

# Olympia Strong Initiatives Matrix

Working Draft: 03/16/2026

<b>FOCUS AREA: EDUCATION + WORKFORCE PATHWAYS</b>						
<b>Vision:</b> 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"> <li>• Increased sense of hope and self-reliance</li> <li>• Decrease in equity gap</li> <li>• Interruption of poverty cycle</li> <li>• Activation of 100% of our workforce potential</li> <li>• Decreased reliance on social service networks</li> </ul>						
<b>Initiative</b>	<b>Initiatives</b>	<b>City Department (role)</b>	<b>Status &amp; Notes</b>	<b>Implementation Timeline</b>	<b>Annual City Funding &amp; Notes</b>	<b>Link to Other Plans</b>
Youth Council	<ul style="list-style-type: none"> <li>• Create an Olympia Youth Council to expand community leadership and involvement opportunities for diverse high school students</li> </ul>	City Manager’s Office (lead)	<b>Completed</b>			One Community (2.5)
Career Hub	<ul style="list-style-type: none"> <li>• 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. The program is low or no cost, and sometimes able to provide stipends for participation.</li> </ul>	Ec Dev (support)	<b>In Development</b>  Hybrid w/ Youth Pathways- Working with SPSCC to develop a program proposal for a “Promise Program”	Near Term 1-2yrs	\$100k+ annually  Econ Dev Budget	One Community (2.4,1.7)
Training Location(s)	<ul style="list-style-type: none"> <li>• Ensure flexible, appropriate locations for workforce training programs to locate</li> </ul>	Partner (lead) Ec Dev (support)	<b>Ongoing</b>	Medium Term 3-4yrs	Unknown	One Community (2.4,1.7)
Youth Career Pathways	<ul style="list-style-type: none"> <li>• 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</li> </ul>	Ec Dev (support)	<b>In Development</b>  Hybrid w/ 1.4- Working with SPSCC to develop	Near Term 1-2yrs	Econ Dev Budget	

			a program proposal for a “Promise Program”			
Continuing Ed Support	<ul style="list-style-type: none"> <li>Partner with United Way to fund a Navigator that connects all Olympia School District high schoolers to continuing education opportunities and financial resources.</li> </ul>	Ec Dev (support)	<p><b>Not Started</b></p> <p>United Way closed, alternative partner would be needed</p>	Long Term 5yrs+	\$40k annually to fund half the position	One Community (2.5)
Journey 2 Jobs	<ul style="list-style-type: none"> <li>Coordinate with Journey2Jobs and other programs that provide skill-building, employment and related wrap-around services for formerly homeless and incarcerated individuals</li> </ul>	Ec Dev (support)	<p><b>Not Started</b></p>	Long Term 5yrs+	\$300-500k annually	One Community (1.7)
TESC Partnership	<ul style="list-style-type: none"> <li>Hold quarterly leadership team meetings with The Evergreen State College to identify partnership opportunities</li> </ul>	Ec Dev (lead)	<p><b>Ongoing</b></p> <p>Holding on as-need basis</p>	Annual	Staff time	Downtown Strategy
City Internships	<ul style="list-style-type: none"> <li>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)</li> </ul>	Human Resources Office (lead)	<p><b>Ongoing</b></p> <p>Arrangement with SPSCC and continuing to explore offerings</p>	Near Term 1-2yrs	General Fund  No additional requests identified	One Community (2.5)
Workplace Integration	<ul style="list-style-type: none"> <li>Partner with Morningside and other organizations to provide and promote employment opportunities for adults with disabilities</li> </ul>	Human Resources (Lead) Ec Dev (support)	<p><b>Ongoing</b></p> <p>Moving forward with an internship in HR with Coastal Community Action Program. Other departments are moving forward as well</p>	Near Term 1-2yrs	General Fund  No additional requests identified	
City Contracts	<ul style="list-style-type: none"> <li>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.</li> </ul>	Public Works (lead)	<p><b>Completed</b></p> <p>Part of new State requirement. Every project over \$2mil requires 15% apprenticeship.</p>		Staff time	

**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	Initiatives	City Department (role)	Status & Notes	Implementation Timeline	Annual City Funding & Notes	Link to Other Plans
Economic Security Pilot Project	<ul style="list-style-type: none"> <li>• 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</li> </ul>	Ec Dev (support)	<b>Not Started</b>	Long Term 5+ yrs	Not identified	
Land Banking	<ul style="list-style-type: none"> <li>• Proactively purchase vacant and underutilized properties that can be used for or converted into permanently affordable or rent-capped housing stock</li> </ul>	Ec Dev (lead); CPED/Housing (support)	<b>Ongoing</b>  Housing going to LUEC to discuss Land Banking strategy moving forward	Near Term 1-2 yrs	Dependent upon property	Housing Action Plan
New Housing Partnerships	<ul style="list-style-type: none"> <li>• 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)</li> </ul>	Housing/Ec Dev/CPED (co-leads)	<b>Ongoing</b>  Additional capacity upcoming for increased focus on initiative. Regional Housing Council also addresses on regional level.	Annual	Staff time	- Housing Action Plan - One Community - Reimagining Public Safety

Inclusive Housing Partnership	<ul style="list-style-type: none"> <li>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</li> </ul>	Housing (lead)	<b>Not Started</b>	Long Term 5yrs+	Staff time to evaluate; project TBD	Housing Action Plan
Home Ownership Options	<ul style="list-style-type: none"> <li>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. Include downpayment assistance options as part of this.</li> </ul>	CPED/Housing (co-leads)	<b>Ongoing</b>  Working with Thurston Housing Land Trust and exploring tenant opportunities to own.	Near Term 1-2 yrs	Not Identified  *If needed for down payment assistance	Housing Action Plan
Low-Interest Home Loans	<ul style="list-style-type: none"> <li>Evaluate options for providing low-interest loans for projects that add affordable housing stock in the city</li> </ul>	Housing (lead); Finance (support)	<b>Not Started</b>  Regional Housing Council provides grants, roughly \$6mil a year.	Long Term 5yrs+	Not Identified	Housing Action Plan
Adaptive Reuse	<ul style="list-style-type: none"> <li>Incentivize and streamline the conversion of vacant office buildings into housing, and promote Olympia as a great place to undertake adaptive reuse projects</li> </ul>	CPED (lead) PW (support) Housing (support)	<b>In Development</b>  Strategies partially addressed in Vacancy Study	Medium Term 3-4yrs	Staff time; possible one-time costs	Housing Action Plan
City-wide Development Review	<ul style="list-style-type: none"> <li>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</li> </ul>	CPED (lead); PW, Housing Finance, Ec Dev, others (support)	<b>Not Started</b>  Affordable Housing Emergency Declaration provided strategies for cost reduction.	Near Term 1-2 yrs	Staff time; possible one-time costs for consulting services	
Strategic Infrastructure Investments	<ul style="list-style-type: none"> <li>Recommend targeted public infrastructure investments that help attract and expedite private sector housing construction or redevelopment</li> </ul>	Public Works (lead); Finance/CPED (support)	<b>Not Started</b>	Medium Term 3-4yrs	Staff time; costs unknown	Housing Action Plan

Transitional Workforce Housing	<ul style="list-style-type: none"> <li>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</li> </ul>	Housing and Ec Dev (co-leads)	<p><b>Not Started</b></p> <p>Plum St. Village is closed</p>			
Affordable Housing Toolchest	<ul style="list-style-type: none"> <li>Create a regional resource of affordable housing tools with a target audience of brokers and developers looking to develop or rehab buildings for housing</li> </ul>	Housing (support)	<p><b>In Development</b></p> <p>Additional capacity will restart focus on this item</p>	Near Term 1-2 yrs	Staff time; potential costs for marketing	
Retrofits	<ul style="list-style-type: none"> <li>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</li> </ul>	Housing (Lead) Climate (support)	<p><b>Ongoing</b></p> <p>SHARE (Safe Housing &amp; Rental Efficiency Accelerator) pilot program</p>	Near Term 1-2 yrs	Staff time + grants  Funded through federal grant & PSE funding	
Toolkit	<ul style="list-style-type: none"> <li>Create a household financial expense reduction toolkit with info about city service discounts for low-income households, library resources, foodbank, etc.</li> </ul>	Ec Dev (lead)	<p><b>Paused</b></p> <p>Development started but paused due to capacity reduction</p>	Long Term 5yrs+	Staff time	

## 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 for business ownership and prosperity for employees

	<b>Initiatives</b>	<b>City Department (role)</b>	<b>Status &amp; Notes</b>	<b>Implementation Timeline</b>	<b>Annual City Funding &amp; Notes</b>	<b>Links to Other Plans</b>
Business Training	<ul style="list-style-type: none"> <li>• 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</li> </ul>	Ec Dev (support)	<p><b>Ongoing</b></p> <p>Annual contracts with the Thurston EDC CB&amp;I to support entrepreneurs</p>	Annual	<p>\$25,000</p> <p>General Fund-Econ Dev Budget</p>	
Access to Business Capital	<ul style="list-style-type: none"> <li>• 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)</li> </ul>	Ec Dev (support)	<p><b>In Development</b></p> <p>Currently assessing feasibility to pursue</p>	Near Term 1-2 yrs	<p>\$100k+</p> <p>Scalable</p>	
Community Resource Navigators	<ul style="list-style-type: none"> <li>• 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)</li> </ul>	Ec Dev (support)	<p><b>Not Started</b></p> <p>Additional resources need to pursue</p>	Long Term 5yrs+	<p>\$150k+ per navigator annually</p>	
Corporate Headquarters	<ul style="list-style-type: none"> <li>• Partner with EDC to help attract and help grow anchor employers that align with Olympia values, with an emphasis on anchor</li> </ul>	Ec Dev (support)	<p><b>Ongoing</b></p>	Annual	<p>Staff time</p>	

	employers and emerging sectors, tech, green energy and construction (e.g., Mud Bay, Left-Hand, Naked Prosthetics)		EDC maintains contract w/site selector. Upcoming focus on Olympia.			
Business Assistance	<ul style="list-style-type: none"> <li>Provide or coordinate barrier-busting assistance for business or employer partners (typical issues include permitting, public safety, city policy, etc.)</li> </ul>	Ec Dev (lead)	<b>Ongoing</b>	Annual	Staff time	
Childcare Solutions	<ul style="list-style-type: none"> <li>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 (e.g., the City could waive childcare facility impact fees on new center construction, eliminating \$150k in additional startup costs; state and federal partners can provide updates on the timing/availability of new programs)</li> </ul>	Ec Dev (support)	<b>Ongoing</b>  Ongoing conversation with community partners but needs increased focus and capacity.	Medium term 3-4yrs	Staff time; possible one-time costs for consulting services	
Childcare Solutions	<ul style="list-style-type: none"> <li>Explore options to expand Olywahoo summer day camp to serve more families, including increasing scholarships for low-income households.</li> </ul>	Parks (lead)	<b>Not Started</b>  Expansion requires more staff and funding for any expansion. Currently 27 scholarships provided.	Long Term 5yrs +	Not Identified	
Squaxin Island Tribe Partnership	<ul style="list-style-type: none"> <li>Explore partnership options with the Squaxin Island Tribe that will expand economic opportunities downtown while also featuring Tribal culture and heritage</li> </ul>	Ec Dev (co-lead)	<b>Ongoing</b>  Plum St. transition underway. Continued partnership will continue.	Annual	Staff time (evaluation phase)	
Business Recognition	<ul style="list-style-type: none"> <li>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)</li> </ul>	Ec Dev/ Communications (co-leads)	<b>Paused</b>  Development started but paused due to capacity reduction	Long term 5yrs+	Staff time	

<p>Pop Ups</p> <p>*Downtown Vacancy</p>	<ul style="list-style-type: none"> <li>Support pop ups (temporary retail events) to activate vacant buildings and provide opportunity for microbusinesses, including makers and artists</li> </ul>	<p>Ed Dev (Lead)</p>	<p><b>In Development</b></p> <p>Initiative was in development but did not gain traction. Revised to Vacancy Study and subsequent actions.</p>	<p>Near Term</p> <p>1-2 yrs</p>	<p>\$40k</p>	
<p>Clean Water Center of Excellence</p>	<ul style="list-style-type: none"> <li>Support efforts to create a clean water R+D and workforce training Center of Excellence in Olympia</li> </ul>	<p>Ec Dev (support)</p>	<p><b>In Development</b></p> <p>LOTT's A+ Reclaimed water pilot project is currently underway.</p>	<p>Medium Term</p> <p>3-4yrs</p>	<p>Not Identified</p>	

**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 hometown, 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

	<b>Initiatives</b>	<b>City Department (role)</b>	<b>Status &amp; Notes</b>	<b>Implementation Timeline</b>	<b>Annual City Funding &amp; Notes</b>	<b>Link to Other Plan</b>
Creative Economy	<ul style="list-style-type: none"> <li>• 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.)</li> </ul>	ARCH (lead) Ec Dev (support)	<p><b>Ongoing</b></p> <p>Armory in development, Inspire grants active, transferring DOCD</p>	Varies	Varies by project	-Downtown Strategy -Parks Plan
Signature Spaces and Places	<ul style="list-style-type: none"> <li>• Support, implement and promote initiatives that create unique and welcoming places and spaces in Olympia for the benefit of the community and visitors. This should include downtown but also expand to investments and initiatives in other areas of the city like the westside.</li> </ul>	Arts, Parks and Public Works (lead); Ec Dev (support)	<p><b>Ongoing</b></p> <p>Rebecca Howard Park, Armory, Artesian Commons</p>	Varies	Varies by project	-Downtown Strategy -Triangle Subarea -Parks Plan - Deschutes Estuary restoration
Youth Activity Venues	<ul style="list-style-type: none"> <li>• Support expansion of recreation and entertainment venues for youth (e.g., a youth center or similar gathering place for youth)</li> </ul>	Parks (lead)	<p><b>In Development</b></p> <p>The Daley Arts Center is currently under renovations with a planned opening for late 2027.</p>	Near Term 1-2yrs	Operational budget is TBD	
Youth Enrichment	<ul style="list-style-type: none"> <li>• Explore opportunities and resources to grow parks and recreation programs for middle school and opportunity youth</li> </ul>	Parks	<p><b>Ongoing</b></p>	Varies	Not identified	

	(e.g., youth in foster care, justice involved youth) that provide mentorship and foster belonging, life and job skills.		Current efforts ongoing with Bridge Music Project, Teen/Tween Summer Camps, Leader in Training Camps, and volunteer opportunities. <i>Expansion contingent upon additional review and resources.</i>			
Pride Building	<ul style="list-style-type: none"> <li>Explore and identify community pride building events, programs and other features (e.g., community clean-up day, city flag)</li> </ul>		<b>Not Started</b>	Medium Term 3-4yrs	Staff time; incidental expenses	
Visitor Destinations	<ul style="list-style-type: none"> <li>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)</li> </ul>	Ec Dev (support)	<b>Ongoing</b>	Annual	Staff time; project dependent	
State Partnership	<ul style="list-style-type: none"> <li>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)</li> </ul>	City Manager's Office, Ec Dev (co-leads)  City Council (support)	<b>Ongoing</b>  City staff meeting quarterly with DES	Annual	Staff time	Downtown Strategy
Port Partnership	<ul style="list-style-type: none"> <li>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</li> </ul>	Ec Dev (support)	<b>Ongoing</b>	Annual	Staff time	
Climate Resiliency	<ul style="list-style-type: none"> <li>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</li> </ul>	Climate Programs (lead); Ec Dev + all (support)	<b>Not Started</b>  Revising to better align with updated Comp Plan goals & policies	Medium Term 3-4yrs	Staff time	

Disaster Preparedness	<ul style="list-style-type: none"> <li>Adapt the successful Thurston Strong model to help better prepare for future economic disruptions and emergencies and implement effective disaster recovery</li> </ul>	Ec Dev (lead)	<b>Not Started</b>	Medium Term 3-4yrs	Staff time; potential other costs for training	
Community Amenities	<ul style="list-style-type: none"> <li>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</li> </ul>	City (lead)	<b>Ongoing</b>	Annual	Varies	