

Marine Terminal						
Goal: Preserve and enhance Thurston County’s working waterfront and connection to global trade by diversifying Marine Terminal operations, improving communication and securing community support.						Community Priority Level
#	Action Key Words	Complete Action	Task Force Notes	1	2	3
1	Expand information and education about the Port's role in our community	Provide information about the Port’s role and legal responsibilities within the broader state and national commerce transportation network, and the value of preserving blue and green collar jobs in our community.			✓	
2	Communicate community benefits of marine terminal operations	Communicate the various ways marine terminal operations benefit Thurston County through a widely distributed annual report.			✓	
3	Preserve and explain the Port's cargo policy and federal requirements	Maintain the Port’s policy to accept all safe and legal cargoes when the Port is adequately equipped to handle those products or materials without undue risk to community safety, per federal requirements, and pursue proactive recruitment of cargoes most likely to generate a positive return on investment.				✓
4	Pursue value-added manufacturing opportunities at marine terminal	Pursue and implement strategies that create “value-add” opportunities on marine terminal properties including manufacturing and processing.			✓	
5	Complete master plan and permitting for future marine terminal uses	Conduct and implement a marine terminal master plan and streamline the permit process for uses that meet policy goals.	Where appropriate, purchase related equipment to expedite business growth and revenue		✓	
6	Develop military and humanitarian cargo strategies	Identify and implement strategies for receiving and shipping military and humanitarian cargoes.				✓
7	Establish interlocal agreement to coordinate cargo handling logistics	Establish an Inter-Local Agreement (ILA) and standing coordination team with City of Olympia, Thurston County, law enforcement and other partners to exchange logistical information, facilitate information-sharing and design public communication and safety strategies.				✓
8	Make physical layout more welcoming around marine terminal	Coordinate with US Coast Guard and other partners to identify design solutions that lead to a more welcoming physical layout around the marine terminal area.			✓	
9	Provide information about Port tenants and related benefits or impacts	In partnership with shipping partners and marine terminal tenants, provide information to the public about the relative value of those operations and any related efforts to mitigate operational impacts.	e.g. truck routes, mobility, idling, fuel sources, time of travel, etc.			✓

Marina and Boatworks

Goal: Make investments and improvements that ensure Swantown Marina and Boatworks remains a premier and priority destination for visitors and tenants alike.

Community Priority Level

#	Action Key Words	Complete Action	Task Force Notes	1	2	3
10	Add amenities and access to water along peninsula	Add launch points, docking locations, storage and other infrastructure to expand water access for smaller boats and recreational vessels.		✓		
11	Improve and better-market Marina and Boatworks	Identify and implement competitive advantages and marketing that make Swantown Marina and Boatworks a preferred marina and repair destination.	e.g. price structures, new amenities, promote fuel dock in boat magazines			✓
12	Increase share of regional boat-based spending	Increase marketing and events to attract a larger share of regional boat-based spending.				✓
13	Enhance connection between Swantown and core downtown area	Facilitate access to the downtown area for visiting boaters and walkers originating at Swantown by adding way-finding signage, walking maps, transportation support (bikes, shuttle), public art or other creative measures.	May be implemented in coordination with marine terminal improvements	✓		

Destination Waterfront

Goal: Turn the Port Peninsula into a premier destination by adding attractions, increasing accessibility and maintaining a clean and safe environment.

Community Priority Level

#	Action Key Words	Complete Action	Task Force Notes	1	2	3
14	Establish task force to develop waterfront destination opportunities	Establish a waterfront Task Force to explore options and develop a marina-based destination concept that offers first-rate shopping and dining, recreation, public art and gathering places while ensuring connectivity with the existing downtown core.			✓	
15	Attract another anchor tenant to port peninsula	Either separate from or in conjunction with the action above, attract another anchor destination tenant to the Port Peninsula.				✓
16	Add amenities to Port Plaza and Market District	Add public restrooms, refuse and recycling containers, educational and interpretive displays and other amenities that enhance Port Plaza and the Market District.		✓		
17	Complete market study for sight-seeing boat tours	Complete a market analysis and seek vendors to offer seasonal recreational, sight-seeing boat tours.			✓	
18	Create waterfront event and destination guide	Create a waterfront destination guide (print/online) that lists activities, amenities and access points in collaboration with ODA and Experience Olympia & Beyond.			✓	
19	Work with City of Olympia to create more welcoming environment downtown	Collaborate with the City of Olympia and other partners on strategies to maintain a welcoming environment throughout downtown and the Port Peninsula.	i.e. homelessness, buildings, etc.	✓		
20	Work with City of Olympia on parking and access strategies downtown	Collaborate with the City of Olympia on parking and access strategies to better-accommodate destination visitors.			✓	

Countywide Economic Development and Real Estate Framework

Goal: Leverage the Port’s unique statutory authority to catalyze economic opportunities in partnership with local jurisdictions and economic development organizations.

Community Priority Level

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				1	2	3
21	Grow freight logistics, avionics, real estate, tourism, agriculture, food processing and storage, and manufacturing	Increase the Port’s capacity to market core assets and attributes to attract business and job creation opportunities such as intermodal freight logistics, avionics, real estate development, recreation and tourism, agriculture, food processing and storage, and manufacturing.			✓	
22	Create a business and economic development plan with defined priorities	Create a Business and Economic Development Plan that identifies key investment areas and desired outcomes.	Consider retail and/or commercial-industrial development plan for Tumwater properties, port’s role in “naturally made” initiative including brewing-distilling		✓	
23	Participate in workforce training partnerships	Participate in workforce training partnerships with K-12 and higher education institutions, Pac Mtn Workforce Development Council, local Chambers and the Thurston Economic Development Council.				✓
24	Create and support small and emerging businesses	Lead or partner in efforts to create and support small and emerging businesses.	e.g. light manufacturing, commercial kitchen	✓		
25	Support and invest in regional economic development activities	Become an active partner in the Thurston Economic Alliance and identify specific ways to support innovation, start-up businesses, catalyst projects and gap infrastructure investments.	May require trade-offs, where high return on investment projects replace under-performing ones		✓	
26	Leverage local and State partnerships to maximize levy authority	Pursue multi-jurisdictional and State partnerships to leverage additional levy authority.				✓
27	Support sustainable agriculture activities	Include support for agriculture and local products in the Port’s portfolio of economic development objectives.		✓		
28	Evaluate and pursue green-energy production alternatives	Undertake a green-energy production feasibility study to determine potential options on Port-owned land or via partnerships with other property owners or local jurisdictions.		✓		

Non-Trade Maritime Functions

Goal: Explore the potential for the Port to serve as a cruise ship destination and regional commuter node.				Community Priority Level		
#	Action Key Words	Complete Action	Task Force Notes	1	2	3
29	Participate in state-led ferry service studies	Continue to track State-led ferry service studies and evaluate the feasibility of the Port's potential role as the southernmost passenger terminal in South Puget Sound.		✓		
30	Explore the potential for offering or hosting water-taxi service	Evaluate the feasibility of establishing a "Mosquito Fleet" water-taxi system that provides limited-scale transportation service for commuters throughout South Puget Sound south of Tacoma.		✓		
31	Attract cruises and work with partners to maximize visitor experience	Attract and host cruise ships and coordinate with partners to ensure a positive visitor experience.			✓	

Airport Functions

Goal: Maximize the economic and community value of the Olympia Regional Airport in accordance with FAA Master Plan regulations.				Community Priority Level		
#	Action Key Words	Complete Action	Task Force Notes	1	2	3
32	Research regional airport best practices strategies	Research strategies used by other airports of similar size to determine best practices and opportunities.			✓	
33	Coordinate with partners on Tumwater development opportunities	Evaluate local government partners' economic development and land use needs and how they might be advanced using Port-owned properties.	Preserve property for long-term, high-priority development goals		✓	
34	Track feasibility for adding air commuter service	Continue to track regional air service feasibility.		✓		
35	Evaluate options for tourist, freight and private charter service	Evaluate options for private charter, tourist and freight transportation.	Coordinate with legislators, state agencies, lobbyists and regional businesses to determine how the airport might serve their needs		✓	
36	Explore options for making airport an aeronautical research and manufacturing hub	Explore options for expanding the Olympia Regional Airport's status as an aeronautical research and component manufacturing hub.			✓	
37	Support non-air-dependent manufacturing at airport properties	Support non-air-dependent manufacturing and services that can take advantage of the airport's/NMIC's geographic amenities and services.				✓

Environmental Sustainability

Goal: Emphasize sustainability in all planning and actions and provide regular updates to the community.				Community Priority Level		
#	Action Key Words	Complete Action	Task Force Notes	1	2	3
38	Sustain legacy pollution clean-up projects	Sustain legacy contamination clean-up projects and, where feasible, participate in new restoration programs with peer institutions and community groups.		✓		
39	Advocate for state investment in Puget Sound water quality efforts	Increase advocacy for state investment to help ensure a clean and thriving Puget Sound.	e.g. Model Toxics Control Act (MACTA) funding and other means	✓		
40	Distribute and provide updates on Sustainability Plan progress	Widely-distribute and periodically update the Port's Sustainability Plan, developed in cooperation with peer agencies, non-profit organizations and Tribal partners, and provide annual updates to interested parties.	Include info about past practices, current remediation plans and best practices now under consideration			✓
41	Maintain participation in 3 rd party sustainability certification programs	Continue Port participation in 3 rd party certification programs like Green Marine and Clean Marina and provide annual progress updates to the community.				✓
42	Study and implement key climate adaptation and mitigation actions	Study and implement priority climate adaptation and mitigation strategies in concert with local partners.	Start by completing sea-level response plan in coordination with City of Olympia, LOTT and State	✓		
43	Incorporate environment and remediation in cost-benefit analysis	Ensure equal consideration for environmental impacts (habitat, air, water, noise and air pollution, etc.) when evaluating the cost-benefit analysis of future Port projects or investments, and where appropriate, consider investment in economic development projects that also provide environmental benefits.	e.g. the remediation of brownfields	✓		

Administration

Goal: Improve the Port's ability to make decisions and resolve issues with focus on achieving its objectives and mission and implement Vision 2050 recommendations to become an innovative economic development leader.				Community Priority Level		
#	Action Key Words	Complete Action	Task Force Notes	1	2	3
44	Evaluate and implement governance structure improvements	Evaluate the Port Commission's governance structure, agenda and meeting formats and recommend measures to improve the Port's governing processes.			✓	
45	Explore viability of expanding to five Port Commissioners	Explore the potential benefits and impacts of expanding the Port Commission from three to five members.			✓	
46	Strengthen communication and trust between Commission and staff	Assess the roles and relationships between the Port Commission, the Executive Director and staff and identify and implement practices that will strengthen the integrity and trust of the Port of Olympia as a whole, both internally and externally, and ensure staff are not diverted from implementing priority projects.			✓	

47	Be transparent in budget planning and align actions with 2050 goals	Establish a transparent budgeting and financial accountability process and provide periodic workshops to show how the Port is performing and aligning investments with Vision 2050 community priorities.		✓		
48	Implement Vision 2050 action priorities	Support the Executive Director with implementing the pending priority recommendations in the Port of Olympia's Vision 2050 Strategy.			✓	
49	Update Port planning documents to align with Vision 2050 goals	Clarify, market, and position the Port's broader economic development strategy by performing a major update to the Port's Strategic Plan following the recommendations of Vision 2050.	A more comprehensive strategic plan should align with Comprehensive Scheme of Harbor Improvements, Development Guidelines, Airport Master Plan, Land Use Plan, and key findings of major studies		✓	

Funding and Finance

Goal: Develop a long-term finance strategy that supports the Port's mission and responsibility to generate sustainable economic and community development.				Community Priority Level		
#	Action Key Words	Complete Action	Task Force Notes	1	2	3
50	Tie tax levy to economic development actions that, as a whole, benefit broader Port district	Tie any future levy rate hikes or other revenue options to economic development strategies that, collectively, provide positive benefit to the broader Port District.	Show how the Port tax levy compares to other taxing jurisdictions		✓	
51	Pursue funding scenarios that earn public support	Evaluate a range of funding scenarios and the package of investments the Port could leverage with additional tax revenue. Include public outreach as a major component of this study to solicit input and establish community support for a potential successful ballot measure, if needed.		✓		
52	Develop long-term funding to support family-wage job creation	Develop long-term funding mechanisms that allow the port to seize opportunities and play a major role in creating family-wage jobs.		✓		

Communications, Engagement and Partnerships

Goal: Build community partnerships and expand communication and public participation strategies.

**Community
Priority Level**

#	Action Key Words	Complete Action	Task Force Notes	Community Priority Level		
				1	2	3
53	Conduct cost-benefit and public involvement for major decisions	On major investments, identify steps and methods to maintain transparency and communicate decision-making rationale.	e.g. complete cost/benefit analysis and share results in lay terms		✓	
54	Communicate community benefits of Port activities	Expand messaging about the value of investments that may not directly benefit Port but otherwise benefit the community.	Emphasize primary responsibility is community-wide economic opportunity vs. Port profit. Show comparison of other ports' revenue to frame fiduciary responsibilities and performance to community.		✓	
55	Provide clear and unified messages about Port investments and decisions	Expand or supplement the Port's communications team to craft clear unified messages and discussion points on major decisions and activities for delivery by Commissioners, Port staff, and project partners.			✓	
56	Broaden information and engagement to include the entire district	Increase efforts to inform and engage the entire Port District about the Port's mission, economic development activities and successes for all its lines of business.	Extend info to South County			✓
57	Ensure public participation evolves with new techniques and technology	Review the Port's public participation plan to identify actions to strengthen training for Commissioners and staff and expand the use of existing and emerging online public engagement technologies.			✓	
58	Create annual events and assets inventory to increase access and use	Create and distribute an annual Port "event series and asset inventory" to help foster sense of community and increase awareness.	Create a high-end aerial map clearly depicting which properties are actually under Port control			✓
59	Expand Port partnerships with other community organizations	Recognize and expand the Executive Director's role in establishing, maintaining, and strengthening partnerships across the county that can help mutually beneficial objectives that align with the Port's mission.			✓	
60	Develop a Community Recreation, Open-Space and Placemaking Strategy	Develop a district-wide Recreation, Open Space and Community Amenity Placemaking Strategy to promote involvement of community organizations and increase awareness of the Port's contributions to the community.	Create spaces for public to learn about marine-based industries and services (e.g. LOTT WET Center)	✓		