

## EXHIBITS



*Real Estate Development & Management Services*

**Exhibit 1.1 Scope of Work**  
*Community Visioning Project – Former Olympia Brewery*

This Scope of Work document outlines the details of our services including professional project management, community outreach, building and site infrastructure analysis, regulatory considerations, assessing the potential for realistic redevelopment including public/private partnership scenarios and providing “next step” recommendations to TRPC and the City.

All work performed by LORIG will take into account that the City of Tumwater Economic Development Plan recognizes the brewery site as a key economic development asset, important to both Tumwater and the broader region. The site has the potential to serve as an economic engine and iconic symbol for Tumwater long into the future, but features specific challenges that community stakeholders need to address collaboratively.

Lorig anticipates (4) phases to complete the project:

**Phase I – Project Start Up (March – April)**

The work begins with a detailed discovery process to understand the political, community, historical and environmental context of the project by the project team. We will work closely with TRPC and the City of Tumwater to develop a TRPC/*Client Oversight Committee* comprised of TRPC, Tumwater staff and elected officials, as appropriate (see item 8 below). The TRPC/Client committee will serve as a group to work with us throughout the project for the public and jurisdictional review processes. This phase will include project start up activities including:

1. Project planning with TRPC and City of Tumwater staff
  - Gain a thorough understanding of current Brewery vision language, how it evolved, and the breadth of public involvement to date. Establish goals and objectives with the TRPC, City and public engagement activities.
2. Confirmation of scope and schedule of work
  - Confirm outline and framework for Community Engagement Plan
  - Confirm preliminary scope, schedule, and critical milestone meeting dates for TRPC/Client and public engagement, in detail for Phase 1 and 2.
3. Organization of budgets, sub consultant engagement agreements; draft and endorse final contract with TRPC.
4. Review and collation of available historic and as-built documentation.
5. Hold background meetings with current property owners, brokers and agents.
6. Review and compilation of previous site planning, historic assessment and economic development documents.
  - Review the City’s Strategic, Economic Development Plans, and other relevant plans and ensure that the engagement plan builds upon existing work.
7. Communication about the project and approach with a newly formed *Brewery Focus Group* and previously engaged citizens
  - Conduct “stakeholder analysis” with TRPC to determine extent of involvement, stakeholder perspectives, priorities, issues and interests as they relate to the site. Determine the interest, and level of communication and participation needs. Identify new stakeholders that need to be contacted and include in stakeholder analysis
  - Establish *Brewery Focus Group*. Develop role, structure and meeting schedule for *Brewery Focus Group*. Convene initial meeting to introduce project team, brief them on project approach, milestones and timeframe. Discuss role of the Focus Group as it relates to the scope of work.

- Introduce project in letter or email to community members who have previously been involved in public processes regarding the Brewery.
- 8. Combine TRPC and City staff briefing with the Client Oversight Committee at key stages throughout the project in advance of sharing information, findings and recommendations with the Brewery Stakeholders and the public.
- 9. Development of a citizen engagement / communications plan for approval by TRPC and the City staff
  - Present range of communication methods and engagement tools.
  - Select preferred communication methods and engagement tools to be integrated with the phases of the project.
  - Establish preliminary Engagement Plan, with Phase I and II presentation materials schedule, and milestones for Brewery Focus Group and Brewery Focus Group and public engagement.
  - Update Engagement Plan at each Phase interval, as required.
- 10. Linking and Enhancing Public Information Infrastructure
  - Establish website page, links and Facebook account and links
  - Schedule TRPC/Client briefings, as appropriate, based on TRPC and the City staff communication preferences
  - Develop database of contacts
  - Identify neighborhood groups and secure meeting schedules; newsletter timelines
  - Develop media contacts and protocols

**Phase II – Assessment  
(May, June, July)**

This phase includes analysis of the buildings and property: current property owner plans, structures and site conditions, economic, political, regulatory and community vision and attitudes to develop a baseline for compatibility or lack of compatibility with potential development scenarios and plans. This phase will identify the extent to which the property can be developed, critical concerns for the adaptive reuse of structures on site, key economic issues, survey the local and regional market demand for viable and likely uses, establish the necessary investment and financial return parameters and identify likely funding and finance mechanisms. In addition, this phase will identify the range of potentials and public and private aspirations currently existing. Lead project staff will participate in community and Brewery Focus Group meetings, present result of analysis and engage in discussion and dialogue with the public at planned public meetings. These meetings will be structured to encourage informal dialogue, present critical issues, develop realistic expectations and priorities. Establish a baseline for developing an integrated and realistic expectation for development of the Brewery properties.

Included in this phase will be:

1. Further documentation of background documents for the site
2. Architectural and structural field survey of structures in general and review of existing appropriate surveys
3. Conceptual level test-for-fit of a likely adaptive reuse scenario
4. Conceptual level cost estimates, if required, for a likely reuse scenario

5. Economic analysis of potential uses based on current local conditions and on overall economic development concept
6. Recommendations for demolition of structures based on economic, life-safety or incompatibility with viable uses
7. Brief TRPC/Client and elected officials on site analysis findings
8. Historic evaluation of the structures and site including opportunities for preservation of historic or iconic features as part of the site or as contribution as a cultural resource based on past studies
9. Economic and site development concept charette
10. Brewery Focus Group Meetings x 1 (also Phases II and III x 3)
  - o Results of surveys, preliminary re-use scenario findings, economic analysis, and environmental issues
  - o Discussion of critical issues, impacts and next steps.
  - o Historic evaluation and opportunities for preservation of historic or iconic features.
  - o Recommendations on viability for re-use of individual buildings and on groupings of buildings.
  - o Results from public meetings: themes, priorities and issues.

11. Public Meetings

Hold two public meetings (Phase I and Phase II). Public meetings will be structured to inform the public and solicit dialogue on findings from team analysis, critical issues and opportunities for re-use, conceptual alternatives and identify additional considerations and outstanding issues. Comments will be recorded and synthesized to identify objectives and themes for future development of the brewery properties.

Meetings will include:

- o Current vision statement for Brewery properties
- o Critical findings and concerns for disposition of property and adaptive reuse of structures
- o Economic issues and market demand for viable uses
- o Informal and conceptual site plan alternatives
- o Visioning exercise to capture range of perspectives and attitudes

Professional opinion regarding critical re-use issues, and recommendations on viability for reuse of individual buildings and/or groupings of buildings.

Implementation of appropriate public information and engagement activities such as:

- o Mailings (insert calendar of meetings and events in utility bill)
- o Brief the City Council on site analysis findings
- o Interviews with local television and radio personalities??
- o Meet with Olympian Editorial Board (if timing is right)
- o Press release announcing findings, meetings and purpose
- o Updates to Facebook and website(s) content
- o Presentations to civic groups and others
- o Site tours (one day of scheduled tours)

12. Presentation of findings and considerations in conceptual and informal form to TRPC/Client as desired.

- Update Engagement Plan for Phase 3 and 4

Track the interactions with the Brewery Focus Group and involved citizens to inform the final design for the remainder of the citizen involvement activities.

### **Phase III – Citizen Engagement and Development Scenario (May, June, July)**

This phase will complete the assessment of the property ownership, buildings and site considerations, zoning, environmental and economic issues. We will integrate what we have learned about the capacity of the buildings and the site, the likely future regulatory environment, the most economically realistic new uses in the current market and political environment with the vision and community aspirations for the area. The correlation of capacity, market demand and community aspiration will result in a compilation of preliminary options for the economic development of the site and begin framing a realistic development scenario. The scenario will then be used for community conversations and reaction in the context of the citizen visioning results from the previous phase.

### **Phase IV – Project Findings Review, Documentation and Reporting (August – September)**

This phase will provide TRPC and the City a stand-alone report on findings, processes and recommendations and include first in draft and then after review in final form. The function of the report is to serve as a guide to the best, most effective reuse of the buildings and property, considering and balancing the current and likely future economic, structural, community and programmatic context.

The draft report will be prepared for circulation among TRPC, the City of Tumwater staff and elected officials, based on TRPC's and the City's preferred review and acceptance process.

The final report will be a written narrative of our findings supported by graphic, statistical and supplementary attachments which may include conceptual site plans, diagrammatic "test-for-fit" plans, a summary of critical building and structural code and site environmental issues, conceptual cost estimates, property owner desires and other team findings and simple proforma analysis describing economic feasibility. The report will encompass the context and background of the site (historic, physical, political); building and site infrastructure analysis and conclusions; regulatory and permitting considerations and conclusions (i.e. SEPA; tribal, historic, etc.); identify realistic redevelopment opportunities and constraints; analysis of the community vision and empowerment considerations.

#### **Other**

- In addition to the Lorig team of consultants there may be need (or desire by TRPC and the City) for a transportation/traffic consultant which can be determined at the onset of the project, but is not currently included in the Scope of Work.
- Quarterly Reports to be complete by Lorig and submitted to TRPC on the form template provided by TRPC (Attachment A)

**CLIENT OVERSIGHT GROUP  
BREWERY VISIONING PROJECT**

**Membership:**

1. Pete Kmet, Mayor
2. Neil McClanahan, Councilmember
3. John Doan, City Administrator
4. Mike Matlock, Community Dev. Director
5. Tim Smith, Planning Manager
6. Marisa Capella, Communications Coordinator
7. Veena Tabbutt, TRPC
8. Kathy McCormick, TRPC
9. Kim Orr, Lorig (Project Manager)
10. Tom Fitzsimmons, Lorig (CEO)
11. Kendra Dahlen, FLT Consulting, Inc.
12. Stevan Johnson, Johnson Architecture & Planning

**Purpose and Charge:**

- Get new information first
- Strategize on messaging
- Engage in process before each focus group and public meeting
- Identify who needs to be involved at each point

**Client Oversight Group Meeting Dates:**

March 31: Focus Group & Client Oversight Group Project Kick-Off Meeting,  
5:30 – 7:00 PM, Fire Station Headquarters Training Room

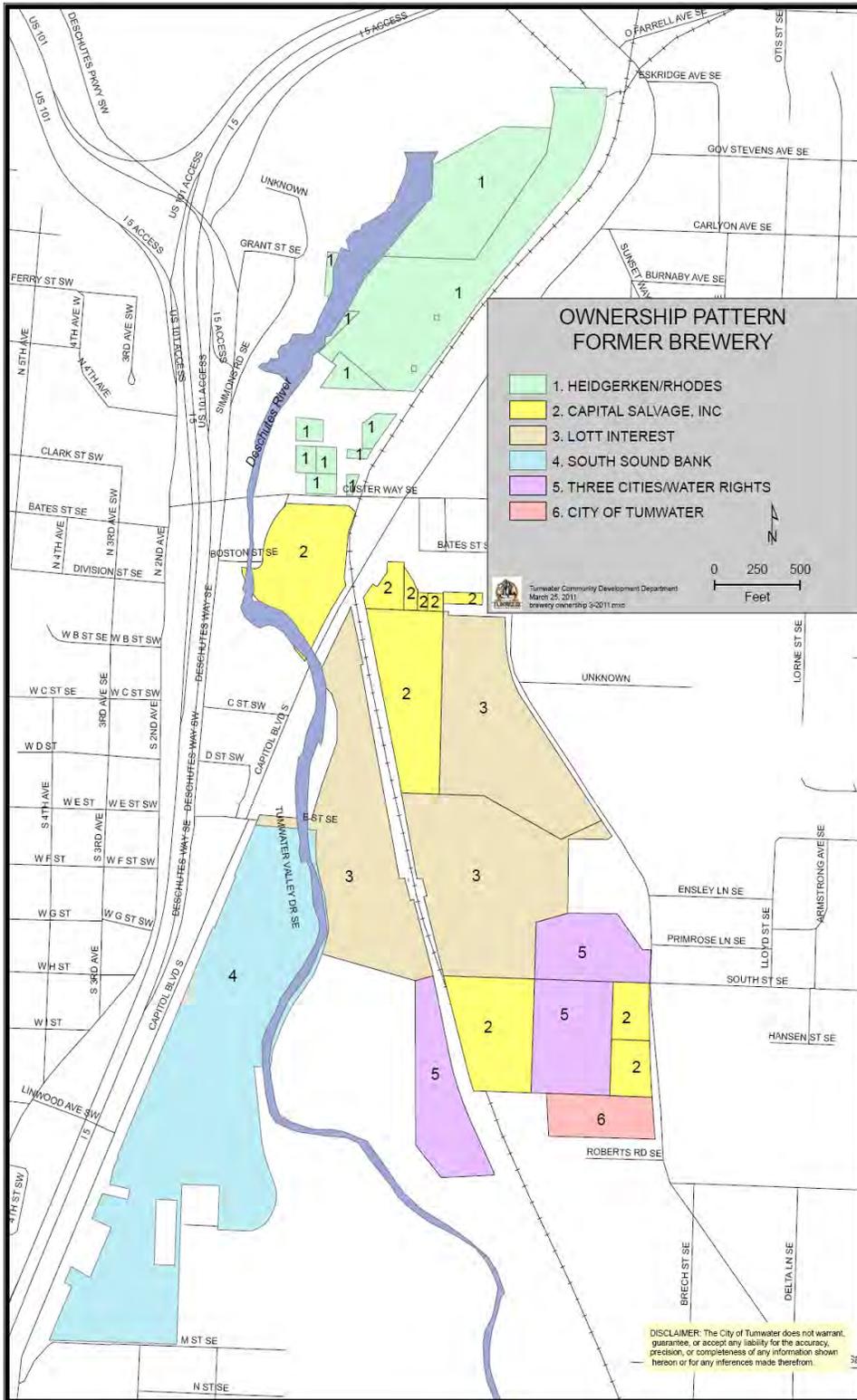
April 5: Client Oversight Group, 7 – 8:00 A.M, City Hall Training Room

May 3: Client Oversight Group, 7 – 8:00 A.M, City Hall Training Room

June 7: Client Oversight Group, 7 – 8:00 A.M., City Hall Downstairs Training  
Room

July 13: Focus Group & Client Oversight Group Final Meeting, 5:30 – 7:00  
PM, City Hall Training Room



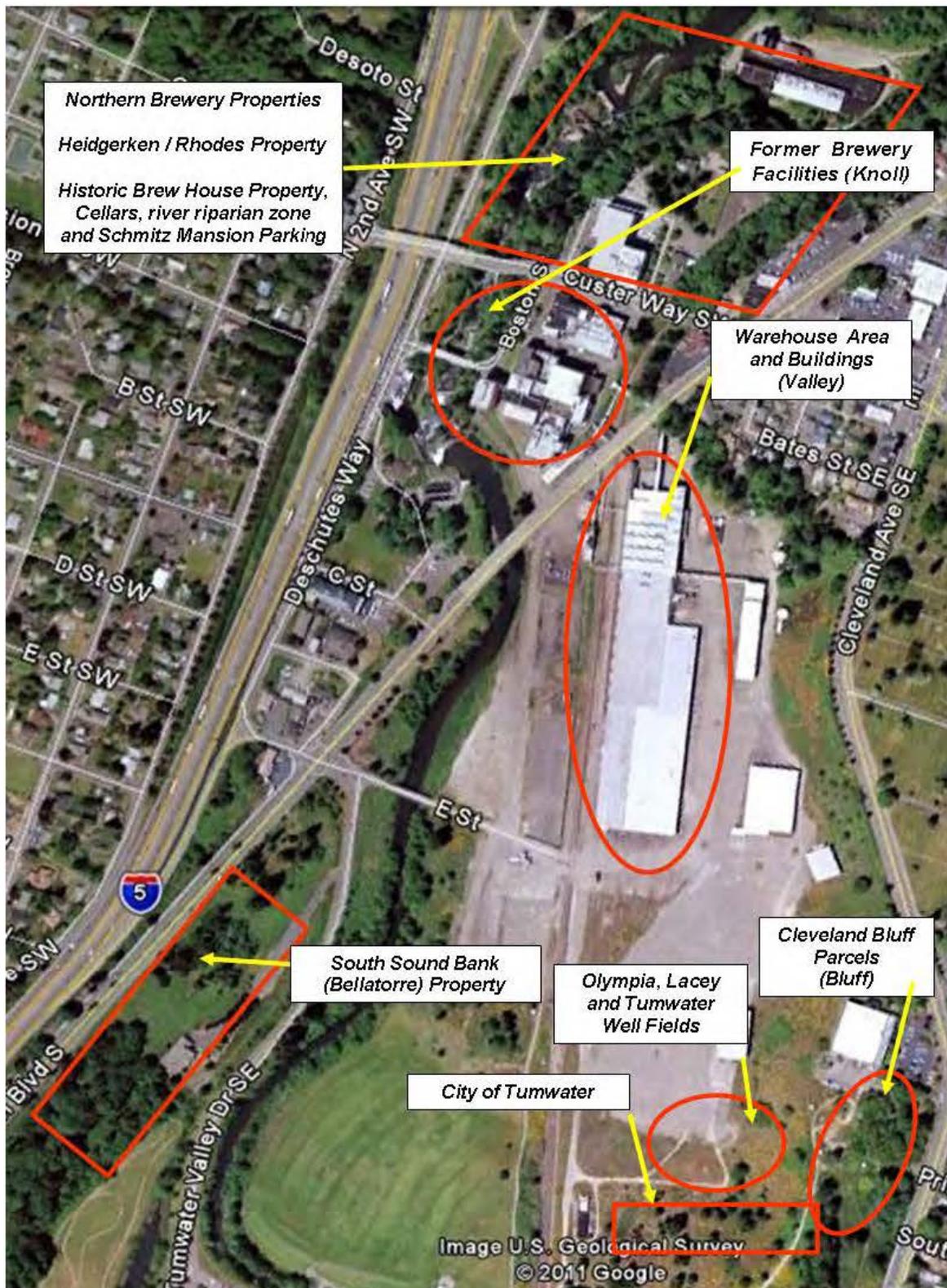


**Brewery Visioning Project**

**Exhibit 1.3: Land Ownership**



**REDEVELOPMENT CONSULTANTS**



Brewery Visioning Project

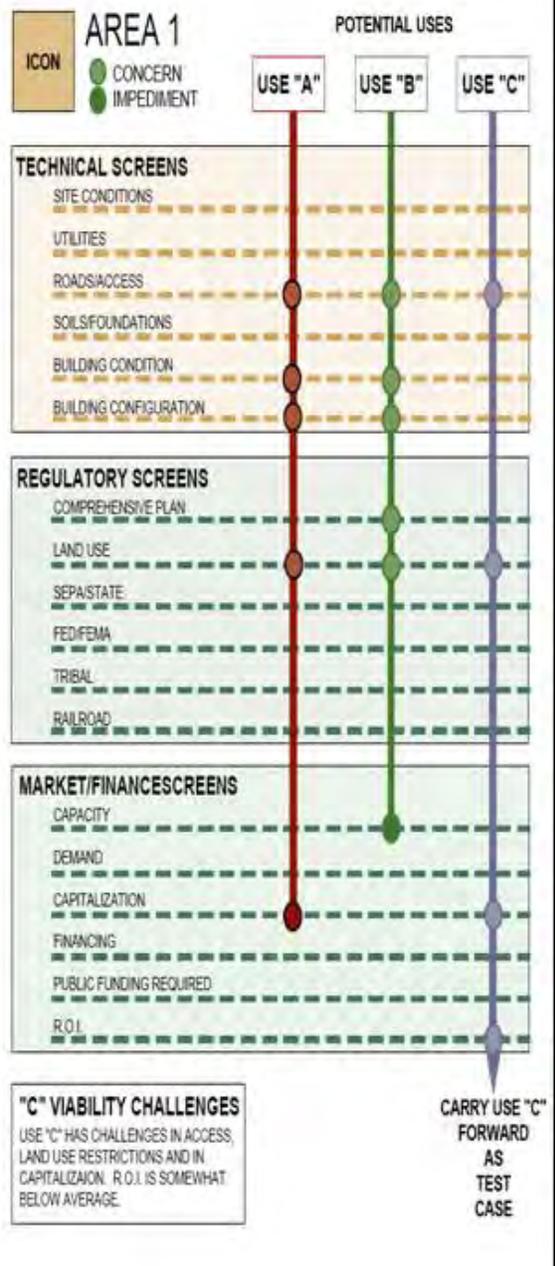
Exhibit 1.4



Consulting Engineers

REDEVELOPMENTCONSULTANTS

OLYMPIA BREWERY VISIONING: ALTERNATIVE USE SCREENING



Brewery Visioning Project

Exhibit 1.5



REDEVELOPMENTCONSULTANTS

# Brewery Visioning Project

## *Engagement Plan*

Working Draft

Last revised: April 20, 2011

DRAFT

<b>Brewery Visioning Project</b>	<b>Exhibit 2.1: Engagement Plan</b>
 	   

This document is a comprehensive overview of the process, players, schedule, tasks and roles for engaging stakeholders and the general public in the development of a Brewery Vision Plan for the City of Tumwater.

This is a dynamic, working document that will be used by the consultant team and client staff to manage the implementation of the engagement process. As new information is identified, the Engagement plan will adapt and be updated accordingly.

The primary goals and objectives of the engagement for the Brewery Vision Project are:

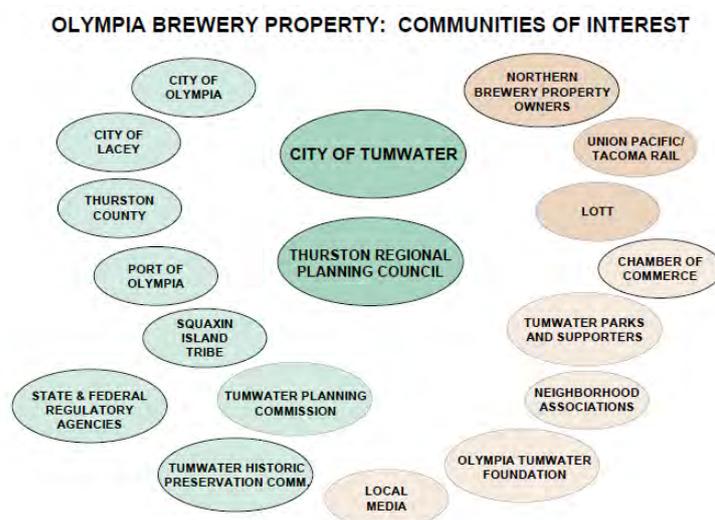
- Ensure broad and specific participation
- Develop a community vision that incorporates the realities of market, site and structural analysis
- Build momentum and excitement for future development

## 1. Stakeholder Analysis

The Brewery Vision Project is of broad public interest in the South Puget Sound region and involves a large number of stakeholders. The general communities of interest are as follows is illustrated in the chart.

A preliminary stakeholder analysis was conducted based on consultant and client knowledge and assumptions.

The stakeholder analysis will be used to determine the key players we need to work with and keep in the communication loop.



## 2. Committee Formation

Two committees have been formed to provide guidance and advice to the consultant team: The Client/Staff Oversight Committee and The Brewery Focus Group. **APPENDIX C** contains a summary of all the proposed meetings, including the public meetings.

### *Client Oversight / Staff Committee*

#### i. Purpose and Charge

- Get new information first
- Strategize on messaging and media relations
- Engage in process before each focus group and public meeting
- Identify who needs to be involved at each point
- Provide overall guidance to the Consultant Team
- Ensure that Tumwater and TRPC interests are addressed through the project

#### ii. Membership

Roster is provided Appendix A

#### iii. Roles – Tumwater, TRPC, Consultants

Role	TRPC	Tumwater	Consultants
Notification of membership	-	Lead	-
Meeting scheduling and notifying	-	Lead	Support
Preparing agendas	-	Support	Lead
Meeting Facilitation	-	-	Lead
Material development	Support	Support	Lead
Meeting notes	-	Lead	-

#### iv. Meeting Information – Staff/Client Oversight Committee Meetings

Date	Time	Place	Tentative Purpose
March 31, 2011	5:30 – 7:00 PM	Fire Station Headquarters Training	Joint Kick-Off Meeting w/Client Oversight <ul style="list-style-type: none"> <li>• Introductions and roles</li> <li>• Understanding of scope and process</li> </ul>

		Room	<ul style="list-style-type: none"> <li>• Site orientation</li> </ul>
April 5, 2011	7-8:00 AM	City Hall Training Room	<ul style="list-style-type: none"> <li>• Discussion of critical issues, impacts and next steps</li> <li>• Feedback on public process and engagement strategy</li> <li>• Approval of public and focus group materials</li> </ul>
May 3, 2011	7-8:00 AM	City Hall Training Room	<ul style="list-style-type: none"> <li>• Results of surveys, preliminary re-use scenario findings, economic analysis, and environmental issues</li> <li>• Historic evaluation and opportunities for preservation of historic or iconic features.</li> <li>• Preparation for public meeting #1</li> <li>• Approval of public and focus group materials</li> </ul>
June 7, 2011	7-8:00 AM	City Hall Downstairs	<ul style="list-style-type: none"> <li>• Recommendations on viability for re-use of individual buildings and on groupings of buildings.</li> <li>• Results from public meeting #1: themes, priorities and issues. Prep for 2<sup>nd</sup> public meeting.</li> <li>• Approval of public and focus group materials.</li> </ul>
July 13, 2011	5:30 – 7:00 PM	Fire Station Headquarters Training Room	<p>Joint Final Meeting w/Focus Group</p> <ul style="list-style-type: none"> <li>• Results from public meeting #2: themes, priorities</li> <li>• Presentation of final Draft Brewery Vision Plan and recommendations</li> <li>• Discuss Next Steps</li> </ul>

### *Brewery Focus Group*

#### **i. Purpose and Charge**

- Provide advice to the city of Tumwater and consultant team
- Receive, discuss, and respond to information and analysis prepared by the consultant team
- Bring community perspective to the discussion of viable alternatives and scenarios
- Provide observations and comments on the project recommendations
- Help engage others in the process

#### **ii. Membership**

Roster is provided in Appendix B

#### **iii. Roles – Tumwater, TRPC, Consultants**

Role	TRPC	Tumwater	Consultants
Notification of membership	-	Lead	Support
Meeting scheduling and notifying	-	Lead	Support

Preparing agendas	-	Support	Lead
Facilitation	-	-	Lead
Material development	Support	Support	Lead
Meeting notes	-	Lead	-

**iv. Meeting Information – Brewery Focus Group Meetings**

Date	Time	Place	Tentative Purpose
March 31, 2011	5:30 – 7:00 PM	Fire Station Headquarters Training Room	Joint Kick-Off Meeting w/Client Oversight <ul style="list-style-type: none"> <li>• Introductions and roles</li> <li>• Understanding of scope and process</li> <li>• Site orientation</li> </ul>
April 14, 2011	5:30 – 7:00 PM	City Hall Downstairs Training Room	<ul style="list-style-type: none"> <li>• Discussion of critical issues, impacts and next steps.</li> <li>• Feedback on public process and engagement strategy</li> </ul>
May 19, 2011	5:30 – 7:00 PM	City Hall Downstairs Training Room	<ul style="list-style-type: none"> <li>• Results of surveys, preliminary re-use scenario findings, economic analysis, and environmental issues</li> <li>• Historic evaluation and opportunities for preservation of historic or iconic features.</li> <li>• Review Public Meeting #1 process and materials</li> </ul>
June 16, 2011	5:30 – 7:00 PM	City Hall Downstairs Training Room	<ul style="list-style-type: none"> <li>• Recommendations on viability for re-use of individual buildings and on groupings of buildings.</li> <li>• Results from Public Meeting #1: themes, priorities and issues.</li> <li>• Review Public Meeting #2 process and materials.</li> </ul>
July 13, 2011	5:30 – 7:00 PM	Fire Station Headquarters Training Room	Joint Final Meeting w/Focus Group <ul style="list-style-type: none"> <li>• Results from public meeting #2: themes, priorities</li> <li>• Presentation of final Brewery Vision Plan and recommendations</li> <li>• Next Steps</li> </ul>

**3. Public Process**

The consultant team will coordinate two public meetings during the project period: in May and June. The City of Tumwater may hold a final public meeting and public celebration in August/September.

Public meetings will be structured to inform the public and solicit dialogue on findings from team analysis, critical issues and opportunities for re-use, conceptual alternatives and identify additional

considerations and outstanding issues. Professional opinion regarding viability for reuse of individual buildings and/or groupings of buildings will inform the public visioning exercises.

Comments will be recorded and synthesized to identify objectives and themes for future development of the brewery properties.

Date	Time	Place	Tentative Purpose
May 31, 2011	TBD	TBD	<ul style="list-style-type: none"> <li>• Current vision statement of Brewery Properties</li> <li>• Visioning Exercise to capture range of perspectives and attitudes</li> <li>• Economic Issues and Market Demand for Viable Uses</li> <li>• Critical Findings for disposition of property and adaptive reuse of structures</li> </ul>
June 30, 2011	TBD	TBD	<ul style="list-style-type: none"> <li>• Informal and conceptual site plan alternatives</li> <li>• Revised visioning statement based on information</li> </ul>
Aug/Sept, 2011	TBD	TBD	<ul style="list-style-type: none"> <li>• City Sponsored (Tentative)</li> <li>• Presentation of Final Vision Plan and Next Steps</li> </ul>

In addition to public meetings, the general public will be able to participate in the dialogue in multiple forms. The primary mechanisms for distributing and collecting information will be:

- Direct mailing – Calendar of events
- Flyers
- Web page on City of Tumwater website (links on other primary stakeholder sites)
- Social media (Facebook, Youtube and others)
- Poster boards placed at neighboring businesses
- Monthly press releases to local media (The Olympian, Business Examiner, Olympia Power and Light, Thurston County Progressive Network)
- Articles for newsletters
- City of Tumwater Council briefings
- Presentations at chambers, civic groups and neighborhood associations
- Tumwater TCTV/Roundtable
- Public tours of Brewery Site
- Radio (KGY)
- Editorial board

## 4. Engagement Roles and Responsibilities

Roles and responsibilities for engagement are divided between the client group and the consultant team. The following matrix identifies the roles for each.

Deliverable	TRPC	Tumwater	Consultants
Stakeholder Analysis	Support	Support	Lead
Committee meeting notices, schedules, rosters	-	Lead	Support
Mail and email lists	Tumwater citizens and businesses	Committees, strategic and economic plan participants, other stakeholders on list	-
Media contacts and protocols	-	Mayor/Marisa	Tom F
Monthly press releases	-	Marisa (final and distribute)	Kendra (draft)
Newsletter articles (e.g. VCB and TRPC briefings)	-	Marisa (final and distribute)	Kendra (draft)
Editorial Boards	-	John (arranging)	Kendra (timing)
Engagement Plan	Support	Support	Lead
Dear Neighbor letter	Veena (distribute to all Tumwater businesses, residents within 1 mile diameter, SS neighbourhood assn)	Marisa (final and distribute to TRPC, Strategic and Economic Plan committees, participants, survey recipients)	Kendra (Content)
Public Notice flyers with calendar of events	Veena (distribute to all Tumwater businesses, residents within 1 mile diameter, SS neighbourhood assn)	Marisa (final and distribute to TRPC, Strategic and Economic Plan committees, participants, survey recipients)	Kendra (Content)

Deliverable	TRPC	Tumwater	Consultants
TRPC information briefings and articles	Veena (1 <sup>st</sup> Fridays)	-	Kendra (Content)
Client Oversight/Staff Meetings	Support	Notices, Logistics, Notes	Agenda & Materials
Brewery Focus Group Meetings	Support	Notices, Logistics, Notes	Agenda & Materials
Web page: Design, content and management*	Veena (posting)	-	Kendra (content)
Social Media : Design, content and management	Veena/Erin (postings)	-	Kendra (content)
Presentations at Tumwater & Thurston County chambers, Rotary (south sound, Downtown Olympia, Tumwater, Lacey) South Capitol neighborhood assn	-	Tim (arrange and presentation)	Faith (schedule rotary presentations)
Public comments	Print and (record/analysis?)	Marisa (distribute to city hall and libraries)	Content for web, card, box  (intern for record/analysis?)
Tumwater TV/Roundtable	-	Marisa (schedule)	Kendra (arrange for panel)
Poster Board Displays	Print and distribute	Distribute	Kendra (content)
Historic Materials for public meetings and tours	Support	Support	Lead
Briefings for Tumwater city council and city advisory boards including parks, historical and planning commissions	Support	Tim (arrange and present)	-
Public Tours	Support	Support	Lead
Public Meetings (first two)	Support and A/V	Notices, Logistics, Notes	Agenda and Materials
Final Public Meeting and Public Celebration	Support	Tim (determine when and if)	Support

\*The website will be hosted by TRPC with link to Tumwater. Tumwater will provide site on home page. Consultant will submit information for website updates to TRPC.

Each stakeholder group will need a different level of communication. The matrix below outlines the information needed, frequency, type and person responsible for communication by stakeholder group. See **APPENDIX A** for the current list of stakeholders.

Stakeholder Groups	Information Needs	Frequency	Type	Responsible
Client Oversight Group	Agendas, meeting notices, materials and notes	5 meetings; materials 1 week prior and notes one week after.	Email	Kim, Lorig
Brewery Focus Group	Agendas, meeting notices, materials and notes	5 meetings; materials 1 week prior and notes one week after	Email	Kendra, FLT
Government Stakeholders	Briefings for Tumwater stakeholders	Prior to major events	Existing meetings	Tim Smith
	Courtesy letter to other govt stakeholders	Beginning of project	Email or direct mail	Tim Smith
Property Owners	Individual meetings	As needed	Scheduled	Tom F
	Project updates	Monthly	Press releases and VCB news articles	Kendra
Business	Process for participation; project updates	Monthly	Flyers, Poster Boards, VCB newsletter article, press releases	Veena
Media	Project updates	Monthly	Press releases	Marisa/Kendra
General (neighborhoods, civic groups, general public)	Process for participation; project updates	Weekly	Comment cards; flyers; direct mail; public tours; 2 public meetings; presentations	Tim

			at existing events; press releases; social media; website	
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## Appendix A

### Client Oversight Group Roster

**Membership:**

1. Pete Kmet, Mayor
2. Neil McClanahan, Councilmember
3. John Doan, City Administrator
4. Mike Matlock, Director, Department of Community Development
5. Tim Smith, Planning Manager
6. Marisa Capella, Communications Coordinator
7. Veena Tabbutt, Senior Planner, Thurston Regional Planning Council
8. Kathy McCormick, Senior Planner, Thurston Regional Planning Council
9. Tom Fitzsimmons, Chief Operating Officer, Lorig Associates
10. Kendra Dahlen, Principal, FLT Consulting Inc.
11. Stevan Johnson, Johnson Architecture & Planning

**Purpose and Charge:**

- Get new information first
- Strategize on messaging
- Engage in process before each focus group and public meeting
- Identify who needs to be involved at each point

## Appendix B

### Focus Group Roster

#### Members

1. Erin Carrier, Parks Board
2. Nancy Stevenson, Planning Commission
3. Marcus Glasper, Planning Commission
4. Marnie Slakey, Historic Preservation Commission
5. Neil McClanahan, Councilmember
6. Tom Oliva, Councilmember
7. Michael Cade, Thurston EDC
8. Mike Reid, Port of Olympia
9. Joe Gross, Tumwater Chamber of Commerce
10. David Read, Citizen
11. Mike Crowe, Citizen
12. Steve Diddy, Citizen
13. Troy Dana, Brewery Representative
14. Dan Yerrington, South Sound Bank
15. Gary Wilburn, Citizen
16. Rob Kirkwood, Citizen
17. Walter R. Jorgensen, Citizen
18. Eric Kjesbu, Citizen

#### Purpose and Charge:

- Discuss and respond to information and analysis prepared by the consultant team;
- Bring community perspective to the discussion of viable alternatives and scenarios;
- Help engage others in the process

## Appendix C

### Schedule of All Meetings

- March 31:**      **Focus Group & Client Oversight Group: Project Kick-Off Meeting**, 5:30 – 7:00 PM, Fire Station Headquarters Training Room
- April 5:**        **Client Oversight Group**, 7 – 8:00 AM, City Hall Training Room
- April 14:**      **Focus Group**, 5:30 – 7:00 PM, City Hall Downstairs Training Room
- May 3:**         **Client Oversight Group**, 7 – 8:00 AM, City Hall Training Room
- May 19:**       **Focus Group**, 5:30 – 7:00 PM, Fire Station Headquarters Training Room
- May 31:**       **Public Meeting #1**, 7:00 – 9:15 PM, Tumwater Valley Lodge
- June 7:**        **Client Oversight Group**, 7 – 8:00 AM., City Hall Downstairs Training Room
- June 16:**      **Focus Group**, 5:30 – 7:30 PM, Fire Station Headquarters Training Room
- June 30:**      **Public Meeting #2**, 7:00 – 9:15 PM, Tumwater Valley Lodge
- July 13:**       **Focus Group Final Meeting**, 5:30 – 7:30 PM, Tumwater Valley
- Aug. 1:**        **Client Oversight Group Final Meeting**, 5:30 – 7:30PM, City Hall Training Room



## Appendix C – Deliverables Timeline

Staff	ENGAGEMENT DELIVERABLES	Mar-11				Apr-11				May-11				Jun-11				Jul-11				Aug-11			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	<b>Phase I</b>																								
Veena/Tom	Signed contract; sub-agreements																								
Kendra	Stakeholder Analysis																								
Tim/Kendra	Rosters (Client Oversight/Focus Group/Consultant Team)																								
Tim/Kendra	Meeting schedules for Brewery Focus Group, Client Oversight, Public Meetings																								
Tim	Member Notices																								
Tim/Veena	Database/email list identified																								
Tim/Veena	Press/media roles identified																								
Tim/Kendra	Roles and Responsibilities																								
Faith/Kendra	Engagement Plan - Working Draft																								
Kendra	One-Pager																								
Kendra/Kim/Tim	Joint Kick-Off meeting #1 agenda, materials and logistics, notes																								
Kendra	Website page content																								
Kendra	Social media; facebook account setup																								
Tim/Faith	Schedule presentations at chambers, civic clubs, neighborhood assns																								
Tim	Courtesy letter to regional government stakeholders																								
Tim	Introduction letter to previously engaged participants																								
Kendra	Direct mail notice to public																								
Tim	Press releases; newsletter articles																								
Tim/Kendra	Public comment cards																								
	<b>Phase II</b>																								
Kim/Tim	Client/Oversight meeting #2 agenda, materials and logistics, notes																								
Kim/Tim	Client/Oversight meeting #3 agenda, materials and logistics, notes																								
Kendra/Tim	Brewery Focus Group #2 meeting agenda, materials and logistics, notes																								
Kendra/Tim	Brewery Focus Group #3 meeting agenda, materials and logistics, notes																								
Kendra/Tim	OnePager/Posterboards/Comment Cards to surrounding businesses																								
Tim	Briefings for Tumwater City Council and Commissions																								
Kendra/Faith	Public #1 agenda, materials and logistics, notes																								
	<b>Phase III</b>																								
Kim/Tim	Client/Oversight meeting #4 agenda, materials and logistics, notes																								
Kendra/Tim	Brewery Focus Group meeting #4 agenda, materials and logistics, notes																								
Tim	Tumwater TV/Roundtable																								
Tim	Olympia Editorial Board (tentative)																								
Kendra/Faith	Public Tours																								
Kendra/Tim	OnePager/Posterboards/Comment Cards to surrounding businesses																								
Tim	Briefings for Tumwater City Council and Commissions																								
Kendra/Faith	Public #2 agenda, materials and logistics, notes																								
	<b>Phase IV</b>																								
Kendra/Kim/Tim	Joint Final meeting #5 agenda, materials and logistics, notes																								
Kendra	Draft chapter on public process and findings																								
Kendra	Final chapter on public process and findings																								
All	Public Celebration (tentative)																								

## **FOCUS GROUP**

### **BREWERY VISIONING PROJECT**

#### **Members**

1. Erin Carrier, Parks Board
2. Nancy Stevenson, Planning Commission
3. Marcus Glasper, Planning Commission
4. Marnie Slakey, Historic Preservation Commission
5. Neil McClanahan, Councilmember
6. Tom Oliva, Councilmember
7. Michael Cade, Thurston EDC
8. Mike Reid, Port of Olympia
9. Joe Gross, Tumwater Chamber of Commerce
10. David Read, Citizen
11. Mike Crowe, Citizen
12. Steve Diddy, Citizen
13. Troy Dana, Brewery Representative
14. Dan Yerrington, South Sound Bank
15. Gary Wilburn, Citizen
16. Rob Kirkwood, Citizen
17. Walter R. Jorgensen, Citizen
18. Eric Kjesbu, Citizen

#### **Purpose and Charge:**

Discuss and respond to information and analysis prepared by the consultant team;  
Bring community perspective to the discussion of viable alternatives and scenarios;  
Help engage others in the process

**Brewery Visioning Project**

**Exhibit 2.2**



**REDEVELOPMENTCONSULTANTS**

## Brewery Visioning Project

## Exhibit 2.5



Published June 08, 2011

### **Good planning will result in proper role for brewery property**

THE OLYMPIAN

It's encouraging to see so many Tumwater residents actively engaged in the planning process to determine the future use of the former Olympia Brewing Co. property.

Using a \$90,000 grant, city officials are midway through a "visioning" process to outline potential uses of the 175 acres.

This is not something that's going to happen overnight. In fact, given today's economic climate, it may be 25 years before the vision Tumwater residents mold today becomes a reality on the ground.

What's important is that Mayor Pete Kmet and the Tumwater City Council are taking the time and spending the money to do it right. And we applaud the Tumwater residents who are participating – by emailing city officials, filling out comment cards at City Hall or the city library, attending public hearings or joining a focus group. It's imperative that the final outcome match the desires of Tumwater residents. After all, it's their city.

While the city of Tumwater does not own the property, city officials play a pivotal role because they can shape the future of the site through zoning and land-use regulations. Right now, the property is zoned for heavy industrial use, but that zoning is unrealistic and undoubtedly will be changed.

The question is "to what?"

We suspect that the end result will be a division of the property into much smaller parcels. No one seems prepared to purchase the entire 175-acre site and dedicate it to a single use. We also suspect that the final plan will be a healthy mix of uses – perhaps some public uses, such as a transportation hub, maybe some residential units and a healthy dose of commercial use.

The process the City of Tumwater is going through is a huge gift to current and future property owners. Thanks to the time and money invested by the city, those property owners will inherit a road map of potential uses, making it easier to focus on and attract clients. And the proper zoning will be in place so that investors can make decisions based on certainty, not on speculation.

After decades of Schmidt family ownership, the brewery fell on hard times recently. The brewery went through a series of owners.

Miller Brewing Co. closed the plant in 2003, putting 400 workers out of work. The community was heartsick. South Sound was left with a series of vacant and deteriorating buildings, a blight in the heart of the City of Tumwater.

Community expectations soared when an out-of-state developer purchased the property and pledged to open a water-bottling facility. He ended up going bankrupt, and the property was tied up in the courts for years.

The old brewery property now is in the hands of a bank and investment company that have been largely unsuccessful selling off the property.

Tumwater officials, at the suggestion of this editorial board, took charge and said, in effect, “We’re going to shape the future of the property and not have the property owners shape the future of our city.”

Lorig Associates, a Seattle-based consulting firm, was paid to do community outreach and come up with a redevelopment concept. At last week’s public hearing, a crowd of 125 offered ideas ranging from an antique car or brewery museum, to a state-of-the-art aquatic center, a chocolate factory, cultural center, a site for green manufacturing and a whole slew of other ideas.

The consultants will mold those suggestions into a realistic redevelopment plan that will be up for a second public hearing later this month. After additional community input, the City Council will adopt a recommendation or series of recommendations, then start down the path to rezone the property so that the vision matches the land-use regulations. The zoning should be in place by early next year.

City Administrator John Doan is absolutely right when he says the eventual development plan is going to require a huge investment of private capital. And that’s not very realistic at this point in the midst of a national economic recession.

So what Tumwater officials are doing is setting the stage for the future – 20, 25, 30 years down the road. It’s important that they get the process right, which they are doing by involving as many residents as possible in shaping the future of the City of Tumwater.

Read more: <http://www.theolympian.com/2011/06/08/v-print/1679504/good-planning-will-result-in-proper.html#ixzz1XJn5oXX3>

Published June 01, 2011

**What should be next for brewery site? Public packs meeting to share ideas**

NATE HULINGS

Apartments. A museum. A state-of-the-art aquatic center.

Those were just some of the ideas kicked around Tuesday night during a packed public meeting as part of the community visioning project for the former Olympia Brewery site.

The City of Tumwater, the Thurston Regional Planning Council and Lorig Associates – the Seattle-based consulting firm paid \$90,000 to run the project – held the meeting at Tumwater Valley Lodge to gather input as they work to develop a game plan for three sections of the 170-acre site that houses more than 10 buildings.

After receiving an overview of the project and site, people in the standing-room-only crowd wrote down what they want to see at the site before breaking into small groups for more discussion.

All the ideas, visions and questions received Tuesday provide a foundation for what the community envisions and how that lines up with the realities of the site, said Tom Fitzsimmons, visioning project manager and chief operating officer of Lorig.

“Our job is to try and see if some of those aspirations have potential, reality to be achieved,” Fitzsimmons said. “Help us create a future for this incredible legacy.”

Andrea Jackson of Tumwater said she’d like to see the brewery building turned into condos with street-level small businesses.

“I think Tumwater is up and coming,” she said. “I want to see things happen.”

Her other recommendation? No big box stores.

Kevin Deleon was upset to see the brewery go and would like to see something that mixes business and public access.

“I don’t mind if it’s commercial ... just keep it from being derelict,” he said.

Others came with ideas about improving transportation.

Bob Bregent, principal for Rail Associates, said he’d like to see the current warehouse location used as an end point for a future Sound Transit station. He said his firm has spoken with the state and Sound Transit about the location, which he calls “ideal.”

“It may be down the track a ways, but it’s something to start thinking about,” Bregent said.

And while vision is important, Fitzsimmons said, implementation is closely tied to the firms’ findings, including the condition of the buildings/site, infrastructure, cost of remodels and demolitions, and market factors.

“The ultimate outcome of this will be a report to the community on what we think viable alternative uses might be and a set of recommendations on how they might be achieved,” he said.

A final report that will go before the Tumwater City Council in September focuses on three sections of property: n The knoll: Steve Johnson of Johnson Architecture and Planning calls this section, the hill above the Deschutes River near Custer Way where brewery buildings and offices are, the “biggest puzzle,” saying the brewery building is large enough for an 80-unit apartment complex but that much of its façade would need to be removed for certain reconstruction because it’s not insulated. The buildings are structurally sound, he added. n The valley: Johnson said this series of industrial/technical buildings and a 320,000-square-foot warehouse are in “very good” condition. n The bluff: The 2-acre plot of land is accessible by Cleveland Avenue Southeast and is zoned light industrial. Although the city does not own any of the properties in the study, it can dictate land use through comprehensive-plan amendments and zoning regulations, Mayor Pete Kmet said. *Nate Hulings: 360-754-5476 nhulings@theolympian.com www.theolympian.com/outsideoly*

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#### **TUMWATER BREWING UP ENERGY EFFICIENCY**

DOE grant generates community visioning project for Olympia Brewery and other sites

May 2, 2011

Holly Smith Peterson

Business Examiner

With \$90,000 in hand as a “go-green” incentive from the U.S. Department of Energy, the City of Tumwater went right to work figuring out how to save gas and cut greenhouse emissions.

And atop the list of their efforts is the former Olympia Brewery site, north of Cleveland Ave along Capitol Lake.

It’s the first in a much larger, three-property area that is now the focus of a major re-visioning project by Thurston County. The other sites involved are the RST Cellars building, north of Custer Way, and the warehouse complex east of Capitol Boulevard. The goal of the project is to merge the community’s vision for the sites with marketable uses and a framework for zoning, redevelopment and revitalization.

“The scope of this initial stage of the process is to create an outline of our county’s vision for what these places could look like in the future, to get a sense of potential for what the brewery properties could be,” said Jared Burbridge, assistant director of the Thurston Regional Planning Council, which is a combined entity of the Thurston County Metropolitan Planning Organization and Regional Transportation Planning Organization.

TRPC was responsible for securing the DOE grant and will coordinate with the City of Tumwater on all procedures and events related to the study, which is scheduled to be completed by Sept. 30.

The council is seeking input from adjacent property owners, residents and local government leaders to develop a master plan for the sites. Once that happens, Burbridge said, Thurston County leaders will be able to develop policies to support the collective vision.

“It’s the first step in a many-step process,” he said.

Heartfelt history

For Tumwater, the Olympia Brewery has long been an area landmark. And the site is expected to be a future economic engine as well.

Built along the Deschutes River by German immigrant Leopold Schmidt in the mid-1890s, the original Capital Brewing Co. complex included a four-story wooden brewhouse, a five-story cellar building, a one-story ice factory and a bottling and keg plant.

Olympia Beer was first brewed and sold in 1896 and the company changed its name to Olympia Brewing Co. in 1902.

After Prohibition, a new brewery building was constructed upstream and beer sales restarted in 1934. In 1983, the company was sold to Pabst, which took over brewing well-known Northwest brands such as Henry Weinhard’s and Rainier until closing in 2003.

Because of the site’s ties to the community the re-visioning project will proceed carefully, Burbridge said. And there will be plenty of input sought from major stakeholders throughout Thurston County.

The TRPC, Tumwater City Council and project consultants Lorig Associates of Seattle and FLT Consulting of Olympia have had several meetings with an 18-member mayoral task force and are scheduled to meet again May 19.

“Right now the consulting team is really hunkering down and getting the information about everything they need — the building condition, the market, the permits, the costs,” said Tim Smith, planning manager for the City of Tumwater. “It’s idea gathering at this stage.”

The goal is be prepared for a public meeting May 31, which will provide an opportunity for residents to review ideas for the

brewery property.

Because the site is 170 acres, Smith said, the re-visioning process has already identified several big issues. The long vacancy has resulted in significant structural damage which will be difficult to upgrade — or to tear down and rebuild. The building's superior original structural quality also will make renovation or razing expensive.

Lorig and FLT will analyze the brewery site's unique specifications and possibilities, as well as research urban design options, city infrastructure, razing and renovation, and user markets.

And the planners likely will need to break up the parcel, depending in its possible uses — the scope of which still must be determined.

"It's important to come in with a realistic vision that's something the market can support, something that matches the community vision," Smith said. "Basically anything is on the plate to consider."

Another sticking point is that the re-visioning portion of the grant includes only the property that's bordered by Custer Way South. Everything north of that was purchased last year by Old Brewhouse LLC.

"But certainly we will include it in what's going on with the visioning for the rest of it," Smith said. "We're following their progress to make sure it's a collaborative effort."

For everyone involved in the redevelopment groundwork, the key to simultaneously appeasing all property stakeholders and Tumwater residents is to conduct a thorough process. With the grant's six-month timeline for consulting, the team is looking to wrap up the community input phase in July and have a report ready for City Council in August. The consulting contract ends Sept. 30.

"We're most excited that it's elevated to this point," Smith said. "This is an issue that has been on the books for years. Having a proven agenda for meetings and available funds in place are the next steps in progressing. It's exciting to get the ball rolling."

The larger picture

This initial stage of the community visioning process is one task of many actions included within the umbrella of the Department of Energy grant for reducing greenhouse emissions.

Additional topics to be addressed include adding transportation corridors for bus lines; the use of tele-working centers to reduce car travel in the cities of Tumwater, Rainier, Tenino and Yelm; and working with local educational facilities to encourage walking, biking or taking school buses instead of personal cars.

"It's a cross between land use and transportation," Burbridge said. "We're coming at it as if that community vision includes all facets of cutting back energy use in Thurston County."

A website to provide information about the grant and the study also is in the works, and the Thurston Regional Planning Council is gathering community input via a promotional campaign that includes speaking at local clubs and joining social media outlets.

Brewery focus

Veena Tabbutt, a senior planner for the Thurston Regional Development Council who oversees the project's funding, said that, although the brewery is just one subcomponent of the grant to reduce energy costs in the county, it has fascinating possibilities for redesign.

"The idea is that if we could redevelop that area and create a new and improved center between Tumwater central and Olympia downtown, we could get some activity over there," she said. "It's all about getting people interested in the area."

Tabbutt said initial meetings about the site focused on the layout of the Olympia Brewery and included a walk-through to identify possibilities for future use, as well as challenges for construction and renovation.

"There was lots of discussion about the fabric of the building," she said. "When we walked through it, I couldn't believe how huge it was, and all of its complexities. There's a lot of potential. But this process will be slow because we have to think about so many things."

Burbridge agreed, but said stakeholders shouldn't expect much more than engaging discussion until the study is completed.

"It's nothing very sexy at this time," he said. "No date, nothing is going to be on the ground. But it's very practical way to approach this opportunity so that we make sure everyone who wants to has the chance to be involved."

Upcoming task force meetings are scheduled for May 31 and June 30, by which time the group will have recommendations for re-use of the Olympia Brewery site ready to release to the public.

**CLEVELAND AVE SITE**



**WAREHOUSE**



**BREWHOUSE/CELLARS**



# 3.1 SITE OVERVIEW: Looking Southeast

OLYMPIA BREWERY VISIONING 25 AUGUST 2011



REDEVELOPMENT CONSULTANTS, LLC

THE BLUFF

THE VALLEY

THE KNOLL

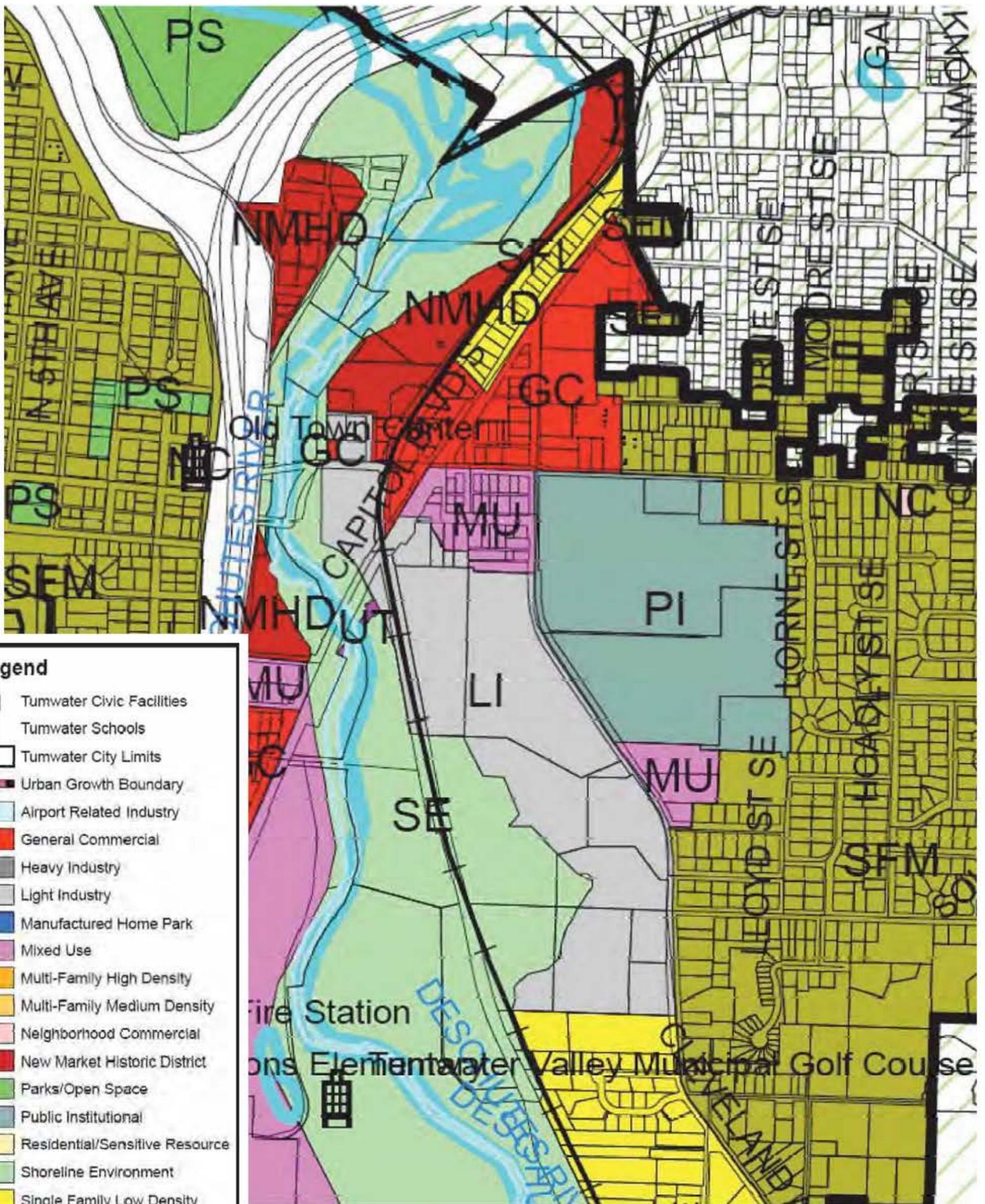


## 3.2 : SITE AREAS: Looking Southeast

OLYMPIA BREWERY VISIONING 25 AUGUST 2011



REDEVELOPMENT CONSULTANTS, LLC

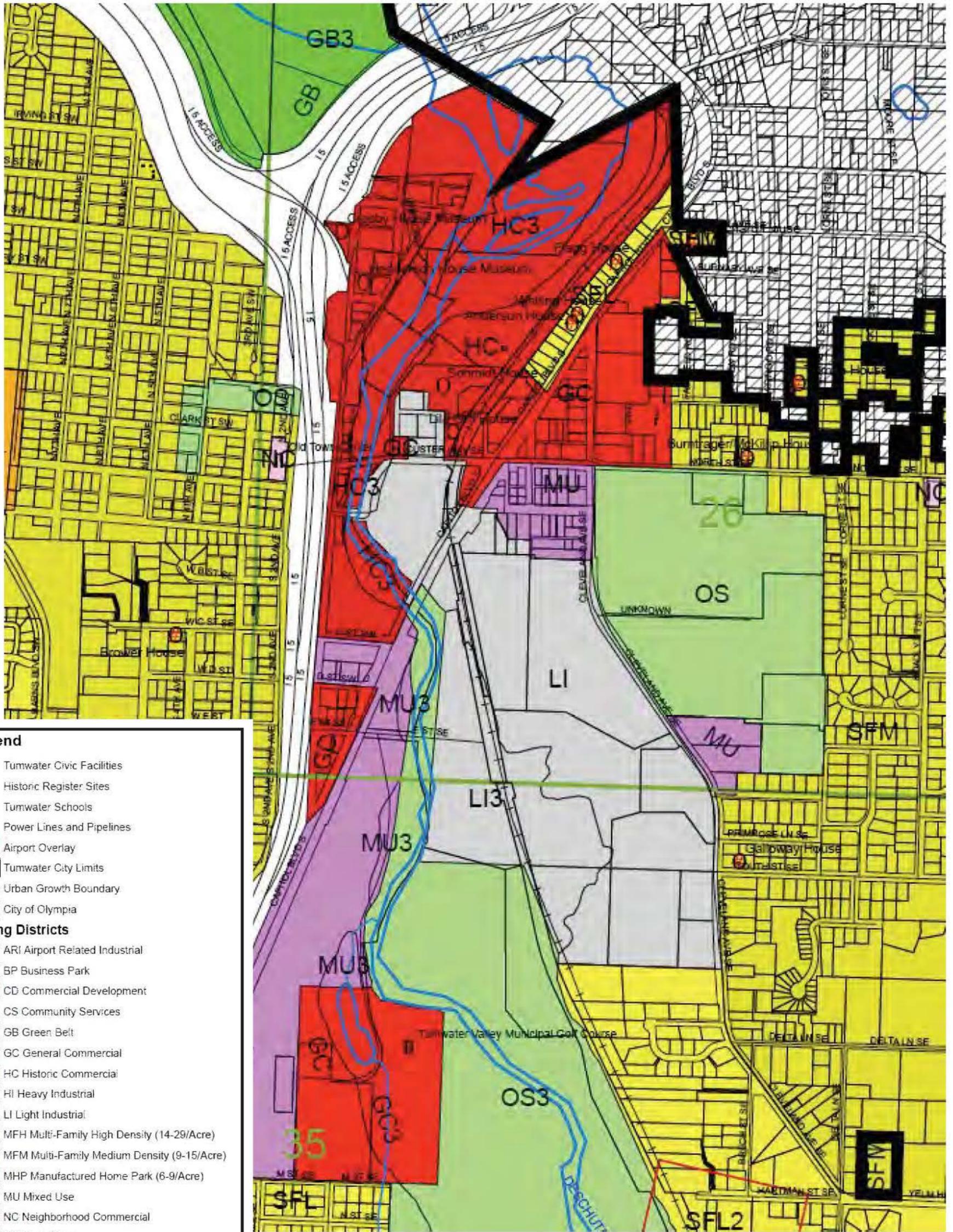


### 3.3 : LAND USE MAP

OLYMPIA BREWERY VISIONING 25 AUGUST 2011



REDEVELOPMENT CONSULTANTS, LLC

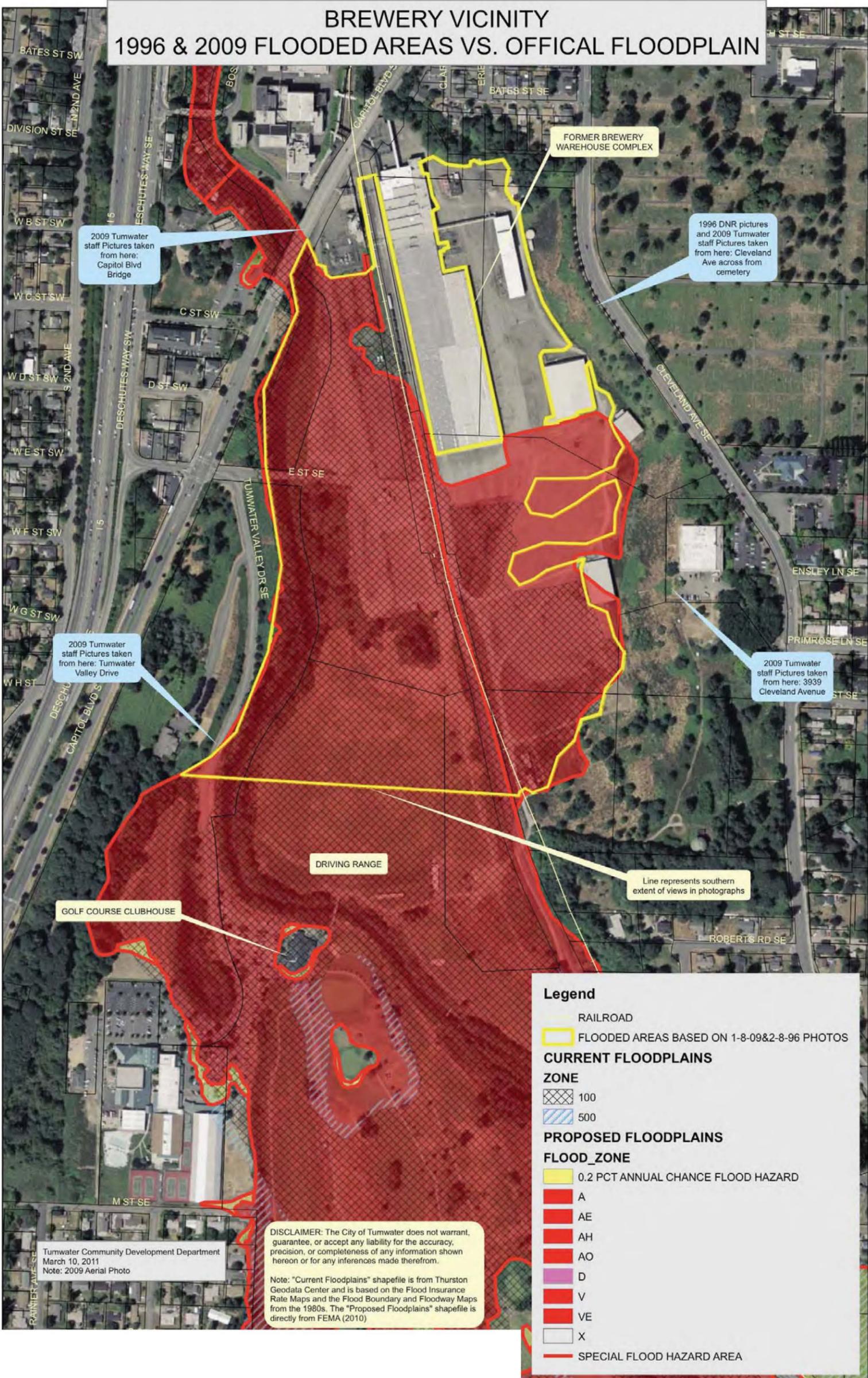


# 3.4 ZONING MAP

OLYMPIA BREWERY VISIONING 25 AUGUST 2011

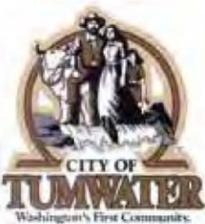


REDEVELOPMENT CONSULTANTS, LLC



## 3.5 FLOODPLAIN

OLYMPIA BREWERY VISIONING 25 AUGUST 2011



REDEVELOPMENT CONSULTANTS, LLC

## BREWHOUSE & CELLARS

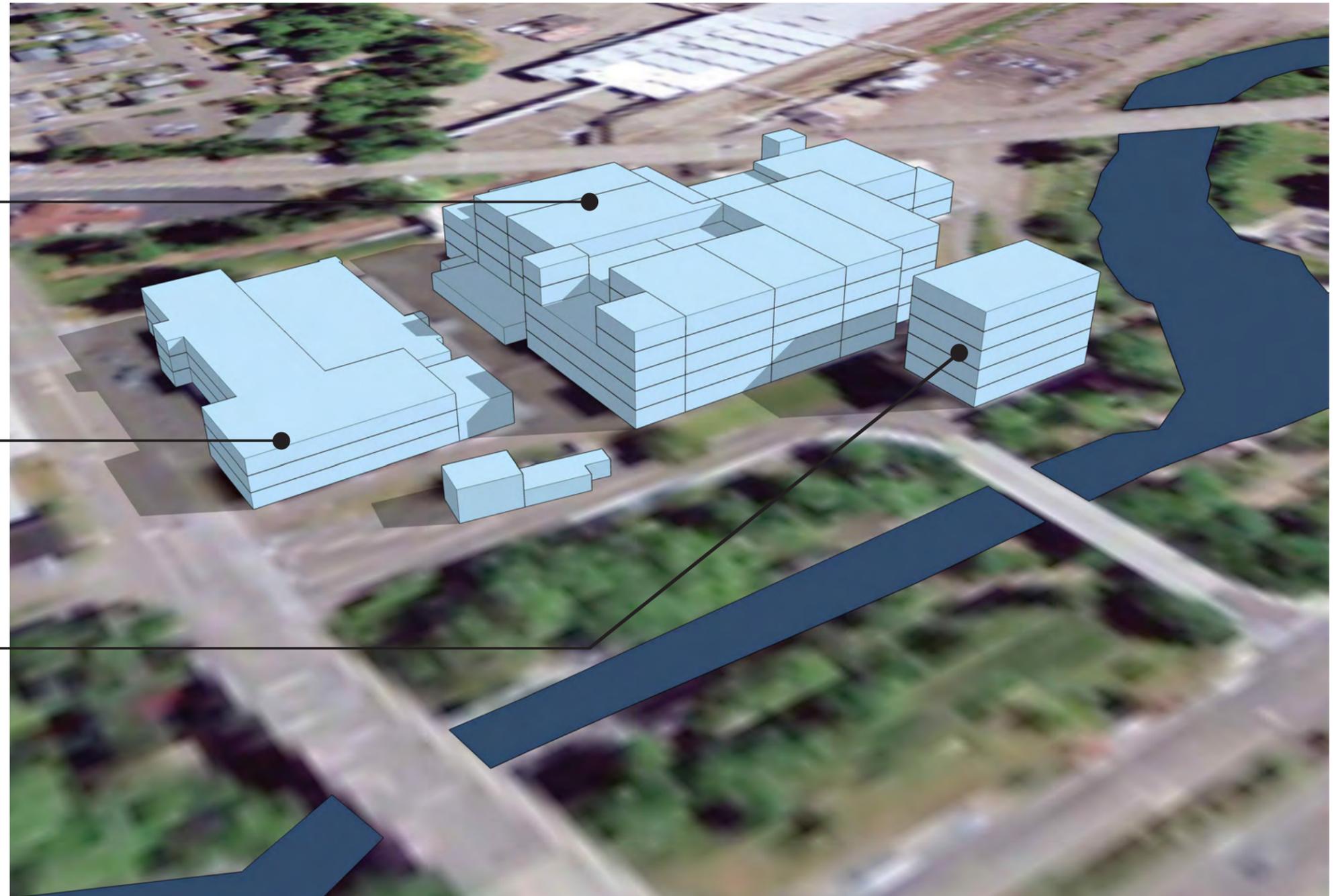
FOOTPRINT: 75,900+/- SF  
G.S.F.: 265,600+/- SF

## OFFICE, BOTTLE HOUSE "A", MAINTENANCE

FOOTPRINT: 30,000+/- SF  
G.S.F.: 73,000+/- SF

## "M" CELLAR

FOOTPRINT: 6,000+/- SF  
G.S.F.: 33,500+/- SF



# 3.6 KNOLL BUILDINGS: Massing

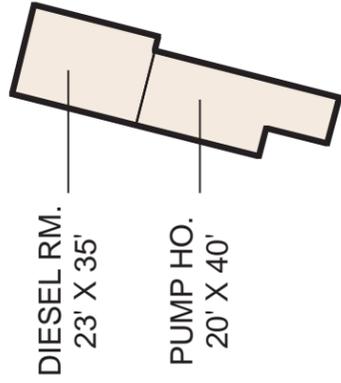
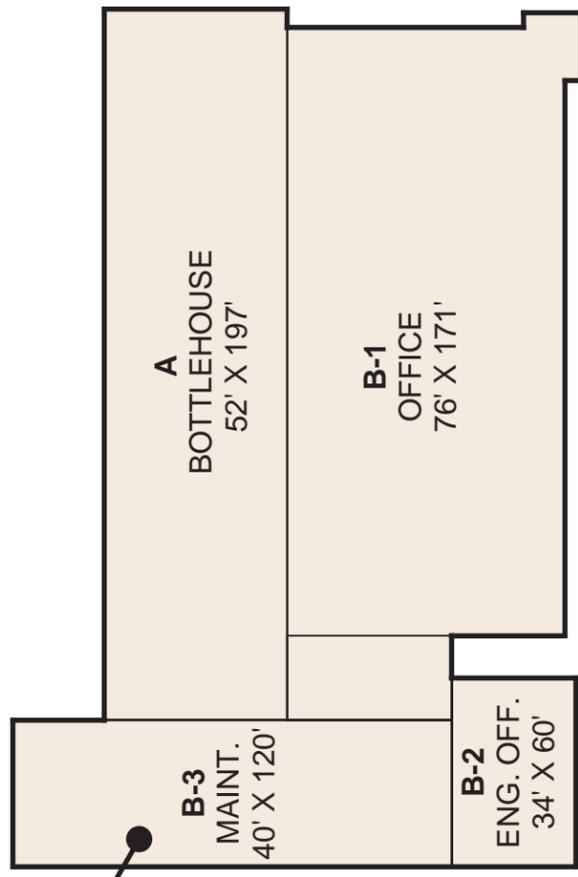
OLYMPIA BREWERY VISIONING 25 AUGUST 2011



REDEVELOPMENT  
CONSULTANTS, LLC

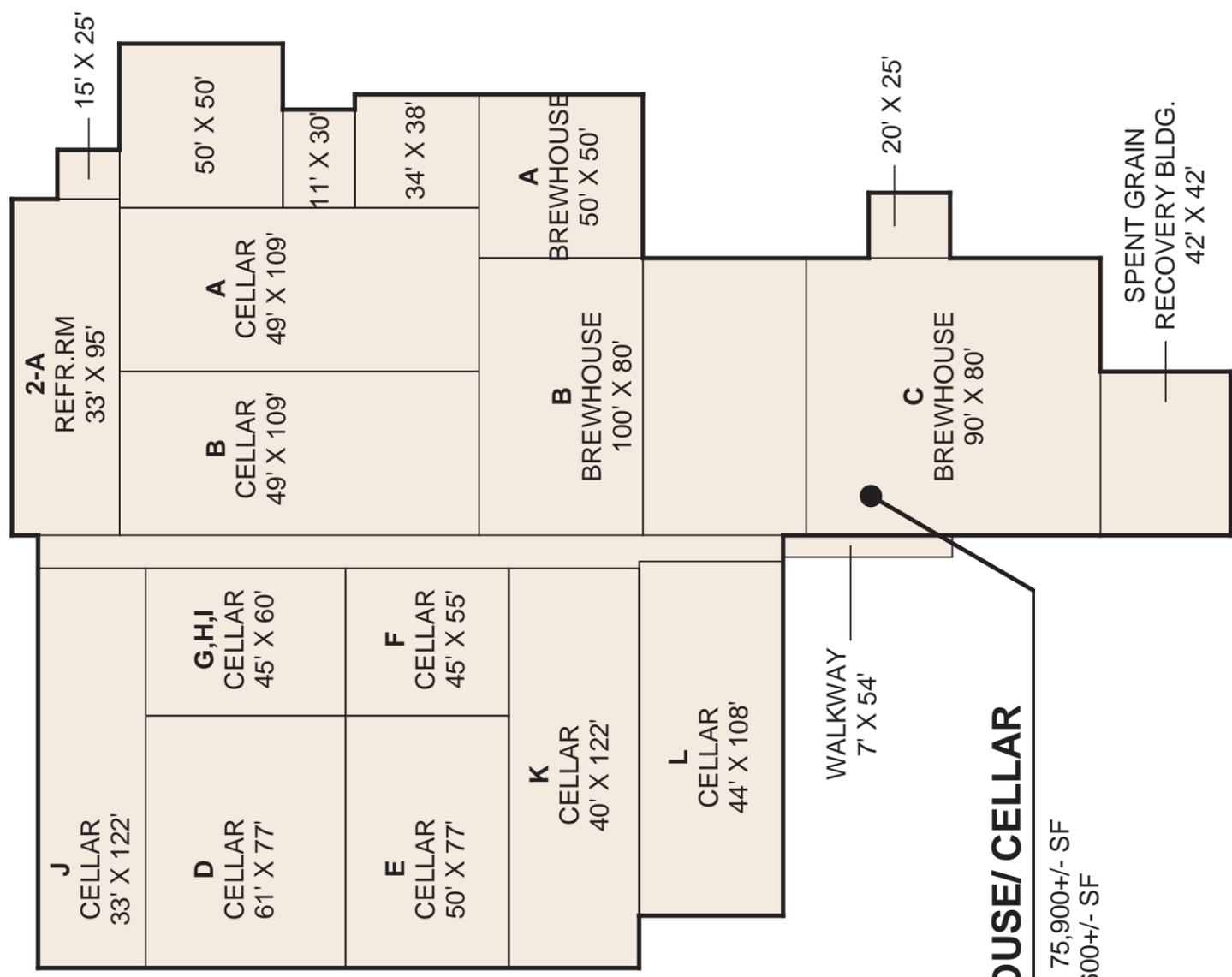
### BOTTLEHOUSE/ OFFICE

FOOTPRINT: 30,000+/- SF  
G.S.F.: 73,000+/- SF



### M CELLAR

FOOTPRINT: 6,100+/- SF  
G.S.F.: 33,500+/- SF



### BREWHOUSE/ CELLAR

FOOTPRINT: 75,900+/- SF  
G.S.F.: 265,600+/- SF



## 3.7 KNOLL BUILDINGS: Phasing Blocks

OLYMPIA BREWERY VISIONING 25 AUGUST 2011



REDEVELOPMENT  
CONSULTANTS, LLC



Brewhouse C



M Cellar & L Cellar



Office & Bottle House A

## 3.8 THE KNOLL BUILDINGS: Exteriors





**F Cellar**

**Brewhouse B**



**Bottle House A**

**T Cellar with exterior removed**



**Brewhouse A**

## 3.9 THE KNOLL BUILDINGS: Interiors

OLYMPIA BREWERY VISIONING 25 AUGUST 2011

## EMPTY BOTTLE WAREHOUSE

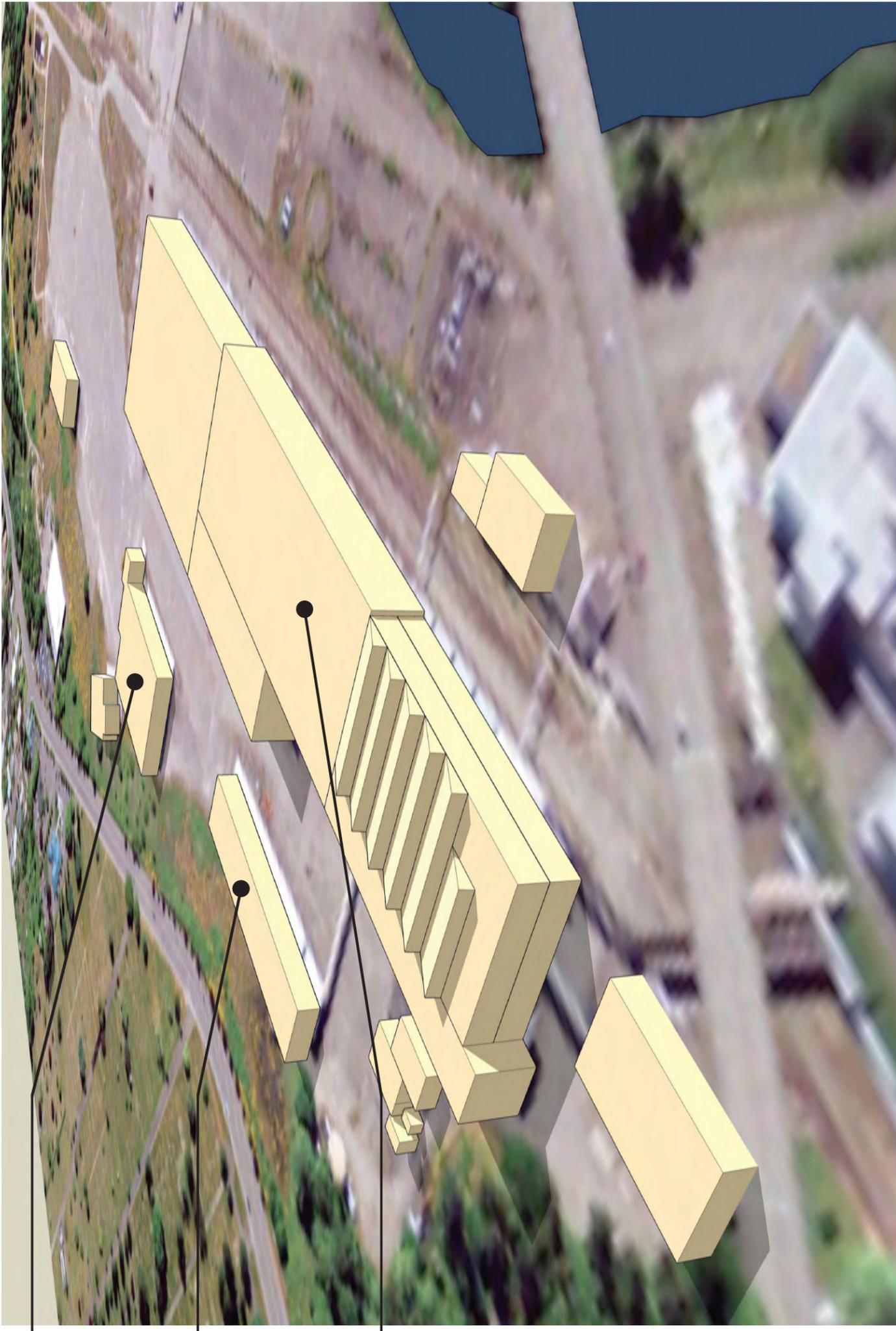
FOOTPRINT: 35,000+/- SF  
G.S.F.: 35,000+/- SF

## BOTTLE WASH BUILDING

FOOTPRINT: 19,000+/- SF  
G.S.F.: 25,000+/- SF

## BOTTLEHOUSE "B" & WAREHOUSE

FOOTPRINT: 250,000+/- SF  
G.S.F.: 300,000+/- SF

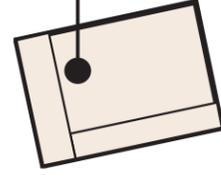


# 3.10 VALLEY BUILDINGS



**KEG BUILDING**

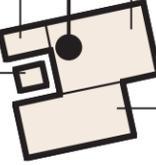
FOOTPRINT: 7,000+/- SF  
70' X 120'



PAINT SHOP  
12' X 15'

PAINT BOOTH  
15' X 25'

BALER BLDG.  
40' X 55'

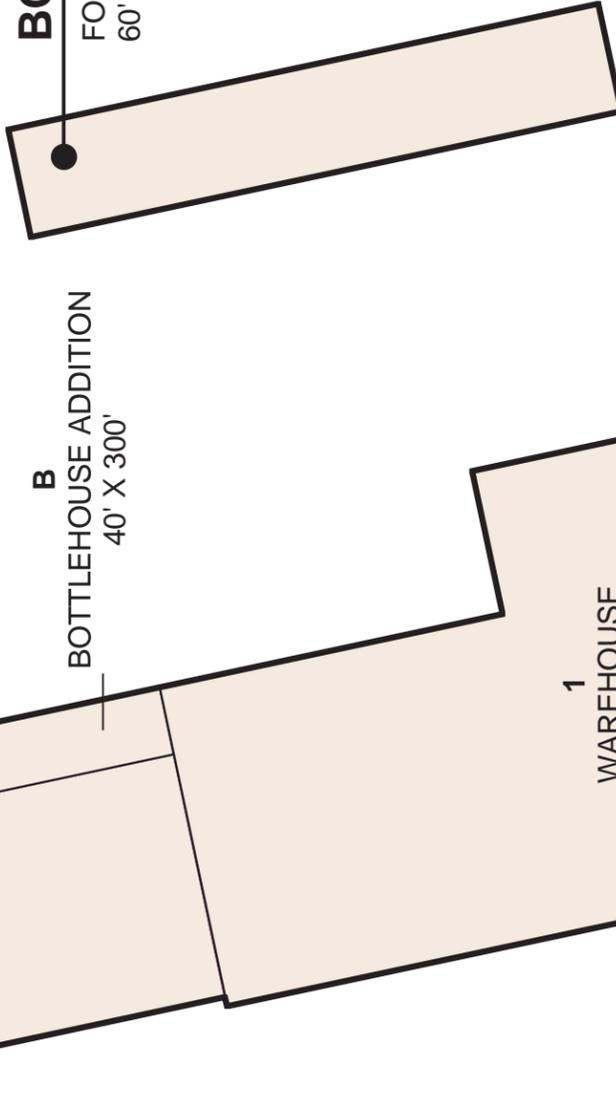


CARPENTER SHOP  
30' X 60'

**PAINT/CARPENTER SHOP**

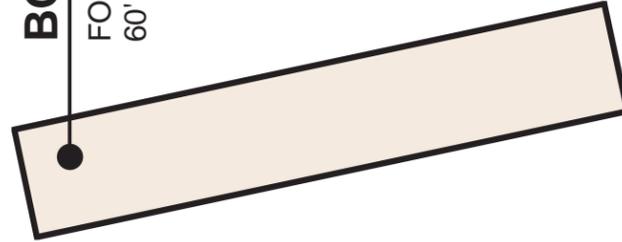
FOOTPRINT: 4,550+/- SF

**B**  
BOTTLEHOUSE  
275' X 135'

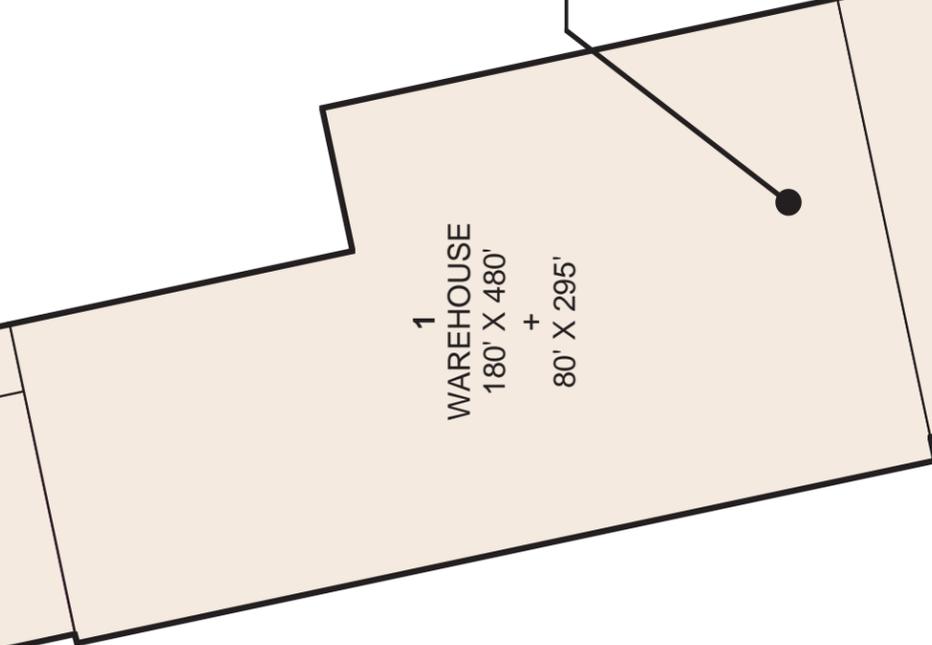


**BOTTLE WASH BLDG.**

FOOTPRINT: 19,000+/- SF  
60' X 320'



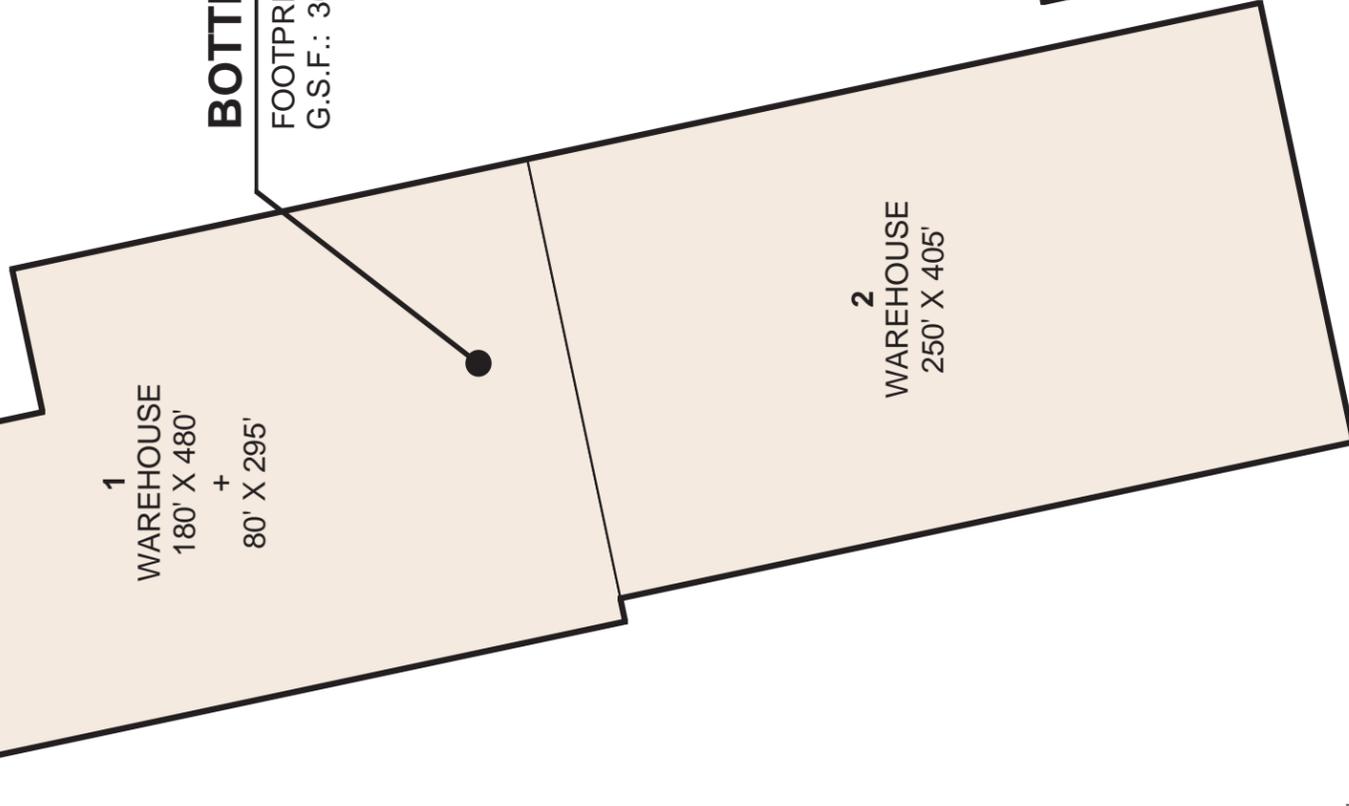
**B**  
BOTTLEHOUSE ADDITION  
40' X 300'



**1**  
WAREHOUSE  
180' X 480'  
+  
80' X 295'

**BOTTLEHOUSE "B" & WAREHOUSE**

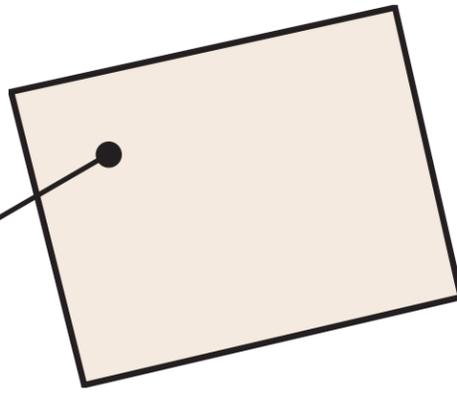
FOOTPRINT: 250,000+/- SF  
G.S.F.: 300,000+/- SF



**2**  
WAREHOUSE  
250' X 405'

**EMPTY BOTTLE WAREHOUSE**

FOOTPRINT: 35,000+/- SF  
160' X 220'



**SHIPPING/RECEIVING OFF.**

FOOTPRINT: 1,440 SF  
30' X 45'



# 3.11 : VALLEY BUILDINGS

OLYMPIA BREWERY VISIONING 25 AUGUST 2011



REDEVELOPMENT  
CONSULTANTS, LLC

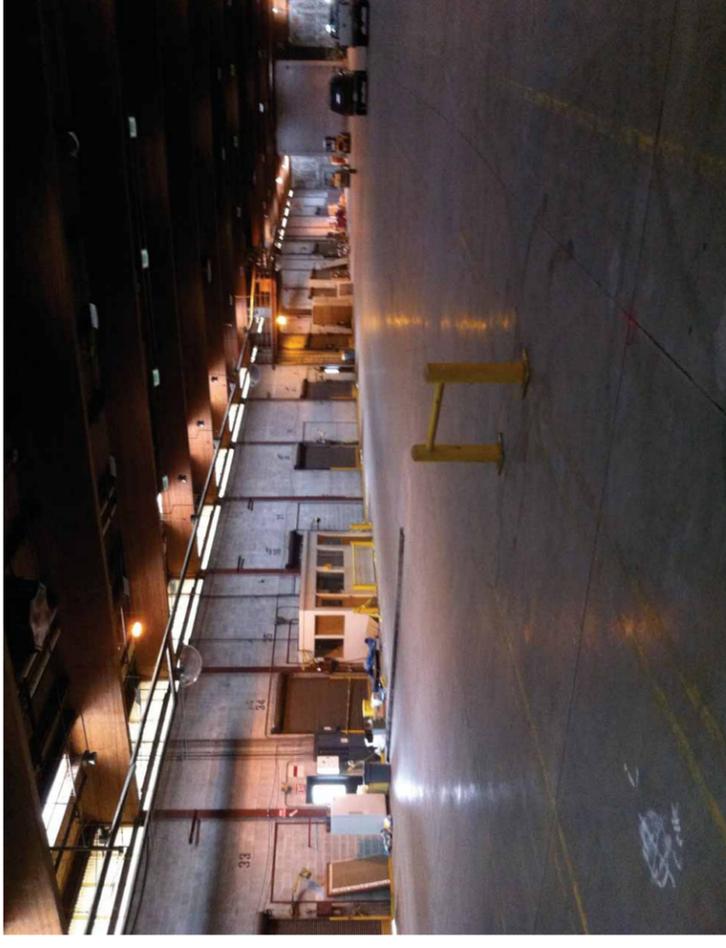
**Bottle House B Addition**



**Bottle House B**



**Warehouse 1**



## 3.12 BOTTLEHOUSE "B" & WAREHOUSE: Interiors

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OLYMPIA BREWERY VISIONING 25 AUGUST 2011

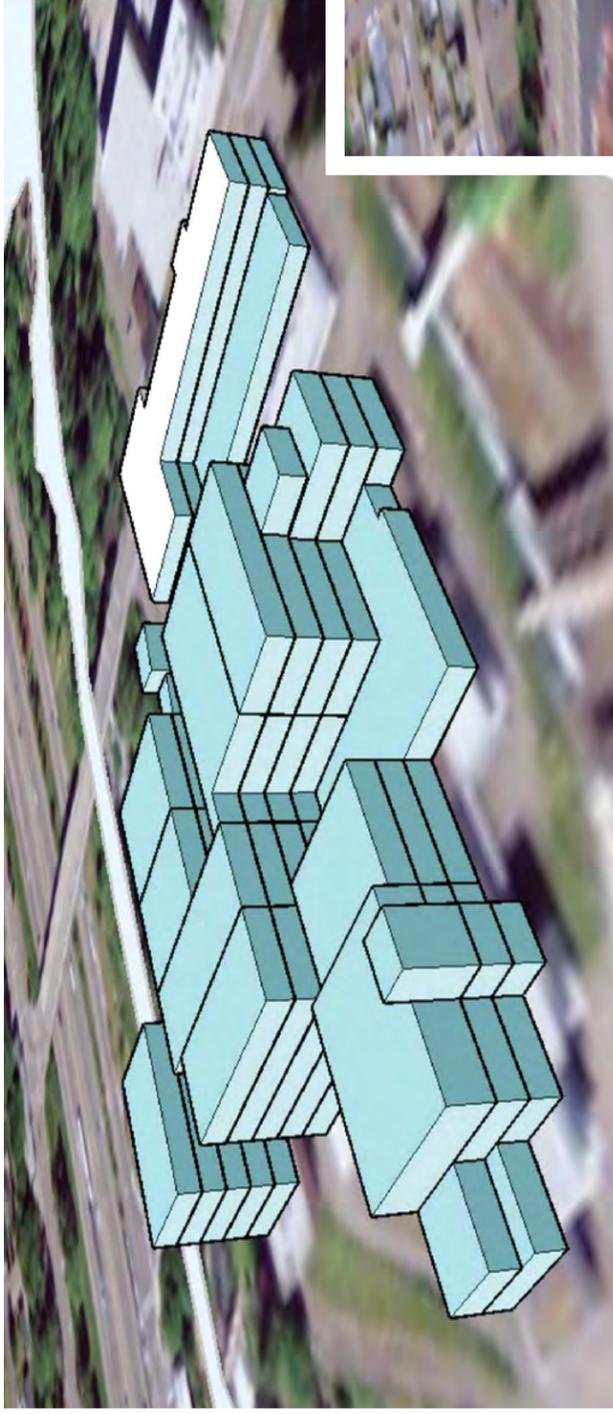


## **BLUFF SITE**

FOOTPRINT: 87,500+/- SF  
(140' +/-) x (625' +/-)

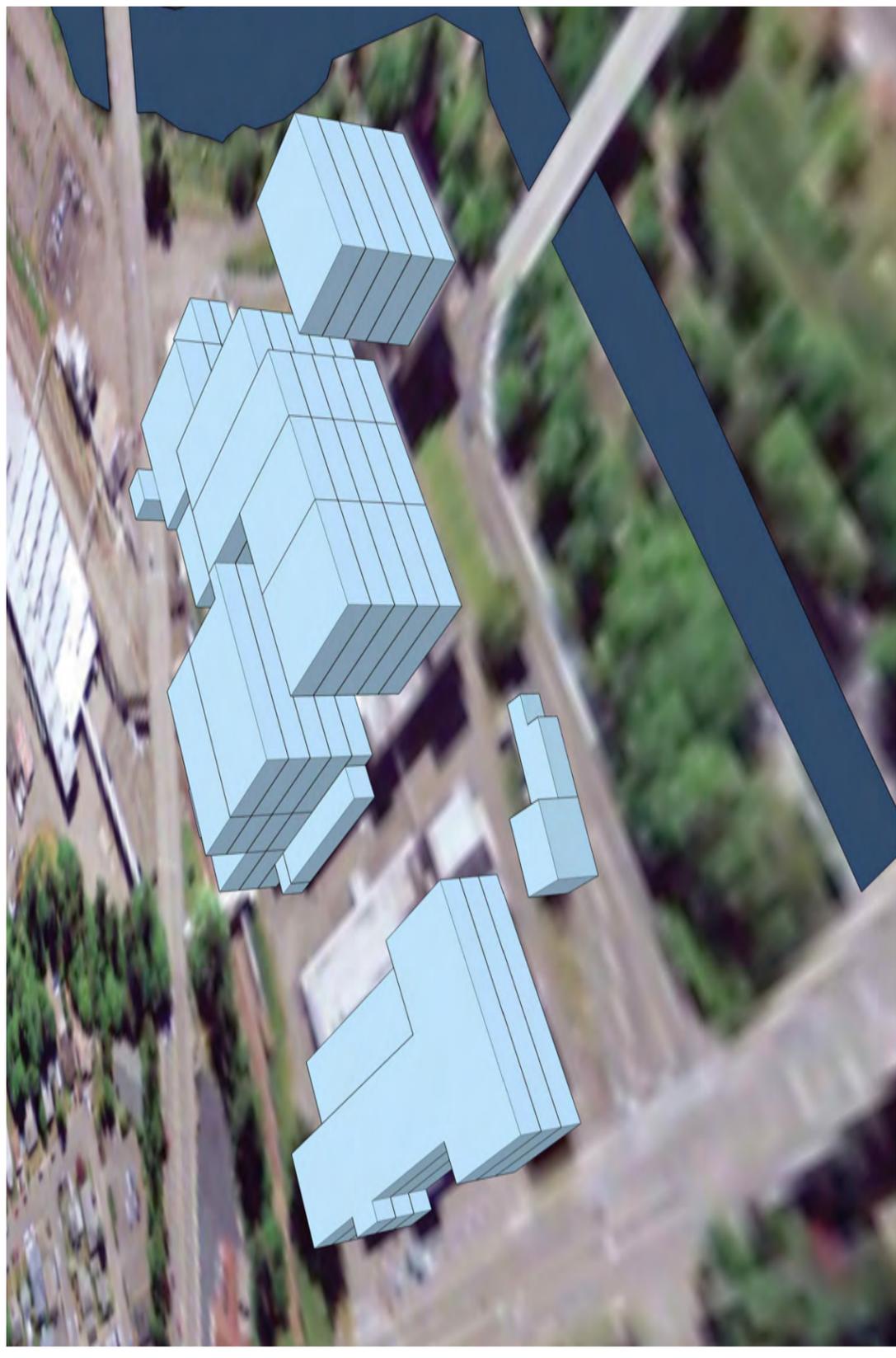
# 3.13 BLUFF SITE





FROM N.E.

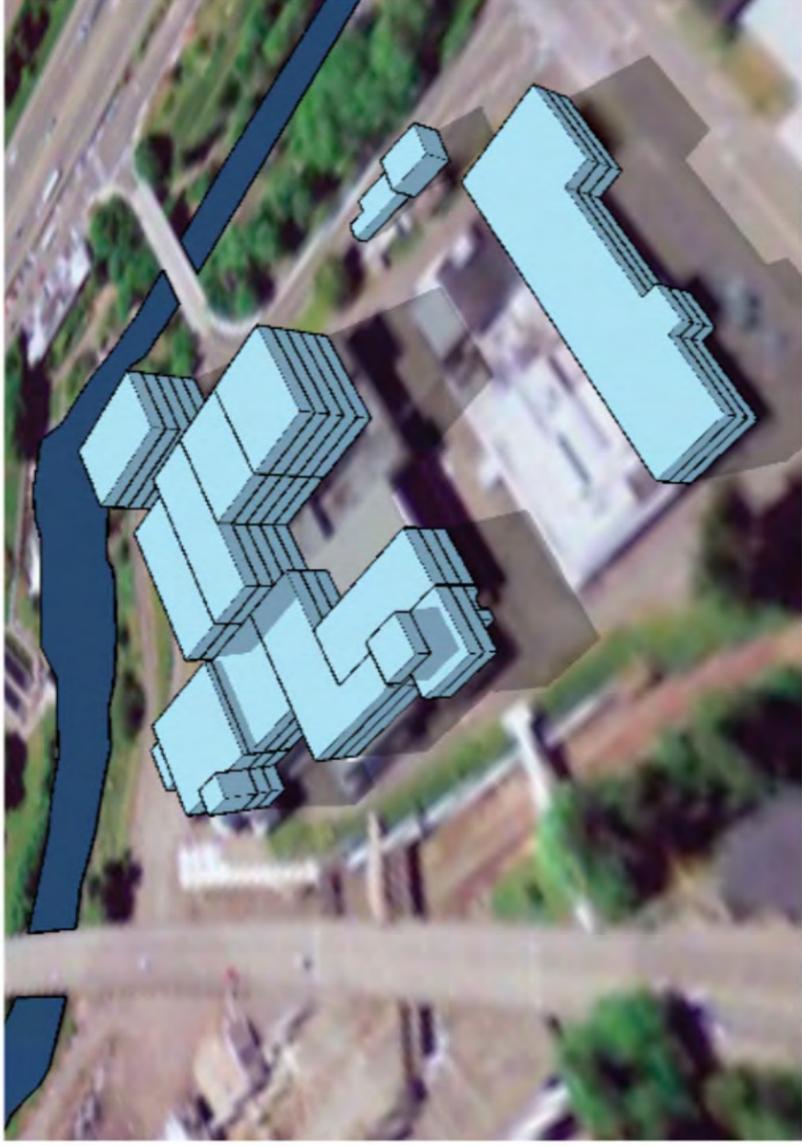
FROM N.W.



## 3.14 KNOLL DEMOLITION IDEA #1: Educational Campus

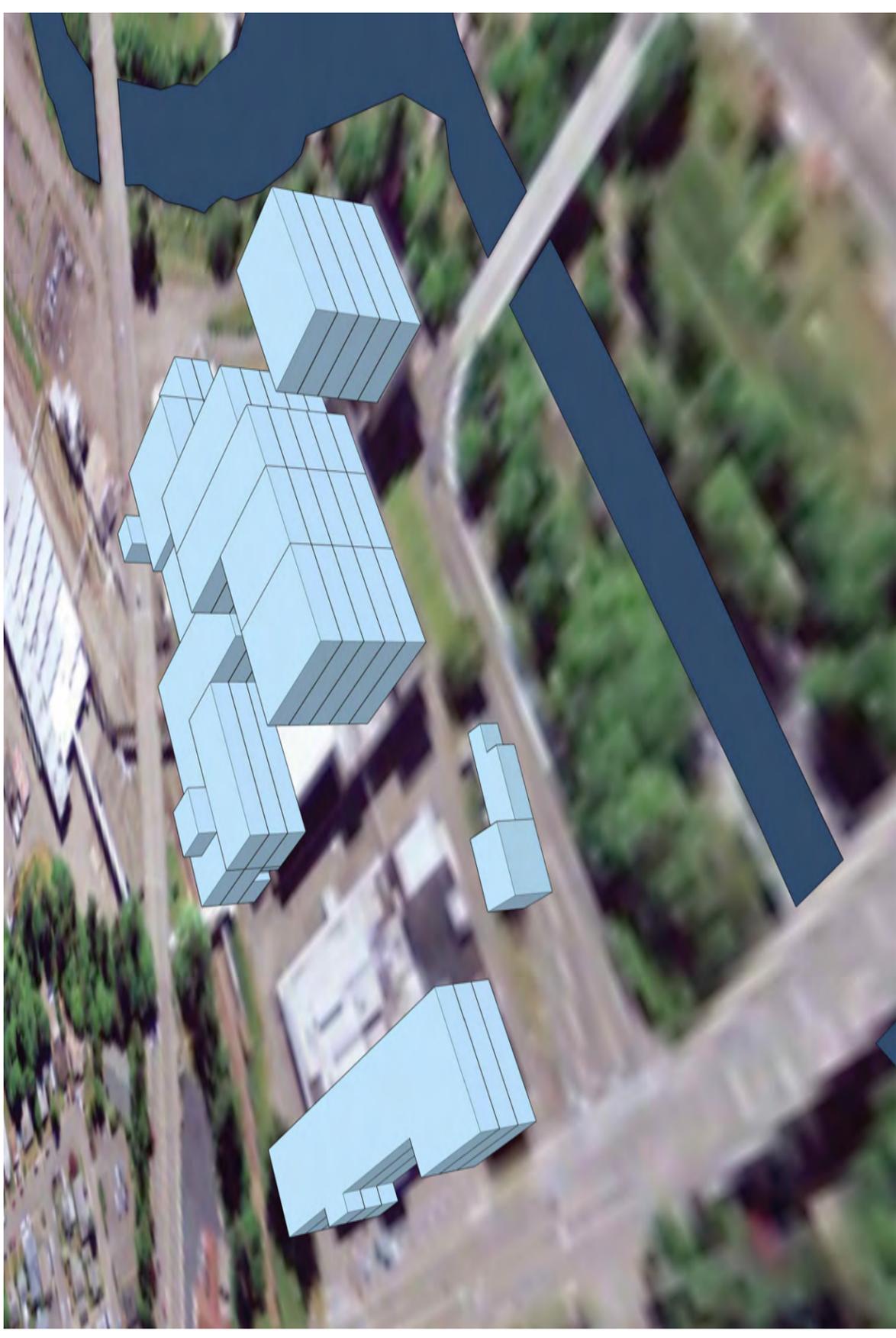
OLYMPIA BREWERY VISIONING 25 AUGUST 2011





FROM N.E.

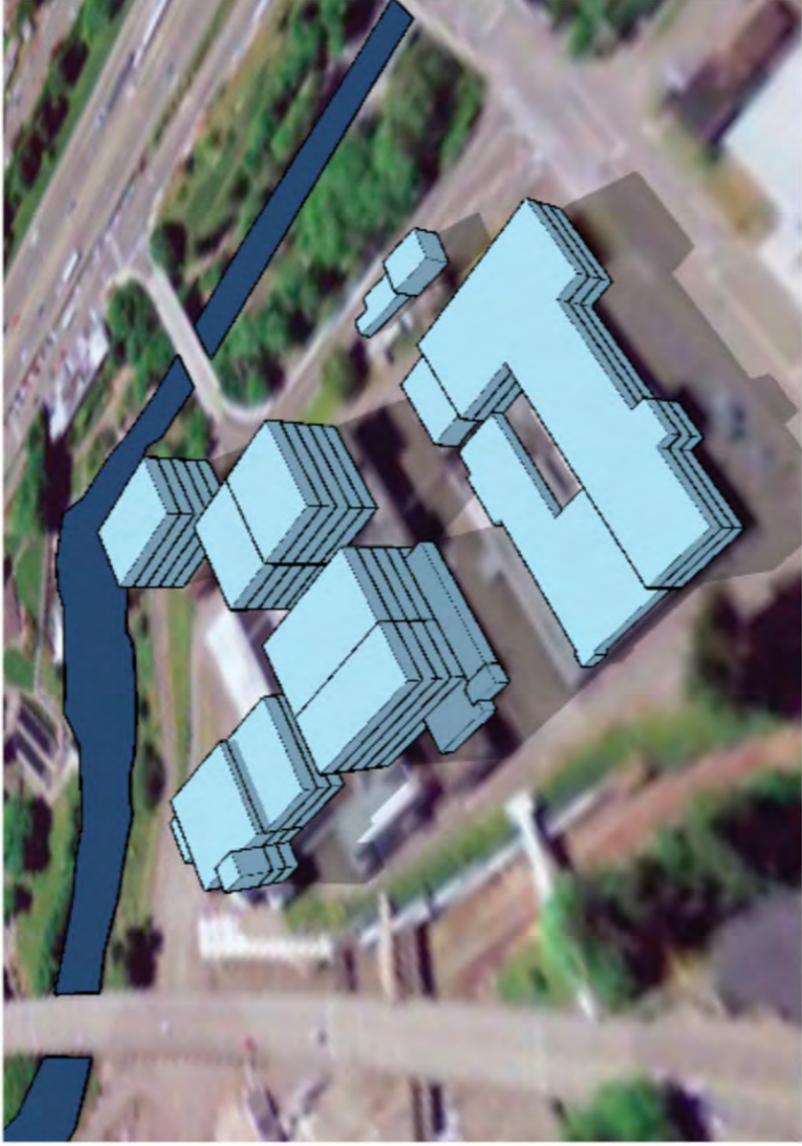
FROM N.W.



## 3.15 : KNOLL DEMOLITION IDEA #2: Corporate Campus

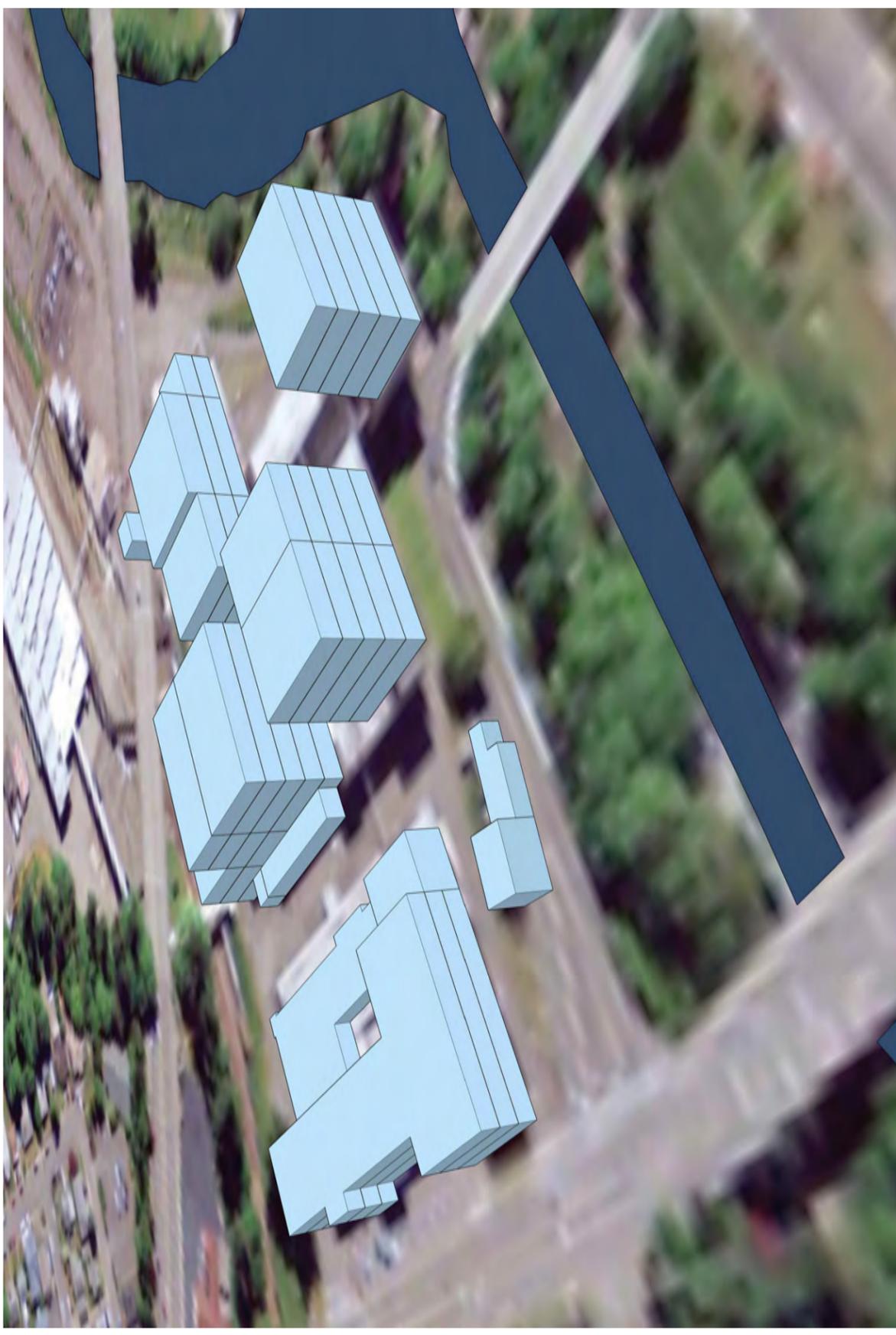
OLYMPIA BREWERY VISIONING 25 AUGUST 2011





FROM N.E.

FROM N.W.



## 3.16 : KNOLL DEMOLITION IDEA #3: Town Center

OLYMPIA BREWERY VISIONING 25 AUGUST 2011



REDEVELOPMENT  
CONSULTANTS, LLC

## Exhibit 4.1

### Tumwater Area Office Market Analysis Lorig Associates 6-15-11



525 Columbia Street NW  
Olympia, WA  
**\$15.00 - \$18.00 PSF**

**351 - 5,954 SF**  
Office  
**Divide or Combine for Multiple Sq.Ft. Options**



2101 Harrison Avenue NW  
Suite #B1, Olympia, WA  
**\$13.79 PSF**  
**\$525.17/Mo. + NNN**

**457 SF**  
Office/Retail  
(can combine w/B2 for 857 sf)



1801 West Bay Drive NW  
Olympia, WA  
**\$25.50 PSF**

**589 - 5,922 SF**  
Office  
**Combine Suites for Multiple Sq. Ft. Options**



2114 Caton Way SW  
Olympia, WA  
**\$21.50 PSF**  
**\$1,085.75/Mo.**

**606 SF**  
Office



402 Black Hills Lane SW,  
#C  
Olympia, WA  
**\$16.95 PSF**  
**\$890.00/Mo.**

**630 SF**  
Medical/Office



2604 12th Court NW, #A-2  
Olympia, WA  
**\$14.00 PSF**  
**\$764.17/Mo.**

**655 SF**  
Office  
(Can combine w/ suite B for 4,255 SF)



101 N. Capitol Way, #203  
Olympia, WA  
**\$17.75 PSF**  
**1,143.40.00/Mo.**

**773 SF**  
Office

## Tumwater Area Office Market Analysis



2958 Limited Lane NW  
Suite #B  
Olympia, WA  
**\$1,590.00/Mo.**      **875 SF**  
Office



2116 Caton Way SW  
Olympia, WA  
**\$1,648.33/Mo.**      **920 SF**  
Office



7226 Martin Way E.  
Olympia, WA  
**\$2,500.00/Mo.**      **950 SF**  
Office/Retail



505 E. Union Avenue SE  
Olympia, WA  
First Floor  
**\$17.00 PSF**      **950 - 5,335 SF**  
Office



4315 6th Avenue SE, #C  
Lacey, WA  
**\$12.00 PSF**      **1,000 SF**  
**\$1,000.00/Mo.**      Office



4324 Martin Way E.  
Olympia, WA  
**\$17.00 PSF**      **1,000 SF**  
**\$1416.67/Mo.**      Office/Retail



1601 E. Front Street  
Building A  
Port Angeles, WA  
**\$10.00 PSF**      **1,000 SF**  
Office

## Tumwater Area Office Market Analysis



700 Marine Drive NE  
Olympia, WA  
**\$15.50 PSF**

**1,004-6,180 SF**  
Retail/ Office



1308 Fones Road SE  
Olympia, WA  
**\$.60 PSF**  
**\$3,000.00/Mo.**

**1,100 SF**  
Office  
**3,900 SF**  
Warehouse



202 Cullens Street SW  
Yelm, WA  
**\$15.00 PSF**

**1,105-9,452 SF**  
Medical/Office



1601 E. Front Street  
Building A  
Port Angeles, WA  
**\$10.00 PSF**

**1,150 SF**  
Office



111 Market Street NE  
2nd Floor  
Olympia, WA  
**\$23.00 PSF**

**1,156-6,947 SF**  
Office  
(#245 - 2,062 sf)  
(#250 - 3,729 sf)  
(#275- 1,156 sf)  
(#245 & 275- 3,218)



4313 6th Avenue SE  
Lacey, WA  
**\$12.00 PSF**  
**\$1,191.00/Mo.**

**1,191 SF**  
Office



6101 Capitol Boulevard SE  
Tumwater, WA  
**\$15.75 PSF**

**1,200 SF**  
Office/Retail



155 Lilly Road NE  
Olympia, WA  
**\$18.00 PSF**

**1,296 - 12,672 SF**  
Medical/Office  
Divisible to 1,296 sf with a variety of floor plan options

## Tumwater Area Office Market Analysis



4310 6th Avenue SE  
Lacey, WA  
**\$17.25 PSF**  
**1,315 SF**  
Office



8729 Commerce Place Dr  
NE  
Lacey, WA 98516  
**\$10.00 PSF**  
**1,338-2,772 SF**  
Office



724 Columbia Street NW  
Suite #330  
Olympia, WA  
**\$25.00 PSF**  
**\$2,800.00/Mo.**  
**1,344 SF**  
Office



2101 Harrison Avenue NW  
Suite #A, Olympia, WA  
**\$14.00 PSF**  
**\$1,570.33/Mo. + NNN**  
**1,346 SF**  
Office/Retail  
(Combine w/ B2 for 1,746 sf or  
w/ B1 & B2 for 2,203 sf)



2625 Parkmont Lane SW  
Building B, Suite A  
Olympia, WA  
**\$12.00 PSF**  
**\$1,380.00/Mo.**  
**1,380 SF**  
Office



205 Lilly Road NE  
Building A, Suite B  
Olympia, WA  
**\$19.50 PSF**  
**\$2,279.88/Mo.**  
**1,403 SF**  
Medical/Office  
Combined w/#A (4,099sf)



4317 6th Avenue SE, #201  
Lacey, WA  
**\$15.50 PSF**  
**\$1,828.00/Mo.**  
**1,415 SF**  
Office  
Can combine w/#202 for a total of 3,587 sf



1801 West Bay Drive NW  
Suite 202  
Olympia, WA  
**\$25.50 PSF**  
**1,422 SF**  
Office

## Tumwater Area Office Market Analysis



209 Lilly Road NE  
Olympia, WA  
**\$27.00** PSF

**1,500-32,000 SF**  
Medical/Office



80 Marion Road  
Elma, WA  
**\$.50** PSF  
**\$2,500.00/Mo.**

**1,500 SF Office**  
**3,500 SF Warehouse**  
Office/Warehouse



2940-A Limited Lane NW  
Olympia, WA  
**\$11.00** PSF  
**\$1,394.25/ Mo.**

**1,521 SF**  
Office  
Can combined w/lower level space for  
4,418 sf



402 Black Hills Lane SW,  
#B  
Olympia, WA  
**\$19.75** PSF  
**\$2,603.70/ Mo.**

**1,582 SF**  
Medical/Office



6336 Littlerock Road SW  
Tumwater, WA  
**\$17.95** PSF  
**\$2,368.00/ Mo.**

**1,583 SF**  
Medical/Office



2625 Parkmont Ln SW,  
Bldg C  
Olympia, WA  
**\$8.00** PSF

**1,600 - 3,224 SF**  
Office



1217 Cooper Point Rd SW  
Olympia, WA  
**\$12.00** PSF

**1,659 or 1,781 SF**  
(Can combine for 3,440 SF)  
Office



404 Black Hills Lane SW,  
#D  
Olympia, WA  
**\$19.75** PSF  
**\$2,753.00/Mo.**

**1,673 SF**  
Medical/Office

## Tumwater Area Office Market Analysis



724 Columbia Street NW  
Suite #410  
Olympia, WA  
**\$25.00 PSF**  
**\$3,570.83/Mo.**  
**1,714 SF**  
Office



649 Woodland Sq. Lp SE  
Lacey, WA  
**\$15.00 PSF**  
**\$2,436.00/Mo.**  
**1,949 SF**  
Office



1601 E. Front Street  
Building B  
Port Angeles, WA  
**\$10.00 PSF**  
**1,965 SF**  
Office



300 Lilly Road NE  
Olympia, WA  
**\$18.00 PSF**  
**1,970 SF**  
Medical/Office



4317 6th Avenue SE, #202  
Lacey, WA  
**\$15.50 PSF**  
**2,172 SF**  
Office  
Can combine w/#201 for a total of 3,587 sf



4219 6th Avenue SE  
Lacey, WA  
**\$18.50 PSF**  
**2,240-7,060 SF**  
Office & Retail



2625 Parkmont Ln SW,  
Bldg A  
Olympia, WA  
**\$6.00 PSF**  
**2,500 SF**  
Office



7219 Cleanwater Lane SW  
Building #10  
Tumwater, WA  
**\$10.00 PSF**  
**2,513 - 6,000 SF**  
Office

## Tumwater Area Office Market Analysis



2940-A Limited Lane NW  
Olympia, WA  
**\$15.80** PSF  
**\$3,419.38/ Mo.**

**2,597 SF**  
Office  
Can combined w/upper level space for  
4,418 sf



205 Lilly Road NE  
Building A, Suite A  
Olympia, WA  
**\$19.50** PSF  
**\$4,381.00/Mo.**

**2,696 SF**  
Medical/Office  
Combined w/#B (4,099sf)



1217 Cooper Point Road  
SW  
Olympia, WA  
**\$12.00** PSF fully serviced

**3,440 SF**  
Divisible to:  
1,659 or 1,782SF  
Office



4317 6th Avenue SE  
Suites 201 & 202  
Lacey, WA  
**\$14.95** PSF  
**\$4,468.80/Mo.**

**3,587 SF**  
Office  
Divisible to 1,415 sf and  
2,172 sf



2604 12th Court NW #B  
Olympia, WA  
**\$12.00** PSF

**3,600 SF**  
(Can combine w/ suite A-2 for 4,255 SF)  
Office



3621 Ensign Road NE  
Olympia, WA  
**\$17.00** PSF

**4,114 SF**  
Medical/Office



3622 Ensign Road NE  
Olympia, WA  
**\$16.00** PSF  
**\$5,853.00/Mo.**

**4,390 SF**  
Medical/ Office  
Divisible

## Tumwater Area Office Market Analysis



110 West K Street  
Shelton, WA  
**\$11.00** PSF

**4,400 SF**  
Office



2940-A Limited Lane NW  
Olympia, WA  
**\$14.25** PSF  
**\$5,246.00/ Mo.**

**4,418 SF**  
Office  
Divisible to 1521 sf and  
2,597 sf



2404 Harrison Avenue NW  
Olympia, WA  
**\$9.50** PSF

**5,000 SF**  
Office



7219 Cleanwater Lane SW  
Building #9, 10, 11, 12, 13  
Tumwater, WA  
**\$10.00** PSF

**6,000 SF Each Building**  
Office



505 E. Union Avenue SE  
Olympia, WA  
Third Floor  
**\$17.00** PSF

**6,121 SF**  
Office



5109 Capitol Blvd.  
Tumwater, WA  
**\$11.00-\$15.00** PSF

**6,745 SF**  
Retail/Office  
Divisible To:  
700, 995, 1100, 1558 and 2392 sf

Exhibit 4.2  
Tumwater Area Apartment Rent Analysis / Comparables  
6-20-11



\$699 - \$1009

1 - 3 Bedrooms

1 - 2 Bath

[Black Lake](#) - Olympia, WA 98512

Washer/Dryer in Unit, Dishwasher, Small Dogs Allowed, Cats Allowed,



\$899 - \$1440

1 - 3 Bedrooms

1 - 2 Bath

[Tribeca Apartment Homes](#) - Olympia, WA 98501

Tribeca Apartment Homes is a BRAND NEW apartment community offering one, Washer/Dryer in Unit, Dishwasher, Small Dogs Allowed, Cats Allowed,



\$733 - \$993

1 - 3 Bedrooms

1 - 2 Bath

[Crowne Pointe Apartments](#) - Olympia, WA 98502

Washer/Dryer in Unit, Dishwasher, Small Dogs Allowed, Cats Allowed,

Exhibit 4.2  
Tumwater Area Apartment Rent Analysis / Comparables  
6-20-11



\$770 - \$1005

1 - 3 Bedrooms

1 - 2 Bath

[Talisman Apartments](#) - Olympia, WA 98506

Washer/Dryer in Unit, Dishwasher, Cats Allowed, Parking, Garage



\$695 - \$895

1 - 2 Bedrooms

1 - 1.5 Bath

[Wilderness West](#) - Olympia, WA 98501

Washer/Dryer in Unit, Dishwasher, Cats Allowed, Parking, High Speed



\$760 - \$1090

1 - 3 Bedrooms

1 - 2 Bath

[Breckenridge Apartment Homes](#) - Olympia, WA 98512

Washer/Dryer in Unit, Dishwasher, Cats Allowed, Parking, Garage ... [More >](#)

Exhibit 4.2  
Tumwater Area Apartment Rent Analysis / Comparables  
6-20-11



**\$670 - \$1375**  
**1 - 3 Bedrooms**  
**1 - 2 Bath**

Montair at Somerset Hill - Olympia, WA 98512  
Washer/Dryer in Unit, Dishwasher, Small Dogs Allowed, Cats Allowed,



**\$895 - \$1245**  
**1 - 3 Bedrooms**  
**1 - 2 Bath**  
**\$710 - \$810**  
**1 - 2 Bedrooms**  
**1 Bath**

Yauger Park Villas - Olympia, WA 98502  
BRAND NEW SPACIOUS LUXURY HOMES!!!1,200 sq ft with attached garages.  
Washer/Dryer in Unit, Dishwasher, Small Dogs Allowed, Cats Allowed,



**\$725 - \$1055**  
**1 - 3 Bedrooms**  
**\$850**

**Exhibit 4.2**  
**Tumwater Area Apartment Rent Analysis / Comparables**  
**6-20-11**

**2 Bedrooms**  
**1.5 Bath**

Townhouse - Olympia, WA 98501

Dishwasher, Cats Allowed, Some Paid Utilities, Balcony, Deck or Patio,



**\$780 - \$1100**  
**1 - 3 Bedrooms**  
**1 - 2 Bath**

Emerald Pointe Apartments - Lacey, WA 98503

Washer/Dryer in Unit, Dishwasher, Small Dogs Allowed, Cats Allowed



**\$625 - \$785**  
**1 - 2 Bedrooms**  
**1 Bath**

The Timbers - Lacey, WA 98503

Washer/Dryer in Unit, Dishwasher, Small Dogs Allowed, Cats Allowed

Exhibit 4.2  
Tumwater Area Apartment Rent Analysis / Comparables  
6-20-11



\$835 - \$1205  
1 - 3 Bedrooms  
1 - 2.5 Bath

[Hearthstone Apartment Homes](#) - Tumwater, WA 98501  
Washer/Dryer in Unit, Dishwasher, Small Dogs Allowed, Cats Allowed



\$625 - \$850  
Studio, 1 - 2 Bedrooms  
1 Bath

[Lacey Park Apartments](#) - Lacey, WA 98503  
Washer/Dryer in Unit, Dishwasher, Small Dogs Allowed, Cats Allowed





**Exhibit 5.1 Brewery End Use Ideas**  
**Range Of Possibilities for Achievement Methods and Strategies (How)**  
***DRAFT: Not a Final Document or Final Conclusions***  
**6-22-11**

Proposed Ideas / End Use (Development)	Market Driven	Possible City Facilitation Actions	Possible Public - Private Partnership Actions	Possible Public Initiative(s)
<b>Bluff Parcel Asset Considerations:</b> An easy site to develop. A fairly level reasonable located building site sized appropriately for a typical multifamily residential development although not extraordinary in any manner				
<b>Bluff Parcel</b>  1. Multi-Family Residential	Market should support a private development on this parcel dependent on land cost, construction cost and expected returns to private developer	Zoning changes regulation / permit issues, street Improvements and access and infrastructure support	Tax incentives  Greater than current investment in roads and other infrastructure	A Public Housing Agency acquires site and constructs a qualifying project.
<b>Bluff Parcel</b>  2. Mixed Use Project	Some question if the market would support a private mixed use development on this parcel due to financial considerations, location and number of alternative sites available in the market area.	Zoning changes regulation / permit issues, street Improvements and access and infrastructure support	Tax incentives for retail / commercial / office and affordable housing  Business development funding  Greater than current investment in roads and other infrastructure	A Public Housing Agency acquires site and constructs a qualifying project.
<b>Bluff Parcel</b>  3. Office / Commercial Use Project	Some question if the market would support a private commercial use development on this parcel due to financial considerations, location and number of alternative sites available in the market area.	Zoning changes regulation / permit issues, street Improvements and access and infrastructure support	Tax incentives for commercial / office  Business development funding  Greater than current investment in roads and other infrastructure  Space lease as a funding tenant	A government (federal, state, local government acquires the site and builds a facility/office

**Exhibit 5.1 Brewery End Use Ideas**  
**Range Of Possibilities for Achievement Methods and Strategies (How)**  
***DRAFT: Not a Final Document or Final Conclusions***  
**6-22-11**

Proposed Ideas / End Use (Development)	Market Driven	Possible City Facilitation Actions	Possible Public - Private Partnership Actions	Possible Public Initiative(s)
<p><b>Valley Asset Considerations:</b> Major warehouse structures are in excellent condition. Rail service provides potential Access and utility services are problematic. The extent of the flood plain is a significant issue for some uses. The river access and potential connectivity to other trails and public spaces offers much.</p>				
<p><b>Valley</b></p> <p>1. Warehousing business and operations using rail line and surface transportation for operations</p>	<p>Some question as to whether the market has the potential to support warehouse space by purchase or lease due to availability of space in the market, current limitations of access and traffic as well as the cost of rail operations</p>	<p>Zoning changes regulation / permit issues, street Improvements and access and infrastructure support / agreements</p>	<p>Tax incentives for commercial / office</p> <p>Business development funding</p> <p>Greater than current investment in roads and other infrastructure</p> <p>Space lease as a funding tenant</p> <p>Agreements related to access and operations that facilitate operations</p>	<p>Warehouse facilities and/or land is acquired for public purpose(s)</p>

**Exhibit 5.1 Brewery End Use Ideas**  
**Range Of Possibilities for Achievement Methods and Strategies (How)**  
***DRAFT: Not a Final Document or Final Conclusions***  
**6-22-11**

Proposed Ideas / End Use (Development)	Market Driven	Possible City Facilitation Actions	Possible Public - Private Partnership Actions	Possible Public Initiative(s)
<p><b>Valley</b></p> <p>2. Manufacturing business and operations using rail line and surface transportation for operations</p>	<p>Some question as to whether the market has the potential to support use of the space for manufacturing by purchase or lease due to availability of space in the market, current limitations of access and traffic as well as the cost of rail operations</p>	<p>Zoning changes regulation / permit issues, street Improvements and access and infrastructure support / agreements</p>	<p>Tax incentives for commercial / office</p> <p>Business development funding</p> <p>Greater than current investment in roads and other infrastructure</p> <p>Space lease as a funding tenant</p> <p>Agreements related to access and operations that facilitate operations</p>	<p>Warehouse facilities and/or land is acquired for public purpose(s)</p>
<p><b>Valley</b></p> <p>3. Other "Market based" ideas (Industrial, Research Labs, Business Incubator, health care facility, Artists' Studios and Galleries, Drive In Movie Theater, Bowling Alley, Family Fun Center - Indoor Putt-Putt Golf, Batting Cages, Go-Carts, Bumper Cars, Etc</p>				

**Exhibit 5.1 Brewery End Use Ideas**  
**Range Of Possibilities for Achievement Methods and Strategies (How)**  
***DRAFT: Not a Final Document or Final Conclusions***  
**6-22-11**

Proposed Ideas / End Use (Development)	Market Driven	Possible City Facilitation Actions	Possible Public - Private Partnership Actions	Possible Public Initiative(s)
<p><b>Valley</b></p> <p>4. LOTT Clean Water / Water Reuse Facility</p>		<p>Zoning changes regulation / permit issues, street Improvements and access and infrastructure support / agreements</p>	<p>Operating and access agreements that facilitate operations and may be synergistic with LOTT functions</p>	<p>Warehouse facilities and or land is acquired for public purpose(s) including economic development</p>
<p><b>Valley</b></p> <p>5. Traditional “public” or “non profit” purpose Uses:</p> <ul style="list-style-type: none"> <li>• Community Gardens</li> <li>• Boys And Girls Club</li> <li>• Community Center</li> <li>• Cultural Center</li> <li>• Library</li> <li>• Conference/Convention/Events Center</li> <li>• Cultural Center-Riverfront Context</li> <li>• World Cultural Center</li> <li>• Aquarium</li> <li>• Culinary Institute</li> <li>• Educational Facility</li> <li>• Planetarium</li> <li>• Energy</li> <li>• Events/Performing Arts</li> <li>• Event Center</li> <li>• Event Center With Riverfront</li> <li>• Park And Open Space</li> <li>• Minor League Baseball Stadium</li> <li>• Music/Arts/Concert Venue</li> <li>• Natural Amphitheater-Concerts</li> </ul>				

**Exhibit 5.1 Brewery End Use Ideas**  
**Range Of Possibilities for Achievement Methods and Strategies (How)**  
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<ul style="list-style-type: none"> <li>• Performing Arts</li> <li>• Municipal Use (Public Works,Utilities)</li> <li>• Museum</li> <li>• Interpretive Center for History or Wildlife</li> <li>• Fish Hatchery</li> <li>• Parking</li> <li>• Recreation</li> <li>• Aquatic Center</li> <li>• Sports Centers</li> <li>• Ball Fields</li> <li>• Basketball Courts</li> <li>• Bicycle Paths Thru Beauty Of Area</li> <li>• City Pool</li> <li>• Equestrian Center</li> <li>• Gym-Soccer Arena-Roller Derby</li> <li>• Ice Rink</li> <li>• Indoor Soccer Center</li> <li>• Indoor Sports Facility</li> <li>• Multi-Sport Complex Park</li> <li>• Parks</li> <li>• Play Fields</li> <li>• Trails And Gardens</li> <li>• Velodrome/Bicycling Park</li> <li>• Walking</li> <li>• Public Access/Public Space</li> <li>• Farmers Market</li> <li>• Riparian Corridor/River Access and Improvements including Habitat, Salmon Recovery and Off-Channel Restoration</li> <li>• Amtrak Station</li> </ul>				
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**Exhibit 5.1 Brewery End Use Ideas**  
**Range Of Possibilities for Achievement Methods and Strategies (How)**  
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**6-22-11**

Proposed Ideas / End Use (Development)	Market Driven	Possible City Facilitation Actions	Possible Public - Private Partnership Actions	Possible Public Initiative(s)
<p><b>Knoll Asset Considerations:</b> <i>dramatic geographic and situational possibilities.</i> A unique site in terms of identity, accessibility, location and some amenities when compared to other local opportunities. Buildings are essentially solidly constructed and able to be adapted to many uses if the cost of demolition and reuse construction cost is overcome by the use (s).</p>				
<p><b>Knoll</b></p> <p>1. Mixed Use</p> <ul style="list-style-type: none"> <li>• Residential, retail office</li> <li>• Condominiums</li> <li>• Apartments</li> <li>• Retirement Community</li> <li>• Pub and restaurants</li> <li>• Retail Gift Shops</li> <li>• Small businesses</li> <li>• Roof top restaurant</li> <li>• Whole Foods Market grocery store</li> <li>• High density residential</li> <li>• Live/work/ nightlife</li> <li>• Transitional Housing</li> <li>• Restaurant (S) And Brew Pub</li> </ul>	<p>Some question if the market would support a private mixed use development using the Knoll buildings due to financial considerations, location and number of alternative sites available in the market area as well as demolition and construction costs.</p>	<p>Zoning changes regulation / permit issues, street Improvements and access and infrastructure support</p>	<p>Tax incentives for retail / commercial / office and affordable housing</p> <p>Business development funding</p> <p>Greater than current investment in roads and other infrastructure</p>	<p>A Public Agency could become an anchor tenant in a reuse facility and subsidize the cost of the development of the rest of the site.</p> <p>A Non profit development authority could be formed to foster the development, with or without tax based revenue support and grants</p>

**Exhibit 5.1 Brewery End Use Ideas**  
**Range Of Possibilities for Achievement Methods and Strategies (How)**  
***DRAFT: Not a Final Document or Final Conclusions***  
**6-22-11**

Proposed Ideas / End Use (Development)	Market Driven	Possible City Facilitation Actions	Possible Public - Private Partnership Actions	Possible Public Initiative(s)
<p><b>Knoll</b></p> <p>2. Business</p> <ul style="list-style-type: none"> <li>• Office</li> <li>• Manufacturing</li> <li>• Industrial</li> <li>• R&amp; D</li> </ul>	<p>Some question if the market would support a business use development using the Knoll buildings due to financial considerations, location and number of alternative sites available in the market area as well as demolition and construction costs.</p>	<p>Zoning changes regulation / permit issues, street Improvements and access and infrastructure support</p>	<p>Tax incentives for retail / commercial / office and affordable housing</p> <p>Business development funding</p> <p>Greater than current investment in roads and other infrastructure</p>	<p>A Non profit development authority could be formed to foster the development, with or without tax based revenue support and grants</p>
<p><b>Knoll</b></p> <p>3. Hotel And Conference Center</p>				
<p><b>Knoll</b></p> <p>4. Traditional “public” or “non profit” purpose Uses:</p> <ul style="list-style-type: none"> <li>• Museum</li> <li>• Art Studios And Gallery Space (Community Of Artists-Piece By Piece)</li> <li>• Subsidized Biotech R&amp;D Center</li> <li>• Subsidized Business Incubator For Startups</li> <li>• Cultural Center-Riverfront Context</li> </ul>		<p>Zoning changes regulation / permit issues, street Improvements and access and infrastructure support</p>	<p>Tax incentives for retail / commercial / office and affordable housing</p> <p>Business development funding</p> <p>Greater than current investment in roads and other infrastructure</p>	

**Exhibit 5.1 Brewery End Use Ideas**  
**Range Of Possibilities for Achievement Methods and Strategies (How)**  
***DRAFT: Not a Final Document or Final Conclusions***  
**6-22-11**

<ul style="list-style-type: none"> <li>• World Cultural Center (Later Phases Hotel And Golf)</li> <li>• Education Facility</li> <li>• Farmers Market</li> <li>• Government Offices</li> <li>• Heritage Center (From Capitol Campus)</li> <li>• Interpretive Center</li> <li>• Parking</li> <li>• Aquatic Center ( Possibly Combined With Hotel) (Great Wolf Lodge)</li> <li>• Park, City Pool</li> <li>• Recreation Center</li> <li>• Performing Arts Center</li> <li>• Public Access/Public Space</li> <li>• Tourism</li> <li>• Transit/Transportation</li> </ul>				
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**Exhibit 5.1 Brewery End Use Ideas**  
**Range Of Possibilities for Achievement Methods and Strategies (How)**  
***DRAFT: Not a Final Document or Final Conclusions***  
**6-22-11**

Proposed Ideas / End Use (Development)	Market Driven	Possible City Facilitation Actions	Possible Public - Private Partnership Actions	Possible Public Initiative(s)
<p><b>The Entire Site Asset Consideration:</b> Many compelling reasons to consider a campus approach especially for education use. Potential uses include:</p> <ul style="list-style-type: none"> <li>• Artist Campus (studios, housing, education and sales)</li> <li>• Multi / Sector Oriented Business Campus (multiple businesses and related jobs)</li> <li>• Single Business Campus Headquarters</li> <li>• Community/Cultural Center</li> <li>• Residential Community Campus</li> <li>• Conference/Convention/Events Center with Hospitality Uses</li> <li>• Education Campus</li> <li>• Government Office Campus</li> <li>• Health Care Campus</li> <li>• Mixed Use</li> <li>• Theme park "Wally World"</li> <li>• Parks &amp; Recreation</li> <li>• Performing Arts</li> <li>• Public Access/Public Space/Riparian Corridor/River</li> <li>• New Town Center / Downtown</li> <li>• Transit/Transportation</li> </ul>	<p>It is unlikely that the entire site would be developed as a master planned approach for any of the potential uses unless the end user was willing to subsidize the overall development based on other than market considerations</p>	<p>Zoning changes regulation / permit issues, street Improvements and access and infrastructure support</p>		<p>Active recruitment, creation of public funding assistance sources(s), political action, direct grants.</p> <p>Acquisition, master planned development and investment strategy.</p>

# Continuum and Examples of Public/Private Partnerships

**Low Passive:**  
*Let the Market Do It*

**High Aggressive:**  
*Local Responsibility*



- Little to no Investment In Infrastructure
- Full Cost of Externalities Borne By Development
- Little to no flex in Regulatory System

- Joint Purchase With Other Public Entities
- Public Purchase With Leaseback Option
- Tax Incentives For Preferred Development
- Advocate For State And Federal Funds
- Business Development Funding
- Operating And Access Agreements
- Active Recruitment

- Zoning Changes
- Code Changes
- Permitting
- Master Plan Development
- Prioritize Infrastructure Improvements

- Tax Incentives
- Direct Tax Or Revenue Contributions
- Property Acquisition
- Large Investment In Infrastructure
- Political Action
- Creation Of Public Funding Assistance

**Brewery Visioning Project**

**Exhibit 5.2**








**REDEVELOPMENTCONSULTANTS**