
STAFF REPORT

Date: May 12, 2026

To: Planning Commission

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Development Coordinator*



2026 Comprehensive Plan Amendment, Economic Development Element

1. Request

Staff requests that the Planning Commission review and provide feedback on the draft policy table for the Economic Development Element as part of the City's Comprehensive Plan periodic update. The purpose is to review the proposed goals, policies, and implementation actions and identify any revisions for a subsequent draft.

2. Background

The existing Economic Development Element contains many useful ideas; however, many of the goals, policies, and actions are repetitive, highly detailed, or spread across multiple sections, making the document difficult to read and implement. The draft policy table reorganizes and consolidates this material into a clearer set of strategic themes to improve readability, reduce duplication, and better align the Economic Development Element with current implementation needs.

The revised draft also reflects current local economic conditions. Tumwater's economy remains heavily influenced by public administration, while sectors such as construction, professional and technical services, manufacturing, and wholesale trade present opportunities for diversification.

At this stage, staff is requesting that the Planning Commission review the draft policy table, provide feedback on the overall direction, and identify any major policy concerns, omissions, or areas for revision.

3. Federal, State and Local Guidance

There is no single federal law directing the content of the Economic Development Element update. This work is primarily guided by state and local planning requirements.

At the state level, the Growth Management Act provides the primary legal framework:

- RCW 36.70A.130 requires periodic review and revision of comprehensive plans and development regulations.
- RCW 36.70A.070(7) requires an economic development element that establishes local goals, policies, objectives, and provisions for economic growth, vitality, and quality of life.
- RCW 36.70A.020(5) establishes the state economic development planning goal, which calls for development that is consistent with adopted comprehensive plans, promotes opportunity, supports retention and expansion of existing businesses, supports recruitment of new businesses, recognizes regional differences, and occurs within the capacity of the state's natural resources, public services, and public facilities.

At the local level, the draft Economic Development Element must remain internally consistent with the Comprehensive Plan periodic update and with other adopted City plans and planning efforts. These include the:

- Housing Action Plan,
- Climate Mitigation Plan,
- Shoreline Master Program,
- Subarea and corridor plans,
- Airport-related planning context, and
- The broader effort to make the Comprehensive Plan shorter, clearer, and more user-friendly.

The draft policy table also serves as a key reference for this discussion as it illustrates how the existing Economic Development Element is being reorganized. The revised draft shifts away from long lists of narrowly framed actions toward clearer policy systems addressing climate, business retention, industrial diversification, targeted recruitment, catalytic redevelopment, airport strategy, business outreach, placemaking, and affordability.

4. Analysis

The principal change in the draft Economic Development Element is structural. The current element contains many valuable concepts, but they are often repetitive, fragmented, or overly detailed. The draft policy table simplifies this structure by consolidating overlapping policies, reducing one-off subsections, and organizing the element around clearer strategic functions. The intent is to make the document easier for the Planning Commission, City Council, staff, partners, businesses, and the public to understand and use.

Goals

The framework of the new chapter is structured around 9 new goals. These goals clarify the city's priorities and clarify capacity.

1. Establish a predictable, responsive, and investment-ready development climate that stimulates economic activity and desirable private investment.
2. Retain, grow, and support Tumwater's existing businesses and entrepreneurs.
3. Grow and diversify Tumwater's traded-sector economy, with a focus on industrial and light manufacturing.
4. Target recruitment efforts to support existing businesses and supply-chain gaps.
5. Restore the Brewery Complex to its highest available use.
6. Leverage Olympia Regional Airport to advance Tumwater's economic development priorities, strengthen City-Port collaboration, support living-wage jobs, improve logistics capacity, and develop a local aerospace and advanced aviation industry cluster.
7. Conduct business outreach to better connect local economic actors and City Hall.
8. Strengthen Tumwater's community and district vibrancy and advance the community as a regional destination through placemaking.
9. Develop an affordability strategy that secures equitable access to the City of Tumwater's future growth for all people by expanding the supply of housing, childcare, education, and energy options.

Development Climate

One major area of change is the development climate section. In the existing element, communication, applicant feedback, plain-language guidance, marketing, customer service, permit process issues, benchmarking, and tracking are spread across multiple policies and actions. The revised draft consolidates these into a smaller set of policy areas focused on two-way communication, predictable development review, investment readiness, and regulatory coordination. This creates a more usable framework for improving how Tumwater works with businesses, developers, and property owners.

Business Retention and Diversification

A second major change is the treatment of existing businesses and economic diversification. The revised draft distinguishes more clearly between business retention and expansion, small business and entrepreneurship support, cluster development, workforce alignment, and traded-sector growth. Rather than treating these topics as a single category, the draft establishes a more focused business retention and expansion framework, a clearer industrial land and infrastructure strategy, and a more targeted approach to diversification. This is particularly relevant in Tumwater, where public administration remains a dominant sector and long-term economic resilience depends on broadening the base of traded-sector and living-wage employment.

Place-Based Strategies

A third major change is the addition of clearer place-based strategies. Several topics that were previously embedded within broader sections are now presented as stand-alone strategic areas, including targeted recruitment, the Brewery Complex, the Olympia Regional Airport, business outreach, placemaking and district vibrancy, and affordability. This is a key improvement because it makes major economic development priorities more visible and easier to discuss. For example, the Brewery Complex is no longer treated only as a district-identity issue; it is framed as a catalytic redevelopment opportunity involving brownfields, site readiness, regulatory certainty, and strategic industrial land. Similarly, the airport is positioned not only as a compatibility issue, but as a platform for jobs, logistics, advanced aviation, and Port/City coordination.

Implementation Tools

A fourth major change is the shift toward more explicit implementation tools. The revised draft places greater emphasis on tools such as target-business criteria, site inventories, business outreach work plans, dashboards, plain-language materials, recurring reporting, and stronger partner accountability. This makes the document more operational without increasing regulatory complexity. Rather than listing every possible action, the draft focuses on systems the City can manage over time.

The draft also reflects a more current approach to economic development. It treats affordability as an economic issue, not solely a housing issue. It elevates business outreach as a core City function. It introduces a more targeted recruitment strategy that emphasizes living-wage jobs, supply-chain value, and strategic use of scarce land, water and carbon. It also strengthens connections between economic growth and public systems, such as housing, childcare, workforce access, and environmental issues.

If Tumwater were to retain the existing structure with only minimal edits, several limitations would remain. This element would continue to be difficult to read, explain, and implement as a coordinated work program. It would also be less effective in highlighting Tumwater's strategic priorities, including business retention, industrial diversification, targeted recruitment, redevelopment of the Brewery Complex, airport-related opportunity, and affordability. By contrast, the revised draft provides a clearer policy framework for future refinement, even if additional edits will be needed prior to adoption.

5. Discussion

Key Question for the Planning Commission

For the Planning Commission, the key questions at this stage are:

1. Does the revised structure improve upon the existing element,
 2. Are the proposed goal areas appropriate,
 3. Are any topics missing or overemphasized,
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4. Does the draft strike the right balance between strategic direction and practical implementation.

Overall, staff is especially interested in whether the changes meet the intended goal of improving readability, reducing duplication, and shifting toward a clearer and more strategic Economic Development Element.

6. Recommendations

There are two broad policy options for the Planning Commission to consider:

1. Support the overall direction of the draft policy table and provide feedback on specific revisions as the Economic Development Element continues to be refined; or
2. Direct staff to reconsider the structure or major themes of the draft before proceeding further.

Staff recommends Option 1: Support the overall direction of the draft policy table while providing feedback on the proposed organization, major policy themes, and any specific areas that need revision. This recommendation is based on staff's view that the revised draft is clearer, more strategic, and more implementable than the existing structure, and provides a strong framework for continued development.

Appendix A: Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
ED 1			Establish a predictable, responsive, and investment-ready development climate that stimulates economic activity and desirable private investment.	Rewrites the goal to keep the core intent of the existing ED 1 while updating language.	ED 1			Establish a development climate that stimulates economic activity and desirable investment	
	ED 1.1		Maintain regular two-way communication with businesses, residents, development applicants, and economic development partners to align City priorities, regulations, and service delivery with community and market needs.	Consolidates outreach, communication, representative input, partner coordination, business-owner relationships, EDC feedback, employer outreach, exit interviews, and single-point-of-contact concepts into one clearer policy.		ED 1.1		Maintain ongoing dialogue with key constituencies to ensure a common understanding of the City’s economic development Goals and development regulations	
		ED 1.1.1	Implement a coordinated economic development outreach program with City partners, including periodic partner check-ins, regular outreach to major employers, opportunities for business-owner feedback, and exit interviews with businesses that leave Tumwater when feasible.	Merges ED 1.1.1, ED 1.1.5, and ED 1.2.2 into one implementation action.			ED 1.1.1	Implement this Plan through outreach to the City’s economic development partners <ul style="list-style-type: none"> - Discuss the City’s vision, priorities, and purpose - Explore opportunities to expand coordination and collaboration among the City and its economic development partners 	
		ED 1.1.2	Use City communication channels to explain economic development priorities, major private-sector activity, regulatory changes, and opportunities for public input in plain language.	Combines resident communication, social media, and representative input into a single communication action.			ED 1.1.2	Use social media as an economic development tool to provide regular updates of the City’s economic development efforts and private sector development activity	
		ED 1.1.3	Maintain a clear staff point of contact for economic development partners and development-related business assistance, and participate regularly in partner meetings.	Carries forward the single-point-of-contact concept and connects it to the customer-service intent elsewhere in ED 1.			ED 1.1.3	Obtain diverse and representative input when significant policy changes are considered, seeking input by residents, business owners, and members of the development community	
	ED 1.2		Make development review predictable, timely, and easy to understand for businesses, developers, and property	Consolidates customer-service and process-improvement pieces now spread across ED 1.4.6 through ED			ED 1.1.4	Communicate regularly with residents about the City’s economic development Goals and efforts	

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May 12, 2026

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			owners while maintaining adopted community standards.	1.4.10, plus the feedback-loop policies in ED 1.2.					
		ED 1.2.1	Maintain a development-applicant feedback loop and use the results to improve permitting guidance, handoffs, timelines, and customer service.	Merges ED 1.2.1 with the process-improvement parts of ED 1.4.6 through ED 1.4.8. Turns several related statements into one continuous improvement action.			ED 1.1.5	<p>Maintain strong connections to Tumwater’s business owners, treating them as key community stakeholders</p> <ul style="list-style-type: none"> - Modify the City’s contract with the Thurston County Economic Development Council to include a summary of feedback on the City’s development climate obtained through the EDC’s business outreach efforts - Conduct regular outreach to the City’s largest employers - If possible, conduct “exit interviews” with businesses that leave Tumwater - Establish a single point of contact at the staff level for the City’s economic development partners and continue to participate regularly in partner meetings - Look for ways to support equity in community through economic development 	
		ED 1.2.2	Provide consistent, accurate, and plain-language development information through the City website, handouts, pre-application materials, and documented staff guidance.	Combines duplicative plain-talk and information-consistency language from ED 1.3.3 and ED 1.4.7. Stronger as a single action because it identifies the product: clear, documented guidance.		ED 1.2		Obtain regular feedback about the City’s development regulations and processes	

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May 12, 2026

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		ED 1.2.3	Evaluate whether targeted process improvements, expedited review options, updated permitting tools, or dedicated funding mechanisms would improve development review performance.	Merges ED 1.4.9 and ED 1.4.10 into a more flexible implementation action. Avoids prematurely committing to a specific enterprise fund or code amendment while preserving those options.			ED 1.2.1	Maintain an effective and ongoing feedback loop with development applicants to continue to improve services	
	ED 1.3		Promote Tumwater as a competitive location for private investment by clearly communicating its market position, development opportunities, and priority investment areas.	Consolidates the marketing and website/collateral concepts from ED 1.3. Makes the purpose clearer: help the market understand why and where to invest in Tumwater.			ED 1.2.2	Proactively seek input from randomly selected business owners and developers involved in various points of the City’s development process	
		ED 1.3.1	Maintain a concise set of economic development messages for use on the City website, in partner marketing, in printed or digital materials, and in business recruitment or development discussions.	Combines ED 1.3.1 and ED 1.3.4.			ED 1.2.3	Review the Economic Development Plan on a regular basis to ensure that it continues to work with other City strategic priorities, plans, and regulations	
		ED 1.3.2	Maintain easy-to-find economic development web content that includes market data, development process guidance, priority opportunity areas, and contact information.	Merges ED 1.3.2 with website-related portions of ED 1.3.5 and ED 1.4.1.		ED 1.3		Promote Tumwater as an attractive location for business investment	
		ED 1.3.3	Create and periodically update investment materials that summarize Tumwater demographics, market conditions, available sites, priority geographies, and suitable uses such as office, light industrial, manufacturing, retail, and mixed-use development.	Keeps the strongest part of ED 1.3.5 and turns it into a durable collateral/data action. Provides cleaner linkage to future subarea, district, and sector strategies elsewhere in the ED Element.			ED 1.3.1	Establish key economic development messages to be communicated on the City’s website, social media, in printed materials, and in economic development events and discussions	

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May 12, 2026

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	ED 1.4		Maintain a stable, competitive, and coordinated regulatory environment that reduces avoidable uncertainty for desired investment.	Consolidates regulatory predictability, planned updates, no mid-stream changes, annual benchmarking, and plan-review concepts from section ED 1.4.			ED 1.3.2	Maintain the City’s website through a user-centered format and ensuring that economic development pages are easily accessed from the home page	
		ED 1.4.1	Establish significant development regulation changes through planned public processes, communicate them clearly, and avoid mid-stream changes in response to individual development proposals except where necessary to protect public health, safety, or legal compliance.	Merges ED 1.4.1 and ED 1.4.3. Adds a reasonable exception so the policy does not unintentionally bind the City in cases of legal, safety, or public-interest necessity.			ED 1.3.3	Provide “plain talk” interpretations of the City’s development regulations on the City’s website and in simple printed handouts	
		ED 1.4.2	Benchmark key development regulations, fees, review timelines, and customer-service practices against comparable communities and use the findings to guide periodic improvements.	Carries forward ED 1.4.11 but makes it more specific and less verbose. Clarifies what should be benchmarked and how the results should be used.			ED 1.3.4	Continue to collaborate with partners to market opportunities in Tumwater	
		ED 1.4.3	Review the Economic Development Element on a regular cycle to ensure consistency with adopted City plans, strategic priorities, market conditions, and development regulations.	Moves ED 1.2.3 under the regulatory coordination policy.			ED 1.3.5	Create promotional collateral that describes the City’s demographics, market position, and specific development opportunities <ul style="list-style-type: none"> - Aggregate and communicate development opportunities by geography or allowable use, promoting opportunities in individual commercial districts or across the City for specific user types such as office based employers or light industrial and manufacturing users 	
		ED 1.4.4	Continue proactive work on major regulatory or environmental constraints, including the Bush Prairie Habitat Conservation Plan, and communicate progress to affected businesses, property owners, and development partners.	Preserves ED 1.4.2		ED 1.4		Ensure a predictable and efficient experience for business owners and developers seeking to invest in Tumwater	

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May 12, 2026

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ED 2			Retain, grow, and support Tumwater's existing businesses and entrepreneurs.	Consolidates the existing ED 2 goal around business retention			ED 1.4.1	Ensure that development regulations are established in a planned and scheduled fashion and clearly communicated on the City website and in printed materials	
	ED 2.1		Maintain a proactive business retention and expansion program focused on existing employers through partner organizations.				ED 1.4.2	Complete the Bush Prairie Habitat Conservation Plan in partnership with the Port to incorporate threatened or endangered species protections in a comprehensive and proactive manner <ul style="list-style-type: none"> - Communicate using social media and economic development materials the progress made on the issue 	
		ED 2.1.1	Implement a structured business outreach program, including regular contact with key employers, growing firms, and businesses facing expansion or retention challenges.	Combines general outreach, business ombudsman concepts, retention response, and potential exit-interview			ED 1.4.3	Avoid mid-stream changes to development regulations in response to particular development proposals	
		ED 2.1.2	Provide coordinated site-location, permitting, and problem-solving assistance for existing businesses seeking to expand or remain in Tumwater.	Carries forward the practical assistance function in simpler language.			ED 1.4.4	Evaluate creative approaches to establishing a City staff position responsible for economic development, including beginning with a part-time position or banking funding for the position until sufficient resources have been set aside	
		ED 2.1.3	Track business needs, expansion opportunities, infrastructure constraints, and retention risks identified through outreach and use the information to inform City work programs.	Consolidates business-needs assessment, retention risk monitoring, and infrastructure responsiveness into a single action.			ED 1.4.5	Establish economic development and the potential to stimulate private investment as a criteria in the City's decision-making process for allocating capital funding <ul style="list-style-type: none"> - Prioritize capital investment in areas with economic 	

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May 12, 2026

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								development potential, with a short-term focus on the Brewery District, craft food and beverage centers, the Capitol Boulevard Corridor, and the Littlerock Road Subarea	
	ED 2.2		Strengthen key industry clusters by supporting existing firms and attracting complementary businesses.	Retains the cluster-development concept but makes it more specific and connected to retention, recruitment, supply-chain development, and diversification.			ED 1.4.6	Use education, training, and strong leadership to maintain a community development culture with a strong customer-service orientation <ul style="list-style-type: none"> - Encourage staff to help business owners and potential investors find suitable sites and solutions to challenges they encounter, while adhering to the community Vision and development regulations 	
		ED 2.2.1	Identify priority clusters and complementary business opportunities based on local industry strengths, employer outreach, market data, and regional partner intelligence.	Updates ED 2.2.1 to use both outreach and data.			ED 1.4.7	Ensure consistent, accurate, and easily understood information is provided by Community Development staff <ul style="list-style-type: none"> - Create “plain talk” handouts describing the City’s development regulations and how investors can successfully conduct business within the City - Continue to evaluate the protocols about what information should be provided at specific points in the development process - Establish mechanisms to document what information has been provided to individual prospective 	

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May 12, 2026

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								investors at different points in the development process	
		ED 2.2.2	Coordinate with regional partners to support co-location, supplier relationships, and recruitment of businesses that complement Tumwater’s existing employers.	Adds a clear implementation step for how cluster work would occur..			ED 1.4.8	Continue to track timelines for routine tasks and processing, including deadlines for response to inquiries by business owners and potential developers	
	ED 2.3		Support small businesses and entrepreneurs through accessible City processes, partnerships, and targeted programs.	Consolidates ED 2.4, ED 2.4.1, and ED 2.4.2. The original list of possible programs was useful but too long for policy language; this version keeps flexibility while separating small-business support from general BR&E.			ED 1.4.9	Consider amending the Tumwater Municipal Code to establish a process for the Community Development Director to approve expedited processing of permit applications under certain circumstances	
		ED 2.3.1	Review development regulations and City processes for small-business impacts and address recurring barriers identified through outreach.	Keeps the original policy intent that regulations should be responsive to small businesses, but ties the review to recurring issues identified through outreach rather than one-off concerns.			ED 1.4.10	Consider establishing an enterprise fund to allow the purchase of up-to-date tools and systems to manage permitting	
		ED 2.3.2	Work with partners to connect small businesses and entrepreneurs with training, mentoring, technical assistance, financing resources, and other business support services.	Consolidates the many partner-support ideas into one durable action. This reflects the City’s realistic role as convener, connector, and strategic partner rather than direct operator of every business support program.			ED 1.4.11	Benchmark the City’s practices and regulations against those of neighboring communities <ul style="list-style-type: none"> - Conduct an annual review of key policies and practices to ensure the City remains competitive - Investigate neighboring community practices whenever significant policy or procedure changes are considered 	
		ED 2.3.3	Consider targeted small-business tools such as shop-local campaigns, facade or placemaking assistance, and small grants or loans when funding and partner capacity are available.	Preserves the useful menu of potential tools while moving it into a concise implementation action. This avoids overcommitting the City to every listed			ED 1.4.12	Track development inquiries and the status of investments by type and location	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

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				program and keeps room for future program design.				- Provide quarterly summaries for use by elected officials and staff and as material for the City’s economic development marketing efforts	
		ED 2.3.4	Create outcomes, metrics , goals and reporting standards for economics development partners to track and communicate business successes.	Creates a set of reporting standards to celebrate wins and identify areas of improvement.					
	ED 2.4		Align workforce and education partnerships with the needs of Tumwater businesses.	Elevates workforce alignment from a buried action under business retention into its own policy.	ED 2			Retain and support existing businesses	
		ED 2.4.1	Partner with the Tumwater School District, New Market Skills Center, South Puget Sound Community College, workforce organizations, and employers to strengthen talent pipelines for local industries.	Carries forward ED 2.3.6 and broadens the language slightly to include workforce organizations and employers.		ED 2.1		Communicate that existing businesses are valued and that the City will do what it can to retain them in the community	
		ED 2.4.2	Use business outreach findings to help education and workforce partners understand hiring needs, skill gaps, and opportunities for career-connected learning.	Adds the feedback-loop function needed to make workforce partnerships useful.		ED 2.2		Facilitate the development of clusters by convening and attracting complementary businesses	
ED 3			<i>Grow and diversify Tumwater’s traded-sector economy, with a focus on industrial and light manufacturing.</i>	<i>Rewrites the existing goal to preserve the intent of growing light industrial and manufacturing sectors while broadening the frame to include diversification and traded-sector growth.</i>			ED 2.2.1	Identify potentially synergistic industries, services, and individual businesses during outreach to existing businesses and State offices	
	ED 3.1		<i>Protect, intensify, and strategically utilize industrial lands to support long-term economic growth.</i>	<i>Consolidates the existing industrial-employer recognition, industrial-user outreach, and expansion language into a single employment land policy.</i>		ED 2.3		Collaborate with partners to understand and seek to respond to the needs of the City’s existing businesses	
		ED 3.1.1	<i>Conduct regular outreach to industrial and manufacturing businesses to identify retention needs, expansion opportunities, infrastructure barriers, and redevelopment constraints.</i>	<i>Combines ED 3.2.1, ED 3.2.2, and ED 3.2.3 into one action. Replaces multiple partner and outreach statements with one direct implementation activity focused on business intelligence and problem-solving.</i>			ED 2.3.1	As staffing allows, appoint a “Business Ombudsman” to serve as a first point of contact for businesses requesting assistance from the City	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

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		ED 3.1.2	<i>Evaluate industrial zoning, development standards, and site readiness to ensure that industrial and manufacturing uses remain feasible in appropriate locations.</i>	<i>Adds the missing implementation bridge between outreach and land-use action.</i>			ED 2.3.2	Provide site location and permitting assistance services for businesses seeking to expand	
	ED 3.2		<i>Leverage transportation and infrastructure assets to attract and support industrial and manufacturing investment.</i>	<i>Refines the incomplete ED 3.3 policy into a usable infrastructure-led economic development policy.</i>			ED 2.3.3	Form a committee comprised of City and public and private sector partners to anticipate and respond to businesses who are considering leaving the community - Reach out to firms that may leave and address contributing issues if feasible	
		ED 3.2.1	<i>Coordinate transportation, utilities, and capital investments to unlock industrial development capacity and improve access to employment lands.</i>	<i>Creates a clear action under the existing transportation/infrastructure concept.</i>			ED 2.3.4	Conduct a “business survivability” survey with the City’s partners to understand the most critical needs of the area’s businesses	
		ED 3.2.2	<i>Prioritize infrastructure projects that improve freight movement, business access, redevelopment feasibility, and private-sector investment readiness.</i>	<i>Adds prioritization criteria so infrastructure investments are not described generically. .</i>			ED 2.3.5	Include consideration of infrastructure needs by businesses, seeking to adapt the City’s investments to conform with evolving needs	
	ED 3.3		<i>Identify and support priority sectors that align with Tumwater’s assets, workforce, land base, and diversification goals.</i>	<i>Creates a unified target-sector framework..</i>			ED 2.3.6	Partner with the Tumwater School District, the New Market Skills Center, and South Puget Sound Community College to provide targeted workforce development and connect these organizations with businesses that are hiring	
		ED 3.3.1	<i>Define priority sectors using economic data, local assets, regional competitiveness, available sites, and alignment with City goals.</i>	<i>This action establishes how the City should decide which sectors deserve staff attention and resources.</i>		ED 2.4		Provide resources and programs to support Tumwater’s small businesses	
		ED 3.3.2	<i>Align business outreach, recruitment, marketing, workforce partnerships, and infrastructure planning with the City’s priority sectors.</i>	<i>Consolidates scattered recruitment, partner, and promotion concepts into one implementation action.</i>			ED 2.4.1	Ensure that the City’s development regulations are responsive to the needs of small businesses, addressing concerns raised through outreach to business owners	
	ED 3.4		<i>Position Tumwater to participate in and benefit from clean energy, green business, and sustainable industry growth.</i>	<i>Keeps clean energy and green business as a distinct policy because it is a meaningful market-positioning</i>			ED 2.4.2	Work with the City’s partners to support businesses Potential options include:	

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May 12, 2026

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				<i>opportunity but removes excessive program-level detail.</i>				<ul style="list-style-type: none"> • Publication of an online local business directory • Establish a shop-local campaign, discount program, or local currency • Trainings for business owners • A business mentoring program • Providing support and training to independent businesses, enabling them to identify strategic niches and thrive • A grant/loan program for façade improvement, landscaping, or working capital • Work with the Thurston County Economic Development Council to support entrepreneurial efforts in the community 	
		ED 3.4.1	<i>Support existing clean energy and green businesses and work with partners to recruit, retain, and grow similar firms.</i>	<i>Consolidates monitoring, outreach, partner recognition, promotion, and recruitment language from ED 3.4.1 through ED 3.4.3.</i>	ED 3			Grow the City’s light industrial and manufacturing sectors	
	ED 3.5		<i>Align workforce development and education systems with the needs of Tumwater’s target industries and employers.</i>	<i>Consolidates the workforce policy into a clear supporting function for industry growth.</i>		ED 3.1		Communicate the continued importance of Tumwater’s industrial employers and their economic impact in the community	
		ED 3.5.1	<i>Partner with schools, colleges, workforce organizations, and employers to develop training pathways connected to priority sectors and local hiring needs.</i>	<i>Combines ED 3.5.1 through ED 3.5.3 into one action. Keeps the partnership intent while removing repetitive</i>		ED 3.2		Understand and respond to the needs of industrial users	

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May 12, 2026

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				<i>references to education and workforce organizations.</i>					
		ED 3.5.2	<i>Facilitate employer connections with education and workforce partners to improve talent pipelines, career awareness, and job access for residents.</i>	<i>Adds a practical implementation focus. The original language names partners but does not clearly describe the City’s convening role or how residents and employers benefit.</i>			ED 3.2.1	Meet regularly with the Thurston County Economic Development Council to discuss economic development issues	
	ED 3.6		<i>Leverage Tumwater’s government employment base to grow complementary private sector industries and reduce long-term dependence on public administration.</i>	<i>Refines ED 3.6 into a sharper diversification strategy. The current wording says to support businesses that serve the government cluster; the revised version makes the strategic purpose explicit: use government presence as a platform for private-sector growth.</i>			ED 3.2.2	Conduct targeted outreach to understand and support the needs and redevelopment opportunities within the City’s land zoned for industrial use	
		ED 3.6.1	<i>Support the growth and recruitment of professional services, technology, contractors, and other firms that serve or complement government, education, and civic institutions.</i>	<i>Consolidates ED 3.6.1 and the broader government cluster concept into one action.</i>			ED 3.2.3	Prioritize the expansion of existing uses	
		ED 3.6.2	<i>Work with education and workforce partners to strengthen skill pipelines for government-adjacent sectors, including professional services, technology, administration, and contracting.</i>	<i>Retains ED 3.6.2 but broadens it beyond information technology.</i>		ED 3.3		Seek to utilize the transportation infrastructure in the City to support and grow its industrial and manufacturing sectors	
		ED 3.6.3	<i>Evaluate regulatory, permitting, taxation, and space needs that affect small-scale professional service, technology, and contractor firms.</i>	<i>Keeps the intent of ED 3.6.3 but clarifies the relevant business types and broadens.</i>			ED 3.3.1		
							ED 3.3.2		
						ED 3.4		Grow and promote Tumwater’s clean energy and green business sectors	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

Goals, Policies, and Actions Moved from Other Elements

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
ED 4			Target recruitment efforts to support existing businesses and supply-chain gaps.	The intent is not to recruit any available firm, but to target firms that strengthen Tumwater’s existing economic base, fill supply-chain gaps, and support growth of living-wage traded-sector activity.			ED 3.4.1	Monitor State efforts to understand and strengthen this portion of the economy	
	ED 4.1		Define and maintain clear recruitment criteria based on Tumwater’s existing businesses, target sectors, available sites, workforce, infrastructure, and community objectives.	Establishes selection discipline. This prevents recruitment from becoming generic marketing.			ED 3.4.2	Reach out to existing green businesses to understand and support their needs and to develop effective strategies to recruit similar businesses	
		ED 4.1.1	Maintain a target-business profile identifying preferred industry characteristics, wage levels, space needs, workforce needs, infrastructure needs, and compatibility with Tumwater’s land use pattern.	Translates the policy into a usable screening tool for staff and partners.			ED 3.4.3	Work with partners to recognize and promote Tumwater’s existing clean energy firms and green businesses	
		ED 4.1.2	Use business outreach, industry data, site inventories, and partner input to identify gaps in local supply chains and business services.	Makes employer feedback and data part of the recruitment process.			ED 3.4.4	Create a market for local clean energy and green products through City construction or purchasing and support demonstration projects in collaboration with the New Market Skills Center and local colleges	
		ED 4.1.3	Review and update recruitment criteria on a regular basis to reflect economic conditions, employer feedback, and available development opportunities.	Keeps the target list flexible while preserving the discipline of having a defined recruitment strategy.			ED 3.4.5	Incorporate economic development initiatives and the promotion of Tumwater as a green community through a City sustainability strategy	
		ED 4.1.4	Target recruitment by economizing scarce ecological inputs like land, water and carbon emissions to their highest use to maximize returns in terms of jobs, wages, and revenue generated.	Makes sure that recruitment efforts are targeted to economize scarce					
	ED 4.2		Prioritize recruitment of businesses that fill supply-chain, contractor, vendor, and service gaps for existing Tumwater employers.	Directly responds to the goal language. Recruitment should help existing employers become more competitive by improving access to nearby suppliers, services, contractors, and complementary firms.			ED 3.4.6	Work with partners to encourage recycling and energy conservation by Tumwater businesses	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
		ED 4.2.1	Interview major employers and targeted small businesses to identify frequently used suppliers, contractors, professional services, logistics providers, and production inputs that are not readily available locally.	Makes recruitment employer-driven and rooted in real business needs.			ED 3.4.7	Participate in regional clean energy organizations and events	
		ED 4.2.2	Work with regional economic development partners to identify firms that already serve Tumwater employers or comparable employers elsewhere and may be candidates for local expansion or relocation.	Connects recruitment to partner lead generation.		ED 3.5		Through partnerships, promote workforce development and education in order to ensure sufficient supply of workers and create opportunities for individuals	
		ED 4.2.3	Encourage co-location or nearby location of complementary businesses where it would reduce costs, improve business retention, or create opportunities for shared workforce and infrastructure investments.	Carries forward the cluster idea but makes it practical: co-location should solve an employer, workforce, or infrastructure problem.			ED 3.5.1	Explore partnerships with higher education institutions to assist with initiatives through workforce development, education, innovation, and investment	
	ED 4.3		Focus recruitment on firms that create living-wage jobs, strengthen the traded-sector economy, and diversify Tumwater’s employment base.	Adds a quality filter to recruitment. This protects the City from treating all jobs as equal and aligns attraction work with the broader goal of improving wages and reducing over-reliance on public administration.			ED 3.5.2	Work with the Tumwater School District to develop opportunities for developing workforce pathways in careers that support local industries	
		ED 4.3.1	Prioritize industrial, manufacturing, clean energy, technology, logistics, business-to-business service, and other traded-sector employers when they are compatible with available land and infrastructure.	Names the likely target categories while leaving room for data-driven refinement.			ED 3.5.3	Develop relationships with local workforce development organizations in order to help connect work force with industry needs	
		ED 4.3.2	Evaluate recruitment prospects based on wage quality, career pathways, local hiring potential, tax base contribution, supply-chain value, and compatibility with adopted plans and regulations.	Creates a transparent screen for comparing prospects and explaining recruitment priorities.		ED 3.6		Encourage businesses that support the City’s dominate government cluster	
		ED 4.3.3	Avoid devoting significant recruitment resources to prospects that would consume scarce employment land without producing meaningful employment, wage, supply-chain, or diversification benefits.	Scarce sites and staff time should not be spent on low-value prospects.			ED 3.6.1	Cultivate professional services and information technology businesses	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
	ED 4.4		Market specific Tumwater sites and districts to qualified recruitment targets.	Converts recruitment from abstract promotion into site-specific business development. Prospects should see where they could locate, why that location fits, and what public or partner support is available.			ED 3.6.2	Work with education partners to develop information technology programs from high school to higher education	
		ED 4.4.1	Maintain a current inventory of priority commercial, industrial, redevelopment, and infill sites suitable for target employers.	Creates a practical foundation for recruitment and site readiness.			ED 3.6.3	Examine ways to simplify regulations and taxation to encourage small-scale professional service uses	
		ED 4.4.2	Prepare recruitment materials that connect each opportunity area to allowed uses, infrastructure, transportation access, workforce assets, permitting considerations, and nearby complementary businesses.	Makes recruitment collateral more useful by connecting sites to business needs.	ED 4			Make strategic use of the brewery properties and surrounding Brewery District to strengthen the City’s economic base	
		ED 4.4.3	Coordinate with property owners, brokers, the Port, the Thurston EDC, and regional partners to respond quickly to qualified business leads.	Keeps the City in a coordinating role while using partner networks and private-market relationships.		ED 4.1		Explore strategies to renovate the Old Brewhouse through grants, donations, and public/private partnerships for rehabilitation consistent with the New Market Historic District Master Plan and the Park, Recreation, and Open Space Plan	
	ED 4.5		Align recruitment with workforce development, infrastructure planning, permitting readiness, and business retention efforts.	Keeps recruitment from becoming disconnected from City operations.		ED 4.2		Implement the Brewery District Plan with public and private investment to revitalize the Brewery Neighborhood and take advantage of this remaining historic core to the City and valuable neighborhood asset	
		ED 4.5.1	Connect recruitment prospects with workforce and education partners when talent availability is a key location factor.	Connects attraction work to workforce pipelines.			ED 4.2.1	Strategically invest in infrastructure, parks and open space, historic and cultural arts, recreation, and promotional opportunities to revitalize the Brewery Neighborhood consistent with the Brewery District Plan	
		ED 4.5.2	Use business recruitment and expansion leads to inform capital planning, utility planning, transportation priorities, and site-readiness efforts.	Turns recruitment intelligence into useful input for public investment decisions.			ED 4.2.2	Encourage development by reducing and adjust the timing of impact fees within the Brewery District	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
		ED 4.5.3	Provide a coordinated staff point of contact for qualified recruitment prospects to help identify sites, clarify permitting requirements, and resolve process questions early.	Links this goal back to the City’s broader development-climate and customer-service goals.			ED 4.2.3	Consider a grant program or Business and Occupations tax credit to pay for façade improvements and other smaller projects	
	ED 4.6		Track recruitment activity, outcomes, and lessons learned to refine the City’s target-business strategy over time.	Recruitment should be measurable, but the metrics should focus on quality and strategic fit, not only the number of contacts or leads.			ED 4.2.4	Use design and development standards to create high quality development and create a quality public domain (lighting, sidewalks, signs, etc.), and a cohesive look and feel	
		ED 4.6.1	Track qualified leads, target-sector inquiries, employer supply-chain needs, site matches, expansions, relocations, jobs, wages, capital investment, and reasons prospects choose or reject Tumwater.	Defines metrics that support learning and decision-making.			ED 4.2.5	Prioritize and implement safety and comfort enhancements for nonmotorized users and improve transit, bicycle, and pedestrian access into the Brewery District	
		ED 4.6.2	Provide periodic updates to decision-makers on recruitment activity, strategic gaps, and barriers that require policy, infrastructure, or partnership responses.	Creates a feedback loop between recruitment and policy or capital decisions.			ED 4.2.6	Explore strategies for minimizing the negative impacts of on-site surface parking and update the current parking and access management framework	
		ED 4.6.3	Use recruitment outcomes and employer feedback to refine target sectors, site-readiness priorities, and partner work plans.	Closes the strategy cycle so the City learns from wins, losses, and near-misses.			ED 4.2.7	Preserve, highlight, and celebrate the Brewery District’s historic heritage	
ED 5			Restore the Brewery Complex to its highest available use.	Creates a focused redevelopment goal for the abandoned Tumwater brewery area and clarify the City’s role in catalyzing feasible private and public investment, addressing brownfield barriers, preserving strategic employment land, and using the Planned Action EIS to reduce entitlement and mitigation uncertainty.		ED 4.3		Expand economic opportunity and activity in the Brewery District	
	ED 5.1		Establish a highest available use strategy for the Brewery Complex that balances redevelopment feasibility, historic and community value, environmental constraints, employment potential, and market demand.	The previous ED 4 language contained many useful ideas, but they were scattered across preservation, district identity, public realm, and mixed-use actions. This policy creates a clearer decision framework: the City should support the highest feasible use.			ED 4.3.1	Create opportunities for the development of “third place” activity, which are places people can gather outside of work and home, and retail hubs such as micro-breweries, coffee shops, and a senior center	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
		ED 5.1.1	Identify preferred redevelopment outcomes for the Brewery Complex, including appropriate employment, industrial, commercial, mixed-use, historic, civic, open space, and public-access components.	Keeps the strategy flexible while requiring the City to define what a successful reuse should accomplish.			ED 4.3.2	Attract mixed-use, high-density residential uses to increase foot-traffic customers in the Brewery District	
		ED 5.1.2	Evaluate redevelopment scenarios based on market feasibility, infrastructure needs, environmental conditions, historic preservation considerations, public benefit, fiscal impact, and consistency with adopted plans.	Avoiding aspirational concepts that are not feasible or implementable.			ED 4.3.3	Provide for a mix of home-business and retail uses in the Bates Neighborhood	
		ED 5.1.3	Coordinate with property owners, public agencies, community stakeholders, and private developers to align redevelopment concepts with realistic site conditions and investment requirements.	Recognizes that the City can catalyze redevelopment, but cannot solve ownership, financing, contamination, and market issues alone.			ED 4.3.4	Identify potential redevelopment scenarios for key opportunity sites with willing landowners	
	ED 5.2		Use the Planned Action EIS to reduce redevelopment uncertainty and create a more predictable path for investment in the Brewery Complex and surrounding area.	The Planned Action EIS should be treated as a core economic development tool because it can convert unknown mitigation, environmental review, and entitlement risks into known expectations that developers can underwrite.			ED 4.3.5	Coordinate with regional workforce, business, and economic development partners to track and implement location appropriate job and industry development opportunities	
		ED 5.2.1	Complete and implement the Planned Action EIS to evaluate redevelopment impacts, identify mitigation measures, and establish a predictable review framework for qualifying future projects.	Articulates the Planned Action EIS as the City’s primary risk-reduction tool for redevelopment.			ED 4.3.6	Implement a Main Street Program or similar effort to actively engage local businesses, landowners, and other stakeholders in the revitalization program	
		ED 5.2.2	Use the Planned Action EIS to clarify infrastructure, transportation, shoreline, floodplain, environmental, historic, and public-realm requirements that affect redevelopment feasibility.	Names the actual barriers that keep this area from being easily redeveloped.		ED 4.4		Create a stronger sense of place in the Brewery District by facilitating pedestrian access, establishing gathering places for residents, and fostering a distinct District identity	
		ED 5.2.3	Translate Planned Action EIS findings into plain-language developer materials that explain likely requirements, mitigation triggers, sequencing issues, and available public tools.	This action turns technical work into marketing collateral.			ED 4.4.1	Evaluate opportunities for a pedestrian-oriented “Main Street”	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
	ED 5.3		Continue to use the City’s brownfield program, including existing EPA and Washington State Department of Ecology grant resources, to assess, plan for, and help address contamination barriers within the Brewery Complex.	Explicitly acknowledges the existence of the City’s brownfield program.					
		ED 5.3.1	Leverage Environmental Protection Agency and Washington State Department of Ecology grant resources to support eligible assessment, planning, cleanup planning and community outreach.	Grounds the policy in actual funding tools already available to the City.					
		ED 5.3.2	Coordinate environmental assessment and cleanup planning with redevelopment scenarios so that technical work answers the questions most relevant to future investment.	Avoids the common mistake of doing environmental work in isolation from reuse.					
		ED 5.3.3	Communicate brownfield findings, cleanup pathways through the development of a cleanup roadmap.	Promotes transparency with the public and gives public hope of change. Also important for communicating to grant funders.					
	ED 5.4		Recognize and strategically protect the Warehouse property as Tumwater’s last available industrial land with rail access.	Because it is the last available rail-served industrial land, its reuse should be evaluated through an employment and freight access lens before being converted to less strategic uses.					
		ED 5.4.1	Prioritize reuse concepts for the Warehouse property that preserve or enhance rail-served industrial, clean technology, or other employment-generating uses where feasible.	Protects the site’s unique economic function.					
		ED 5.4.2	Evaluate proposed non-industrial reuse of the Warehouse property against the long-term loss of rail-served employment land and the availability of alternative sites for the proposed use.	Creates a defensible policy screen for future land-use debates.					
		ED 5.4.3	Coordinate with rail, freight, property, Port, utility, and economic development partners to understand infrastructure needs and market opportunities for rail-compatible users.	Helps facilitate feasible industrial redevelopment.					

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
	ED 5.5		Use public investment, infrastructure planning, incentives, partnerships, and regulatory tools to improve site readiness and catalyze private investment in the Brewery Complex.	Retains the useful implementation spirit of the old Brewery District policies but focuses it on catalytic redevelopment. The City’s role is to reduce barriers, sequence public actions, and make private investment more feasible.					
		ED 5.5.1	Identify priority public investments needed to unlock redevelopment, including utilities, transportation access, multimodal connections, public spaces, environmental work, and district-serving infrastructure.	Connects capital planning to redevelopment outcomes rather than treating improvements as isolated amenities.					
		ED 5.5.2	Evaluate targeted incentives, fee timing strategies, grants, tax tools, or public-private partnerships where they would materially improve redevelopment feasibility and produce public benefit.	Keeps incentives disciplined; they should solve a feasibility gap, not become automatic giveaways.					
	ED 5.6		Create a coordinated implementation and communications strategy for the Brewery Complex that supports property-owner coordination, developer outreach, grant management, and public understanding.	This policy creates the management backbone needed for a complex, multi-year redevelopment effort.					
		ED 5.6.1	Maintain a current redevelopment action plan identifying lead responsibilities, partner roles, funding opportunities, near-term decisions, and key milestones.	Creates accountability and prevents the Brewery Complex from remaining an aspirational project without implementation discipline.					
		ED 5.6.2	Prepare developer-facing materials that summarize the site opportunity, known constraints, Planned Action EIS status, brownfield program resources, infrastructure needs, and desired redevelopment outcomes.	Packages the City’s work into a format that can actually be used by investors and development partners.					
		ED 5.6.3	Provide periodic updates to decision-makers and the public on redevelopment progress, grant-supported brownfield work, Planned Action EIS milestones, barriers, and next steps.	Maintains trust and gives elected officials a clear way to understand progress, tradeoffs, and needed actions.					

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

Goals, Policies, and Actions Moved to Other Elements

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
ED 6			Leverage Olympia Regional Airport to advance Tumwater’s economic development priorities, strengthen City-Port collaboration, support living-wage jobs, improve logistics capacity, and develop a local aerospace and advanced aviation industry cluster.	Establishes the airport as a major economic development platform rather than a narrow aviation asset. This goal consolidates existing Port/airport policies and clarifies that the City’s role is to align land use, infrastructure, permitting, workforce, and recruitment around airport-compatible employment opportunities.			4.4.2	Introduce public uses that bring people to the Brewery District, which may include mini-parks, green spaces, Farmers’ Market, or a public facility in the District	
	ED 6.1		Strengthen collaboration with the Port of Olympia to align airport-area planning, infrastructure, land use, and business recruitment with Tumwater’s economic development priorities.	Consolidates existing Port collaboration language into a clear intergovernmental economic development policy.			4.4.3	Evaluate the possibility of creating gateways at key entry points to the Brewery District and/or the City, where appropriate and feasible	
		ED 6.1.1	Establish regular City-Port coordination on airport-area economic development, including land readiness, infrastructure needs, transportation access, utilities, permitting issues, and business recruitment opportunities.	Creates a practical mechanism for implementation. The prior language supports partnership, but this action makes coordination routine and focused on the actual conditions that affect development feasibility.			4.4.4	Facilitate opportunities for pedestrian-oriented mixed-use and commercial development	
		ED 6.1.2	Coordinate City economic development priorities with Port airport-area planning, real estate planning, airport master planning, transportation planning, and capital facility planning.	Adds explicit planning alignment.			4.4.5	Consider providing public art at key locations	
	ED 6.2		Support development of airport-compatible employment lands and public infrastructure that enable aviation, aerospace, logistics, advanced manufacturing, and related business investment.	Broadens the older airport-support language into an employment land and infrastructure strategy.			4.4.6	Consider use of distinct “branding” through signage and other means to increase sense of place	
		ED 6.2.1	Work with the Port and regional partners to identify and prioritize public infrastructure investments needed to unlock airport-adjacent employment lands, including streets, utilities, power capacity, broadband, stormwater, multimodal access, and connections to airport-supportive facilities.	Updates the existing street-improvement action into a broader infrastructure-readiness action. This is important because airport-area recruitment depends on prepared land, predictable access, adequate utilities, and the ability to serve more intensive employment uses.			4.4.7	Ensure that public access to the Deschutes River is provided when a site adjacent to the river is redeveloped, consistent with the requirements of the City’s Shoreline Master Program	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
		ED 6.2.2	Coordinate with the Port, utilities, energy providers, emergency service providers, and regulatory agencies to evaluate infrastructure needs for electric aircraft, advanced air mobility, eVTOL-related operations, charging systems, and other emerging airport technologies.	Explores new potential eVTOL markets.	ED 5			Develop the City’s craft food and beverage sector	
	ED 6.3		Grow a local aerospace and advanced aviation industry cluster connected to Olympia Regional Airport, the Port of Olympia, regional workforce assets, and Washington’s broader aerospace economy.	Intended to leverage the strategic asset of the airport.		ED 5.1		Develop a Center of Excellence around the City’s craft food and beverage sector in partnership with local educational opportunities	
		ED 6.3.1	Recruit and support aviation- and aerospace-related businesses, including aircraft maintenance, avionics, component manufacturing, unmanned systems, composites, robotics, aircraft electrification, eVTOL-related suppliers, and specialized service firms.	Updates the target list to include both traditional airport-dependent businesses and emerging advanced aviation opportunities. .		ED 5.2		Grow the City’s craft food and beverage sector to include growers, producers, manufacturers, and markets	
		ED 6.3.2	Partner with the Port, education providers, workforce organizations, and industry partners to develop aerospace, aviation maintenance, avionics, robotics, composites, electric aircraft, and advanced manufacturing training pathways.	Preserves the older education/workforce concept and ties it directly to the airport strategy.	ED 6			Work to create distinctive brands and signage for areas of the City that are centers of the City’s craft food and beverage sector	
		ED 6.3.3	Promote Tumwater’s position within the Washington aerospace economy while focusing recruitment on firms that fit the scale, land capacity, infrastructure, and workforce realities of the Olympia Airport area.	Adds recruitment targeting parameters.		ED 6.1		In partnership with the Port, facilitate commerce and productivity, as well the efficient movement of goods and provision of services	
	ED 6.4		Use Olympia Regional Airport as a logistics, emergency response, business access, and regional connectivity asset while ensuring economic development remains compatible with airport safety, environmental, transportation, and community priorities.	Consolidates older passenger, tourism, and goods-movement concepts into a balanced airport economic development policy. This keeps business access and logistics in view without overemphasizing scheduled passenger service as the primary strategy.		ED 6.2		Collaborate with the Port in in a shared development strategy that includes the preparation and implementation of the Real Estate Master Development Plan for the area	
		ED 6.4.1	Evaluate realistic airport-related business access and logistics opportunities, including general aviation, charter activity, small cargo,	Replaces narrow passenger-service language with a broader and more realistic set of aviation-supported economic uses.			ED 6.2.1	Work with the Port to support development in the New Market Industrial area that will lead to street improvements to City standards	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
			emergency services, training, aircraft maintenance, and business travel.						
		ED 6.4.2	Ensure airport-area economic development is coordinated with safety, airspace, noise, environmental, emergency response, transportation, and community compatibility considerations.	This action makes clear that economic opportunities should be pursued with community compatibility and risk management in mind.		ED 6.3		Embrace the Olympia Regional Airport as a valuable economic asset	
		ED 6.4.3	Develop airport-area marketing and recruitment materials that describe target industries, available employment lands, infrastructure needs, public infrastructure priorities, and the City’s desired role in supporting development.	Converts the goal into a usable implementation tool. Clear materials will help the City and partners communicate what Tumwater wants, where it wants it, and which firms fit the airport-area strategy.			ED 6.3.1	Support the continued use of the airport and lands adjacent to the airport for aviation and aviation-related uses	
ED 7			Conduct business outreach to better connect local economic actors and City Hall.	Creates a standalone goal for business outreach, economic communication, and City Hall feedback loops.			ED 6.3.2	Collaborate with partners to support and recruit airport related businesses <ul style="list-style-type: none"> Recruit directly airport dependent businesses such as flight schools, aircraft design or repair firms, and aircraft part dealers and service firms Recruit businesses that use the airport for the movement of people or freight 	
	ED 7.1		Maintain a coordinated business outreach program that connects local businesses, property owners, developers, employers, entrepreneurs, economic development partners, chambers, and City staff.	Establishes the operating platform for outreach.			ED 6.3.3	Encourage the implementation of regularly scheduled passenger air traffic	
		ED 7.1.1	Prepare and maintain an annual business outreach work plan that identifies priority audiences, outreach methods, partner roles, and follow-up responsibilities.	Turns general outreach intent into a work plan that can be implemented and evaluated.			ED 6.3.4	Encourage use of the airport for tourism travel to and from the region, linking the airport to local restaurants and hotels	
		ED 7.1.2	Conduct business outreach through a mix of business visits, district walks, listening sessions, surveys, sector-specific convenings, partner referrals, and direct communication with firms seeking City assistance.	This keeps the City from relying too heavily on any single channel and helps reach businesses that may not participate in chambers, formal associations, or traditional public meetings.			ED 6.3.5	Pursue advanced manufacturing, avionics, robotics, and composites programs with the Port of Olympia and education partners	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
		ED 7.1.3	Coordinate outreach with economic development partners, chambers, business associations, the Port, workforce partners, education providers, and other organizations that regularly interact with local employers.	Defines the partner ecosystem.	ED 7			Solidify and advance the future of the Tumwater Town Center	
		ED 7.1.4	Maintain a clear City Hall point of contact and referral process for businesses seeking help with permitting, site selection, expansion, relocation risk, workforce connections, public infrastructure issues, or other business needs.	Carries forward the single-point-of-contact and business assistance ideas and places them in a broader outreach system.		ED 7.1		Evaluate the feasibility of the established Tumwater Town Center vision for mixed-use development	
	ED 7.2		Use business outreach to inform staff, Council, and partners about local economic conditions, business needs, investment barriers, and emerging opportunities.	Frames outreach as a source of economic intelligence to guide city action.			ED 7.1.1	Revisit the Tumwater Town Center Plan	
		ED 7.2.1	Track themes from business outreach, including workforce needs, permitting issues, infrastructure constraints, real estate/site needs, safety concerns, code enforcement concerns, financing gaps, expansion opportunities, relocation risks, and regulatory barriers.	Creates a common set of themes to track over time. This makes outreach more useful than anecdotal conversation.			ED 7.1.2	Compare the residential density required to support the mixed-use vision for the Tumwater Town Center with the buildable capacity of available land	
		ED 7.2.2	Develop a process to identify businesses at risk of leaving and businesses ready to expand, and connect them with appropriate City, partner, workforce, permitting, or infrastructure assistance.	Combines retention risk and expansion assistance into a practical early-warning system.		ED 7.2		In partnership with the Port, encourage development by establishing a non-binding master site plan for Port owned properties within the Tumwater Town Center	
		ED 7.2.3	Provide periodic economic conditions briefings to staff and Council using outreach findings, local data, development activity, and partner input.	This helps elected officials and departments understand what is happening in the local economy before issues become emergencies.			ED 7.2.1	Determine allowable uses, roads, transit service, and public amenities in concordance with the results of the Tumwater Town Center Feasibility Study <ul style="list-style-type: none"> • If the vision is not supported, encourage the further development of commercial and civic uses • If the vision is determined to be feasible, explore opportunities to spur residential and commercial development by: <ul style="list-style-type: none"> ○ Investing in amenities and placemaking 	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
								<ul style="list-style-type: none"> ○ Reducing parking requirements for residential development ○ Evaluating opportunities to employ the Multifamily Tax Abatement or other incentives for residential development ● Implement the street plan to reduce the size of existing blocks 	
		ED 7.2.4	Use outreach findings to inform code updates, permitting improvements, infrastructure priorities, capital planning, business retention work, and economic development communications.	Makes the feedback loop actionable.					
	ED 7.3		Develop and maintain economic development communication materials, data dashboards, and business resources that make local economic conditions and City processes easier to understand.	Combines marketing, data communication, and plain-language resource development.					
		ED 7.3.1	Maintain an economic development dashboard or periodic data brief with key indicators such as employment, wages, industry mix, business activity, development activity, permit activity, major projects, consumer demand, and site opportunities.	Creates a practical data product for Council, staff, businesses, and partners.					
		ED 7.3.2	Maintain plain-language business resource materials that explain City contacts, development processes, permitting steps, available assistance, partner resources, incentives, district opportunities, and common business questions.	Provides simple navigation tools. This also reduces staff time by answering common questions consistently.					
		ED 7.3.3	Prepare district, corridor, and site-specific materials that summarize available property, allowable uses, infrastructure conditions, market context, and City priorities.	Links outreach materials to place-based economic development. This helps businesses and partners understand where opportunities exist and what types of investment fit each area.					
		ED 7.3.4	Keep economic development information current on the City website and distribute updates through City channels, partners, chambers, business associations, and other trusted networks.	Combines the website/social media/partner marketing pieces into one implementation action. The emphasis is current, accessible information rather					

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
				than scattered posts or one-time collateral.					
	ED 7.4		Strengthen two-way communication between City Hall and the business community so local economic actors are more visible in City decision-making and better informed about City priorities.	Explicitly adds enfranchisement function for businesses.					
		ED 7.4.1	Develop a business communication strategy with tailored messages and channels for small businesses, major employers, property owners, developers, entrepreneurs, industrial users, office employers, and district-based businesses.	Articulates that outreach strategy should be targeted to many types of businesses.					
		ED 7.4.2	Create regular channels for business-facing updates, such as an economic development newsletter, partner-distributed updates, or targeted alerts.	Develops clear City owned communication channels for economic development.					
		ED 7.4.3	Invite local business perspectives into City Hall through Council briefings, staff learning sessions, business introductions, site visits, and targeted input when policies or projects affect local economic conditions.	Creates a stronger bridge between businesses and City decision-makers to facilitate learning and trust.					
		ED 7.4.4	Use outreach to include underrepresented, home-based, emerging, non-English-speaking, and small-scale businesses that may not be connected to formal business organizations.	This action keeps the outreach goal inclusive and prevents the City from hearing only from the most organized actors.					
	ED 7.5		Clarify partner roles, confidentiality practices, and accountability measures for business outreach and economic development communication.	Adds governance to the outreach system.					
		ED 7.5.1	Use contracts, scopes of work, memoranda of understanding, or annual partner work plans to define outreach roles, referral protocols, reporting expectations, and coordination practices.	This helps ensure partner outreach produces actionable information for the City rather than informal anecdotes.					

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
		ED 7.5.3	Evaluate the outreach program annually using measures such as businesses contacted and sector representation.	Adds accountability.					

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

Goals, Policies, and Actions Deleted and Not Replaced

New Goal	New Policy	New Action	Initial Staff Proposed Language	Staff Notes	Old Goal	Old Policy	Old Action	Current Goal, Policy, or Action	Planning Commission Notes
ED 8			<i>Strengthen Tumwater’s community and district vibrancy and advance the community as a regional destination through placemaking.</i>	<i>Creates a consolidated placemaking goal that brings together old ED 8 community-oriented development and business district policies with old ED 9 image, tourism, wayfinding, and destination policies.</i>			ED 7.2.2	Work with the Port to the Port to complete the street grid and utilities to facilitate development in the Town Center	
	ED 8.1		<i>Build a clear placemaking identity for Tumwater that connects the City’s districts, natural assets, heritage, sports, culture, and quality of life.</i>	<i>Establishes the overarching identity strategy. The prior plan split image-building, district identity, events, arts, tourism, and community development across multiple goals. This policy consolidates them into one place-based brand and identity framework that can guide communications, investments, and partnerships.</i>			ED 7.2.3	Work with the Port to explore removing the restrictions on residential development in areas not under the flight path like the Town Center.	
		ED 8.1.1	<i>Develop a placemaking and destination identity framework that identifies Tumwater’s core place assets, including healthy business districts, sports facilities and events, the Deschutes River and natural setting, historic resources, arts and culture, schools and neighborhoods, and other visitor or community anchors.</i>	<i>Consolidates old ED 9.1.2 key messages with old ED 8 district identity language.</i>		ED 7.3		Consider additional investments and incentives if necessary to encourage development in the medium to long-term, such as transit centers in ideal locations	
		ED 8.1.2	<i>Use consistent placemaking messages in City communications, economic development materials, tourism partnerships, wayfinding, district promotion, and business outreach.</i>	<i>Defines the implementation strategy.</i>		ED 7.4		Treat Tumwater’s office market as an economic development asset and a foundation to build upon in advancing the Tumwater Town Center	
		ED 8.1.3	<i>Support festivals, events, cultural activities, and district activation efforts that reinforce Tumwater’s identity and bring residents, workers, and visitors into local business districts.</i>	<i>Preserves the event and activation intent of old ED 9.</i>			ED 7.4.1	Retain existing office-based employers and recruit complementary uses, including suppliers, contractors, and other retail and service businesses that frequently interact with State agencies <ul style="list-style-type: none"> • Conduct regular outreach to State agencies to understand and respond to their needs • Understand the types of businesses that State agencies 	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

							frequently interact with and recruit firms to locate nearby	
	ED 8.2		<i>Strengthen Tumwater’s business districts as complete, active, and identifiable places that support local business growth and community life.</i>	<i>Consolidates district naming, demarcation, design assistance, managed district concepts, neighborhood-serving retail, and community-oriented development.</i>			ED 7.4.2	Concentrate the location of State offices by advising the State Capitol Committee against future expansions of the Preferred Leasing and Development Areas
		ED 8.2.1	<i>Name, map, demarcate, and promote Tumwater’s business districts and community-serving centers using clear district profiles, opportunity summaries, and consistent public-facing materials.</i>	<i>Consolidates district naming and marketing concepts from old ED 8.2 and old ED 1 marketing collateral.</i>			ED 7.4.3	Build commercial service nodes around office locations <ul style="list-style-type: none"> • Ensure zoning and traffic infrastructure allows the creation of commercial nodes near office complexes • Establish walking linkages between office complexes and Capitol Boulevard
		ED 8.2.2	<i>Support community-oriented development models, including neighborhood-serving retail, grocery-anchored centers where feasible, small-scale mixed-use areas, and local-serving commercial nodes.</i>	<i>Retains the old community-oriented development concepts but simplifies language.</i>	ED 8			Encourage economic development that strengthens the Tumwater community
		ED 8.2.3	<i>Provide facilitation, technical assistance, or partner referrals for business owners and property owners interested in district management, design assistance, coordinated marketing, Business Improvement Areas, Main Street-style efforts, or similar tools.</i>	<i>Consolidates old design assistance and BIA language while keeping the City’s role around convening, facilitating, supporting, and referring.</i>		ED 8.1		Support multiple models of community-oriented development
		ED 8.2.4	<i>Evaluate development standards, parking, access, streetscape, and design requirements in priority districts to ensure they support walkable, attractive, and economically viable community-serving development.</i>	<i>Updates language into a district competitiveness action.</i>			ED 8.1.1	Clearly define differently scaled models of community-oriented development, describing desirable development and community benefits for each
	ED 8.3		<i>Use placemaking, public realm improvements, and active public spaces to improve livability and strengthen private investment potential.</i>	<i>Creates a clearer investment policy for the physical conditions that make districts desirable.</i>			ED 8.1.2	Revise the development standards for the City’s Neighborhood Commercial zone to encourage small-scale retail uses that can serve the needs of local neighborhoods in a way that supports the surrounding areas.

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

		ED 8.3.1	<i>Prioritize public realm investments that improve the comfort, safety, visibility, and economic function of priority districts, including sidewalks, crossings, lighting, trees, landscaping, signage, gateways, seating, and small-scale public spaces.</i>	<i>Consolidates multiple old Capitol Boulevard, district, gateway, and small neighborhood improvement actions into one public realm investment policy.</i>			ED 8.1.3	Encourage the location of grocery-anchored centers in appropriate locations through zoning and potential infrastructure investment <ul style="list-style-type: none"> • Identify appropriate and feasible locations for such development and evaluate existing zoning to ensure desired development is possible • Spur development if necessary by: <ul style="list-style-type: none"> ○ Investing in street or parking infrastructure ○ Considering zoning changes or other means to increase nearby residential population ○ Increasing market draw by attracting anchor tenants or locating active civic uses in the area
		ED 8.3.2	<i>Use public art, cultural markers, interpretive signage, historic references, and high-quality design elements to strengthen district identity and create memorable public spaces.</i>	<i>Preserves old public art and heritage language while tying it to district identity.</i>			ED 8.1.4	Look for opportunities to support the development of on-line retail that support job growth in the City
		ED 8.3.3	<i>Improve pedestrian, bicycle, transit, and trail connections between districts, parks, civic anchors, the Historic District, the Brewery Complex, the Deschutes River, and visitor-serving destinations.</i>	<i>Consolidates connectivity ideas from old ED 4, ED 8, and ED 9 into the placemaking goal.</i>		ED 8.2		Strengthen the identity and management of the City’s business districts
		ED 8.3.4	<i>Coordinate placemaking investments with the City’s capital facilities, transportation, parks, utilities, and grant-seeking processes, so public improvements are consistent considerations.</i>	<i>Adds implementation discipline. The old plan had many project ideas but did not clearly connect them to capital planning and redevelopment timing.</i>			ED 8.2.1	Name, demarcate, and promote the City’s business districts to develop them as distinct, attractive, and vibrant commercial centers

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

	ED 8.4		<i>Advance Tumwater’s visitor appeal by improving wayfinding, tourism assets, event activity, and connections among key destinations.</i>	<i>Separates visitor appeal from general marketing and grounds it in destination assets.</i>			ED 8.2.2	Explore opportunities and partnerships to offer design assistance to property owners or business owners seeking to comply with design guidelines or business district visions	
		ED 8.4.1	<i>Continue phased implementation of Tumwater’s wayfinding system and update signage priorities as districts, trails, cultural assets, and redevelopment areas evolve.</i>	<i>Retains old ED 9.3.2 and connects wayfinding to changing district and redevelopment priorities.</i>			ED 8.2.3	Provide facilitation or technical assistance to business owners interested in establishing a Business Improvement Area or other models	
		ED 8.4.2	<i>Collaborate with regional tourism partners to promote Tumwater’s sports, recreation, nature, heritage, arts, food and beverage, and district-based visitor opportunities.</i>	<i>Consolidates tourism collaboration language.</i>		ED 8.3		Support the transformation of Capitol Boulevard by pursuing opportunities to implement the Capitol Boulevard Corridor Plan	
		ED 8.4.3	<i>Support visitor-serving businesses and attractions, including restaurants, cultural and entertainment uses, recreation-related businesses, lodging connections, and event-supportive services in appropriate districts.</i>	<i>Preserves the intent of old ED 9.3.3 and makes the economic development connection clearer.</i>			ED 8.3.1	Guide future development through the Capitol Boulevard Corridor Plan	
		ED 8.4.4	<i>Use the Historic District, Old Brewhouse, Brewery Complex, Deschutes River Valley, sports facilities, City golf course, and other signature assets as anchors for regional destination-building.</i>	<i>Consolidates old references to the Historic District, Old Brewhouse, natural beauty, recreation, sporting events, and golf course into one destination-anchor action.</i>			ED 8.3.2	Consider reducing or delaying collection of impact fees within the Capitol Boulevard Corridor in order to encourage desirable development	
	ED 8.5		<i>Implement targeted corridor and subarea plans as district-building strategies that improve livability while supporting private investment.</i>	<i>Keeps corridor and subarea implementation in the economic development element, but ties it to placemaking outcomes rather than listing each area as a stand-alone economic development strategy.</i>			ED 8.3.3	Monitor real estate market conditions in the Capitol Boulevard Corridor and adjust regulatory and incentive measures to respond to market changes.	
		ED 8.5.1	<i>Implement the Capitol Boulevard Corridor Plan as a placemaking and redevelopment strategy, with emphasis on walkability, visual quality, business district health, redevelopment readiness, and coordinated public improvements.</i>	<i>Consolidates old ED 8.3 actions into one implementation action.</i>			ED 8.3.4	Partner with WSDOT on recruiting redevelopment of the WSDOT site	
		ED 8.5.2	<i>Implement the Littlerock Road Subarea Plan by using public investments, street planning, development opportunity materials, and partner coordination to support private development.</i>	<i>Preserves the old Littlerock Road Subarea implementation language while simplifying it and aligning it with district-building outcomes.</i>			ED 8.3.5	Work with the School District to plan an appropriate use for the property facing Capitol Boulevard in front of Peter G. Schmidt Elementary School	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

		ED 8.5.3	<i>Evaluate the need for additional subarea or corridor plans, including the 93rd Avenue/I-5 area, where coordinated land use, transportation, infrastructure, and placemaking strategy could unlock community and economic benefits.</i>	<i>Retains old ED 8.5 while making it conditional.</i>			ED 8.3.6	Invest in mid-block pedestrian crossings in the Capitol Boulevard/Trosper Road area and undergrounding of power lines between M and X Streets along the Capitol Boulevard corridor	
		ED 8.5.4	<i>Prepare development opportunity materials for priority districts and corridors that describe desired uses, public investments, infrastructure context, market position, and the City’s interest in high-quality development.</i>	<i>Frames development opportunities in terms of placemaking within districts.</i>			ED 8.3.7	Enhance the visual appeal of the Capitol Boulevard Corridor by adding trees and undergrounding power lines with landscaping assistance from the City’s Tree Fund	
	ED 8.6		<i>Encourage housing, mixed-use activity, and multimodal connections that support vibrant districts and allow more people to live near jobs, services, and amenities.</i>	<i>Retains portion of old ED 9.2 but associates it with placemaking and district vibrancy.</i>			ED 8.3.8	Evaluate the feasibility and benefits of supporting the development of a managed business district for portions of Capitol Boulevard	
		ED 8.6.1	<i>Encourage mixed-use, multifamily, and neighborhood-compatible housing near priority districts, job centers, transit corridors, and community amenities where consistent with the Comprehensive Plan and Housing Element.</i>	<i>Keeps the economic development relevance of housing.</i>			ED 8.3.9	Establish a Small Neighborhood Improvements Program to construct small scale, low cost improvements to enhance the City’s neighborhoods surrounding the Capitol Boulevard Corridor	
		ED 8.6.2	<i>Support affordable and workforce housing opportunities that allow people who work in Tumwater to live near employment, services, and amenities.</i>	<i>Preserves old ED 9.2.2 and makes it more directly tied to workforce and district vitality.</i>			ED 8.3.10	Continue to engage the residential and business communities in ongoing cooperative efforts	
		ED 8.6.3	<i>Promote multimodal access between housing, employment areas, schools, parks, business districts, and visitor destinations to support daily livability and reduce dependence on single-purpose auto trips.</i>	<i>Clarifies the mobility connection.</i>		ED 8.4		Implement the Littlerock Road Subarea Plan to encourage private development in the area	
ED 9			Develop an affordability strategy that secures equitable access to the City of Tumwater's future growth for all people by expanding the supply of housing, childcare, education, and energy options.	Identifies that economic opportunities are constrained by supply of housing, healthcare, childcare, education and energy.			ED 8.4.1	Utilize public investments in the Littlerock Road Subarea to spur private investment, prioritizing the development of a street plan and the design of the planned Tyee Drive extension	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

	ED 9.1		Establish a supply-side affordability framework to guide growth, public investment, and partner coordination.	New policy. Creates the organizing framework for the goal.			ED 8.4.2	Promote development opportunities within the Littlerock Road Subarea by creating materials that describe available property, potential uses, and the City’s interest in seeing the development of this area	
		ED 9.1.1	Prepare and periodically update a Tumwater Supply-Side Affordability Strategy that identifies local capacity gaps in housing, childcare, healthcare access points, education and training pathways, and energy-cost reduction opportunities.	New action. Establishes the implementation process. The strategy should ask where supply is constrained, what type of capacity is missing, and which City tools can help unlock additional capacity.		ED 8.5		Consider a 93rd Avenue/I-5 Interchange Subarea Plan to help guide growth, transportation, and land use	
		ED 9.1.2	Develop an affordability supply dashboard or recurring briefing that tracks indicators such as housing production, affordable and workforce housing inventory, childcare slots, healthcare access locations, education and training capacity, energy-efficiency participation, and utility/energy cost pressures.	New action. Shifts measurement from general cost-of-living concern to supply-side indicators the City and partners can influence over time.			ED 8.5.1	Promote development opportunities within the Subarea by creating materials that describe available property, potential uses, and the City’s interest in seeing the development of this area	
	ED 9.2		Increase the supply and variety of housing options available to workers, families, seniors, young adults, and cost-burdened households.	Refines old ED 9.2.2. The previous language supported affordable housing, but this policy makes housing production and housing choice central to economic development, workforce retention, and equitable access to growth.	ED 9	ED 8.6		Support the development of the Warehouse and Craft Districts and broader craft food and beverage growth opportunities as outlined under Goal #5	
		ED 9.2.1	Use zoning, development standards, infrastructure planning, permitting improvements, and incentives to enable a wider range of housing types, including affordable housing, workforce housing, mixed-income housing, middle housing, accessory dwelling units, senior housing, and housing near jobs, services, and transit.	Expanded action. Focuses on increasing feasible housing supply rather than only stating support for affordability.				Strengthen Tumwater’s image and advance the community as a regional destination	
		ED 9.2.2	Identify locations where public infrastructure, subarea planning, or regulatory changes can unlock additional housing capacity in areas with access to employment, schools, services, parks, and transit.	New action. Prioritizes supply in locations where households can thrive.		ED 9.1		Strengthen community identity and promote a positive image	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

		ED 9.2.3	Evaluate tools such as multifamily tax exemptions, fee deferrals or reductions, surplus/public land partnerships, public-private partnerships, grant funding, and affordable housing funding mechanisms where appropriate and legally available.	New action. Provides a menu of feasibility tools.			ED 9.1.1	Utilize existing and new festivals and events to foster community and enhance Tumwater’s image in the region	
		ED 9.2.4	Support preservation of existing affordable and naturally occurring affordable housing while encouraging new affordable and mixed-income housing production.	New action. Can protect access faster and at lower cost than replacement after displacement occurs.			ED 9.1.2	Develop key messages and an outreach strategy to promote the City’s assets to the regional market <ul style="list-style-type: none"> • Create a list of key messages and build the community’s reputation over time, drawing on existing strengths such as sporting events and the City golf course, the natural beauty and recreational uses found in the Deschutes River Valley, arts and heritage, and Tumwater’s high quality of life founded on good schools and strong neighborhoods 	
	ED 9.3		Expand the supply of childcare and early learning capacity as essential economic infrastructure for families, employers, and workforce participation.	New policy. Childcare is treated as a supply constraint in the local economy.			ED 9.1.3	Establish a strategy to concentrate City- and State-funded public art in destination-worthy community spaces	
		ED 9.3.1	Review zoning, permitting, tenant improvement, parking, and development standards to reduce unnecessary barriers to childcare and early learning facilities while maintaining health, safety, and neighborhood compatibility.	New action. Gives the City a practical supply-side role by improving site feasibility and reducing avoidable process barriers for providers.		ED 9.2		Promote Tumwater as an attractive residential location for office workers	
		ED 9.3.2	Explore opportunities to co-locate or reserve space for childcare in public facilities, schools or other public assets.	New action. Co-location and reserved-space strategies can create capacity in the places families already travel for work, school, and services.			ED 9.2.1	Encourage the provision of market rate housing, place-making, and multimodal transportation connections in and in proximity to the Brewery District, Capitol Boulevard Corridor, and Tumwater Town Center	
		ED 9.3.3	Work with employers, schools, childcare providers, community organizations, and economic development partners to identify capacity gaps and support recruitment, expansion, or retention of providers.	New action. Keeps the City in a convening and problem-solving role while relying on providers and partners to operate services.			ED 9.2.2	Encourage the provision of affordable housing in the City to support those who work in the City	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

	ED 9.4	Increase access to education, training, and career pathways that expand residents' ability to obtain living-wage employment.	Refines old ED 3.5 and old ED 9.4. This policy treats education and workforce access as affordability infrastructure: households are more resilient when residents can gain skills tied to living-wage jobs.			ED 9.2.3	Promote Tumwater’s image among office workers whenever possible, considering them an important audience <ul style="list-style-type: none"> Develop an outreach strategy and specific means to promote Tumwater businesses and events to State employees 	
	ED 9.4.1	Coordinate with the Tumwater School District, New Market Skills Center, South Puget Sound Community College, workforce development organizations, employers, and community partners to expand training capacity tied to living-wage jobs and target industries.	Expanded action. Converts broad workforce partnership language into a supply-side objective: increasing the number, relevance, and accessibility of training pathways.		ED 9.3		Promote the region’s attractions and strengthen Tumwater’s tourism infrastructure	
	ED 9.4.2	Support the siting, expansion, or co-location of education, training, apprenticeship, and workforce service facilities in locations accessible to residents and employers.	New action. Physical access matters. This action links training capacity to land use, redevelopment, public facilities, and transportation access.			ED 9.3.1	Continue to collaborate with neighboring communities to promote tourism to the region	
	ED 9.4.3	Use City-supported projects, redevelopment initiatives, and partner agreements to explore local hiring, apprenticeship, internship, and career-exposure opportunities where legally feasible and appropriate.	New action. Adds a practical pathway for growth to create opportunity for residents, without turning every project into a rigid mandate.			ED 9.3.2	Continue to enhance wayfinding through the phased implementation of the Tumwater Wayfinding Signage Master Plan	
	ED 9.5	Reduce long-term household and small-business energy cost burdens by expanding access to energy efficiency, clean energy, electrification, and resilience infrastructure.	Refines older clean energy language for an affordability purpose. The previous policies focused on green business promotion and energy conservation. This policy ties those ideas to lower operating costs and equitable access.			ED 9.3.3	Seek the location of cultural and entertainment uses managed by the private, public, or not-for-profit sector, including restaurants, night life, theaters, galleries, and cultural institutions <ul style="list-style-type: none"> As funding opportunities allow, pursue additional cultural anchors such as a cultural center or water recreation complex 	
	ED 9.5.1	Coordinate with utilities and state, regional, nonprofit, and private partners to expand participation in energy efficiency, weatherization, electrification, utility-cost reduction, and resilience	New action. Uses existing delivery channels and partners to reduce operating costs.			ED 9.3.4	Encourage the use of the Historic District and the Old Brewhouse as a regional tourism draw	

Economic Development Element – Goals, Policies, and Implementation Action Review

May 12, 2026

			programs for households, affordable housing providers, and small businesses.					
		ED 9.5.2	Plan for clean energy, charging, grid-readiness, district-scale energy, and resilience infrastructure where it can lower costs, support redevelopment, and improve access for residents and businesses.	New action. Connects energy affordability to infrastructure planning and redevelopment readiness. This also aligns with broader clean energy economic development goals.			ED 9.3.5	Provide pedestrian connections between the brewery properties and the Historic District
							ED 9.3.6	Consider use of art in strategic locations to provide cultural attractions
						ED 9.4		Recruit more educational institutions to strengthen Tumwater’s economic base and enhance the dynamism of the community <ul style="list-style-type: none"> Consider recruiting community, technical colleges, or private schools to Tumwater, targeting sites where the presence of the institution would add to the area’s vibrancy and encourage additional development
						9.5		Recognize Interstate 5 as a valuable economic asset