

A COMMUNITY-INFORMED  
PLAN FOR OUR FUTURE

Port Vision 2050 Action Plan



**PORT OF OLYMPIA COMMISSION**  
**Resolution 2019-08**

**A Resolution, of the Port of Olympia Commission, accepting and memorializing the elements of the Port Vision 2050 Action Plan.**

WHEREAS, the Port Commission is committed to accepting the Port Vision 2050 Action Plan for organizational focus for the future; and

WHEREAS, the Port Commission confirms their appreciation and gratitude to the numerous Vision Task Force members and Thurston County citizens for the time and effort to develop the Port Vision 2050 Action Plan; and

WHEREAS, the Port Commission desires a document that aligns investment and Port policy considerations with community goals, strengthens partnerships, and establishes a shared-vision for Port focus and impact; and

WHEREAS, the Port Commission desires a document that gives guidance to the Port and acts as a tool to communicate to staff, stakeholders, customers, and the community about visions for the Port of Olympia; and

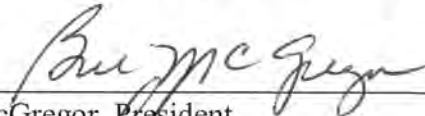
WHEREAS, the Port Commission recognizes that the Port Vision 2050 efforts will continue through the process of setting commission priorities and that the staff will continue to set annual action plans, it is our desire to memorialize the elements that make up the Port Vision 2050 Action Plan.

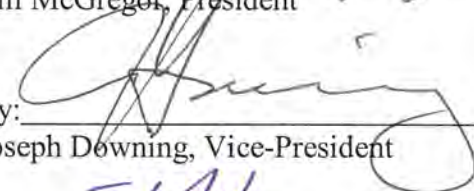
THEREFORE, BE IT RESOLVED that the Port of Olympia Commission accepts the content and material as set forth as Exhibit "A" attached to this Resolution and incorporated herein by such reference is for the purpose of providing a memorializing of our agreement.


THEREFORE, BE IT FURTHER RESOLVED that the Port Commission now wishes to delegate the authority to the Executive Director for planning the implementation of the Port Vision 2050 Action Plan that memorializes the elements in the Port Vision 2050 Action Plan to provide a focus to our efforts, clarity to our planning, and information to our stakeholders.

**ADOPTED** by a majority of the members of the Port Commission of the Port of Olympia, a majority being present and voting on this Resolution at a regular Commission meeting on August 26, 2019, as attested to by the signatures below of the Commissioners physically present this 26th day of August, 2019.

**PORT OF OLYMPIA COMMISSION**

By:   
Bill McGregor, President

By:   
Joseph Downing, Vice-President

By:   
E.J. Zita, Secretary



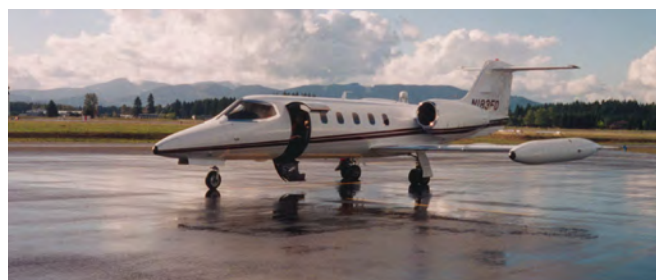
# Introduction

**Port of Olympia Vision 2050** is both a process and a product. The process engaged thousands of people in the often overlooked or misunderstood role, functions and potential of an institution that has been an integral part of our community's development for nearly a century; the product reflects their shared goals and priorities for the decades to come.

While Vision 2050 represents the Port's most comprehensive public engagement initiative to date, it is not the first time the Port has engaged the community in long-range planning. Most recently, the 1995 Comprehensive Plan, which included a visioning process, led to improvements many people take for granted today, including:

- Formation of Market District which now hosts community gems such as the Farmers Market, Port Plaza, Anthony's Homeport, Mercato, Panowicz and Dancing Goats
- Expansion of New Market Industrial Campus
- Development of the Swantown Boatworks
- Installation of boat launch parking and Billy Frank Jr. Trail
- Creation of the East Bay District, including space for the Hands-On Children's Museum
- Construction of a rail loop track at the Marine Terminal to attract and move larger cargoes
- Westbay Improvements including new wildlife area, and enhanced public access
- Recruitment of Tumwater's Comfort Inn and Guesthouse Inn

Vision 2050 presents a new opportunity to ensure Port focus and investments yield benefits and outcomes that align with community priorities. The Port is grateful to the thousands of residents, customers and visitors who contributed suggestions during this engagement process. We are equally appreciative of the time our diverse Vision Task Force dedicated to sorting, deliberating and converting those ideas into implementable actions. We will aspire to meet the community's priorities for the future and work diligently to ensure we bring this shared and balanced community vision to life.



# Vision 2050 Community Engagement Process

Port Olympia Vision 2050 is the result of an iterative, 14-month-long community engagement process. The overarching goal has been to proactively involve the community in shaping long-range Port goals and priority actions. As depicted below, the project launched with an extended “ideation” phase where the public was afforded a range of opportunities to share their personal vision, in their own words.



A diverse, 27-person Task Force analyzed over 10,000 ideas submitted by nearly 1,700 individuals and developed a set of proposed actions under ten umbrella goal areas. The broader community was then invited to review action proposals via an open house and online survey. The Task Force used input from more than 1,000 community review survey respondents to delineate three tiers of community priorities in the action plan. The following provides a summary of outreach activities and approaches:

## APPROACHES

- Website
- Online Survey
- Request a Conversation
- Personal Interviews
- Community Events Booth
- Intercept Surveys
- Group Presentations
- Social Media
- Press Releases
- Fact Sheet
- Port Tours

## TARGETED OUTREACH

- Audubon Society
- Capitol Land Trust
- Chambers of Commerce
- Climate Action Team
- Farmer’s Market Board
- High Schools & Colleges
- League of Women Voters
- Libraries
- Neighborhood Associations
- POCAC
- Port Commission Meetings
- Port E-Blast List
- Sierra Club
- Swantown Boat Launch
- Thurston Economic Development Council Members
- Thurston Conservation Voters
- Thurston Chamber Members
- Thurston Rotary Groups
- TRPC Email Distribution

## MEDIA

- 94.5 ROXY
- Coffee News
- Panorama Interview
- Thurston County Media
- Thurston Talk
- The Olympian
- Thurston Chamber Voice & Social Media
- Seaport Newsletter
- Yelm Chamber
- Facebook
- Instagram
- Twitter
- LinkedIn
- TRPC Social Media

# Vision 2050 Community Engagement Process, cont.

## COMMUNITY EVENT PARTICIPATION

- BOO-Coda
- Festival of the Steh Chass
- Fire/Police Golf Tournament
- Harbor Days
- Lacey Children's Entertainment
- Lacey in Tune Concerts and Movies
- Music in the Park – at Port Plaza
- Olympia Brewfest
- Olympia Downtown Alliance Third Thursday
- Olympic Air Show
- Summer Splash!
- Tenino Trail Days
- Thurston County Fair
- Tumwater Artesian Brew Fest

## PERSONAL INTERVIEWS

- Joe Downing, Port of Olympia
- Bill McGregor, Port of Olympia
- E.J. Zita, Port of Olympia
- Richard Wolf, POCAC Chair
- CM Arnold Cooper, Squaxin Island Tribe
- CM Harry Pickernell, Chehalis Tribe
- Hanford McCloud, Nisqually Indian Tribe
- Eric Johnson, WPPA
- Mayor Selby, Olympia
- Mayor Ryder, Lacey
- Mayor Kmet, Tumwater
- Mayor Fournier, Tenino
- Mayor Foster, Yelm
- Comm. Blake, Thurston County
- Comm. Hutchings, Thurston County
- Comm. Edwards, Thurston County
- Mayor Shaw, Rainier
- Councilor Alan Vanell, Bucoda
- Katie Wojke, Saint Martin's University
- John Carmichael, Evergreen State College
- Dr. Deb Clemens, North Thurston Schools
- Patrick Murphy, Olympia Schools
- John Bash, Tumwater Schools
- Brian Wharton, Yelm Community Schools
- Russell Olsen, PUD

- Bill Adamson, SS Military Communities Partnership
- Jeff Davis, Port Observer
- Marc Fedou, Callisons
- Walt Petit, Pettit Marine
- Mike Thielen, Glacier Aviation
- Jim Thomas, Weyerhaeuser
- Dave Wasson, Batdorf & Bronson
- Mark Williams, Olympia Area Rowing
- Pat Rants, Rants Group
- Josh Stottlemeyer, Stottle Winery
- Sam Merrill, Black Hills Audubon Society

## PRESENTATIONS

- Active Community Workgroups
- Coalition of Neighborhood Associations
- East Bay Neighborhood Assoc
- Energy & Climate Workgroups
- Gateway Rotary
- Grand Mound Project Public Mtgs
- High Schools & Colleges
- ILWU Local #47
- Jubilee
- Lacey Rotary
- League of Women Voters
- Local Food Network
- Marine Terminal Log Tenant Mtg
- Olympia Downton Alliance Board Mtg
- Panorama
- Quarterly Advanced Planners Mtg
- Rochester Project Public Mtgs
- STEDI
- TEA Branding & Communications Committee
- Technical Assistance Committee
- Thurston Chamber
- Thurston Regional Planning Council
- Thurston Thrives
- Transportation Policy Board
- Voluntary Stewardship Mtg
- WA State Farm Bureau
- Yelm Business & Real Estate Committee
- Yelm Chamber



# Port of Olympia 2050 Vision Statement

The 2050 vision statement encapsulates community aspirations for the institution over the long-term. It does not necessarily reflect how people perceive the way the Port looks, feels and functions today, but what it can become in the future.

*The Port is a trusted community institution that actively engages and communicates with the public it serves. It fulfills its primary role as Thurston County's economic engine by stimulating investment, fostering entrepreneurship, and facilitating transportation and commerce regionally and internationally. It is recognized as a cutting-edge leader in sustainable operations. It manages gathering places, recreational venues and other assets that enhance sense of place, and coordinates with partners on critical challenges and opportunities.*



# Vision Focus Areas

The Vision 2050 Task Force reviewed and organized input under three primary focus areas, including:

1. **Marine Terminal, Waterfront and Community Assets**
2. **Business Development, Infrastructure and Real Estate**
3. **Sustainability, Administration, Communications and Engagement**

Focus areas reflect major community input threads. Within the three focus areas, the Task Force has identified ten goals and proposed 59 specific actions. A summary version of focus areas, goals and actions is outlined below. A detailed implementation plan, including Task Force notes and community prioritization tiers, is provided in the Action Plan Matrix at the conclusion of this document.

## Focus Area: Marine Terminal, Waterfront and Community Assets

**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.**

### Action Summary

1. Expand information and education about the Port's role in our community
2. Communicate community benefits of marine terminal operations
3. Pursue value-added manufacturing opportunities at marine terminal
4. Complete master plan and permitting for future marine terminal uses
5. Develop military and humanitarian cargo strategies
6. Make physical layout more welcoming around marine terminal
7. Provide information about Port tenants and related benefits or impacts



## 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.**

### Action Summary

8. Add amenities and access to water along peninsula
9. Improve and better-market Marina and Boatworks
10. Increase share of regional boat-based spending
11. Enhance connection between Swantown and core downtown area

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

### Action Summary

12. Establish task force to develop waterfront destination opportunities
13. Attract another anchor tenant to port peninsula
14. Add amenities to Port Plaza and Market District
15. Complete market study for sight-seeing boat tours
16. Create waterfront event and destination guide
17. Work with City of Olympia to create more welcoming environment downtown
18. Work with City of Olympia on parking and access strategies downtown





## Focus Area: Business Development, Infrastructure and Real Estate

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

### Action Summary

19. Grow manufacturing, logistics, avionics, real estate, tourism, agriculture, food processing and storage.
20. Create a business and economic development plan with defined priorities
21. Participate in workforce training partnerships
22. Create and support small and emerging businesses
23. Support and invest in regional economic development activities
24. Support sustainable agriculture activities
25. Evaluate and pursue green-energy production alternatives

## Non-Trade Maritime Functions

**Goal:** Explore the potential for Port to serve as a cruise ship destination and regional commuter node.

### Action Summary

26. Participate in state-led ferry service studies
27. Explore the potential for offering or hosting water-taxi service
28. Attract cruises and work with partners to maximize visitor experience

# Vision Focus Areas, cont.

**Goal: Maximize the economic and community value of the Olympia Regional Airport in accordance with FAA Master Plan regulations.**

## Action Summary

- 29. Research regional airport best practices strategies
- 30. Coordinate with partners on Tumwater development opportunities
- 31. Track feasibility for adding air commuter service
- 32. Evaluate options for tourist, freight and private charter service
- 33. Explore options for making airport an aeronautical research and manufacturing hub
- 34. Support non-air-dependent manufacturing at airport properties

## Focus Area: Sustainability, Administration, Communications and Engagement

**Goal: Emphasize sustainability in all planning and actions and provide updates to the community.**

## Action Summary

- 35. Sustain legacy pollution clean-up projects
- 36. Advocate for state investment in Puget Sound water quality efforts
- 37. Distribute and provide updates on Sustainability Plan progress
- 38. Maintain participation in 3rd party sustainability certification programs
- 39. Study and implement key climate adaptation and mitigation actions
- 40. Incorporate environment and remediation in cost-benefit analysis

## Administration

**Goal: Improve the Port's ability to make decisions, achieve its objectives and mission and implement Vision 2050 recommendations to become an innovative economic development leader.**

## Action Summary

- 41. Evaluate and implement governance structure improvements
- 42. Explore viability of expanding to five Port Commissioners
- 43. Strengthen communication and trust between Commission and staff
- 44. Be transparent in budget planning and align actions with 2050 goals
- 45. Implement Vision 2050 action priorities
- 46. Update Port planning documents to align with Vision 2050 goals







**Goal: Develop a long-term finance strategy that supports the Port’s mission and responsibility to generate sustainable economic and community development.**

**Action Summary**

- 47. Tie tax levy to economic development actions that, as a whole, benefit broader Port district
- 48. Pursue funding scenarios that earn public support
- 49. Develop long-term funding to support family-wage job creation



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

**Action Summary**

- 50. Conduct cost-benefit and public involvement for major decisions
- 51. Communicate community benefits of Port activities
- 52. Preserve and explain the Port’s cargo policy and federal requirements
- 53. Establish interlocal agreement to coordinate cargo handling logistics
- 54. Provide clear and unified messages about Port investments and decisions
- 55. Broaden information and engagement to include the entire district
- 56. Ensure public participation evolves with new techniques and technology
- 57. Create annual events and assets inventory to increase access and use
- 58. Expand Port partnerships with other community organizations
- 59. Develop a Community Recreation, Open-Space and Placemaking Strategy



# Vision 2050 Implementation Structure

Successful visioning projects require follow-through. The following sections outline best-practices for vision implementation, reporting and accountability.

## Implementation Team

An Implementation Team (IT) will be created to facilitate, track and report on implementation progress. The IT will be comprised of Port staff, a liaison from the POCAC and two non-Port members representing the community. All members and terms of the IT will be selected by the Executive Director. The IT will report to the Executive Director. Key responsibilities include:

- Annual progress report and presentation
- Resource identification and troubleshooting
- Periodic community updates on specific highlights
- Periodic open houses to share and discuss results
- Management of Year-Five update program

## Action Owner Assignment

Each action will be assigned, by the Executive Director, to a lead responsible for ensuring the action moves forward. Lead assignments include scheduling, resource identification, oversight and progress reporting.

## Action Owner Reporting and Coordination

Each year, action leads will submit a progress report to the Implementation Team. Report categories include status, highlights, challenges, partner support and other relevant information. Progress and highlight information will be shared in the annual report. Challenges will be addressed by the Implementation Team, which may require additional coordination with the action lead and other partners.

## Annual Report

The Implementation Team will publish a progress report annually. The report will summarize overall progress, recognize partners and identify highlights or features from each Vision focus area. While the report may be published electronically and distributed to the Port's contact list, print copies should also be produced for display in Port offices and for use in community presentations. Annual report findings will be presented to the Commission annually.

## Vision 2050 Relationship to Other Port Guiding Documents

While Vision 2050 includes a distinct community-defined action plan, it will also be used to inform other guiding documents including:

- Scheme of Harbor Improvements
- Strategic Plan
- Environmental Sustainability Plan
- Annual Budget
- Land Use Plan
- Airport Master Plan
- Development Guidelines

The Port will work to incorporate Vision 2050 goals and actions into each of these plans and related policies as they are updated over time.

## Action Implementation Phasing

Proposed actions are phased to occur over a thirty-year period to reduce budgetary and other resource impacts. Phasing is based on a variety of factors including Community Review survey results, the Port's internal staffing and funding capacity and sequence logic – i.e. some actions must occur before others can be advanced.

## Five-Year Action Plan Update

While the vision and goal areas should be long-range, the action plan should be updated every five years. In addition to facilitating an ongoing connection with the community, periodic updates will enable the Port to add new opportunities, take advantage of evolving approaches and technology, and integrate input from new residents.

## Indicators

In the future, the Port may develop progress indicators to measure impact at a more granular level. For now, progress will be measured by the number of actions implemented or underway. Because action leads are providing annual progress reports on their action(s), the Implementation Team will be able to share a wider range of empirical and anecdotal highlights with the broader community.

# Action Plan

The detailed action plan begins on the following page. Each action includes a number, set of key words, for easy reference and a priority level based on the community review survey results. In some cases, the Task Force has included additional notes for the implementing partner.



## Top-Rated Community Review Actions

1. Sustain legacy **pollution clean-up projects in Budd Bay**
2. Advocate for state investment in Puget Sound **water quality** efforts
3. Work with City of Olympia to create more **welcoming downtown**
4. Be transparent in budget planning and **align actions with 2050 goals**
5. Add **amenities and access to water** along port peninsula
6. Enhance **connection between Swantown and core downtown** area
7. Develop long-term funding to support **family-wage job creation**
8. Evaluate and pursue **green-energy production** alternatives
9. Pursue funding scenarios that **earn public support**
10. Participate in state-led **ferry service** studies and analysis
11. Study and implement key **climate adaptation and mitigation** actions
12. Create and support **small and emerging businesses**

# Port of Olympia 2050 Action Plan Matrix

<b>Marine Terminal</b>						
<b>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.</b>						<b>Community Priority Level</b>
<b>#</b>	<b>Action Key Words</b>	<b>Complete Action</b>	<b>Task Force Notes</b>	<b>1</b>	<b>2</b>	<b>3</b>
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	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.			✓	
4	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		✓	
5	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.			✓	
6	Develop military and humanitarian cargo strategies	Identify and implement strategies for receiving and shipping military and humanitarian cargoes.				✓
7	Provide information about Port tenants and related benefits or impacts	In partnership with shipping partners and terminal tenants, provide information to public about value of operations and related efforts to mitigate 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	Community Priority Level		
				1	2	3
8	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.		✓		
9	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	✓		
10	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			✓
11	Increase share of regional boat-based spending	Increase marketing and events to attract a larger share of regional boat-based spending.				✓

# Port of Olympia 2050 Action Plan Matrix, cont.

<b>Destination Waterfront</b>						
<b>Goal: Turn the Port Peninsula into a premier destination by adding attractions, increasing accessibility and maintaining a clean and safe environment.</b>						<b>Community Priority Level</b>
<b>#</b>	<b>Action Key Words</b>	<b>Complete Action</b>	<b>Task Force Notes</b>	<b>1</b>	<b>2</b>	<b>3</b>
12	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.	✓		
13	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.		✓		
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	Complete market study for sight-seeing boat tours	Complete a market analysis and seek vendors to offer seasonal recreational, sight-seeing boat tours.			✓	
16	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.			✓	
17	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.			✓	
18	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.				✓

## 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

#	Action Key Words	Complete Action	Task Force Notes	Community Priority Level		
				1	2	3
19	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	✓		
20	Evaluate and pursue green-energy production alternatives	Undertake a green-energy production feasibility study to determine options on Port-owned land or via partnerships with other owners or local jurisdictions.		✓		
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/commercial-industrial development plan for Tumwater, port role in “naturally made” initiative including brewing-distilling		✓	
23	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		✓	
24	Support sustainable agriculture activities	Include support for agriculture and local products in the Port’s portfolio of economic development objectives.			✓	
25	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.				✓



# Port of Olympia 2050 Action Plan Matrix, cont.

<b>Non-Trade Maritime Functions</b>						
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
26	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.		✓		
27	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.		✓		
28	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	Community Priority Level		
				1	2	3
29	Track feasibility for adding air commuter service	Continue to track regional air service feasibility.		✓		
30	Research regional airport best practices strategies	Research strategies used by other airports of similar size to determine best practices and opportunities.			✓	
31	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		✓	
32	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		✓	
33	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.			✓	
34	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.			✓	

# Port of Olympia 2050 Action Plan Matrix, cont.

<b>Environmental Sustainability</b>							
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	
35	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.		✓			
36	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	✓			
37	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	✓			
38	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	✓			
39	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			✓	
40	Maintain participation in 3rd party sustainability certification programs	Continue Port participation in 3rd party certification programs like Green Marine and Clean Marina and provide annual progress updates to the community.				✓	

## Administration

**Goal: Improve the Port's ability to make decisions, resolve issues, achieve 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	Community Priority Level		
				1	2	3
41	Be transparent in budget planning and align actions with 2050 goals	Establish a transparent budgeting and financial accountability process and provide workshops to show how Port is performing and aligning investments with Vision 2050 community priorities.		✓		
42	Explore expanding to five Port Commissioners	Explore potential benefits and impacts of expanding Port Commission from three to five members.			✓	
43	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.			✓	
44	Implement Vision 2050 action priorities	Support the Executive Director with implementing the pending priority recommendations in the Port of Olympia's Vision 2050 Strategy.			✓	
45	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.	Land Use Plan, Comp Scheme of Harbor Improvements, Development Guidelines, Airport Master Plan		✓	
46	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.				✓



# Port of Olympia 2050 Action Plan Matrix, cont.

<b>Funding and Finance</b>								
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		
47	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.		✓				
48	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.		✓				
49	Tie tax levy to economic development that 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		✓			

<b>Communications, Engagement and Partnerships</b>								
Goal: Build community partnerships and expand communication and public participation strategies.						Community Priority Level		
#	Action Key Words	Complete Action	Task Force Notes	1	2	3		
50	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		✓			
51	Communicate community benefits of Port activities	Expand messaging about the value of investments that may not directly benefit Port but otherwise benefit the community.	Primary responsibility: community economic opportunity vs. Port profit. Compare to peer port performance.		✓			
52	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.				✓		

## Communications, Engagement and Partnerships, cont.

Goal: Build community partnerships and expand communication and public participation strategies.				Community Priority Level		
#	Action Key Words	Complete Action	Task Force Notes	1	2	3
53	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)	✓		
54	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.			✓	
55	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		✓	
56	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.			✓	
57	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 high-end aerial map depicting properties under Port control		✓	
58	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.			✓	
59	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.				✓

# Acknowledgements

## Vision 2050 Task Force

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