

APPENDIX B

Olympia Strong Initiatives Matrix

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:					
<ul style="list-style-type: none"> • 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 Department (role)	Potential Partners (role)	Notes New or Continuing? City-specific or Regional? Link to Other Plans?	Timeline
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)	OSD and other partners TBD in 2023 (support)	-New -City-specific -One Community (2.5)	
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)	Chamber Workforce Division (lead); PacMtn; ESD 113; Makers Space; SPSCC	-Continue (covid project) -Climate Measure 388, 1.4 -Regional Workforce Initiative -One Community (2.4,1.7)	
Training Location(s)	<ul style="list-style-type: none"> • Ensure flexible, appropriate locations for workforce training programs to locate 	Ec Dev (support)	Chamber Workforce Division (lead); PacMtn; SPSCC; Makers Space	-New -Regional Workforce Initiative -One Community (2.4,1.7)	
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)	Chamber Foundation (lead); PacMtn; Makers Space	-New -Regional -One Community (2.5)	
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)	United Way (lead); OSD	-New -Regional effort -One Community (2.5)	
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)	PacMtn (lead)	-Continue (a one-time covid funded project) -Regional -One Community (1.7)	
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)	TESC; SPSCC	-New -City specific -Downtown Strategy	
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)	SPSCC, TESC, OSD (source of participants)	-New -City specific -One Community (2.5) -Look into AmeriCorps	

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)	Morningside (lead)	-Continue, more proactive -City specific or regional	
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)		-New -City specific	

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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 Department (role)	Potential Partners (role)	Notes New or Continuing Initiative City-specific or Regional? Link to Other Plans?	Timeline
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)	PacMtn/ESD (co-leads); EDC	<p>-New</p> <ul style="list-style-type: none"> -Regional -Track results for potential local application 	
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)	Thurston County/HAC (support)	<ul style="list-style-type: none"> -Continue, more proactive -City specific or regional -Housing Action Plan 	
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)	Low income housing developers (potential support or co-lead); SPSCC	<ul style="list-style-type: none"> -Continue, more proactive -City specific -Housing Action Plan -One Community -Reimagining Public Safety 	
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)	Morningside (potential support or co-lead)	<p>-New</p> <ul style="list-style-type: none"> -City specific or regional -Housing Action Plan 	
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)	Regional Housing Council; builders; banks; nonprofits (support)	<p>-New</p> <ul style="list-style-type: none"> -City specific or regional -Housing Action Plan 	
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)		<ul style="list-style-type: none"> -Revamp and expand old section 108 program -City specific -Housing Action Plan 	
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)	OMB (support)	<ul style="list-style-type: none"> -Continue, more proactive -City specific -Housing Action Plan -Climate Measure 388, 1.3 	
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)	Peer utilities (support)	<ul style="list-style-type: none"> -Continue with a broader, more proactive outlook -City specific 	

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)	Peer utilities (support)	-New -City specific -Housing Action Plan	
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)	PacMtn (support) United Way (support)	-New -City specific	
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)	TRPC; Realtors Association; OMB (support)	-New -Regional	
Retrofits	<ul style="list-style-type: none"> Pursue public assistance (tech 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)		-New -City specific or regional	
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)		-New -City specific	

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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 Department (role)	Potential Partners (role)	Notes New or Continuing? City-specific or Regional? Link to Other Plans?	Timeline
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)	Thurston EDC (lead); Enterprise for Equity; NWCDC; SPSCC	-Continue -Regional	
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)	Thurston EDC (lead)	-New -Regional	
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)	Thurston EDC (lead)	-New -Regional	
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)	Thurston EDC (lead)	-Continue -Regional -Climate Measure 388	
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)	Thurston EDC (support)	-Continue -City specific	
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)	Lead TBD; Child Care Action Council; Staff from State and Federal Rep Offices; Chamber; YMCA	-Continue, more proactive -Regional	
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)		-Expand -City specific	
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)	Squaxin Island Tribe (co-lead)	-Continue -City specific	
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 	Ec Dev/ Communications (co-leads)	Council (support); EDC and others	-New -City specific -Climate Measure 388	

	meetings, in select publication and through social media to help build on City's business-friendly reputation (in addition to Chamber, EDC existing programs)				
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)	ODA	-New -City specific	

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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 Department (role)	Potential Partners (role)	Notes New or Continuing? City-specific or Regional? Link to Other Plans?	Timeline
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)	Various	-Continue -City with partners -Downtown Strategy -Parks Plan	
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)	VCB; ODA; Chamber, WOBA (support)	-Continue -City and partners -Downtown Strategy -Triangle Subarea -Parks Plan -Deschutes Estuary restoration	
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)		-New -City specific	
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			
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)	?	-New -City specific	
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)	VCB (Lead); Chamber; EDC	-Continue -Regional	
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)	DES, Governor's Office	-Continue, more proactive -Downtown Strategy -Climate Measure 388	
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)	Port of Olympia (lead); EDC	-Continue -Regional	

Climate Resiliency	<ul style="list-style-type: none"> As part of developing a climate adaptation and preparedness plan, explain and promote why timely investments in Climate preparedness and adaptation priorities build preemptive economic resiliency for all 	Climate Programs (lead); Ec Dev + all (support)	Partners TBD	-Continue, more proactive -Regional -Climate Measure 388, 1.2	2025
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)	Thurston Strong team	-New -Regional -Climate Measure 388, 1.1	
Community Amenities	<ul style="list-style-type: none"> Continue to support facilities for the Timberland Regional Library, Senior Center, Washington Center for Performing Arts, 108 State, 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)		-Continue -City specific	Annually

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