Greg Schundler
Olympia, WA

February 23, 2016

Dear Ladies and Gentlemen,

GIS applications are changing the way we think about problems and make decisions. I am passionate about sharing the power of maps and spatial data to guide important decisions at all scales. Adapting the complexity of GIS to clients of all backgrounds and orientations is essential in realizing more efficient, progressive, inclusive, environmentally sustainable, and profitable businesses, governments, and communities. My diverse work history includes analysis and project management in energy private equity, energy manufacturing, the environmental nonprofit sector, and consumer goods marketing, as well as authoring publications, fundraising, and more. My experience as a GIS coordinator and Master's training in GIS make an excellent fit for this position.

For the past two years, I served as the GIS and Development Coordinator for a $2 million per year, Tacoma-based NGO called Earth Economics. As the only GIS professional on staff, I embraced the challenge of juggling five to ten geospatial projects of various scales with varying timelines. Communicating the value of GIS, troubleshooting, and developing new applications were all central to my role at Earth Economics. I have interfaced with clients, colleagues, and the public in presenting the value of GIS technology and applications. Data sources include raster, landcover/landuse, census, administrative, as well as self-digitized polygon, point, line, and network data sets as well as remote sensing imagery ERDAS Imagine, ENVI, IDRISI BEAM. I have worked with satellite and aircraft images, soil and plant samples, digital elevation models, planter and harvester monitors, weather radar data, general circulation models, agricultural statistics, geological surveys, and more. I have experience developing ArcGIS Online enterprise level webmaps, StoryMaps, and collaboration platforms. Please see my StoryMap I published for the Washington State Audubon Society. I was responsible for designing and deploying our first special GIS hardware and software as well as data management architecture, including establishing data standards, versioning protocol, and system resource deployment.

I contributed spatial analysis and cartographic products for several studies and was project lead, chief analyst, and coauthor for three studies: Washington State Outdoor Recreation, Washington State Parks, and a county-level nearshore natural capital evaluation. I raised hundreds of thousands of dollars in contracts, funding, and in-kind contributions through my fund development efforts and grant/proposal writing. I earned several contracts from Washington State agencies and also improved our GIS software and hardware capabilities through grants. I have interfaced with clients, colleagues, and the public in presenting the value of GIS technology and applications. I have also trained and supported professionals with varying levels of familiarity with GIS through one-on-one mentorship, troubleshooting, technical demonstrations, and on-going, as-needed project assistance, and the management of new GIS staff and interns.

In August of 2015, I completed a Master's Program in GIS for Sustainability Management at the University of Washington, where I learned geographic theory, geospatial data management, principles of remote sensing, spatial statistics, Python, AnyLogic, SPSS statistical software, Arc Modelbuilder, ArcGIS Online,

SQL, and multi-criterion decision modeling among other technical skills. I was able to augment my education with almost immediate translation of my course work into technical expertise with interactive GIS platforms, cartographic products, custom maps and analysis, web applications and geodatabases for a variety of clients.

Prior to my Master's degree, I developed a foundation of professional skills with more than five years of experience in research, analysis, finance, and marketing. I managed a wide variety of datasets, authored research reports, innovated data visualizations, managed budgets, and presented for private and public audiences. Throughout my career, I have directly consulted firm leadership on strategy and business development, while executing growth strategies. My teaching, mentoring, and management experience would be a perfect fit for positions that require project management, quality mentorship, and technical assistance.

Aside from my work life, I have had incredible experiences offering volunteer services as a "GIS evangelist" to community entities in Olympia who otherwise do not have GIS capabilities including: lecturing at Evergreen State College, building an economic case for estuary restoration in Olympia, reducing superfluous parking surfaces in Tacoma, designing a marketing campaign map for the local Steamboat Junction farm, and providing analysis for the Thurston County Watershed Work Group, the Deschutes Estuary Restoration Team, the South of the Sound Farmland Trust, and Garden Raised Urban Bounty, among others.

Thank you for considering my application.

Sincerely,

Greg Schundler

# GREG H. SCHUNDLER

Olympia, WA
gregschundler@

***Summary:*** *Master Degree in GIS for Sustainability Management at University of Washington with over 5 years of diverse work experience providing technical assistance and consultation in GIS, finance, energy, and natural resources; Research development and data management/analysis for planning and optimizing operations; Diversified education and experience in GIS, Climate, Ecology, Energy, Agriculture, and Sustainability; Management and administrative experience for efficient project management and strategic development*

## Professional Experience

**EARTH ECONOMICS,** *Tacoma, WA* - $2.0 million per year environmental non-profit
**GIS and Development Director (2013-2015)**

- Commanded lead positions in GIS and Fund Development while performing project management and analyst functions
- Authored and won proposals totaling $1,000,000 as fundraising coordinator
- Expanded GIS hardware, software, and staff capacity as GIS coordinator
- Managed a team of 6 research assistants and interns; attracted and trained volunteers and research assistants
- Co-author and GIS lead of the nation's most comprehensive outdoor recreation study

**FUNGI PERFECTI-HOST DEFENSE**, *Olympia, WA* – $2 million per year organic mushroom company
**Sales Director (2011-2012)**

- Analyzed company revenue, pricing, and discounting structure on national and regional levels
- Managed all aspects of product marketing, sales, and customer service
- Designed new website concept and marketing materials
- Opened over 100 accounts totaling over $100,000 in sales; cultivated 30% growth in 3,000 accounts

**DHA ENERGY**, *Schenectady, NY* - $6 million per year energy component manufacturer
**Business Development Associate (2010)**

- Furnished capital infusion offers ranging from $10-100 million by identifying and attracting private equity investors
- Doubled company revenue within two years; Led sales expansion effort into renewable energy markets (e.g. wind and tidal)
- Spearheaded effort to find equity investors receiving offers from $10-100 million
- Developed new website and logo

**ENERGY CAPITAL PARTNERS**, *Short Hills, NJ* - $5 billion private equity fund focused on energy
**Analyst (2007-2008)**

- Completed training program in financial analysis
- Drafted marketing booklet for the sale of First Light Power Enterprises, a multi-billion dollar portfolio of energy generation assets in New England (over 20% ROI)
- Research and analysis lead for development and acquisition opportunities in energy infrastructure including those in conventional fossil fuel generation, renewables, environmental financial instruments, energy efficiency, and gas storage

## Education

**UNIVERSITY OF WASHINGTON**, *Class of 2015*
***MS GIS for Sustainability Management***

- Coursework in GIS Problem Solving, Database Management, Cartography, Data Analysis, Programming, Coastal GIS, GIS and Decision Support, International Case Studies for Sustainability Management
- Final projects for outsides clients included Governor Inslee, State Senators Chase and Ranker, Deschutes River Estuary Restoration Team, Washington Audubon Society
- Extensive experience with diverse datasets: demographic (census), environmental (land use/landcover), and bureaucratic boundaries (municipalities and legislative districts)

**PRINCETON UNIVERSITY**, *Class of 2007*
**BA Ecology and Evolutionary Biology with Certificate in Neuroscience**

- Award-winning thesis work on neuroeconomics
- Princeton Semester in the Field at Mpala Research Center, Kenya; researched savanna ecology, conservation biology, restoration ecology, and animal behavior; consulted a game reserve, assessed and consulted the management of a limestone mine restoration project, supported eco-tourism projects
- Leadership Experience as President of Club Lacrosse, President of Zeta Psi Fraternity, and Director of Princeton Alumni Reunions

## Skills & Interests

- **Computer Skills**: GIS: ArcMap, ArcScene, ArcCatalog, Python, AnyLogic, Salesforce; MS Sharepoint, Excel, Powerpoint, Word; Adobe Photoshop; Customer Management Databases; Energy Velocity; Capital IQ; Intralinks; Bloomberg; Google Applications; Matlab; Amazon Web Services; SQL; QGIS
- **Language Skills**: Fluent in German, Beginner in Italian
- **Sustainability**: boat carpentry apprentice at the Carpenter's Boatshop in Pemaquid, Maine; consultant, carpenter, and organic farmer on Tuckahoe Plantation, Richmond, Virginia; boarding school teacher, coach, & maple forest manager Lake Placid, NY; shellfish farmer in Olympia, Washington

- **Interests:** skiing, sailing, cycling, canoeing, camping, hiking, gardening; study abroad and travel in 20 countries; guitar player and singer

**References for Greg H. Schundler**

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# Deschutes Estuary Restoration as a Tourism Promotion and Economic Development Strategy: Executive Summary

- **Washington State's** outdoor recreation economy mid-ranking when scaled to resident population and compared to other States; it is one of two states with no State tourism promotion budget; the Puget Sound is the strongest common tourism asset for Legislative Districts that border it; Capitol Estuary would be a strong symbol for Tribal Relations and Washington State values

- **Thurston County's** per capita outdoor recreation employment is in the lowest quintile for all Washington Counties; food, beverage, accommodations, and retail are among the largest employers in the county; 30% of the county's populace is low income or in poverty

- The **City of Olympia** is one of the worst performing Pacific Northwest cities in terms of tourism expenditures, despite a robust winter season from colleges and the legislature

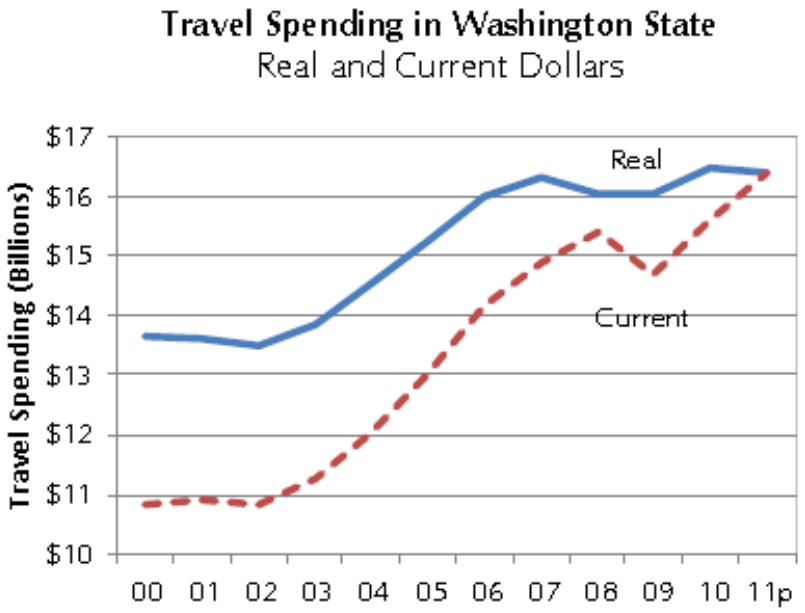
- **Urban Estuaries** (within a 5-10 minute walk of city center) are globally unique; estuary restoration is an opportunity for a unique attraction and would likely be a draw and powerful symbol for Washington's Capitol

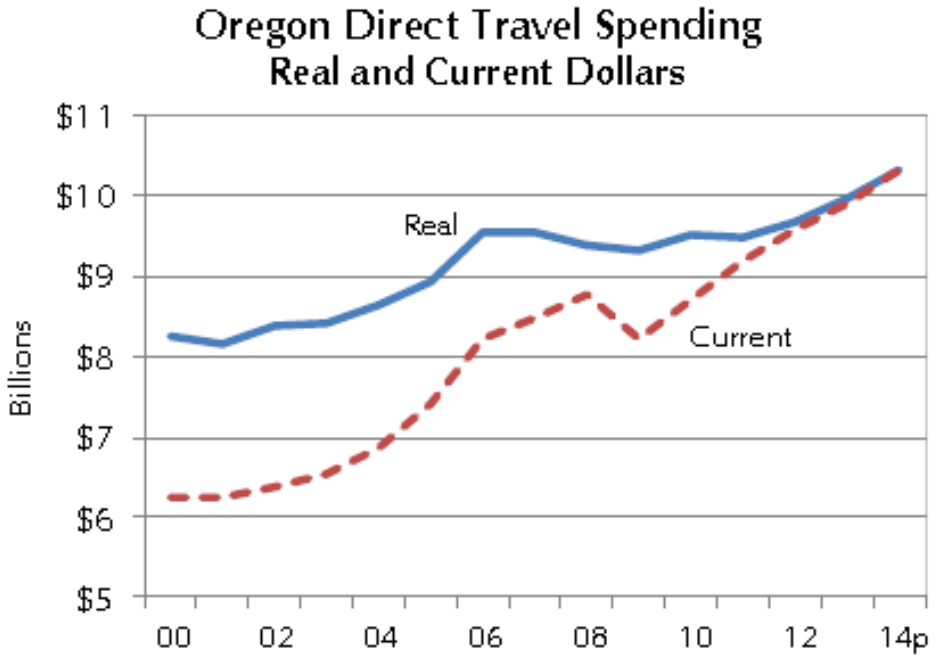
Nearly 50% of the state budget is from sales tax….state tax structure is set up to take advantage of outdoor recreation expenditures

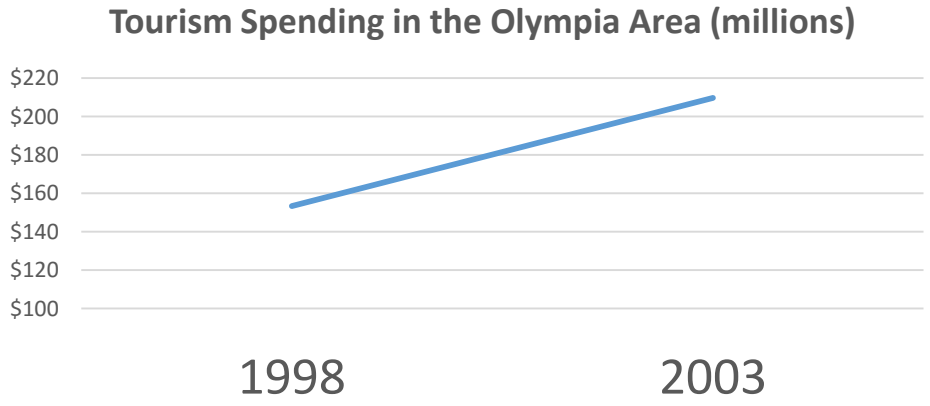
# State Level

Tourism Promotion and Economic Development

# Tourism & Travel Spending Rising in the Northwest

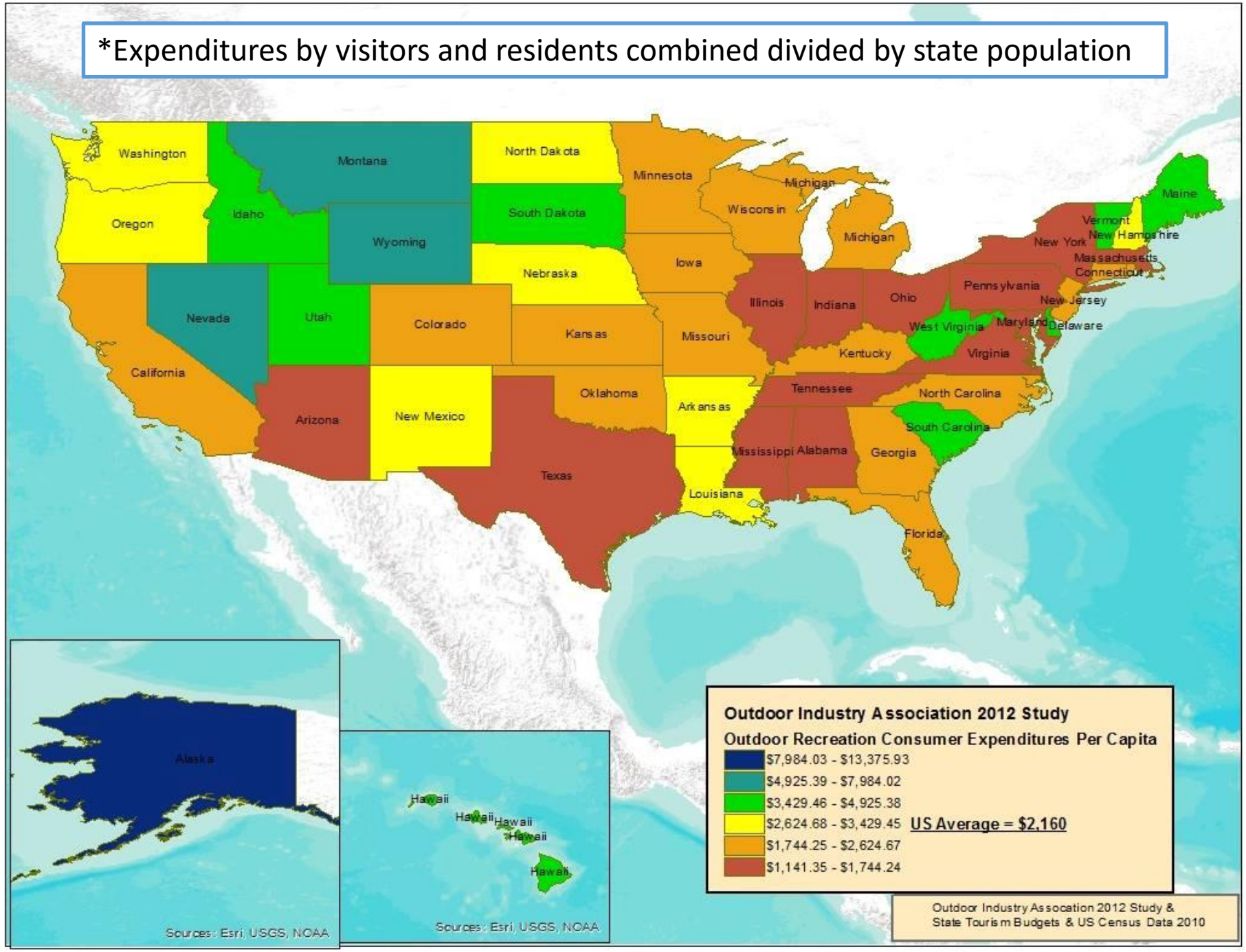



*Tourism is on the rise in the region

*Expenditures by visitors and residents combined divided by state population



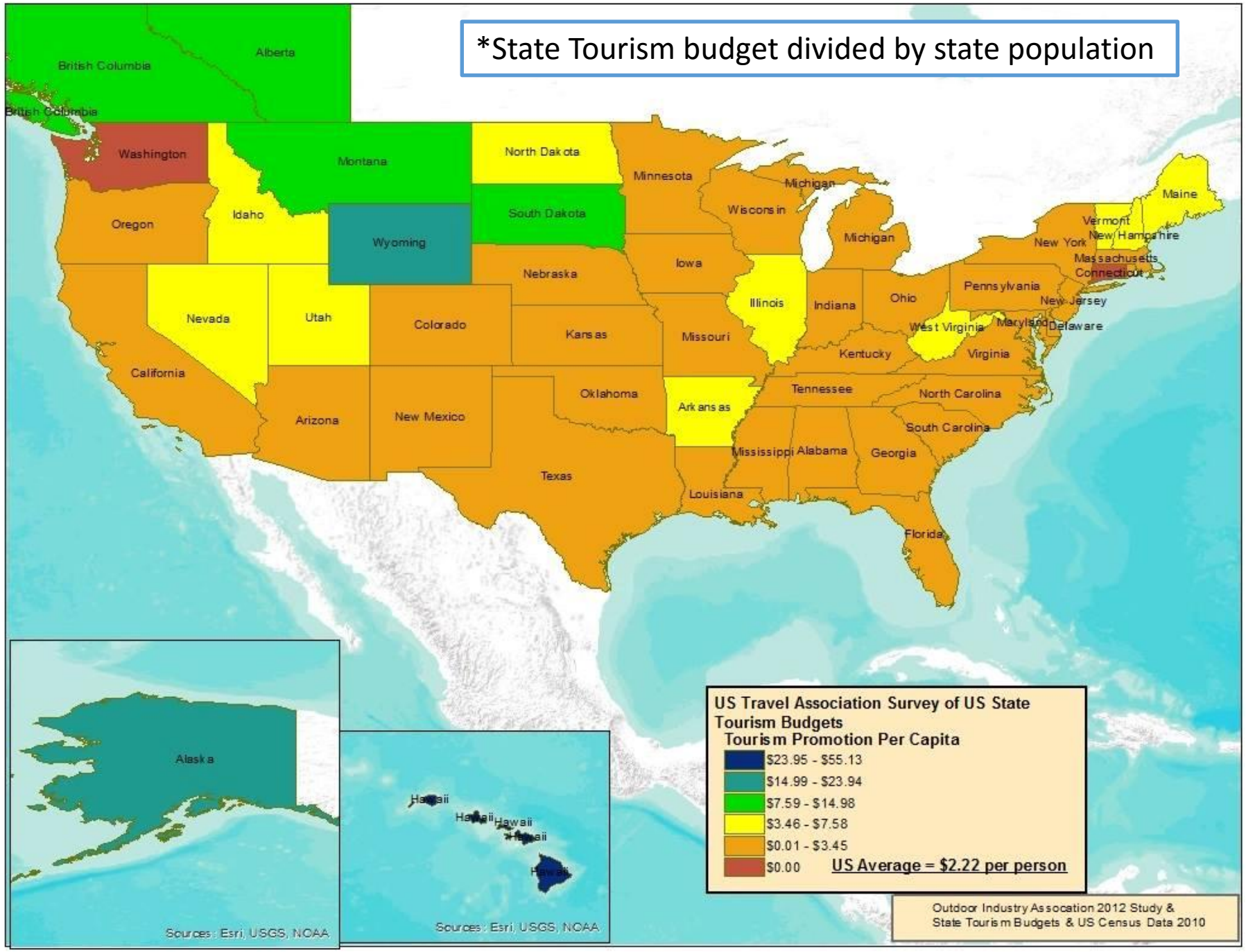
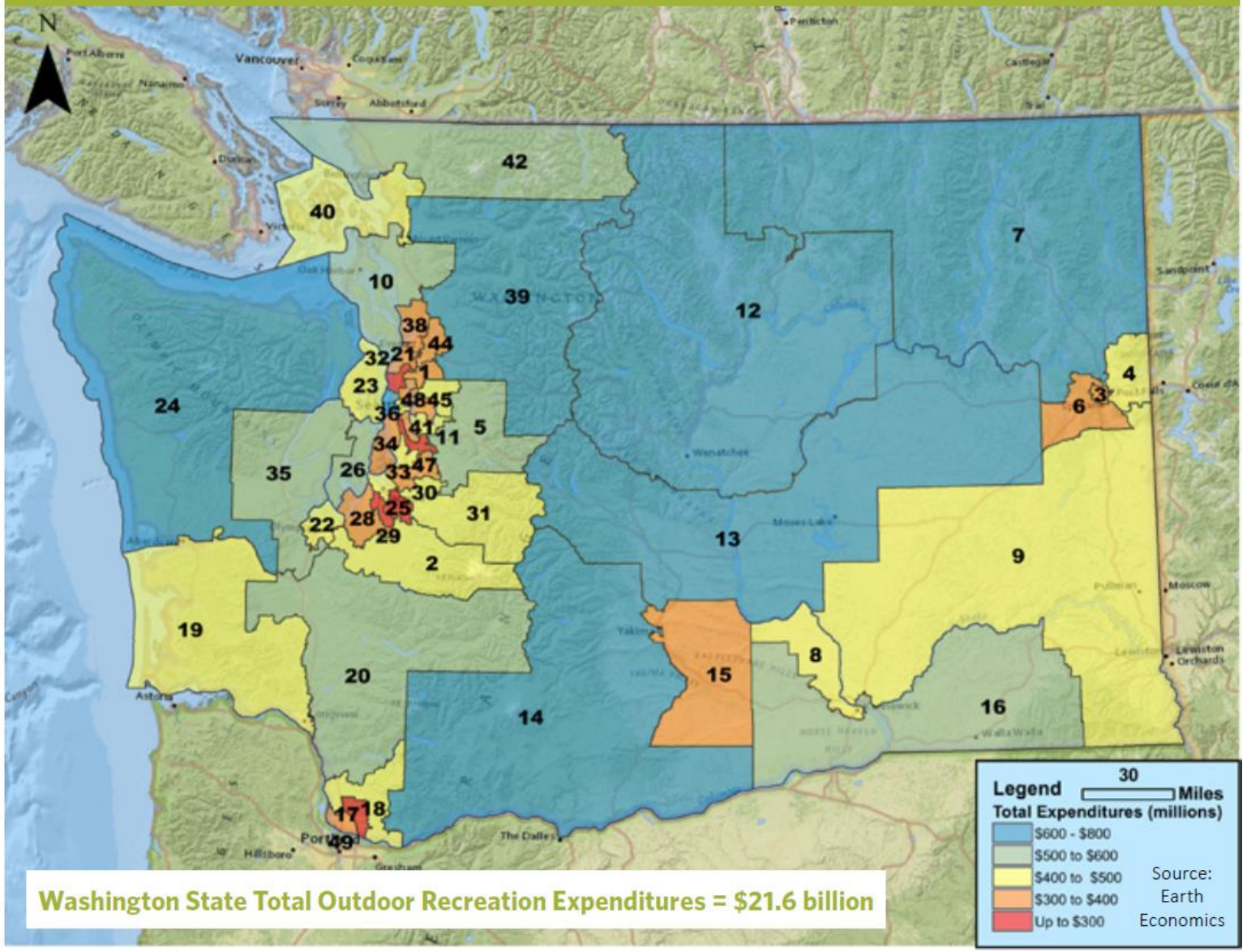
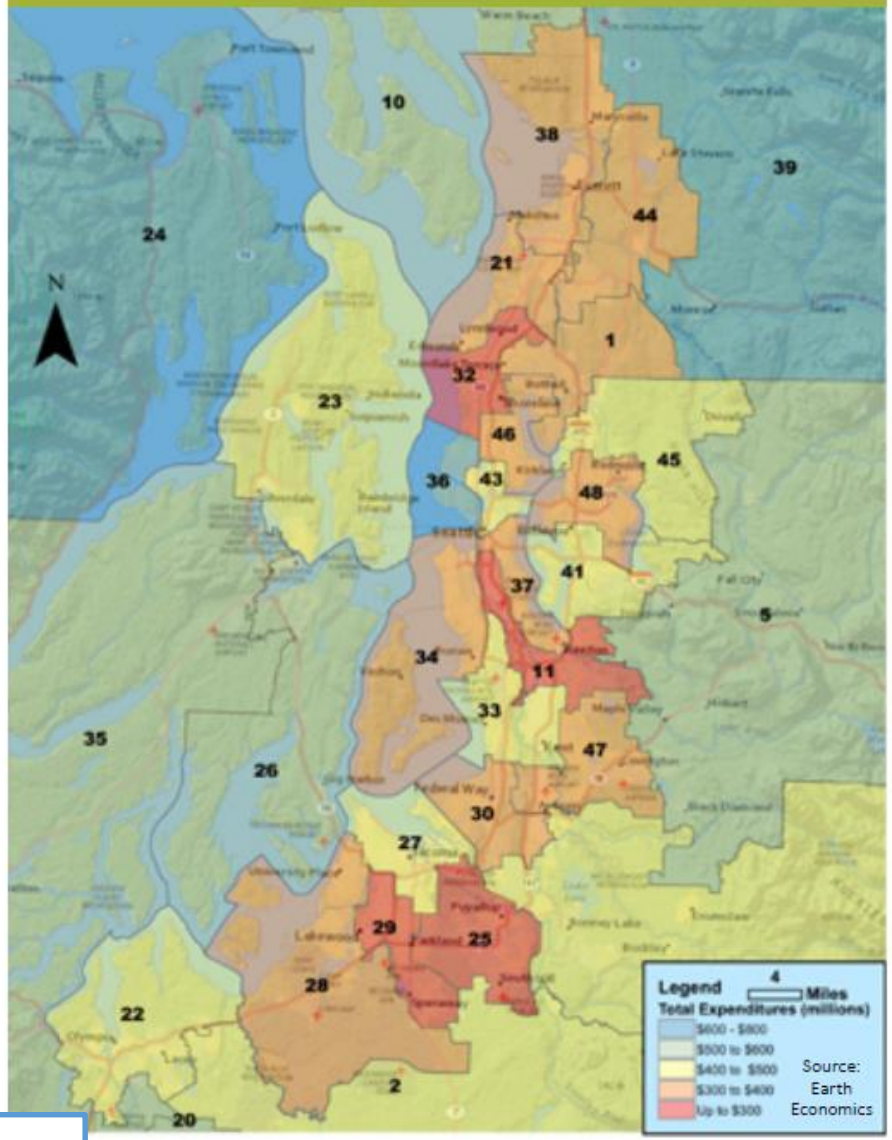

*State Tourism budget divided by state population
British Columbia
Alberta
British Columbia
Washington
Montana
North Dakota
Minnesota
Michigan
Wisconsin
Maine
Oregon
Idaho
South Dakota
Michigan
Vermont
New Hampshire
Wyoming
New York
Massachusetts
Connecticut
Nebraska
Iowa
Illinois
Indiana
Ohio
Pennsylvania
New Jersey
Nevada
Utah
Colorado
Kansas
Missouri
West Virginia
Maryland
Delaware
Kentucky
Virginia
California
Oklahoma
Arkansas
Tennessee
North Carolina
Arizona
New Mexico
South Carolina
Mississippi
Alabama
Georgia
Texas
Louisiana
Florida
Alaska
Hawaii
Hawaii
Hawaii
Hawaii
Sources: Esri, USGS, NOAA
Sources: Esri, USGS, NOAA
US Travel Association Survey of US State Tourism Budgets
Tourism Promotion Per Capita
$23.95 - $55.13
$14.99 - $23.94
$7.59 - $14.98
$3.46 - $7.58
$0.01 - $3.45
$0.00
US Average = $2.22 per person
Outdoor Industry Association 2012 Study &
State Tourism Budgets & US Census Data 2010

Figure 13. Total Outdoor Recreation Expenditures by Legislative District




**Washington State Total Outdoor Recreation Expenditures = $21.6 billion**

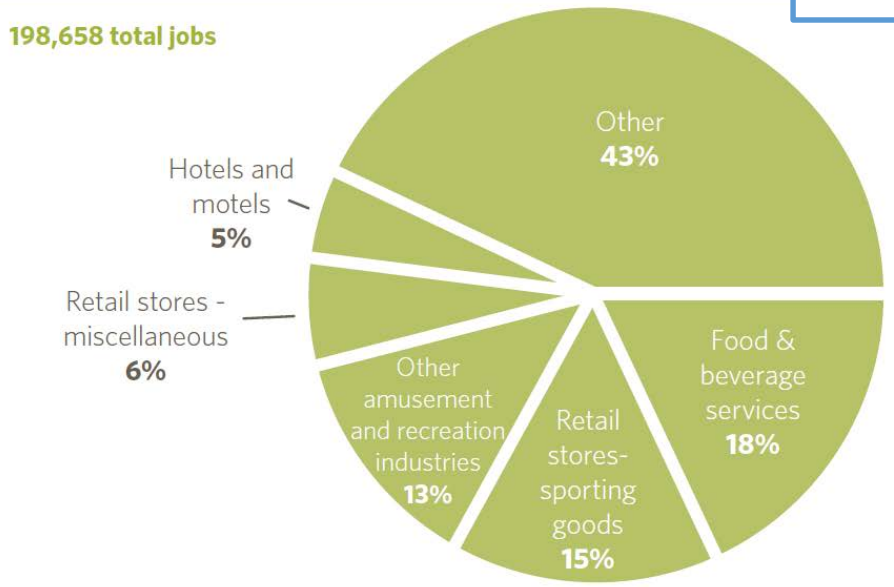
Figure 14. Total Outdoor Recreation Expenditures by Legislative District, Puget Sound Inset




*The Puget Sound is an outdoor recreation asset for a majority of state districts

*Public waters is the highest category by far for expenditures; 200,000 jobs state wide for outdoor recreation in diverse sectors; the highest spending activities would all be attracted by an estuary

Figure 2. Employment Supported By Outdoor Recreation by Sector




- Out-of-state visitors accounted for an estimated 12% of participant days and 27% of total outdoor recreation spending, not including equipment purchases.
- Every dollar spent by an out-of-state traveler in Washington generates $1.36 in economic impacts.
- Visitors to National Park Service lands accounted for 48% of out-of-state participant days and 77% of total National Park Service related expenditures.
- Impact analysis highlights the importance of promoting outdoor recreation in Washington beyond state borders.

Figure 6. Participant Days and Expenditures for All Lands

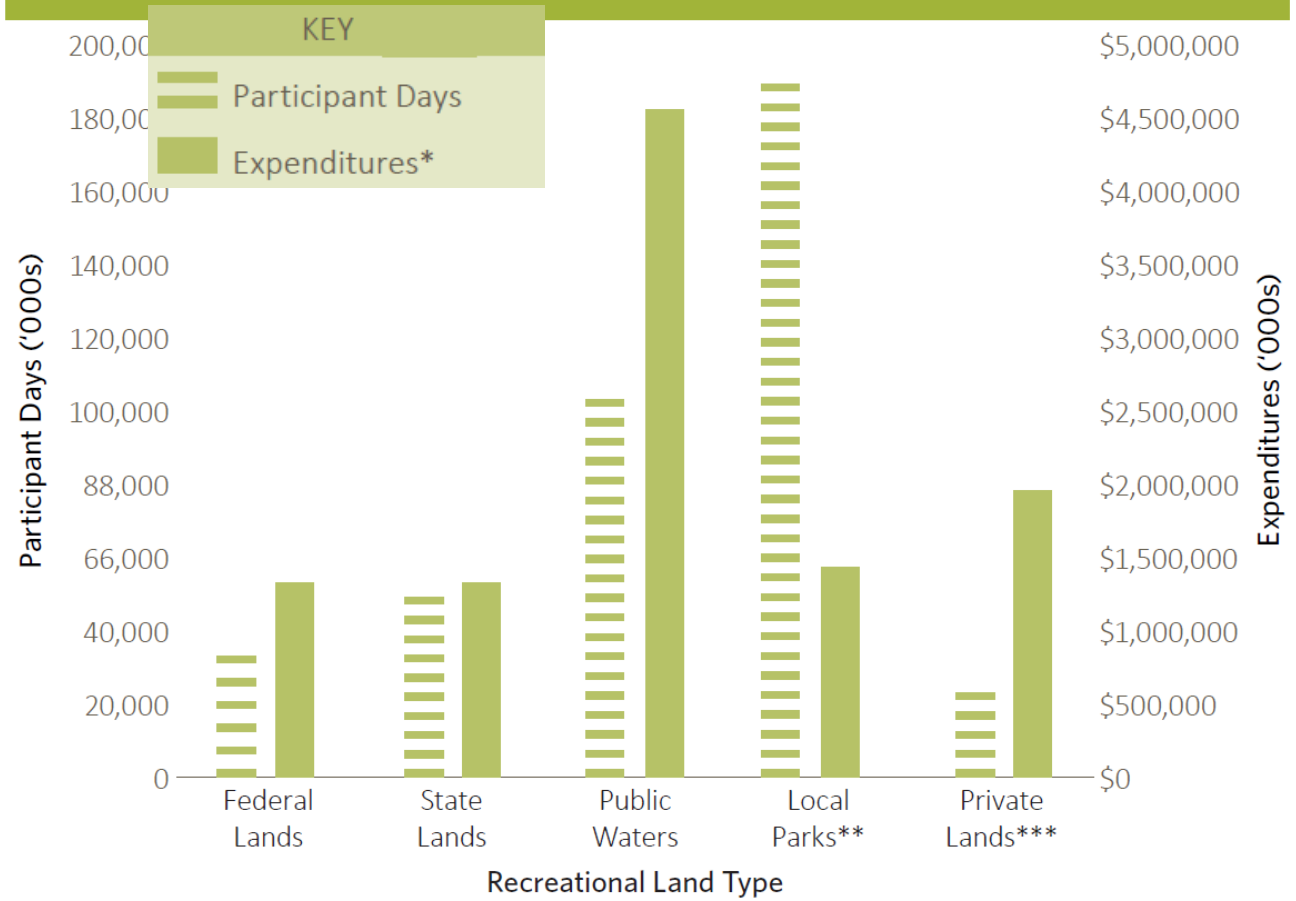



Figure 10. Top Five Recreational Activities by Total Expenditures

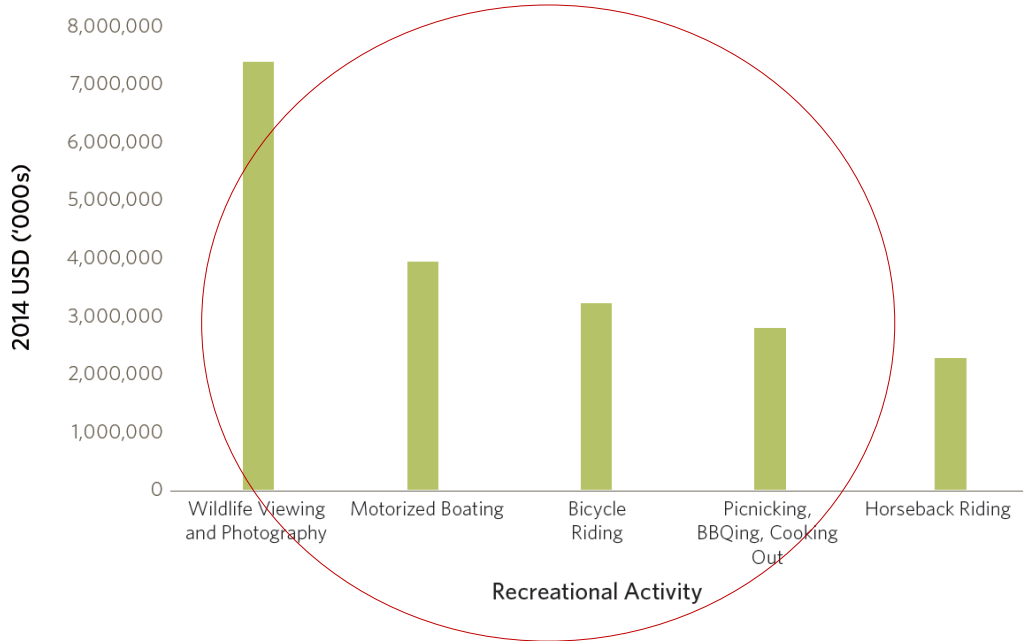
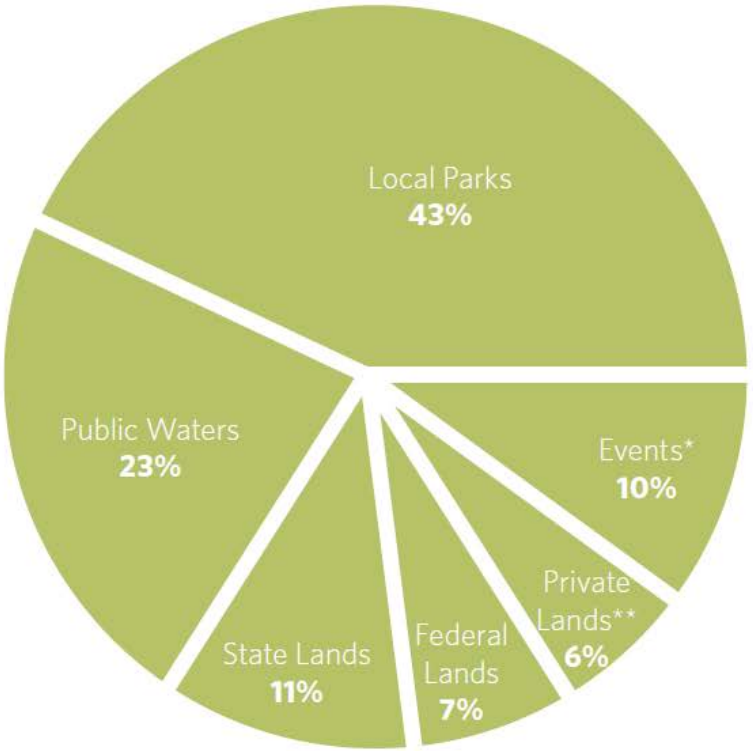


Figure 7. Participant Days on all Recreational Land Types, Including Events on Public Lands

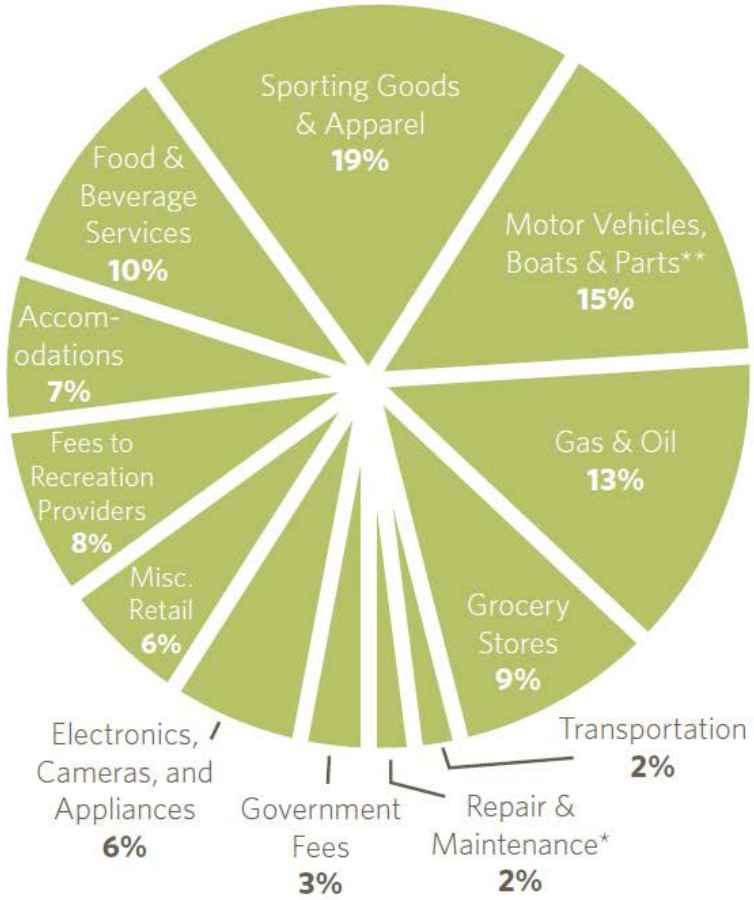
**446,027,000 total participant days**




*Events occurring on all public land types
**A limited number of private lands were included in this analysis

Figure 8. Expenditure Categories for All Recreational Land Types

**$21,635,335,000 recreation related expenditures across all land types**




*Public Waters, Events, and Local Parks comprise 76% of our outdoor recreation time; spending is distributed among many sectors

Table 7. Participant Days and Expenditures by Public Land Type

| Land Type | Participant Days ('000s) | Expenditures** ('000s, 2014 USD) | Per-Person Per-Day Expenditures (2014 USD) |
|---|---|---|---|
| ***Total Federal Lands*** | ***32,853*** | ***$1,323,545*** | ***$40*** |
| National Parks & National Recreational Areas | 6,466 | $344,057 | $53 |
| National Forests | 12,279 | $535,494 | $44 |
| National Wildlife Refuges | 898 | $18,090 | $20 |
| U.S. Army Corps of Engineers | 12,748 | $405,772 | $32 |
| BLM | 462 | $20,133 | $44 |
| ***Total State Lands*** | ***49,095*** | ***$1,347,192*** | ***$27*** |
| State Parks | 33,059 | $699,289 | $21 |
| State DNR Lands | 10,281 | $448,359 | $44 |
| WDFW Game Management Units | 1,755 | $118,945 | $68 |
| WDFW Wildlife Areas | 4,000 | $80,600 | $20 |
| ***Public Waters*** | ***101,701*** | ***$4,630,986*** | ***$46*** |
| Fishing | 19,494 | $805,288 | $41 |
| Motorized Boating & Sailing | 19,171 | $1,641,007 | $86 |
| Non-Motorized Paddle Sports | 7,669 | $578,669 | $75 |
| Inner tubing or floating | 12,753 | $560,219 | $44 |
| Non-Motorized Windsurfing/Surfing | 1,399 | $123,153 | $88 |
| Swimming in natural waters | 26,624 | $525,818 | $20 |
| Swimming (outdoor pools) | 13,498 | $266,591 | $20 |
| Scuba diving | 1,094 | $130,242 | $119 |
| ***Total Local Parks*** | ***189,915*** | ***$1,439,096*** | ***$8*** |
| County Parks | 34,857 | $243,999 | $7 |
| City and Special district Parks | 153,371 | $1,073,597 | $7 |
| Municipal Golf | 1,687 | $121,500 | $72 |
| ***Events**** | ***44,516*** | ***$1,439,096*** | ***$45*** |
| **Total** | **418,081** | **$10,727,131** | |

* Events occurring on public lands
** Excludes equipment expenditures

*Participation and Spending by Activity Type

| Table 17. Out-of-State Visitors and Associated Recreation-Related Expenditures* by Land Type | | | |
|---|---|---|---|
| Land Type | Total Participant Days ('000s) | Expenditures* ('000s, 2014 USD) | Per-Person Per-Day Expenditures (2014 USD) |
| ***Federal Lands Total*** | ***9,207*** | ***$621,147*** | ***$67*** |
| National Parks & National Recreational Areas | 3,091 | $263,827 | $85 |
| National Forests | 2,487 | $208,730 | $84 |
| National Wildlife Refuges | 307 | $13,264 | $43 |
| Corps of Engineers | 3,276 | $130,854 | $40 |
| BLM | 46 | $4,473 | $97 |
| ***Washington State Lands Total*** | ***6,227*** | ***$369,775*** | ***$59*** |
| State Parks | 3,769 | $216,007 | $57 |
| State DNR Lands | 1,028 | $86,303 | $84 |
| WDFW Game Management Units | 70 | $8,713 | $124 |
| WDFW Wildlife Areas | 1,360 | $58,752 | $43 |
| ***Public Waters Total*** | ***9,303*** | ***$692,440*** | ***$74*** |
| Fishing | 1,657 | $244,193 | $147 |
| Motorized Boating & Sailing | 1,342 | $154,466 | $115 |
| Non-Motorized Paddle Sports | 767 | $77,814 | $101 |
| Inner tubing or floating | 1,275 | $75,329 | $59 |
| Non-Motorized Windsurfing/Surfing | 140 | $16,560 | $118 |
| Swimming in natural waters | 2,662 | $70,713 | $27 |
| Swimming (outdoor pools) | 1,350 | $35,851 | $27 |
| Scuba diving | 109 | $17,514 | $160 |
| ***Local Parks Total*** | ***18,992*** | ***$157,028*** | ***$8*** |
| County Parks | 3,486 | $24,400 | $7 |
| City and Special District Parks | 15,337 | $107,360 | $7 |
| Municipal Golf | 169 | $25,269 | $150 |
| ***Events**** | ***8,903*** | ***$1,173,180*** | ***$132*** |
| ***Private Lands Total***** | ***3,102*** | ***$427,589*** | ***$138*** |
| Private Timberland Recreation | 827 | $84,228 | $102 |
| Skiing | 176 | $72,457 | $411 |
| Private Golf | 836 | $125,136 | $150 |
| Horseback Riding | 1,263 | $145,768 | $115 |
| **Grand Total** | **55,734** | **$3,441,158** | |

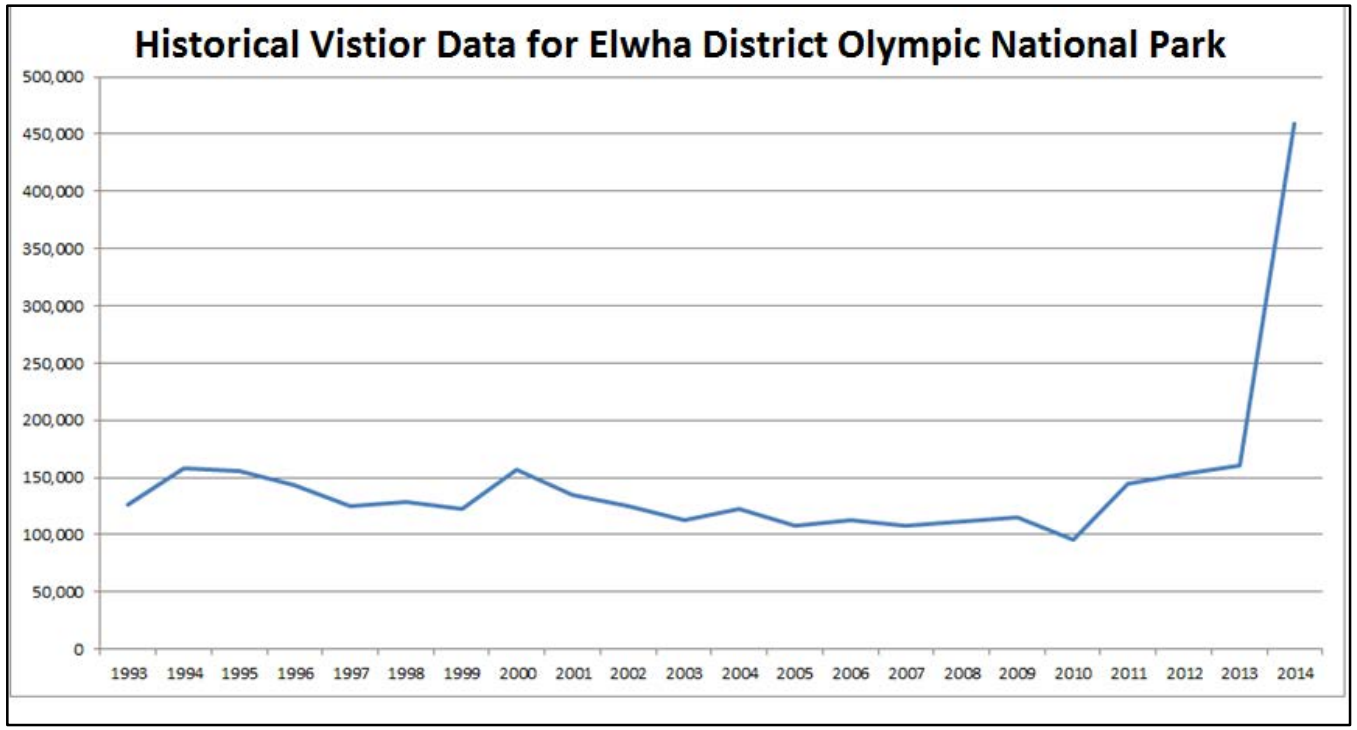
*Excludes equipment expenditures
**Events occurring on public lands
***A limited number of private lands were included in this analysis

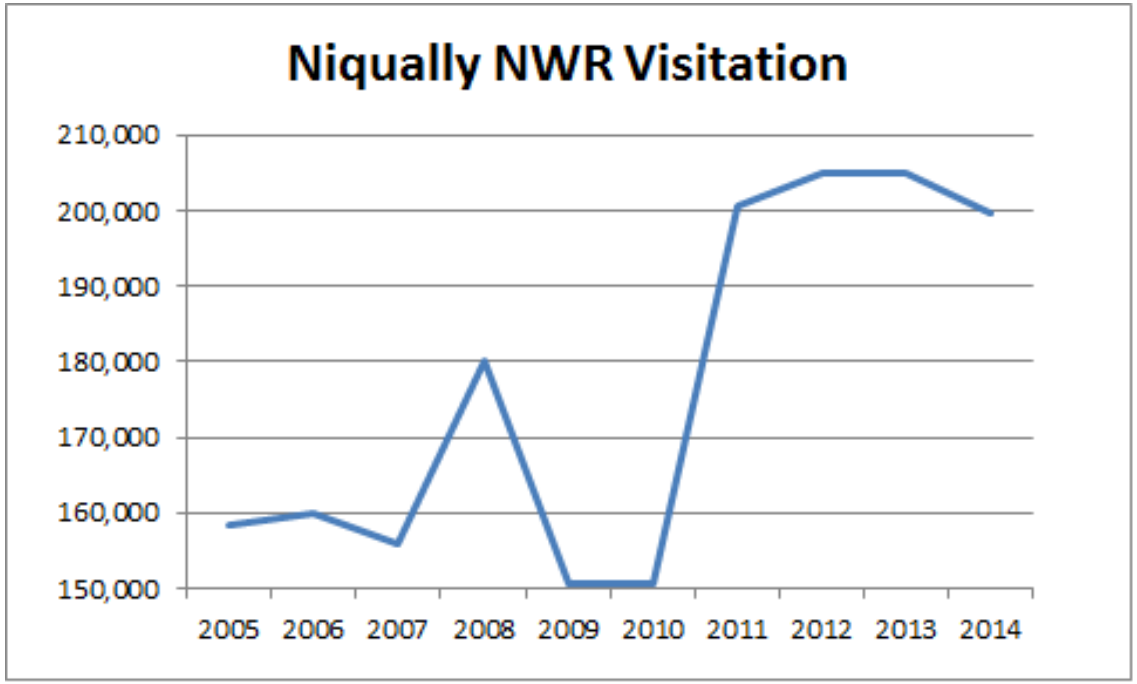
| Table 27. Consumer Surplus of Outdoor Recreation on Public Recreational Land Types in Washington State | | | |
|---|---|---|---|
| | Participant Days* ('000s) | Consumer Surplus per day (2014 USD) | Consumer Surplus per year ('000s, 2014 USD) |
| ***Federal Lands Total*** | ***32,853*** | | ***$1,809,691*** |
| National Parks & National Recreation Areas | 6,466 | $44 | $287,444 |
| National Forests | 12,279 | $53 | $645,631 |
| National Wildlife Refuges | 898 | $43 | $38,890 |
| Corps of Engineers | 12,748 | $64 | $813,452 |
| Bureau of Land Management | 462 | $53 | $24,274 |
| ***Washington State Lands Total*** | ***49,095*** | | ***$1,872,298*** |
| State Parks | 33,059 | $38 | $1,243,189 |
| State DNR Lands | 10,281 | $26 | $266,740 |
| WDFW Game Management Units | 1,755 | $61 | $107,131 |
| WDFW Wildlife Areas | 4,000 | $64 | $255,239 |
| ***Public Waters*** | ***88,203*** | | ***$3,880,613*** |
| Fishing | 19,494 | $66 | $1,293,072 |
| Motorized Boating & Sailing | 19,171 | $26 | $498,135 |
| Non-Motorized Paddle Sports | 7,669 | $38 | $292,731 |
| Inner tubing or floating | 12,753 | $50 | $641,694 |
| Non-Motorized Windsurfing/Surfing | 1,399 | $50 | $70,419 |
| Swimming in natural waters | 26,624 | $38 | $1,008,316 |
| Scuba diving | 1,094 | $70 | $76,246 |
| ***Local Lands*** | ***188,228*** | | ***$12,010,768*** |
| County Parks | 34,857 | $64 | $2,224,216 |
| City Parks and Special Districts | 153,371 | $64 | $9,786,552 |
| **Grand Total** | **358,379** | | **$19,573,370** |

* Note that events and private lands were not included in this analysis, so the total number of participant days in this table differs from previous tables.

*Public Waters attract more out of state visitor spending than all Federal Lands (National Parks, Forests, Wildlife Refugres Corps of Engineers and BLM lands)! Fishing alone attracts nearly as much spending as all the national parks

# Restoration Effect on Visitation




- Elwha Visitation increased 300% with 300,000 new visitors
- Average $53.21 per day expenditures would yield roughly $16.0 million in increased consumer expenditures per year

- Nisqually NWR visitation increased 25% above
- Average $20 per day expenditures would yield $800,000 increased expenditures per year

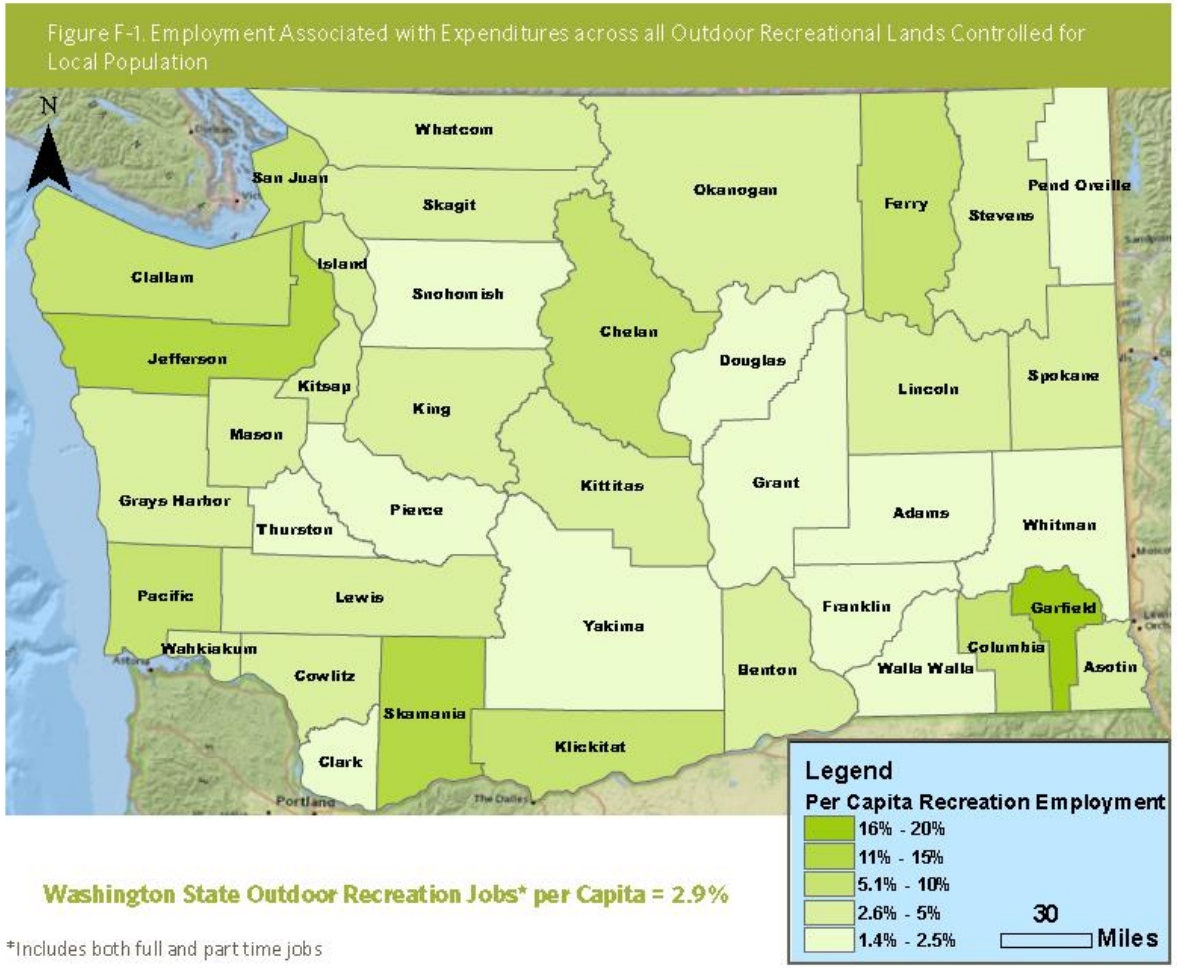
***Estuaries attract visitors perhaps because they are rare and provide continual, seasonal, and tidal visual transformation-this attracts visitors**

*The Thurston County outdoor recreation economy produces more economic activity than the Port of Olympia

# County Level

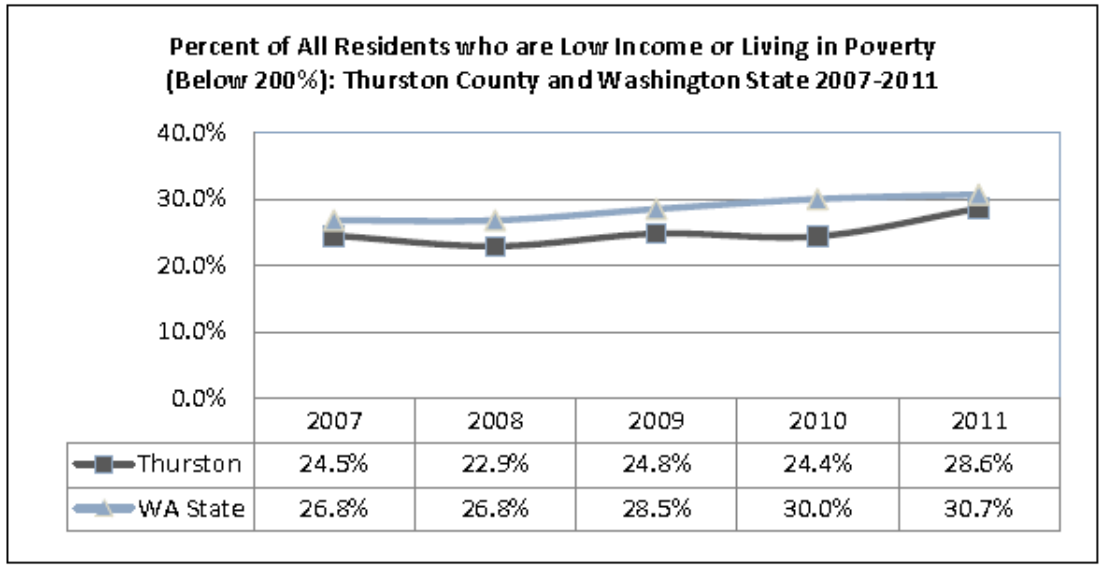
Tourism Promotion and Economic Development

# Jobs: Tourism, Visitors, and Outdoor Recreation



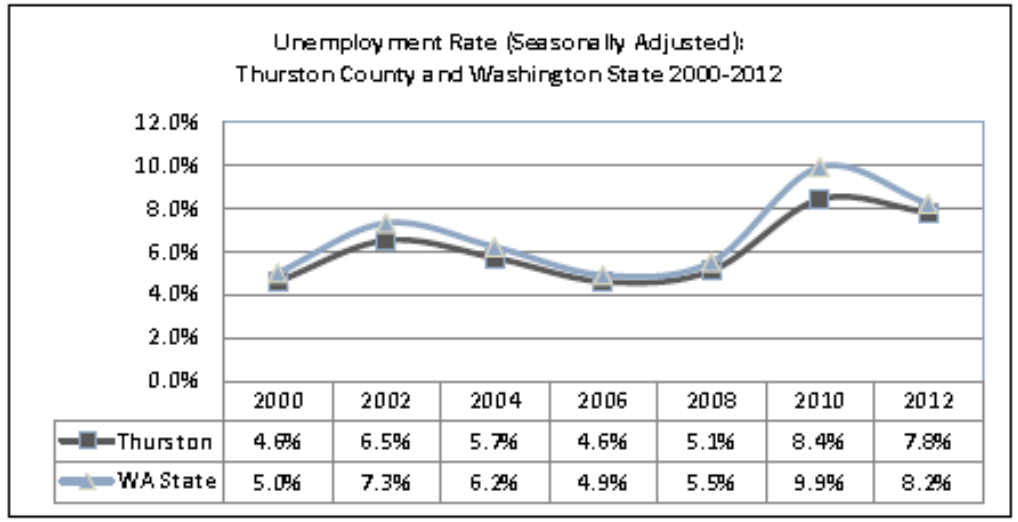

**Washington State Outdoor Recreation Jobs* per Capita = 2.9%**

*Includes both full and part time jobs




| | 2007 | 2008 | 2009 | 2010 | 2011 |
|---|---|---|---|---|---|
| Thurston | 24.5% | 22.9% | 24.8% | 24.4% | 28.6% |
| WA State | 26.8% | 26.8% | 28.5% | 30.0% | 30.7% |

**MEASURE: Percent of county residents in the labor force who are unemployed.**

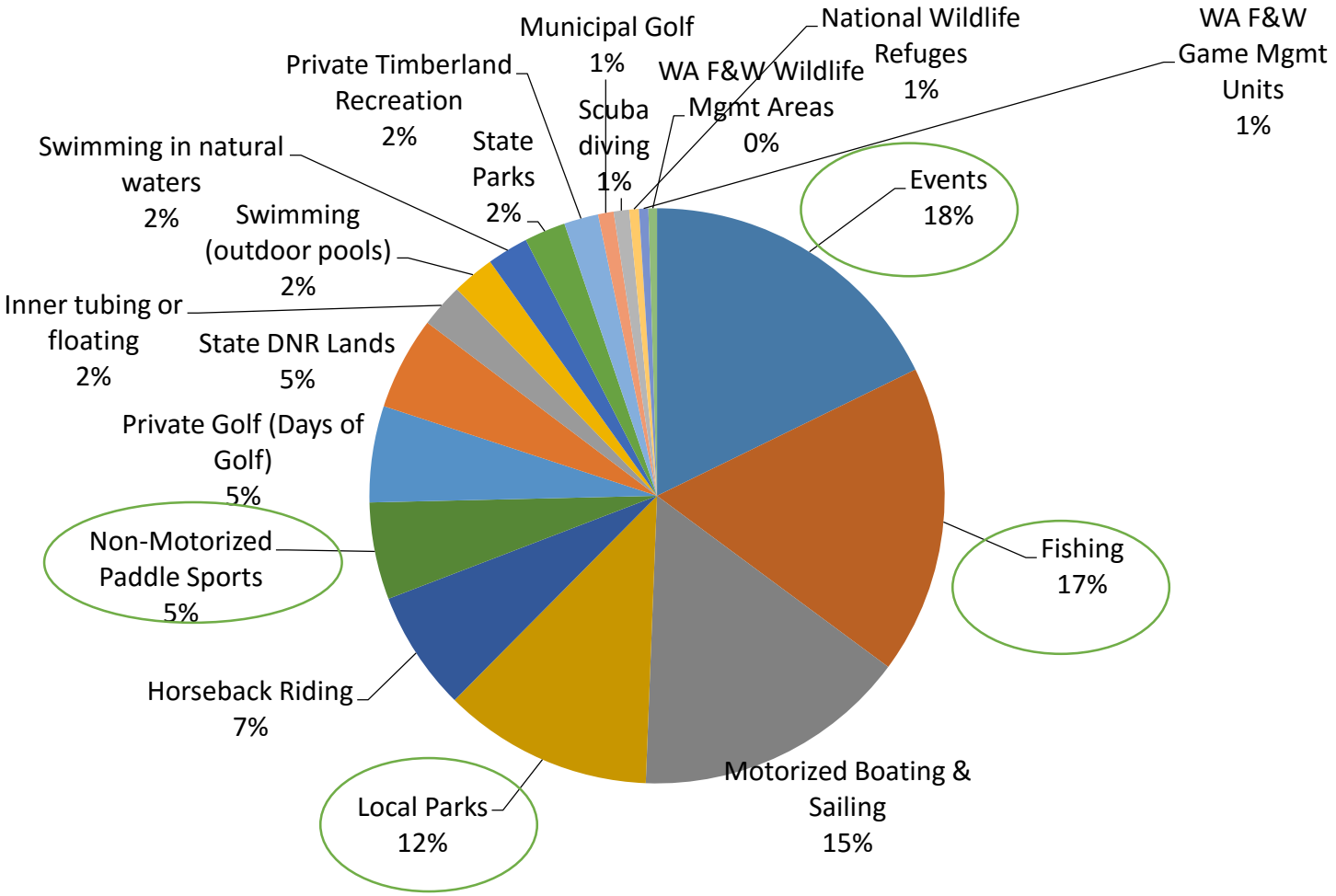



| | 2000 | 2002 | 2004 | 2006 | 2008 | 2010 | 2012 |
|---|---|---|---|---|---|---|---|
| Thurston | 4.6% | 6.5% | 5.7% | 4.6% | 5.1% | 8.4% | 7.8% |
| WA State | 5.0% | 7.3% | 6.2% | 4.9% | 5.5% | 9.9% | 8.2% |

Data Source: Local Area Unemployment Statistics (10)

*Thurston County employment and poverty closely track to the state, but it has a relatively weak tourism economy compared to other areas

# How much do different outdoor recreation activities in Thurston County generate in spending per year?




*Estimated outdoor recreation related expenditures of both residents and visitors equals $755 Billion/year; overnight visitor spending is estimated at $209.7 million in 2003

Table F-1. Economic Contribution Results, By County (continued)

| County | Total Expenditures* (000's) | Economic Contribution (000's) | Multiplier | Employment | State and Local Tax (000's) |
|---|---|---|---|---|---|
| PEND OREILLE | $68,066 | $19,736 | 0.29 | 250 | $2,829 |
| PIERCE | $2,252,445 | $1,612,372 | 0.72 | 17,243 | $176,352 |
| SAN JUAN | $121,776 | $94,363 | 0.77 | 1,134 | $10,557 |
| SKAGIT | $479,877 | $349,972 | 0.73 | 3,805 | $38,281 |
| SKAMANIA | $199,386 | $120,784 | 0.61 | 1,481 | $15,873 |
| SNOHOMISH | $2,073,726 | $1,225,092 | 0.59 | 14,926 | $150,405 |
| SPOKANE | $1,308,264 | $1,177,345 | 0.90 | 12,460 | $118,766 |
| STEVENS | $235,766 | $125,812 | 0.53 | 1,719 | $18,133 |
| THURSTON | $755,537 | $476,050 | 0.63 | 5,616 | $58,735 |
| WAHKIAKUM | $20,717 | $6,710 | 0.32 | 111 | $1,057 |
| WALLA WALLA | $159,949 | $94,593 | 0.59 | 1,133 | $11,504 |
| WHATCOM | $705,093 | $584,754 | 0.83 | 6,502 | $62,712 |
| WHITMAN | $146,083 | $67,389 | 0.46 | 926 | $9,417 |
| YAKIMA | $669,931 | $433,425 | 0.65 | 5,398 | $55,037 |
| **Washington**** | **$21,635,336** | **$20,520,858** | **0.95** | **198,658** | **$2,010,992** |

*Includes equipment expenditures
**Counties do not total to Washington State due to region-specific modeling

## Comparative Changes over the last five years: 2014 to 2009

| PORT OF OLYMPIA | 2014 TOTAL | 2009 TOTAL | TOTAL CHANGE |
|---|---|---|---|
| **JOBS** | | | |
| DIRECT | 2,400 | 3,043 | -643 |
| INDUCED | 1,168 | 1,390 | -222 |
| INDIRECT | 830 | 2,816 | -1,986 |
| TOTAL | 4,397 | 7,249 | -2,852 |
| **PERSONAL INCOME (MILLIONS)** | | | |
| DIRECT | $106.1 | $112.5 | -$6.4 |
| RE-SPENDING/LOCAL CONSUMPTION | $96.0 | $94.5 | $1.5 |
| INDIRECT | $34.0 | $143.7 | -$109.7 |
| TOTAL | $236.1 | $350.7 | -$114.6 |
| **BUSINESS REVENUE (MILLIONS)** | $287.7 | $1,062.2 | -$774.5 |
| **LOCAL PURCHASES (MILLIONS)** | $90.3 | $439.7 | -$349.4 |
| **STATE/LOCAL TAXES (MILLIONS)** | $22.2 | $31.2 | -$9.0 |

***Outdoor Recreation in Thurston County has an economic contribution twice that of the Port of Olympia**

***Outdoor Recreation stimulates more employment than the Port of Olympia**

***Outdoor Recreation stimulates almost three (3x) times as much in tax collections**

*The lowest wages in the county are in tourism dependent sectors (accommodation, food services, and retail); those sectors are top employment sectors for the outdoor recreation economy

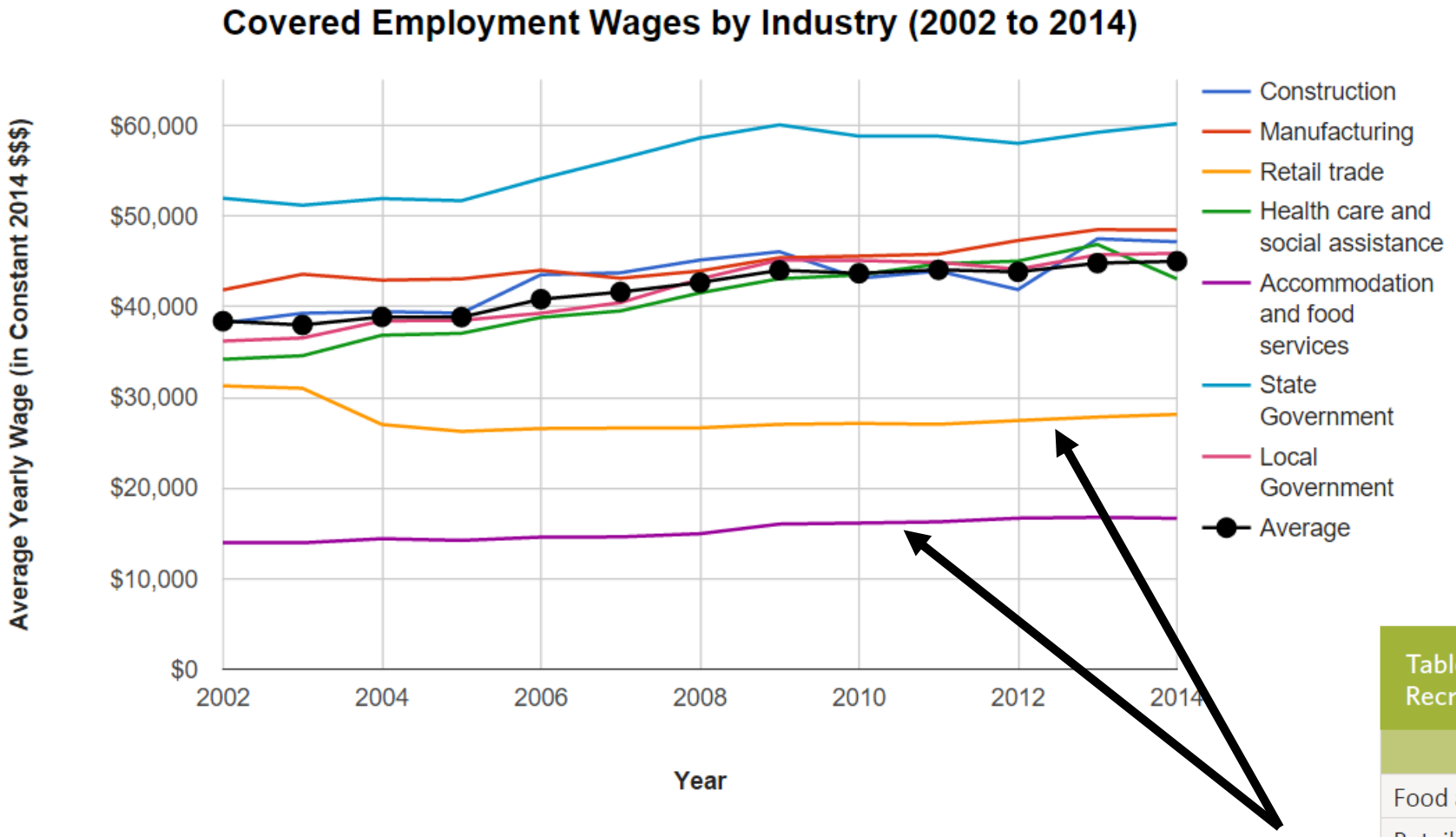
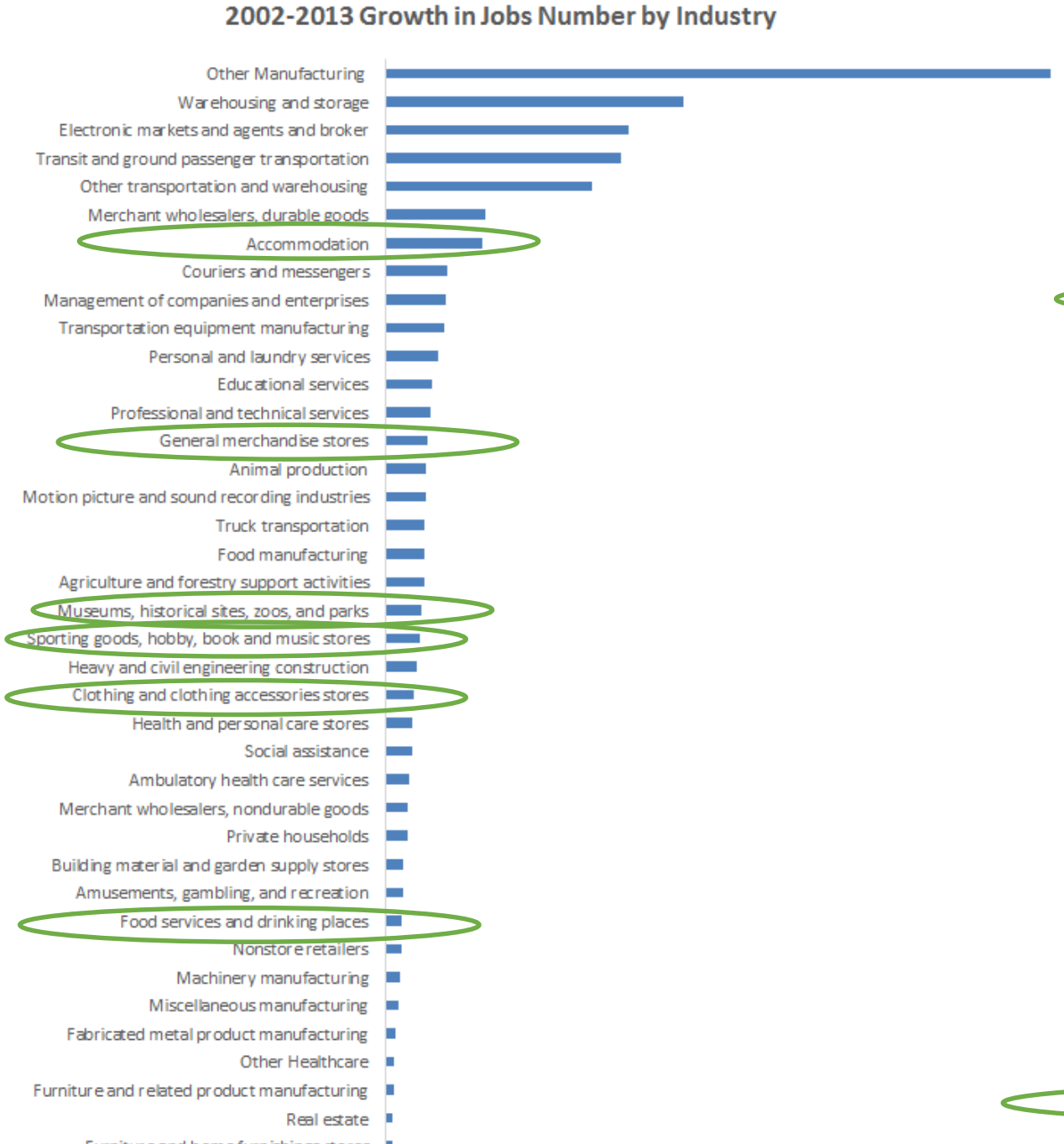
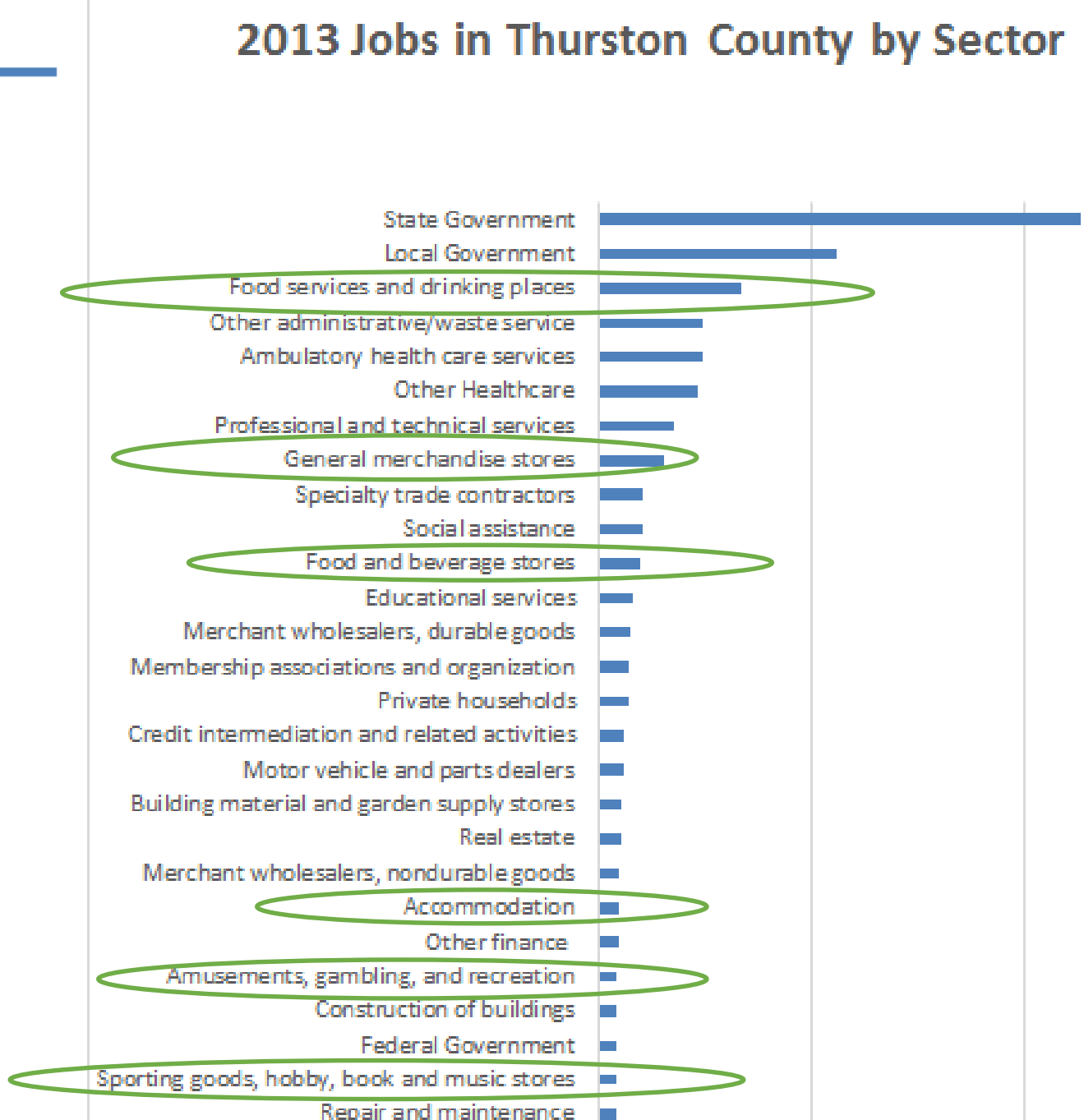



Table 5. Employment Associated with Outdoor Recreation, by Sector

| Sector | Employment |
|---|---|
| Food and beverage places | 36,047 |
| Retail Stores - Sporting goods, etc. | 30,190 |
| Other amusement and recreation industries | 25,170 |
| Retail Stores – Miscellaneous | 12,000 |
| Hotels and motels | 10,046 |

*Sectors benefiting from outdoor recreation are top elements of our county economy, but not experiencing growth



*Olympia is one of the worst performing tourism economies in the Pacific Northwest; despite having a strong winter season (legisulature/colleges)

# City Level

Tourism Promotion and Economic Development


**OLYMPIA, WA**

All the elements of a thriving tourist destination await the estuary…

# Olympia: Perfect Location to Capture Tourism

Scoring of Corridors in the Cascadia Megaregion


Source: America 2050

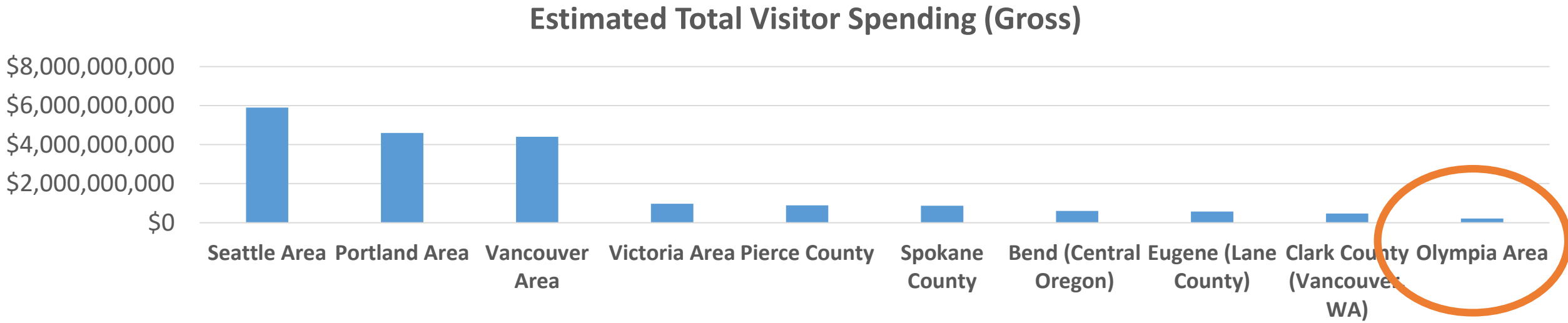
TABLE 60

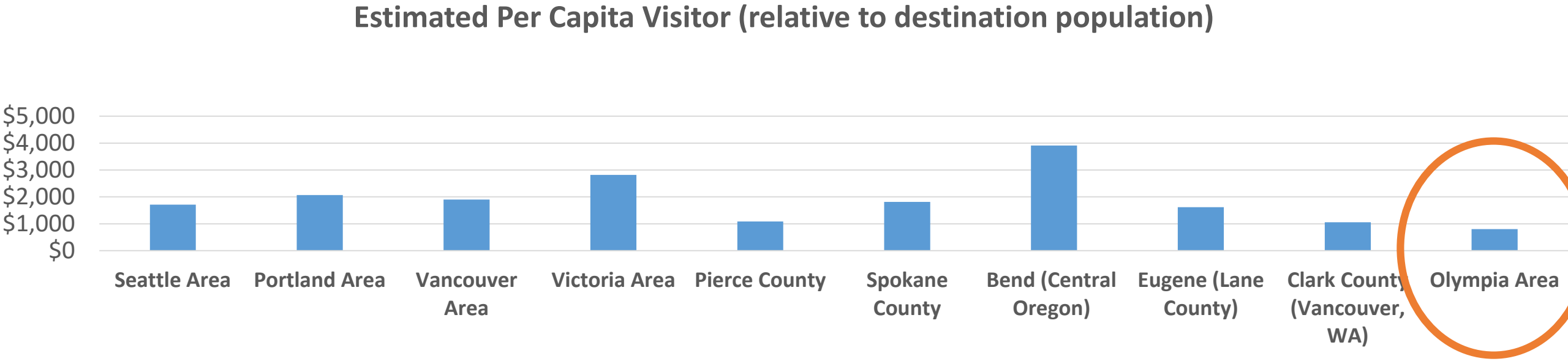
Scoring of Corridors in the Cascadia Megaregion

| Origin | Destinations | Length | Score | Total Employment Within 2 Miles of Major Nodes | Total Population within 25 Miles of Major Nodes | Cumulative Air Market* | Total Transit Accessible Population in Major Nodes |
|---|---|---|---|---|---|---|---|
| Portland OR | Seattle WA | 185 | 17.37 | 370,000 | 5,600,000 | 470,000 | 670,000 |
| Eugene OR | Portland OR | 124 | 15.42 | 190,000 | 2,900,000 | 60,000 | 500,000 |
| Eugene OR | Bellingham WA | 403 | 13.71 | 446,000 | 6,900,000 | 600,000 | 670,000 |
| Seattle WA | Spokane WA | 328 | 10.00 | 284,000 | 3,200,000 | 530,000 | 170,000 |

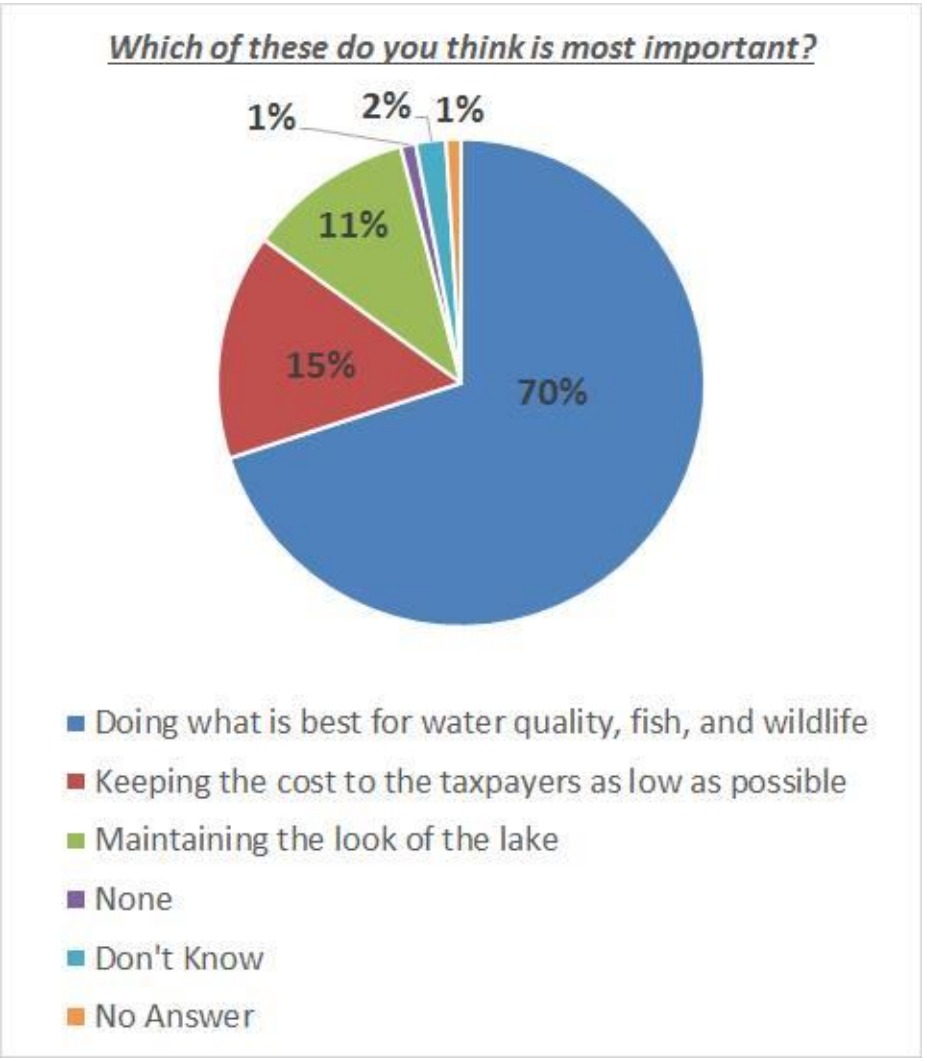
*Includes annual flights among all airports along the corridor.

# Olympia Underperforming:
## Northwest Tourism & Travel Spending



# Values of Olympia Residents Strongly Stated in a Survey





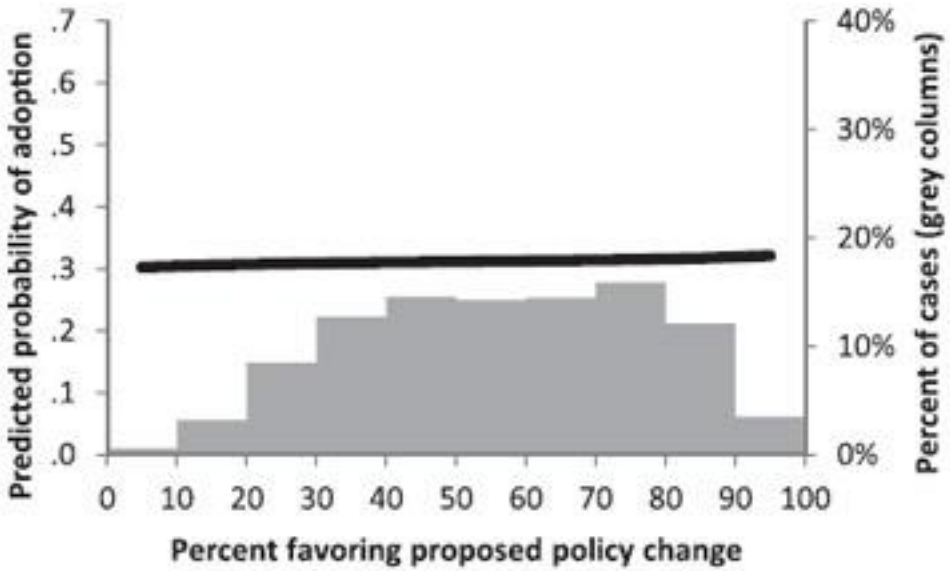

7. You may be aware that studies are underway about the future of Capitol Lake and Budd Inlet. How important are the following factors to you in determining the future of Capital Lake? What about [**READ A – C: ROTATE**]? Would you say that should be: extremely important, somewhat important, or not at all important when determining the future of Capitol Lake?

| | EXT | SW | NOT | NO OPIN |
|---|---|---|---|---|
| 1. Keeping the cost to the taxpayer as low as possible | 44 | 41 | 16 | 0 |
| 2. Maintaining the look of the lake | 36 | 40 | 22 | 1 |
| 3. Doing what is best for water quality, fish, and wildlife | 74 | 23 | 3 | 0 |

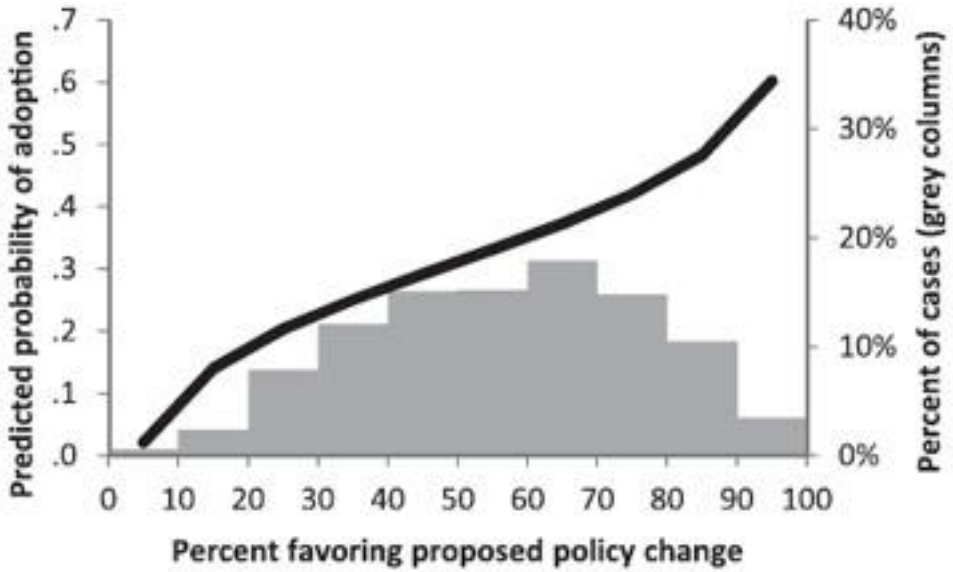
8. Which of these do you think is the most important? **RE-READ IF NECESSARY.**

Doing what is best for water quality, fish and wildlife…**70**
Keeping the cost to the taxpayer as low as possible …**15**
maintaining the look of the lake…**11**
NONE…**1**
[DON'T KNOW…**2**]
[NO ANSWER…**1**]

## Average citizens' preferences




## Economic elites' preferences




"Testing Theories of American Politics" (Gilens, Page)

*Urban estuaries exist all over the world; but estuaries so proximal to downtown areas are rare; uniqueness is an important aspect of attracting visitors from afar

# Global Scale

Looking for Comparables and Considering Design

# An Estuarine City

- A Capitol Estuary would be unique in the world and the country
- Imagining the Future by looking back and around
- A Model for Rivers, Estuaries, and City Tourism: Charleston, SC


# What would the estuary look like?

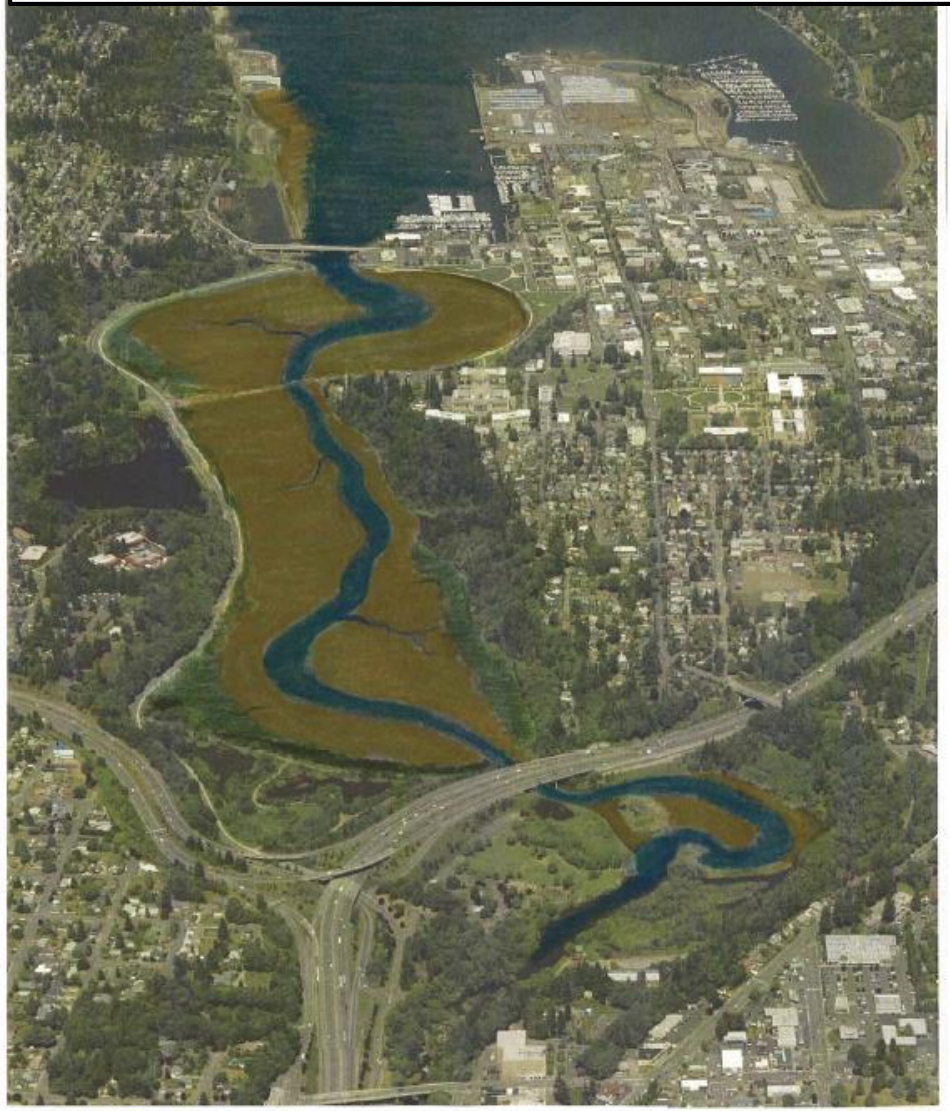


*figure 2*

*DEFS Status Report*

**Conceptual Vision of the Restored Deschutes Estuary at Low Tide**

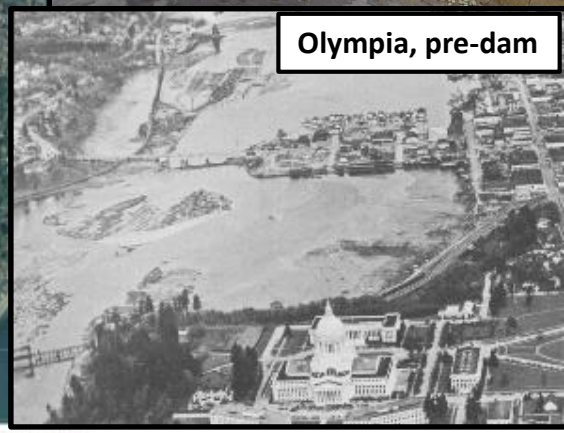
*Background photograph copyright AEROLISTPHOTO.com*

PWA

1934 AERIAL

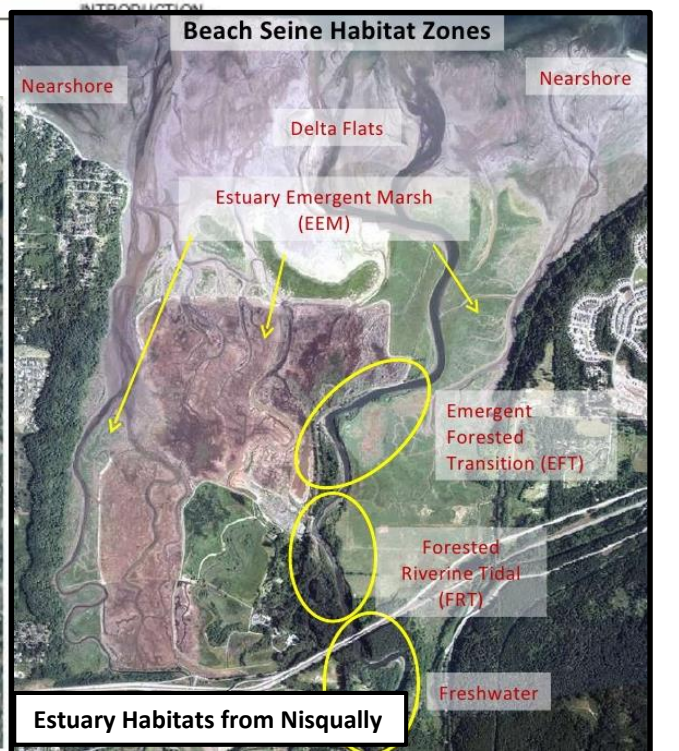
2010 AERIAL

Mudflats at Nisqually

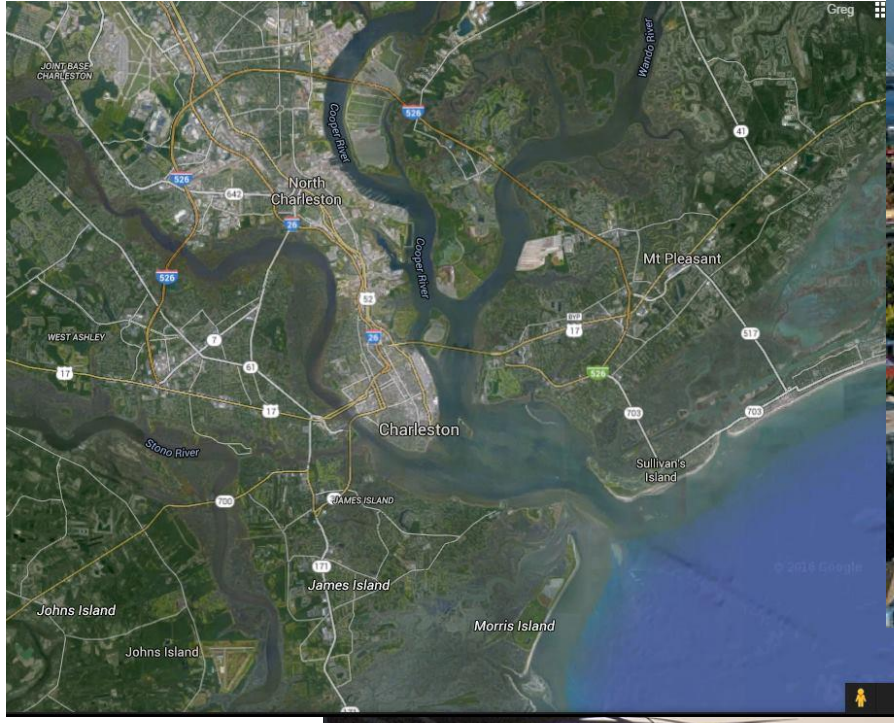


Olympia, pre-dam

**Ash Creek, Connecticut (above and below)**




Estuary Habitats from Nisqually

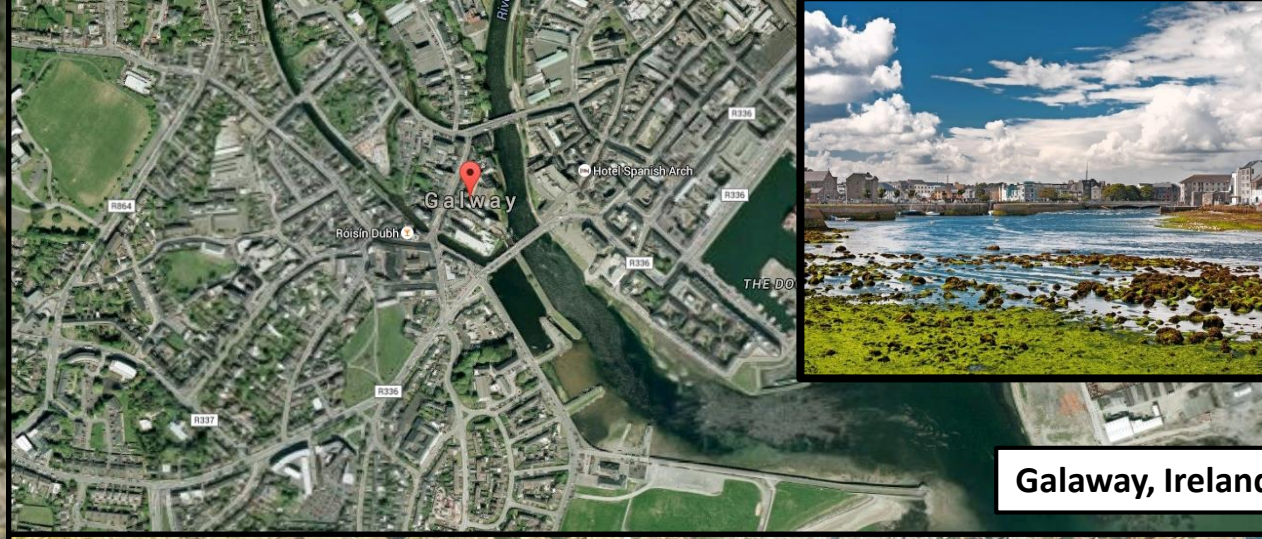




# Charleston, SC

- Population 120,000 (=Olympia+Tumwater+Lacey)
- Tourism Economy = $3 billion
- (14x Olympia Area)

# Where else are there urban estuaries?

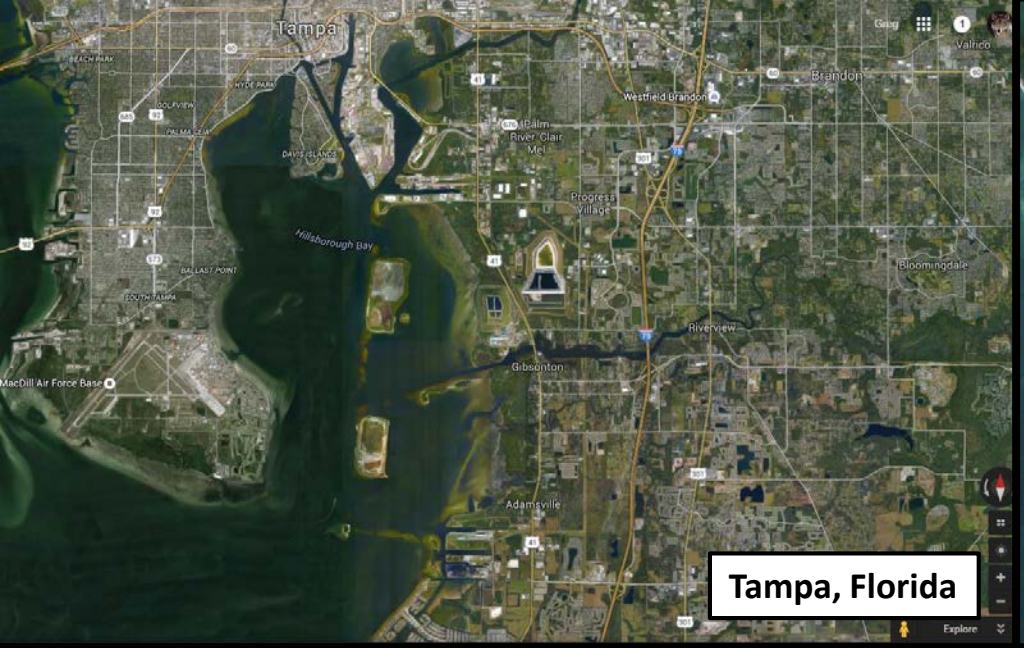

Lisbon, Portugal



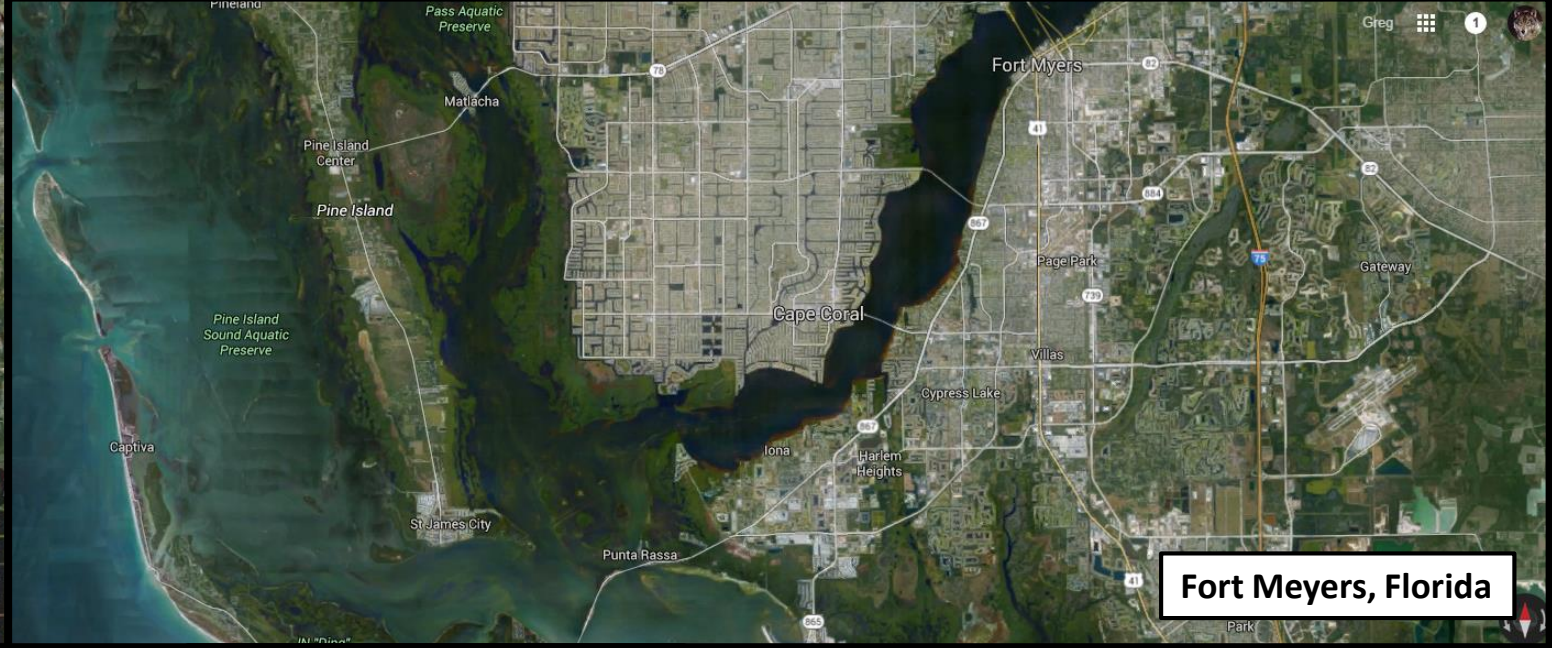

Galaway, Ireland


Mazatlan, Mexico

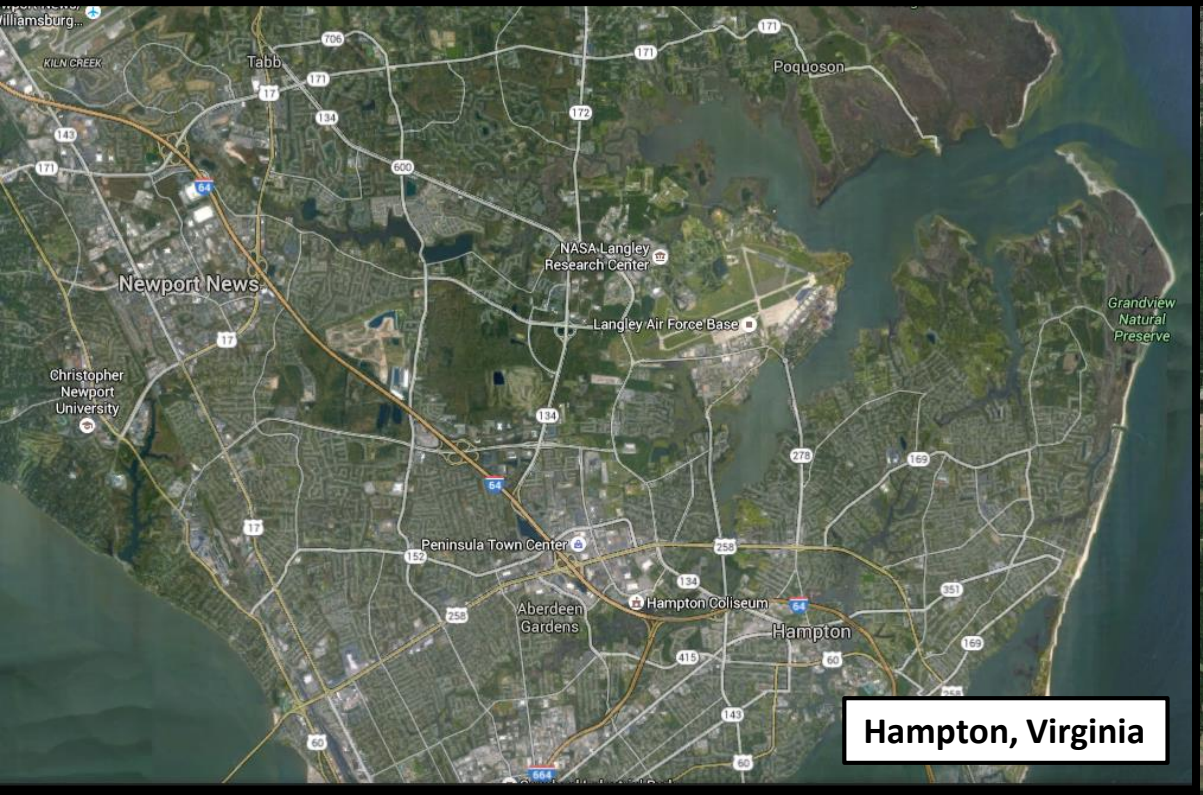
Venice, Italy




Tampa, Florida




Fort Meyers, Florida




Hampton, Virginia

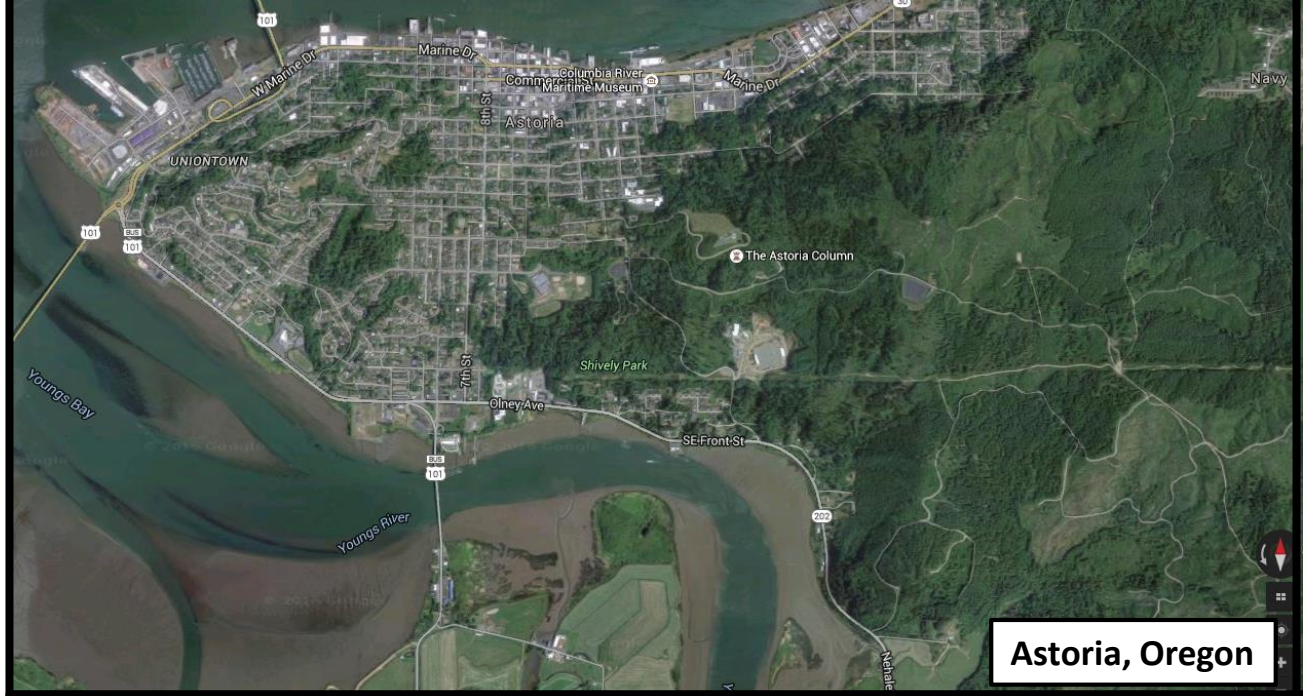

Cowichan, British Columbia


Ventura
Pacific View
Telephone Rd
Telegraph Rd
Ralston St
Market St
Bristol Rd
Santa Clara River
Ventura Fwy
Olivas Park Dr
Olivas Links
River Ridge Golf Club
W Vineyard Ave
N Victoria Ave
Ventura, California

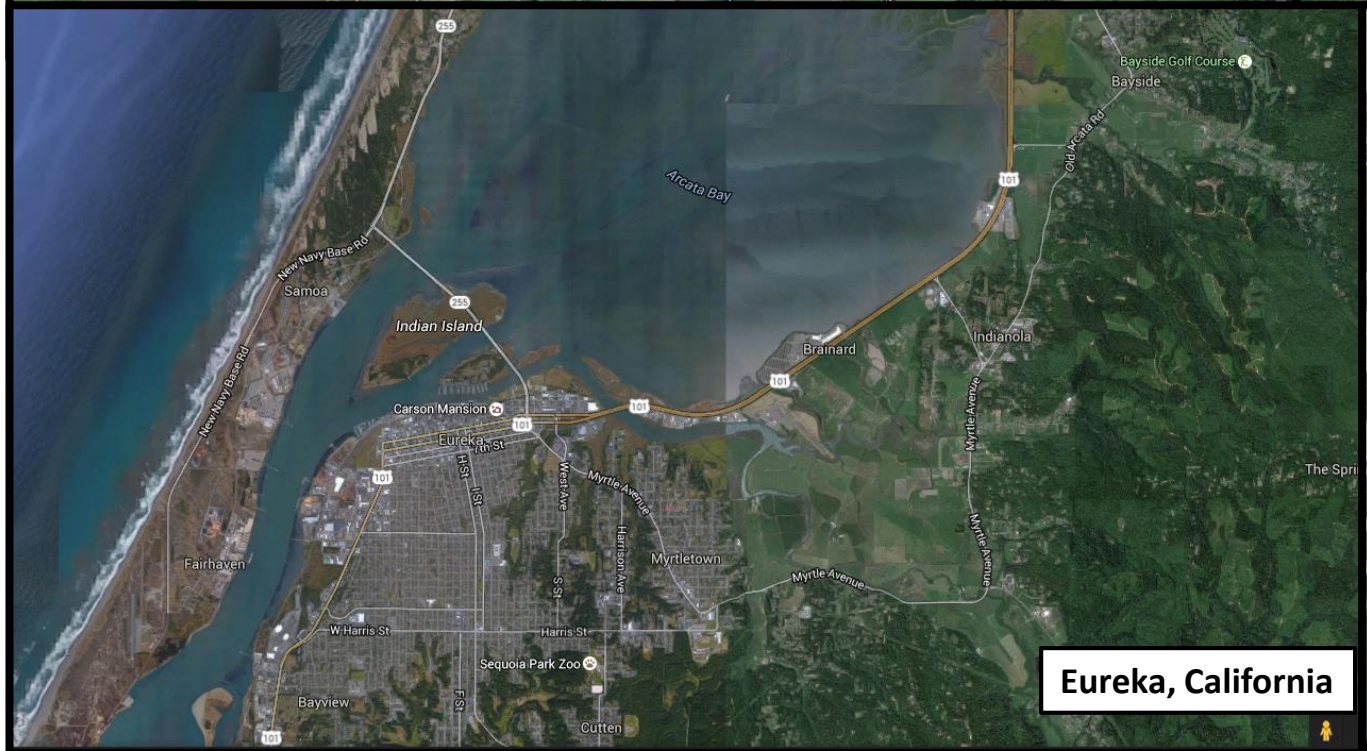

ALAMITOS BAY MARINA CENTER
Naval Weapons Station Seal Beach
ALAMITOS BAY LANDING
BRIDGEPORT
Seal Beach
Seal Beach National Wildlife Refuge
SURFSIDE
SUNSET BEACH
Coral Cay
Huntington Harbour Village
Boeing
Bolsa Ave
McFadden Ave
Edinger Ave
BOLSA CHICA-HEIL
Heil Ave
Seal Beach, California


Costa Mesa
Upper Newport Bay Nature Preserve
Upper Newport Bay State Marine...
Bren Events Center
University of California, Irvine
UNIVERSITY TOWN CENTER
Campus Dr
Jamboree Rd
MacArthur Blvd
Bonita Canyon Dr
Ford Rd
Big Canyon
NEWPORT CENTER
San Joaquin Hills
San Joaquin Hills Rd
Newport Coast Dr
Newport Beach
Balboa Bay Resort
Lido Isle
Balboa Island
Balboa Blvd
Costa, Mesa California

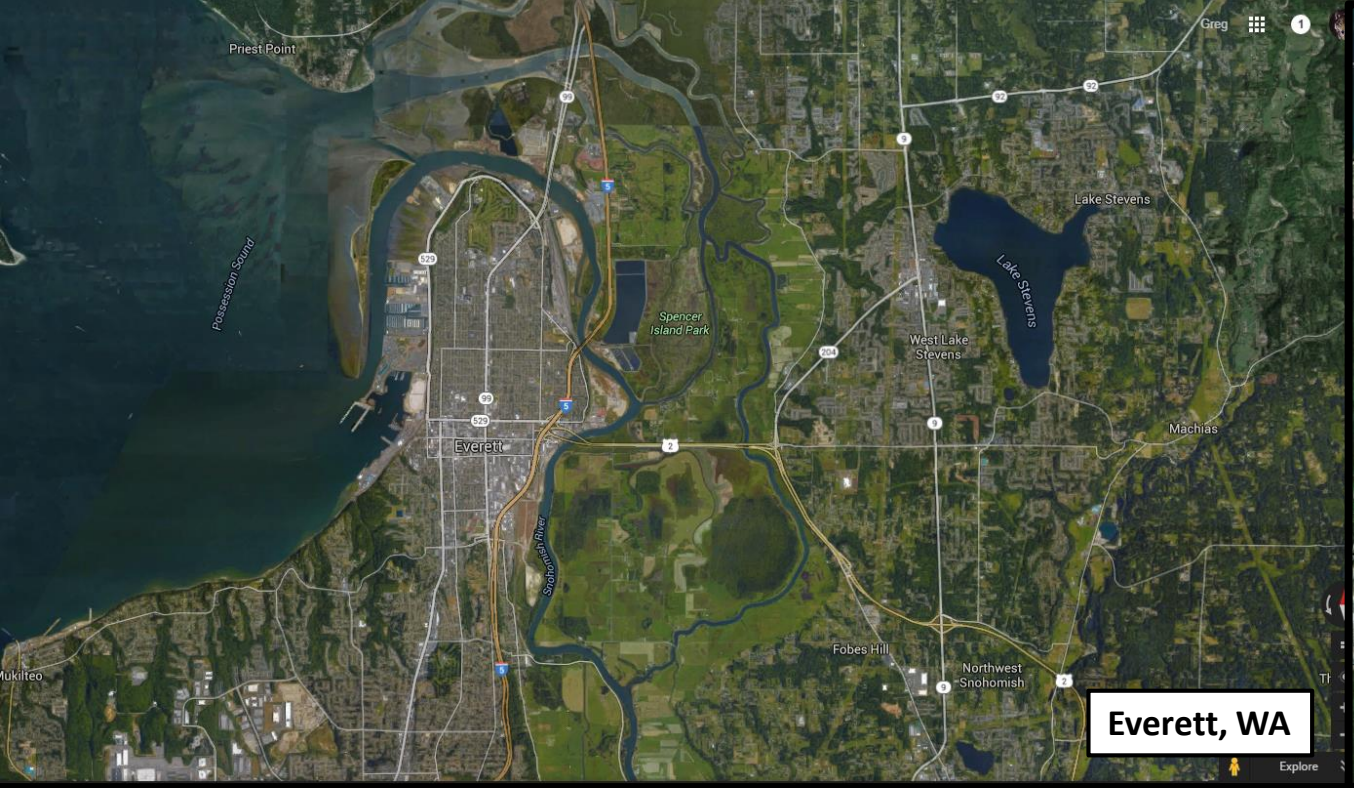

Bussell Hwy
Augusta
East Augusta
Swan Lake
Augusta, Western Australia


Astoria
UNIONTOWN
Marine Dr
W Marine Dr
Columbia River Maritime Museum
Navy
6th St
7th St
The Astoria Column
Shively Park
Youngs Bay
Youngs River
Olney Ave
SE Front St
101
202
Astoria, Oregon


Siuslaw River
Florence
Rhododendron Golf Course
Florence Municipal Airport
5286
5260
5070
101
126
Rte F
Siuslaw River
Florence, Oregon

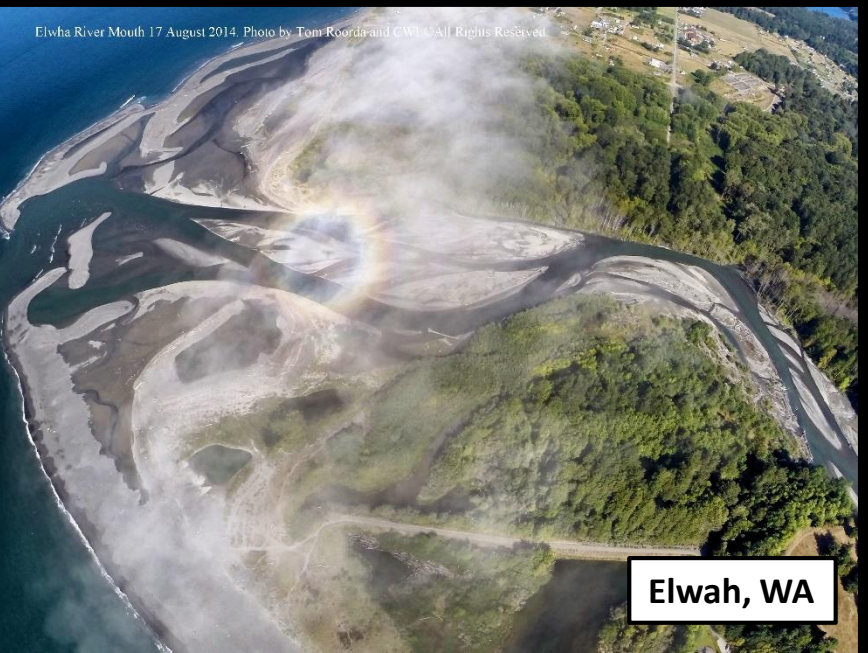

Arcata Bay
Bayside Golf Course
Bayside
Old Arcata Rd
New Navy Base Rd
Samoa
Indian Island
Brainard
Indianola
Carson Mansion
Eureka
7th St
1st St
West Ave
Myrtle Avenue
Harrison Ave
Myrtletown
Fairhaven
W Harris St
Harris St
Sequoia Park Zoo
Bayview
Cutten
101
255
Eureka, California


Morro Bay
Morro Bay Blvd
Main St
State Park Rd
Cabrillo Hwy
Morro Bay State Park
Morro Bay State Marine Reserve
Elfin Forest Preserve
BAYWOOD PARK
LOS OSOS
S Bay Blvd
Morro Bay, California



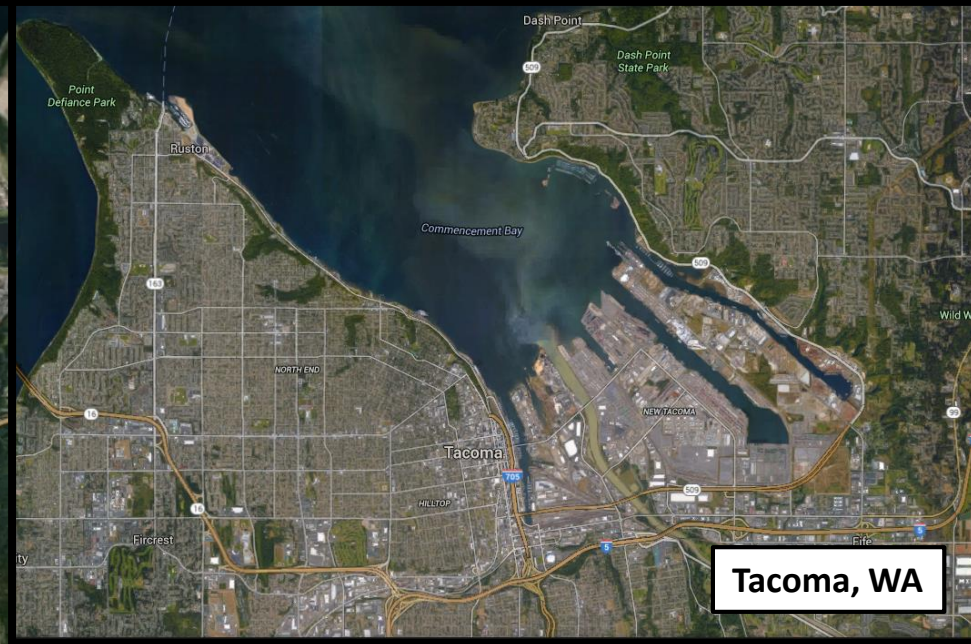
Everett, WA

Anacortes, WA



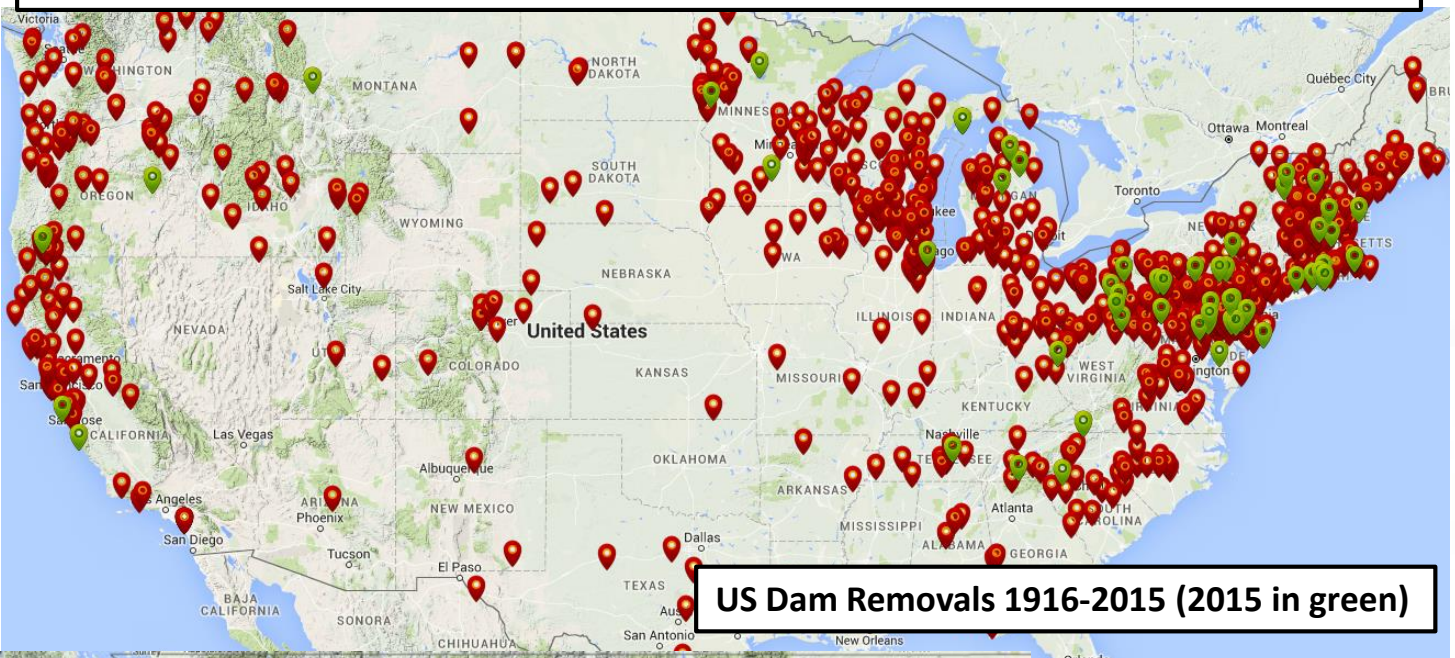
Elwah, WA

Nisquallly, WA

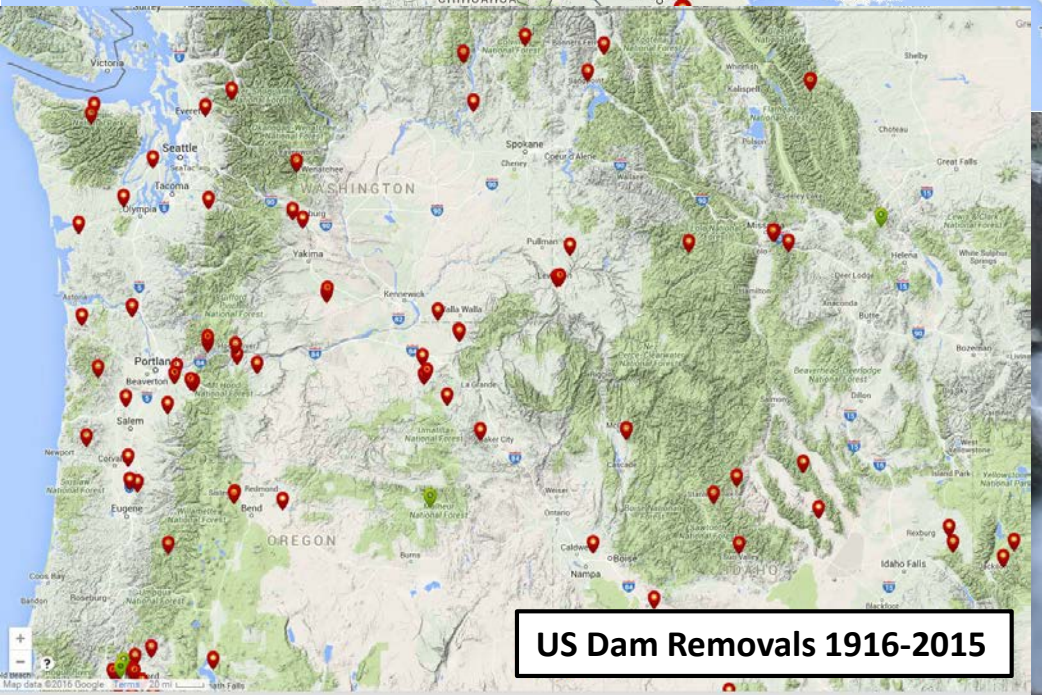


Tacoma, WA

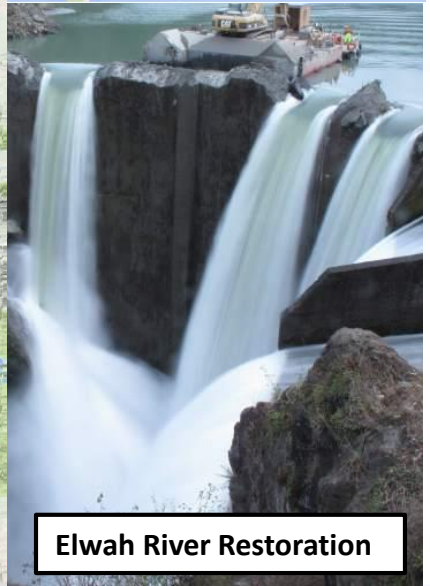
# Are dam removals and restoration common?




US Dam Removals 1916-2015 (2015 in green)




US Dam Removals 1916-2015



Elwah River Restoration

## PSNERP Candidate Restoration Actions


Puget Sound Nearshore Ecosystem Restoration Projects