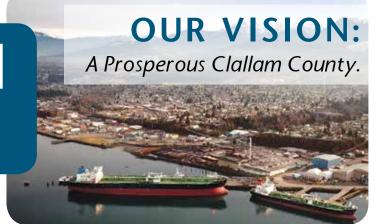
# STRATEGIC PLAN

2016-2021

Updated May 2021





Board of Commissioners: Colleen McAleer, District 1 Steven Burke, District 2 Connie Beauvais, District 3

Geoff James, Executive Director



### **OUR MISSION:**

We bring people, resources and industry together to foster economic prosperity and 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

Accepting responsibility and embracing professional and ethical standards.

TRANSPARENCY

Openly sharing information with the public by explaining actions, decisions and resulting consequences.

# OUR TARGETS: FIVE IN FIVE YEARS



Use Port
resources to assist
industry efforts to
create 1250 new jobs
by 2020.



Increase revenue diversification by increasing non-timber dependent revenue at the Marine Terminals by 30% by 2020.



Re-establish daily commercial air service at Fairchild International Airport.



Strive to achieve a reliable and sustainable timber harvest by 2020.



Complete the Port's upland clean-up and develop the Marine Trades Industrial Park by 2020.

# OUR GOALS:

AGGRESSIVELY MARKET THE PORT AND INVEST IN STRATEGIC INFRASTRUCTURE TO FOSTER LIVING WAGE JOBS.

- Initiative 1: Expand maritime commerce through the development of the Marine Trades Industrial Park and additional acres of industrially zoned waterfront 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 Composite Recycling Technology Center (CRTC) to bring composite companies, research and investment dollars to Clallam County.
- **Initiative 4:** Acquire strategically located industrial property for future development.
- **Initiative 5:** Establish and maintain sustainable air service at Fairchild International Airport. Secure TSA service if available.
- **Initiative 6:** Develop 25 acres of industrial airport property.



#### IMPROVE ENVIRONMENTAL PERFORMANCE.

- Initiative 1: Complete clean-up of the Port's upland contaminated sites.
- **Initiative 2:** Demonstrate leadership 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 (EMS) to prioritize investments and achieve responsible oversight of Port properties.



#### ENHANCE STAKEHOLDER ENGAGEMENT AND OUTREACH EFFORTS.

- Initiative 1: Provide excellent customer service.
- **Initiative 2:** Foster partnerships with other public agencies in furtherance of economic development.
- Initiative 3: Engage citizens in Port activities.
- **Initiative 4:** Advocate to advance the development and retention of a diversified and skilled workforce within the County.







ON PORT ASSETS.

**Initiative 2:** Actively market available Port properties and maintain minimum 90% occupancy in Port-owned buildings.

ASSURE SOUND FINANCIAL AND ECONOMIC RETURN

- **Initiative 3:** Preserve and create asset value through strategic investments.
- Initiative 4: Leverage Port resources to attract public and private capital.









