

Organizational structure Matrix

	Port District	CBI/EDC	City	For Profit Entity	Non-Profit Entity
Critical Issue Component					
Organization has internal capacity for management of a business park, inclusive of leasing, management of common areas	Port of Olympia has the history with land and facility management - and has current lease customers utilizing port owned property and facilities	EDC / CBI does not have within its operations this set of skills nor the capacity to do this work	City of Tenino has a history of working with vendors, but not a land facilities capacity	A new for profit entity could be formed that has this as its core mission and business model. There are firms that provide expertise in land and facilities leasing - property management	Non profit would most likely be a 501c3 or c4 entity that allows for chartable contributions to help offset operation costs. Non profit would have a board of directors that it reports to
Organization has the legal authority to conduct such operations	Yes	Yes - however, the operations would have to be approved by its separate board of directors	Yes	Yes	Yes - however, the operations would have to be approved by its separate board of directors
Organization has the marketing background to promote the success of the park	Yes	Yes - recruitment and retention are central to the mission of the EDC	Whether or not the city has the capacity to do this would have to be researched	Yes	A new non-profit that could be established would have to have this element as part of the by-law structure of the organization
Organization has the expertise in land planning, development	Yes	No	City currently contracts for such services via SCJ in role of city planner	Yes	A new non-profit that could be established would have to have this element as part of the by-law structure of the organization

Maintains expertise in the recruitment and location of business investment	Yes	Yes	No	Yes	A new non-profit that could be established would have to have this element as part of the by-law structure of the organization
Maintains expertise in development of land – costing, leasing, etc.	Yes – though capacity may be an issue and should be addressed by the Port	No	No	Yes	To be determined
Fundraising capacity – both public and private	Has the capabilities to provide some of its own debt capacity for funding of project – though it should be addressed as to whether or not this is a core mission that the Commissioners would be willing to undertake as a finance model	Yes – EDC has a history of raising funds from both the public and private sector.	Has the history of raising funds from the public sector	Yes	To be determined
Maintains connections with technical service providers – education – workforce development	This is not a core element of the current Port operations	Yes – EDC sits on numerous boards and task forces – and has a history of workforce development grants and projects	This is not a core element of the current City operations	Yes	To be determined
Provide finance assistance	No	Yes – EDC has two finance mechanisms that could be utilized	No	No	To be determined
Provide business development – financing, market assessment	Has the capabilities for market assessment and linkages	Yes	No	Yes	To be determined

Tenino / SW Washington Agriculture Business & Innovation Park

Vision

The SW Washington Agriculture Business & Innovation Park catalyzes community prosperity by providing a physical location for the processing of agriculture products, supports long term employment for the region's youth by providing access to training and hands-on experience, and technical assistance and training that accelerate the success of start-up and growing companies and the high-wage, high-value jobs they create within the agriculture economic sector.

Core Services Provided Within the Park

- Business Park operations
- Facility lease for operations – which are inclusive of
 - agriculture related operations – processing, packaging, and brewing/distilling
 - agriculture related educational and workforce development supportive programs (both class room and hands-on settings)
 - promotional activities in support of local agricultural activities (tasting rooms, etc.)
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Business Center Goals

- Foster a culture of innovation and entrepreneurship
 - Marketing/Messaging
 - Special Initiatives
 - Future home of the Center for Business & Innovation (a branch of the existing facility in Lacey)
 - Operate from and foster a sense of abundance and shared mission
- Enhance target industry productivity and growth
 - Business Retention and Expansion
 - Data analysis and market research
 - Industry Cluster Projects
- Serve as a point of entry and catalyst for all business development needs within the agriculture sector
 - Flex space and services for business
 - Business recruitment, relocation and real estate services
 - Direct supplier to local food markets
 - Direct supplier to local craft brewing/distilling/cider operations
- Streamline the delivery of workforce development, education and business training services for agriculture production employment opportunities
 - Facilitate training, business development and re-employment opportunities
 - Contribute to an increase in per capita educational attainment levels
- Actively participate in economic development planning and decision-making
 - Food HUB for SW Washington
 - Projects: STEDI, Bountiful By-way, Ag-Tourism

Affiliates – Partners (in the Park)

- City of Tenino
- Thurston County
- Port of Olympia
- WSU Extension Services (Lewis and Thurston County)
- Thurston Conservation District
- Thurston EDC/CB&I
- NW Agriculture Business
- STEDI
- Centralia Community Collage
South Puget Sound Community College
- Lewis EDC
- Port of Centralia
- Port Chehalis
- Farming and agriculture associations

Customers – who are served by the resources of the Park

- Private sector food processing
- Education and employment training – individuals participating in training and workforce development
- Brewers and distillers (with their operations and potentially with tasting rooms)
- Entrepreneurs, small businesses, and start-up operations
- The Park will act as a food HUB for all of SW Washington

While it is recognized that the City of Tenino owns the land on which the business park will operate – it is recognized that the success of the park – both its conception and funding for development, and its operations – must be a carefully constructed management structure that enables the stakeholders and city to meet the overarching goal as stated above. The following is a matrix of issues that have been identified as critical in addressing and incorporating into any final strategy implemented towards a successful Park.

Task force and or advisory group

It was identified early on in the visioning of this project, that the a task force and or an advisory group be formed to ensure that the issues critical to the park's success were identified and addressed in the management of the Park. It is anticipated that this group be inclusive of, and not solely of: City of Tenino, Thurston EDC/CB&I, Northwest Agriculture Business Center (NABC), Thurston Regional Planning Council, SCJ Alliance, Agriculture and employer sector, community college and or workforce training.