

Olympia Strong Initiatives Matrix

Working Draft: 08/01/2024

FOCUS AREA: EDUCATION + WORKFORCE PATHWAYS

Vision: Every Olympian is afforded quality lifelong educational opportunities that build pathways to upward mobility and financial stability.

Community Benefits:

- Increased sense of hope and self-reliance
- Decrease in equity gap
- Interruption of poverty cycle
- Activation of 100% of our workforce potential
- Decreased reliance on social service networks

Key Words	Initiative	City Point	Role Type	Status
Youth Council	<ul style="list-style-type: none"> • Create an Olympia Youth Council to expand community leadership and involvement opportunities for diverse high school students 	City Manager’s Office (lead)	Funder	Council approved, launching soon
Career Hub	<ul style="list-style-type: none"> • Grow the Olympia Career Hub, a career training program to prepare people for local in-demand occupations, including but not limited to jobs in construction, clean energy, the medical sector, logistics and supply chain management 	Ec Dev (support)	Convener	<p>Pilot project funding exhausted.</p> <ul style="list-style-type: none"> • 10 Cohort Trainings Sessions • 90+ Graduates • 295+ Professional Certificates Awarded <ul style="list-style-type: none"> • Flagger, Forklift, OSHA-10 • 80% of graduates now currently employed* • 521 Career Map Meetup Attendees • 187 Businesses Engaged • Presentations to students at Avanti, OHS, CHS, and SPSCC engaged 500+ students <p>Staff to pursue grant funding when appropriate for additional related programming.</p> <p>SPSCC and United Way are exploring growth in “Trades Training”.</p>

				PacMtn is advancing more programming that is very similar.
Training Location(s)	<ul style="list-style-type: none"> Ensure flexible, appropriate locations for workforce training programs to locate 	Ec Dev (support)	Advocate	Armory provided temporary location for Career Hub. New location would be valuable but does not need to be a city facility.
Youth Career Pathways	<ul style="list-style-type: none"> Support and increase participation in programs that introduce youth to career options and prospective employers, such as Find Your Future and other employer integrated workforce development activities 	Ec Dev (support)	Advocate	<p>Thurston Chamber of Commerce leading this work locally with events like “Find Your Future” – City participated in event . Funding for “Career Map Meet-ups” as part of the Olympia Career Hub has been exhausted. 521 students participated in various industry meetups as a part of the Career Hub project.</p> <p>Ideal subject for Youth Council exploration once underway.</p>
Continuing Ed Support	<ul style="list-style-type: none"> Partner with the United Way to fund a Navigator that connects all Olympia School District high schoolers to continuing education opportunities and financial resources 	Ec Dev (support)	Advocate	OSD hired own Navigator; may need to support continuation or expansion
Journey 2 Jobs	<ul style="list-style-type: none"> Coordinate with Journey2Jobs and other programs that provide skill-building, employment and related wrap-around services for formerly homeless and incarcerated individuals 	Ec Dev (support)	Convener	<p>Pilot project with PacMtn and Valeo Vocation has concluded.</p> <ul style="list-style-type: none"> 93 total enrollments. HIRE Crew employed 65 participants who were at the time experiencing Houselessness 11 Participants secured permanent housing 28 participants participated on a paid internship 22 participants achieved full time employment Program launched at Plum St Village
TESC Partnership	<ul style="list-style-type: none"> Hold quarterly leadership team meetings with The Evergreen State College to identify partnership opportunities 	Ec Dev (lead)	Convener	Not started

City Internships	<ul style="list-style-type: none"> Expand City internships, mentorships, job shadowing, tours and other measures that expand career pathway opportunities for a broader cross-section of our community (consider hiring internship coordinator) 	Human Resources Office (lead)	Funder	Not started
Workplace Integration	<ul style="list-style-type: none"> Partner with Morningside and other organizations to provide and promote employment opportunities for adults with disabilities 	Human Resources (Lead) Ec Dev (support)	Advocate	<p>Ongoing promotion; to develop targeted effort in 2025.</p> <p>City launched position of ADA and Accessibility Coordinator.</p>
City Contracts	<ul style="list-style-type: none"> Explore a requirement that City capital projects over a certain threshold require the contractor to have a percentage of their labor hours performed by apprentices 	City Clerk and Public Works (co-leads)	Advocate	Not started

DRAFT

FOCUS AREA: HOUSING + SENSE OF SECURITY

Vision: All Olympians can enter and sustain stable housing while building household financial security.

Community Benefits:

- People who work in Olympia can afford to live here
- Housing is affordable for lower income households and first-time buyers
- Increase in generational wealth building through home ownership and affordable rental options
- Employer confidence that workers can access affordable workforce housing
- More residents can afford to pursue personal growth opportunities
- Improvement in other attendant indicators: law enforcement interaction, food security, health outcomes, et al

Key Words	Initiative	City Point	Role Type	Status
Economic Security Pilot Project	<ul style="list-style-type: none"> • Study outcomes and best practices from the universal basic income pilot project (EsCA) managed by PacMtn and evaluate options for connecting more Olympians to this or similar economic security resources 	Ec Dev (support)	Convener	Various state pilots underway, with insights expected in 2025
Land Banking	<ul style="list-style-type: none"> • Proactively purchase vacant and underutilized properties that can be used for or converted into permanently affordable or rent-capped housing stock 	Ec Dev (lead); CPD/Housing (support)	Funder	Will require dedicated funding source; test viability 2024. Track record of success established with city owned property provided at discounted value at Boulevard and Griswolds. City recently submitted a grant for the acquisition of Jungle property to convert into affordable home ownership opportunity.
New Housing Partnerships	<ul style="list-style-type: none"> • Grow partnerships with low-income housing developers and organizations seeking to build housing stock that meets the community’s needs, including opportunities for home ownership and projects that meet the specific needs of various populations (e.g., people with disabilities, seniors, justice-involved individuals) 	Housing/Ec Dev/CPD (co-leads)	Convener, Funder	Ongoing – Plum Street, et al examples. Local developer, Ken Brogan recently closed on 505 Union for the conversion of office into affordable housing. Actively recruited TWG to Olympia.
Inclusive Housing Partnership	<ul style="list-style-type: none"> • Explore the feasibility of partnering with Morningside and/or similar organizations on an innovative integrated housing development that builds familiarity and connections between people with developmental disabilities and other community members seeking affordable housing alternatives 	Housing (lead)	Advocate	Not started; Morningside developing housing policies and strategy
Home Ownership Options	<ul style="list-style-type: none"> • Follow recommendations from the 2023 study on ways City can facilitate development of housing options that include long-term affordability and home ownership, including multifamily ownership options and other creative solutions and projects that meet the specific needs of various populations 	CPD/Housing (co-leads)	Convener, Funder	Underway, ongoing. Jungle Price Grant Housing staff pursuing training and education in this arena.

Low-Interest Home Loans	<ul style="list-style-type: none"> Evaluate options for providing low-interest loans for projects that add affordable housing stock in the city 	Housing (lead); Finance (support)	Advocate	Housing staff pursuing training and education in this arena
Adaptive Reuse	<ul style="list-style-type: none"> Incentivize and streamline the conversion of vacant office buildings into housing, and promote Olympia as a great place to undertake adaptive reuse projects 	CPD (co-lead); Public Works (co-lead)	Convener	CPD and Housing Staff actively exploring issue and pursuing education on
City-wide Development Review	<ul style="list-style-type: none"> Involve a collaborative interdepartmental team to conduct a comprehensive review of City policies, fees and development regulations to identify viable options with a goal to make it easier to build and reduce overall housing costs in balance with other goals and priorities 	CPD/PW (co-leads); Finance, Ec Dev, others (support)	Convener	Related Council Referral on an Emergency Ordinance on Affordable Housing is exploring some of these issues.
Strategic Infrastructure Investments	<ul style="list-style-type: none"> Recommend targeted public infrastructure investments that help attract and expedite private sector housing construction or redevelopment 	Public Works (lead); Finance/CPD (support)	Funder	Ongoing
Transitional Workforce Housing	<ul style="list-style-type: none"> Convert Plum Street Village into transitional housing for formally houseless and incarcerated individuals who simultaneously enroll in training and education programs, or begin reentry into the workforce 	Housing and Ec Dev (co-leads)	Funder	Launched at the beginning of 2024 with Valeo Vocation. Workforce programming for Plum Streets residence is actively underway. Plum street now has 27 residents enrolled.
Affordable Housing Toolchest	<ul style="list-style-type: none"> Create a regional resource of affordable housing tools with a target audience of brokers and developers looking to develop or rehab buildings for housing 	Housing (support)	Convener	Not started
Retrofits	<ul style="list-style-type: none"> Pursue public assistance (training, funding) to assist low and moderate income households with existing building retrofits, to promote long term health, safety and energy savings 	Housing (lead) Climate (support)	Advocate	Some progress with Rebuilding, other nonprofits; utilizing CDBG Revolving Loan Fund
Toolkit	<ul style="list-style-type: none"> Create a household financial expense reduction toolkit with info about city service discounts for low income households, library resources, foodbank, etc. 	Ec Dev (lead)	Convener	Not started

FOCUS AREA: BUSINESS ENTERPRISE RESOURCES + SUPPORT

Vision: All Olympia businesses and entrepreneurs are able to access investment capital and world-class training and technical assistance, in a supportive environment that celebrates and promotes their success.

Community Benefits:

- Grows efforts with new and existing partner organizations to build a more inclusive economy
- Ensures newly formed businesses have access to workforce training and employment services
- Facilitate access to capital for aspiring entrepreneurs
- Furthers community priority to stimulate local, independent employers and businesses
- Creates new avenues to business ownership and prosperity for employees

Key Words	Initiative	City Point	Role Type	Status
Business Training	<ul style="list-style-type: none"> • Provide full spectrum business support and training programs through the Thurston EDC Center for Business and Innovation, as well as micro and alternative business development and succession planning programs offered through organizations such as Enterprise for Equity and Northwest Cooperative Development Center 	Ec Dev (support)	Advocate, Funder	Ongoing; City funds variety of training activities; brief expansion of support during pandemic. 2024 contract with CBI for \$50k and \$70k to E4E (funded through CDBG).
Access to Business Capital	<ul style="list-style-type: none"> • Continue seeking ways to expand access to capital for aspiring entrepreneurs from underbanked and underrepresented populations (e.g., support EDC/Thurston County Target Zone Startup Grants, outreach to banks and credit unions, City sponsored micro-loan fund) 	Ec Dev (support)	Convener, Funder	Need to develop new options and partnerships post-pandemic
Community Resource Navigators	<ul style="list-style-type: none"> • Stand up a Community Resource Navigator pilot project that places paid staff and volunteers in target zone neighborhoods and/or community centers where they can help connect residents with business startup resources, career pathways or other support that increases financial resiliency (e.g., offer grassroots support programs, start here resource fair) 	Ec Dev (support)	Convener, Advocate	Not started
Corporate Headquarters	<ul style="list-style-type: none"> • Partner with EDC to help attract and help grow anchor employers that align with Olympia values, with an emphasis on anchor employers and emerging sectors, tech, green energy and construction (e.g., Mud Bay, Left-Hand, Naked Prosthetics) 	Ec Dev (support)	Advocate, Convener	Ongoing
Business Assistance	<ul style="list-style-type: none"> • Provide or coordinate barrier-busting assistance for business or employer partners (typical issues include permitting, public safety, city policy, etc.) 	Ec Dev (lead)	Advocate, Convener	Ongoing
Childcare Solutions	<ul style="list-style-type: none"> • Coordinate a multi-partner conversation and other outreach to identify actions and resources that can help stabilize the Childcare industry and add capacity/lower family costs over time 	Ec Dev (support)	Advocate, Convener	Ongoing; need major drive once state legislation comes together. City provided letter of support to Childcare Action Council for pursuit of Emergency/Crisis Childcare needs analysis.

Childcare Solutions	<ul style="list-style-type: none"> Explore options to expand Olywahoo summer day camp to serve more families, including increasing scholarships for low income households. 	Parks (lead)	Funder	Not started
Squaxin Island Tribe Partnership	<ul style="list-style-type: none"> Explore partnership options with the Squaxin Island Tribe that will expand economic opportunities downtown while also featuring Tribal culture and heritage 	Ec Dev (co-lead)	Convener	Actively pursuing the sale of City owned property at 900 Plum Street to Island Enterprises.
Business Recognition	<ul style="list-style-type: none"> Formally celebrate Olympia businesses for their support of community goals like sustainability, climate action, equity, championing youth, etc. at Council meetings, in select publication and through social media to help build on City's business-friendly reputation (in addition to Chamber, EDC existing programs) 	Ec Dev/ Communications (co-leads)	Advocate	Not started
Pop Ups	<ul style="list-style-type: none"> Support pop ups (temporary retail events) as a way to activate vacant buildings and provide opportunity for microbusinesses, including makers and artists 	Ed Dev (Lead)	Convener, Funder	Working with ODA of exploration of this initiative.

FOCUS AREA: COMMUNITY PRIDE, LOVABILITY + RESILIENCY

Vision: Olympia is a safe, resilient and welcoming city with strong, inclusive support networks and abundant community character.

Community Benefits:

- Increases pride in our community, hope and a sense of place
- Increases the City's desirability as a home town, visitor destination and place to do business
- Increases tax and business revenue from tourism and vital urban centers
- Improves emergency response preparedness and capacity
- Ensures sustained focus on infrastructure capacity and climate adaptation priorities

Key Words	Initiative	City Point	Role Type	Status
Creative Economy	<ul style="list-style-type: none"> Advance Arts, Cultures and Heritage initiatives that expand our Creative Economy through opportunities and funding for artists and art organizations, as well as for the community to engage with the arts (Implement plans for the Armory Creative Campus, Inspire Olympia and the Downtown Creative District) 	ARCH (lead) Ec Dev (support)	Convener, Funder	Armory becoming Creative Campus; Inspire Funding awarded to 60 nonprofits / Creative District work underway with Artspace Alliance
Signature Spaces and Places	<ul style="list-style-type: none"> Support, implement and promote initiatives that create unique and welcoming places and spaces in Olympia for the benefit of the community and visitors 	Arts, Parks and Public Works (lead); Ec Dev (support)	Advocate, Funder	Ongoing
Youth Activity Venues	<ul style="list-style-type: none"> Support expansion of recreation and entertainment venues for youth (e.g., a youth center or similar gathering place for youth) 	Parks (lead)	Advocate, Funder	Armory Creative Campus has identified anchor partners that will have strong nexus to youth program including Bridge Music Project

Youth Enrichment	<ul style="list-style-type: none"> Explore opportunities and resources to grow parks and recreation programs for middle school and opportunity youth (e.g., youth in foster care, justice involved youth) that provide mentorship and foster belonging, life and job skills. 	Parks	Advocate, Funder	Not started
Pride Building	<ul style="list-style-type: none"> Explore and identify community pride building events, programs and other features (e.g., community clean-up day, city flag) 	City (lead)	Convener, Funder	City supporting/ growing multiple community and cultural events aimed at community building and celebrating: Juneteenth, Procession of the Species, LoveOly Summerfest, Funkfest, Lulafest, and South Sound Block Party.
Visitor Destinations	<ul style="list-style-type: none"> Support Experience Olympia (Visitor and Convention Bureau) strategic planning to evaluate, define and implement priority Olympia visitor promotion investments (marketing, physical attractions, service gaps, et al) 	Ec Dev (support)	Advocate, Funder	Experience Olympia and Beyond completed the Destination Management Strategic Plan and will soon present results to Council.
State Partnership	<ul style="list-style-type: none"> Identify a contact and structure for coordinating with the State of Washington on economic development activities to determine the most mutually beneficial investments and policies, and establish an action team to follow through on implementation (climate change response, capital campus, I-5 access and bottlenecks, Deschutes Estuary, housing and homelessness grants, et al) 	City Manager's Office, Ec Dev (co-leads) City Council (support)	Convener	Not started
Port Partnership	<ul style="list-style-type: none"> Promote and support Port of Olympia role and value in the case of catastrophic infrastructure damage that requires sea or freight transport of people, goods and services 	Ec Dev (support)	Advocate	Not started – Port has indicated a desire to initiate a Port Peninsula Master Plan and will include City of Olympia as a key stakeholder
Climate Resiliency	<ul style="list-style-type: none"> As part of developing a climate adaptation and preparedness plan, explain and promote why timely investments build preemptive economic resiliency for all 	Climate Programs (lead); Ec Dev + all (support)	Advocate	Climate Adaptation Plan including Climate Chapter for Comprehensive Plan actively underway.
Disaster Preparedness	<ul style="list-style-type: none"> Adapt the successful Thurston Strong model to help better prepare for future economic disruptions and emergencies and Implement effective disaster recovery 	Ec Dev (lead)	Convener	Not started
Community Amenities	<ul style="list-style-type: none"> Continue to support facilities for the Library, Senior Center, Washington Center for Performing Arts, Armory, Farmers Markets and Hands On Children's Museum as important community assets that play a role in economic development through community enrichment and tourism 	City (lead)	Convener, Advocate, Funder	Ongoing

Legislative Advocacy List

- Higher Medicaid reimbursement rate in legislative agenda...has not increased in 20 yrs., may reduce coverage
- Multifamily home ownership options (e.g., condo reform)
- Childcare solutions
- Mental Health Facilities