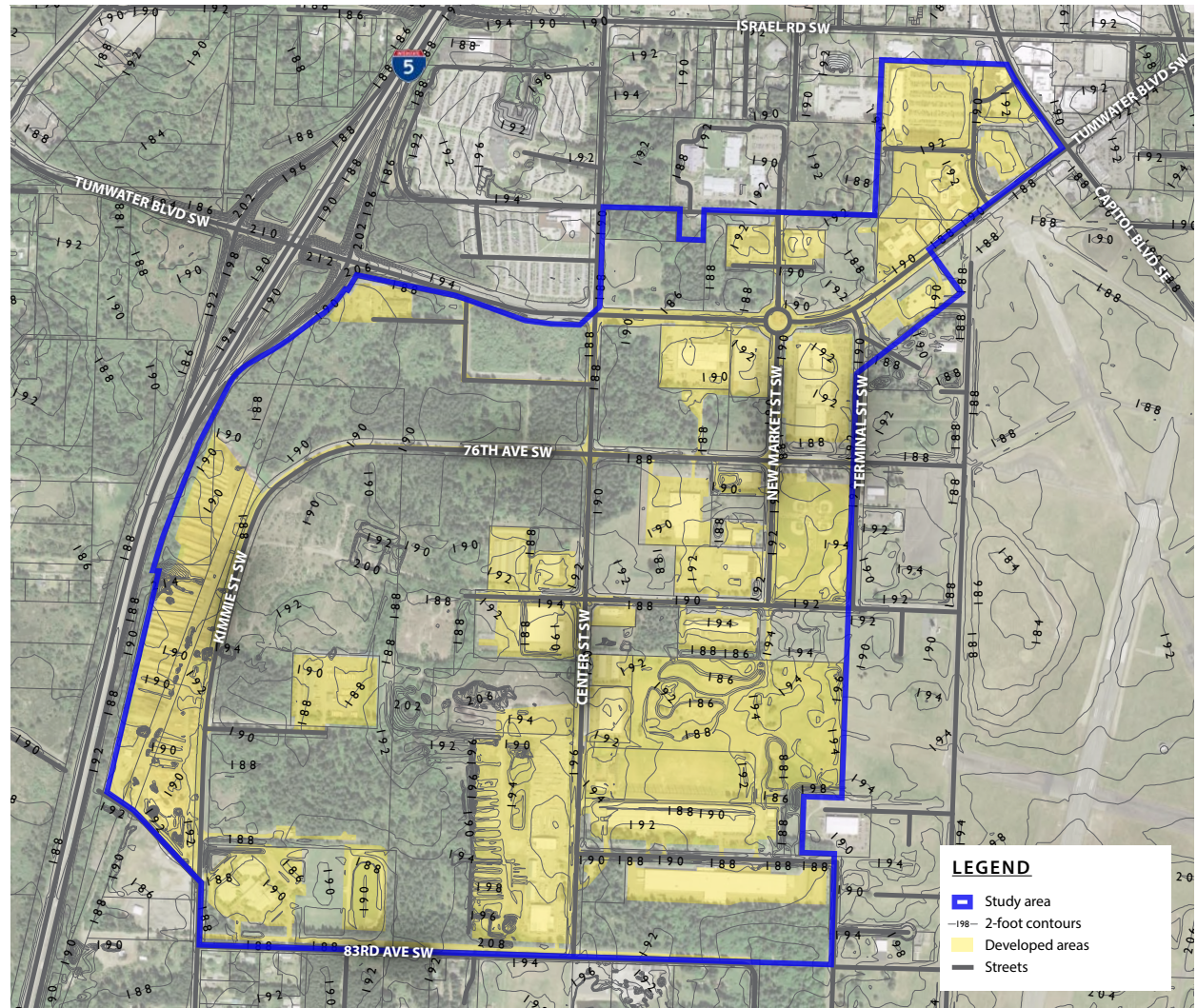
Many of the sites within NMIC were constructed between 1986 and 2007 and used infiltration ponds, the most common

## Existing Conditions

method of stormwater management. Other stormwater management systems used include: infiltration trenches, wet ponds, bioswales, drywells, perforated conveyance pipe, biofilters, and wetvaults. All of these systems were installed before the current stormwater manual (adopted 2010) and associated requirements for the City of Tumwater.

As most roadways within the Study Area do not have curb, gutter, and sidewalk, stormwater runoff is directed to the roadside swales via sheet flow. In the areas where curb and gutter or curb, gutter, and sidewalk have been installed, runoff is collected in catch basins and piped to swales along the roadway.

Future stormwater facilities, including stormwater ponds that serve multiple areas, will employ many of these same stormwater management approaches but configuration and sizing will be impacted by low impact development stormwater management code. These future facilities will be much larger and shallower to address the code requirements regarding high groundwater and the resulting infiltration rate limitations. The facilities should be located in areas where the depth to groundwater is greatest to maximize design infiltration rates and minimize groundwater mounding.



**Figure 2.2 – Topography and Developed Areas**

# Existing Conditions

## ZONING

### Tumwater Town Center

The City of Tumwater established the Town Center Zone District (TC) in 2002 to encourage mixed use, transit-oriented development on land directly north of NMIC along Tumwater Boulevard. This zoning designation includes four subdistricts – Civic, Mixed Use, Professional Office, and Residential. Industrial uses are not allowed, aside from facilities constructed on Port of Olympia owned land prior to January 1, 2000.

### Town Center Zone Subdistrict Development Standards

Subdistrict	Max. Height (ft)	Density
Mixed Use	65	2.0 FAR (max.)
Professional Office	100	N/A
Residential	55	30 du/ac (min.)
Civic	65	N/A

Source: City of Tumwater Municipal Code, 2015

While Tumwater Town Center is zoned to allow residential development, Port ownership of the properties may constrain residential uses where TC zoning is present. First, residential

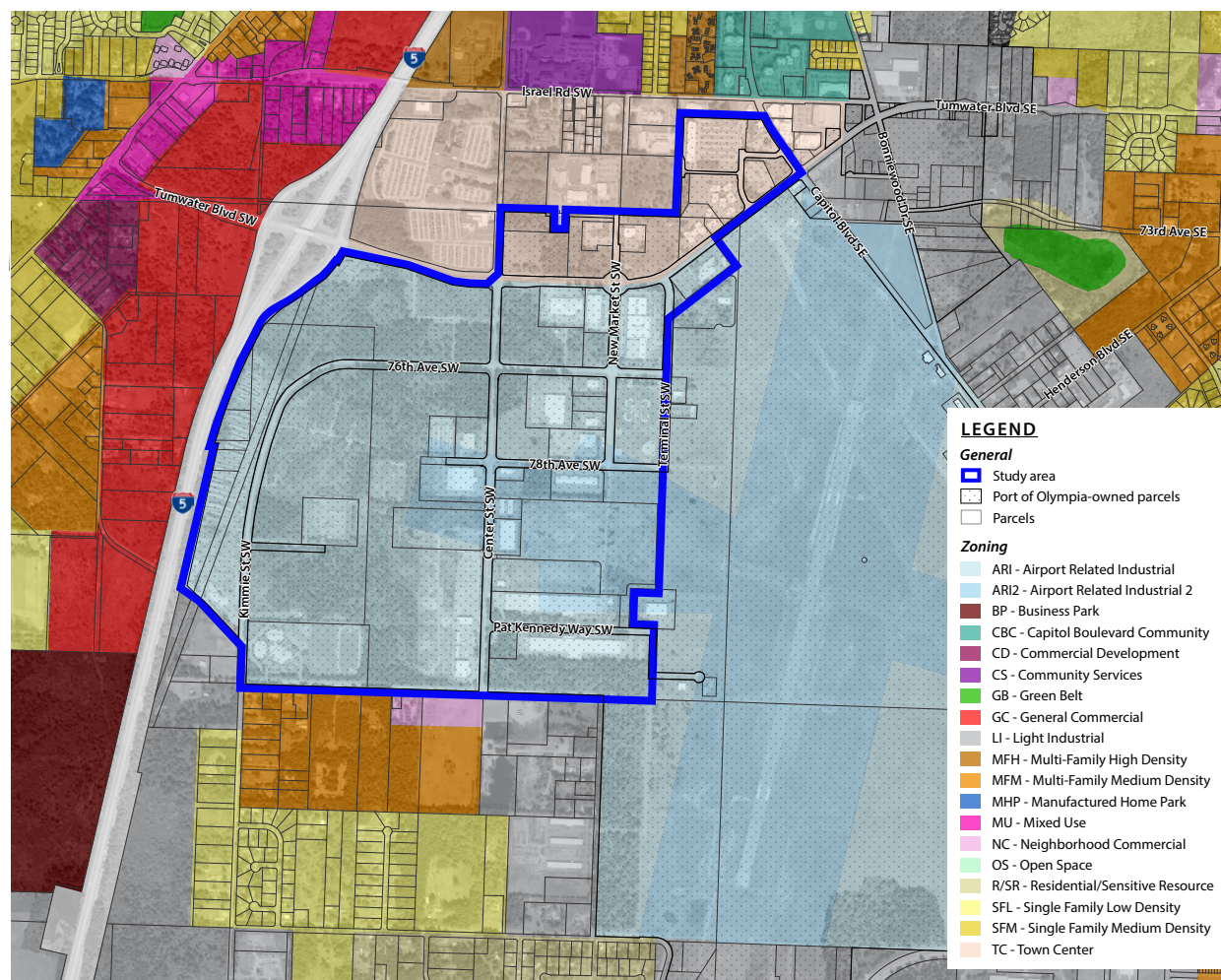


Figure 2.3 – Zoning

uses may not meet the informal job creation goals the Port holds for new development. Second, FAA regulations on properties near the airport may preclude residential

uses even where enabled by the underlying zoning. Finally, existing Port of Olympia planning documents show that TC-zoned lands north of Tumwater Boulevard are slated for commercial



## Existing Conditions

development, so it remains to be seen if there is market interest in residential development on these properties.

### Airport Related Industrial

The Airport Related Industry Zone District (ARI), codified in 1995, was created to ensure that uses at or near the Olympia Regional Airport are compatible with airport operations and adjacent neighborhoods. The City, based on the Port's land use designations, has identified a variety of land use districts within NMIC.

Land Use District (primary land use)	Max. Height (ft)	Min. Setbacks (ft)		
		Front	Side	Rear
Corporate Campus (office and commercial)	80	20	10	10
Commercial (retail, office, hotel)	75	20	10	10
Warehousing, Distribution, Light Industry	50	20	10	10
Mixed Use (commercial, office, warehousing & LI)	50	20	10	10
Light Industry (LI)	50	20	10	10
Recreation	30	10	0	10

Source: City of Tumwater Municipal Code, 2015

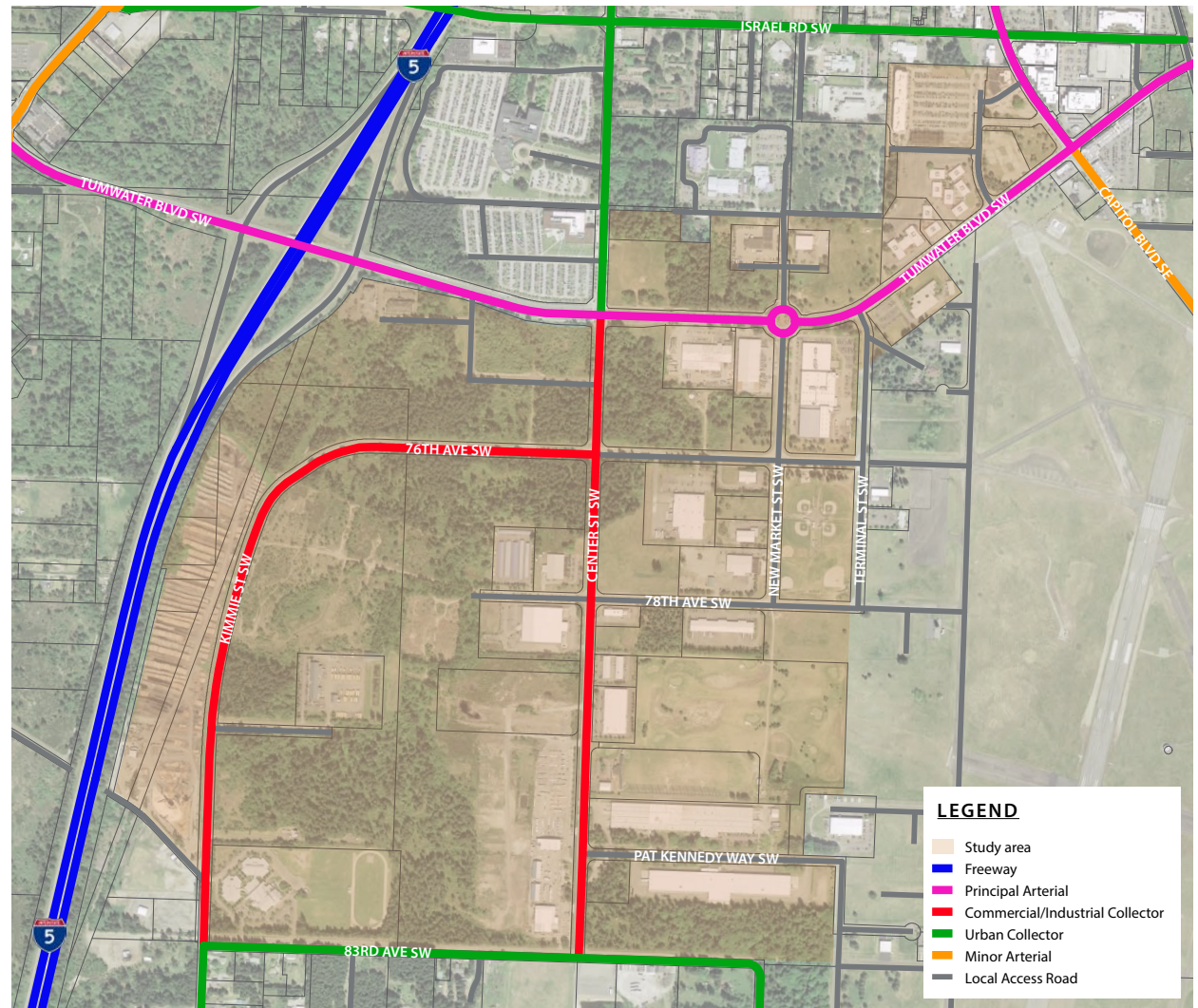


# Existing Conditions

## FUNCTIONAL ROADWAY CLASSIFICATION

The New Market Industrial Campus and Tumwater Town Center area is accessed by four primary routes: Interstate 5 (I-5), Capitol Boulevard/Old Highway 99, Tumwater Boulevard, and Kimmie Street. Capitol Boulevard – formerly part of the state highway system (Highway 99) prior to construction of I-5 in the 1960s – is now the main north-south corridor for the City. Tumwater Boulevard is a primary arterial that provides important east-west connections to commercial and residential uses. I-5 is a six-lane divided freeway that runs north-south through the Study Area. It is the primary freight route in western Washington. Two interchanges (at 93rd Avenue and Tumwater Boulevard) provide access to/from I-5 in the Study Area. 93rd Avenue (SR 121) is a minor arterial that provides access from I-5 to the New Market Industrial Campus from the south via Kimmie Street. Old Highway 99 is a minor arterial roadway that provides access to south county areas. The streets within NMIC are predominately arranged in a traditional gridded pattern, at a spacing and length that developed over time to serve industrial uses.

The roadways and intersections within the Study Area are generally in good condition and have ample capacity for the current



**Figure 2.4 – Functional Roadway Classification**

traffic volumes. However, some roadways currently experience periods of congestion and queuing. Also, many roadways have

incomplete or substandard pedestrian and bicycle facilities.



# Existing Conditions

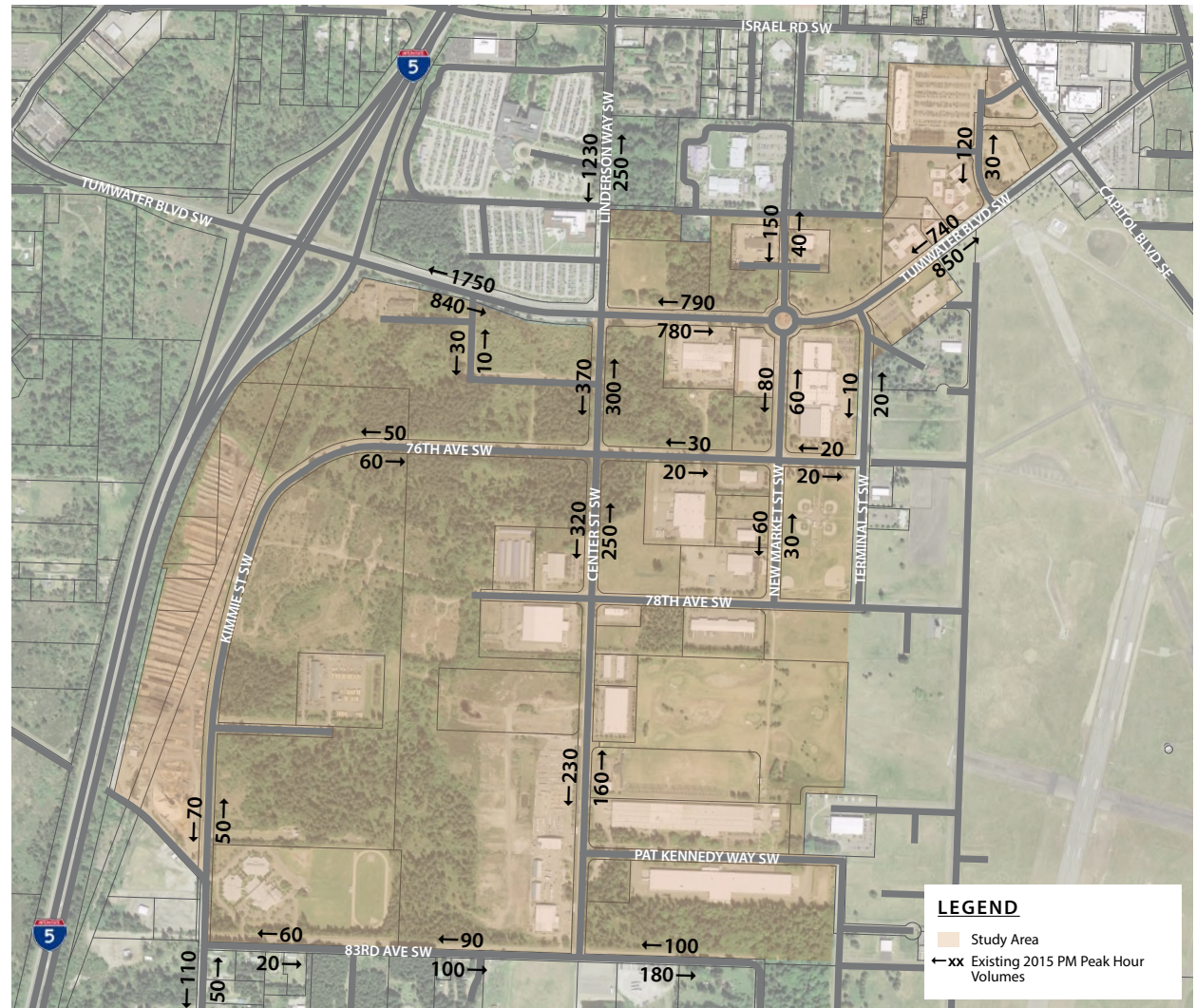
## TRAFFIC VOLUMES

Current traffic volume counts were collected by Traffic Count Consultants, Inc. (TC2) for the Study Area. The PM peak period (4:00 PM–6:00 PM) was counted on Tuesday March 3rd, 2015 at the following locations:

- Harper Street/Tumwater Boulevard SW
- Linderson Way SW/Tumwater Boulevard SW
- New Market Street SW/Tumwater Boulevard SW
- Terminal Street SW/Tumwater Boulevard SW
- Cleanwater Drive SW/Tumwater Boulevard SW
- Center Street SW/76th Avenue SW
- New Market Street SW/76th Avenue SW
- Kimmie Street SW/83rd Avenue SW

The traffic volume counts were used to conduct a level of service assessment of the area roadways and as a basis for preparing forecast traffic volumes.

The section of Tumwater Boulevard between Linderson Way and I-5 experiences periodic congestion as the focal point of the commute route between the NMIC area and I-5. The congestion is mostly exhibited in the westbound direction entering and exiting the ramps to I-5. At times, backups occur on westbound Tumwater Boulevard east of Linderson Way; however, this is primarily caused by congestion at the I-5 ramps. Center Street/Linderson Way



**Figure 2.5 – Traffic Volumes**

experiences mild congestion at times near Tumwater Boulevard. This congestion is also related to queuing and backups at the

I-5 Ramps on Tumwater Boulevard. Turning from a side street onto Center Street can also be difficult during some peak times.

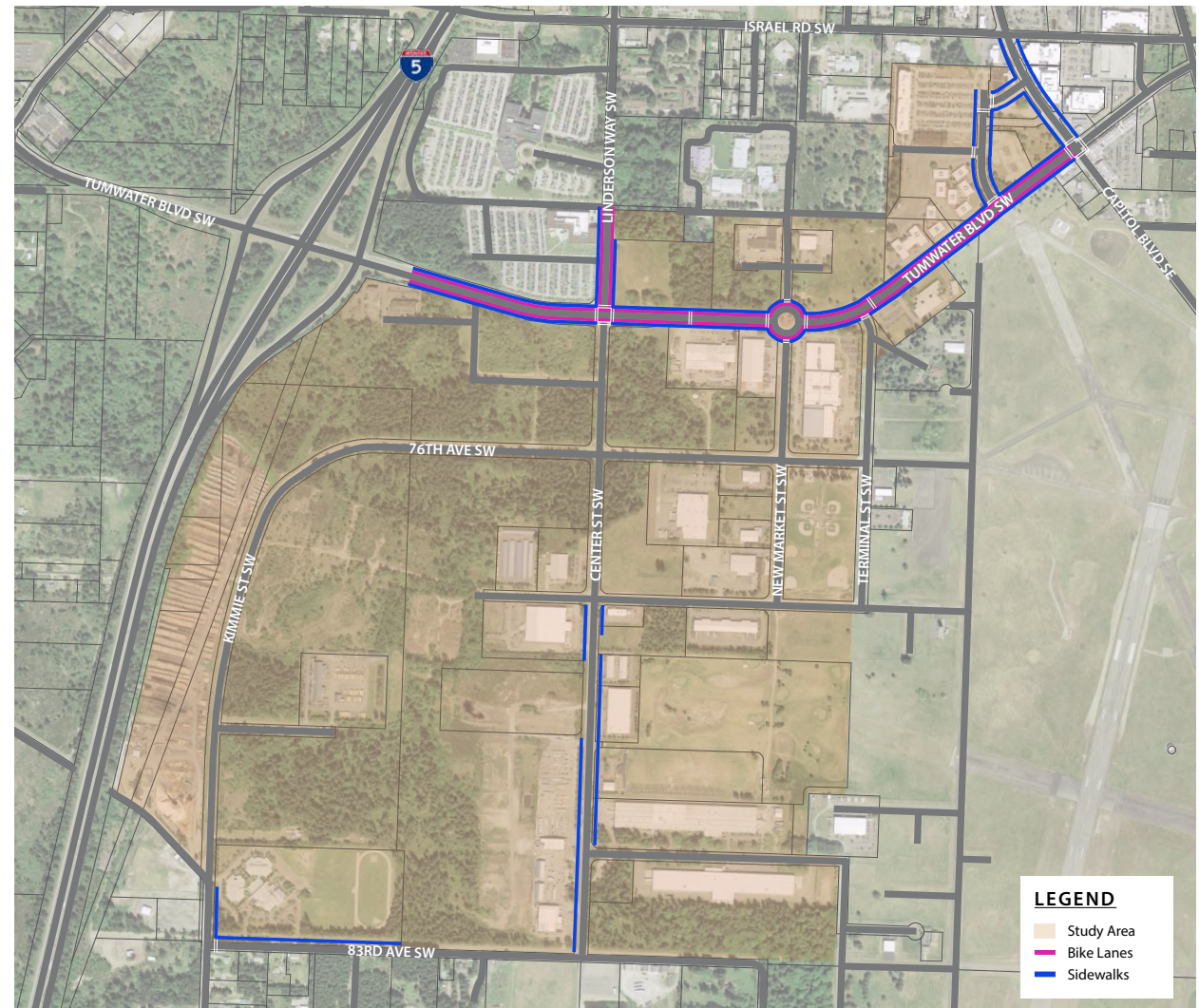
## Existing Conditions

### BICYCLE, PEDESTRIAN AND TRANSIT FACILITIES

There are sidewalks built along both sides of the road on Tumwater Boulevard, Linderson Way, Cleanwater Lane, and Capitol Boulevard in the Study Area; however, many roadways within the Study Area currently do not have sidewalks. The signalized intersections provide crosswalks with pedestrian crossing signals and the roundabout provides crossing locations at each approach. Additionally, there are three mid-block pedestrian crossings at locations on Tumwater Boulevard between Cleanwater Dr and Linderson Way SE. North of Tumwater Boulevard, a pedestrian trail links Linderson Way and 73rd Avenue.

Three different Intercity Transit routes serve this area; routes 12, 13 and 609 serve four stops along Tumwater Boulevard and one stop on Linderson Way. Intercity Transit also provides a paratransit service called “Dial-A-Lift” which operates to and from the Tumwater Transit Center.

Bicycle lanes are not consistent in the Study Area and designated bike lanes only exist along portions of Tumwater Boulevard and Linderson Way. The NMIC area south of Tumwater Boulevard primarily serves industrial



**Figure 2.6 – Bicycle and Pedestrian Facilities**

properties and restricts a high volume of truck traffic. These conditions limit bicycle use within this high volume corridor. The

volume of truck traffic also accentuates the need for separation between vehicular, pedestrian, and bicycle traffic.

## Existing Conditions

### PLANNED ROADWAY IMPROVEMENTS

The City of Tumwater has anticipated and planned for growth in the New Market Industrial Campus and Tumwater Town Center area. The 2040 Regional Transportation Plan has several roadway and intersection improvements identified for construction. While not all of the improvements are funded, many are on the City's current six-year Transportation Improvement Program (TIP) and some are on the City's Traffic Impact Fee (TIF) collection list.

Improvement	City of Tumwater Project List		
	Transportation Plan (2040)	6-year TIP	Traffic Impact Fee Program
Tumwater Boulevard Interchange Improvements	X	X	X
Center Street/76th Avenue and Center Street/83rd Avenue Intersection Improvements	X		X
Capitol Boulevard/Israel Road Intersection Improvements	X	X	X
Old Highway 99 – Widen (4/5 lanes) from Tumwater Boulevard to 88th Avenue	X	X	X
93rd Avenue – Widen (4/5 lanes) from Lathrop Road to Kimmie Road	X		X
93rd Avenue Interchange Improvements	X		



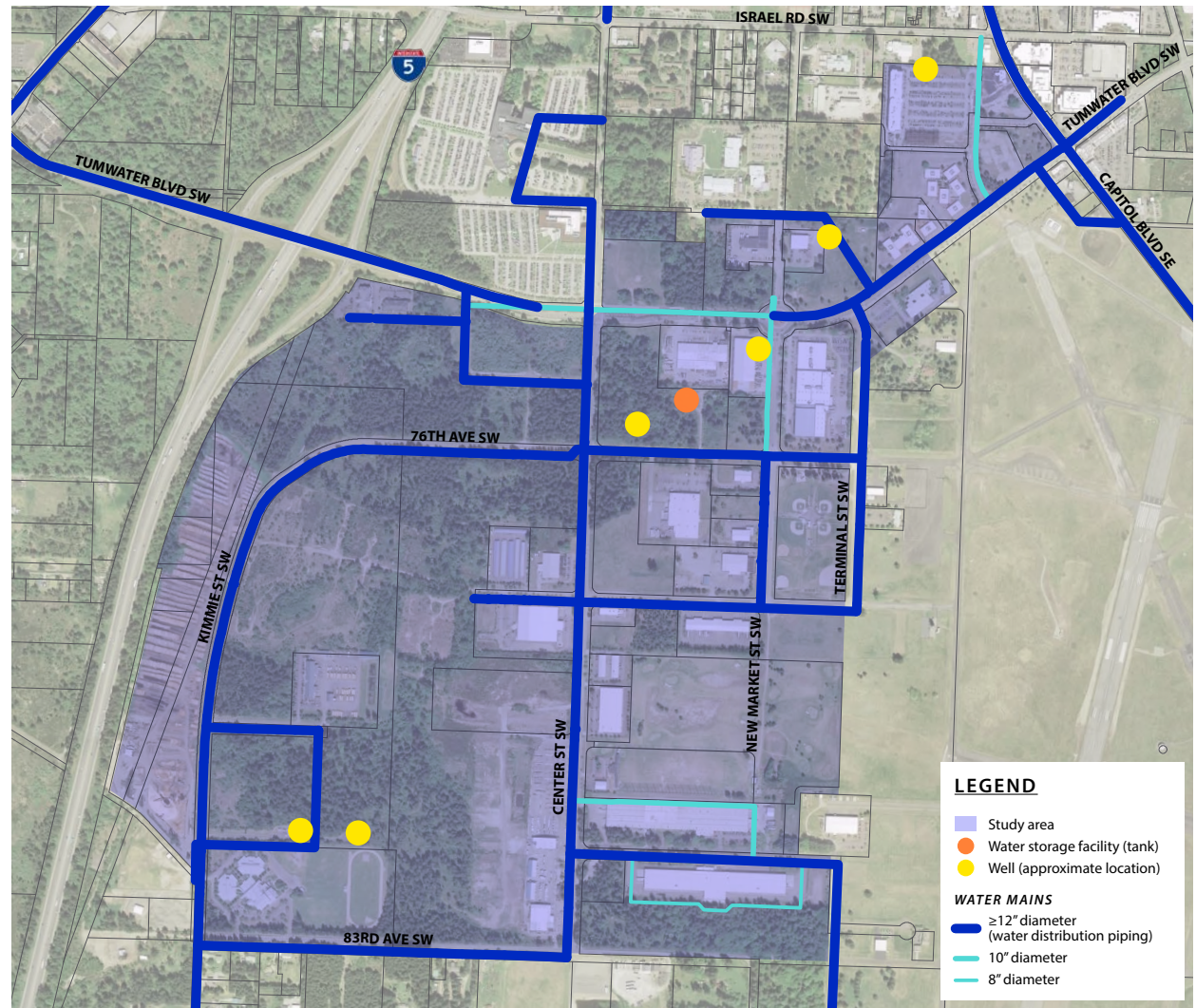
# Existing Conditions

## WATER SYSTEM INFRASTRUCTURE

Water is provided by the City of Tumwater. According to the City's current Water System Plan (2010), the water system includes 12 groundwater wells, 5 reservoirs in 3 pressure zones, 3 booster stations, and a pipeline distribution network.

Per the City's current Water System Plan, the Study Area has been planned for airport related industry south of Tumwater Boulevard and town center land uses north of Tumwater Boulevard. Depending on the land use and business mix, it is possible that actual water demand of both current and future uses could exceed demand anticipated in the 2010 Water System Plan. This, coupled with the expected system shortfall based on assumed future demands of the 2010 Water System Plan, indicates that deficiencies could be present in the main City distribution network as the Master Plan is developed.

Water pipe within the Port area is largely 10 and 12 inches in diameter. Water mains are located throughout the Port property and largely follow the main roadways. In 1994, the City built a production well project just north of Bush Middle School. In 1972, the Port of Olympia



**Figure 2.7 – Water System Infrastructure**

constructed a water tower in the vicinity of 76th Avenue. Discussions with the City have indicated there are no known deficiencies

within the existing water facilities within the Study Area. Over time as the Port property and greater City develops and demands increase,



# Existing Conditions

deficiencies in capacity could occur. The City anticipates that the existing infrastructure would be able to serve the capacity needs of future Port property development.

## SEWER SYSTEM INFRASTRUCTURE

Sewer is provided by the City of Tumwater. The location of the existing sewer network within the project Study Area is shown on this page. Sewer pipe within the Study Area consists largely of 10 inch gravity mains with force mains typically 4 and 8 inches in diameter. The Port area also includes three pump stations, two public lift stations at Kimmie Street and Terminal Way and a private lift station at the hotel along Tumwater Boulevard.

The City is working on an update of their sewer comprehensive plan. According to the current draft plan, both the Kimmie Street (installed 1993) and Terminal Way (installed 1980) lift stations located within the Port property could require future upgrades. Both lift stations currently have surcharge problems that result in the backup of flow to the upstream sewers. It is possible that future development of the NMIC and TTC Port properties could require lift station improvements to accommodate increased sewer demand.

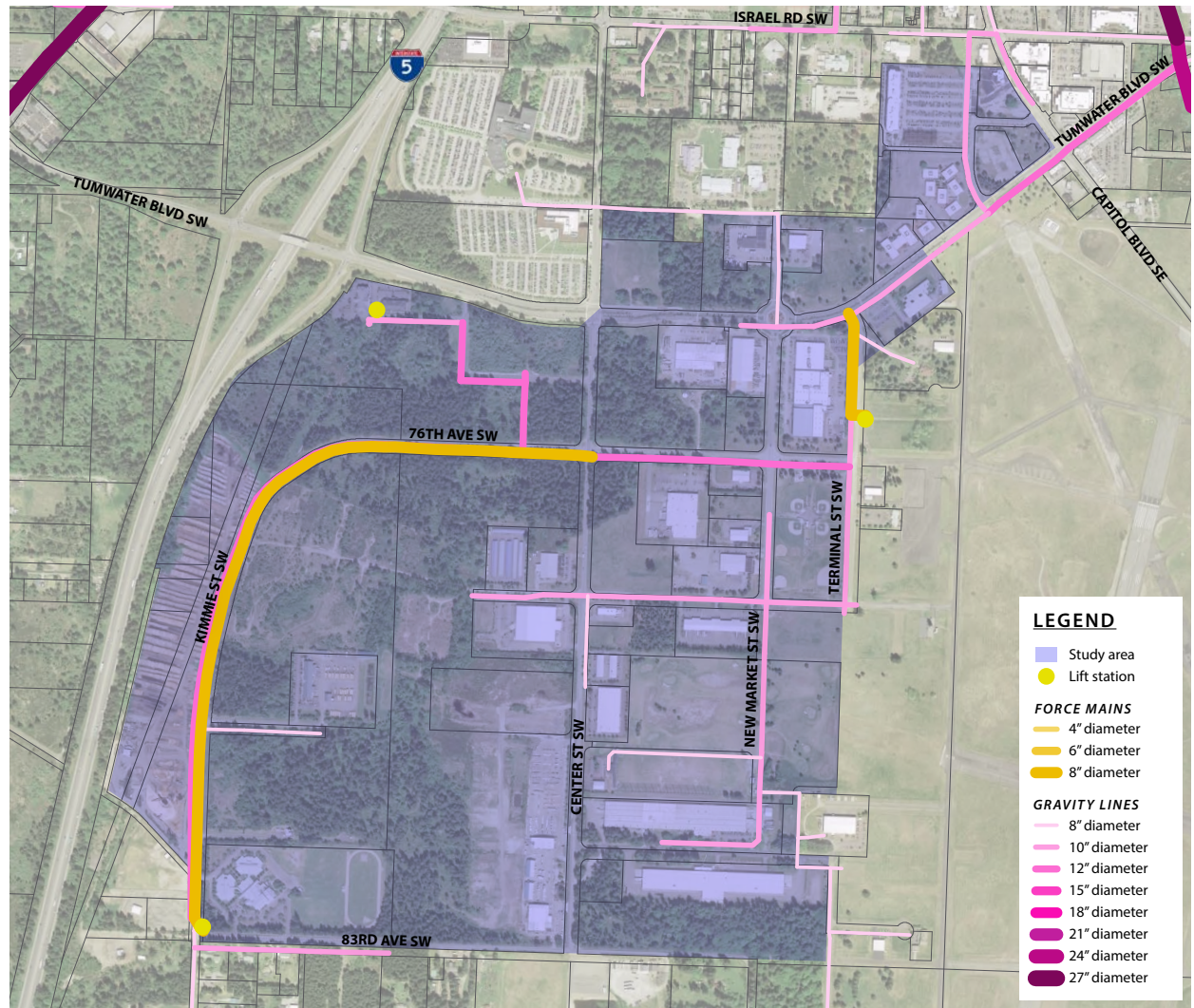


Figure 2.8 – Sewer System Infrastructure

# Existing Conditions

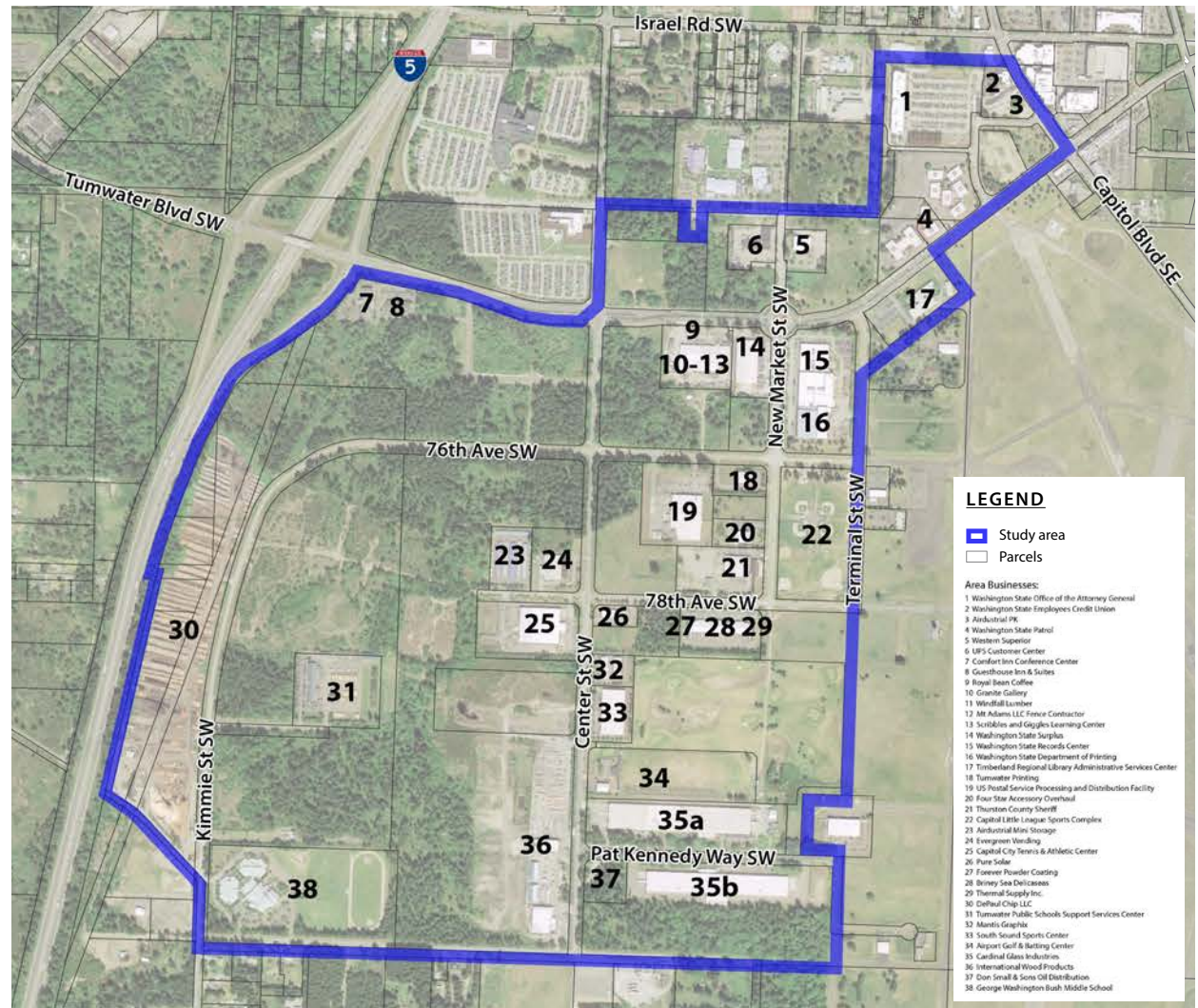
The City also provided information from a report prepared as part of a proposed extension of utilities on 93rd Ave. This report included the following potential improvements:

- Replacement of approximately 180 feet of 10 inch pipe along Kimmie Street with 12 inch pipe.
- Replacement of the Kimmie Street lift station pumps and a new wet well
- Replacement of the Terminal Way lift station pumps as well as a new control panel and telemetry.

Required sewer system upgrades are based on flow contribution from both the Port properties and other properties. Depending on timing of Port improvements, the Port may not need to make sewer system upgrades.

## AREA BUSINESSES

NMIC is currently home to a variety of industrial, natural resource, and light industrial businesses, a number of recreational users, and several retail establishments. Industrial uses (like Soloy Aviation and Cardinal Glass) are clustered in the center of the property, with several manufacturing users located at the



**Figure 2.9 – Area Businesses**

southern end of the campus. A concentration of recreational users (including Capitol Little League, the South Sound Sports Center, the

Airport Golf and Batting Center and the Capitol City Tennis and Athletic Center) are situated along the eastern edge of the property, with



## Existing Conditions

a mix of commercial, government, and civic uses located near Tumwater Boulevard. There are other important uses located on adjacent parcels outside the Study Area, including a residential neighborhood south of NMIC, the offices of the Washington Department of Labor and Industries north of the site at the intersection of Tumwater Boulevard and Linderson Way, and the City of Tumwater's civic campus along Israel Road to the north.





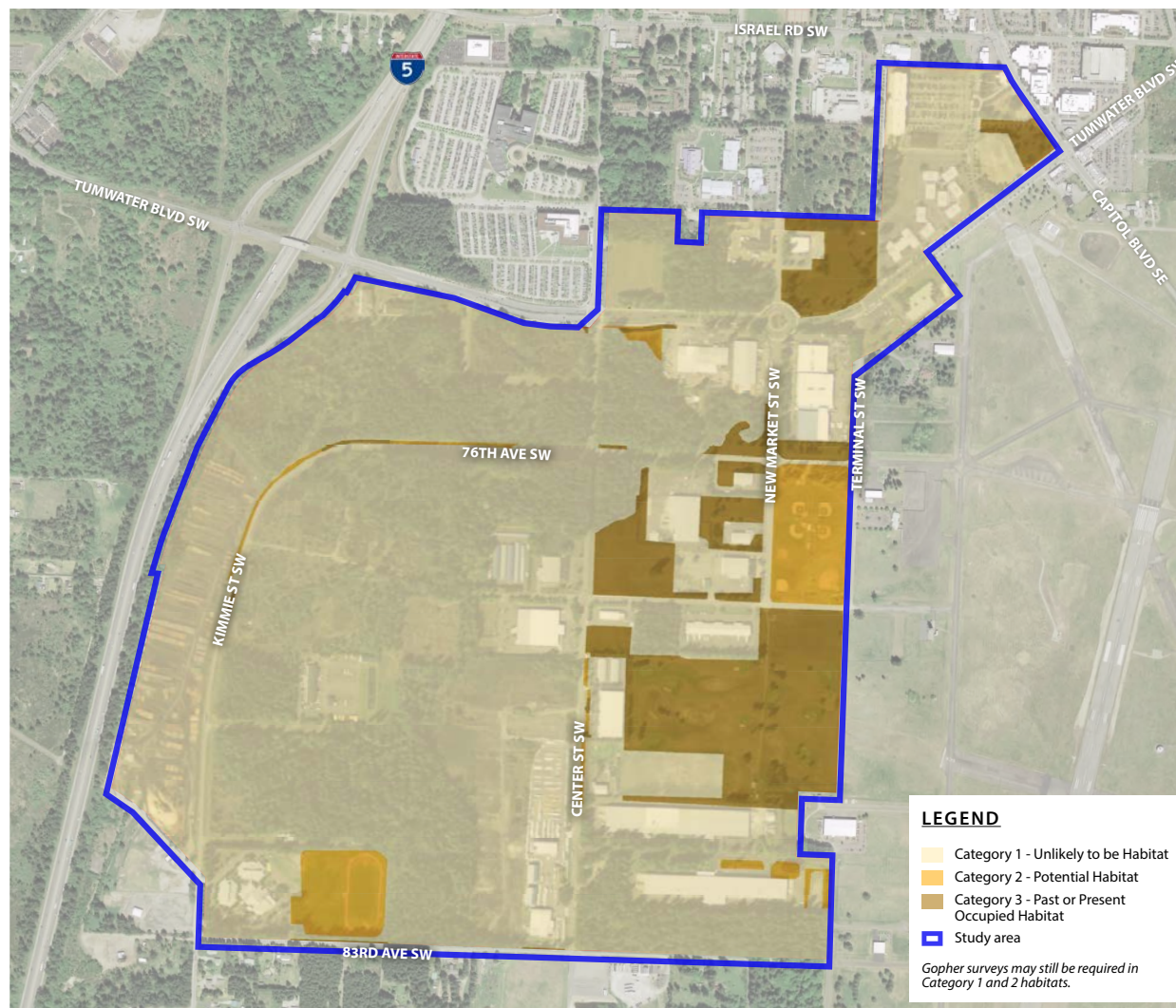
# CHAPTER 3

## Environmental Suitability Analysis

## HABITAT

The Mazama pocket gopher (*Thomomys mazama*) was listed as Threatened by the Washington State Department of Fish and Wildlife (WDFW) in 2006, and by the U.S. Department of Fish and Wildlife (USFW) in April 2014. The greater airport area east of this Study Area (runway zone) is known to support populations of the Mazama pocket gopher.

Pocket gophers require uncompacted, sandy to gravelly sandy soils with a grass and forb-dominated vegetation community at the surface, and a seasonal water table at more than four feet depth. Most of the Study Area is covered by either forested plant communities or broad cleared areas with deep quarry spalls fill and compacted soils at the surface. In combination, these conditions greatly limit potential for robust gopher habitat in most of the NMIC project area. However, given the Study Area's close proximity to the main airport terminal grounds where a large population of gophers exists, potential gopher habitat is not likely to occur in any areas that are developed, covered with dense forest or shrub vegetation, or with compacted soils from human activities.



**Figure 3.1 – Habitat**

## Environmental Suitability Analysis

Habitats were divided into three categories based on the results of the field reconnaissance and review of existing information:

- Category 1 areas are unlikely to provide habitat for gophers because they are developed, covered by forest or dense shrubs, or contain compacted soils as determined by site visits and during soil testing.
- Category 2 habitat areas may provide potential habitat for gophers but no active gopher mounds have been recorded to date.
- Category 3 habitat areas are areas of potential habitat where active gopher mounds were identified during the field reconnaissance or during other recent studies (mainly those referenced in WDFW database records).

Aerial imagery, WDFW database records, and data collected during the field reconnaissance were used to characterize and map habitat in the Study Area.

The field reconnaissance established that Mazama pocket gopher habitat within the

NMIC Study Area is limited by extensive surface compaction and fill, and potentially limited by depth to groundwater during rare groundwater flooding events.

Most of the Study Area, approximately 463 acres, was characterized as Category 1, unlikely to provide habitat for gophers.

Approximately 24 acres was identified as Category 2, potential habitat for gophers. This area included some grassy road shoulder areas near areas of known occupancy and a school ball field area that may provide habitat in periphery areas or other areas not too compacted by frequent foot and/or vehicle traffic.

Category 3 areas were expanded from previous WDFW database records to cover approximately 63 acres of the Study Area. Approximately half of this area, or 30 acres, encompassed the golf course where main use areas may not currently be suitable for gophers due to lack of adequate forage or compacted soil conditions. Active gopher mounds were observed on the golf course in less manicured and compacted areas. It is also likely that gophers occupy perimeter areas of the ball field north of the golf course. Gopher

occupancy was confirmed in most areas previously identified by WDFW and in some additional areas dominated by grasses and weedy herbs in open fields and along road shoulders.

### SOILS

An onsite soils investigation was done in January 2015 to document soil profiles, texture, and depth to current groundwater which might affect development potential within the Study Area. Soil mapping of this area was carried out in the mid-1970s when surfaces in the areas mapped as Cagey and Norma soils (see Figure 3.2) were being actively managed as log storage yards, with extensive regrading and heavy equipment traffic during wet times of the year. Natural Resources Conservation Service soil mapping in the mid-1970s was typically focused on agricultural lands and soil scientist mappers did not typically seek or have direct access to actively managed industrial areas for ground-truthing.

For that reason, soil maps of industrial or urban areas often reflect observations of surface water or changes in a vegetation community visible on aerial photos or from roadside areas rather than onsite subsurface soil assessment. Historic aerial photos clearly



document forest clearing and industrial land uses as early as the mid-1960s in the areas mapped as hydric soils or as having surface water ponding High Groundwater Hazard Areas (HGHA).

The January 2015 field observations were checked against the Thurston County GeoData HGHA map units developed around 1996 and the Soil Conservation Service map units that were developed around 1990. The areas previously mapped as wetland or hydric soils within the NMIC project area either no longer have wetland hydrology or only have near-surface hydrology due to compacted fill. Areas with no current hydrology would not be regulated as wetlands, nor would areas with current hydrology caused by compacted fill, because the ponded water is not a result of natural hydrology conditions. This indicates that both past and present surface ponding is at least partially an artifact of human activities rather than from natural soil hydrology conditions.

## PREVIOUSLY MAPPED WETLANDS

A hydrology investigation was done in January 2015 to document soil profiles and soil texture to provide a planning level

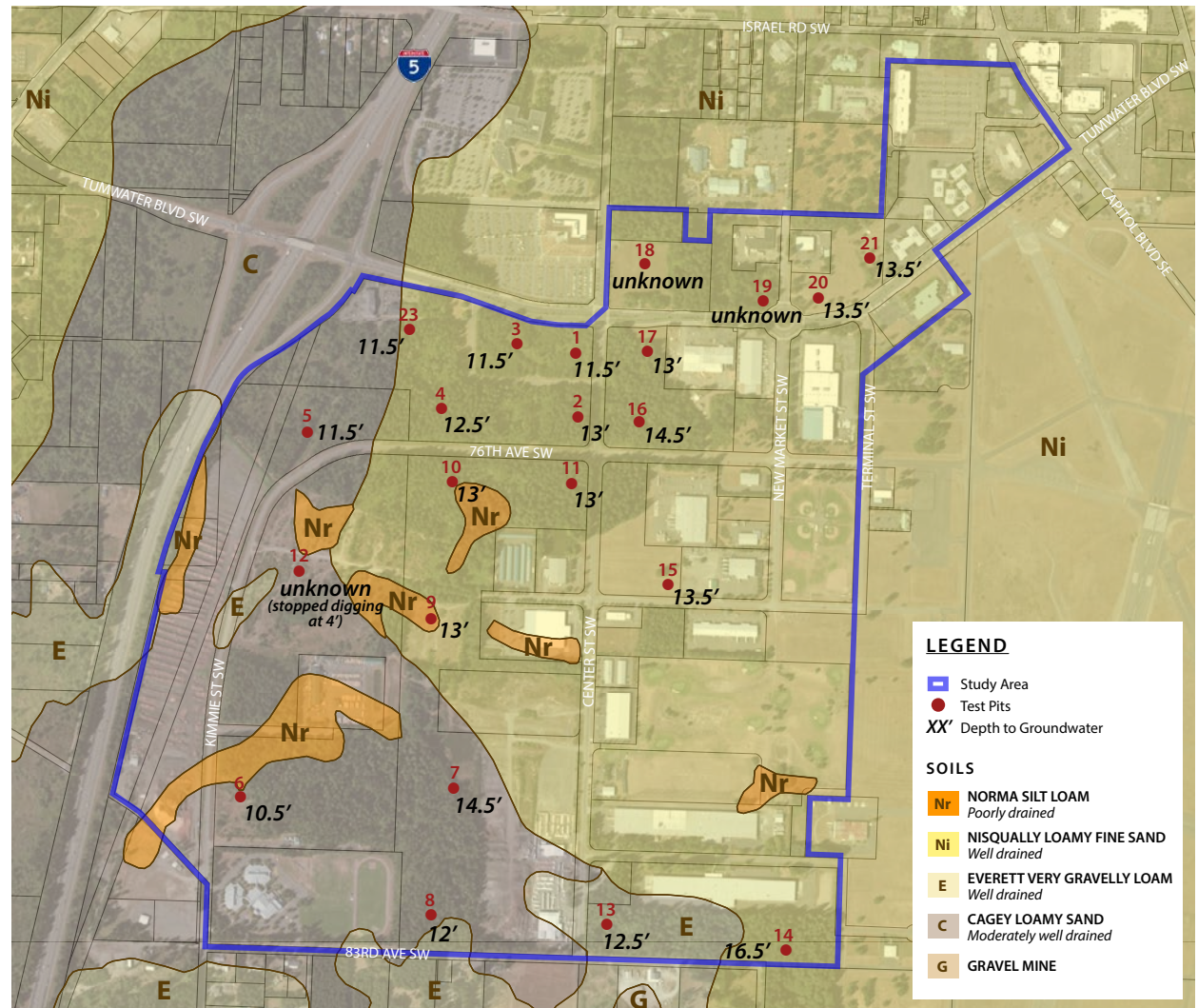


Figure 3.2 - Soils

assessment and description of natural resources within the project area. The investigation specifically targeted soil and

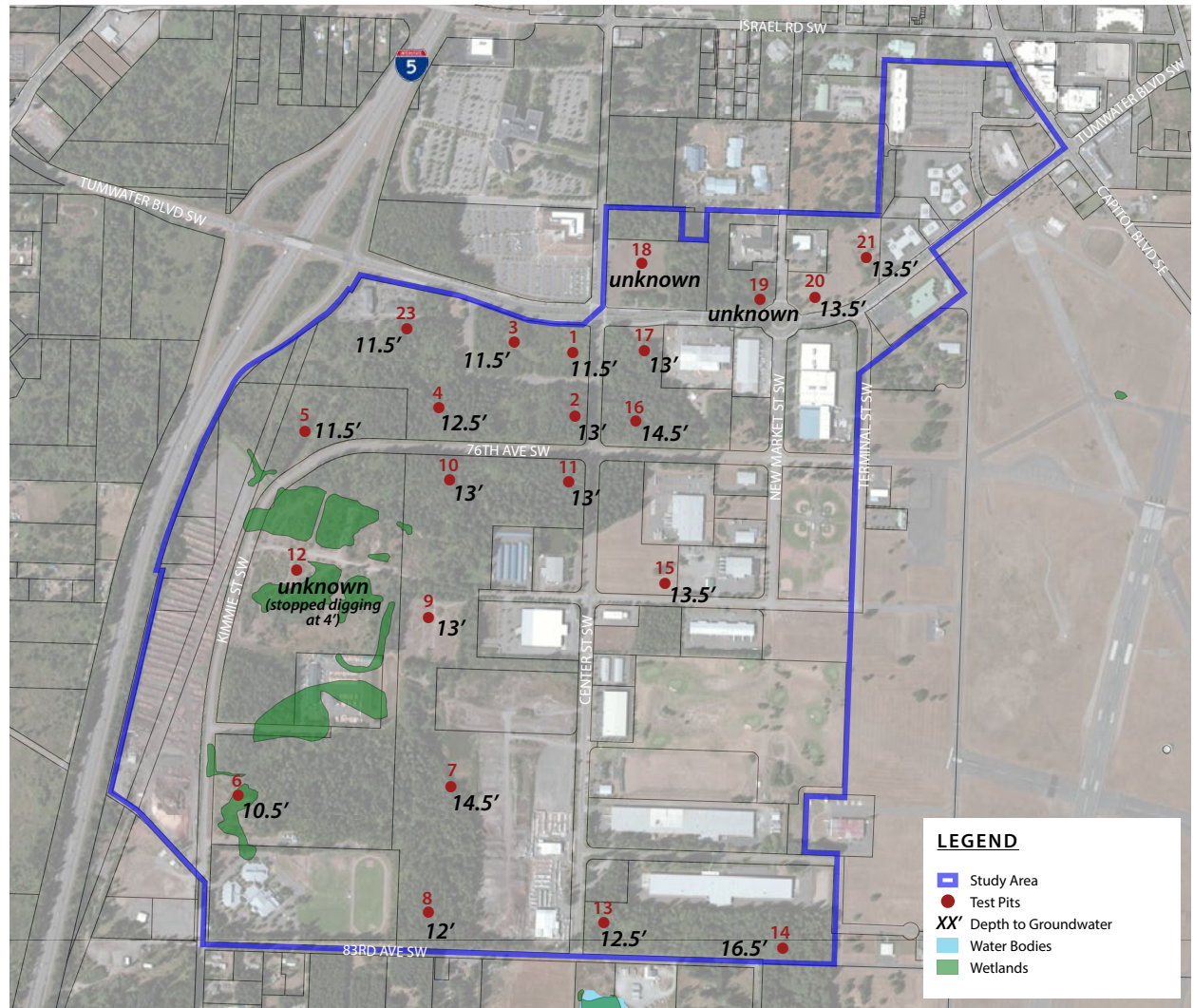
hydrologic conditions that affect wetlands, stormwater design, and Mazama pocket gopher habitat, and then compared the

# Environmental Suitability Analysis

field observations with the Thurston County GeoData map units developed around 1996 and wetland inventory map units mapped around 1990.

The Thurston County GeoData mapped wetland systems occur only in areas with human-caused surface compaction. The surface compaction caused past and present surface ponding, and was a result of industrial land use activities, most commonly from log-stacking yards associated with long-term Port tenants. Aside from this ponding associated with compacted fill, there is no other surface or near-surface hydrology within the Study Area. The source of wetland hydrology within the Study Area is limited to groundwater (documented at an average of 13 feet depth) and directly incident to seasonal precipitation. The City of Tumwater uses the same regulatory guidelines to define jurisdictional wetlands, and therefore would typically agree with the federal and state agencies in making a determination that the ponded areas over compacted fill are not jurisdictional wetlands.

In addition, the ponded areas perform few, if any, wetland functions. They provide minimal water quality treatment function, because the



**Figure 3.3 – Wetlands**

water overlays compacted fill and there is no infiltration through subsoils. Because there are no large depressions, and surface water

ponding is typically less than two inches deep, they provide minimal water storage function. The ponded areas also provide

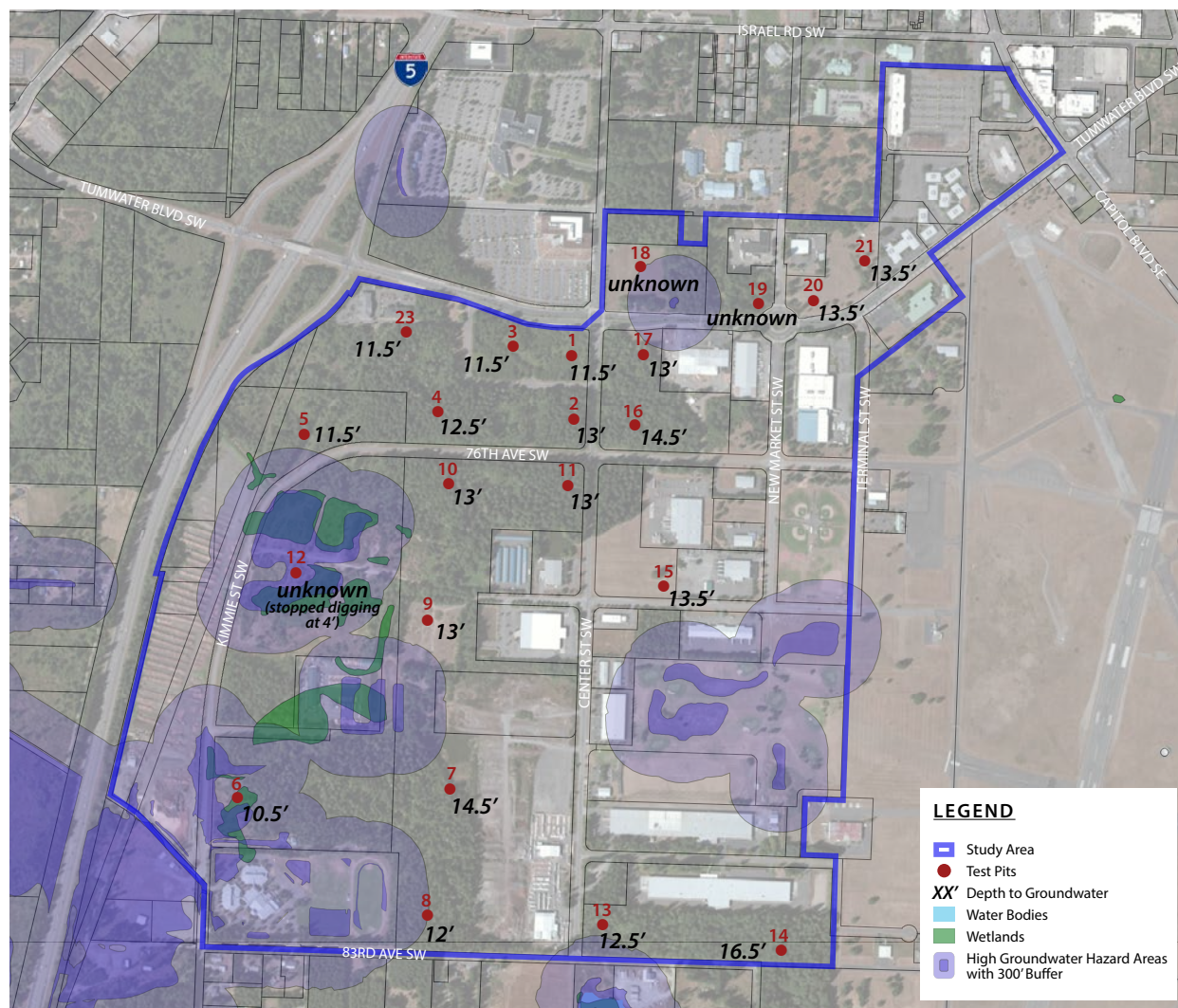


minimal wildlife habitat function because the deepest of these areas are in roadway ruts, and surrounding vegetation is sparse and often weed dominated. Furthermore, these areas are surrounded by heavily traveled roads and industrial lands, and do not provide protected surface corridor connections to other habitats.

## HIGH GROUNDWATER HAZARD AREA

In response to historic flooding in the Salmon Creek Basin in 1999, the City of Tumwater adopted the Salmon Creek stormwater regulations and Thurston County added “High Groundwater Hazard Areas” (HGHA) into their critical areas ordinance.

Thurston County regulates HGHA areas by limiting proximity and elevation of adjacent development, in general by requiring that development be located 50 feet horizontally away from the HGHA edge and be built two feet higher in elevation. The City of Tumwater regulates the areas by adopting the Salmon Creek Basin Development Standards related to stormwater facility design, which are also informed by other sections in the Thurston County Stormwater and Drainage Design Manual.



**Figure 3.4 – High Groundwater**

In general, the standards require a minimum of 3-6 feet vertical separation (depending on reliability of groundwater elevation data)

between a stormwater facility base and the 1999 high groundwater elevation (documented or modeled), and if less than the minimum soil

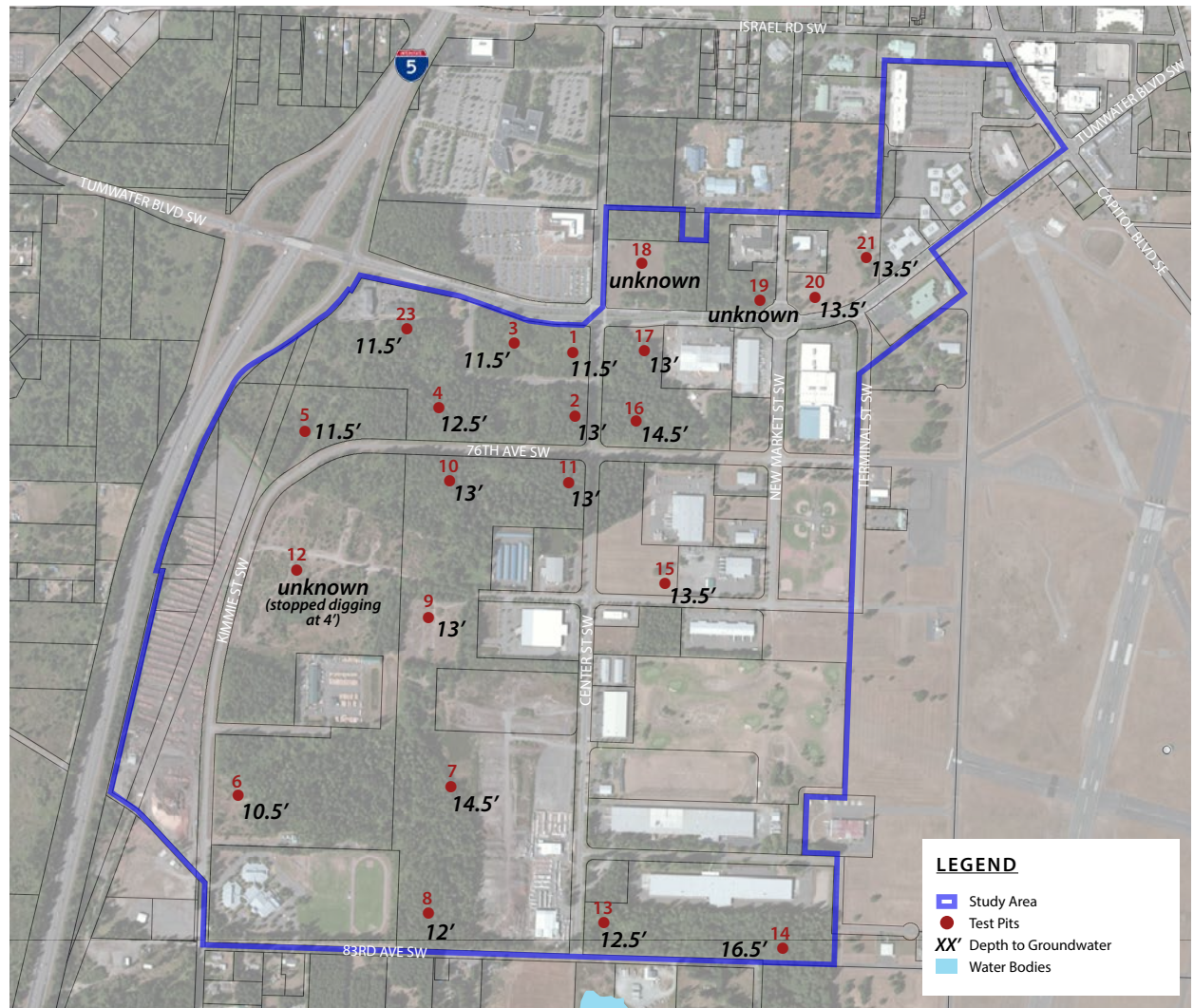
# Environmental Suitability Analysis

depth is available, a groundwater mounding analysis may be required to determine how effectively the stormwater will infiltrate under limited conditions.

## DEPTH TO GROUNDWATER TEST PITS

The investigation into the high groundwater potential for the Study Area started with digging soil pits throughout the area to understand the current groundwater conditions. A total of 20 soil pits were excavated to as deep as 16.5 feet. Excavation was stopped at 4 feet depth in one location (site 12) due to dense, compacted fill refusing the backhoe. All other pits were excavated until a groundwater table was encountered and depth to groundwater was documented. In addition to soil pit evaluation, other areas within the project area that had been mapped as hydric soils, wetlands, HGHA, or areas with current surface water ponding (but not mapped as such), were evaluated for presence of jurisdictional wetlands – i.e., areas with wetland soil, wetland hydrology, and wetland vegetation indicators.

The groundwater table across the entire project area ranges between 10.5 and 16.5



**Figure 3.5 – Depth to Groundwater Test Pits**

depth, averaging 13.1 feet. These depths are representative of the long-term “normal” winter water table conditions. There is no detailed

surface elevation information, but Thurston County GeoData aerial topography maps indicate that surface elevation is mostly

# Environmental Suitability Analysis

between 188-190 feet. There are some areas with mounded soils from past grading activities, but most natural surfaces within the Study Area are relatively flat.

Soil Pit Number	Soil Map Unit	Depth to Current Groundwater (ft)	GeoData Surface Elevation	Surface Fill Thickness (ft)	Surface Hydrology
2	Nisqually	13	189	None	None
1, 3	Nisqually	11.5	189	None	None
4	Nisqually	12.5	190	None	None
5	Cagey	11.5	190	None	None
6	Cagey/Norma	10.5	188	3 ft	YES
7	Cagey	14.5	189	None	None
8	Cagey/Everett	12	193	None	None
9	Norma	13	192	5 ft	YES
10	Norma/Nisqually	13	190	None	None
11	Nisqually	13	188	None	None
13	Everett	12.5	195	None	None
14	Nisqually	16.5	196	None	None
15	Nisqually	13.5	191	None	None
16	Nisqually	14.5	189	None	None
17	Nisqually	13	189	None	None
20	Nisqually	13.5	190	1.4 ft	None
21	Nisqually	13.5	190	None	None
22	Nisqually	16	200	None	None
23	Cagey/ Nisqually	11.5	191	None	None
<b>AVERAGE</b>		<b>13.1 feet</b>			
<b>RANGE</b>		<b>10.5-16.5</b>			



## ESTIMATED DEPTH TO GROUNDWATER DURING 1999 FLOODING

The management of stormwater is an essential consideration for any development project. The identification of areas most suited to receive stormwater is critical, as these need to be set aside from development in order to realize the development potential of other locations within the Study Area.

Based on the test pit results, further high groundwater investigation was needed. A Depth to Groundwater study was conducted which estimated minimum historic depth to groundwater by correlating on-site groundwater level trends to trends in County control wells. These records extend back to the high groundwater event of 1999. This is the same process approved by the City of Tumwater for stormwater infiltration system designs. This information was mapped against available LIDAR (laser imaging, detection and ranging) data of surface topography, which generated depth to high groundwater information for the entire Study Area.

This extensive review of control well records indicates the pattern of groundwater flow from an area of high groundwater elevation on the

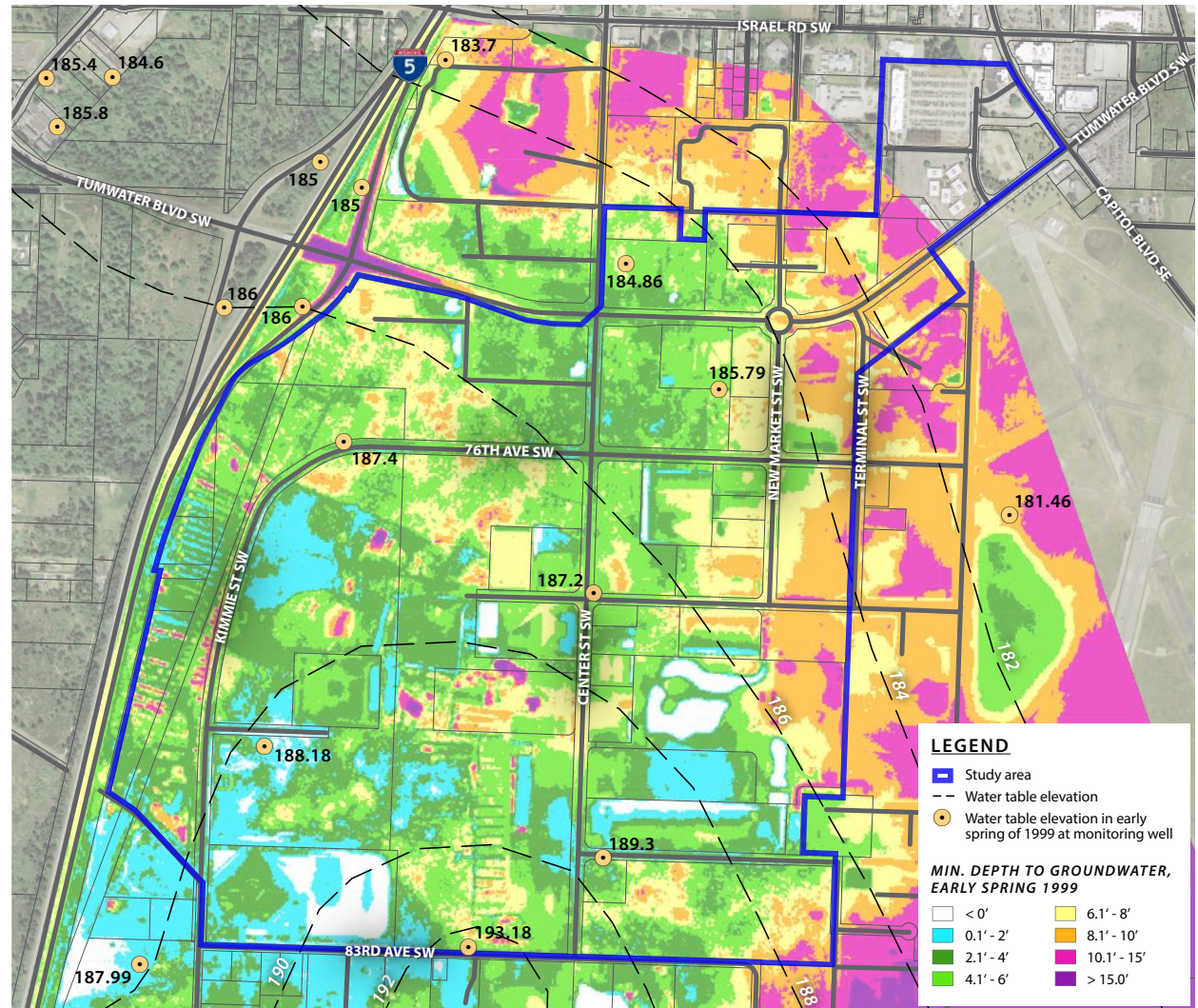


Figure 3.6 – Depth to Groundwater

south end of the Study Area, to the northwest and northeast. The gradient to the northeast, toward the airport runways, is steeper,

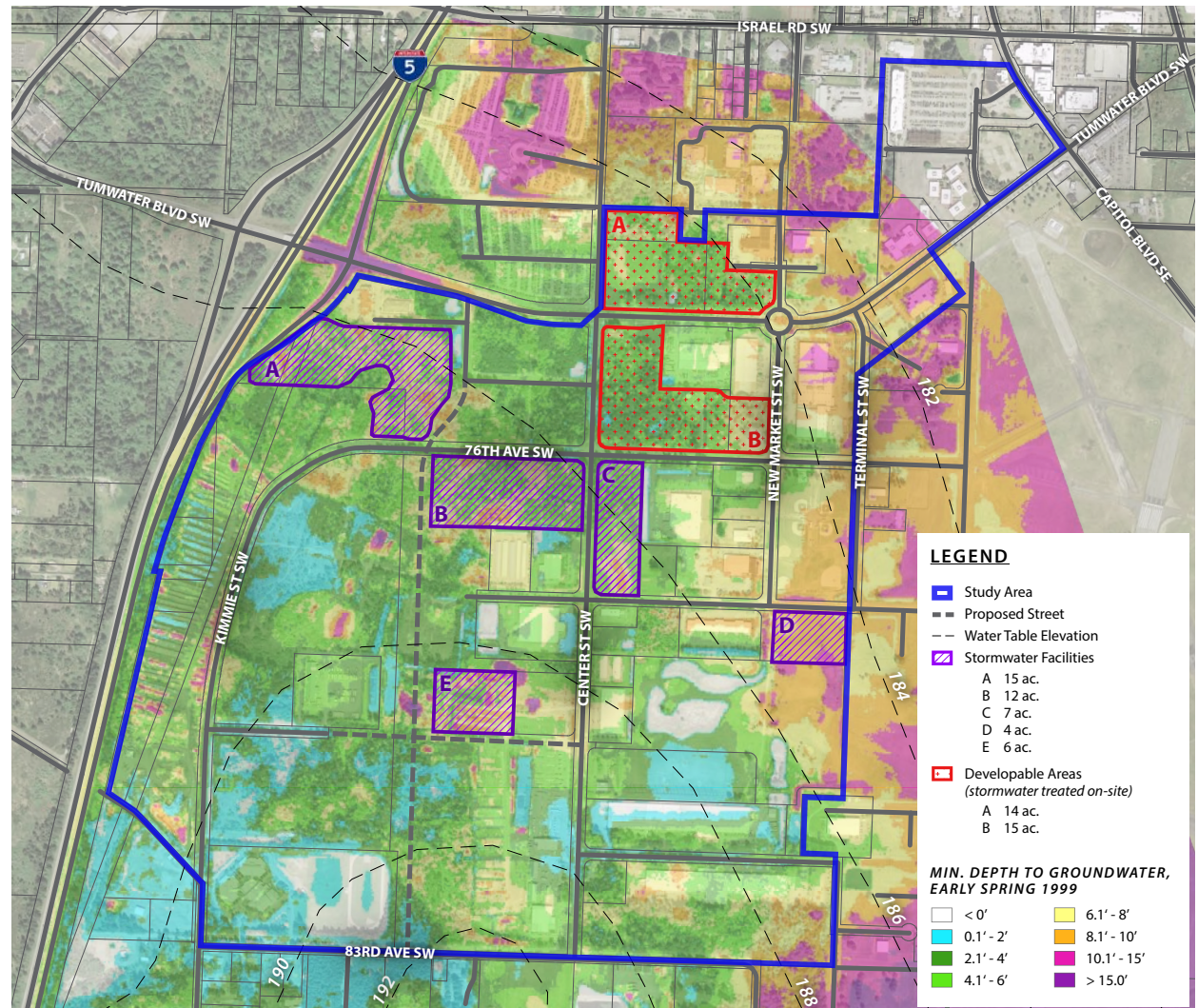
suggesting more water moves in that direction. Further groundwater modeling results indicate that at least some of the HGHA map units were

higher than the documented high groundwater surface – and thus were not a reflection of groundwater. Specifically, the HGHA/wetland map unit near the curve at Kimmie and 76th Avenue was mapped a few feet higher than the groundwater elevation during the flooding events. In addition, the duration of surface water ponding in the HGHA's and wetland map units appears to have been longer than the duration of groundwater flooding.

## STORMWATER FACILITY FEASIBILITY ANALYSIS

The depth to groundwater mapping was used to identify potential sites for stormwater management. Sites with the most potential were those with the largest depth to groundwater. Other factors, however, also influence stormwater management facility placement. The areas with the greatest depth to groundwater within Port ownership are the airport and areas covered by the Airport Master Plan. The airport has large areas of undeveloped land but most of these areas are burdened by the requirements of the Mazama pocket gopher (a listed species) which greatly complicates use for stormwater management.

In addition, most of the undeveloped land within the Study Area is located west of Center



**Figure 3.7 – Stormwater Facility Feasibility Analysis**

Street, further complicating conveyance to or from the airport area. The NMIC portion of the Study Area has a very flat topography.

As a result of this topography, conveyance of stormwater over large distances would likely require pumping.

## Environmental Suitability Analysis

Given the limitations of the areas with the greatest depth to groundwater, other potential stormwater sites were explored. To avoid or limit the need for stormwater pumping, facilities largely west of Center Street were found to be most ideal. To support a design infiltration rate of 0.5 inches per hour, sufficient separation from groundwater is needed for stormwater facilities. The high groundwater can be within 4 feet of the surface in the identified stormwater management areas. For purposes of preliminary sizing, all facilities were assumed to have a 2.5 foot depth. This combination of factors provided the most potential to have sufficient separation from groundwater for a facility to limit groundwater mounding and to maximize potential infiltration rates. Using this calculation it was determined that about 1 acre of stormwater pond area is required for every 6.25 acres of impervious area.

Seven potential stormwater management areas were identified. The areas in purple (see Figure 3.7) are those sites that could be receiving sites for stormwater from adjacent areas. The areas in red would be sites where stormwater management would need to be managed on-site. Statewide Department of Ecology stormwater code changes are

expected in 2015/2016 which will emphasize the implementation of low impact development (LID) strategies, which may result in more strict standards and the need for increased pond area. The City of Tumwater is currently updating their Stormwater Drainage Manual and development code to make low impact development the preferred and commonly used method of stormwater management.





# CHAPTER 4

## Market Analysis

# Regional Economic Overview

## PORT OF OLYMPIA'S ROLE

The Port of Olympia controls several key assets in Thurston County and is a driver of both employment and domestic and international trade in the region. Port districts are governed by an elected commission and operate independently of other local

jurisdictions. In Washington, their primary goal is to support community economic development, mainly through the creation, attraction and retention of living wage jobs. They are empowered to finance long-term investments through various revenue-

generating mechanisms (e.g. land sales/lease, taxes and bonds) to spur local growth.

## PORT OF OLYMPIA AT A GLANCE

The Port of Olympia was founded in 1922. Its major facilities include the International Seaport, Swantown Marina, and Olympia Regional Airport. The Port also has significant real estate interests in other parts of Thurston County, including the East Bay and Market Districts in Olympia, and New Market Industrial Campus (NMIC)/Tumwater Town Center (TTC) in Tumwater.

In 2012, the Port Commission adopted Vision 2025, a strategic plan to guide the organization's efforts between 2013 and 2025. The report reaffirmed the Port's mission to "create economic opportunities by connecting Thurston County to the world by air, land, and sea" and identified nine targets for Port properties. These targets establish specific development goals for NMIC: to work with the City of Tumwater to generate 15 acres of commercial development and 30 acres

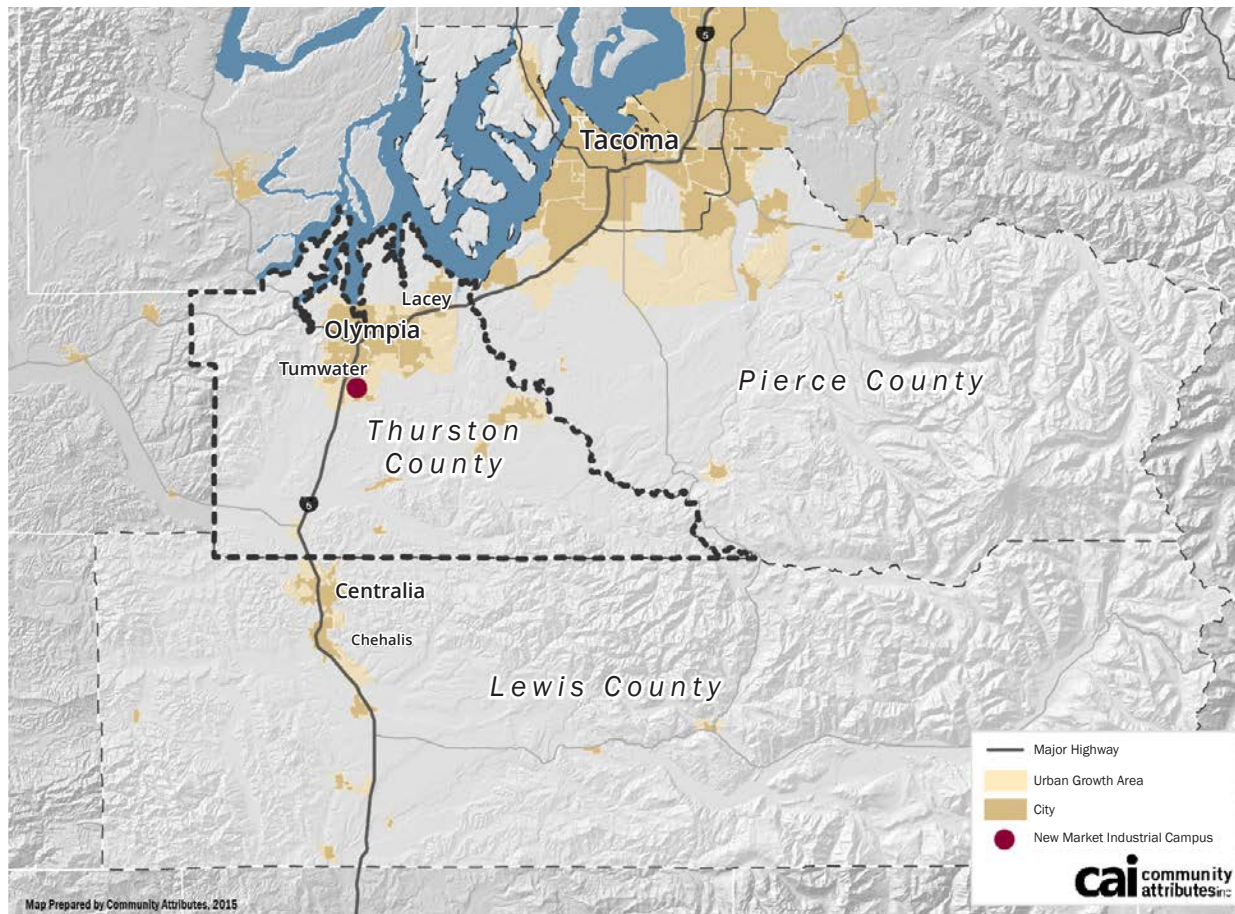


Figure 4.1 – Study Area regional location map



of industrial development on Port-owned Tumwater properties in the industrial campus.

## A VISION FOR NMIC/TTC

Port-owned property along Tumwater Boulevard represents an opportunity for office and retail development, while those farther south of Tumwater Boulevard are well-suited to accommodate new and existing industrial uses. However, the Port's Vision 2025 plan recognizes certain challenges for redevelopment efforts, including:

- Ongoing recovery of the local economy from the Great Recession
- Environmental constraints and regulations
- Need for additional planning, permitting and infrastructure improvements, as well as a comprehensive approach to freight and transportation planning

In this light, the Port's goal to generate 45 acres of new development in NMIC/TTC is

ambitious and requires additional planning efforts that leverage its existing assets.

## Olympia Regional Airport

The Washington State Department of Transportation (WSDOT) classifies the Olympia Regional Airport, owned by the Port of Olympia, as a regional service airport, meaning it has the same physical attributes as a commercial airport but is not generally used for passenger travel on commercial aircraft. Over time, regional service airports may be converted into commercial airports, given sufficient demand.

A study commissioned by WSDOT in 2012 found that this airport supported 227 direct and indirect/induced jobs, and that the facility's impact extends beyond job creation. The Olympia Regional Airport is a key means of moving goods in and out of the region and may be a cog in the distribution networks of NMIC/TTC's tenants.

## Foreign Trade-Zone #216

The South Puget Sound Foreign-Trade Zone (FTZ), administered by the Port of Olympia, has a service area that spans across four counties – Kitsap Lewis, Mason and Thurston – and includes 13 industrial parks or properties

(magnet sites). NMIC/TTC and Olympia Regional Airport are two of three Port-owned properties that fall within the FTZ.

FTZ programs are federally authorized places that allow U.S.-based companies to defer, reduce or eliminate U.S. Customs duties on products admitted to the zone. This program aims to increase global competitiveness of local manufacturers and encourage economic diversification in the South Puget Sound region, and could be a critical incentive for industrial users seeking to relocate or expand in Washington.

## Tumwater Town Center

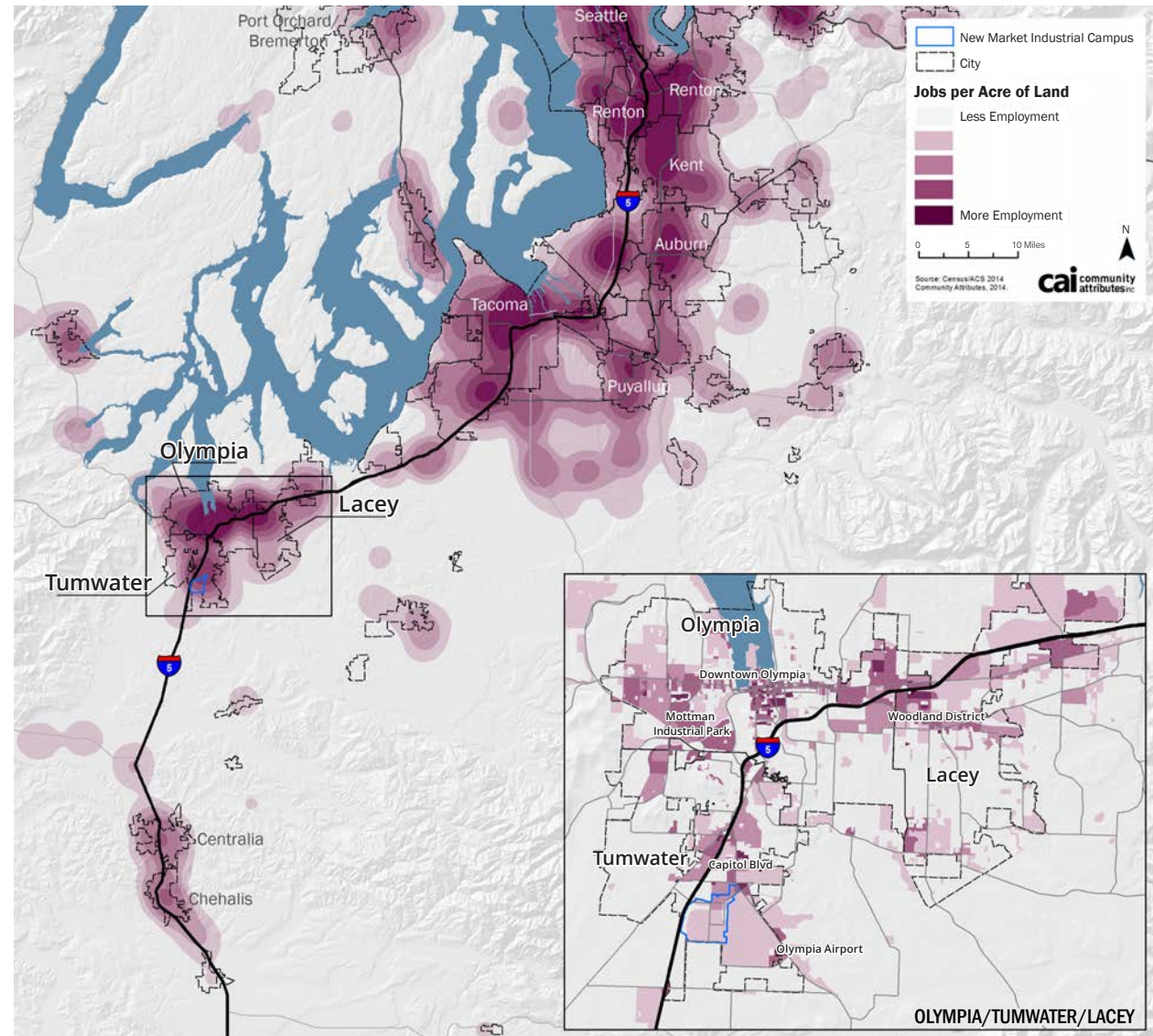
Port-owned properties in the Study Area overlap with the TTC planning area. This intersection offers the Port an opportunity to accommodate a portion of the region's demand for office and retail products in a walkable, mixed-use district envisioned by the City of Tumwater. Existing assets in Tumwater Town Center include the City of Tumwater's civic campus, the Washington Department of Labor and Industries offices and the Tumwater School District New Market Skills Center.



## REGIONAL POPULATION AND EMPLOYMENT

Locations along the Interstate 5 (I-5) corridor throughout Washington State compete for various forms of economic activity tied to marine, rail, air and other transportation infrastructure as well as the region's natural resources and existing industry clusters. The site is at the southern limits of a dense population chain extending from Snohomish County south along the Puget Sound to central Thurston County.

Employment centers follow the population chain, though jobs are typically more concentrated than people, as large employers often cluster. The Kent Valley and the Port of Tacoma show high job densities in Figure 4.2, and there is significant job-generating commercial space in Centralia and Chehalis. In closer proximity to the Study Area, jobs are concentrated in downtown and west Olympia, the Mottman Industrial Park in Tumwater, Lacey's Woodland District, Hawks Prairie and along Capitol Boulevard in Tumwater.



**Figure 4.2 – South Puget Sound employment density, 2011**

## EMPLOYMENT GROWTH DRIVERS

The Pacific Mountain Workforce Development Council (PMWDC), a nonprofit organization serving Grays Harbor, Lewis, Mason, Pacific and Thurston Counties, conducted a study in 2012 that identified the following five key growth sectors for the region, providing context for trends affecting Thurston County and NMIC/TTC.

### Information Technology & Telecommunications

Employment in computer programming and data processing-related services is expected to grow substantially. Computer systems design is, by far, the largest growth driver of the core industries. Beyond the core, purchasers and distributors will also increase employment through doctors' offices, hospitals and professional consulting services.

### Medical Services & Life Sciences

The presence of several major medical facilities and healthcare companies has made the region a hub for this industry. Additionally, the area has seen an increase in healthcare products manufacturing, a trend expected to continue. Job growth is predicted to grow mainly for doctors' offices and hospitals, which are also connected with many other target clusters as a major purchaser of supplies.

### Food Production

The food production cluster is generally dominated by jobs associated with animal and crop production. Strong job growth is expected in certain industries, primarily in farming as well as purchasing and distribution in the form of restaurants and supermarkets. Other activities related to this cluster, such as food processing, are likely to remain stable or decline in the near future.

### Wood Product & Paper Manufacturing

While jobs are expected to continue to decline in the cluster's core industries (i.e. logging), some wood-related activities are anticipated to increase employment, such as the manufacturing of wood containers and pallets, hardwood veneer and plywood, and custom architectural woodwork and millwork.

### Chemical Product & Plastics Manufacturing

This cluster, the smallest of the study in terms of employment, is anticipated to experience growth in glass manufacturing-related activities. Core industry employment is very small relative to the other clusters studied, reflecting its relatively minor presence in the region. The main driver will be purchasers and distributors of these products for use in hospitals, crop production, and doctors' offices.

### Tourism & Recreation

Out of all the industries studied, the tourism and recreation cluster had the highest employment levels and is expected to grow substantially over the next several years. Though tribal data was not available, casinos and casino hotels were probably the largest core industry employers. Growth is anticipated to be driven by hotels and sporting goods stores.

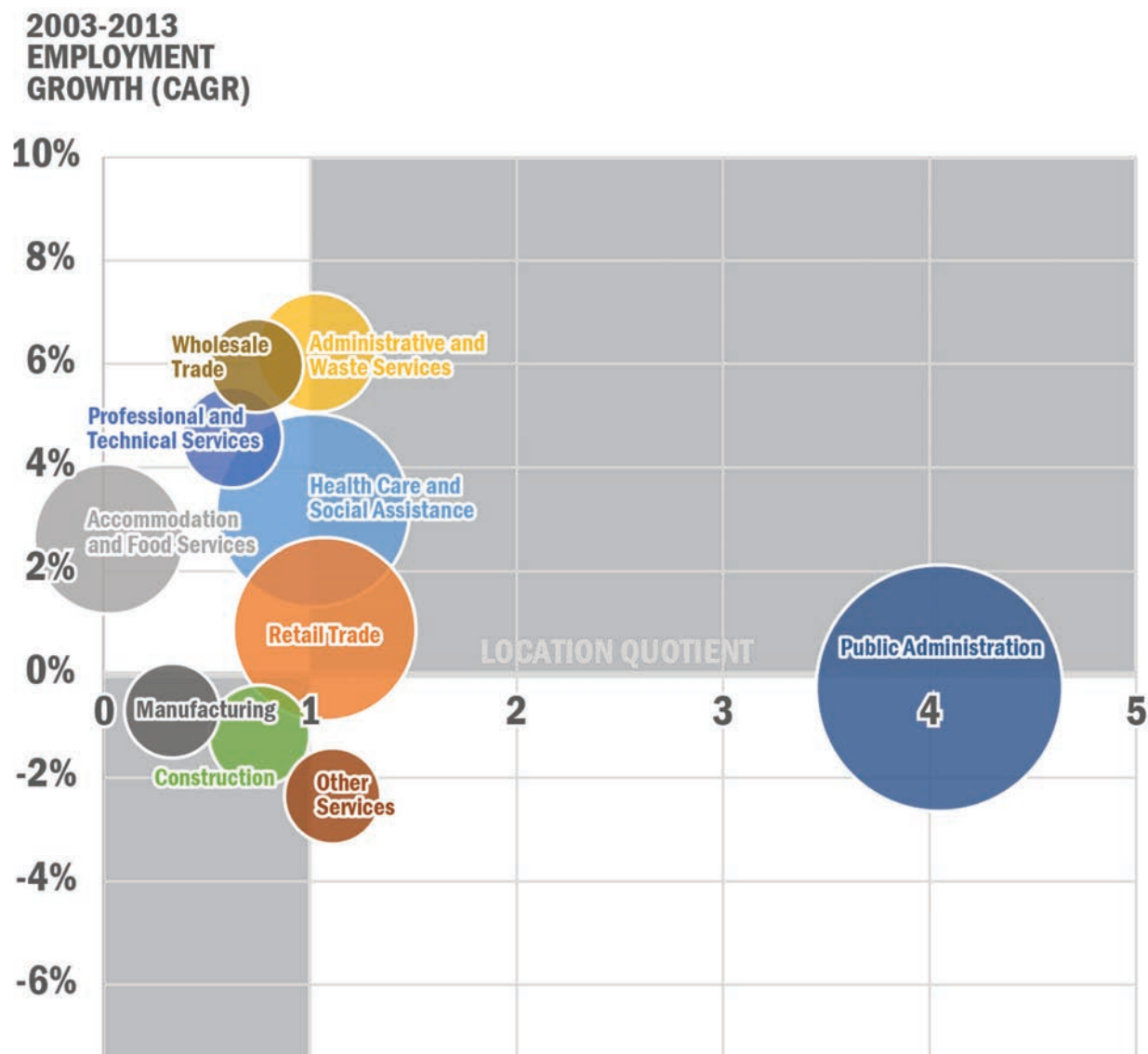


## ASSESSING COMPARATIVE STRENGTHS

Thurston County hosts not only government offices but also a variety of private employers in the healthcare industry, such as Providence Saint Peter Hospital and Group Health, as well as major retailers, like Walmart and Cabela's. While diverse in the number and types of businesses present, Thurston County lacks the major private employers that are more prevalent in Pierce, King and Snohomish Counties (e.g. Boeing, Microsoft).

The extent to which growth opportunities for the County coincide with or diverge from the opportunities in the larger south Puget Sound region may be revealed by data that compare the County's growing clusters relative to a larger geography. Figure 4.3 presents the location quotients for Thurston County's ten largest two-digit NAICS sectors by total employment.

A higher location quotient, graphed on the X-axis, indicates that Thurston County has a higher concentration of jobs in a sector when compared to Washington State as a whole.



**Figure 4.3 – Location quotients for major industry sectors (2-digit NAICS) by total employment and 10 year (2003-2013) employment growth, Thurston County, 2013**

Each circle represents a sector that is scaled depending on its total employment. Circles that are located below zero on the Y-axis have experienced a net loss of jobs since 2003, while positive Y-values indicate growth during the same time period.

Key findings from this analysis are:

- Public Administration, represented by state and local government, has lost jobs since 2003, but it is by far the most concentrated sector in Thurston County, tying the health of the regional economy to future changes in government employment.
- Administrative and Waste Services, Wholesale Trade, Professional and Technical Services, Health Care and Social Assistance, Accommodation and Food Services and Retail Trade have all grown during the 2003-2013 time period, but Thurston County is not characterized by particularly dense concentrations in any of these sectors.
- Where high-growth sectors have particularly low location quotients (e.g. Accommodation and Food Services), the market for products associated with these sectors may be underserved, and there may be an opportunity to attract additional employers in those sectors, in accordance with the findings related to tourism and recreation from the PMWDC report.
- Both Manufacturing and Construction sectors show relatively low employment and losses from 2003 to 2013. As such, the bulk of wood product and paper manufacturing jobs from the PMWDC report may be more likely to locate outside of Thurston County. Properties in the Study Area and the Port of Olympia are well served to attract non-traditional industrial and commercial users that are not explicitly tied to resource extraction.



# Real Estate Market Conditions

## THURSTON COUNTY MARKET

An evaluation of real estate market trends helps to determine which types of development are in demand and which may be experiencing oversupply. Data for Thurston County's commercial real estate market, shown in Figure 4.4, indicate that the County has:

- High retail square footage per capita with strong retail lease rates
- A large office segment propelled in part by state government
- Experienced a slow recovery in development activity following the recession

Development activity and employment growth are closely tied; developers will only build projects where there is demand, which is created via job growth for office and industrial uses and population growth for retail jobs.

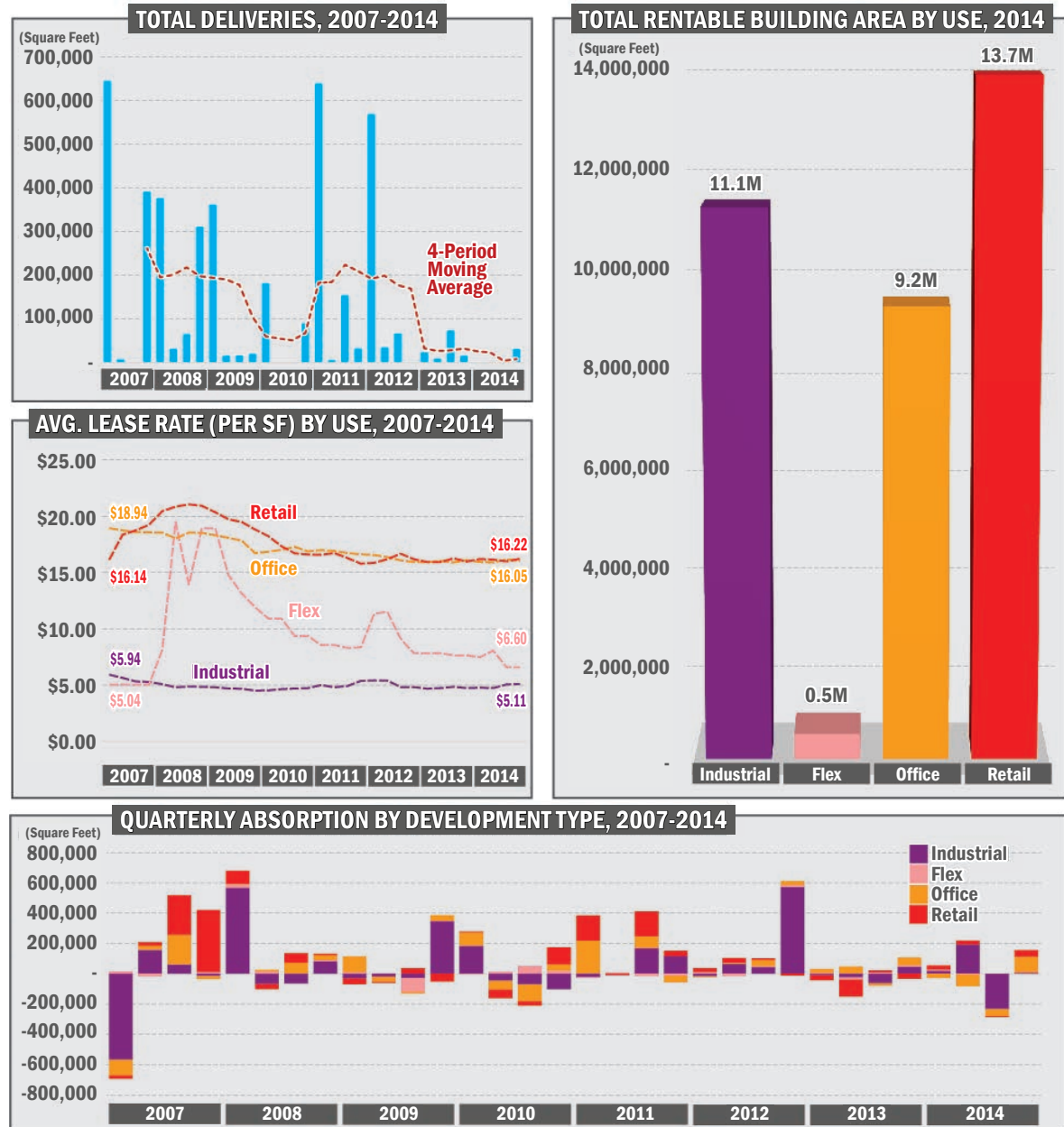


Figure 4.4 – Real estate indicators, Thurston County, 2007-2014



## SUBMARKET FINDINGS

Analysis of the real estate submarkets in Olympia, Lacey, and Tumwater provide further detail in the local conditions for commercial development. The following section examines three major categories of development – industrial/flex, office, and retail – for each submarket and assesses the potential for each in the Study Area.

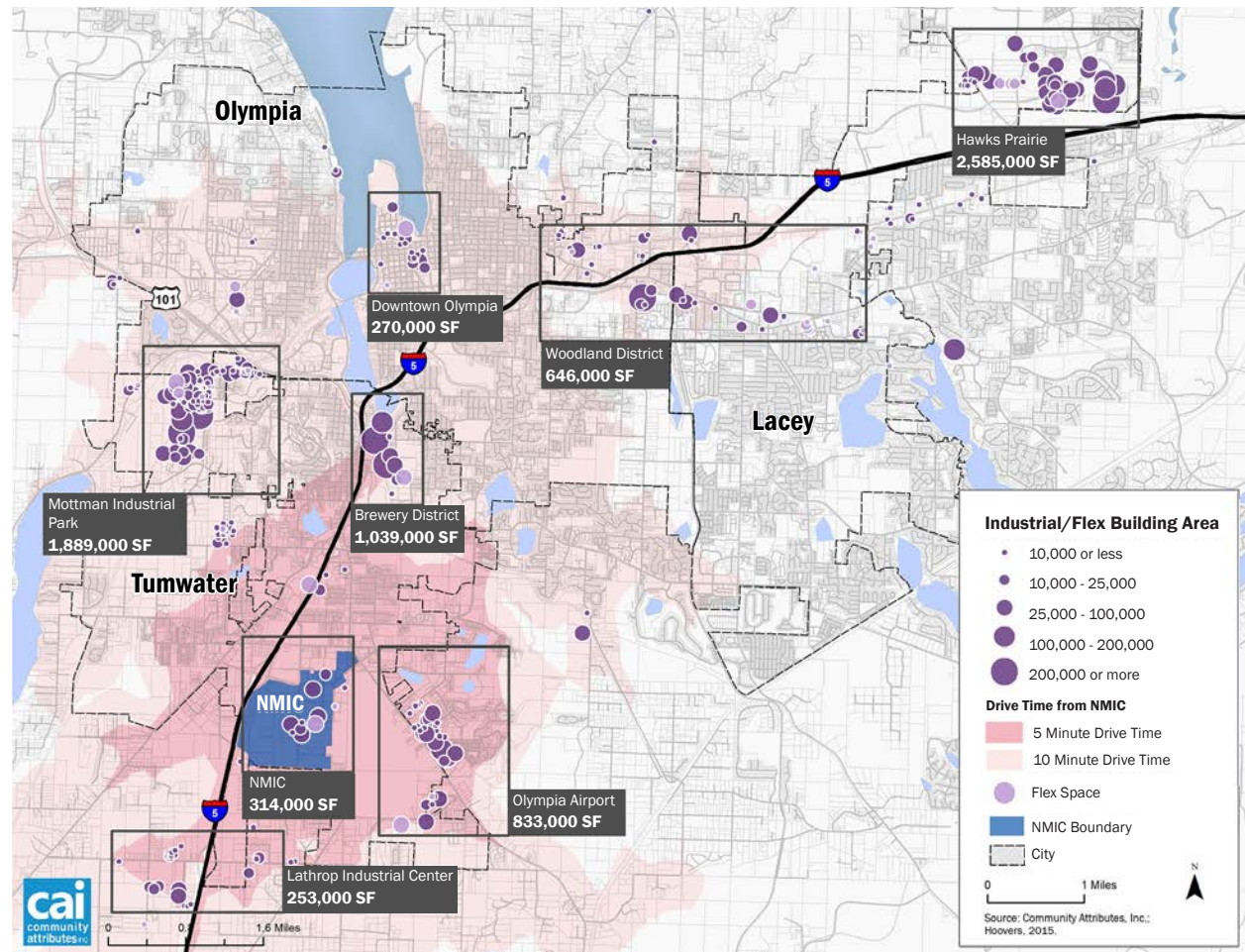
## INDUSTRIAL DEVELOPMENT

Figure 4.5 is a map of industrial/flex properties in the Olympia-Lacey-Tumwater submarkets. The map reveals major industrial centers to the west in Tumwater (e.g. Mottman Industrial Park) and to the northeast at Hawks Prairie in Lacey. There is also a small industrial cluster in Tumwater's Brewery District. The Port of Olympia's industrial properties are scattered throughout the submarkets, with small concentrations near downtown Olympia in East Bay and in the NMIC/TTC.

Notably, many of these clusters have recently undergone extensive planning efforts. The subarea plan for Hawks Prairie in Lacey was revised in 2008; the Woodland District Plan was adopted in 2013, and form-based code adopted in 2016; the Brewery District Plan was

adopted by the Tumwater City Council in 2014; and development guidelines for the Port's East Bay District were approved by the Port

Commission in 2011. Many of these places offer infrastructure not currently in place in NMIC/TTC.



**Figure 4.5 – Industrial property inventory, Olympia-Lacey-Tumwater submarkets, 2015**

# Real Estate Market Conditions

## Industrial Activity

Much of the local industrial/flex development activity has occurred in Lacey recently, as seen in Figure 4.6, though all three cities in the local market have projects in the pipeline. Tumwater has the highest lease rates and lowest amount of rentable building area.

An analysis of comparable sales (Figure 4.7) shows that developers are marketing their properties with additional amenities – like access to recreation and ease of commute from residential communities – to attract tenants. Additionally, it appears that properties in close proximity to Port facilities are able to command higher rents.



Figure 4.7 – Industrial sales and lease comps

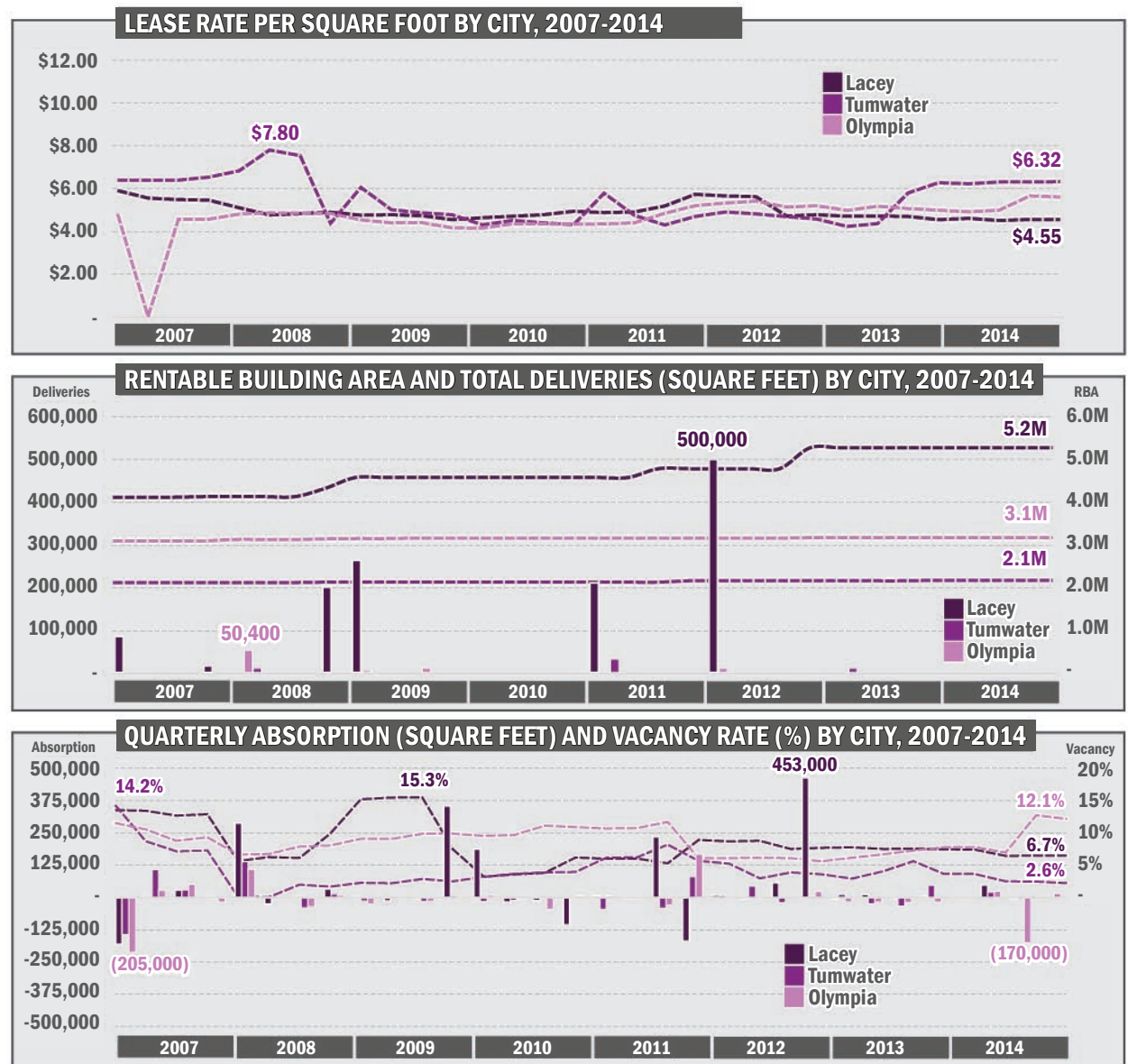


Figure 4.6 – Industrial real estate indicators, Olympia-Lacey-Tumwater submarkets, 2007-2014



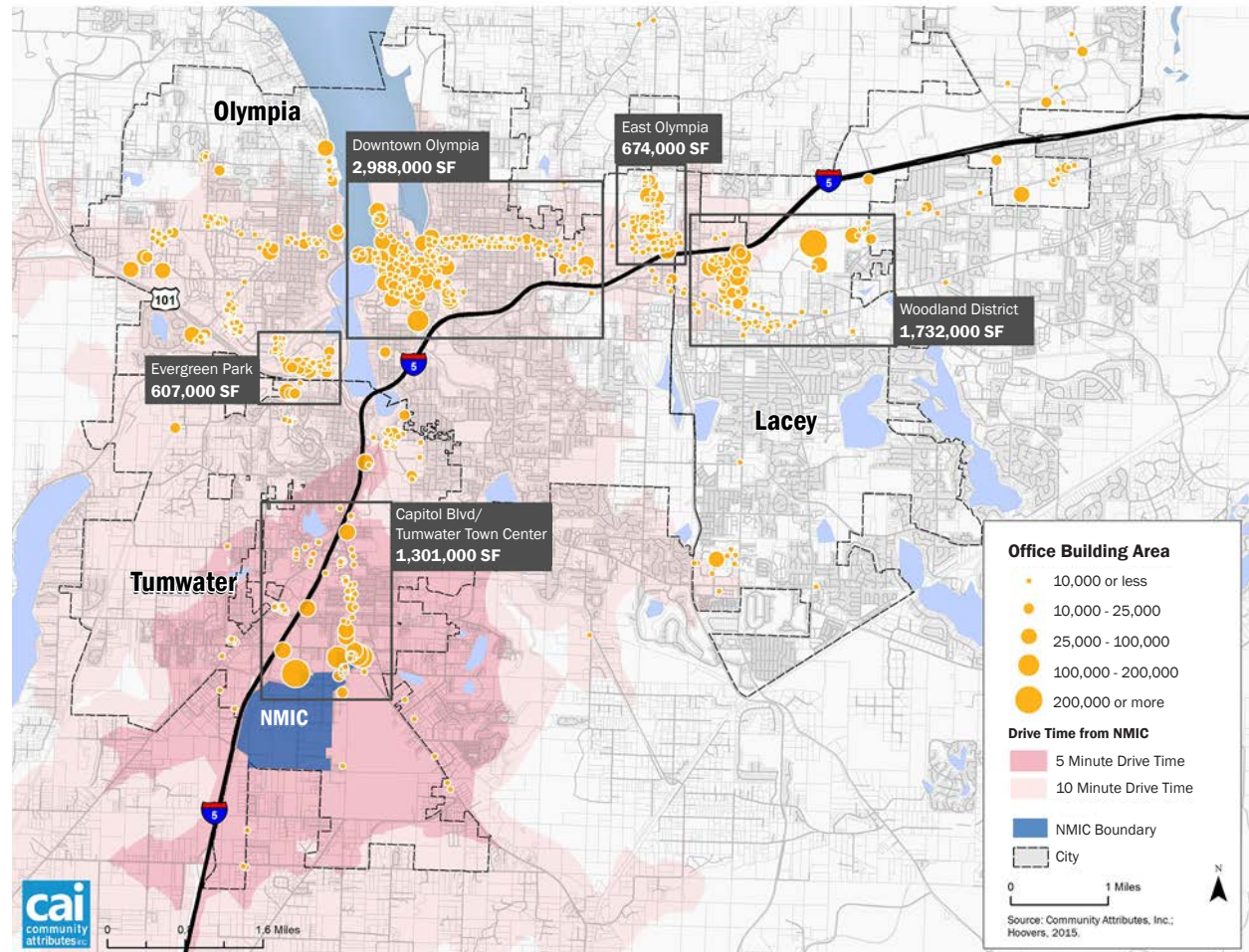
## OFFICE DEVELOPMENT

The geographic distribution of office properties is presented in Figure 4.8. As expected, Olympia has the highest concentration of office space area, which is partially attributable to the presence of state government facilities. Lacey and Tumwater are both home to a substantial inventory of state-occupied office space, and the state's long-term plan to expand office locations in these submarkets may continue to drive construction and absorption.

Whether occupied by public or private organizations, offices spaces are distributed throughout Thurston County's submarkets. Downtown Olympia is a hub for office, but is complemented by smaller clusters in west Olympia, a linear array of offices stretching east toward Lacey along Martin Way, and notable clusters in and around Lacey's Woodland District. There is also a significant concentration along Capitol Boulevard in Tumwater. Given that office properties often house everyday services, it is unsurprising that these uses are more distributed throughout the submarkets.

Approximately 34% of state employment in Thurston County is located in Tumwater with more than 3,100 jobs added since 2005, more

than any other city in Thurston County. This confirms anecdotal evidence that state jobs are moving – largely from Lacey – to Tumwater.



**Figure 4.8 – Office property inventory, Olympia-Lacey-Tumwater submarkets, 2015**

# Real Estate Market Conditions

## Office Activity

The Olympia submarket dominates in terms of inventory and features the highest average lease rates and the lowest average vacancy rates, as shown in Figure 4.9. However, office development in the local market has been generally stagnant in recent years, with little new development since early 2011.

The office comparable sales analysis (Figure 4.10) revealed that developers are creating office buildings tailored for government use, such as Wright Runstad's Edna Lucille Goodrich Building in Tumwater. Compared to state-leased offices, even class A space in Lacey appears to garner lower lease rates.



Figure 4.10 – Office lease comps

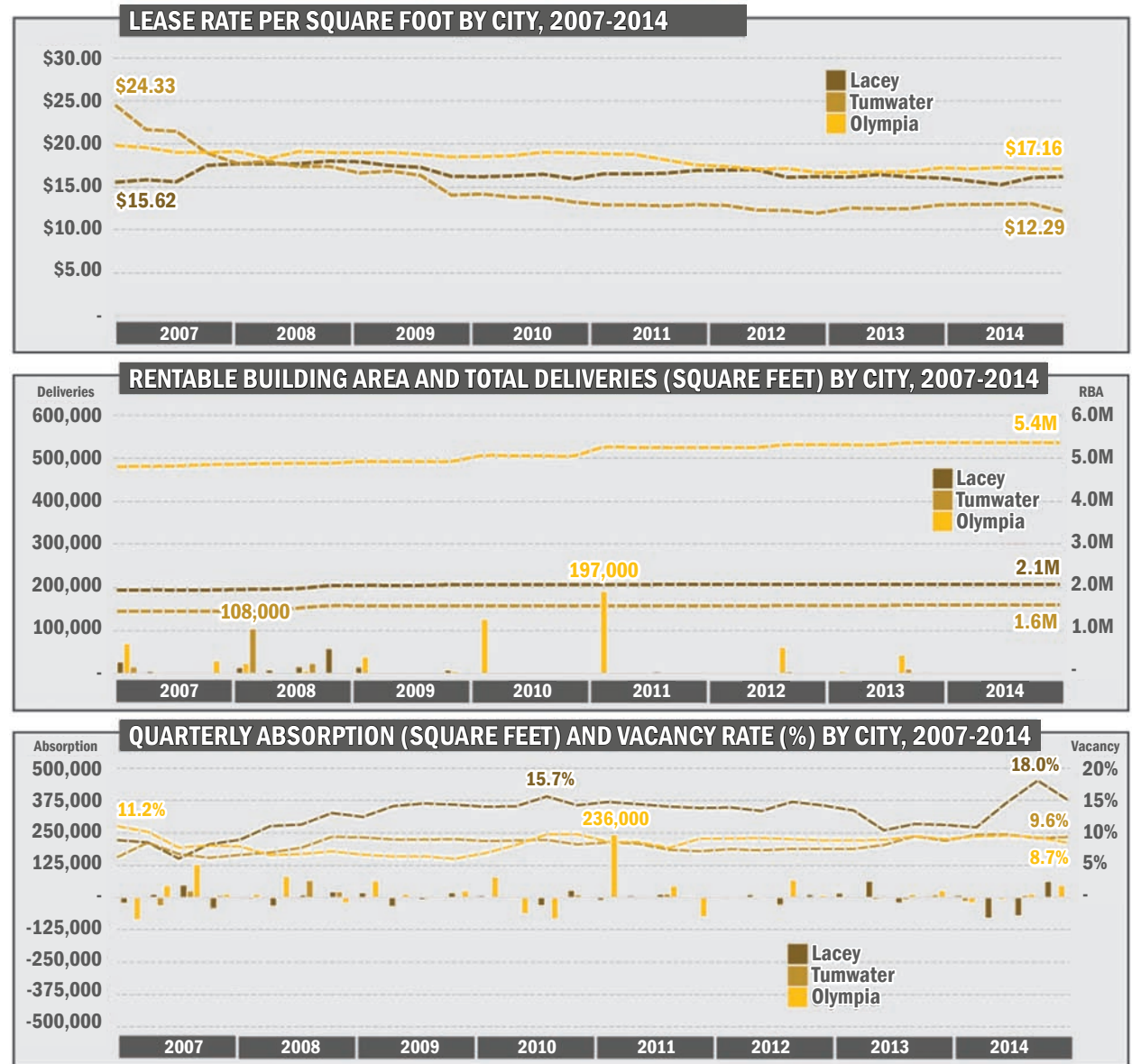


Figure 4.9 – Office real estate indicators, Olympia-Lacey-Tumwater submarkets, 2007-2014



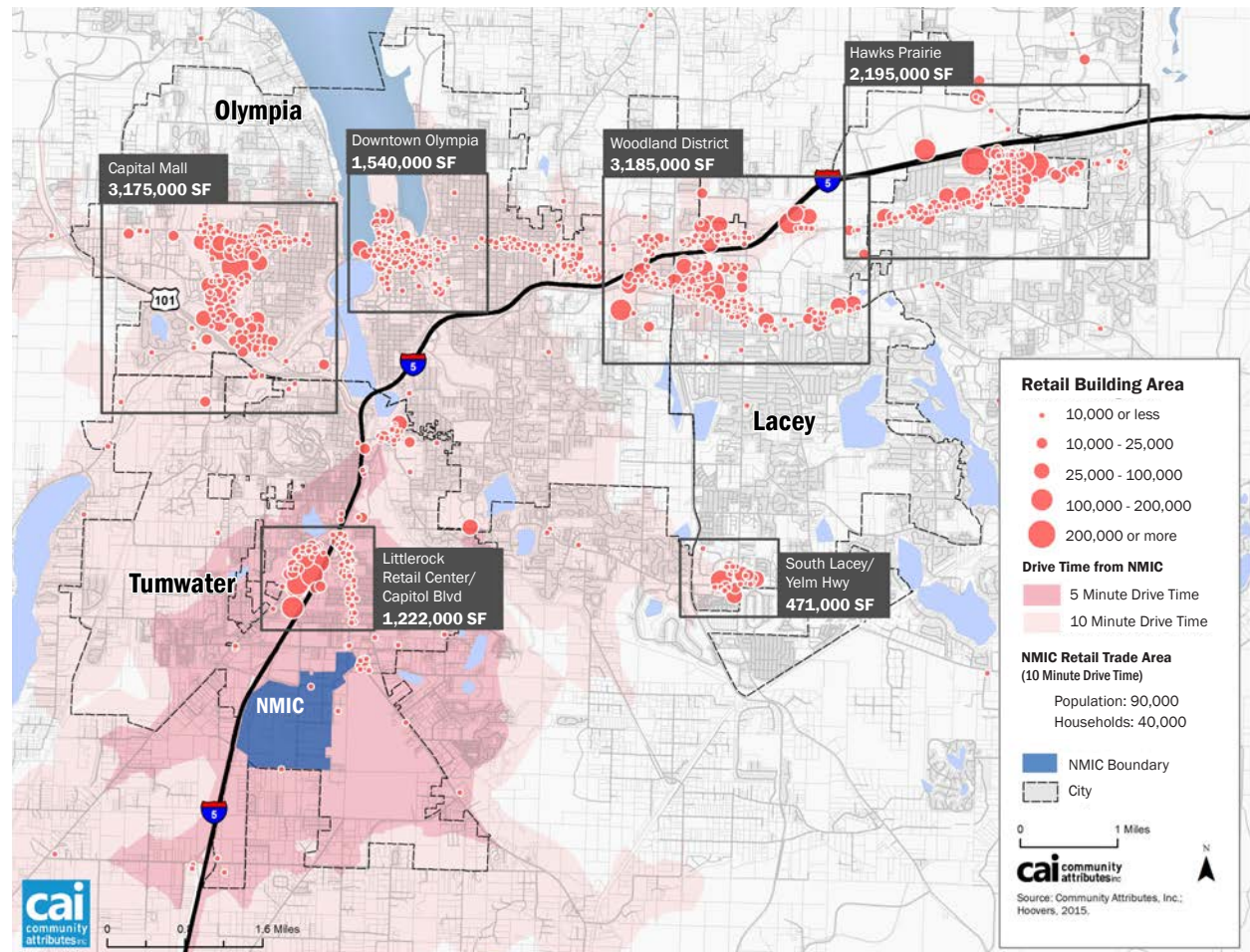
## RETAIL DEVELOPMENT

Figure 4.11 shows the distribution of retail property in the submarkets and highlights concentrations of retail building space. Lacey's Woodland District and Olympia's Capital Mall are home to the largest retail concentrations in the area, with significant clusters in Lacey's Hawks Prairie and Downtown Olympia, as well. In Tumwater, the retail uses on and around Littlerock Road and Capitol Boulevard total more than 1.2 million square feet. This existing retail cluster is within a five-minute drive time of the Study Area and will be in competition with any future retail development in the NMIC/TTC.

Competitive retail centers tend to be more centrally located relative to concentrations of housing. Many retailers prefer locations within close proximity to these "rooftops," since many households will shop for daily needs in a location that is conveniently located nearby. While this may be disadvantageous for attracting retailers in the short term, new housing development in the Tumwater urban growth area could provide the households that retailers are seeking.

Given a choice, many retailers will position themselves along the home-bound commute for potential shoppers. For NMIC/TTC, this

means that the best locations for most retail may be along well-traveled roads that workers drive to reach home every day.



**Figure 4.11 – Retail property inventory, Olympia-Lacey-Tumwater submarkets, 2015**

# Real Estate Market Conditions

## Retail Activity

Retail uses represent the greatest share of commercial development in the local market. As illustrated in Figure 4.12, retail uses had low vacancy rates and the strongest net absorption in 2014, indicating a healthy retail sector. Lacey has seen the most recent retail activity, though Tumwater has the lowest retail square footage per capita and the highest lease rates.

Analysis of retail comparable sales (Figure 4.13) found that locations with an anchor (e.g. Fred Meyer) typically command higher rents and have higher occupancy rates. In Tumwater, mixed-use retail is struggling. While Old Towne Plaza still has a low occupancy rate nine years after construction, retail spaces at the Landing at Hawks Prairie have attained similar levels of occupancy only two years after construction.

<b>Fred Meyer Shopping Center</b>	
Retail building located in the north of the Fred Meyer site at the intersection of Trusser Road and Linnestad Road. Fully leased.	
Street Address	575 Trusser Road SW
City	Tumwater
Year Built	2002
Land Area (ac)	0.52
Building Area (sf)	6,060
Stories	1
Annual Lease Rate (per sf)	\$27.00
<b>Old Towne Plaza</b>	
Retail and restaurant development with no anchor tenant at the intersection of Capitol Boulevard and Tumwater Boulevard. Currently about 52% leased.	
Street Address	111 Tumwater Blvd SE
City	Tumwater
Year Built	2006
Land Area (ac)	3.37
Building Size (sf)	89,000
Stories	3
Annual Lease Rate (per sf)	\$7.00 - \$20.00
<b>The Landing at Hawks Prairie Phase II - Building B</b>	
Phase II of this 9 acre retail center includes three buildings. Building B has three suites and a larger space occupied by Heavy Credit Union. Currently about 55% leased.	
Street Address	8048 Martin Way E
City	Lacey
Year Built	2013
Land Area (ac)	1.17
Building Size (sf)	8,100
Stories	1
Annual Lease Rate (per sf)	\$26.00 - \$30.00

Figure 4.13 – Retail lease comps

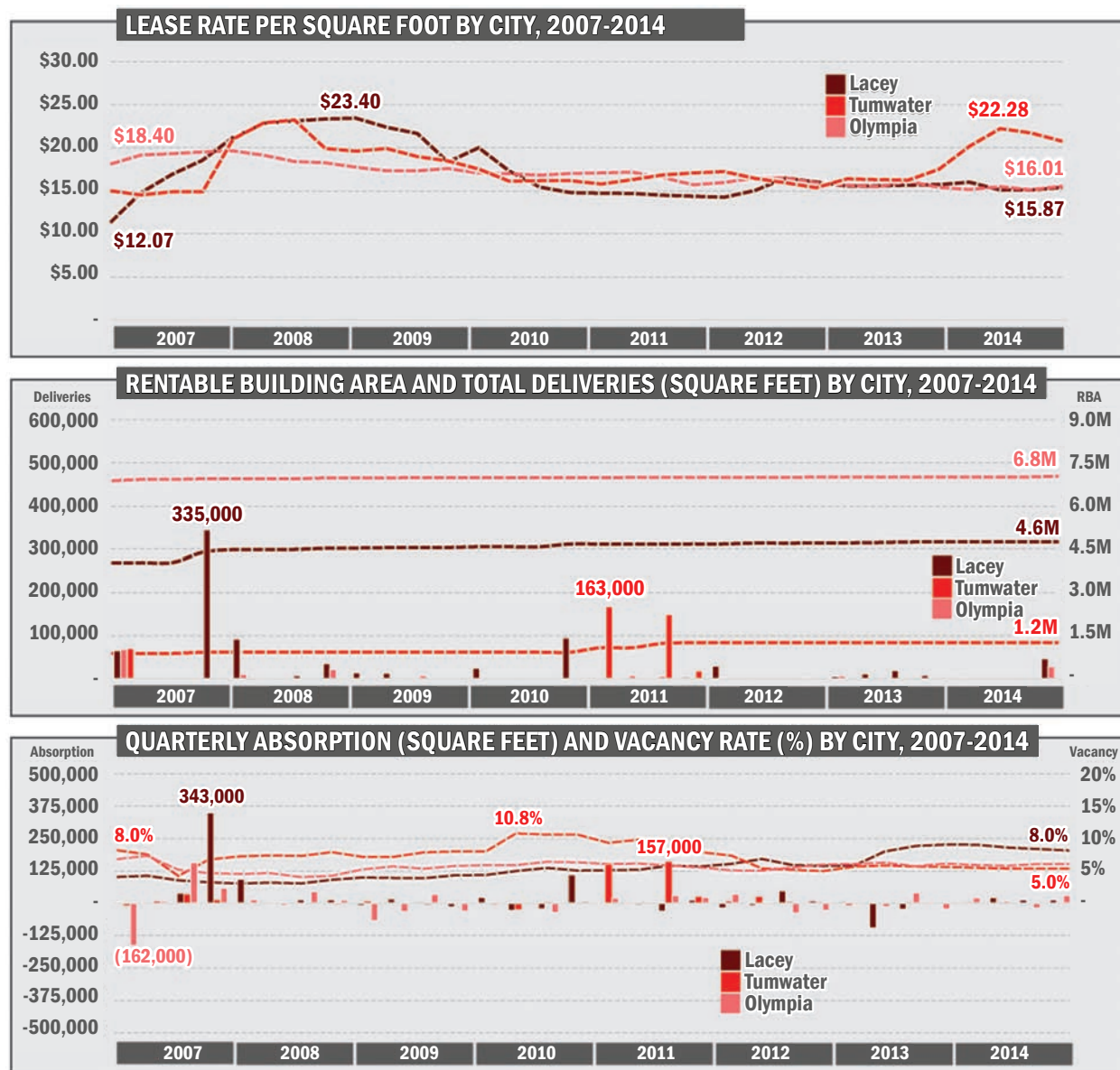


Figure 4.12 – Retail real estate indicators, Olympia-Lacey-Tumwater submarkets, 2007-2014



# Implications for Master Planning

Based on the regional economic data and assessment of local real estate market conditions, the following key findings relate to industrial, office and retail uses in Olympia, Lacey and Tumwater. These findings, in turn, were used to inform the development concept and ground the implementation strategy in market reality.

## INDUSTRIAL USES

### Opportunities

- Industrial employment is expected to grow as a share of total employment, driving future industrial development.
- Tumwater's limited deliveries, high lease rates and low vacancy rates for flex and industrial development suggest unmet demand.
- The Study Area has abundant and affordable available land and natural amenities that could be leveraged to attract development.

### Challenges

- Development pipeline indicates substantial interest in NMIC/TTC's competitors, such as Mottman Industrial Park and Hawks Prairie.
- NMIC/TTC currently lacks the amenities and infrastructure needed to command higher lease rates and is located relatively far away from major industrial centers and port facilities.

## OFFICE USES

### Opportunities

- Employment projections show long-term growth in public and private office-using jobs, which will create opportunities for more local office development.
- Tumwater is well-positioned to capture growth in state employment based on current trends, presenting opportunities for new high-quality space.
- City of Tumwater's vision for TTC could help create demand for additional development over time.

### Challenges

- Office development in the submarkets has been slow to recover from the Great Recession.
- Difficulty in planning for government offices due to uncertainty in both the near and long-term surrounding state office demand.
- Local market lacks large-scale private users.
- Development in Tumwater must demonstrate added value to compete with Olympia, the predominant market for office uses.



# Implications for Master Planning

## RETAIL USES

### Opportunities

- Retail is robust in the local market, with more rentable building area than other use in the county.
- Current retail inventory in Thurston County is much higher than would be expected given its population, suggesting that it may be over-retailed, though Tumwater's market may be under-retailed compared to Olympia and Lacey.
- NMIC/TTC's proximity to I-5 is potentially attractive to retailers seeking to draw customers off of the freeway.

### Challenges

- NMIC/TTC is located peripherally relative to concentrations of housing, which drive retail development.
- New retail development near NMIC/TTC is struggling. Future development will have to compete with big box retailers on Littlerock Road as well as new development south (i.e. Port of Centralia's Centralia Station).



*Existing retail uses in NMIC/TTC sometimes suffer from a lack of visibility and difficult access.*

# CHAPTER 5

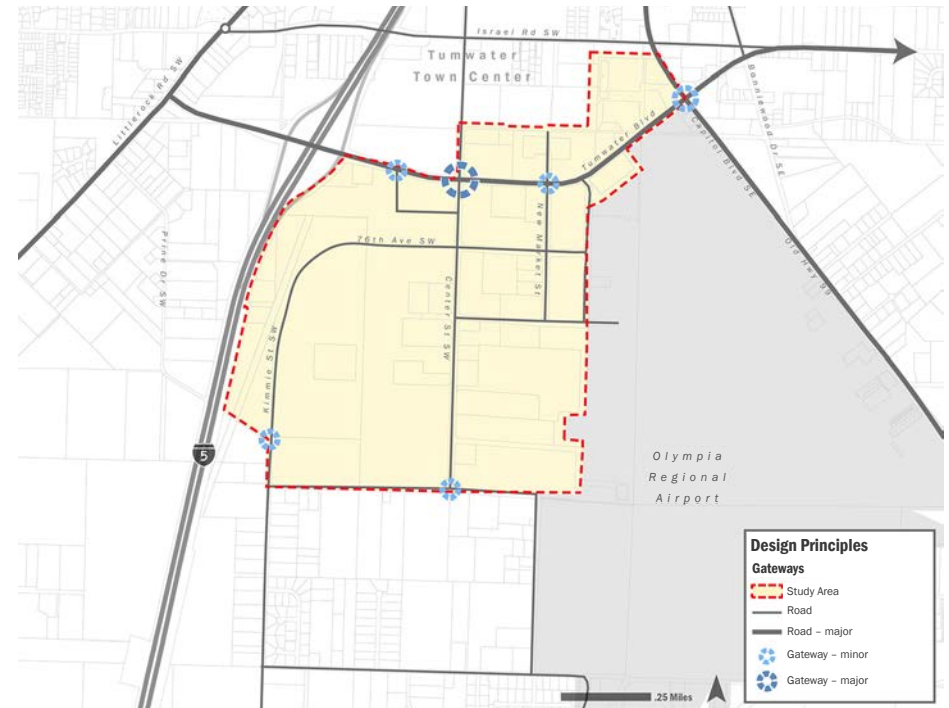
## Design Concept

# Design Principles

This chapter describes in detail the sitewide design principles and framework that provided the foundation for the Development Plan, presented in the next chapter.

## DESIGN PRINCIPLES

Design principles are overarching goals for the design process. They may be used as criteria for the evaluation of the conceptual design framework and as values that guide decision-making during later stages of the design process. The following eight design principles for New Market Industrial Campus (NMIC)/Tumwater Town Center (TTC) were generated based on Port priorities, stakeholder input, and market analysis.



Create a front door for Port-owned properties that evokes a unique identity and supports an attractive brand

Branding is critical to the success of any commercial district, and brands are most memorable when supported by urban design and the built environment. The plan envisions a distinct sense of place for NMIC and TTC, which will invite traffic and promote commerce in decades to come.



# Design Principles



Facilitate commerce and productivity, as well as the efficient movement of goods and provision of services

Efficient vehicular circulation and excellent broadband service are essential to support existing businesses and attract new commercial activity. While the Study Area has excellent access to Interstate 5 (I-5) due to its proximity to Tumwater Boulevard, freight traffic uses the next exit south (SR 121). The Master Plan provides a dedicated freight route and encourages investment in broadband infrastructure to support and attract businesses.

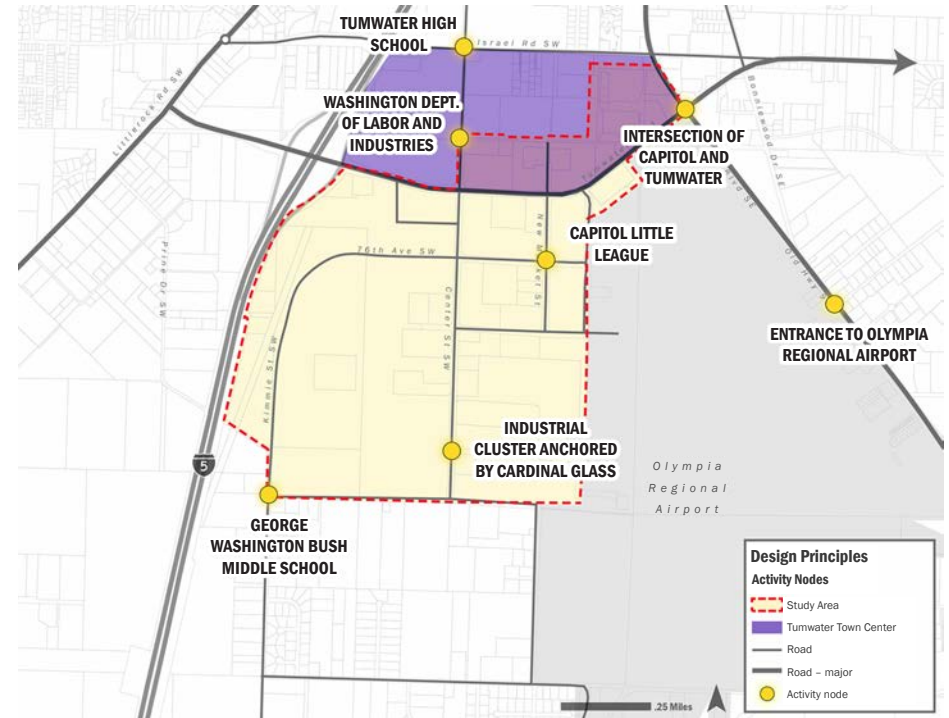
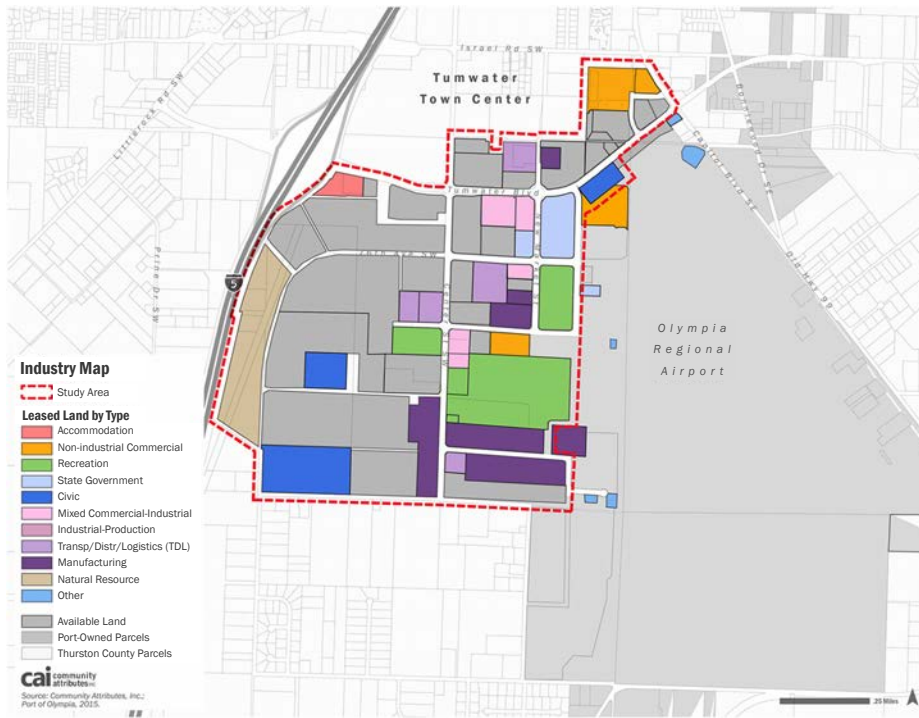


Generate quick wins by developing market-driven design concepts and prioritizing ready-to-act investments

The Master Plan considers development potential both in the short and long term. Promoting development that is currently in demand regionally on land that is shovel-ready will attract potential tenants and help position the long-term plan for success.



# Design Principles



Retain tenants and site-based assets that contribute to the vitality of NMIC and TTC

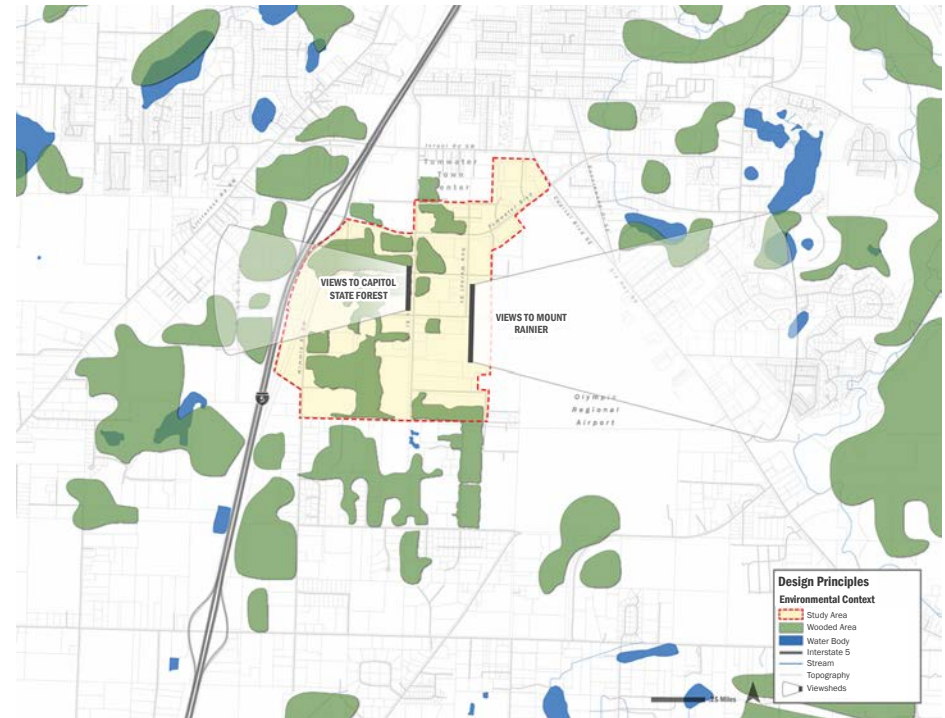
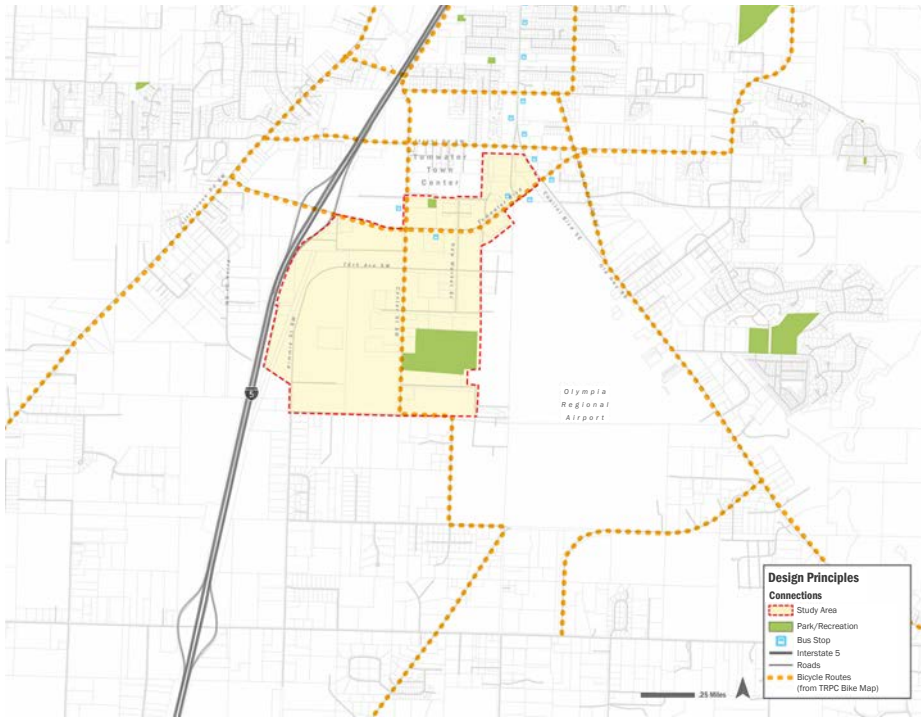
Several of the Study Area's current tenants are engaged in stable, revenue-generating activities that should be maintained in the development plan, for at least the short term.



Harness existing activity centers and integrate with TTC to create a unified sense of place

Some of the current users within and adjacent to the Study Area serve as activity hubs in the vicinity, which can be leveraged in the Master Plan. Future uses in the Study Area that fall within TTC should be compatible with the City's vision while also furthering the Port's goals.





Reinforce a regional network of open spaces to facilitate active lifestyles and multimodal connectivity

Companies of all sizes and types have recently been seeking recreational amenities, such as jogging paths and parks, to create a more campus-like setting and attract talent. Stormwater management is also a critical factor that can be designed to serve both functional and recreational purposes. The Master Plan, with its designated bicycle lanes and multimodal trails, helps to position NMIC and TTC competitively.

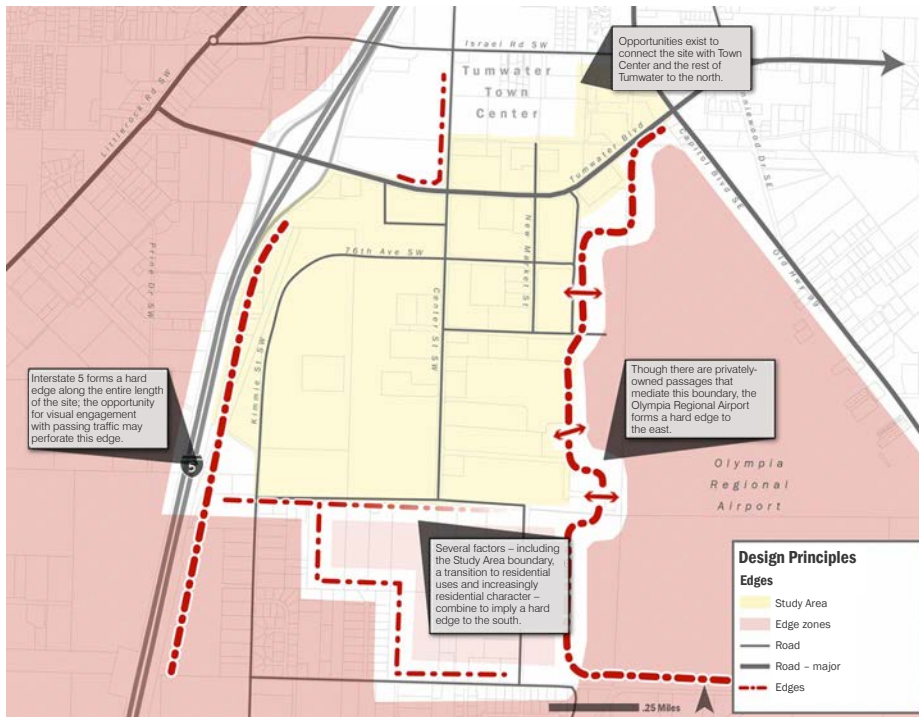


Integrate sustainable and environmentally sensitive practices into the fabric of the development plan

The Study Area lies within a larger ecosystem and contains stands of trees that can be woven into the Master Plan. This will support other efforts, including branding, to provide the NMIC portion of the Study Area with a distinctive, marketable character.



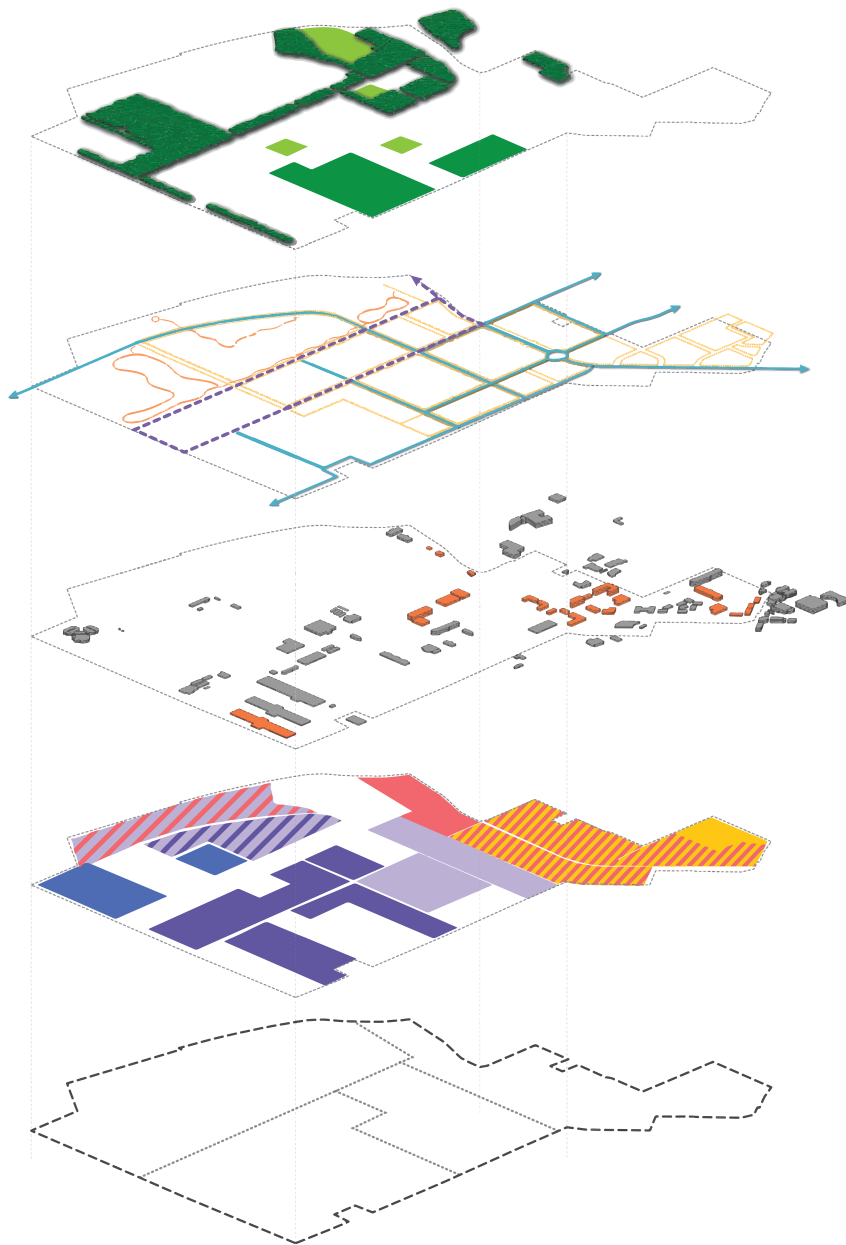
# Design Principles



Provide adequate buffers between incompatible uses and respect existing residents

It is important to respect the context within which the Study Area operates. Directly to the south, an established residential neighborhood needs to be insulated from the negative externalities created by industrial uses. Incompatible land uses can be mitigated by taking advantage of existing natural buffers as well as thoughtfully incorporating built buffers. At the same time, certain uses can create synergies when located in close proximity to each other. This diagram illustrates edge conditions in the Study Area, helping to identify needed buffers.

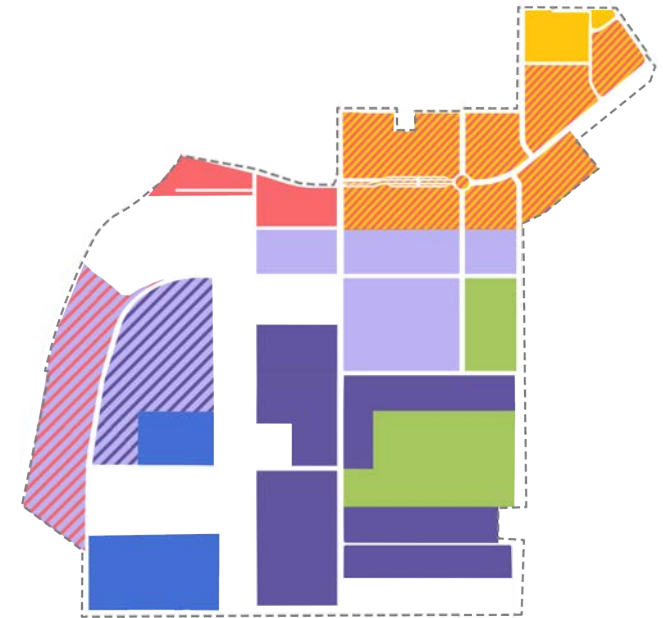
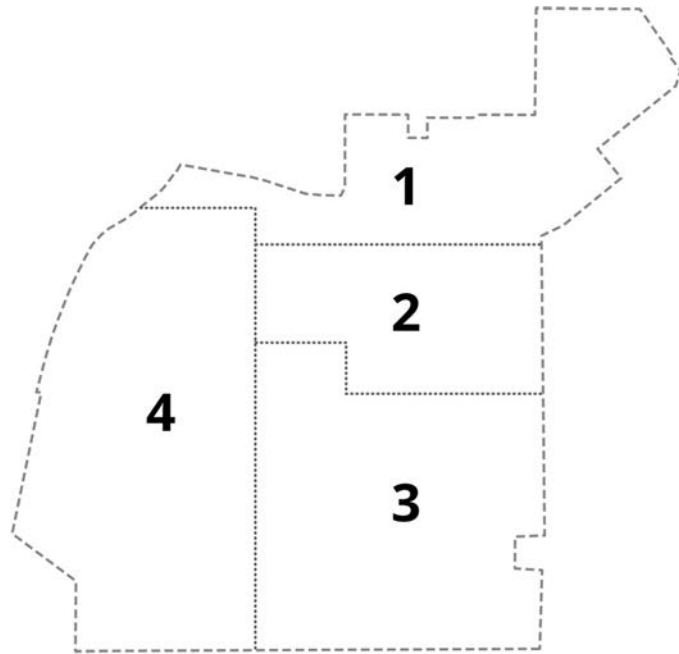




The design framework provides a physical interpretation of the shared vision and associated design principles for the Study Area. It outlines the structures that shape the Study Area's design concept, including districts, land use, streets and infrastructure, networks of open spaces and other components of the canvas upon which places are built. This framework, informed by the Advisory Committee and the consultant team's technical analysis, helps to ensure that NMIC/TTC's future built environment reflects the community's vision and the Port's priorities. The following pages provide a more detailed description of each of the framework's elements.

*Design framework diagram*



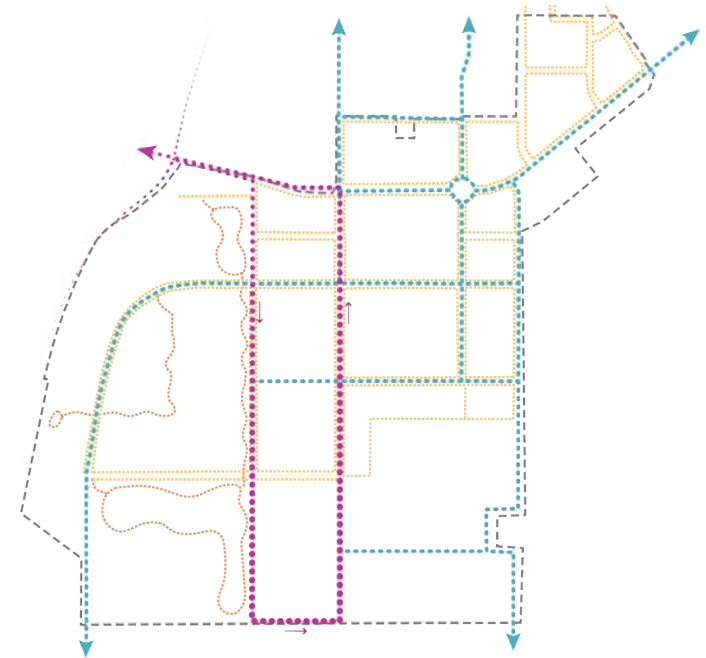
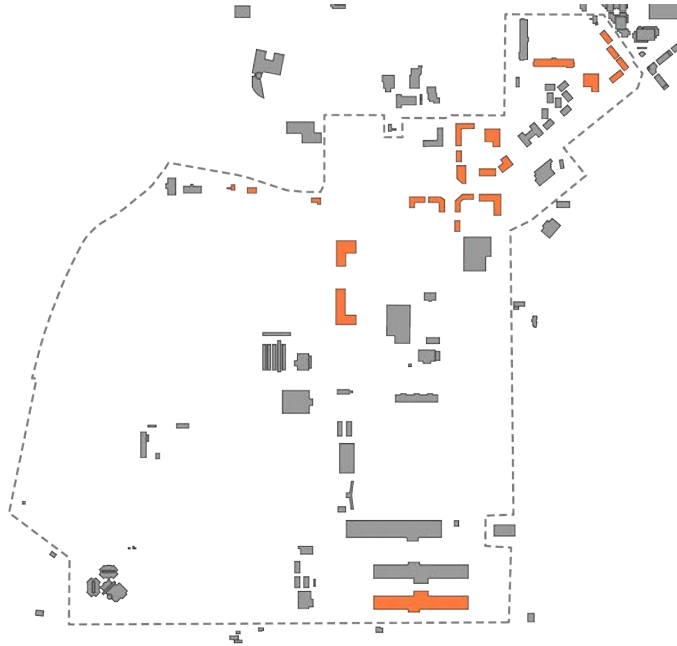


## DISTRICTS

At 550 acres, NMIC/TTC is a large property that varies in terms of market potential, current users, natural features, and other factors. Dividing the Study Area into four Districts allowed for a more targeted planning and design approach that could be tailored to the unique conditions found within the smaller areas.

## LAND USE

Land use differentiates the four districts. Though there are various land uses in each district, retail and service-oriented commercial uses are generally located in the northern portion (District One), Districts Two and Four contain a mix of flex, office and industrial uses, and District Three has traditional, heavy industrial users consistent with current tenants.



## BUILDINGS

The Study Area is relatively unbuilt and offers a large amount of land for new development. Proposed building intensity varies by District and land use, with the greatest amount of development and smallest building sizes in District One near Tumwater Boulevard. In contrast, the other Districts are envisioned to contain less development and larger buildings.

## CIRCULATION

Effective circulation networks provide for smooth interaction between different transportation modes. Within the Study Area, several existing Port- and City-owned roads convey traffic throughout the site. The design framework proposes new roads to facilitate a block structure consistent with the land uses and building typologies envisioned.



## NATURAL SYSTEMS

Natural systems include wooded areas, open spaces and stormwater facilities, all important components of a safe, healthy, and sustainable place. These elements can also function as passive recreation features. Regional stormwater pond locations are tentative and will be scaled to accommodate the amount of development envisioned in the final plan. New development will also treat and capture stormwater on-site using low-impact development techniques.



# CHAPTER 6

## Development Plan



Figure 6.1 – 2016 Study Area



# Introduction

The proposed development plan was created by incorporating the design principles and framework as well as findings from the market conditions and environmental constraints analyses. Actual build-out of the Study Area is likely to differ from the building forms and exact locations shown in the graphics that follow.

Regardless, the intent of this plan is to provide a realistic long-term development scenario that will strengthen the Port's efforts to attract investment while ensuring that future development supports the shared vision for New Market Industrial Campus (NMIC)/Tumwater Town Center (TTC).



Figure 6.2 – Site Plan with Districts



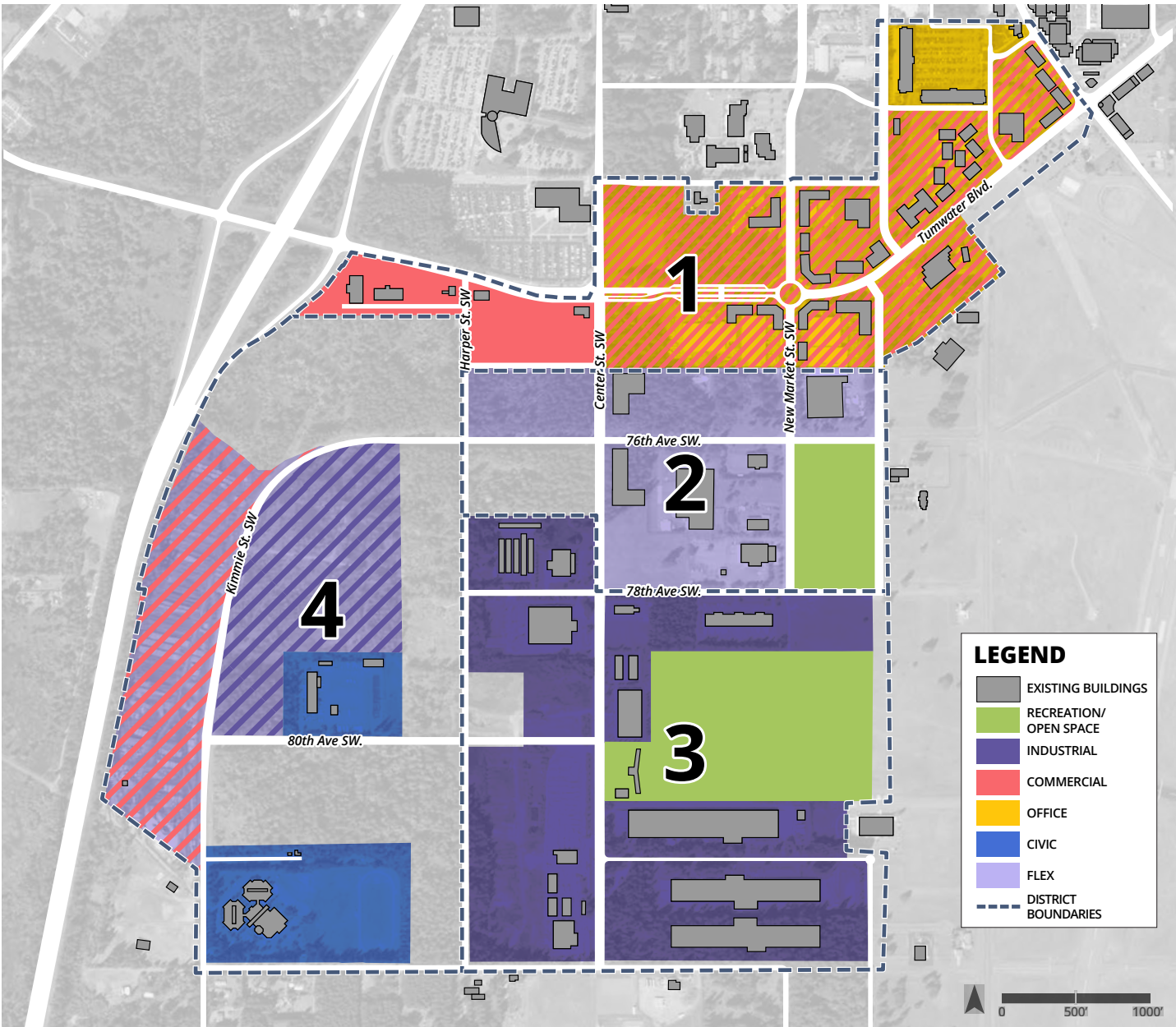
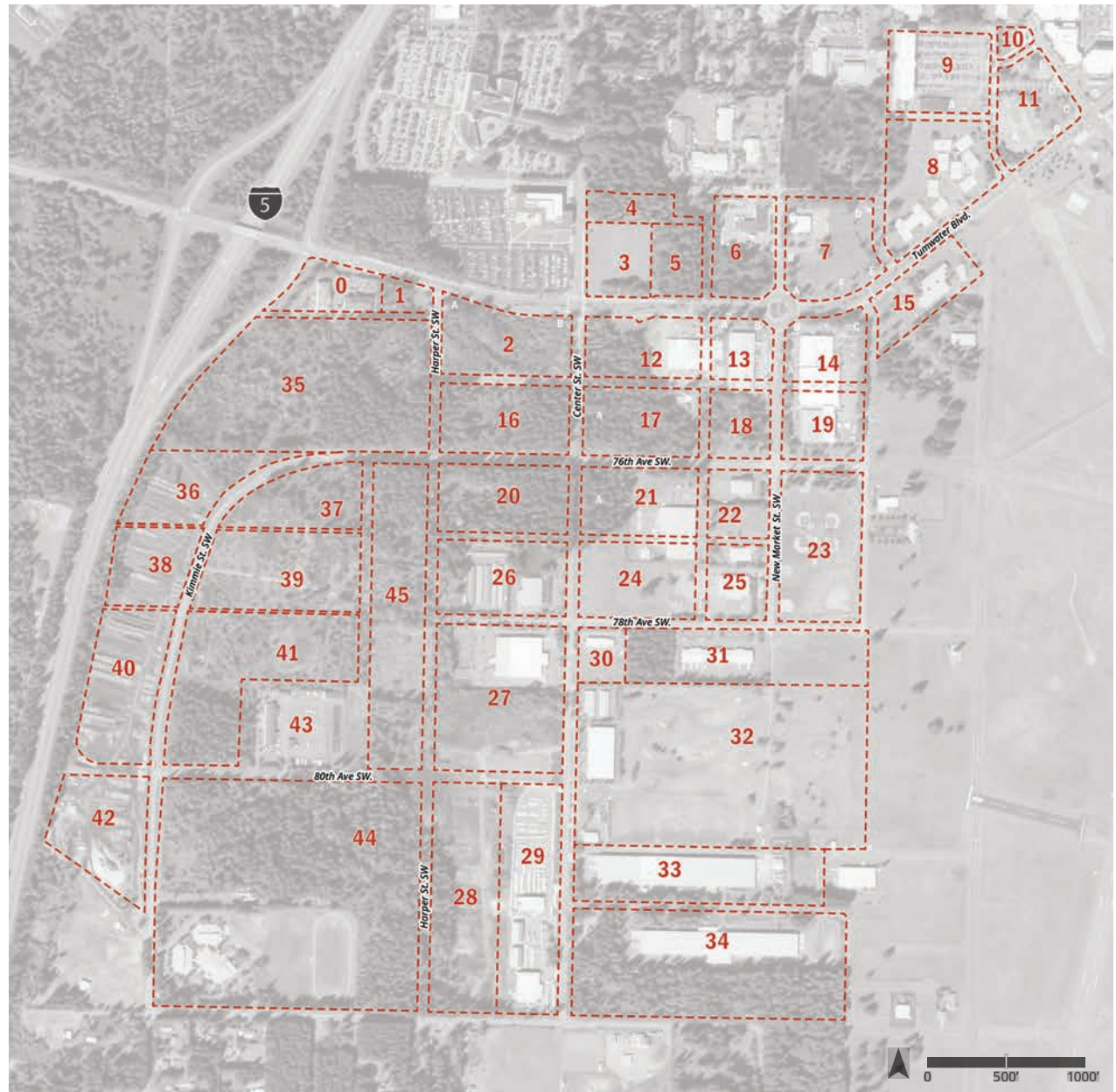


Figure 6.3 – Land Use Map

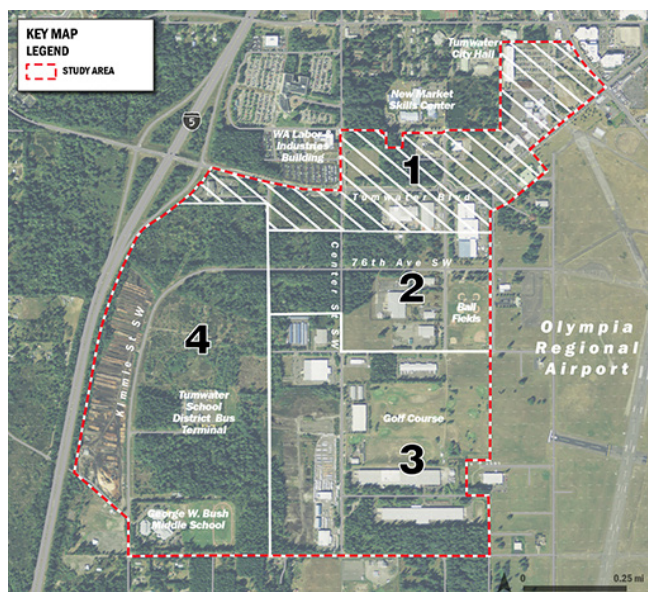


The Port has great flexibility in defining development areas and building sites within the 550 acre Study Area. Currently there are 65 legal parcels, some of which have existing businesses with ground leases, but these lot lines can be adjusted, divided or eliminated as needed to facilitate development. The district and block plan shown in Figure 6.3 and Figure 6.4 organizes the Port's property into 44 development blocks to direct future infrastructure projects, road improvements and economic development opportunities toward those areas most suitable for land uses, building typologies and development intensities. These development blocks were used throughout this plan to forecast and measure potential future uses and impacts, and to evaluate economic activity in a predictable way.



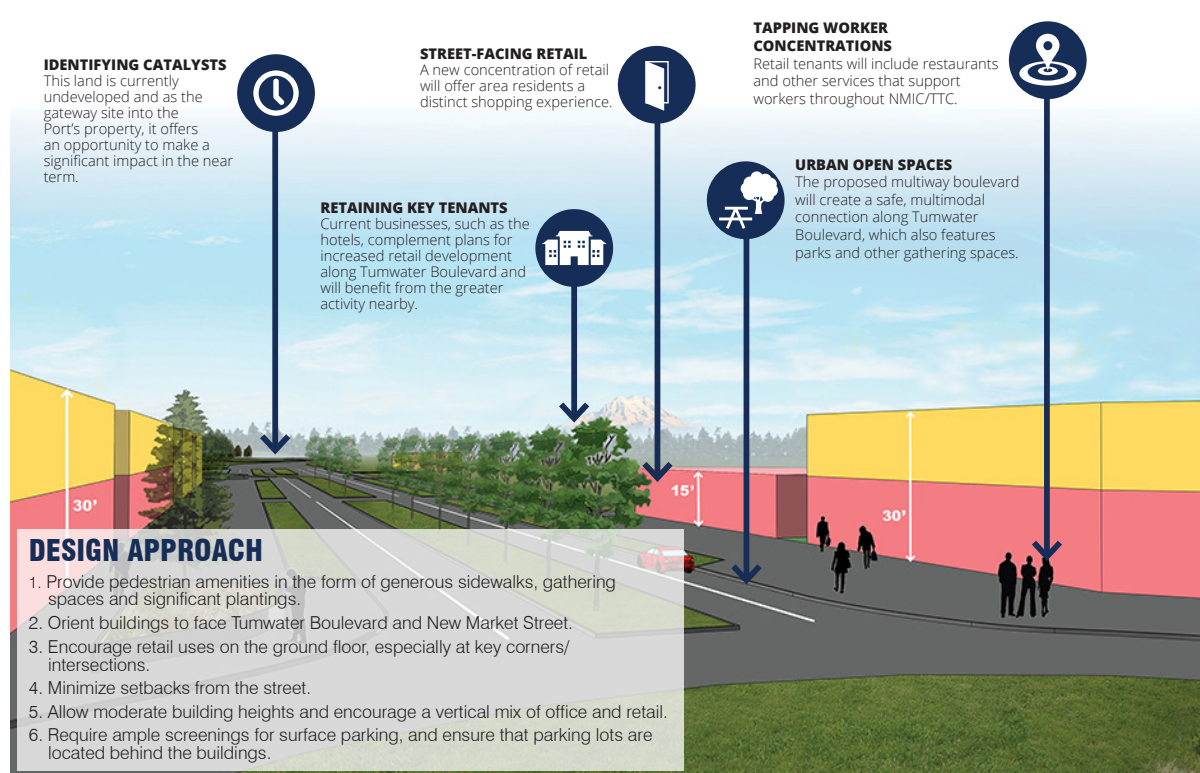
**Figure 6.4 – District Development Blocks**

# District One: Mixed-Use Hub



District One is approximately 108 acres at the north end of the Study Area and is bisected by Tumwater Boulevard on an east-west axis. Existing uses include hospitality, state office, and limited retail/wholesale. Key design considerations included:

- Forming a retail hub with potential for mixed-use structures.
- Providing a transition from the Port's industrial properties to a land use pattern consistent with the vision for TTC.
- Creating a major gateway at the intersection of Tumwater Boulevard and Center Street for both NMIC and TTC.



## KEY DESIGN PRINCIPLES



### CREATE A FRONT DOOR

- Provide a brand for Tumwater Town Center and NMIC
- Make property attractive to a variety of businesses
- Use urban design to communicate identity



### GENERATE QUICK WINS

- Assess short- and long-term development potential
- Promote shovel-ready development with regional demand



### RETAIN KEY TENANTS & ASSETS

- Maintain leases with tenants engaged in valuable, revenue-generating activities



### HARNESS EXISTING ACTIVITY CENTERS

- Leverage current activity hubs
- Emphasize uses compatible with vision for Tumwater Town Center and Port's goals



### CONNECT OPEN SPACES

- Promote active lifestyles with ample recreation spaces
- Use multimodal connections to create an open space network





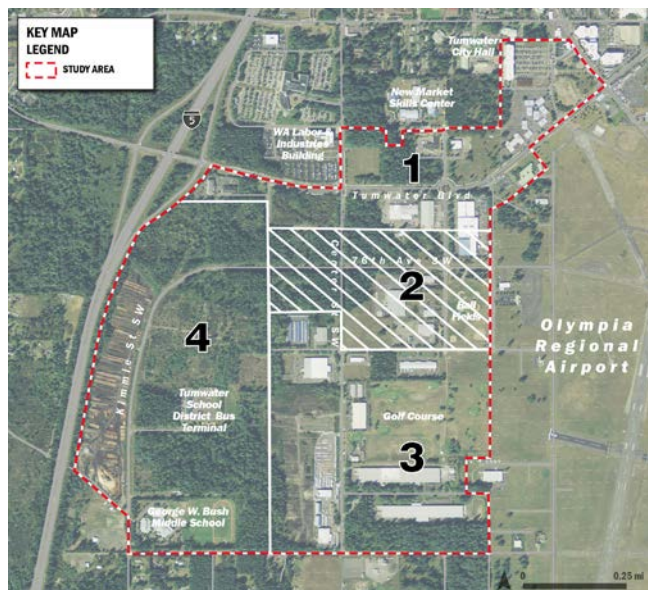
## DISTRICT DEVELOPMENT

Future development in District One is envisioned to be characterized by pad sites, pedestrian-oriented retail strip centers, and office types, such as build-to-suit and mid-rise buildings. Tenants may include gas stations, personal and professional services, shops, restaurants, a grocery store, educational facilities, state agencies and other mixed-uses as envisioned in the City's Comprehensive Plan and underlying zoning. The following table provides development estimates, including employment capacity, for the district build-out as shown in the plan.

<b>Retained Building Area (sf)</b>	<b>417,231 sf</b>
<b>New Building Area (sf)</b>	<b>577,604 sf</b>
Retail	196,351 sf
Office	381,253 sf
Flex	-
Light Industrial	-
Industrial	-
<b>Total Lot Area (acres)</b>	<b>87.6 acres</b>
Building Footprints	12.4 acres
Parking and Circulation	14.8 acres
Other Impervious	0.7 acres
Open Space	0.2 acres
Wooded Area	6.7 acres
Stormwater	-
Remaining Area	52.9 acres
<b>New Employment (jobs)</b>	<b>1,598 jobs</b>
Retail	327 jobs
Office	1,271 jobs
Flex	-
Light Industrial	-
Industrial	-

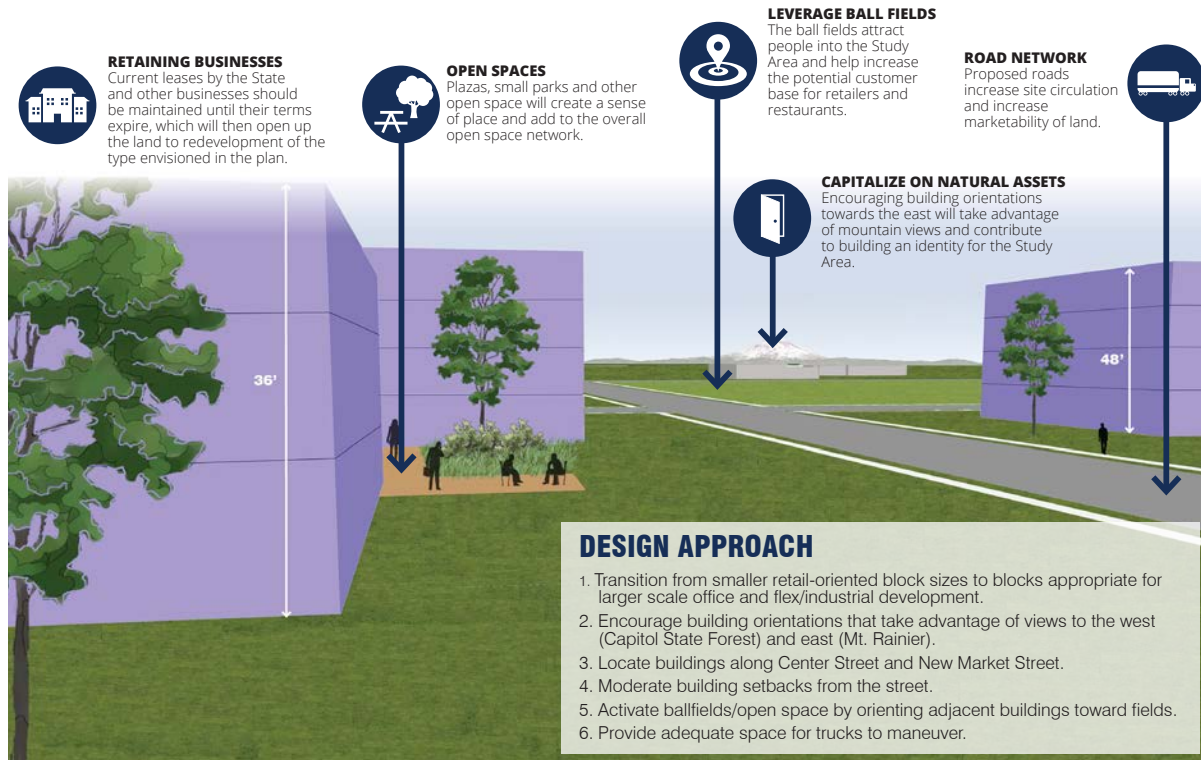


# District Two: Commercial Transition



District Two consists of about 82 acres and is located just south of the Study Area's planned retail hub. Key design considerations include:

- Creating a mix of office uses and flex/light industrial, similar to current tenants. Retail activities are possible in combination with office and/or industrial uses.
- Transitioning from the pedestrian-friendly street pattern and uses in District One to a more industrial orientation at the intersection of Center Street and 76th Avenue SW.
- Evaluation of relocating the existing ballfields, which draw people into NMIC and can help support commercial activity along Tumwater Boulevard.



## KEY DESIGN PRINCIPLES



### CREATE A FRONT DOOR

- Provide a brand for Tumwater Town Center and NMIC
- Make property attractive to a variety of businesses
- Use urban design to communicate identity



### FACILITATE COMMERCE & PRODUCTIVITY

- Create efficient vehicular circulation
- Ensure internet connectivity



### RETAIN KEY TENANTS & ASSETS

- Maintain leases with tenants engaged in valuable, revenue-generating activities



### HARNESS EXISTING ACTIVITY CENTERS

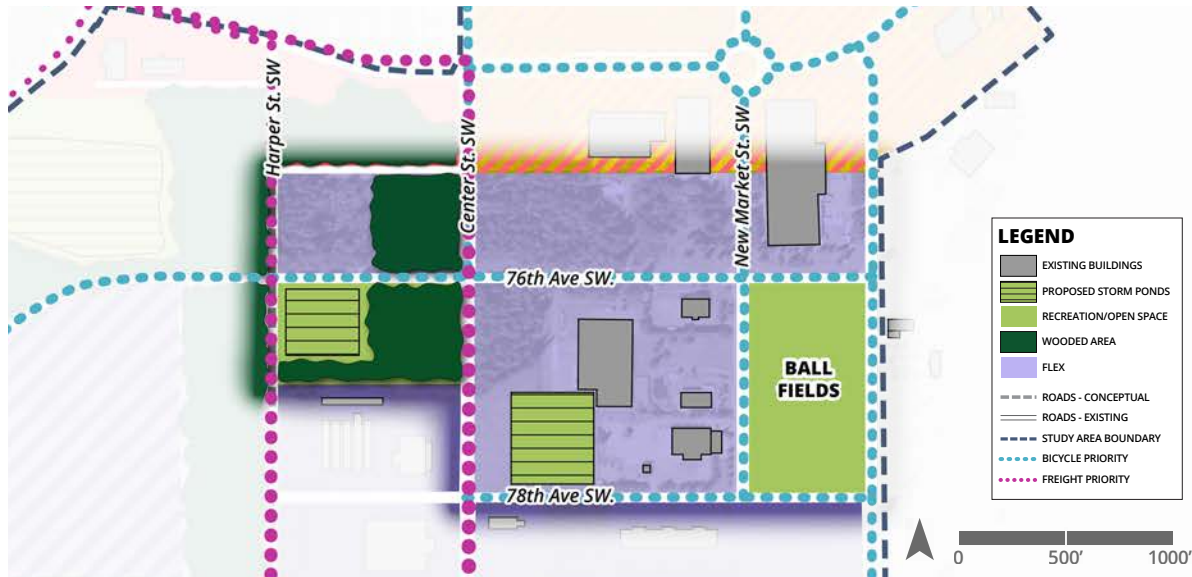
- Leverage current activity hubs
- Emphasize uses compatible with vision for Tumwater Town Center and Port's goals



### CONNECT OPEN SPACES

- Promote active lifestyles with ample recreation spaces
- Use multimodal connections to create an open space network



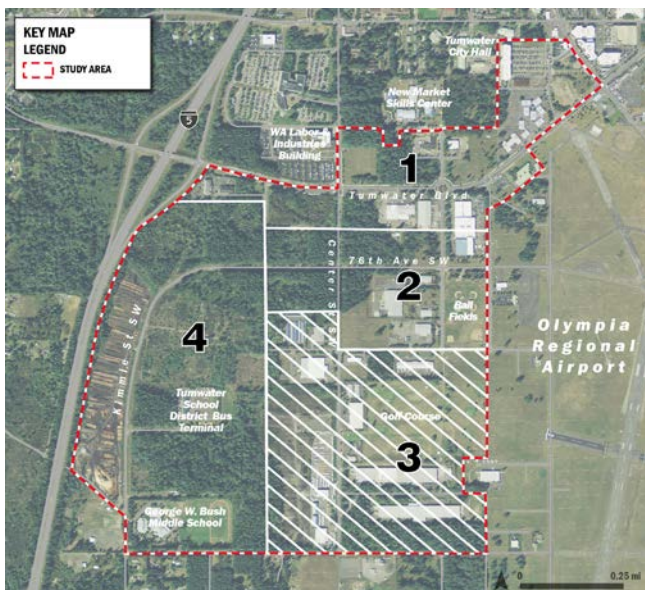


## DISTRICT DEVELOPMENT

Future development in District Two is envisioned to be a mix of office or light industrial building types, such as laboratories, build-to-suit and mid-rise offices, and smaller-scale industrial facilities for warehousing or manufacturing. Tenants could include professional services, corporate headquarters, restaurants, and a satellite university campus. The following table provides development estimates, including employment capacity, for the district build-out shown in the plan.

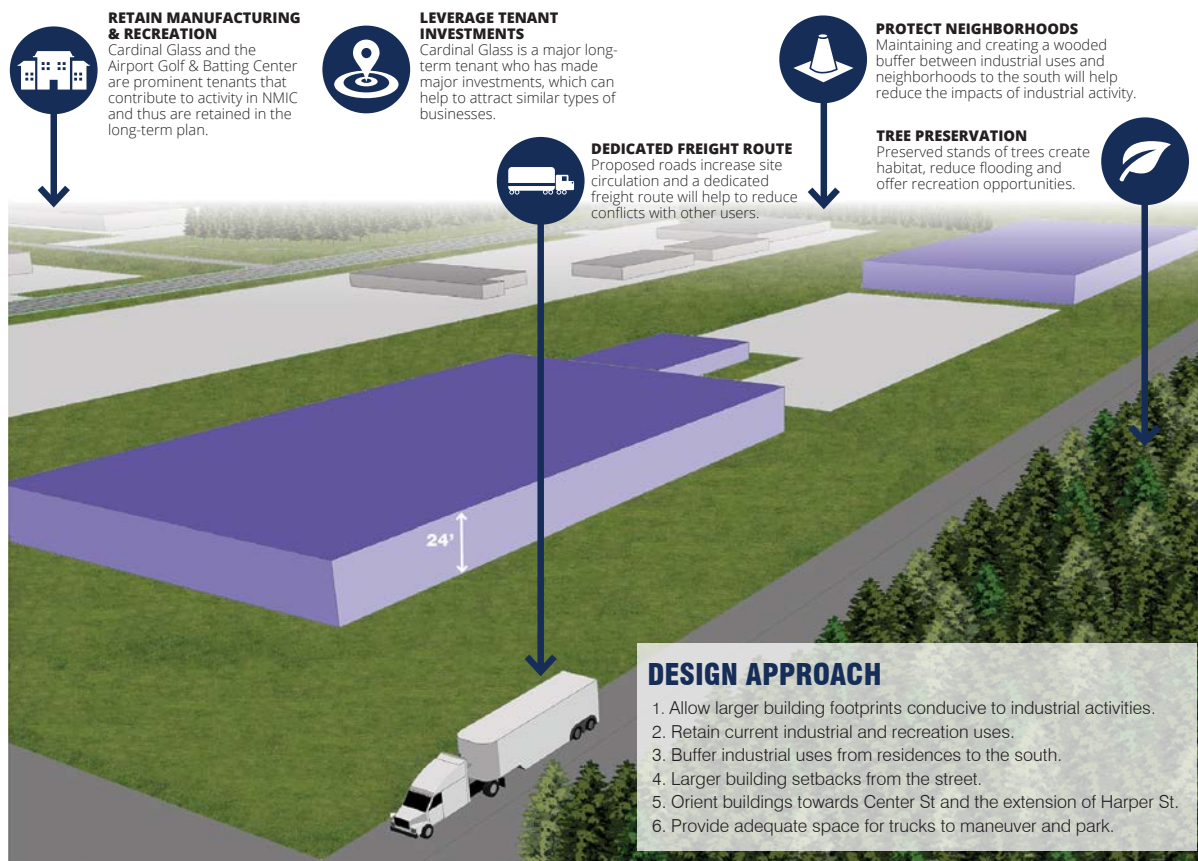
<b>Retained Building Area (sf)</b>	<b>130,689 sf</b>
<b>New Building Area (sf)</b>	<b>217,628 sf</b>
Retail	-
Office	-
Flex	217,628 sf
Light Industrial	-
Industrial	-
<b>Total Lot Area (acres)</b>	<b>74.8 acres</b>
Building Footprints	5.0 acres
Parking and Circulation	10.8 acres
Other Impervious	-
Open Space	11.9 acres
Wooded Area	9.8 acres
Stormwater	6.8 acres
Remaining Area	30.5 acres
<b>New Employment (jobs)</b>	<b>272 jobs</b>
Retail	-
Office	-
Flex	272 jobs
Light Industrial	-
Industrial	-

# District Three: Industrial Center



District Three is about 162 acres and serves as the Study Area's industrial core with current large-scale tenants Cardinal Glass and International Wood Products. Key design considerations include:

- Continuing to support a wide variety of light to medium industrial activities.
- Directing freight traffic from the Study Area away from surrounding neighborhoods. The future construction of a new road to the west of Center Street will aid circulation and may become a designated freight route.
- Accommodating current recreation uses, though if there is demand, some of the area could be converted to industrial use.



## KEY DESIGN PRINCIPLES



### FACILITATE COMMERCE & PRODUCTIVITY

- Create efficient vehicular circulation
- Ensure internet connectivity



### HARNESS EXISTING ACTIVITY CENTERS

- Leverage current activity hubs
- Emphasize uses compatible with vision for Tumwater Town Center and Port's goals



### RETAIN KEY TENANTS & ASSETS

- Maintain leases with tenants engaged in valuable, revenue-generating activities



### INTEGRATE ENVIRONMENTAL SUSTAINABILITY

- Preserve existing tree stands where possible
- Incorporate low impact development (LID) techniques to reduce stormwater and potential for flooding



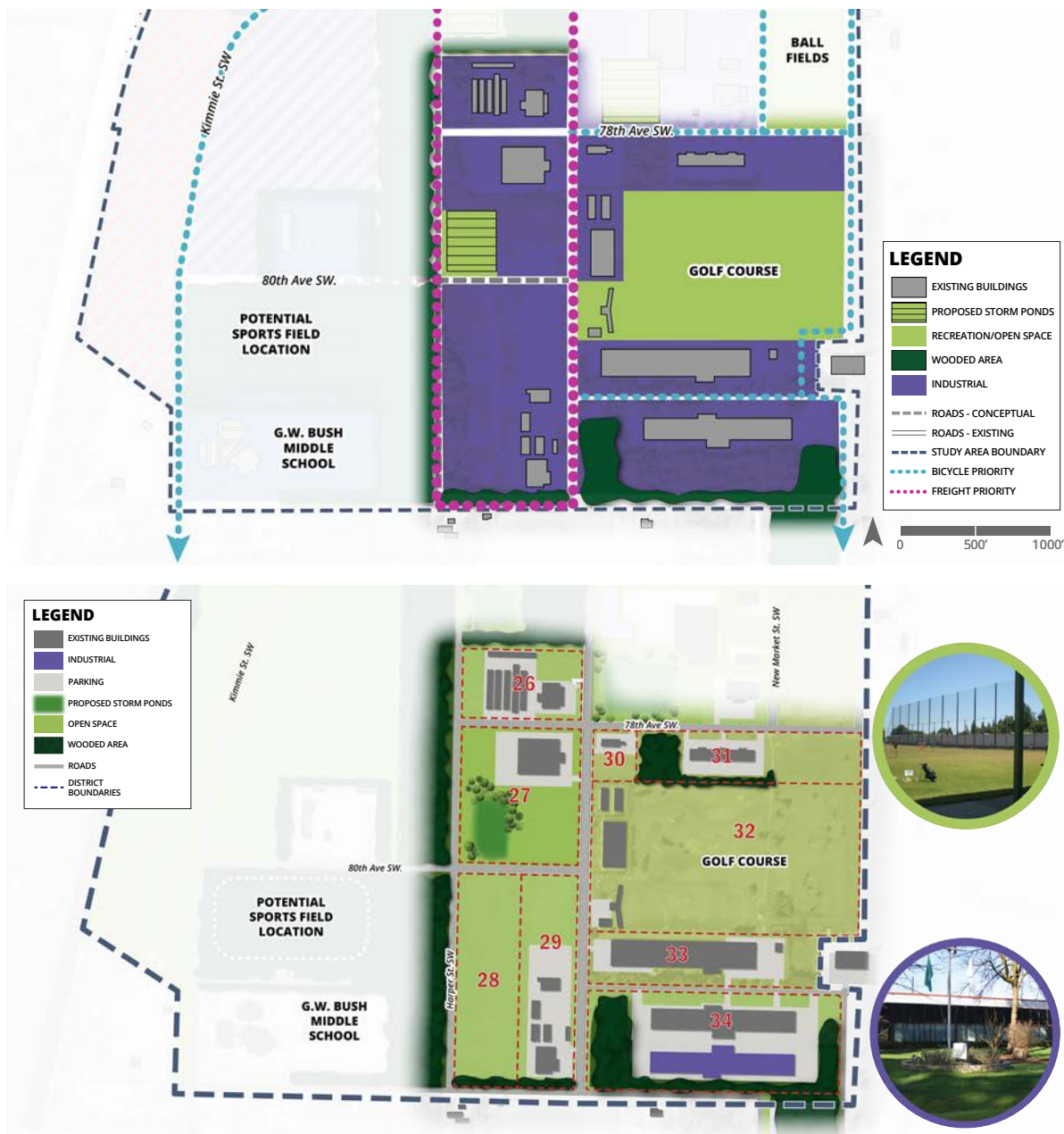
### BUFFER INCOMPATIBLE USES

- Use built and natural buffers to limit negative impacts of industrial users on residents nearby



## DISTRICT DEVELOPMENT

Future development in District Three is envisioned to remain industrial, with facilities that support warehousing, manufacturing, and outdoor storage. Potential tenants could include various manufacturers and distributors in addition to the existing recreation businesses. This district also has the potential to support a food hub, a priority identified by community stakeholders. The following table provides development estimates, including employment capacity, for the district build-out shown in the plan.



<b>Retained Building Area (sf)</b>	<b>677,091 sf</b>
------------------------------------	-------------------

<b>New Building Area (sf)</b>	<b>157,222 sf</b>
-------------------------------	-------------------

Retail	-
Office	-
Flex	-
Light Industrial	-
Industrial	157,222 sf

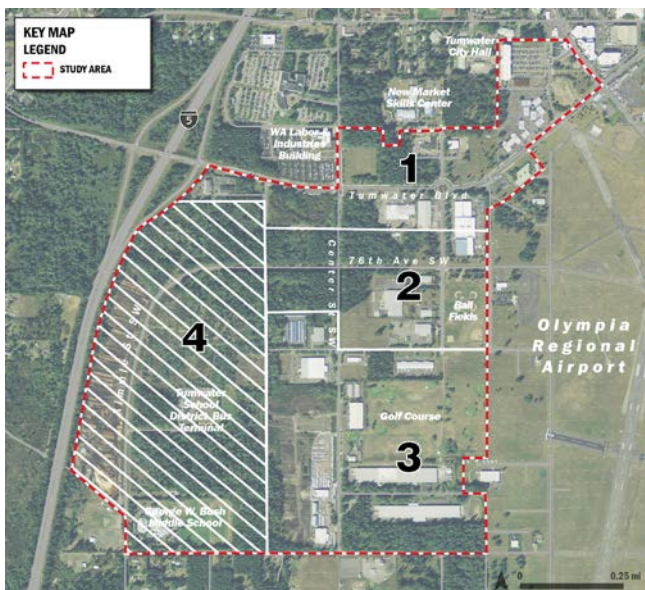
<b>Total Lot Area (acres)</b>	<b>158.3 acres</b>
-------------------------------	--------------------

Building Footprints	19.2 acres
Parking and Circulation	6.1 acres
Other Impervious	-
Open Space	40.6 acres
Wooded Area	17.7 acres
Stormwater	2.7 acres
Remaining Area	72.0 acres

<b>New Employment (jobs)</b>	<b>157 jobs</b>
------------------------------	-----------------

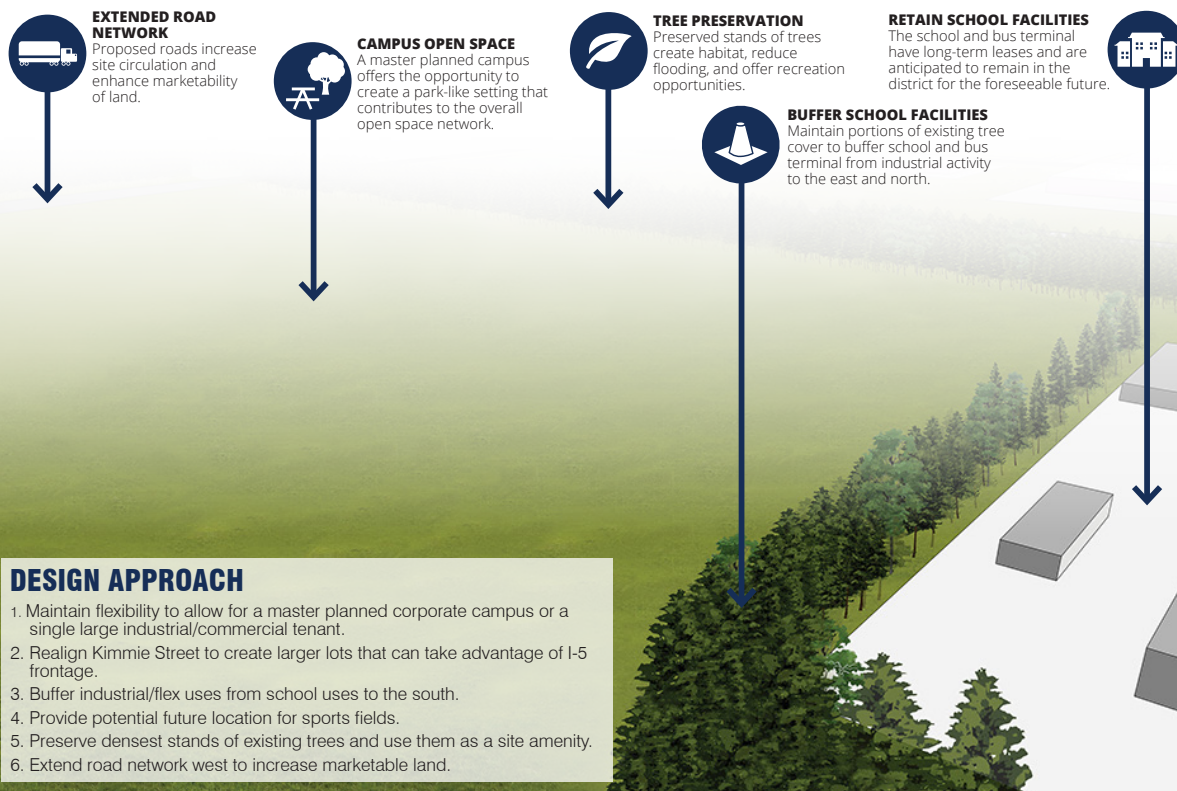
Retail	-
Office	-
Flex	-
Light Industrial	-
Industrial	157 jobs

# District Four: Planned Campus



District Four, at 198 acres, is the largest of the districts. Key design considerations include:

- Accommodating large scale uses and allowing for flexibility should smaller tenants be interested in the interim.
- Creating a mix of retail, flex, and light industrial uses along I-5 and a combination of light industrial and heavier industrial businesses to the east.
- Incorporating long-term tenants – school and school bus terminal; portions of the wooded area north of the school act as a buffer and may be converted to athletic facilities, if needed.



## KEY DESIGN PRINCIPLES



### FACILITATE COMMERCE & PRODUCTIVITY

- Create efficient vehicular circulation
- Ensure internet connectivity



### RETAIN KEY TENANTS & ASSETS

- Maintain leases with tenants engaged in valuable, revenue-generating activities



### CONNECT OPEN SPACES

- Promote active lifestyles with ample recreation spaces
- Use multimodal connections to create an open space network



### INTEGRATE ENVIRONMENTAL SUSTAINABILITY

- Preserve existing tree stands where possible
- Incorporate LID techniques to reduce stormwater and potential for flooding



### BUFFER INCOMPATIBLE USES

- Use built and natural buffers to limit negative impacts of industrial users on residents nearby



## DISTRICT DEVELOPMENT

District Four's flexible framework is designed to accommodate a range of future development, such as big box retail, industrial/laboratory buildings, and a corporate campus. Potential tenants could include car dealerships, a large national retailer, and a major corporation. This district would continue to house Tumwater School District's facilities and may be an alternate location for District Two's ballfields. Build-out of the district would occur following a master planned concept separate from this Real Estate Development Plan.



<b>Retained Building Area (sf)</b>	<b>112,106 sf</b>
------------------------------------	-------------------

<b>New Building Area (sf)</b>	-
Retail	-
Office	-
Flex	-
Light Industrial	-
Industrial	-

<b>Total Lot Area (acres)</b>	<b>188.0 acres</b>
-------------------------------	--------------------

Building Footprints	2.6 acres
Parking and Circulation	-
Other Impervious	-
Open Space	8.9 acres
Wooded Area	68.1 acres
Stormwater	9.9 acres
Remaining Area	98.4 acres

<b>New Employment (jobs)</b>	-
------------------------------	---

Retail	-
Office	-
Flex	-
Light Industrial	-
Industrial	-



# CHAPTER 7

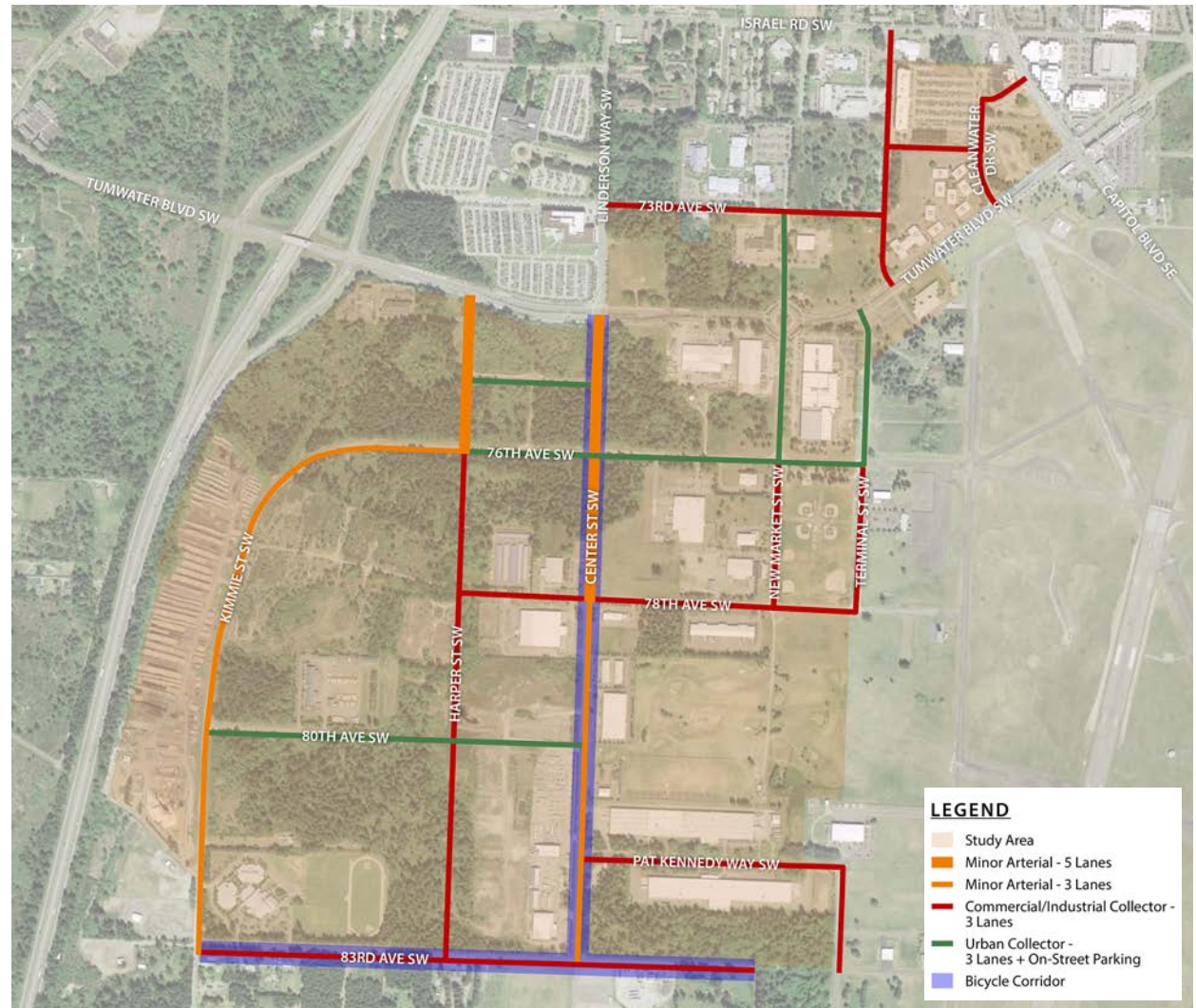
## Future Transportation Network

# Future Transportation Network

## FUNCTIONAL ROADWAY CLASSIFICATION

Within the Study Area, several existing Port- and City-owned roads convey traffic throughout the site. The design framework proposes a new roadway network to facilitate a block structure consistent with the land uses and building typologies envisioned in the Real Estate Master Plan. The network was designed to accomplish the following goals:

- Provide excellent access for trucks and passenger vehicles to the individual properties within the Study Area.
- Disperse traffic effectively throughout the area to minimize congestion “pinch points” within Port properties.
- Maximize the viability of the entire property by creating more individual properties with direct access to the roadway system.
- Provide a layer of local access roadways, collectors, and minor and major arterials to ensure the optimum design and use of each roadway.



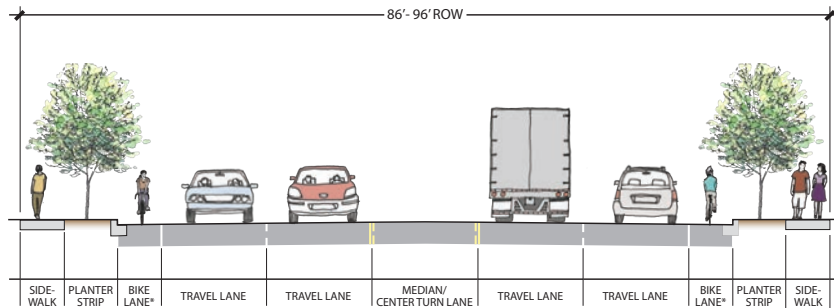
**Figure 7.1 – Proposed Functional Roadway Classification**

The street system was also designed to encourage Port traffic to use roadways designed for commercial traffic, and to

minimize impacts to nearby roadways serving non-port related traffic (such as Bush Middle School and nearby residences).

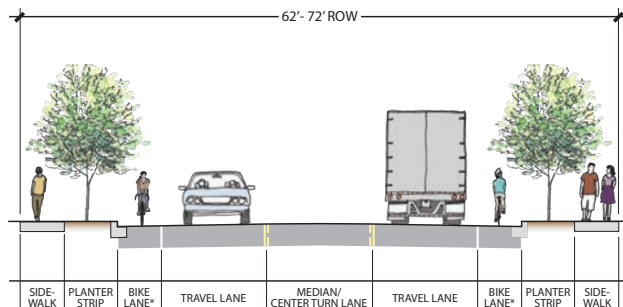
# Future Transportation Network

## MINOR ARTERIAL - 5 Lanes



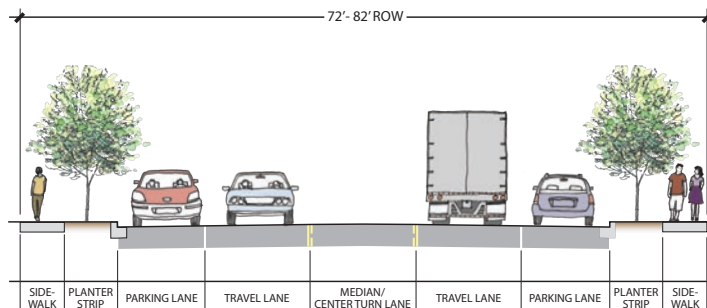
\*Not all segments of this type will have a bike lane. Refer to Nonmotorized Facilities Map for bike lane locations.

## MINOR ARTERIAL and COMMERCIAL/INDUSTRIAL COLLECTOR - 3 Lanes



\*Not all segments of this type will have a bike lane. Refer to Nonmotorized Facilities Map for bike lane locations.

## URBAN COLLECTOR - 3 Lanes + On-Street Parking



**Figure 7.2 – Proposed Typical Roadway Cross-sections**

The proposed roadway network was identified in concert with the land use allocations in an iterative process. To maintain consistency with the City of Tumwater's roadway classification system, City roadway standards were used for this planning process.

## TRAFFIC VOLUMES

The projected infill and redevelopment for the New Market Industrial Campus (NMIC) and Tumwater Town Center (TTC) was used to estimate future traffic volumes within the area. As part of the future build-out forecast, the Study Area was divided into 45 geographic "blocks." The projected building square footage was assigned to each block based on the amount of developable area and type and density of employment desired. The projected PM peak hour traffic estimate for the study was based on the land use forecast by block.

The new development was summarized in the following general development types:

- Retail
- Office
- Flex
- Light Industrial
- Industrial

Based on the analysis of the proposed internal roadway system, it will be able to accommodate the potential build-out of the Real Estate Master Plan. Given the limited number of external entry points to and from properties within NMIC, it is expected that access into the Study Area will become more challenging as the 20 year build-out approaches. To address this future challenge, the introduction of an additional access point to the properties within NMIC would likely be



## Future Transportation Network

needed. With multiple access points along the north and south edges of the property, this additional access point would provide the most benefit to the east or west. With the Olympia Regional Airport forming a barrier to the east, the best opportunity for a new access point would be to the west across Interstate 5 (I-5).

83rd Avenue has been identified as the optimum location for a potential connection across I-5. To support this new connection, both Kimmie Street and Harper Street would need to be constructed to accommodate increased traffic volumes at peak hours. Once developed, Harper Street would offer full access to the New Market Industrial Campus, effectively reducing demands of existing traffic volumes along Center Street. Due to its general proximity to Center Street, the Harper Street/Tumwater Boulevard intersection would likely be constructed as a roundabout.

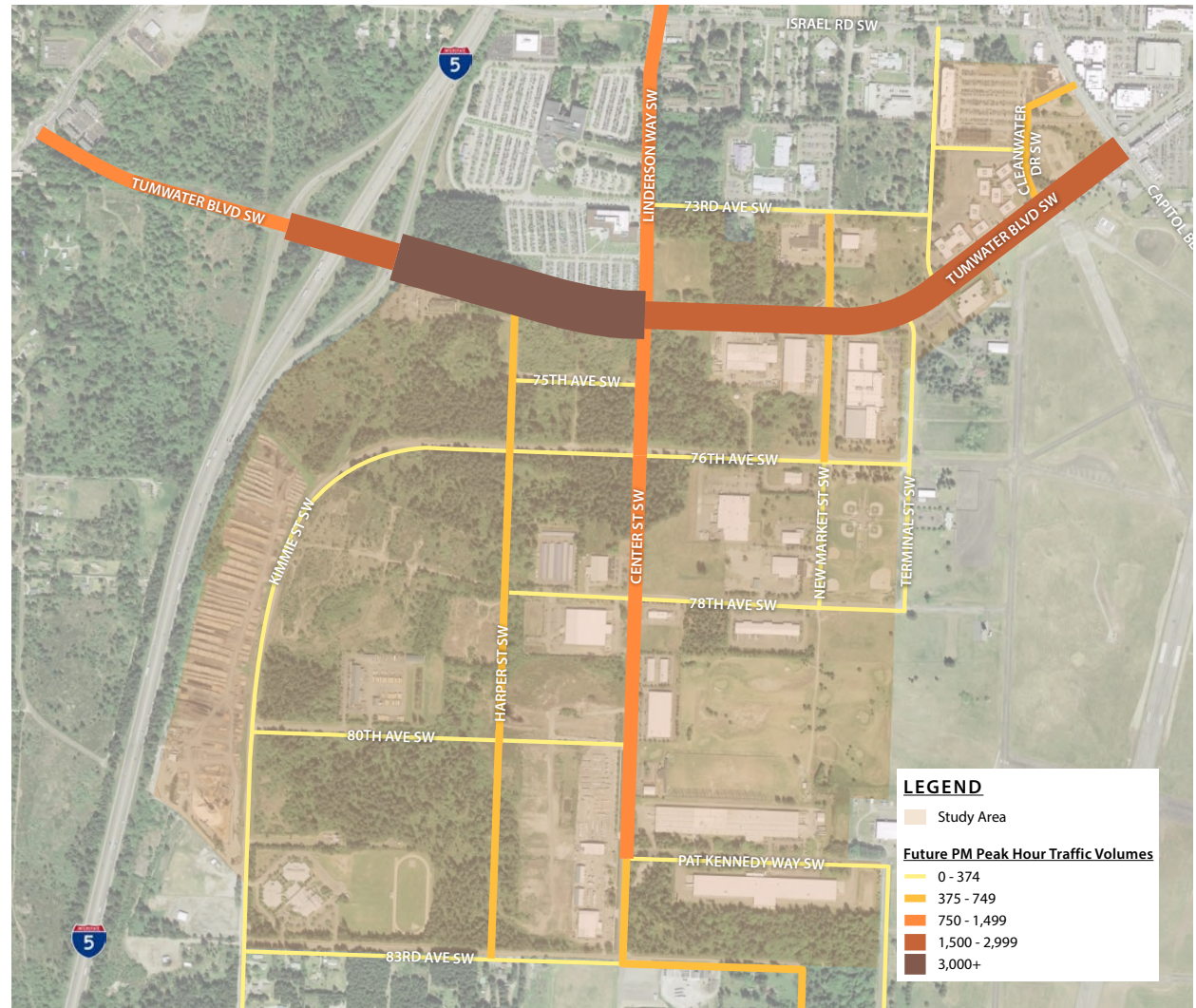
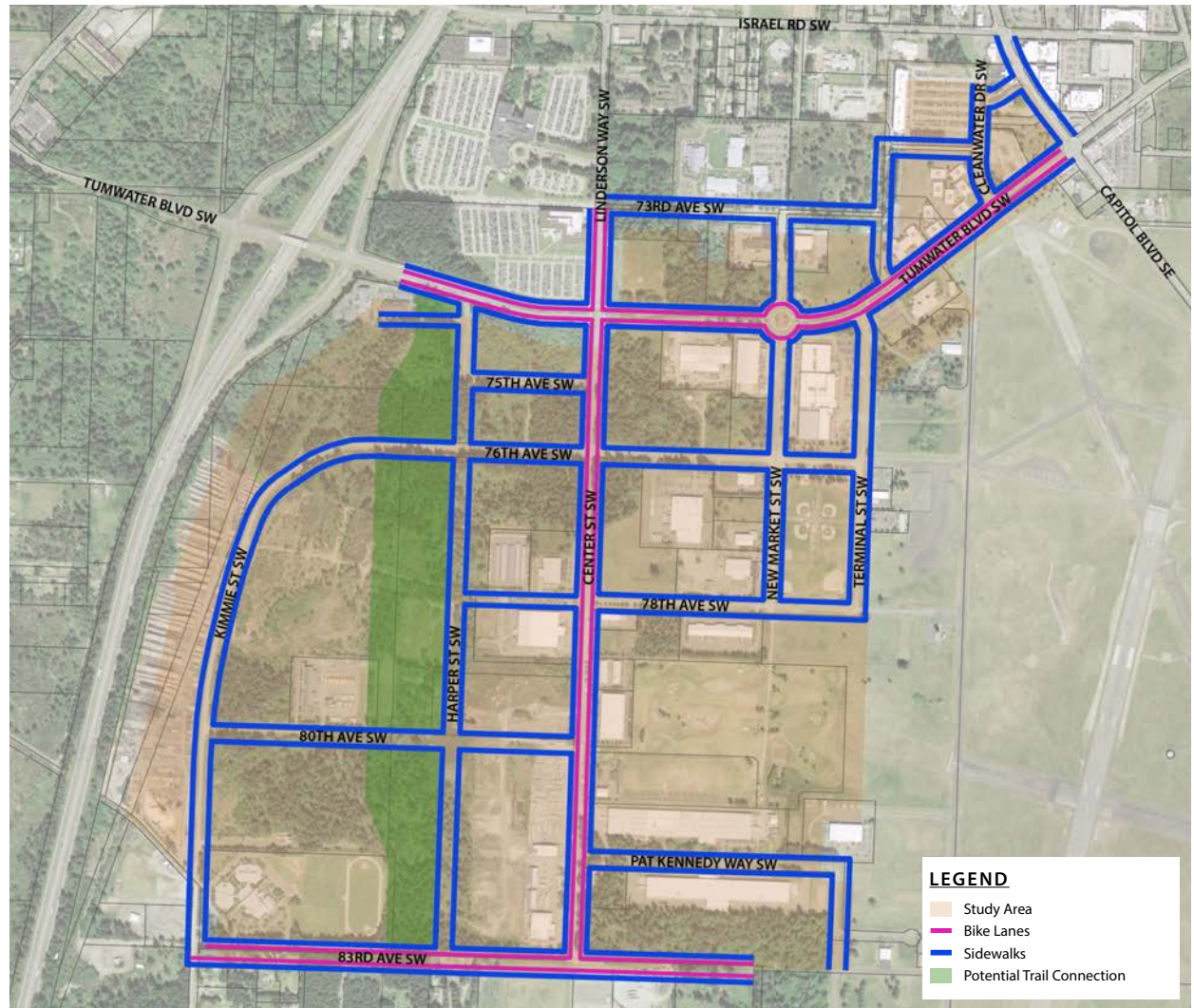


Figure 7.3 – Future Peak Hour Traffic Volumes

# Future Transportation Network

## PROPOSED BICYCLE, PEDESTRIAN AND TRANSIT NETWORK

Based on the recommended roadway network and the allocation of land use, a proposed bicycle and pedestrian network was developed to create safe pedestrian and bicycle routes through the property. It is planned that all of the internal roadways would be constructed with sidewalks along both directions which will facilitate safe, walkable routes between all of the individual properties. For the construction of bike lanes, it was determined that having a complete and intentional route through the property was better than simply constructing bike lanes along all roadways. Tumwater Boulevard along the north and 83rd Avenue along the south provide east/west bike access. Center Street was selected to provide north/south bike lanes through the property since it is expected to contain less truck activity than the other north/south roadways.



**Figure 7.4 – Proposed Bicycle and Pedestrian Network**



# CHAPTER 8

## Implementation Plan

# Implementation Plan

## A COMPREHENSIVE IMPLEMENTATION STRATEGY

This Implementation Plan is intended to guide the Port of Olympia's efforts to put the New Market Industrial Campus (NMIC) and Tumwater Town Center (TTC) Real Estate Development Master Plan into motion. Though the Master Plan relies on the concept of Districts to organize planning concepts, the Implementation Plan groups strategies into three distinct areas, which do not conform to District boundaries.

In other words, Districts are used to apportion land uses, densities and otherwise regulate development from an urban planning standpoint. Implementation Areas are used to identify and organize strategies for marketing, infrastructure investment, tenant recruitment, land disposition and development.

### PLANNING

*used to apportion land uses, densities and other planning concepts*

#### DISTRICTS

District One: Retail Center  
District Two: Flex/Office Hub  
District Three: Industrial Core  
District Four: Master Planned Campus

### IMPLEMENTATION

*used for identifying strategies for marketing, infrastructure investment, tenant recruitment, development and disposition*

#### AREAS

1. Primary Implementation Area (PIA)  
2. Secondary Implementation Area (SIA)  
3. Existing Opportunity Area (EOA)

Key components of the Implementation Plan include:

- Strategies and actions for Implementation and Opportunity Areas
- Summary metrics and outputs for use in marketing efforts
- Decision-making criteria for Port-led disposition and development
- Site selection criteria for locating interested tenants on Port property
- Key components of a marketing and branding strategy
- Mechanisms for incorporating the Master Plan document
- A list of critical investments and policies needed to implement the NMIC/TTC vision



## IMPLEMENTATION AND OPPORTUNITY AREAS

The New Market Industrial Campus and Tumwater Town Center Implementation Plan details three Implementation Areas. Each area is accompanied by a unique strategy to accelerate implementation. These areas include the following:

- Existing Opportunity Area, which may offer early opportunities to site tenants that are looking for industrial and commercial space
- Primary Implementation Area, based on aggressive marketing and recruitment and capitalization on existing infrastructure
- Secondary Implementation Area, where Port-led infrastructure investment can catalyze new development that fits the Master Plan vision

## MANAGING SITE SELECTION

As prospective tenants approach the Port seeking space in NMIC and TTC, the Port will need to channel these tenants into the appropriate Districts. Accordingly, the site selection process becomes quite important. A proactive approach to locating prospective tenants into Districts that match the needs of the business and the vision of the Master Plan will help the Port more fully realize its ambitions over the 20 year horizon of the plan.



## Existing Opportunity Area

In the Existing Opportunity Area (EOA), the Port continues to market its assets and will remain ready to place interested tenants on appropriate properties. Sites in the EOA are generally ready for development. Where new infrastructure is needed, the Port will undertake such infrastructure investments in cooperation with or on demand by interested tenants. Because the EOA is largely composed of industrial sites and larger, master plan opportunities, the sale or Port-led development of land may be beneficial.

### KEY STRATEGIES

- Port-led infrastructure investment when needed to accommodate prospective tenants
- Use of site selection criteria (based in part on the design principles) to find appropriate locations within NMIC/TTC for interested tenants
- Continued use of third-party brokerage services to handle most marketing activities

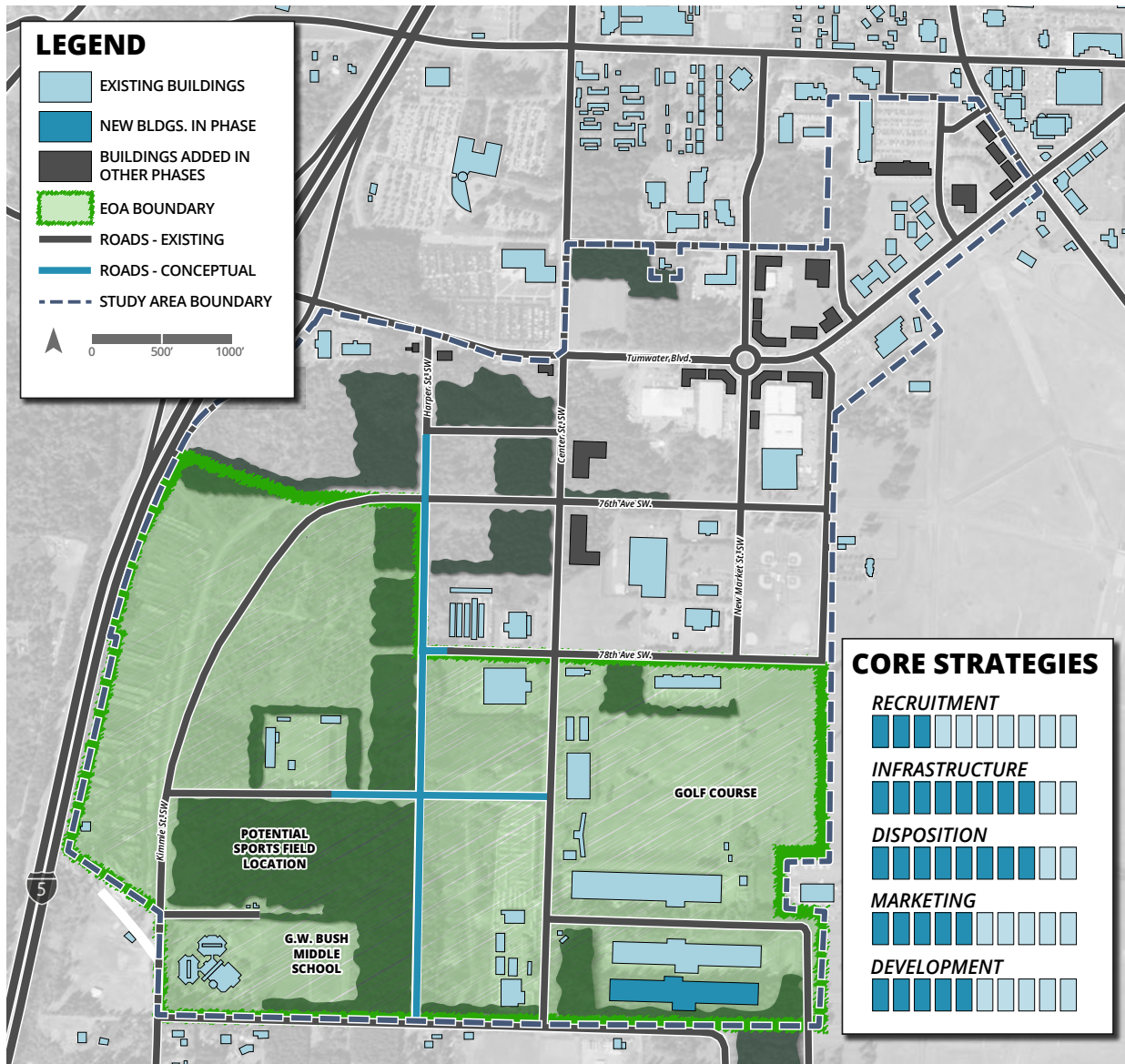
### APPROACH TO DEVELOPMENT

Large industrial tenants prefer to own, rather than lease, land. As a result, the EOA may be a good fit for long-term leases and large scale development agreements or future master planning efforts.

### NOTES ON SITE SELECTION

The Port should encourage the location of larger industrial and flex tenants and office campuses in the EOA.





*The Existing Opportunity Area is intended to accommodate industrial and other commercial tenants that are interested in space in NMIC/TTC. New infrastructure will be necessary, but many sites are shovel-ready. The Port should undertake investment in infrastructure projects only as needed by new tenants.*

**Figure 8.1 – Existing Opportunity Area**

# Primary Implementation Area

In the Primary Implementation Area (PIA), the Port will take a very proactive approach to plan implementation with a strong focus on marketing and recruitment. An emphasis of development-ready sites is critical to early-phase development, so the PIA capitalizes on existing infrastructure rather than encouraging new infrastructure investment.

## KEY STRATEGIES

- Prioritization of development-ready sites near Tumwater Boulevard, minimizing the need for costly infrastructure investments
- Comprehensive marketing of sites and active recruitment of tenants that fit the NMIC/TTC vision
- Evaluation of opportunities for Port-led development, when and if it offers the most likely scenario for implementation of the NMIC/TTC vision
- Keen focus on placemaking activities that provide a foundation for the development of properties further from TTC

## APPROACH TO DEVELOPMENT

In the PIA, the Port should be very selective about Port-led development opportunities. The use of development agreements may be appropriate if a commercial development company seeks multiple blocks of land for retail and office development that is consistent with the Master Plan.

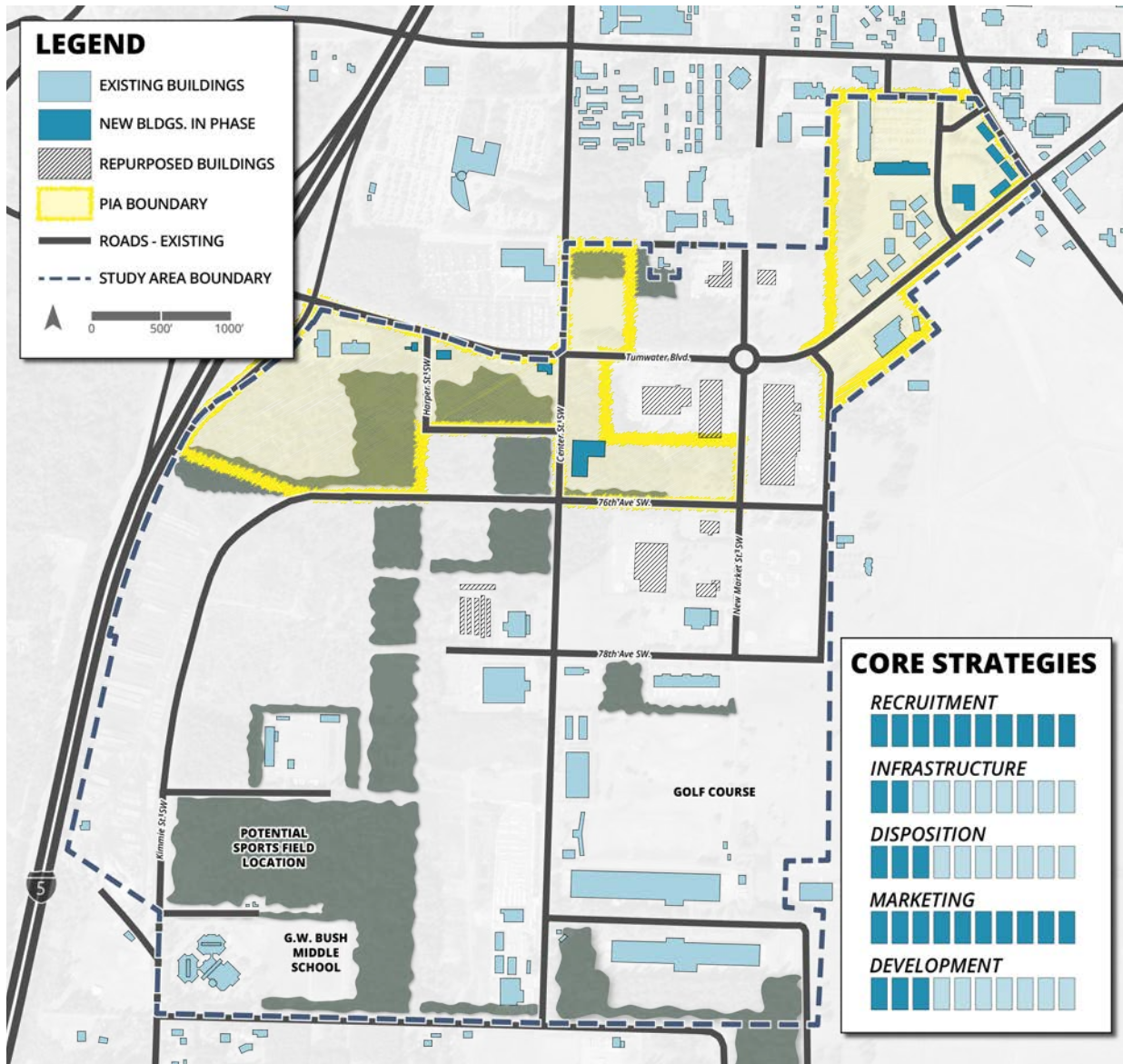
## NOTES ON SITE SELECTION

Interested parties representing flex and industrial uses are not likely to be a good fit for sites in the PIA. Only those users whose operations are compatible with the principles of street-facing, pedestrian-oriented retail should be matched with sites in the PIA. Intensive office uses with high employment densities and mixed-use centers should also be channeled into the PIA. Retail uses that are not a good fit for pedestrian-orientation or require higher parking ratios, such as grocery stores, should be located peripherally along Tumwater Boulevard.

## CRITICAL INFRASTRUCTURE INVESTMENTS

- Collaborate on the maintenance of wooded areas in and around NMIC/TTC and explore partnerships for the creation of hiking and biking trails in these areas
- Rehabilitate and reposition Port properties on Cleanwater Drive
- Pursue near-term opportunities to relocate tenants in buildings that do not fit the NMIC/TTC vision
- Establish and maintain critical pedestrian amenities, including wayfinding signage and consistent sidewalks





*The Primary Implementation Area requires a very hands-on, proactive approach to implementation. In this area, which is focused on large and small office tenants and retailers, the Port should actively recruit developers to implement the vision contained in the Master Plan, and should aggressively market available properties.*

**Figure 8.2 – Primary Implementation Area**

## Secondary Implementation Area

In the Secondary Implementation Area (SIA), the Port will pursue infrastructure investments that help to create new development opportunities and link existing activity centers. Due to existing land leases and the need for potentially costly investments, build-out within the SIA may require a longer time horizon than the other areas.

### KEY STRATEGIES

- Significant, Port-led infrastructure investment, particularly in new roads and stormwater facilities
- Phased conversion of currently leased sites to tenants that represent the “highest and best use,” relocating current tenants when possible to master plan Districts that better fit their operations
- Port-led development, if feasible, to locate economic activities that represent important components of the plan (e.g. food hub, business incubator)
- Concentration of large employers that generate pedestrian and vehicular traffic on sites that benefit from natural view corridors and access to public open spaces

### APPROACH TO DEVELOPMENT

Port-led development, while more likely in the SIA than the PIA, is not a core strategy in this area. Port-led development may be appropriate, if necessary, to create space for desired tenants. Because this land is in demand for envisioned uses, the Port can afford to be more judicious with disposition and development opportunities.

### NOTES ON SITE SELECTION

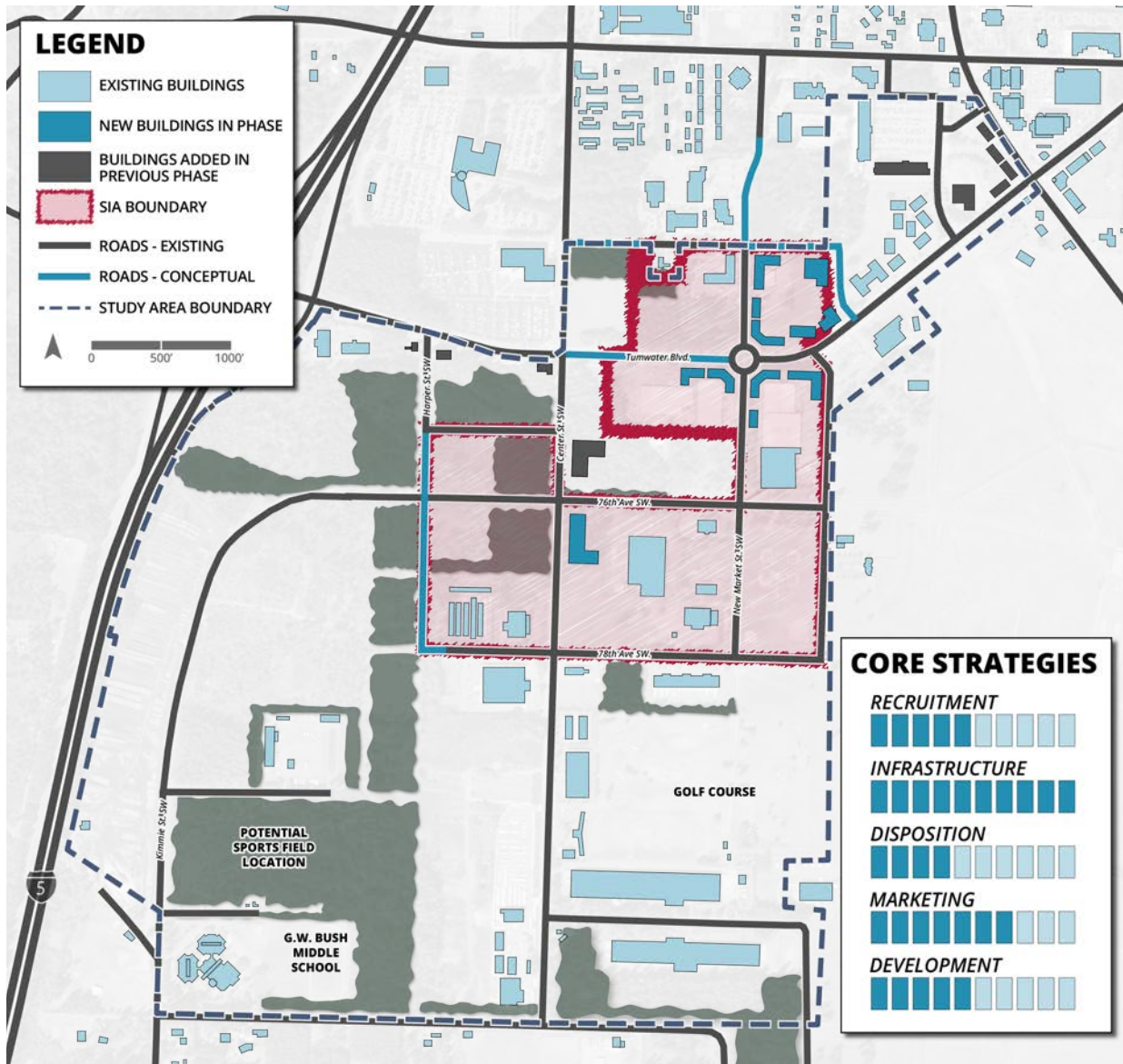
Flex, office and light industrial tenants are the best fit for the SIA. Infrastructure improvements, particularly new road construction, will create connections to accommodate these uses.

Tenants that prefer multi-story buildings and that have high employment densities should be sited, to the extent practicable, on east-facing sites that capitalize on Cascade views. Similarly, uses with high employment densities and building entrances that face the street are a good fit for sites that face public spaces, which in the SIA may include the current site of the Capitol Little League baseball fields.

### CRITICAL INFRASTRUCTURE INVESTMENTS

- New road construction of Harper Street SW extension, a north-south road between Linderson and New Market, and a reconfiguration of Tumwater Boulevard between Linderson and New Market
- Creation of a signature public space at the current site of the Capitol Little League baseball fields, only after a superior location has been located for the existing field complex (existing ballfields are in the Airport Master Plan)
- On-demand construction of stormwater retention and/or detention ponds on two District 2 sites
- Pedestrian and bicycle amenities, as well as wayfinding signage, to connect Districts One and Two and TTC





*In the Secondary Implementation Area, significant new infrastructure investment is needed to accommodate the type of development envisioned in the Master Plan. Building new infrastructure is a cornerstone of the SIA implementation strategy.*

**Figure 8.3 – Secondary Implementation Area**

# Implementation Plan



## MARKETING AND PROMOTIONS

### Create a NMIC/TTC leasing package outlining the NMIC development process

The Port would partner with Thurston Economic Development Council (EDC), the City of Tumwater, and others to provide design, marketing, promotion materials, and planning expertise. The package could include development potential by District or Implementation Area, clearly explained advantages of developing in the Study Area, and highlight rationale for investing in NMIC and TTC. Materials would be distributed at venues and to commercial brokers with the intent of increasing regional awareness of the Port-owned properties in Tumwater. This marketing should include varied activities and programming at the property that leverage its natural surroundings, proximity to transportation corridors, and considerable land area.

### Promote the development of available Tumwater properties

As noted in the Implementation Strategy, the property along Tumwater Boulevard is ready for retail, commercial, and office uses. The Port should dedicate staff to the marketing and promotion of the properties for new development, while taking additional steps to add value through the improvement of existing infrastructure. Port staff should work in close coordination with the City of Tumwater and the Thurston EDC to attract this new development. Strong consideration should be given to targeting uses for these properties that help create an identity and sense of place. This approach would fully expand development opportunities for the sites with the ultimate goals of adding jobs and bringing new lease revenue to the Port.

### Strengthen Port-wide brand identity

To create a thriving center that will engage residents, businesses, and visitors, an important component of the Real Estate Master Plan implementation will be the creation of a coordinated theme and identity for the Port of Olympia. This identity should build upon the diverse districts, unique assets, history, culture, and recreational resources.



## INFRASTRUCTURE INVESTMENTS

### Coordinate with the City on the 6-year Capital Facilities Plan (CFP) and Transportation Improvement Plan (TIP)

Improvements to the publicly owned roads that bisect the Port-owned Tumwater property will require partnership between the Port and the City of Tumwater. The Port should coordinate with the City to prioritize roadway and intersection improvements within NMIC/TTC on the City's CFP and TIP.

### Develop a short-term plan for physical improvements to the District One property

The NMIC existing physical appearance reflects a lack of recent investment which, if left unaddressed, could result in a negative public image of the Port's property. To the extent feasible, ideally using surplus funds generated from the successful implementation of this plan, the Port should plan and implement basic aesthetic improvements to improve the appearance of the NMIC property. Examples of possible improvements could include streetscape enhancements and public art along Tumwater Boulevard at the property's "front door."



# Implementation Plan



## PUBLIC AMENITIES AND RECREATION

### Improve public access and recreational opportunities in and around the New Market Industrial Campus

Currently the Port hosts several recreational uses in NMIC. This small but important role in providing recreational opportunities to the community can be improved and possibly expanded. The north-south connection between 83rd Avenue and Tumwater Boulevard could provide additional opportunities for the public to enjoy the natural environment and to connect to recreational uses relocated from other areas of NMIC. The Port should work with the City of Tumwater to link non-motorized trail systems whenever possible.



## PREDICTABLE DEVELOPMENT

### Create a lease schedule and preserve existing lease and license revenue

The Port should maintain, and regularly review, a schedule of its leases and license agreements, with a particular focus on identifying those set to expire in the near-term. This function will provide information to use for prioritizing negotiations for lease extensions with existing Port tenants and help align tenant facility needs with the uses and concepts in the Real Estate Master Plan.

### Engage City of Tumwater on permitting

To ensure smooth land use and site development permitting, it is important to understand and be involved with the City's development codes. Port staff or representatives should work to provide a clear and expedited process for development permit approvals and to ensure design controls are appropriate for uses within NMIC and TTC. Consider using Planned Action environmental review to clarify required environmental mitigation.

### Pursue high value “gateway” tenants

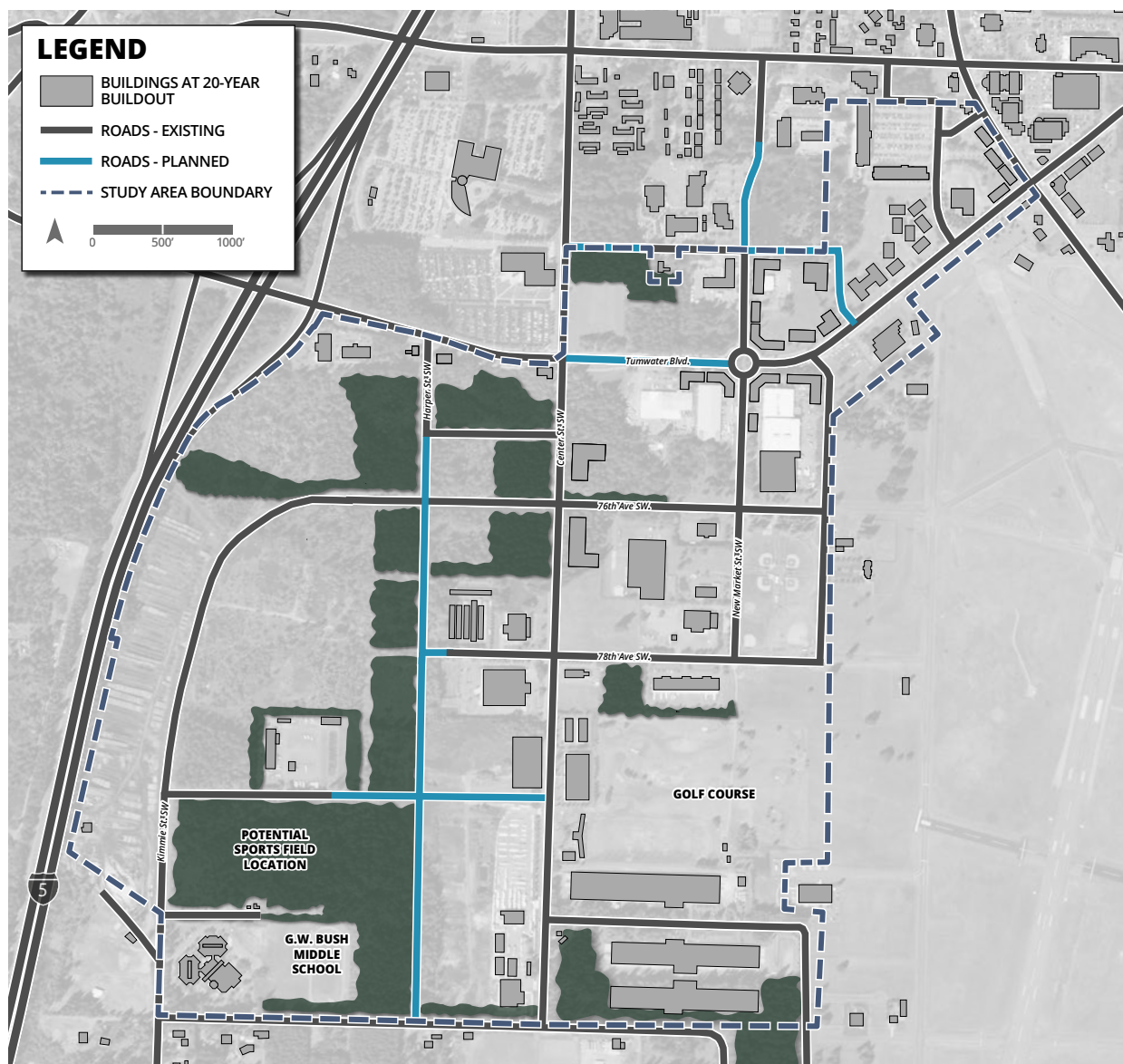
The Real Estate Master Plan recommends that the Port focus development of a gateway tenant or uses at the intersection of Center Street and Tumwater Boulevard as its first “big move.” The strategy behind this is threefold: 1) it signals growing activity at the site, 2) it demonstrates that the Port is willing to follow through on the Real Estate Master Plan as necessary, and 3) the tenants may provide a dedicated stream of revenue to sustain the Port and further its Real Estate Master Plan initiatives.

### Master planning for District Four

With growing awareness of NMIC and its attractiveness to a wide range of users, and as sufficient development occurs within the Existing Opportunity Areas, the Port should pursue a targeted land development strategy for District Four. The Port may pursue a request for proposals (RFP) to solicit developer interest in the property and to test various real estate market needs in pursuit of land use options explored in the Real Estate Master Plan.



*When eventual build-out within the Study Area occurs, Harper Street would extend south to 83rd Avenue, with a cross street connection at 80th Avenue. New Market Street would extend north to Israel Road, intersecting a completed roadway at 73rd Avenue. The buildings at the intersection of Tumwater Boulevard and New Market form a strong retail and office identity for the corridor, and new tenants at the east and west ends of Tumwater Boulevard indicate a growing commercial corridor.*



**Figure 8.4 – Future Build-out and Planned Roads**

# Implementation Plan



## PARTNERSHIPS

### City of Tumwater Habitat Conservation Plan

The Port should continue to work with the City of Tumwater as it develops a Habitat Conservation Plan for development activities that may impact the Mazama pocket gopher and other Federally listed prairie-dependent species.

### Investigate the use of lands for habitat mitigation

The Port's properties represent potential revenue from habitat mitigation related to new development in the City or possibly Thurston County. The Port should explore this opportunity by engaging the City and the development community to assess the potential benefits of joint ventures, including a mitigation project that would eventually be sold to generate real estate revenue.



## POLICY

### Pursue innovative solutions and design to environmental challenges and suitability

#### Discuss residential uses within the Port's Tumwater properties

The Regional Market Analysis shows a demand for residential uses. Although there are existing Federal Aviation Administration restrictions that complicate leasing Port-owned properties in Tumwater for residential use, several options exist that might accommodate residential demand in support of the vision in the City of Tumwater Comprehensive Plan.

1. City of Tumwater could increase residential land uses and zoning intensities immediately adjacent to the Port's properties to offset the loss of residential units anticipated in the Tumwater Comprehensive Plan.
2. Port and City could seek to modify the FAA policies restricting residential uses on Port-owned property.

### Add analysis of impacts through the environmental review process

This plan outlines uses, building typologies and design guidelines for the Port's properties while remaining consistent with the City of Tumwater's Comprehensive Plan and land use and zoning codes. Environmental review of this plan, as a non-project action by the Port, should precede adoption by the Commission.

### Incorporate this plan into existing Port documents and policies

The Port should incorporate this plan and its technical findings into existing Port documents, specifically the Comprehensive Scheme of Harbor Improvements.





# APPENDIX A

## Technical Compendium

## Contents of Appendix A

Existing Conditions EDC Business Survey Results

Existing Conditions Habitat

Existing Conditions Soils

Existing Conditions Soils Pit Dig Site Attachment

Existing Conditions PGG Tech Memo

Existing Conditions Utility Memo

Existing Conditions Transportation

Existing Conditions Roadway Link Capacity LOS Scale

Existing Conditions Roadway Inventory Table Geo

Site Analysis Drainage Memo

Site Analysis Pond Area vs. Percent Impervious Areas

Site Analysis Pond Area vs. Infiltration Rate

Concept Scenario Building Use Summary Table



# APPENDIX B

## Maps and Exhibits

## Contents of Appendix B

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Area Businesses

Zoning

Sewer System Infrastructure

Existing Stormwater

Water System Infrastructure

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Non-motorized Map

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Stormwater Feasibility

Stormwater Cross Section

Habitat Overlay Map

Concept Scenario Site Level

Concept Scenario by District

Draft Plan District Summary

Block Parcel Inputs

Design Summary Poster

District One Design Concept Poster

District Two Design Concept Poster

District Three Design Concept Poster

District Four Design Concept Poster

Existing Opportunity Area

Primary Implementation Area

Secondary Implementation Area



