

# City of Olympia

## Economic Response & Reopening – Strategic Plan

DRAFT June 4, 2020

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### Background

On March 24, 2020, City Council approved actions to respond quickly to the impacts COVID-19 on our local economy. That work included launching several significant emergency response efforts by funding partners such as Thurston County United Way, Community Foundation, Olympia Downtown Alliance, and Thurston County Economic Development Council.

At the same time, City Manager Jay Burney directed the formation of a City of Olympia task to immediately start working on a comprehensive and cross-departmental approach to guide the City's response. This effort was led by the Office of Performance and Innovation to facilitate developing guiding principles, strategies, goals and actions that would lead to swift actions that would help our community mitigate the economic impacts caused by the pandemic.

### Team Members

Facilitator – Stacey Ray, Office of Performance and Innovation

Mike Reid, Economic Development Director

Amy Buckler, Strategic Projects Manager, Community Planning & Development

Rich Hoey, Public Works Director

Aaron Jelcick, Interim Police Chief

Keith Stahley, Interim Assistant City Manager

Debbie Sullivan, Administrative Services Director

Tim Smith, Planning and Engineering Supervisor, Community Planning & Development

Jessi Turner, Communication Services

Jonathon Turlove, Director of Parks Planning & Maintenance

## **Guiding Principles**

The following guiding principles were developed by the team to help inform decision-making

- Strategically align with and support our community partners to leverage limited resources and achieve greater impact
- Promote recovery and growth that is equitable and inclusive of all segments of our community
- Embrace innovative, entrepreneurial and resourceful solutions
- Be biased towards action; recognize and quickly adapt to emerging needs
- Model effective best practices in protecting City staff and community members
- Communicate accurate, timely, and consistent information, and work with our community to identify the best and wisest path forward.
- Balance City support of people and businesses to achieve economic stability, while prioritizing public health

## Strategies and Actions

The following strategies and actions are intended to recognize those efforts completed, currently underway, and allow for future actions to be added. The plan is intended to be flexible and adaptive based on emerging information and the unique needs of our community.

### Strategy 1. Understand and redress social and economic inequities.

Goal: Economic recovery and growth is equitable and inclusive of all members of our community.

| Action  | Lead*/Partner(s)                      | Status   |
|---|---------------------------------------|----------|
| 1A. Engage with minority-, women-, and LGBTQ-owned businesses to better understand their unique challenges and needs, and connect them to available resources | CP&D*<br>Economic Development Council | Phase 2  |
| 1B. Create ways to invest in and nurture diverse entrepreneurs and workers  | CP&D*<br>Economic Development Council | Underway |
| 1C. Collaborate with community partners to host a community conversation on equitable approaches to economic recovery   | CP&D*                                 | Phase 4  |

## **Strategy 2. Ensure public spaces are clean, safe, and welcoming to all.**

Goal: Community members can safely and confidently participate in the local culture and economy.

| <b>Action</b>   | <b>Lead*/Partner(s)</b>                | <b>Status</b>    |
|---|--|------------------|
| 2A. Install temporary restrooms and hand-washing stations in Downtown to encourage good hygiene   | PW*                                    | <b>Completed</b> |
| 2B. Coordinate Downtown clean and safe activities with the Olympia Downtown Alliance  | CP&D*<br>Olympia Downtown Alliance     | <b>Underway</b>  |
| 2C. Deep clean Downtown   | CP&D*, PW<br>Olympia Downtown Alliance | <b>Underway</b>  |
| 2D. Expand Downtown beautification efforts  | CP&D*<br>Olympia Downtown Alliance     | <b>Underway</b>  |
| 2E. Proactively patrol areas where businesses are closed  | OPD*                                   | <b>Underway</b>  |
| 2F. Expand the Familiar Faces Peer Navigator Program  | OPD*                                   | <b>Underway</b>  |
| 2G. Clarify and communicate the role of Police and Code Enforcement officers in enforcing public health requirements (i.e. social distancing) | OPD*, CP&D, Executive Office           | <b>Phase 2</b>   |

### Strategy 3. Foster innovation and adaptation.

Goal: Make it easier for businesses to adapt and safely re-open, and for employees to return to work.

| Action   | Partner(s)  | Status       |
|--|---|--------------|
| 3A. Allow the creative use of City-owned and managed spaces to provide additional social distancing capacity for social and economic activities Downtown   | PW*, CP&D<br>Olympia Downtown Alliance                                      | Underway     |
| 3B. Develop and distribute a public street closure plan and schedule   | PW*, CP&D<br>Olympia Downtown Alliance; Parking & Business Improvement Area | Phase 2      |
| 3C. Install portable tent structures to provide additional social distancing capacity to local businesses (multiple locations where needed in Downtown)  | CP&D<br>Olympia Downtown Alliance*  | Phase 3 or 4 |
| 3D. Launch a Sidewalk Café program for restaurants   | CP&D*, PW   | Underway     |
| 3E. Streamline the outdoor public space permitting process   | CP&D*, PW   | Underway     |
| 3F. Develop parking reopening strategies to support businesses with curbside food pick-up and retail sales   | CP&D*   | Underway     |
| 3G. Provide local businesses with bulk PPE (including purchase and distribution)   | Regional Economic Recovery Task Force (Thurston Strong)*                    | Phase 2      |
| 3H. Provide small businesses with small-scale start-up grants to assist with reopening   | Regional Economic Recovery Task Force (Thurston Strong)*                    | Phase 2      |
| 3I. Partner with the Olympia School District to provide adequate space for City-hosted summer camps to ensure working parents have care for their children (approximately 275 children per week) | OPARD*<br>Olympia School District   | Underway     |

#### **Strategy 4. Provide technical assistance and funding to community partners.**

Goal: Leverage community resources and expertise to expedite a successful re-opening of our local economy and culture.

| <b>Action</b>  | <b>Partner(s)</b>   | <b>Status</b>    |
|--|---|------------------|
| 4A. Provide additional funding support to the United Way   | CP&D*<br>United Way   | <b>Completed</b> |
| 4B. Provide additional funding support to the Community Action Council   | CP&D*<br>Community Action Council   | <b>Completed</b> |
| 4C. Provide additional funding support to Enterprise for Equity  | CP&D*<br>Enterprise for Equity  | <b>Completed</b> |
| 4D. Provide funding to support development of a regional economic support website (Thurston Strong)  | CP&D*<br>Regional Economic Recovery Task Force (Thurston Strong)                                    | <b>Completed</b> |
| 4E. Provide additional funding to the EDC, Chamber, and VCB to continue to provide business support services   | CP&D*<br>Economic Development Council, Chamber of Commerce, and Olympia Visitor & Convention Bureau | <b>Underway</b>  |
| 4F. Provide funding to the Childcare Action Council to analyze and provide recommendations on short-term strategies to build capacity in the regional childcare system | Regional Economic Recovery Task Force (Thurston Strong)   | <b>Underway</b>  |
| 4G. Reach out to West Olympia businesses to see what their needs and challenges are for reopening  | CP&D*<br>West Olympia Business Association (WOBA)   | <b>Phase 2</b>   |
| 4H. Provide technical support to community organizations to help them launch and carry out creative and safe outdoor programming.                                      | OPARD*, CP&D  | <b>Underway</b>  |

### **Strategy 5. Curate and promote safe community events and experiences.**

Goal: Re-cultivate and strengthen civic pride in our local culture, community identity, and collective traditions

| <b>Action</b>   | <b>Partner(s)</b>  | <b>Status</b>    |
|---|--|------------------|
| 5A. Curate and promote safe and fun opportunities for the public to participate in the local economy  | CP&D*<br>Arts, Culture, and Heritage (ArCH)<br>partner organizations | <b>Phase 2-4</b> |
| 5B. Increase the frequency of sanitization of park restrooms to a minimum of twice per day to reduce the likelihood of transmission of COVID                      | OPARD*   | <b>Underway</b>  |
| 5C. With each stage or reopening, update temporary signage in parks to encourage social distancing, one-way travel on loop trails, and safe use of park amenities | OPARD*   | <b>Completed</b> |
| 5D. Provide virtual recreation programming to encourage opportunities for health and wellness   | OPARD*   | <b>Underway</b>  |
| 5E. Organize small music performances in parks to help maintain Olympia's vibrant music culture   | OPARD*   | <b>Phase 4</b>   |
| 5F. Pay artists to paint murals on boarded up windows (Artists on Board)  | CP&D<br>Olympia Downtown Alliance*                                   | <b>Completed</b> |

### **Strategy 6: Promote Olympia's local economy.**

Goal: Preserve local independent business owners and investors.

| <b>Action</b>   | <b>Partner(s)</b>   | <b>Status</b>   |
|---|---|-----------------|
| 6A. Support the local economy & businesses, and encourage community members to support local  | ODA*, WOBA  | <b>Underway</b> |
| 6B. Contract with the Olympia Downtown Alliance and Visitor and Convention Bureau to produce videos highlighting and encouraging investment in local businesses | CP&D<br>Olympia Downtown Alliance*<br>Olympia Visitor and Convention Bureau | <b>Underway</b> |
| 6C. Provide proactive outreach to businesses on reopening plans (both to learn theirs and share information from the City)                                      | CP&D*   | <b>Underway</b> |

### **Strategy 7. Invest in new public and private construction.**

Goal: Construct new infrastructure and private development that meets community needs and generates local revenue for City services and programs.

| <b>Action</b>  | <b>Partner(s)</b>       | <b>Status</b>   |
|--|-------------------------|-----------------|
| 7A. Be ready to capitalize on state and federal dollars with shovel-ready projects | PW*, CP&D               | <b>Underway</b> |
| 7B. Continue the timely review and issuance of development permits                 | CP&D                    | <b>Underway</b> |
| 7C. Ensure CPD and PW have adequate staffing to continue inspections               | CP&D*, PW               | <b>Underway</b> |
| 7D. Determine how to continue to hold public hearings with social distancing       | CP&D*, Executive Office | <b>Underway</b> |



### **Strategy 8. Collect and report on data.**

Goal: The City makes decisions based on data and the unique needs of our community.

| <b>Action</b>   | <b>Partner(s)</b>                  | <b>Status</b>  |
|---|------------------------------------|----------------|
| 8A. Survey Downtown businesses to understand what they need to reopen | CP&D<br>Olympia Downtown Alliance* | <b>Phase 2</b> |
| 8B. Develop a dashboard with economic response and recovery metrics   | OPI*, CP&D                         | <b>Phase 2</b> |

### **Strategy 9. Engage City staff throughout the organization in recovery.**

Goal: Tap into the creative energy and ideas of our talented staff.

| <b>Action</b>  | <b>Partner(s)</b>               | <b>Status</b>   |
|--|---------------------------------|-----------------|
| 9A. Launch a United Way campaign with City employees to raise funds for the Covid-19 Response Fund | Executive Office*<br>United Way | <b>Phase 2</b>  |
| 9B. Model social distancing, wearing masks in public, and other CDC guidelines                     | Executive Office*               | <b>Underway</b> |
| 9C. City Manager shares the Economic Response & Reopening Plan with City staff                     | Executive Office*               | <b>Phase 2</b>  |
| 9D. Solicit ideas from City staff to inform reopening and recovery strategies                      | CP&D*, OPI                      | <b>Phase 2</b>  |
| 9E. Provide a way for City staff to identify new and innovative cost savings at the City           | OPI*                            | <b>Underway</b> |