

Community Input Summary: Reader's Guide

This document summarizes about 10,000 comments collected during visioning outreach. Data has been collapsed and sorted to facilitate Task Force review. The following provides insight for navigating the document and, ultimately, creating your own strategy suggestions.

Document Structure

- Input has been sorted under the five primary survey questions to preserve context. Responses to the “anything else?” question have been inserted into the most relevant question/input thread.
- Please remember various topics, e.g. “environment,” appear in all or multiple question sets. For that reason, we urge all TF members to review the document in its entirety.
- Numbers in parentheses () reflect the # of times a statement preceding the parentheses was shared in exact or approximate form. Sub-bullets under the primary statement count as additional tallies on that same thread. By way of example, the thread below consists of 168 total inputs:
 - Keep up the great work/I love the Port/Thank you/Keep going the same direction (148)
 - Focus on core lines of business – economic development (13)
 - Helping those with entrepreneurial spirit that want to open businesses in community. Saint Martin's loves the partnership with the Port and would like to continue to work with. Please let us know how we can support the Port. Would love to have the Port helping with new Environmental Sustainability degree.
 - Not building more ports, so do not get rid of the marine terminal or airport. They build a stronger region, country and defense - may be very important for us in the future even if losing \$.
 - I'm amazed at all the Port does to contribute to the community.
 - Love Vision 2050! Great idea. Seeks public vision for Port future. Helps Port know entire community's thoughts, not just anti-development, anti-port citizens. I don't think Port gets enough credit for good they do in our community.
 - Much better than when we moved here in the early 80's
 - STAY ON COURSE!! with all above Olympia is a "gem". Please keep it that way! I love Olympia
 - I am pleased with the changes I've seen in the past 15 years at Port property on the waterfront.
- While easier to “roll-up” responses into a single thread number, we believe sub-bullets provide critical “color” or “nuance” important to consider as we develop strategies and/or solutions.
- You may disagree with how/where certain inputs are placed. That’s ok. The goal is to get an overall sense for what people are saying, and in what volumes. Our job is to identify the best of the best ideas for moving the Port forward, whether it comes from “major trends” or “unique gems.”
- Threads are presented in order of volume.
- Comments generally appear in their original form. Some have been lightly-edited for grammar, punctuation, length and/or decency.

Port Olympia Vision 2050 – Community Input Sort (12-14-18)

1. When you think of the Port today, what's the first thing that comes to mind?

Marine Terminal

- Marine Terminal/Loading Docks/Cranes/Foreign Trade Zone/Imports-Exports/World Trade (152)
 - Lumber/Logs/Log Yard/Timber/Logging/Wood/Logging Ships (200)
 - Log Trucks – traffic and dust/Bad (12)
 - An ugly dirty paved over toxic wasteland North of Olympia facilitating Weyerhaeuser log exports and hence the destruction of Thurston County watersheds and environment. (8)
 - Lumber not paying its fair share toward expenses (5)
 - Loading ships with raw logs going to China for processing. Shame they're not processed here. (4)
 - It's a strategic export outlet for Weyerhaeuser. Located adjacent to our timberlands and gives us the ability to reach all markets, including Asia. An asset for our sustainable forest practice. (3)
 - Ships/Big Ships/Ships Coming In/Receiving Ships/Cargo/Cargo Ships/Shipping Commodities/Cranes (101)
 - Cruise ships/cruise lines (19)
 - Trade/Import-Export (13)
 - Shipping Yelm cattle/Cows to Asia (4)
 - Tug boats (6)
 - Marine terminal is economic driver (4)
 - Fracking/Fracking Sands/Fossil Fuel Support (34)
 - Not busy enough/need to diversify/under-utilized/poor choice of cargo/get rid of it (22)
 - Military Equipment/Military/Guns (9)
 - Not open minded. Military ships should have Port.
 - Money-losing marine terminal. Inflated estimates of port's economic contribution. (6)
 - Blocks access to waterfront (3)
 - Contaminated Cascade Pole Site (3)
 - I think about how the Port's marine terminal is at risk of climate change impacts related to sea-level rise
 - Working Waterfront/Longshore/Union Jobs (13)
 - Olympia and Tumwater were shaped by a working waterfront. The culture of a working waterfront is not just another log entering/leaving the marine terminal but a vital part of our community's culture. (3)
 - Jobs on the waterfront and the importance of keeping our deep-water port open for world trade (2)
 - The complexity of activities! I like the diversification. The maritime part is most evident to most of us. We are incredibly lucky to have a port on Puget Sound for revenue generation as well as aesthetic enjoyment. In the future, with traffic on I-5 in gridlock or bridges destroyed by earthquakes, we will be able to rely on transportation by water. We must keep this option always!
 - Public access to a world-class waterfront: a mix of parks and marinas and cargo ships. (Not just kids enjoy watching cranes and imaging a life on the sea!)
 - I have a deep appreciation and respect for the port's heritage as a working port. The beautiful places and spaces are nice; however, the waterfront operations created this port.
 - Remembering pictures of old canneries and very active small fleets
 - Working waterfront with ships and dockworkers, tugs and trucks.
 - Handling cargo opposed by locals (fracking sands/ceramic proppants and military equipment). Also, reaction to the cargo among activists such as the blockades and the police expulsion.
 - The deep-water Marine Terminal. The ability to bring in and out a wide variety of cargoes is crucial to our community. Creating living wage jobs, that filters to the whole county.
 - A thriving seaport that creates jobs and is an economic driver
 - How lucky we are to have a well-established Port on Puget Sound connected to the world and the need to support the Port's operations as a critical component of our overall economic assets.
 - The upgrade in facilities since we built our home (East Bay Drive) 45 years ago. We are grateful for changes.
 - I think of it as innovative. There is no other port that I have ever been too that is as proactive about the community, the environment the customer and its workers than the port of Olympia.
 - History/Historic Value (7)
 - The displacement of the indigenous peoples of the Stehchass area (2)
 - The Sand Man/Scandal with Sandman
 - Learning experience regarding maritime history and native American history
 - Old footprints of harbors downtown
 - Think about the vets from WWI through Vietnam
 - My ancestors the "Squaxin People"

Waterfront + Marina + Downtown

- Viewing, Being by the Waterfront/Water/Sound/Harbor (139)
 - Beautiful/Pretty/Clean/Welcoming/Peaceful/Relaxing/Well-Maintained/Home (94)
 - Nice place to walk/walk by water/relax/views (62)
 - Need more public access (9)
 - Port made waterfront attractive/inviting to enjoy marina, east bay, market, restaurants, walking trails, etc. (3)
 - One of the best things about Olympia (3)
 - Beautiful - better than Seattle
 - Boats (74)
 - Marina/Moorage/Boat Launch (59)
 - Swantown Marina and Boatworks (25)
 - Sailing/Sail Boats (14)
 - Fuel dock (6)
 - Kayaking/Paddle Boarding (6)
 - Fishing (6)
 - Boat Repair/Pettit Marine (3)
 - Harbor Patrol
 - Port Plaza/Tower (52)
 - Love the artwork (4)
 - Should have benches by Tower/Where are the public restrooms? Where are the bus stops?
 - Port properties and their management are the most progressive part of Olympia.
 - Boardwalk/Percival Landing (43)
 - Old and outdated...the boardwalk must be replaced.
 - But connect East Bay and West Bay in a meaningful way (3)
- Events/Activities/Festivals/Music/Fun/Entertainment/Concerts/Gathering Place/Families + Friends/Community (137)
 - Farmer's Market/District (81)
 - Restaurants/Food/Drink/Shopping (40)
 - Anthony's Homeport (6)
 - Budd Bay Café (4)
 - Tugboat Annie's (2)
 - Fish market
 - Park/Playground Bike Path/BFJ Trail/Recreation/Tourism (33)
 - Beer Festival/Brewfest (21)
 - Harbor Days/Wooden Boat Show (8)
 - Canoe journeys (4)
 - Not much happening (4)
 - Sand in the City (3)
 - Children's Museum (3)
- Too many homeless people (11)
 - Potential camp for homeless (2)
 - Homelessness is a big problem, with huge economic impact if people are not frequenting downtown. Don't think it is the port's role to fix. However, this could be a problem for use of waterfront, cruises and ferries. Also rising cost for security.
 - Too many homeless - need more walking areas, ice cream shops and eateries for families and move the homeless services out of downtown to a more secluded location and reclaim it for families and customers of the shops downtown.
 - Industrial area with large transient population including tent cities and garbage.
 - Heroin needles
- Downtown Olympia (7)
 - Dirty Community/Old Buildings and Structures (5)
 - Beautiful but needs clean-up (5)
 - If you go beyond the Port, the city needs to be more developed. Downtown needs to be cleaned up and there needs to be more dining and entertainment opportunities.
 - I hope we don't become Tacoma. Rapid development seems favored over smart long-term growth in the city's core area.

Jobs + Economy

- Economic development/job creation/regional economic development partner (50)
 - Business/Commerce/Commercial Operations/Industry/Local Investment and Income (40)
 - Jobs/good paying/family-wage jobs (33)
 - Port is good to students with tours/CTE. Can help inspire students for after graduation careers.
 - Small business development, broadband, energy projects: things THIS special community could stand behind
 - Real estate development (10)
 - Attempts to develop contaminated property downtown.
 - 70% of land holdings in Tumwater and resulting partnership opportunities.

- Ability to close infrastructure gaps/Critical piece of infrastructure countywide and beyond (4)
 - Rail/Railroads (3)
- Ag resource (6)
- Lynchpin of Olympia's economy, massive growth potential, economic engine (3)
- Missed/unsustainable business activity (3)
- Tax authority (and functional arm) for local economic development. Used to just be in Oly, but recently invested in Lacey.
- Economic engine, important investor in clean-up of legacy pollutants and enabler of community events/celebrations.
- The fact it's a vital component of our economic development in Thurston County and our region cannot be understated! It takes advantage of all the advantages afforded a Port under the law! It is a vital factor in our economic health. Plus, they do it an environmental way, which is to be commended!
- Vibrant working waterfront, providing economic activity that contributes to jobs in Thurston County. Properties in Tumwater often overlooked, as most people do not know the Port owns the property.
- I got involved because of impacts from possible development and Port's "I don't care" attitude. We spend public money and need to ensure it benefits the public. We should not be spending public funds to benefit private business.

Leadership + Management

- Dysfunctional/Fighting Commission/Problems/Conflict/Controversy/Chaos/Overly Political (41)
 - I support the Port of Olympia, but a lot of bad press (6)
 - Conflict. The bi-monthly meetings have left, in my mind, a blemish on the good work the Port does. (3)
 - Need to listen more/do more outreach (2)
 - Strife and discord amongst Commissioners which demoralizes staff, limits opportunity for talented people to work there
 - An important modern institution with a reputation as inefficient, dysfunctional and overly political.
 - Commission should be at least 5 members
 - Easy target that will not push back.
- Corruption/Irresponsible Spending/Waste of Money (33)
 - Should operate as a self-sufficient business and reduce tax for property owners (4)
 - Bringing fiscal matters into balance at last
 - All county pays, all county should receive benefit. Not just about people in Olympia.
 - They are making poor choices about where money should be spent. We didn't need a fuel dock, now it is losing money. We didn't need that building in Lacey, now it has repair bills that weren't paid for 10 years. We didn't need the crane.
 - It's a "good-ol'-boy" network that serves powerful interests (Weyerhaeuser, the Yacht Club, fracking companies, etc.) and shows contempt to the public and the taxpayers. When a Port Commissioner who does represent the broad public interest does get elected (e.g., Sue Gunn and EJ Zita), the "good-ol'-boys treat the elected official badly.
- Doing good things/doing great job/underappreciated/getting better (29)
 - Tremendous Olympia asset (2)
 - Great partnerships (2)
 - A government that works for our economic future and not just regulations on how to co-exist with the 400,000 people that will live in Thurston County in the near future.
 - I think of a lot of nice people who work at the port
 - I think of opportunity; the port could be a key player in the next version of Olympia and Thurston county
 - New exciting changes
 - Evaluate what you do to benefit the entire community. Do what's most beneficial for full community.
 - I think of how the Port of O has really become more community focused. I see Jennie at many local events. As a board member of Experience Olympia & Beyond it warms my heart to see that she truly cares about her community. Her help promoting our region and what it has to offer is making a difference.
 - In the past, staff was directed to just do what you are instructed to do (not much out of the box), believe that this board of commissioners is loosening and allowing port staff to work more creatively and broadly.
- Unclear vision/poor management/slow to change/unfocused mission (16)
 - Underutilized/Missing Opportunities (8)
 - I'm familiar with ports in other parts of the state doing much more interesting things than us. How can that be? We're the state capital -- should be a model rather than a cautionary tale.
 - Disconnection from community values.
 - A port in transition. We can no longer think of the port as a "deep" water port...we can't compete with Tacoma or Seattle. We can, however, rethink what we want our port and waterfront to provide.
 - Lack of leadership, focus, vision. Spending too much time and energy on non-Port issues.
 - Wrong focus Should be on economic development including support of Olympia farms
 - A wasted opportunity in that Port supports anti-Olympia and anti-WA values: fracking and weapons and removal of our forests to be sent overseas and returned as finished goods and then loses money in the process on the Port operations.
 - People are leaving left and right. The people left are having to work harder. More people are going to look for other opportunities if this trend continues. You can run in circles for a while, you will get dizzy, you will fall on your face.
 - Port can't make investments necessary for economic development, particularly for Tumwater. Tumwater has opportunities, i.e. Brewery District couldn't happen because of Port's reluctance. Too many "no" responses from Port on Tumwater goals/desires. Risk aversion comes from community criticism (negativity) - mostly about marine operations.

- Protests/Protesters/Activists (14)
 - Protests and issues, not by any fault of the port, but just the state of the population. Everything in Olympia gets protests.
 - A vocal minority and advocacy groups diverting Port leadership from its primary mission as an economic engine of Thurston County. The unwillingness of Port leadership to attract more military cargos is a prime example.
 - Community members with agendas not related to the Ports mission.
 - Too much interference by people not qualified to be helpful
 - Resistance movement/videos of military shipment. These are the same people who wouldn't let Olympia's "namesake" submarine come visit. Mayor had to be bused to Bremerton to visit crew. What's remarkable is everyone in South Sound is supportive of the military, except Olympia. 50% of JBLM families remain in South Sound. We are a military community.
 - Revealing police tactics to exacerbate protest management not good.
 - The challenges Port faces in developing economic opportunity: being embedded in the antagonistic City of Olympia environment, a vocal group of antiport activists, and a Port Commissioner who would like to shut down marine terminal. Given these challenges, it is difficult to see what vision, strategy or tactics would mitigate obstacles to economic growth.

Airport

- Airport/Airplanes (59)
 - Missing commercial air service at the Olympia airport (5)
 - Commercial/commercial aviation activities at airport (3)
 - Airport gophers (2)
 - The airport of the future!
 - Airport is the red-headed step-child of the Port's side show
 - Museum
 - Port of Oly Airport Response.
 - Airport properties I'd like to see them developed
 - Who uses airport... top 1/100th of 1% wealthiest and rich people coming and going to lobby legislature and government?

Environment

- Pollution/Environmental Concerns (11)
 - Dirty/polluted water (11)
 - Dioxin pollution
 - Cleaning the debris and water in the sound
 - That East Bay is a bit dirty and stinky and lifeless (like, no sea stars, anemones or undersea life)
 - It's not as nice as it could be, lots of garbage in the water.
 - I visited with my college and saw fracking sand moved through the port. Lots of sand was spilled the wind blew it into the water. I was disappointed and horrified that a port that claims to "support a diverse range of community events and social causes" would be complicit and profit from shipping materials that poison our environment. I want a port that provides jobs and income to local community without sacrifice to health of humans and ecosystems. If port still engages in shipping materials that damage our world such as fracking sand and cattle, please stop. Profit is not worth sickening the air, water, and soil.
 - Sea level rise threat (3)
 - Pollution - LOTT
 - Raw sewage in the marina area
 - Pollution of Budd Inlet
 - Port pollutes Budd Inlet
 - Toxic diesel pollution
 - Too much pollution and unsafe wildlife. Humans are impacted by foods they are consuming that come from the waters.
 - Noise at all hours, lights shining in my bedroom all night long
 - Environmental protection needs and water rights
 - Fear of ecological impact, and the rise of the sea level impacting LOTT
 - I think of some of the unsavory things the port's been guilty of in environmental arena, especially illegality of some moves during Weyerhaeuser lawsuit. I think of the destructive influence of de-barking process that goes on down by the water.
- Environment/Stewardship/Remediation (9)
 - Clean-up efforts (2)
 - You are an environmental steward and invested a lot of money / resources into being that. Talk more about that.
 - Day lighting Moxlie creek. Not taking salmon habitat and helping the whale.
 - It's support of the Puget Sound Estuarium
 - The Capital ponds should be drained and beautiful
 - The pollution caused from the Capital Lake Dam
 - Lack of realistic assessment of the future and opportunity to restore lands for carbon sink such as an estuary
 - Destruction of Capitol Lake.
 - A small group wants to do something about Capitol Lake - most want it maintained/normal management

2. The Port funds operations through multiple business lines (airport, marina, terminal, real estate) and property taxes. Priority areas for revenue growth?

Marine Terminal

- Marine Terminal/Shipping/Trade/Import-Export/Expand and Diversify Terminal Cargoes as future revenue source (254)
 - Support of transportation of goods, and services, even supporting the military base more (3)
 - Logs. Those business lines that create family wage jobs and utilizes the Port advantages: the waterfront and shipping. (3)
 - Renewable resource trade: timber, turbines and other products.
 - Fishing industry development (3)
 - Terminal for natural gas (2)
 - No more support for oil and gas industry
 - Port is people's interface to the world (2)
 - Solar farm experimental testing facility (2)
 - You have a good long-term relationship with Weyerhaeuser. Figure out longer term viability of marine terminal.
 - I expect the marine terminal will become increasingly important as petroleum becomes more expensive and scarcer.
 - Auto
- Ferries/Fast Ferries/Water Taxis (107)
 - I'd sure appreciate a ferry to alleviate traffic along I-5 or a revival of the private Mosquito Fleets (8)
 - But we need to resolve homeless problem first/clean up downtown
 - It has always been my dream to develop a water taxi system out of Olympia. I think a publicly-funded water taxi system would be a fun tourist attraction and could alleviate some of the travel woes of using the dreaded I-5 corridor.
 - Airport aka SEAPORT sea planes!
- Cruise Ships/Tour Boats (60)
 - Dinner Cruises (3)
 - Seaport-Sea planes (2)
 - Alaska Cruises (2)
- Close/Change/Redevelop Marine Terminal (32)
 - Ship stuff other than logs/socially-responsible shipping (10)
 - Seafood operations (3)
 - Ag products
 - Would container operations be a possibility - enough lay-down space?
 - Expand public access (5)
 - Charge Weyerhaeuser more/no more business with Weyerhaeuser (4)
 - Port is supposed to provide public access, but we are all fenced off to subsidize Weyerhaeuser.
 - Charging no rent for storing Port of Tacoma's fracking beads is also poor business practice
 - No dredging (2)
 - I don't have a problem with the port subsidizing private businesses or competing with them. I believe that if we are going to subsidize, we should prioritize sustainable industry. A log terminal does not strike me as meeting that criterion. (2)
 - I think about the old mill in Bend, Oregon. When it was no longer viable, they turned it into a successful retail area.
 - The marine terminal should be converted to highest and best use. Property could be sold to private entities at market rates and zoning used to plan a beautiful and vibrant part of Olympia. Or Port could remain landlord. If terminal property was developed for residential, retail, office, restaurants, music venues, maybe a major hotel etc., the numbers of jobs created, businesses profiting, taxes collected would be much greater than log storage and shipping.
 - The marine terminal will require continuing maintenance & can't support the larger trans-pacific ships.
 - Close port and develop valuable real estate as affordable housing, especially for houseless people in Thurston County.
 - Eliminate all commercial operations that cannot pay for themselves, e.g. the marine terminal. Use the 5-year plan to achieve 5% return on revenue as a measure for each business unit's viability.
 - Direct connection between railroads & docks/airport.

Marina Destination + Tourism

- Marina/Waterfront/Harbor/Marina-Based Tourism as future revenue source (234)
 - Expand Marina/Marina Village/Marina as Destination Spot/New Marina Businesses (108)
 - Grow like Tacoma's Ruston
 - Restaurants (20)
 - Hotel (9)
 - Shops/Retail (7)
 - Convention Center (4)
 - Walking connection between the marina and the farmers market.
 - Waterfront condos to generate revenue.
 - Tax incentives for new businesses located on waterfront

- Events/Exhibits/Festivals/Family Fun (46)
 - Event/Conference Center (3)
 - Increase parking and access to the boardwalk (3)
 - Expanding Percival Landing is worth a close look (2)
 - Advertising and marketing to let the public know of upcoming events
- Expand parks/open spaces/waterfront access/place for people to congregate and recreate (31)
 - Creating a trail to connect the entire waterfront (8)
 - That kid's museum is great (3)
 - Kids area!
 - Aquatic Center
 - Kayak/paddleboard opportunities
 - Artfully create and preserve more public space along the waterfront, which will draw others here to use our town as a model for their own. Let's be leaders in prioritizing the value of the commons.
 - While Port should provide some waterfront access opportunities, parks and recreation should remain the role of local governments.
 - More fishing
- Other tourism-related ideas
 - Tourism: connection with natives. Capitalize on sharing of cultures - people want to know more. Educate and explain in a setting with connection to water. (2)
 - An arena and/or stadium for professional sports team (2)
 - Like the HOCC and market, but also do not want to see over run with shops/storefronts.
- Grow marina/expand guest moorage/expand recreational boating opportunities/live-aboard options (9)
 - Another marina on the west side (2)
 - Getting rid of old buildings across waterway
 - Marina is home to a few rich boat owners. A \$2M fuel station to serve this little marina and the few people who make it to Olympia even though we don't offer much to the average tourist? (2)
 - Charge more for boat launch in summer to offset costs
 - Marina development & expansion to the west side.
 - I envision it being a boater's dream. Just walk out of your condo and across the street to your boat. Does life get any better? The Views on 5th is a great testament to progressive Olympia projects that will reshape the landscape of what could be the best kept secret gem in the NW. Olympia.
 - More venues close to the marina for visiting boaters
 - Excited re fuel dock/would like dry storage/tall building covered storage where boats serviced.
 - Attract larger boats to the marina, like 90ft boats. Larger boats = people with more money to spend in the community. Invest in longer docks and utilities to accommodate the larger boats.
 - Expand the boatyard into the gravel/grass parking area and increase security.
 - Invest in marina to attract recreational boaters spend money downtown. The port should work with Intercity transit to provide transportation to downtown locations from Swantown.

Real Estate + Biz Development

- Real Estate/Development as future revenue source (195)
 - Tumwater/Tumwater brewery properties/Historic Tumwater Brewery redevelopment (15)
 - Airport Industrial Properties (13)
 - Tumwater residents supportive of Port, but don't see action on Tumwater properties.
 - Invest in more real estate in south county (2)
 - Encouraging small business ventures near airport. Build warehouses near airport.
 - 800 acres mostly by airport, don't develop it all, but do smart strategic development.
 - West Olympia (4)
 - Focusing on warehouses in Lacey, for example, is not unique. In fact, this may benefit the Port, but ultimately hurts our community by taking parcels off the tax rolls. (2)
 - Look outside Olympia for future opportunities. Lacey/Tumwater are prime time for development/investment. Capitalize on pedestrian traffic: Evaluate restaurant options for each county community. (2)
 - Increase marketing/profile for real estate, reach out to not-for-profits (2)
 - Offer incentives for new businesses to start up on Port property.
 - The wonderful growth and forward momentum in downtown Olympia especially around the Port Plaza area shows greater potential for Marina terminal & the real estate attached to see a higher rate of success.
 - Priorities should be based on leveraging unique status - that is, focusing on properties that would not normally develop without Port involvement (e.g. cleaning up contamination prior to leasing) or can't (e.g. airport development). (2)
 - Small cities program: Good work and we should expand so that Yelm doesn't "size out" of program.
 - Real estate development. Port should engage private sector who can help do development more cost-conscious way.
 - Put clean energy sources on real estate to sell into the grid...produce enormous benefit and revenue for whole county.
 - Community solar/renewable energy and farmland preservation are interesting and important avenues. Identify industries that will be large in 2050 and assist county move into future by encouraging those activities.

- Business Development/Economic Development as future revenue source (45)
 - Increase living wage/green collar/manufacturing jobs (16)
 - Oceanographic research vessel hub from the Port ,a photoelectric panel manufacturer, needs to be helped with lower rental rates so that environmentally sound business can be encouraged.
 - My priority is a light industrial base providing well-paid jobs so that the Port and surrounding community can enjoy the sales and real estate taxes that come with a prosperous community. We need diversity in our economic base so that a diverse population can live and thrive here.
 - Partner with local businesses that manufacture, and want to export, green technology to other US ports in locations where such merchandise is more expensive to produce.
 - Marine based jobs. I-5 crowded and people don't want to commute to Seattle and Tacoma. We need to grow private business base to help pay for the cost of government to accommodate the growth.
 - Explore long-term partnerships with tribes on Free-Trade Zones (FTZs) and Special Economic Zones (SEZs).
 - Bigger buildings with Intel, Microsoft
 - More businesses that fit into Olympia culture/local business/small business (14)
 - Business and cargo that do not harm environment, such as renewable energy and trade in local agriculture (8)
 - Local agriculture (10)
 - Farmer's Market Expansion (18)
 - Keep the farmers economically viable and successful by addressing their needs as identified in the WSU Extension needs assessment
 - Bring back mills so farmers can process grains in county and not send raw materials away for processing. Again, lease port property to SMALL agricultural interests.
 - Supporting local businesses through shipping, refrigerated storage, and in other ways.
 - Sustainable enterprises -- indoor year-round market that specializes in local products (non-farm produce) that use local/reused materials + sustainable production methods.
 - License push carts/small food business
 - More breweries
 - Agricultural products exports, infrastructure for small agricultural producer processing, renewable energy projects (e.g., import/export solar panels)
 - Incubator for small local businesses (6)
 - Community oriented ventures such as artists' lofts/makers studios.
 - The priority areas should be local business that does not have equal access to markets, such as local farmers who need a better way to market their output.
 - Imagine an incubator business center that facilitates a wide variety of local entrepreneurs (farmers and other resource-based, value-added businesses that provide local resident training and job opportunities). More jobs in future - High tech fed area.
 - More retail/mixed use projects like the one on Tumwater Blvd near Capital Blvd - creating affordable commercial rental spaces for local businesses. (4)
 - Recreation businesses (3)
 - Start-ups like Pure Solar, research park/technology (2)
 - Low costs, projects built with trade school student labor
- Infrastructure development (6)
 - Clean up/renovate downtown/address homelessness (39)
 - Clean water/marine restoration/environmental sustainability (32)
 - Solar energy/Clean resources/Carbon credits (11)
 - More growth through rail (8)
 - Housing (7)
 - Affordable housing (9)
 - Condos/Apartments (6)
 - Market rate housing (2)
 - I'm glad to see the port invested in housing opportunities via the project on east bay
 - Real estate to support a vibrant downtown, including mixed-use, high-density waterside residential
 - There's too much retail downtown and at least 10 antique stores! Port area needs a housing first policy.
 - I would like to see the Olympia area quit building structures that are more than two stories high.
 - Broadband/Internet (6)
 - Will broadband/port investment become obsolete?
 - Invest in response plan to rising ocean levels (5)
 - Make the estuary an estuary again (2)
 - More walking/bicycle paths (2)
 - Daylight Moxlie Creek
 - Local transportation (3)

Airport

- Airport/Commercial Flights/Passenger Flights as future revenue source (196)
 - Serve Seattle/SEATAC (6)/Spokane/E. Washington (5)/Portland/PDX (5)/Yakima/Tri-Cities (3)/SFO/Los Angeles/LAX
 - Airline service like City of Eugene
 - Flights to SeaTac serving the south end to help alleviate traffic similar to Alaska Airlines originating flights at Paine Field
 - Make airport more of a commercial venture, if possible, like Morristown Airport in NJ.
 - I think it's time Olympia attract a regional airline and work with state offices to fly employees to other state offices in Spokane, Yakima and the Tri-Cities. Traveling to Seattle is a waste of taxpayer money when we have an airfield here.
 - I would very much like to see a small regional airline. Before another one makes the attempt, arrangements must be made with state government to ensure that people traveling from Olympia use the service. Schedules must allow for late return flights so that state workers can attend full day meetings on the East Side.
 - Let's make Olympia a tourist destination so that a commercial airline can make enough money to stay in operation.
 - With the traffic in the whole Sound area increasing by the minute, it would be great to have a couple of accessible regional flights to Eastern Washington, Oregon or even California.
- Need more business at the Olympia Airport (9)
 - More Cargo Service/Air Freight (4)
 - Commercial operations at the airport, e.g., FedEx, UPS, USPS, Amazon, other.
 - Airport - it seems to be unused except for helicopters/rich plane owners (3)
 - Develop land around the airport (3)
 - Improve landscape along Old 99 and create viewing areas, etc., if possible
 - More Hangers (2)
 - Airport: focus on corporate aviation - need to incentivize to attract headquarters, etc.
 - Spaceport!
- NOT airport development (2)
 - The airport must occupy a LOT of space, yet it can't sustain a commercial air service. I'd eliminate it.
 - Airport needs to charge more for Hanger space to wealthy individuals for private aircraft storage space.
 - High water table; sensitive habitat; potential for use by military (we don't want that)
- I never thought about airport being helpful in emergency. I imagine earthquake taking out interstate, needing to get supplies/helpers in.

Other Revenue Suggestions + Levy/Taxes

- All of the above/whatever it takes to depend less on taxes (49)
 - All the port's lines of business: seaport, airport, and real estate are each a piston in the region's economic engine.
 - Across all lines, leverage resources for community development and success. You don't have enough resources to just go out and do things, so should look for partnerships where you can put existing investments and resources to work.
- Levy/property taxes as future revenue source (26)
 - Property tax should be used for capital investment, not operations
 - Well if they give \$\$ to the rural cities, that's good.
 - I am willing to pay taxes for positive environmentally-friendly items but not corruption, fracking sand and police brutality.
- Cap/don't raise taxes/less tax (33)
 - I don't want new revenue (7)
 - Shut down the Port. Use tax revenue for cleanup. When cleanup is complete, abandon the Port to sea level rise.
 - Operate lines profitably and separate non-business operations (Cascade Pole) from cost of operating the businesses.
 - I feel that the Port's operations appear to benefit a wealthy few (airplane owners, shipping companies, boat owners) at the expense of Thurston County property tax payers
 - Business model is not viable without huge and continuing subsidies.
- Favor progressive taxes (2)
 - Fee based services/user fees (5)
 - Quit upping the rent of our tenants or people who use our facilities.
 - Income tax/Excise tax/Visitor tax/Sales tax/Sin taxes/Charge environmental polluters/Developer fees/Tax the rich (3)
 - Concerts as fundraisers (2)
- Be a different kind of organization
 - Become a public utility, housing, economic development corporation in cooperation with county/city/state/local colleges.
 - Become multi-modal hub for next generation economic activity, leading with sustainable development, rather than a pseudo-private model that profits from extractive industries. Maybe partner with Intercity Transit, Sound Transit, and UP on commuter rail to Pierce. Economic development (a port mandate) does not have to equate to "revenue growth".
 - The port should foster community-based, economic development and distinguish itself from private business.
 - The Port could seek to receive tax breaks by donating conservation easements to Squaxin Island or Nisqually Tribe to establish co-management and good will through collaborative relationships that also help to reconcile historic injustices perpetuated on the sovereign Indigenous nations of these lands, water, and air of the southern Salish Sea.

3. Looking forward, what do you perceive as most significant barriers to success?

Homelessness/Downtown Issues

- Don't feel safe/Don't like panhandling/People scared to visit/Vandalism/Keep it safe and clean (186)
 - Homeless/Deteriorating Downtown (169)
 - That the Port led the way in getting Oly back to where it used to be/helped clean downtown (4)
 - I'd like benches and grass and shade that are available to me and not homeless people taking over every nice spot and
 - The increasing homeless and trash does not offer an atmosphere welcoming to visitors. I live at Panorama, a community of 1,200...half of which never venture downtown day or night. They do not feel safe. It's a huge consumer base to be missing out on. In the years I've lived here the trash has increased along Pacific down to state. What a disgrace.
 - Me worrying about their needles (this is a real issue).
 - I'd like to be able to bring a book and maybe an out of town visitor to sit and watch kayakers, sailboats, children playing, marine life, from the SAFETY and COMFORT of the shoreline, without fearing the screaming man under the pavilions.
 - They need to make port more family friendly, so people feel safe bringing family down town. Having such a bad homeless and drug addict problem doesn't allow people to bring their families down town, they much rather go other places.
 - Continue to work with the City of Olympia to improve downtown. Edmunds did it, Tacoma did it, why can't Olympia.
 - Create a plan to handle homeless on Port peninsula/marina area. Develop vacant properties. City needs to address homeless issues and work with Port to create a space for the homeless away from downtown and new development.
 - The homeless roaming and drugs that come along with it. Does not feel safe to take children.
 - We are new, but, coming down here with homeless population makes it hard. I have compassion, don't feel safe to park.
 - The large homeless population makes it a very unfriendly and unappealing area to frequent professionally/recreationally.
 - The transient situation and council's views of dealing with it may be eclipsing decades old parking and Capital Lake issues.
 - Needing all Commissioners to vote to give land to homeless camps
 - Homeless population affects image of downtown area
 - Help homeless situation (not sure that's your role). This might help attract investor.
 - Drug abusers have hindered downtown area. No one wants to come downtown if it means dealing with drugs users.
 - Olympia City Council needs to focus on what the tax payers want, not taking care of all the non-paying homeless people.
 - Getting the Tacoma Rail line out of downtown, including closing the problematic rail/homeless/drug tunnel?
 - If city doesn't clean up downtown area. It is bleeding into port area and causing people to not want to come down here.

Internal/Policies and Actions

- Money/Funding/Financial/Revenue/Budget Challenges (129)
 - High property taxes/need to become financially-independent/tax antipathy (39)
 - Losing money on ship terminal/dependency on logs (20)
 - Land prices/cost of development/rising interest rates (9)
 - Streamline operations thru technology (4)
 - Legacy commitments and expenses (3)
 - The administration of port assets/financial indiscipline (3)
 - Port culture of non-accountability that enables fantasy thinking over analysis. Mindset is cash flow-oriented so it ignores real cost of capital expenditures (e.g. crane) vs. cost to taxpayers. To get a \$1 of revenue, port ignores several dollars of financial loss. There is no follow up measuring performance to project pro-forma.
 - Selling off land for nearsighted profit
 - High debt for non-revenue generating assets
 - Fear. The Port is incredibly risk adverse. You should be willing to make investments that leverage other investments in places where the private sector won't.
 - Lack of diversification can destroy any company. It can also damage itself by holding losing investments. Every 4-6 years, review investments, purge lowest 2- 3 and replace with something new.
- The public doesn't have a clear understanding of what all the Port does. (122)
 - More citizen tours (6)
 - Port should be more strategic about cargoes and how they tell that story (4)
 - Port of Olympia is misnamed. Why do we expect outsiders to understand Port of Olympia covers the whole county? (3)
 - Lack of public recognition of the positive Port contributions to local economy and environmental efforts (3)
 - The perception that Port is a place on the water, and not the reality of diverse real estate/airport operations (3)
 - Purpose is to foster economic development - #1 priority (2)
 - Pressure to cave in and use our public land for condos and other private uses. Do not limit thinking to condos and places to eat. Imagine a huge library out there, a park, boat building shop, canning facility, new mill so we actually process lumber, some commercial ventures that bring in \$\$ but also help build a sustainable future.
 - Sadly, port will spend more time explaining what is being done, how salmon being saved and gophers! At that rate, economic opportunities will cost twice as much, be canceled or done on a much smaller scale.
 - The port is seen as an area for the wealthy.
 - People don't understand a working harbor is messy and dirty. We want goods, but don't think about how they get here.

- Bad management/lack of focus/lack of vision/lack of inertia (33)
 - Stuck in the past/inability to think outside the box/outmoded business model (28)
 - A lack of vision and imagination. Too much emphasis on promoting housing development that only benefits a few. This is why so many people in town feel animosity toward the port. Surely there is a way to create financial sustainability within a larger view of community engagement/cultivation and environmental stewardship. I envision families walking or biking safely along a beautiful waterside, from park area to park area, from Tumwater through downtown to the port plaza and beyond that also offers community-scale recreational activities, cafes, etc. along their borders. (3)
 - Lack of transparency and honesty (11)
 - Not listening to ALL the people who live here (5)
 - Not listening to people who closely watch Port's activities. Listen to people, find out what they want.
 - Feels like it is just for Olympia people. You said they give money to Tenino, but I'm not sure how that works.
 - Wrong direction/not using available resources/not looking forward (5)
 - Reliance on dying industries based on extraction not growth
 - It would be nice to see the port modernize and start using some renewables – e.g. solar.
 - Stuck in the past mindset, unable to look towards and past carbon economy
 - Thinking big and focusing on money as opposed to small and diverse enterprises which could grow as economic transition becomes more compelling.
 - People not allowing expansion and new industry/new younger minds to make change for better community
 - Lack of knowledgeable employees/understaffed (5)
 - Port needs employees to be able to focus on their jobs, not be concerned with every complaint from public.
 - Speed at which the Port moves. 2050 will be here sooner than we imagine, and technology will only get faster and more disruptive. Maybe hire more staff to find new entrepreneurs throughout the county.
 - Corruption (5)
 - Need to dream bigger (3)
 - Lack of vision for the future. High speed passenger ferry to Tacoma, Seattle would increase tourism and business dollars. Develop the waterfront like Point Ruston in Tacoma.
 - The courage to do what is right regardless of the pushback (2)
 - Their own delusions. Most of the upper management and 2 of the 3 Port commissioners totally buy the "Engine of Economic Success" rhetoric. All the while signing off on taxpayer welfare every year. I appreciate it is easy to fool yourself. Please ask other people if you are perceiving things right.
 - Lack of focus on things that make money.
 - No leadership to cut through noise some constituents are making and do what's best for silent majority of citizens.
 - Spending too much time and energy on non-"Port" issues.
 - People who think they can solve homelessness: pay attention to hard-working people trying to enjoy port with families.
 - Caving into those who want to abandon the Port's marine terminal
 - Port needs to be able to take investment risks and overcome criticism when they don't all pan out -- need to lead with that message and organized public and private leaders to support risk taking.
- Shipping stuff that's ruining the planet (16)
 - Controversial shipments/conflict over marine terminal (9)
 - Exporting Logs/Our Natural Resources (8)
 - Since we no longer have Olympia Brewery for good manufacturing jobs, we could push for mill work & stop shipping raw logs, but the pressure to keep Weyerhaeuser's contract with the false argument that it's creating jobs stops other port activities from getting traction.
 - World-wide, marine shipping traffic is declining. Tariffs are very bad. (3)
 - Lack of support to military!! (2)
 - The military should be using our terminal and feel welcomed to do so.
 - Port brought in contaminated military vehicles from Middle-East, an insult to many people who live in Thurston County.
 - Complicity in the activities of the lumber industry, petroleum industry, tourism, and the provision of law enforcement through serving as a logistical hub in the South Puget Sound have all brought heavy consequences for the region, the Port, and the city, and officials ought to bear this in mind.
 - The uneducated public & negativity around certain cargos without realization or regard to the economic benefit that the port provides our region.
 - Public perception of marine terminal -- either related to certain products or marine activity in general - and wanting to turn the marine terminal land into something else.
 - Limits on shipping; could expand but people keep Port from that. I am for shipping to earn money for area.
 - The marine terminal as a high subsidized business line that cannot stand on its own.
 - The lack of understanding of what it would take to remove terminal and the cost to taxpayers to accomplish it
 - Reliance on timber
 - Olympia should maintain a port for handling small cargo shipments, stay out of the major cargo business
 - Too much industrial use of waterfront property.
 - We can't keep thinking we are a longshoreman type marine terminal. We need to see other opportunities.
 - The high price of labor on the docks and the power unions have to slow loading is detrimental
 - Our port will never be as big as Tacoma's or Seattle's, but we do have a niche that can be further developed.
 - Uncertainty of the future nature of marine cargo
 - MT is small, but very important to area. Size makes it difficult to be financially successful, but still needed.

- Too narrow focus on Marine Terminal (12)
 - Any estimate of economic viability must include amortization of assets. Port has turned a valuable urban waterfront into a log yard and declared it a success. Apparently, marine terminal is breaking even, but only if you assume land is free.
 - A false perceived need to direct Port resources to commercial shipping as THE core focus of the Port.
 - Marine Terminal: some equipment that depreciates were questionable decisions - crane that isn't used much. But, City of Olympia has a worse ratio between administrative costs and revenue coming in: would like to discuss/address that.
- Big Business interests/capitalism/corporate greed (4)
 - A board that seems to be blind to opportunities that aren't corporate. We need people who are willing to think outside the box, get rid of outdated ideas and attitudes and breathe fresh energy into the Port's business. (2)
 - Captivity to elite special interests such as pleasure boat owners, business boosters (2)
 - I think your search for a new vision is a good one, but afraid the special interests you feel beholden to and the self-interest of the bureaucracy itself, are biggest barrier to a path that will make Port align with tax payers.
 - Commissioners that care more about money business than about preserving the environment
 - Supporting unbridled capitalism at the expense of social justice and equity. Supporting defense, and oil industries.
 - To be beholden to business interests rather than public good seems troublesome. I am in favor of monetizing port and supporting business growth, but I fear wood export industry has stranglehold. To be free of that would be a good thing. More public funding from the city, county, and state would probably help with that.
 - It's mostly used for industry/globalism and pressure from foreign trade
- Being complicit in police violence and environmental destruction.
 - Concertina wire/cyclone fencing, guns/security guards, "us" and "them," when a close relationship is possible and desirable. That was then, this is now. Our problems are mutual, the solutions should not only include public with widely broadcasted meetings and clear and honest minutes but embrace public.
- There are no barriers to the future. Connecting with residents will provide input to decide what economic activity is best for the county.

Political/People

- Politics (56)
 - Dysfunctional Commission (52)
 - EJ Zita (7)
 - People who could care less about a port. Leaders who say things like, 'we don't have a deep-water port.' We are blessed with our marine terminal and need to keep it working and vibrant. (3)
 - One-issue advocates gaining Commissioner status, thereby diluting the mission of the Port to MAKE MONEY! I Cannot say how disgusting it is to use Port as bully pulpit for inane political causes, rather than focus on its economic missions. (3)
 - Commissioner Zita. She tries to stop all good work and, even if she votes for a project reluctantly, tries to undermine staff to make it fail. She wants Port to fail.
 - Port Commissioners. There is a lack of unity within the group. It's disappointing that someone who would run for a Port Commissioner job would want to close the Port.
 - Tumwater property gophers, guidelines. Zita participating in process as a landowner creates conflict of interest when they vote on plan.
 - Commission inability to help move things forward in healthy, collaborative, respectful manner (2)
 - Bill and Joe (3)
 - Corrupt Commissioners and "sweetheart" deals for Weyerhaeuser/Olympia Yacht Club are dysfunctional, not in public interest. We need to get rid of the "good-old-boys" and elect progressive Commissioners such as Sue Gunn and EJ Zita. (3)
 - Staff treated poorly (2)
 - Bringing people in and having confrontation
 - The commission. It really needs to do focus on positive community engagement and teamwork within the ranks. In fact, having two more commissioners would go a long way to more collaboration.
 - They need to learn to work together instead of against each other, need some quick wins, need to build trust.
 - City of Olympia/Council (19)
 - City/Law enforcement allowing trespassers (2)
 - The barrier is the Olympia City Council. The commission is afraid of what the City will think and therefore are unwilling to push and take risks in further development and new cargoes at the Marine Terminal.
 - The Port does not have a good relationship with the city. Since it sits smack in the middle of the city and on the very best view properties, there is going to be conflict. Of course, the political tension between the community and what the Port chooses to ship is the prime barrier to better relations.
 - Local left-wing politics/liberals (13)
 - The Evergreen State College/"Greeners" (5)
 - Trump and his politics (2)
- Protestors/Radical Extremists/Activists (48)
 - Anti-growth / anti-business protesters creating hurdles to Port's efforts to support and grow community and job base
 - Crazy people protesting everything
 - Urban terrorist blocking trains

- Idiots who don't appreciate what you have to offer and vandalize, etc.
 - The marine terminal is most innovative i have seen and i have been to many. A shame that instead of noticing port is trying and succeeding in doing things better, the vocal community cannot see any good. I hope that the community opens their eyes more and helps port innovate instead of always throwing up roadblocks, figuratively and literally.
- No-growth people/"Nimby"/Anti-Business (37)
 - Misrepresentation of the port use by groups who don't want the port to succeed. I believe that there is an agenda to cause difficulties for the port to find new customers who would bring great revenue growth to the county. (3)
 - The marine terminal and airport are industrial. Ports grow industry. With that comes trade, jobs, revenue and economic growth. Making it the fundamental enemy of those that wish to stop, or "question growth".
 - People living near the airport/environmental concerns...drummed up by OLM neighbors
 - People who want Port properties to be something other than working land. I am in favor of mixed Port properties, but there is a vocal set of activists who believe that all business is "bad", and all public land should be a park. Port and other local leaders need to ensure that there is balance in the discussions about economic development and land use.
 - Citizens against virtually everything - vocal opponents to blue-collar work, against noise near airport or marine terminal.
 - Olympia's general attitude about tourism and change in general.
 - A focus on individual opposition by neighborhoods rather than the greater good of the region.
 - The people with government jobs don't seem to understand the small businesses, those that make Olympia unique, cannot grow and thrive if they don't have mid-level and higher-salaried customers to afford the small and yuppie shops. Minimum and low salaried jobs need the support of a strong economy to pay for "extras" in a quality community.
 - Attitude of those that want to keep Olympia/Thurston County small and yuppie.
 - Attitudes of some that don't want to make an investment in the community's future, are critical about the Port tax but are quick to want more parks, recreation and environmental enhancements and just increase taxes to pay for it.
 - Certain groups' view. We can balance preservation of environment and social views we have with need to increase revenue to support community development. Everyone's values should be incorporated into the solution, not just a few.
 - Constant and consistent pressure bought to bear by any number of special interests (anti-logging - anti-military - anti-commercialization of ANY type) and wanting to see the port restored to a 'natural' reserve-type area.
 - A minority that does not support terminal or economic growth that do not represent the majority of Thurston county.
 - Citizens who are constantly suing Port, submitting frivolous public records requests that cost Port and taxpayers' money.
- Public opinion/perception/support (24)
 - Public uncertainty and disagreement as the future (use vs preservation) (5)
 - Public opinion that the Port is an evil developer that only exists because it is propped up by the tax levy.
 - Failure by some groups to understand that the community needs investment and support for small businesses and larger businesses to be attracted to as a new start up in Thurston County.
 - Getting both sides of Olympia community together re: Rich and Poor
 - I think the port too often sells itself short to try to be competitive as a marine terminal. I also think there is a lot of antagonization of the port (some for good reason, some for not), and overcoming that public image will be a challenge.
 - Vocal minority who doesn't understand Port's role in international commerce, which is regulated by federal government.
- The people/voters (19)
 - Closed minded people (5)
 - The community and those who want the waters returned to their natural state
 - It says environmental stewardship is an area of focus. Yet the port has consistently been forced to do the right thing by challenges by citizens, including lawsuits rather than doing the right thing because it should.

Physical/Infrastructure/Inherent/Systemic/Regulatory

- Lack of space at terminal/size/no access to land or additional real estate (55)
 - Location at southernmost arm of Puget Sound (21)
 - Tacoma and Seattle partnership/other Port competition (15)
 - Why travel by ship an extra 35 nm through south PS when one can stop in Tacoma?
 - Lack of infrastructure getting goods to and from marine and airport (7)
 - Lack of quality rail access (5)
 - Inconvenient access from I-5 (4)
 - Inability to handle larger ships (3)
- Climate change/global warming and sea level rise (36)
 - How can the Port continue to operate when 1/3 of downtown is under water?
- Permitting/Regulations/Land Use Restrictions (34)
 - Restrictions on maintaining a navigation channel for deep draft vessels (2)
 - The harbor is limited by depth, but also by self-imposed limits on expansion. For example, harbor has the longest "no-wake" zone in Puget Sound. A rock jetty, in front of West Bay would allow higher speeds for commercial and recreational traffic. Boaters would have higher incentive to use marina and the fuel dock. Commercial traffic could move more freely.
- Environment/environmental degradation/environmentalism (26)
 - Pollution (17)
 - Environmental challenges/issues (10)
 - Coordination with local govt. on environmental cleanup (2)
 - Lack of forward insight - i.e. the lake. Should be turned back into an estuary for the environment

- Don't view environmental clean ups as a barrier (these are positive and can lead to more growth)
 - Lott Treatment Center risk
 - Not day lighting Moxlie Creek
- It's the Government/It's a Bureaucracy (17)
 - It's a barrier that there are 3, rather than 5 commissioners/need shorter term limits (5)
- Capitol Lake sediment (16)
 - The State's failure to dredge Capitol Lake (3)
 - Our inlet is filling in. If you won't dredge, even sailboats will have a hard time getting here. (2)
 - Port has not shown a strong position re Lake and maintenance of port's deep-water berthing facilities and shipping lanes.
- Conflicts with downtown/growth (8)
 - Traffic/Congestion/Log trucks (14)
 - Parking (11)
 - Balancing environmental concerns with economic development (9)
 - I worry that growth on port peninsula will negatively impact vitality of existing downtown core (2)
 - Too much growth (2)
 - Lack of public access to the waterfront (2)
 - Farmer's Market
 - The port is a lousy neighbor and generates a lot of ill-will with its noisy and polluting activities.
- No Ferry Service (6)
- Need better marinas/more live aboard options (3)
- Lack of a decent airport (2)
 - Airport traffic (2)
 - Not having the foresight to get back the market at the airport. Maybe some advertising showing the benefits our Air Service to our community; tourism, commercial, environmental and the \$ it can bring. (2)

4. The Port's current focus areas include creating economic opportunity, environmental stewardship and maintaining valued community assets (e.g. Port Plaza, Billy Frank Jr. Trail, etc.) Over the longer-term, where do you think the Port should focus direction and/or investment?

Waterfront + Marina + Other Community Assets

- Community assets/Expand the marina/recreational activities/tourism/retail/entertainment destination (212)
 - Events and activities at Port Plaza/Percival Landing (104)
 - Parks/Open Space/Recreation/Community Access (72)
 - Trails/Exhibits (47)
 - Billy Frank Jr. Trail/native structures and education (34)
 - Get the Squaxin Tribe involved maybe do guided tours around Squaxin Island
 - Percival Landing - extend boardwalk to West Bay (11)
 - Develop peninsula into vibrant waterfront that will attract highly mobile knowledge workers, and their paychecks, to the area. It should include a waterfront trail, completing "W" from East Bay to West Bay, and many pedestrian/bicycle spaces. This plan should also include estuary restoration.
 - Rails to trails/trails with education (5)
 - Dog park (2)
 - Maritime museum
 - More parking (38)
 - Convert downtown parking areas into parks or buildings. There's a glut of parking which could be relocated to near outer ring transit centers.
 - Restaurants, shops, tourist attractions (29)
 - Event and Recreation Center/Convention Center/High-Tech Conference Center (10)
 - Downtown sucks. But bring a recreation complex and I will be there more often. (2)
 - A destination for public events, indoor/outdoor venue for entertainment / education.
 - Tourist Destination like Ruston (10)
 - Bathrooms for public (4)
 - Port in Nanaimo is brilliant combination of business, public access, restaurants, floating eateries, walking docks. Would love to see town filled with people enjoying themselves.
 - Bring in more vendors
 - Puget Sound tours/Kayak tours/Booze cruise (2)
 - A place like Tides Tavern, more dock accessible restaurants and bars

- Infrastructure (6)
 - Transportation/public transportation/congestion relief (6)
 - Renewable energy projects/solar farms (6)
 - Broadband/Fiber (5)
 - Rail/Railroad (3)
 - Build a parking garage on Port property to address growing parking concern.
 - Community drone space

Environment

- Environment/Environmental Stewardship (159)
 - Environmental stewardship is seen as counter to economic opportunity, but it does not have to be.
 - The Port should continue to focus direction and investment towards environmental stewardship, and look to establish
 - Best practices - need to clean up tenants and ensure they are meeting environmental regs.
 - Holistic - what a healthy and holistic for the future of our land, water, etc. Mother Earth
 - Better relationships with sovereign Indigenous nations and ancestral peoples in support of relationships between the US and Washington State and the more local levels of State governments regarding the reserved treaty rights of the Medicine Creek Treaty for the Squaxin Island Tribe and Nisqually Indian Tribe; as well as in support of the Confederated Tribes of the Chehalis Reservation who do not possess the reserved rights established through treaty-making, but are significantly impacted by logging operations that feed timber exportation through the Port of Olympia.
 - If seeking expansion/development, carefully follow SEPA and do an EIS
 - The healing of the wounds made upon the South Sound. Directing greater attention towards replanting of forests, affordable housing, water cleanup, and other environmental concerns would significantly improve the impact of the Port.
 - Port as THE example for forward thinking environmental protection, advocacy, citizenship, rights and stewardship.
 - Apply UN Sustainable Development Goals here and pledge to meet them by 2030 like others around the world have
 - I would love to see more volunteer opportunities for the landscaping and gardens.
 - Without air to breathe, water to drink and food to eat all human games are pointless. Capitalism is a death cult.
 - Move toward stewardship that engages community in a serious way. What is being done about abandoned areas to the north of the marine terminal? What about property to the north of the terminal? Could port build an educational center? Educate students about the ecosystems port engages with and protects? Teach public classes on sailboat operation?
- Clean water/waterway health/sustainable salmon and water habitat (20)
 - Clean up Port sites/restore Budd Inlet health (13)
 - Reduce Pollution/Legacy Pollution (4)
 - Past environmental efforts have been great. Good to see port cleaning up properties near the waterfront.
 - Estuary/Estuary restoration (7)
 - Fix the lake problem/Capitol "lake" silt plan (8)
 - Assis State/City in making sure Capitol Lake is maintained as valuable asset it used to be and will be again
 - Capital Lake- public may not understand Port's role. Is the Port slowing the process because Port isn't funding?
 - Need to let Deschutes/Cap Lake become estuary and sediment will cover the contaminants.
 - Take out the damn and clean up the snails that the port provided.
 - Dredging is not good stewardship. Working to keep dam at Capitol Lake instead of removing it to allow a return to a healthy estuary is not good environmental stewardship.
 - Estuary education at the marine terminal
 - The boats deafen the Orcas when they potentially go by them on the way to Olympia.
- Climate change adaptation/Protect against sea level rise (13)
- Habitat protection/Focus on wildlife/Preserve natural lands (9)
 - I really appreciate the focus on environmental stewardship Please protect the natural Pocket gophers @ Olympia airport
- Daylight Moxlie Creek (2)

Marine Terminal

- Grow/Support/Preserve the Marine Terminal/Expand Shipping and Import-Export (73)
 - Ferries (3)
 - Break bulk recruitment. The port should recruit clients until it hurts! The port should seek both domestic and international exports and imports. (2)
 - More cargoes using rail & military shipments (2)
 - Receive ALL goods
 - Expanding docking area in order to generate more than one ship at a time.
 - Ports were created to build economic opportunity. Invest in marine terminal and warehouse to encourage more shipping
 - The infrastructure supporting the Marine Terminal...grain Silos, bio fuels, warehouse.
 - Attempt to promote and facilitate agricultural product shipping.
 - Renegotiate Longshoremen contracts. It's common knowledge they're bleeding the Port.
 - Continued economic development by matching regional commodities with potential customers worldwide
 - Working waterfront is a good thing, but NIMBY attitude is a challenge.

- Trade promotion with colleges (lack of that in this area) Educate on international trade jobs (lack of that locally)
- Increase bulk cargo shipping and increase draft to accommodate larger ships.
- Shipping finished local products instead of raw products. Lumber instead of logs, dairy products instead of dairy cows.
- Space for port to accept and intake cargo such as car contracts etc. some contracts turned down due to lack of space.
- Rethink the Marine Terminal/Do Other Stuff Rather Than Logs (17)
 - Encourage sailing ships to start transporting goods, rather than fossils fuel powered ones
 - We have this amazing asset right downtown where the community is focusing on revitalization. Is shipping and receiving really what we want to focus on? Imagine that entire waterfront leveraged to be a hub for small business growth or light manufacturing supporting our community. We can't be afraid to move on from logging as much as it hurts.
 - Noise and fumes can cause stress and degrade health. Vision 2050 is an opportunity to figure out how we can do better. Start by adopting best practices for Port Authorities, as recommended by EPA: Establish anti-idling policies. Adjust hours of operation to avoid congestion, noise and light impacts. Retrofit with verified technologies, use cleaner fuels, operate more efficiently. Develop Environmental Management System. Develop emissions inventory and air emission reduction education for terminal operators/fleet owners. Substitute electric for diesel power. Substitute rail or barge for trucking.
- Close the marine terminal (13)
 - Close terminal and get logging trucks out of our city. Let the land that you filled recede back to the water over time.
 - Peninsula to homeless encampment as proposed by Downing. I prefer botanical garden/ induce tourism.
 - Land leases at the closed marine terminal.
 - There's nothing the Port provides *me* and *my family* that couldn't be provided by the City of Olympia.

Airport

- Airport/Regional Commercial Air Flights-Service (72)
 - Creating more opportunity for Kenmore air to carry passengers via float plane.
 - Bus service from the airport to the port area downtown, becoming a flying destination point for private aircraft by giving the flying community a reason to fly to Olympia.
 - Helicopter commute to Seattle/Sea-Tac/Olympia/ Get freight & people off US 5
 - Reduce the noise at the airport; especially from military's "touch-and-go" use at night. You need to be a good neighbor.
- Development around the airport for commercial business. Create a shopping area for small business (5)

5. What would you like to be able to say about the Port in the future? What's your #1 priority?

Jobs + Economy + Infrastructure

- Growth/Jobs/Increased Revenue/More Business (239)
 - Port recognized as a crucial economic engine for Thurston that supports values and priorities of local community (33)
 - That I know people whose small businesses have benefited from our port (13)
 - Make Lacey incubator successful.
 - Look at the micro businesses support. There is a mass of these folks always looking for space. For example, an artist warehouse with separate studios for rent. Start small-scale but build community and it will grow. Same with walk in cooler/freezer space/processing space for farmers.
 - Investigate ways to support local foods and products. Port does a good job providing vendor space at events, and of course the wonderful Olympia Farmers Market. How about a canning facility open to the public? (11)
 - Small business and STEDI support/invest in south county (3)
 - That it was/is tremendously successful: busy marine terminal, bustling businesses, green regional
 - Industry center, major catalyst project - e.g. ag park
 - Encourages multi-cultural business opportunities
 - More real estate/more development (36)
 - More commercial/retail activity (8)
 - Commercial/retail activity instead of industrial activity (2)
 - Housing (2)
 - Cultural center/large entertainment venue
 - Need to fix brewery (6)
 - Sell real estate holdings. People don't want to invest in land they don't own. Hence, all Tumwater city center property and downtown remain undeveloped. It would be one thing for a business to lease a building from the port but to try to build for themselves is difficult. You can use the money to clean up the port land. (2)
 - Weaning off of raw log export. Wood processing could create local jobs.
 - Lots of development opportunities in Yelm and Yelm to Lacey
 - Develop West Bay Drive
 - Tourism focus (7)

- Continues to be one of the best-run, most diversified mid-size Ports in the State (4)
- Rely on science-based research, planning and outreach to generate new ideas. We have some great resources in our community, Evergreen, St. Martins, and SPSCC. Collaborate with them!
- That port morphed into a positive, forward looking entity that benefits entire county and provides economic prosperity.
- Create jobs: make airport work, recruit to Tumwater, leverage land downtown for mixed use/commercial development.
- Although our Port does not always make a profit, it's value to our local economy is quite high.
- The port brings goods and services and research for new technologies and markets, and support transportation for our markets so trucks and congestion come off roads and onto ships, and that the transportation is eco-friendly.
- The port has a positive history in Olympia. It provides good jobs and I hope that will continue. The port is a huge part of the local economy and replacing it with a park or other non-revenue ventures would not be in our best interest.
- The port maintains its role in the community, although it will adapt to relevant economic and business conditions in the future. The port will become one of the "Seven wonders of Thurston County."
- Infrastructure (7)
 - Broadband for the public (8)
 - Port should take advantage of broadband authority to improve Internet access at New Market Campus
 - Transportation options (4)
 - Marine and aviation facilities become core transportation hubs
 - Roads/bridge built between Yelm and Lacey to improve traffic Invest in things that approved assessed value
 - Massive increase in rail traffic (4)
 - Wind energy/solar - look at alternatives like that (3)
 - Lift the restrictions on nuclear power in the area.
 - The Olympia Community School needs a new home. We are a K-5 private school. Can we partner?

Leadership + Operations

- Keep up the great work/I love the Port/Thank you/Keep going the same direction (151)
 - Focus on core lines of business – economic development (13)
 - Helping those with entrepreneurial spirit that want to open businesses. Saint Martin's loves partnership with Port. Let us know how we can support. Would love Port help with Environmental Sustainability degree.
 - Not building more ports, so do not get rid of the marine terminal or airport. They build a stronger region, country and defense - may be very important for us in the future even if losing \$.
 - I'm amazed at all the Port does to contribute to the community.
 - Love Vision 2050! Great idea. Seeks out public vision for Port future. Helps Port know entire community's thoughts, not just anti-development, anti-port citizens. I don't think the Port gets enough credit for the good they do in our community.
 - Much better than when we moved here in the early 80's
 - STAY ON COURSE!! with all above Olympia is a "gem". Please keep it that way! I love Olympia
 - I am pleased with the changes I've seen in the past 15 years at Port property on the waterfront.
- Self-sustaining/sound financial practices/better use of tax dollars (48)
 - Keep it open/viable (13)
 - Begin immediate phase-down of the property tax. In year one, reduce by 20%. Over five, drop it to zero. There is no reason Port, with some \$350 million in public real estate assets, should not be able to break even without a tax subsidy.
 - I would like to see the Port make sound business decisions, not cater to the select few who choose to frequent meetings.
 - The Port is an iconic part of Olympia's past and future. Don't let the small minority of protesters stop the Port from succeeding in its crucial mission to support the majority of hard-working Thurston County residents!
 - Port will continue to look for ways to spend more tax-payer dollars, create benefits for the rich and powerful and will never admit that, in the process of wasting tax payer funds, it destroys economic opportunity. However, perhaps the person reading this survey will have questions and do their own checking. More likely, the survey will be "lost".
- Balance of conservation and use (38)
 - I would like to be proud of the Port as a whole (14)
 - Don't pander to minority groups with agenda (11)
 - Don't accommodate the vocal minority. They will never be satisfied, so there is no reason to waste time, energy, money or your mental health to try to give them what they want. (2)
 - Accountability from the Port. Protesters and homeless that abuse the good people in the community with their demands of rights must also respect the rights of others. The Port should help ensure this occurs.
 - Don't sell out to large investors who will try to take over our City
 - Do not fail to support military
 - Forward thinking/visionary (10)
 - It's a wonderful place to work (5)
 - Best port in Washington/on West Coast (4)
 - Helping Weyerhaeuser ship timber is only helping a small portion of the community (3)
 - That our Port commissioners have clear, forward thinking agenda. Ever hear of the 7th generation idea, that we make decisions based on how they will affect the next 7 generations, not just the current population. (2)
 - Olympia has a world-class waterfront that is known around the world. The Port -- probably with little credit passed to it for the work it will take -- drives the city's profile and image.

- Amend RCW to expand use options for 21st Century including alternative energy, marine education, clean tourism, historic preservation/longhouse museum, trade opportunities with tribal governments, and development of recreational opportunities in addition to trade, industrial, and commercial purposes.
 - Working towards equitable intersectional outcomes taking into account dynamic interplay of ecosystems, people, economies, and political systems we engage with at varying scales from local all the way up to global international systems must be at the forefront of the Port's vision for 2050.
 - I would like the Port to be an example of what can be done when everyone is pulling the same direction. I would like to be part of the effort to turn the Port into a bright shiny star.
 - The Port is unique. I would like to see Port be recognized for good things it does and how we enrich Thurston County.
- Functioning Port Commission/Stronger leadership/Less fighting (39)
 - Integrity/Ethical/Transparent (16)
 - Expand the number of commissioners from three to five or more (4)
 - Get politics OUT of the Non-Partisan Commissioner positions and get down to business.
 - Commissioners should make concerted effort to work together. And those 3 or 4 haters, who must have no other form of public engagement, need to get jobs or find a hobby. Enough is enough. Nobody wants to hear hate, week after week, over and over again. And the Olympian needs to find something other than Port drama to fill pages and sell newspapers.
 - Sorry, but we need to get the old white guys out of there and get new fresh, young leadership that reflects population.
 - Good-ole-boy group business practices and mentality that undermine desires of the community are not welcome here.
 - The POCAC is VERY thorough in their assessments. They should get more credence.
- Public-friendly/Community-focused (23)
 - That it serves all of Thurston County residents (21)
 - I'd like to say it's the "Thurston Co. Port Authority" or "Port of Thurston County" (2)
 - The city of Oly has done little for the Port and its name doesn't dignify the Port.
 - Continue to work with all Cities/towns to create a shared value added by marine/air transportation system.
 - Port needs to work more with state agencies.
 - I would like to say that Port's vision, tactics reflect all of County taxpayers and not just the Olympia elites
 - More of a presence in south County. Less Olympia-centric.
 - Move to Lacey to get stuff done.
 - They helped Tenino
 - That is a place for everyone, regardless of gender, ethnicity, or financial standing
 - That the community (or vocal minority) is no longer resisting everything the Port does.
 - Clean up downtown. Arrest protestors. Make this a place people want to visit again. (11)
 - A positive relationship with the Olympia/Serve residents of the City (7)
 - More support from the city when we have protestors! Moving military vehicles, helps protect us all.
 - There used to be workgroup with state agencies, but now little interaction, except Capitol Lake discussion.
 - Think long and hard about what makes Olympia special. Partner much more with Evergreen State College, St. Martins University and especially WA State Government.
 - The Port's partnership with Hands On Museum and City has been a great success and anything that can support HOCM's success is a benefit to the community in numerous ways including the enhanced tourism spending, building awareness of the greater Olympia area and what it has to offer, early learning benefits to children and parents, local jobs and spending, and as a building that many community groups utilize.
- Pick good new leadership and hire qualified staff (9)
 - I hope they bring in innovative thinker and let her/him innovate. Someone who can build consensus within commission and provide leadership. Need someone community can trust, interact with to build trust. Consensus builder.
 - More staff on the ground
 - Develop a set of metrics which reflect Port's objectives, and tie staff pay and bonuses to performance against them

Airport

- Airport/Airport expansion/Airport for the future/Passenger service (46)
 - Corporate aviation: Fuel, big hangars, home base for corporate headquarters (3)
 - Do not expand the airport.....we do not need air traffic. The airport is just for private jets.....the rich. (2)
- That I have a plane hangered at the nicest airport.
- One or more nice restaurants at airport
- The port needs to fund increased training for Tumwater Fire with regards to airport and provide a new ARFF capable response engine.

Marine Terminal

- Ferries/Water Taxi to Tacoma/Seattle (66)
 - We are the State Capitol. Port should be hub for recreational, commercial, marine traffic. We need improved marine transportation. State ferry at docks right now is an inspiration. With higher speed on waterway, we might have a chance.
- More Import/Export/International Shipping (50)
 - Loved touring the marine terminal (11)
 - Do not allow a small group to dictate cargo and port use (9)
 - I would like to say the port is a world class facility for trade, commerce and tourism (4)

- Rebuild berths/add more dock space for marine terminal (2)
- Bring in a Destroyer for tours
- Remove the old Port building to unclutter the terminal and make more space. Level and repave the terminal, with that, beef up the entire dock so the crane can be used at any of the berths.
- That on the future nuclear subs will return to the port
- We ship the most wood
- More military cargo
- World trade. Longshore jobs on the waterfront and commerce and trade jobs in our local community.
- I would like to continue a workable waterfront. I think the Marine Terminal and the ancillary businesses needs to be a focus going forward. I like the way they have taken advantage of Marine Terminal and their ancillary businesses!
- Port mission is to create economic opportunities by connecting County to the world by air, land and sea. If your plan going forward does not help businesses do that, you might want to re-write mission or strategic plan.
- That they are one off the largest shippers of Military cargo for supporting our troops.
- Be friendlier to security. This place has a black mark since 2002. It's easier to get here than Tacoma. Tacoma has done \$446 Million in federal contracts (mostly military). Olympia: just \$3.8 Million. Lacey is 14.2% military / 11% in Olympia - that's 25% of all South Sound military residents. JBLM supports a 15,000-person civilian workforce. Washington is #8 when it comes to defense spending. JBLM is the area's second largest employer at 55,000 jobs, and most live here.
- I would like to say Port supports cargo. Would like to see other cargoes. More cargo = more revenue = more jobs.
- Olympia needs a Port, but location isn't good. It is too small for growth, roads aren't made for truck travel downtown.
- A tremendous amount of money flows through here because of the Marine Terminal. Make it more attractive to send cargo here. The best thing that ever happened to this community is the Port. It provides jobs and spending in Olympia. Those are positive things. The Port is really important for the survival of this small community. It can only get better.
- Arrest any & ALL protesters that block Port entry.
- Don't ever close the marine terminal. From an economic, strategic, and identity standpoint, the marine terminal plays a key role in Olympia/Thurston County. Don't let short-sighted protests dictate type of cargo. You're catering to lowest common denominator - and they shouldn't have more say than those of us who are too busy working to support our families to show up to every meeting. But we care, and we are watching!
- Bolster the recreational fishing industry
- More funding to fisheries and marine research
- You can't build new Ports. Once it goes away it is gone. In the long term our terminal is too important to let slip away.
- I love the sight of ships and watercraft of all kinds coming and going in our port.
- That it was able to succeed by focusing on the Marine Terminal and creating a new more complex facility that will attract customers to ship in and ship out their cargoes.
- Close the Marine Terminal and put that land to other uses (31)
 - Don't ship coal/military products (20)
 - MT operations need to be REALLY looked at. Maybe the future includes cargo, but it must be sustainable - green marine.
 - Develop affordable housing / other resources on land where the marine terminal sits, after remediating soil.
 - "Wasn't it great that port gave marine terminal to the county, and, don't you love new public areas at North Point!
 - That it ceases operations and restore property to rightful owners, indigenous groups that used to live here
 - Do not further burden the tax payers by requiring that we pay for protecting the marine terminal from sea-level rise.
 - Consider Port the reserve capacity for Puget Sound area's long-term marine transportation needs. Identify shallow draft and small-scale marine businesses. Evaluate under what conditions the Port would downsize its holdings and operations.
 - The city doesn't need logging trucks on the road. MT operations could be absorbed by Tacoma, or an economy like Shelton or Aberdeen that could use the help. Expand market to incorporate waterfront. Sell land to private investors. Make a day park people can use while visiting. Increase day mooring to allow people to drive up by boat and experience restaurants/shops/market/amphitheater. You have cruise ship that is now coming in.
 - Ask if we want to subsidize Weyerhaeuser with taxes. If 51% say yes, you can hold your head high and I can quit ranting.
 - In 2018, we are still forced to look at our beautiful timber being shipped across the world - when we know economic benefit is JUST NOT THERE! It's time to realize younger generation has no attachment to port - just a noisy, dusty blight.
 - You have a reputation for being "in bed" with special interests that advocate keeping terminal. What are you going to do to show that you aren't captured? BTW, fancy PR that doesn't substantively change underlying behavior isn't enough.
 - Get out of the log business (10)
 - I'd like to say the port is still here and fits into the community better than it used to. While I'm not against logs, it feels very 1950. We should ship lumber - value added. (2)
 - Ban commercial trucks to the Port like logging trucks, from the Olympia downtown core: keep them on the outskirts as much as possible, and restrict their hours of access to the Port, etc. (2)
 - Can log storage take place at an off-site location and come in by train when ships need loading?
 - It is wrong to claim that shipping logs to China is to the benefit of the County taxpayers. The residents get this point, but the Port management does not.
 - Port transformed log storage/marine terminal into successful redevelopment of valuable waterfront property.
 - Be a better neighbor and quit with the racket and lights that start as early as 4:00 a.m.
 - Put traffic light at East Bay & Olympia
 - Require trucks to retrofit to reduce/eliminate toxic emissions like other ports do
 - Better traffic flow for large trucks and transportation.
 - Stop tree-corpse trafficking
- Cruises/cruise lines/boat tours (5)

- I'm not in support of expanding marine or air traffic due to pollution, including tourism like cruise ships.
- I would want to see cruise ship visits okayed by salmon recovery departments.
- How about an ecologically focused landing for larger tour boats.

Marina + Waterfront/Events + Activities

- Events/Great place to entertain and visit/Fun/Family activities/Food/Concerts (202)
 - It's still beautiful (30)
 - Prettiest port in Washington!
 - Flowers, flowers, and more flowers!
 - Art work draws in people
 - It's a fun place to go/#1 destination in Olympia (24)
 - Recreation center/Recreation (3)
 - Amusement Park (2)
 - I would be interested in more water quality/safety/conservation events (2)
 - Add bathrooms (2)
 - Community pool
 - More findability for event search
 - More garbage containers
 - Some sort of festival so people know that the port is not just the freighters coming in. A celebration featuring local farms and products from the farmer's market, park tours, etc. so people start supporting the port more.
 - Advertise events in Sunday paper
 - Car - Motor - Shows
 - Do a Xmas theme event!
 - Enlist CVB
 - Rename Port Plaza "USS Olympia Port Plaza" and expand events
 - Traditional youth & elders gathering
- Develop Swantown with activities and business, mixed-use (65)
 - It's "the place to go" in downtown Olympia (3)
 - A cafe near the boardwalk (2)
 - I would like to show how incredible the views and waterfront areas are without losing functionality as a working port.
 - Wow. They really did an outstanding job creating a wonderful family-oriented waterfront with activities, restaurants, etc.
 - Keep it family friendly and savor Northwest Traditions. Keep it local but not hippy-dippy. Not everybody is like that in Olympia. (Consider surrounding towns). Focus on extending and honoring Batdorf and the whole coffee phenomenon.
 - MARITIME MUSEUM WITH VARIOUS SHIPS/TUGS ETC.
 - I'd like to say, "Let's go to Oly-Port, we'll have blast down there all day and the kids/dogs will be whooped by sun down!"
 - Get a hotel on north point
 - Children's play area by Marina
- Provides public access to waterfront/recreation (46)
 - Great public space/Great walking spaces (47)
 - Walkability/Bicycle-Friendly (15)
 - Connect the Billy Frank trail and walkway on west side.
 - I'd like resident access to the restrooms in the Swantown area. How about a \$5/year key code access? You have created great walking paths along your property, but there is no relief station.
 - I want Port to be a place we take our kids that's beautiful and a place to learn about local history.
 - Improved Farmer's Market like Vancouver's (6)
 - More dog friendly/dog park (5)
 - Kids interactive exhibits (2)
 - Lots of flowers and trees/more artwork and artists
 - Climbing for Port area
- Boating/Water activities (14)
 - Rent boats/houseboats/kayaks (10)
 - Tours/dinner cruise (9)
 - Clean Marina (5)
 - Place facilities for regular fishing (3)
 - More docks for boats (2)
 - Perhaps a dry dock for larger boats would be nice.
 - Live aboard options (2)
 - Make it easier to get to and from Capitol from Swantown (2)
 - One of our favorite places to boat from Tacoma (2)
 - (OYC) like where we are located and have a good relationship with Port; would like to see more waterfront recreation (2)
 - Affordable guest moorage
 - Tell boatyard customers about the marina facilities (showers, restrooms, etc.) Lock gate earlier but give
 - More pump out stations
 - Fund Harbor Patrol

- I see the harbor patrol boat ignoring rules the rest of us follow such as ignoring no wake zone and how their boat maneuvers affect other people and property. Seems to be a bit of a cavalier attitude within this group.
 - Enlarge boat ramp maybe West side
 - A community building on the Swantown property would bring more yacht clubs to visit the area
 - Keep fuel dock prices low to attract, grow activity
 - Self-serve fuel would be nice
 - I strongly opposed the installation of a fuel station at Swantown Marina. This was a poor choice for Olympia.
 - Add an environmental-safe paint booth to the boatyard
 - Can you help us get Oly Yacht to get rid of the hideous gray metal boat covers? Maybe provide grants to cover them with a more pleasing cover material? It really mars the vista of the entire waterfront.
 - Shore power at Port Plaza Dock Move area attractions to attract more boaters
 - Improve the billing system for the port. Make monthly invoices more understandable. Break out taxes. Show how previous payments were posted.
 - Unhook the floating docks at the Yacht club and affected marinas and float them down to the deeper water where the marine terminal is currently located.

Environment + Sustainability

- Environmental stewardship/sustainability (125)
 - Apply/use/promote green practices (4)
 - Respond to climate change with courage, vision and relentless focus. I hope that as part of your planning that you are doing best-practices research about innovative approaches tried by other port districts. Port should establish an explicit goal of being “greenest” port in the world. I'm not just talking operations, but policy goals.
 - I would love to say that the port's taken climate change very seriously, that the director and staff are excited by new, innovative ideas, that from now on there will be complete transparency, and that the port will go out of its way to not just meet SEPA and other environmental standards but exceed them. And so on.
 - Work with the native people to clean up and restore sea life: Oyster beds, fishing, salmon habitat.
 - Form volunteer groups for clean-up of debris (3)
 - That they have worked to eliminate impact to streaked horned larks on the airport
 - They listened to the scientists and made the changes that saved our grandchildren billions of dollars.
 - I am proud of my Port for state-of-the art environmental stewardship, which means a lot to our community. I liked it that you didn't disturb the falcon nest
 - Stop the development of salmon habitat. "Moxlie Creek"
 - I understand why you'd want to build housing, but when you put down gravel on Olympia Avenue, the frog habitat was destroyed. This year there were hardly any frogs in the pond across from Children's Museum. It used to be a great habitat for Red Winged Blackbirds, but they were not as prolific this year.
 - Need full funding and access to MTCA \$\$
 - Do NOT replace conifers with deciduous trees.
 - Maybe embrace the Port's effort to conserve pocket gophers and make them an emblem of the Port
- Clean water (57)
 - Making sure the LOTT doesn't accidentally leave a valve open.
 - There are some very nice things that have been accomplished but it is not enough. Addressing the pollution and overall health of our waters should be addressed immediately. also protecting the salmon runs is extremely important.
 - That it worked with local tribes to free the Deschutes, improving salmon runs crucial to the survival of J Pod orcas.
 - Partnering with tribes and organizations to restore shorelines and wildlife habitat on Budd Inlet.
 - I want to see fewer log trucks threatening our safety and sloughing off bark into our stormwater drains, I want to see the land you filled in forty-odd years ago go back to the sea, and I want to see you engage in practices that will help our economy be vital for decades to come, not just the short term. If you have to lose a little more money to turn your sinking ship around, so be it. Heck, you've already lost so much of it, what's a few more years of public subsidies?
- Address Sea Level Rise (12)
- My # 1 priority is returning the lake back to an estuary (10)
 - Dredge Capitol Lake (10)
- Getting the Port to use renewables (9)

Info + Engagement

- #1 priority is to educate the community to the value of the Port's activities (67)
 - The port should figure out how to let the public know what they do – maybe a “brought to you by the Port of Olympia” sign on investments – “your tax dollars at work” like they do on highway projects
 - Develop your plan and work it. You'll probably get some criticism from some quarters but make decisions and present the case of how your plan benefits the entire county. Don't let yourself be overly influenced or become distracted by a vocal minority -- just because you're hearing the most from one segment or viewpoint doesn't mean that they represent

the community's sentiment as a whole. This is a good process to get feedback, but it's hardly scientific and a statistically-valid random poll might be a better tool to get that true sense of how the community feels.

- Increased education of the public about the RCW governing ports so people know what the legal obligations are, and that Port Commissioners can't just close a marine terminal and turn the land into a public park, as so many people advocate.
- I think there needs to be a big campaign to show all of the positive things the port does. Many people just see the logs going out to other countries but don't have the background info to realize the benefits to our community.
- That the majority of taxpayers know at least a little about what Port does and see value in paying taxes
- The Port seems invisible most of the time. You have to either visit the terminal or the airport to be reminded it exists. Of course, lots of work is going on all the time but many people are unaware of it. I would like to say one day that the Port plays such an integral role in the life of Thurston County that it remains in the forefront of most, if not all, citizens' minds.
- That the Port sends me a regular newsletter that includes diverse perspectives, so I know what value the community is getting for our tax dollars, and what the points of debate are about what the port is or should be doing.
- Inclusive information regarding the latest shipping news
- Continue email communications about ship arrivals, base noise, tours, airport activities, Port Plaza events, etc. Also, communications about the Port have expanded our understanding of what they do and help project transparency.
- More opportunities like this to provide comment. This is great!
- Marketing. I had no idea port was involved in so many areas, perhaps there are others who are in the dark.
- Engage Thurston county citizens not just City of Olympia residents.
- Twice annual "State of the Port" newsletter to all Thurston County residents, keeping us abreast of all activities.
- Please make this planning process more visible. It needs to be data driven and developed in a way that we can measure, enforce. Please create an email list serve and send out updates instead of relying on people to check the website.
- Public communication should be improved - you only hear about the Port when people are angry with its policies (like fracking cargo) or when the Commissioners are arguing with each other. Better communication and transparency help the community to understand how the port operates, what it offers the area, and why certain decisions are made.
- More/Better Public Involvement (21)
 - Guided tours of Port (10)
 - I think of the Port as being like the school lunch program. It's necessary. I don't care if it makes money (heretical) because the services are significant. Think about ways to educate people. Last year I took a tour and it was illuminating. Build understanding! Perhaps this survey will lead you to explore some ideas.
 - They listen to citizen input (7)
 - Public idea meetings.
 - Ask protestors to meet and listen to their concerns. Don't debate, just listen. Showing them that you care and want to try and understand their concerns (even if their demands are completely unreasonable) will go a long way. You can't win them over overnight, but a long-term plan to get the public on your side will really work.
 - Need to have more community panels at TESC, not speakers, but locals talking about local issues.
 - Give more energy to the public process and seeking ideas and conversation with the community (like this!)
 - Create incentive for employees and community members to "own" Port. The more bridges built the more people will work together to shape future success and sustainability. There is a lack of understanding between Evergreen State College and business operations of the Port. That group is looking for meaning in their existence. Somehow give them the opportunity to create a model that does it better and fixes problems they see while remaining sustainable and profitable.
 - Perhaps get a panel of young people to voice their views. There is not much young adult community representation
 - I appreciate the opportunity to fill out a survey rather than attend a meeting, for example. Public meetings and listening sessions inevitably involve a tiny portion of the community who have strong feelings on a subject. The local political climate is such that community meetings do not result in discussions - they result in one side or the other declaring why they are right, and the other side is wrong. That is not an atmosphere in which most people will choose to engage. Port Commissioners need to remember that they represent a wide variety of people - not just the few who voted them into office - and try to seek out a diversity of viewpoints.