

Port of Port Angeles 2015 Strategic Plan Summary  
 (Draft for outreach purposes)  
 4/14/15 Commission Input

**Our Vision:**

A Prosperous Clallam County.

**Our Mission:**

We bring people, resources and industry together to foster living wage jobs.

**Our Values:**

- **Leadership-** Bringing together private and public entities in the community to lead Economic Development
- **Stewardship-** Responsibly managing resources for long term sustainability and to quickly respond to new opportunities.
- **Integrity-** Doing the right thing in a responsive manner.
- **Excellence-** Striving for continuous improvement.
- **Accountability-** Willingness to accept responsibility and embrace professional and ethical standards.
- **Transparency-** Openly sharing information with the public by explaining actions, decisions and resulting consequences.



**Our Targets: Five in Five Years**

1. Use Port resources to assist industry efforts to create 1250 new jobs by 2020
2. Increase Revenue Diversification by increasing non-timber dependent revenue at the Marine terminal by 30% by 2020.
3. Re-establish daily commercial air service to SeaTac by March 2016 with sustained service past 2020.



4. Achieve a reliable and sustainable Timber Harvest by 2020.
5. Complete the Port's up-land clean-up and develop the Marine Trades industrial park by 2020.

### **Our Five Year Goals**

#### **Goal 1: Aggressively market the Port and invest in strategic infrastructure to foster living wage jobs.**

Initiative 1: Create a Marine Trades industrial park, develop 50 acres of industrially zoned waterfront properties and 25 acres of industrial airport properties.

Initiative 2: Promote innovative value-added wood products manufacturing while working to achieve a reliable and sustainable Timber Harvest.

Initiative 3: Market and leverage the CRTC to bring composite companies, research and investment dollars to Clallam Co.

Initiative 4: Acquire strategically located industrial property for future development

Initiative 5: Establish and maintain sustainable air service between CLM-SEA

#### **Goal 2: Assure Sound Financial and Economic Return on Port Assets**

Initiative 1: Annually generate a positive cash flow.

Initiative 2: Secure ten new tenants to increase revenue diversification.

Initiative 3: Preserve asset value through strategic investments.

Initiative 4: Achieve 90% occupancy in Port owned buildings.

#### **Goal 3: Improve Environmental Performance**

Initiative 1: Complete cleanup of the Port's upland contaminated Sites

Initiative 2: Take lead in the western Port Angeles harbor clean-up

Initiative 3: Ensure Port properties are in compliance with Department of Ecology Stormwater permits.

Initiative 4: Develop an environmental management system to prioritize investments and achieve responsible oversight of port properties.

#### **Goal 4: Enhance Stakeholder Engagement and Outreach Efforts**

Initiative 1: Provide excellent customer service as measured by customer satisfaction surveys.

Initiative 2: Foster coordinated efforts with other public agencies.

Initiative 3: Engage Citizens in Port activities.

Initiative 4: Provide Economic Development leadership within the County to enhance job creation.