

## COMMUNITY GOALS

### Goal 1. Strengthen community outreach and communication.

**Strategy 1.a.** Increase opportunities to educate the community about port activities, including port tours and the lecture series.

**Strategy 1.b.** Use a variety of mediums, including social media, to reach a wide and diverse audience about port programs and activities.

**Strategy 1.c.** More clearly communicate the review process for new commodities and tenants to evaluate economic, financial, environmental, community, and other impacts.

#### INTENT

*To support transparency and maintain strong communications with neighborhoods and the community.*

### Goal 2. Build partnerships to advance and communicate shared goals.

**Strategy 2.a.** Create program by which port commissioners, leaders and staff discuss opportunities, port goals, and progress with partners, including port tenants, labor organizations, municipalities, tribes, non-profit organizations, neighboring ports, educators, and the business community.

**Strategy 2.b.** Develop a program in which port employees proactively participate in environmental stewardship programs, business development activities, education and work force development, and other volunteer activities.

**Strategy 2.c.** Pursue opportunities to share port knowledge and resources with community partners to advance shared goals.

#### INTENT

*To embrace common community goals and leverage the effectiveness of partnerships.*

### Goal 3. Implement the vision of a destination waterfront at Terminal 1.

**Strategy 3.a.** Build a public marketplace on the Columbia River.

**Strategy 3.b.** Create a financially independent business model at Terminal 1 by securing long-term partnerships to support the operating and capital costs.

**Strategy 3.c.** Support public enjoyment and tourism through activities such as river cruises and events at Terminal 1.

**Strategy 3.d.** Explore partnerships in arts, culture, and history interpretation.

#### INTENT

*To create an iconic destination that honors the port's birthplace, serves as a gateway to the state, creates access to the Columbia River, and promotes tourism and economic development.*

**Goal 4. Provide trails and public access opportunities on port properties.**

**Strategy 4.a.** Create a Trails and Access Plan.

**Strategy 4.b.** Identify opportunities and events to increase public access on port property.

**Strategy 4.c.** Seek funding opportunities to expand the Renaissance Trail as well as the portside trail system.

**INTENT**

*To provide opportunities for the community to experience and connect with habitat, waterways, and other natural amenities on port property.*



## ECONOMIC DEVELOPMENT GOALS

### Goal 1. Support local efforts to maintain an adequate supply of commercial and industrial real estate.

**Strategy 1.a.** Work with the Columbia River Economic Development Council (CREDC) and other partners to identify and seek consensus on a minimum available land supply to support a reasonable expansion of the job sector, and further define the port's longer-term role in maintaining that inventory.

**Strategy 1.b.** Develop an actionable plan for the development and expansion of existing industrial and commercial port property, including the entitlement process (permitting) for undeveloped properties.

**Strategy 1.c.** Recommend a 20-year land use strategy that key properties that would help to achieve long-term port and community economic goals.

**Strategy 1.d.** Support development of shovel-ready sites within the port district with the necessary and appropriate infrastructure, including broadband and utilities.

**Strategy 1.e.** Take an active role in participating in regional economic development efforts and be a vested stakeholder with partner organizations.

#### INTENT

*To attract businesses seeking to locate and create jobs in our community.*

### Goal 2. Take a leadership role in supporting regional, multi-modal transportation and improving freight mobility.

**Strategy 2.a.** Convene key stakeholders to address specific issues of concern regarding freight mobility that directly impact the port and its tenants, including river, road, and rail.

**Strategy 2.b.** Support and track regional discussions on issues such as the I-5 Bridge, commercial surface transportation, and impacts on local roads, and regional access.

**Strategy 2.c.** Work with sister ports, advocacy groups, and associations to ensure continued operations and maintenance of the Columbia River channel.

**Strategy 2.d.** Work with local, state, and federal elected officials to support and promote the importance of freight mobility.

#### INTENT

*To capitalize on the port's reputation as a knowledgeable and experienced entity with a clear public purpose role that can provide leadership in the community on key transportation and freight mobility issues.*

**Goal 3. Support the development of a skilled workforce to align with regional needs and increase job opportunities across the port district.**

**Strategy 3.a.** Partner with local businesses and associations to support workforce development programs.

**Strategy 3.b.** Meet with port tenants to discuss workforce challenges, apprenticeship, and training opportunities.

**Strategy 3.c.** Participate in appropriate local business and workforce development associations. Partner with local colleges, high schools, skill centers, and vocational training programs to support education and workforce development, particularly for manufacturing and trade-related jobs.

**Strategy 3.d.** Support apprenticeship and vocational training opportunities for port public works projects.

**Strategy 3.e.** Establish an apprenticeship program for port trade employees.

**INTENT**

*To meet the workforce needs of our region and to provide family-wage jobs and training opportunities.*



## ENVIRONMENTAL GOALS

**Goal 1. Protect air quality, water resources, and land managed by the port through deliberate and proactive efforts in all aspects of the port's operations.**

**Strategy 1.a.** Develop a Climate Action Plan through analysis of internal programs and policies, regulatory and voluntary emission programs, and best practices, consistent with the port's commitment to sustainability.

**Strategy 1.b.** Implement storm water management practices that include innovative strategies to protect water quality, such as targeted treatment media, enhanced Grattix boxes, and floating treatment wetlands.

**INTENT**

*To ensure the port is protecting regional environmental quality.*

**Goal 2. Maintain the port's Sustainability Program to ensure that port operations are based on economic, environmental, and social values.**

**Strategy 2.a.** Maintain Sustainability Program and ensure all departments are represented on Sustainability Committee.

**Strategy 2.b.** Integrate the goals of the port's Sustainability Program into other planning documents, such as the Annual Budget and Comprehensive Scheme of Harbor Improvements.

**INTENT**

*To promote sustainable practices in port operations.*

**Goal 3. Strengthen community connections by actively engaging with our environmental stakeholders.**

**Strategy 3.a.** Develop an outreach mechanism to discuss stewardship programs at the port.

**Strategy 3.b.** Work with partners to create ecological benefit and improved operating and permitting efficiencies.

**Strategy 3.c.** Establish regular communications with tribal entities.

**Strategy 3.d.** Seek ways to improve the stewardship of our industry and region by sharing knowledge and technology.

**INTENT**

*To build partnerships, support regional initiatives, and share port expertise.*

## FINANCIAL GOALS

### Goal 1. Strengthen the port's financial sustainability.

**Strategy 1.a.** Pursue business opportunities that increase cargo volumes, maximize utilization of port assets, and achieve revenue goals.

**Strategy 1.b.** Develop tools to analyze and report the financial viability of the movement of individual commodities.

**Strategy 1.c.** Support a diverse revenue base through tax, industrial, marine, commercial, and grants, when strategically appropriate.

**Strategy 1.d.** Continually improve the precision of the Port's ten-year operating and capital forecast with key informative metrics.

#### INTENT

*To ensure long term fiscal stability that provides the ability to provide economic benefit to the community and the region.*

### Goal 2. Develop and communicate a long-term strategy for the use of property taxes and debt financing policies and tools.

**Strategy 2.a.** Identify a tax strategy that addresses long term use of taxes.

**Strategy 2.b.** Develop a strategy to address debt financing options, including general obligation bonds, revenue bonds, and other financing tools.

#### INTENT

*To understand the use of property taxes and other financial solutions in the port's long-term financial strategy.*

### Goal 3. Develop a rolling 20-year comprehensive, scheduled maintenance plan to maximize operational capacity, efficiency and life expectancy of port assets.

**Strategy 3.a.** Continue to expand uses of technology to develop tools to support maintenance and management of port assets.

**Strategy 3.b.** Develop and implement a pro-active ten-to twenty-year repair and replacement plan for building, fleet, rail, and infrastructure assets.

**Strategy 3.c.** Assess future space planning needs and develop long-term plan.

#### INTENT

*To adequately project maintenance costs to protect the value of the Port's investments, minimize unexpected interruption of the performance of facilities, and inform future financial analysis.*



## MARINE AND INDUSTRIAL BUSINESS GOALS

### Goal 1. Pursue opportunities that utilize the Port's property and infrastructure investments to create jobs and support the economy.

**Strategy 1.a.** Prioritize and increase marketing efforts to new businesses that support innovative, clean energy projects.

**Strategy 1.b.** Increase marketing efforts to pursue business opportunities that increase cargo volumes, maximize utilization of port assets, and achieve revenue goals.

**Strategy 1.c.** Maximize utilization of rail infrastructure to support the efficient movement of commodities.

#### INTENT

*To capitalize on infrastructure investments and capacity of the port's marine terminals to support jobs and economic growth.*

### Goal 2. Ensure the port's cargo portfolio is diversified by leveraging resources to respond to customer needs and market demands.

**Strategy 2.a.** Develop an understanding of global markets and reinforce strong relationships with customers to ensure the port can adapt to market conditions and competitively attract new cargo opportunities.

**Strategy 2.b.** Extend contracts with existing customers.

**Strategy 2.c.** Market business resources and incentive programs, including Foreign Trade Zone (FTZ), to existing and potential businesses.

**Strategy 2.d.** Conduct study of port operational capacity to handle high and heavy cargo and roll-on/roll-off cargo.

**Strategy 2.e.** Evaluate future investment in marine and industrial development at Columbia Gateway.

#### INTENT

*To provide a diverse cargo portfolio that ensures financial resiliency and maintains business continuity for customers.*

### Goal 3. Continue to play a key role in maintaining navigability of Columbia River System, including berthing systems, anchorage, turning basins, and the main channel.

**Strategy 3.a.** Work with industry associations, policy makers, and elected officials at the local, state and federal levels to continue supporting the critical role of navigation for international trade and the regional economy.

#### INTENT

*To ensure long-term accessibility to a navigable waterway that supports the size and depth of cargo ships, barge traffic, and leisure cruises within the Port's market sectors.*

**Goal 4. Support growth and economic opportunities for existing tenants and strengthen outreach.**

**Strategy 4.a.** Act as a resource and regularly reach out to existing tenants to assess business, workforce, and facility needs, and to provide support for opportunities.

**Strategy 4.b.** Establish quarterly tenant events with informational speakers and a platform for networking.

**Strategy 4.c.** Provide regular communications with current tenants and points of contact with port staff.

**INTENT**

*To continually strengthen the business partnership and communication with port tenants to support their growth and contribution to jobs and prosperity for our region.*





## ORGANIZATIONAL GOALS

**Goal 1. Recruit and retain talented and diverse staff who support effective internal and external communications, continuous improvement and innovation of port business and service to the community.**

**Strategy 1.a.** Incorporate goals of the strategic plan into the port's operations and develop on-going communications about staff's role in measuring progress.

**Strategy 1.b.** Analyze staffing levels and develop staff resource and succession plan.

**Strategy 1.c.** Develop staff recognition program.

**Strategy 1.d.** Develop a training and leadership program that aligns port goals and employee growth.

**Strategy 1.e.** Proactively support employee diversity.

### INTENT

*To ensure continuity and institutional knowledge of port operations, programs, and markets in the implementation of its mission.*

**Goal 2. Ensure alignment of key port planning documents.**

**Strategy 2.a.** Align key documents to reflect new Strategic Plan.

**Strategy 2.b.** Annually review and update core planning documents to reflect best management practices and statutory requirements.

### INTENT

*To effectively communicate and ensure alignment of port priorities.*

**Goal 3. Analyze risks and develop a plan for business continuity, resiliency, and disaster recovery.**

**Strategy 3.a.** Create risk assessment document that includes buildings, fleet, rail and infrastructure; staffing; information technology; financial & commodities; and operational components.

**Strategy 3.b.** Develop plan to address risk assessment and ensure community safety and business continuity.

**Strategy 3.c.** Finalize emergency preparedness plan and develop comprehensive training program for staff.

### INTENT

*To be prepared for disruptive events and trends and be able to chart the quickest road to recovery to restore normal operations.*

