

Port of Arlington Strategic Business Plan 2023-2033



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Prepared by
Port of Arlington
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Table of Contents	Page
Acknowledgements	4
Executive Summary	5
Plan Organization	6
Chapter 1. Port History and Mission	7
A. History	8
B. Mission Statement	9
C. Strategic Vision	9
D. Port Goals/Strategic Objectives	9
E. Strategic Planning Process	11
Chapter 2: Port Overview	12
A. Port Description	13
B. Port Owned Property	13
C. Port Financial Resources	18
D. Port Principles, Policies and Procedures	20
E. Financial and Market Conditions	21
Chapter 3: Defining the Opportunity	23
A. Port District Demographic Profile	24
B. District Economic Profile	26
C. Trends for Regional, State and National Key Industries	27
D. Community Role	28
E. Analysis	28
Chapter 4. Policy Context	30
A. Threshold Statement	31
B. Oregon Revised Statutes (ORS) Chapter 777	31
C. Oregon Revised Statutes (ORS)Chapter 198	32
D. Planning and Environmental Compliance Issues	32
E. Statewide Planning Goals	32
F. Statewide Port Strategic Plan Recommendations	33
G. Local and regional plans	34
H. Political Context and Analysis	35
I. Demographic Changes	36
Chapter 5. Situational Analysis	37
A. Strengths, Weaknesses, Opportunities and Threats Analysis	38
B. Stakeholder Outreach	41
C. Critical Issues	43
D. Demand Analysis	45
E. District Needs	47
F. Emergency Management	47
G. Risk Analysis	47
H. Port Direct Impact on Jobs	47
Chapter 6: Strategic Business Plan Goals, Objectives, and Action Plans	49

Port of Arlington Strategic Business Plan

A. Property Goals	50
B. Management Goals	55
C. Financial Goals	56
D. Environmental Goals	57
E. Marketing Goals	58
F. Economic Development Goals	59
G. Emergency Management/Resiliency Goals	59
H. Community Goals	60
Chapter 7. Capital Improvement Plan	61
A. Overview	62
B. Long-Term Planning	62
C. Capital Improvement List	63
D. Potential Funding Sources	66
Appendix A: Port Property Inventory by Tax Lot	70
Appendix B: Annual Checklist for Reviewing Strategic Business Plan	71
Appendix C: Stakeholder engagement report	77
References	105

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The Port of Arlington acknowledges and appreciates the community stakeholders who made contributions to this plan through their feedback in interviews and the online survey.

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Executive Summary

The mission of the Port of Arlington is to support the creation, retention, expansion and recruitment of businesses and jobs that will enhance the economy and quality of life in Gilliam County. The Port will provide facilities and attract projects that ensure the prosperity and livability of the county into the future.

This mission is supported by a strategic vision which is to advance the economic development of Gilliam County through fostering growth, forging partnerships, and finding solutions to plan, work and build together.

The Port of Arlington supports this mission through owning and maintaining infrastructure that is essential for agriculture, local businesses, marine recreation, and brownfield remediation/environmental cleanup. Additionally, the Port takes advantage of its status as the only Special District in Gilliam County, accessing funding sources not available to other government entities.

The Port's main assets include a grain elevator with a river barge facility, marina and boat launch, industrial land, commercial land and constructed commercial/industrial buildings for rent with large tracts of land available, residential land to be subdivided and developed for eventual workforce housing; as well as operating the Environmental Sentry Corp, a 501 (c) (3) which assists communities throughout the District with asbestos abatement, brownfield remediation and environmental cleanup.

The major strengths of the Port include a central location, transportation connections (barge, rail, and highway), land available for development and affordable electricity.

The Port is in a positive financial position with multiple sources of income. The Port operates efficiently, and currently only employs three full-time employees.

Over the next five years, priorities for the Port of Arlington include:

1. Continuing development of industrial properties and building infrastructure to support the Port of Arlington and Gilliam County.
2. Improving communication and community outreach throughout the Port District.
3. Improving exterior marketing of Port, County and City Industrial Land.
4. Solidifying a solid plan for use of Willow Creek Industrial land and implementing that plan.
5. Assisting the Cities and County with the housing crisis through building remediation, strategic acquisition of property and infrastructure development.

This document provides the second strategic business plan for the Port of Arlington, updating the original plan drafted in March 2012. The purpose of a strategic business plan is to provide a guidepost, goals, and capital plans for the Port of Arlington. It serves as a vision and guidance document for Port master planning and capital facilities planning. It has been written to meet the requirements under ORS 777 for ports to complete a strategic business plan to be eligible

for project funding from Oregon Business Development Department. It contains an assessment of the Port's existing operations, facilities, markets, and conditions. It also contains a description of the Port's long-range vision and mission statement, goals, policies, and strategies designed to manage the port's assets, resources, and capabilities over a specific time in order to fulfill its mission (Guide to Ports 2010).

Plan Organization

Chapter 1: Port History and Mission

Chapter 1 reviews the Port of Arlington's history, mission statement, big picture goals and a summary of the strategic planning process.

Chapter 2: Port Overview

Chapter 2 provides a broad overview of the Port of Arlington, including details of its facilities and property, as well as the revenue centers and non-revenue activities. It also describes the Port's resources, policies, procedures, current staffing, financial and market conditions.

Chapter 3: Defining the Opportunity

Chapter 3 reviews demographic and economic profiles for the Port District and analyzes regional, state, and national trends for key industries.

Chapter 4: Policy Context

Chapter 4 provides the policy context for the Strategic Business Plan, including a threshold statement, how this plan addresses relevant Statewide Planning Goals and recommendations from the Statewide Port Plan, a review of relevant and local regional plans, and an analysis of the political context in which the Port operates.

Chapter 5: Situational Analysis

Chapter 5 provides a situational analysis of factors that affect the Port of Arlington's success, both internal and external. It includes a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, critical issues facing the Port, a demand analysis, and a review of needs of the District.

Chapter 6: Strategic Business Plan Goals, Objectives, and Action Plans

Chapter 6 provides a list of the Port of Arlington's Strategic Business Plan goals, objectives, and action plans, broken down into eight categories: Property, Management, Financial, Environmental, Community, Marketing, Economic Development and Resilience.

Chapter 7: Capital Improvement Plan

Chapter 7 includes the Capital Improvement Plan with a 10-year outlook and a list of potential funding opportunities to provide assistance with identified capital improvements.

Appendix A: Port Property Inventory by Tax Lot

Appendix B: Annual Checklist for Reviewing Strategic Business Plan

Appendix C: Stakeholder engagement report



Chapter 1: Port History and Mission

Chapter 1 reviews the Port of Arlington’s history, mission statement, big picture goals and a summary of the strategic planning process.

A. History

The Port of Arlington was formed in 1933 with the goal of job creation for the community of Arlington and the surrounding area through construction of port and dock facilities, including improving transportation for local wheat farmers to help make their products more competitive. The Port District originally included only northern Gilliam County, but in May 2006, Gilliam County residents approved expansion of the Port District to include the entire county.

The City of Arlington and the Port of Arlington were constructed along the Columbia River, but much of the original property for both entities was destroyed and relocated after the John Day Dam elevation in 1967. During the construction of the Dam, the Port Commission negotiated with the United States Army Corps of Engineers (USACE) for property sites at Blalock, Willow Creek, and Arlington. The Corps of Engineers provided the downtown Arlington Peninsula and sold surplus Corps property near Willow Creek to the Port on November 3, 1967. The deed to Willow Creek specifies it must be developed for “Public Port Purposes Only.”

The original grain elevator at the Port was constructed by Kerr Grain in 1948 but was destroyed by the John Day Dam elevation in 1967. The current grain elevator was constructed by Cargill Grain in 1967 and is currently leased and operated by Mid-Columbia Producers.

The John Day Dam elevation created a peninsula and a sheltered body of water that was developed into a marina in 1993. The current marina has undergone several updates to include 8 slips for day use and 33 long term moorage rentals for boats, a fuel dock, pump out station, boat ramp launch and 17 full utility hook ups for marine vessels. The attached RV park has also undergone several updates and currently has 12 RV spaces with full hookups.

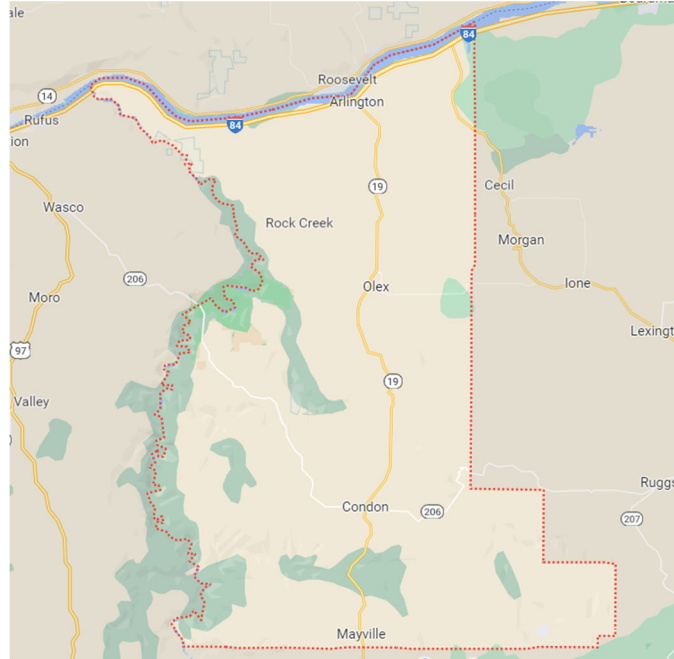
The 64 acres of land at Willow Creek that the Port owns is the site of a dormant basalt quarry, with river, rail, and freeway access. The Port of Arlington attempted to install a barge dock in 2007, but construction was halted shortly after it had begun due to the need to conduct a Cultural Resource Survey, and the USACE pulled the permit for the barge dock. After several years of litigation and conflict between the Port of Arlington, US Army Corps of Engineers and the Confederated Tribes of the Umatilla Indian Reservation, the State of Oregon paid for the removal of the installed pilings. With all legal matters resolved, the Port is looking to develop this location in compliance with USACE requirements and in coordination with the Confederated Tribes of the Umatilla Indian Reservation.

The Port owns other industrial properties in Gilliam County including 30 acres in the Arlington Industrial Park, 10 acres in the Airport Development zone, 1.2 acres next to the Arlington public golf course and the Gronquist building, a mixed-use commercial building with a restaurant upstairs and office space downstairs next to the Arlington Public Golf course.

In 2011 the Port created the Port of Arlington Environmental Sentry Corp (PAESC), an Oregon Nonprofit Corporation, 501 (c) (3). The Environmental Sentry Corp assists with building rehabilitation and brownfield clean up throughout the county and assisted with the remediation

of the former Condon Radar Base. As of 2023, they are assisting with the abatement of the Condon Grade School and are seeking out other properties in Gilliam County that need to be remediated for commercial, industrial, or housing use.

Figure 1: Port District/Gilliam County Boundary



Source: Google Maps

B. Mission Statement

The purpose of the Port of Arlington is to support the creation, retention, expansion and recruitment of businesses and jobs that will enhance the economy and quality of life in Gilliam County. The Port will provide facilities and attract projects that ensure the prosperity and livability of the county into the future.

C. Strategic Vision

The Port of Arlington’s long-term vision is to advance the economic development of Gilliam County through fostering growth, forging partnerships, and finding solutions to plan, work and build together.

D. Ports Goals and Strategic Objectives

The Port of Arlington’s goals and objectives are designed to support the Port’s mission and strategic vision. The following provides a broad overview of the Strategic Business Plan goals and objectives; the full set of goals, objectives and action plans can be found in Chapter 6 of this plan.

- 1. Marine Property and Facilities:** Maintain and enhance waterfront marine facilities to expand tourism, recreation, and business development; support safe river access for boaters and provide high quality personal vessel moorage facilities.

- 2. Recreational Property and Facilities:** Maintain and improve the RV Park, dry campground, boat launch and related facilities to provide competitive amenities and increase revenue generation.
- 3. Industrial Property:** Maximize the development potential of the Port's properties through increasing utility and infrastructure capacity in a fiscally sustainable manner that efficiently and effectively supports regional development and Port customers, both existing and prospective.
- 4. Aviation Property:** Enhance transportation connections to promote business, tourism, and recreation opportunities within the District.
- 5. Commercial Property:** Enhance the economic development within the District through well-planned and collaborative property acquisition, development, and improvement.
- 6. Management and Commission Structure:** Employ best management practices for the Port through continuing education for staff and commissioners and pursuing opportunities for collaboration and partnership with other local and regional agencies.
- 7. Financial:** Assure the Port's fiscal stability and reliable financial condition for its ongoing strategic future by capturing all revenue streams, leasing out current assets and pursuing additional funding opportunities.
- 8. Environmental:** Collaborate with District entities to encourage and maintain sound environmental stewardship of all lands, facilities, and waters within the District and continue to use the Environmental Sentry Corp to conduct remediation activities throughout the county.
- 9. Marketing and Communications:** Effectively market Port, County and City assets and services to maximize community and economic development; improve communications among all District entities.
- 10. Economic Development:** Contribute to the economic development of the Port District through growing tourism activities, supporting local businesses and pursuing economic development opportunities in collaboration with the City of Arlington, City of Condon, City of Lonerock, and Gilliam County.
- 11. Resilience and Emergency Management:** Anticipate, prepare for, and adapt to both natural and non-natural hazards and support Oregon's and Gilliam County's Emergency Management Planning.
- 12. Community:** Manage Port assets and support community initiatives that promote job growth, housing expansion, community development and recreational opportunities that enhance quality of life for all District residents.

E. Strategic Planning Process

The Port of Arlington Strategic Business Plan was developed through the collaboration of the Port of Arlington Commissioners, Port Staff, community, and stakeholders. The Port began the process of updating its strategic business plan in December 2022, and hired Fair Winds Consulting, LLC to serve as the consultant to facilitate the update. The Strategic Business Plan was funded in part with Oregon State Lottery Funds administered by the Oregon Business Development Department, and the contract between Business Oregon and the Port was signed and executed on February 9, 2023.

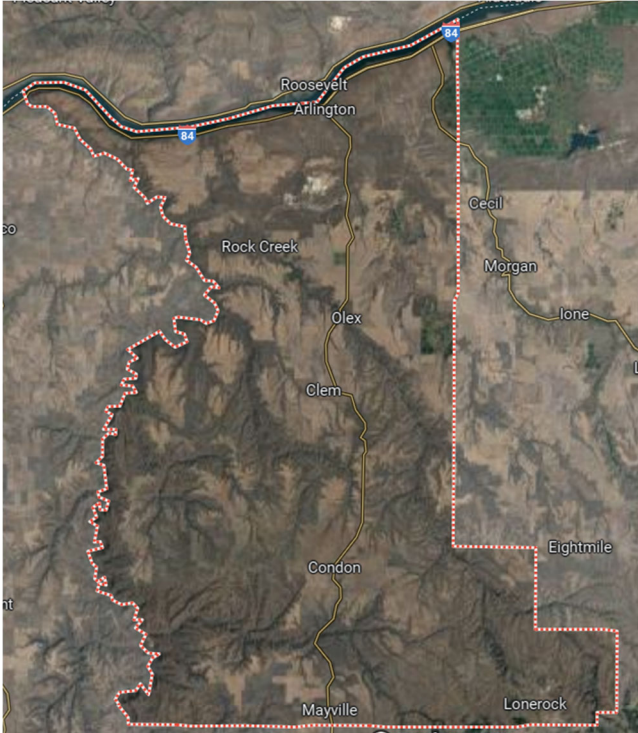
Three formal meetings were held with the Port Commission and staff, and all strategic planning meetings were open to and advertised to the citizens of Gilliam County. The kickoff meeting and Strengths, Weaknesses, Opportunities and Threats analysis was held in January, Work Session One was held in February, Work Session Two was held in May and a final meeting was held to review the plan in its entirety in August 2023. These meetings included commissioners, government partners, Port staff and interested community members. All information generated from these meetings was used to guide the planning process.

Stakeholder engagement was conducted in January, February, and March of 2023. The Stakeholder engagement consisted of community outreach in the form of a survey, and interviews conducted with eleven important stakeholders to the Port. Stakeholders included local government, county government and businesses that either are working with the Port currently, have worked with the Port in the past, or are interested in working with the Port in the future. The community survey was administered online and was advertised to the community through posts on social media, an advertisement in the local newspaper, and on flyers around the Port District. See Appendix C for the Stakeholder Engagement Report.

Port Staff and Fair Winds Consulting worked closely with Port Policy and Regional Project Staff at Business Oregon in updating the Port's Business Plan. Business Oregon Staff reviewed the strategic business plan draft to ensure it met all requirements, and provided timely and valuable feedback that was incorporated into the plan prior to final approval by the Board of Commissioners.

A final draft of the 2023-2033 Strategic Business Plan was included in the August Commission meeting packet. Adoption of the Plan was listed as an agenda item at that meeting, and public comment was received.

This Strategic Business Plan was adopted by the Port of Arlington Commission on August 10, 2023.



Chapter 2: Port Overview

Chapter 2 provides a broad overview of the Port of Arlington, including details of its facilities and property, as well as the revenue centers and non-revenue activities. It also describes the Port’s resources, policies, procedures, current staffing, financial and market conditions.

A. Port Description

The Port of Arlington is located in North Central Oregon, approximately 150 miles east of Portland, OR. The Port District covers all of Gilliam County, encompassing the cities of Arlington, Condon and Lonerock for a total of 1,233 square miles. The Port has multiple assets throughout the County, including a marina and boat ramp, RV Park, industrial property, airport property and commercial property. The district office is located in Arlington at the Port of Arlington Marina. Port owned facilities are located in Arlington and Willow Creek. The Port of Arlington is primarily engaged in commercial, industrial, maritime, recreation, tourism, and transportation activities on the Columbia River and throughout Gilliam County.

B. Port Owned Property

The Port owns facilities and properties concentrated in the North end of Gilliam County, including 14 parcels of real property for a total of 173.24 acres. See Appendix A for a Port property inventory by tax lot.

Arlington Marina and Boat Ramp

Classification: Waterfront and Recreational Property

Location: Arlington, OR



Assets include:

1. 33 long term moorage rentals
2. 17 full utility slips and 6 dry slips
3. 8 slips for short term/day use with power and water
4. Waste pump out station
5. Boat ramp launch
6. Fuel station
7. Two windsurfing astroturf launch pads, approx. 15'X15'
8. Monument
9. Weather data station

10. 12 RV spaces with full hookups
11. Paved parking area
12. Fish cleaning station
13. Updated public restroom and shower facilities.
14. 3 acres at the west end of the Peninsula
15. 40-50 dry camp spaces

Arlington Mesa Industrial Park and Airport

Classification: Industrial and Airport

Location: Arlington, OR



1. Zoned industrial, M1 and M2.
2. Located in an Enterprise Zone
3. 30 acres industrial property on the Mesa, south of Airport Road
4. 13 acres north of Airport Road, zoned airport.
5. Industrial building with large garage
6. Access to airport and hangar
7. Access to 438 acres of City of Arlington owned industrial property.
8. Property has industrial site readiness and certification.
9. Facilities can be serviced with 250MW of redundant power.
10. Wastewater and water infrastructure available

Willow Creek

Classification: Industrial

Location: 10 miles east of Arlington, OR



1. 64 Acres, (Limited Industrial)
2. Bridge/access road over railroad
3. Access to basalt mine with estimated 4 to 6 million tons
4. Gravel Pit
5. Strategic location with Columbia River access, rail access and I-84 access.

Gronquist Building and Property Downtown Arlington

Classification: Commercial

Location: Arlington, OR



1. Gronquist building on a 1.07-acre lot.
2. Gronquist Building upstairs rented to River's Edge Deli and BBQ
3. Two open offices in downstairs of Gronquist Building (as of June 2023)
4. 1.2 acres commercial property

Proctor Property

Classification: Residential/Commercial

Location: Arlington, OR



1. 38.65-acre parcel
2. Residential home and shop
3. Survey has been conducted to subdivide plat and record tax lots.
4. Needs basic infrastructure.
5. Located at 1500 Main Street, Arlington, OR
6. Partnership with Gilliam County

Old Condon Grade School

Classification: Commercial/Residential

Location: Condon, OR



1. Purchased from the City of Condon in 2023
2. Rehabilitating asbestos and other environmental hazards
3. Preparing building for the next stage of development (workforce housing, community uses, etc.)
4. Partnership with the City of Condon

Port of Arlington Environmental Sentry Corp (PAESC)

Classification: Non-Profit Entity

Location: Gilliam County

Port of Arlington



1. 501(c)(3) corporation
2. Specializes in environmental cleanup, asbestos abatement and brownfield clean up.

C. Port Financial Resources:

The Port's net income for July 2022 through June 2023 was \$71,704.79. The total actual income was \$436,297.28, with total actual expenses totaling \$364,592.49.

Revenue Sources:

The Port of Arlington has multiple income sources:

1. Gronquist Building Leases
2. Taxes
3. Banking Interest
4. Grain Elevator Lease Payment
5. Grants Income
6. Marina and Fuel Revenue
7. RV Park Revenue
8. Willow Creek Lease
9. Economic Development Fund
10. Land Rental Arlington Mesa
11. Reserve Funds

The Port of Arlington is a legally constituted taxing district of Gilliam County and as such, receives annual tax revenues. In 2022 the Port received \$143,233 in tax revenues. Budgetary allotments have increased from a low of \$1,832,202 for the 2021-2022 fiscal year to a proposed budget of \$5,633,613 for fiscal year 2023-2024. Expected tax revenue for the 2022-2023 fiscal year is \$223,560.

The Port has a number of income producing properties and leases, including leasing the Grain Elevator to Mid-Columbia Producers, the Gronquist Building to the County and to a restaurant, and is exploring build to suit options on currently held commercial and industrial property. These leases and build to suit options could take advantage of Oregon's Strategic Investment Program (SIP) funds, which are special reduced property tax exemptions for firms making large investments in the county, wind farms in particular. The Port is seeking to expand its revenue base by continuing to lease more of its property.

Several of the Port's ventures barely break even, with Gronquist Building Income at \$20,440 with total expenses (including capital outlay) of \$18,243.53, yielding a positive income of \$2,196.47. Marina and fuel net impact is much smaller, with a gross income of \$19,056.37 and expenses of \$19,239.04, yielding a loss of \$182.67. The RV park fares much better, with a total income of \$41,596.75 and expenses of \$7,576.07, yielding a net income of \$34,020.68. One of the Port's most desirable features, the marina and fuel dock are one of the few ventures yielding a net negative income. The Port should explore methods to increase the income from the marina, due to the fact it is in high demand and based on state and national trends should be increasing in demand over the next several years.

In addition to these revenue sources, the Port actively pursues grant funding to support various initiatives and projects. The Port is planning to aggressively pursue grant opportunities in 2023 and beyond. Grant funding for FY2020-2023 accounted for on average \$255,000 per year. Economic development resources in the form of grant funding for FY2024 are expected to account for approximately \$1,487,500; with \$1,087,500 being expected to be transferred to Environmental Sentry Corp for remediation activities. The remaining grant funding is planned to be used for land improvement, development, engineering, and surveying.

One of the key advantages of the Port's revenue diversification strategy is that it provides a degree of stability and predictability in terms of revenue streams. This enables the Port to plan and budget more effectively, while also mitigating risks associated with relying solely on one source of revenue. Additionally, by pursuing grant funding, the Port can leverage external resources to support its initiatives and projects, further enhancing its financial position. Overall, the Port of Arlington's revenue sources are a crucial component of its operations and long-term sustainability. By continuing to diversify its revenue streams and pursue grant funding, the port can ensure that it has the resources needed to support economic development in the region. The Port of Arlington's financial condition has opportunities to grow, thanks in part to its diverse revenue streams and limited debt levels. While there are challenges to be managed in the future, such as building replacement and ongoing capital management, the Port is well-positioned to continue achieving financial success in the years to come.

Non-revenue activities:

The Port of Arlington has the ability and responsibility to provide a range of activities beyond revenue-generating ones including maritime access, security, waste, and environmental management. The RV Park, marina, and boat ramp are financial break-even facilities that provide comprehensive access to the Columbia River. Strategically, they improve the livability of the District. The marina does not generate sufficient revenue for required maintenance, and grant funding is required for most marina maintenance and upgrades.

Any further non-revenue activity that the Port prioritizes is attracting new businesses and creating job opportunities throughout the District. According to the most recent population estimate for Gilliam County as of July 1, 2022, the population stands at 2,018 individuals, with 53.8% of the civilian labor force (16+ years old) currently or expected to return to employment (1).

Additionally, the Port of Arlington operates a nonprofit, 501(c)(3), the Environmental Sentry Corps. This non-profit is used to conduct large scale remediation projects of buildings and locations throughout the county. Its 501(c)(3) status allows it to apply for brownfield remediation and asbestos remediation grants. The purpose of the Environmental Sentry Corps is to access funding to conduct these remediation activities, then either return the properties to their original owners, i.e., the City of Condon, or use the buildings for community focuses, rather than revenue focused activities. As of 2023 all remediation projects have been prioritized for housing.

Expenses:

The Port of Arlington also has several sources of expenses.

1. Gronquist Building Capital Outlay, utilities, and maintenance.
2. Administration Expenses (wages, internet, offices supplies, insurance)
3. Island Park
4. Marina and Marina Fuel
5. RV Park Expenses
6. Willow Creek Quarry
7. Economic Development Funds
8. Materials and services
9. Loans

The majority of Port expenses are long term maintenance of its owned properties and facilities, as well as Administrative expenses for personnel. Those expenses will never go away and are a part of maintaining a thriving Port District. A large expense that the Port needs to take into consideration for future planning is the eventual upgrade or replacement of elderly buildings that the Port owns.

D. Port Policies and Procedures

Operating Procedures

The Port of Arlington operates under a five-member elected volunteer Commission. The Commissioners are responsible for setting policy and selecting and supervising the Port Executive Director. The Executive Director is responsible for the day-to-day operations of the Port, for supervising Port Staff, the overall administration of the Port’s fiscal matters and personnel policies, and the development, operation, and maintenance of Port facilities. Currently, the Port of Arlington has a total of three staff members, including one Executive Director, one Administrative Assistant and one Maintenance Foreman.

The Board of Commissioners meets on the second Thursday of each month, and all meetings are open to the public. Special meeting times are arranged as needed.

In 2011 the Port adopted a set of policies and procedures to address the Port management including amending by-laws and adopting an employee handbook. In 2011 the board drafted and adopted a set of duties for the Commissioners, the President and Secretary. Additionally, the board has adopted a training policy for all commissioners on fiduciary and regulatory responsibilities, including attendance of training sessions sponsored by Special Districts Association of Oregon (SDAO).

Port Office and Staff

The Port Office is located at the Marina and provides space for Board Meetings and a business location for all the Port activities and properties. It is staffed by a full-time Port Executive Director, Administrative Assistant and Maintenance Person. The Port Director attends economic development and statewide port meetings on behalf of the Port Commission, obtains permits and grants, and is a market development and contact person for business opportunities. The

Port Administrative Assistant serves as the Secretary of the Board, and the Port Director is required to attend all Commissioner meetings.

Commission

The five members of the Board of Commissioners are selected by district during primary elections. Two Commissioners are from the Arlington area and three are from the remainder of the county. Each Commissioner serves terms of four years, and elections are every other year so that terms are staggered, with re-election possible indefinitely. Commissioners elect Port Board Officers, typically with a staggered term of one year. The offices are President, Vice President, and Secretary. The Commission President is traditionally the Port's representative when business issues need decisions between Commission meetings and signs all legal binding documents and contracts.

Training and Professional Development

Port management strongly believes in training and professional development, and in 2011 adopted a training policy for all commissioners on fiduciary and regulatory responsibilities, including attendance of training sessions sponsored by Special Districts Association of Oregon (SDAO). Port Staff are also required to receive annual training that directly relates to their employment.

Specific professional development goals for Port staff include basic supervision and human resources training for the maintenance staff, managerial, and procurement training, and cash handling training for relevant employees. In addition, annual and biennial training occurs on topics including budget law, safety, human resources, and others. Professional development goals for the Commission include annual training/refresher courses in elected official board training, governance, ethics, and public meeting law. Records of attended trainings are maintained by the Port Office.

E. Financial and Market Conditions

Financial Condition

As of June 2023, the Port of Arlington was in a comfortable financial position, with a significant revenue-generating asset base that has yet to reach its full potential. The Port's current debt levels are limited, which has enabled it to achieve financial gains each year. Through leasing various properties the Port has been able to eliminate most of its operating expenditure and improve its bottom line.

The Port is continuing to build their cash reserves. The 2023-2024 reserve budget stands at \$92,129 whereas just three years prior reserve funds for 2020-2021 were \$0.00. Current cash on hand and reserves (2023) total \$2,027,727 and can provide for four months of expenses.

Competition

The Port does not have any direct competitors in the County but is located only 30 miles west of The Port of Morrow, and 63 miles east of The Port of The Dalles. The Port of Arlington provides

a smaller number of services than these two larger ports and should consider working with each direct competitor in the future to see what services they are lacking and would be complementary at the Port of Arlington. Due to community size and location, engaging in a direct pricing war over similar services with either Port could be detrimental to the Port of Arlington, it would be much better to provide complementary needed services.

The only direct competition that the Port of Arlington has is with other local entities seeking to rent out office or building space. The Port works closely with the Cities and County on marketing industrial and commercial property, and it is a collaborative effort instead of a competitive one.

Existing Markets and OBDD Key Industries

The existing markets that are mainly served by the Port are agriculture and tourism. The lease of the grain elevator to Mid-Columbia Producers is essential to the regional farming economy. The Arlington Marina and RV park supports recreational fishing, water sports and camping, all important to tourism. Additionally, due to large tracts of available industrial land throughout the County, as well as a strategic location on I-84, the Columbia River, and next to Union Pacific Rail lines, there are large commercial companies looking to locate new facilities to the District. Business Oregon conducted an analysis of Gilliam, Grant, Harney, Malheur, Umatilla, and Wheeler Counties, and identified the regional important industries as agriculture, food and beverages, wholesale trade and warehousing, forestry and wood products, travel trailers, campers, data centers and mining, as well as tourism for areas located along the Columbia River. The Port of Arlington should seek to support these industries whenever possible due to their importance to the local and regional economy.



Chapter 3: Defining the Opportunity

Chapter 3 reviews demographic and economic profiles for the Port District and analyzes regional, state, and national trends for key industries, including agriculture, data centers and tourism.

A. Port District Demographic Profile

Gilliam County is in the north-central portion of Oregon with the Columbia River comprising its north boundary, covering a total of 1,233 square miles. Its western boundary is the John Day River which it shares with Sherman County. Morrow County on the east and Wheeler County to the south share the remainder of its borders. There are three incorporated cities, Arlington, Condon and Lonerock, with multiple isolated farms and homesteads located throughout the County.

The major sources of employment in the District are county government, education and two regional waste landfills. Agriculture, transportation, and renewable energy in the form of windmills and solar farms are also extremely important to the economy.

The climate is dry, with the county receiving between 9 and 14 inches of rain annually (2). The major natural resources are farmland, wind generation and solar power, as well as the Columbia River on the northern border of the county.

In 2022, the total county population was 2,018, with most of the county's population residing in the cities of Arlington and Condon. The population is sparse with an overall average of 1.6 persons per square mile (1). In the year 2020, there were 1,095 housing units in the county, an increase of 52 units from the year 2000. 905 of those housing units were occupied, an occupation rate of 83%. The median household income for the county was \$51,705 in 2021, approximately 72% of the Oregon median income (1).

Employment

The Port District contains 69 employers and 563 employment opportunities; with a decrease in opportunities of 3.6% between 2020 and 2021. This was despite a 1.1% population increase during this same period. This decrease can be explained in part by the COVID-19 pandemic, but it is crucial to monitor this metric to assess the future development and potential impact of the Port on the region. Gilliam County also has a low labor force participation rate of 53.8%, which is lower than the national average of 63.1%, which could be potentially hindering employers from maintaining operations. One possible contribution to the low labor force participation rate is a population that tends to be older. The median age in Gilliam County is 53.2 years old (13 years older than the state of Oregon), Arlington's median age is close to the States at 40.6, but the median age in Condon is 65 years old and Lonerock's is 61.3 (1).

Population Labor and income per capita

Gilliam County saw a 5% growth in population between 2010 and 2021, following a decrease in population between 1990 and 2010. In 2020, Gilliam County's per capita personal income ranked first in Oregon at \$67,754 (3). This exceeded the state's per capita personal income by \$11,442. Gilliam County generated \$133.8 million in total personal income with 1,975 residents (3). The state's per capita personal income was \$56,312 and its total personal income was \$238.8 billion with 4.2 million people (3).

To contrast with the high per capita income, Gilliam County's median household income is \$51,705, which is significantly lower than the \$71,562 median household income for the State of Oregon (1). This difference is due to the difference between how per capita income is calculated and how median income is calculated. "Per capita income is the average income of an area spread among all residents (including children), whereas median household income is the income below 50% and above 50% of the households in an area," (4). While per capita helps understand the income in a county, "it is easily skewed by households with incomes that are drastically high or low compared to the majority," (4). Median household income is better for quality of life for the population in an area, because it lets you know what income 50% of residents make less than, and 50% make more than, it is more useful for determining households in poverty (4).

Poverty

11.8% of the population in Gilliam County lives in poverty (1). This rate is better than the state of Oregon poverty rate, which is 12.2%, and the U.S. poverty rate of 12.9 percent (5).

Housing

In the year 2020, there were 1,095 housing units in the county, an increase of 52 units from the year 2000. 905 of those housing units were occupied, an occupation rate of 83%. In Condon, the population as of 2020 was 711 individuals with 406 housing units. Arlington has a population of 628 individuals, with 294 housing units. Lonerock has a population of 25 with 27 housing units (1).

The available housing units are sufficient to meet demand, and in 2023 Gilliam County was suffering from the housing crisis much like the rest of the country. In Oregon, a worker making minimum wage needs to work 82 hours/week to afford a 2-bedroom apartment. More people are moving to Oregon and to Gilliam County, but there are not enough houses to accommodate everyone, pushing prices up even further. Housing is not being built fast enough, and too much of new housing is "luxury" with rents and mortgages out of reach for most Oregonians (6).

The Port District has significant industrial and commercial development potential, but until the housing crisis is addressed there is no place for new workers to live, so new businesses will not be able to support themselves.

The Port of Arlington began working with the City of Condon in 2022 and with Gilliam County Government in 2023 to address this issue. Through the Environmental Sentry Corp, the Port of Arlington purchased the Condon Grade School in 2023 and is remediating the asbestos and working with a contractor to turn the Grade School into apartments. Additionally in 2023, the Port, in collaboration with Gilliam County purchased 39 acres of residential property in Arlington that is going to be subdivided and turned into lots for developing single family and multiple family residences.

Education

In the Port District, 93.4% of the population is a high school graduate or higher. 22.2% have a bachelor's degree or higher, and 4.7% have a graduate or professional degree (1).

Mobility

Gilliam County has low residential mobility compared to the state of Oregon. 2.6% moved from a different state in the last year to Gilliam County, while in Oregon 3.2% moved from a different state to Oregon. 7.2% of the population moved within the county, and 4.5% from a different county in Oregon to Gilliam (1).

Work travel

The average commuting time for a Gilliam County Resident is 16 minutes, compared to the average commuting time of 22.6 minutes in Oregon. 70% of residents drive to work alone, 8.6% carpool and 9.4% work from home (1).

B. District Economic Profile

The Port of Arlington plays a significant role in the economic development of the region. With access to the Union Pacific Railroad located on the Columbia River, Interstate 84 and two local airports, it serves as a vital transportation and distribution hub for companies requiring shipping and logistics services for the transportation of goods to and from the area, providing transportation and logistics services to businesses in the region.

An analysis conducted by Business Oregon with data from various sources, identified agriculture, food and beverages, wholesale trade and warehousing, forestry and wood products, travel trailers, campers, data centers, and mining as the largest and most competitive traded sector industry groups in the region that, includes Gilliam, Grant, Harney, Malheur, Umatilla, and Wheeler Counties (7). Data centers have the highest average wage among the competitive industries in the region. While warehousing and storage despite adding jobs, grew slower regionally than the industry nationally between 2008 and 2018. Nevertheless, the warehousing and storage industry is expected to grow in the coming years (8).

The Port of Arlington primarily serves the agriculture and manufacturing industries, providing storage and transportation services for crops such as wheat, barley, and opportunities for manufactured goods like wood, technology, and food products. While the Oregon Employment Department forecasts healthcare, social assistance, and construction as the fastest-growing industries in Eastern Oregon it is important to note that Gilliam County also falls within the Columbia Gorge region, which spans both Oregon and Washington and is predicted to have growth in a variety of industries such as tourism, renewable energy, and manufacturing.

Industry Employment projections for 2021-2031 for the Eastern Oregon Region project that there will be a decrease of 2% in self-employment while seeing an increase of 10% in transportation, warehousing and utilities, leisure & hospitality, as well as a 14% increase in private educational, health & Information services. The industry with the greatest percentage

of change projected is construction with an increase of 500 employment opportunities and an increase of 19% (7).

C. Trends for Regional, State and National Key Industries

The key industries in the region, state and nation that are relevant to Gilliam County are industrial real estate, marina development, housing, and agriculture.

Marina use in the region, state, and nation has been steadily increasing over the past decade. Boating and water-based recreation are popular activities across the country, with millions of residents and visitors alike participating each year. Many marinas have invested in infrastructure and amenities to meet the growing demand for boating and water-based recreation (9). However, challenges in managing natural resources and balancing the needs of boaters with other stakeholders, such as commercial fishermen and environmental groups have slowed the growth of many marinas, and throughout the state several have fallen into disrepair or can no longer expand. As popularity has grown the need for implementation of regulations and policies to promote sustainable boating practices and protect the environment has become more evident. The Port of Arlington can capitalize on this by expanding its marina if possible, as long-term mooring slips are in high demand and low supply.

In addition to an increase in recreational use, ports will see an increase in export activity, with an expected large increase in the export levels to Africa and the Middle East. In 2030, grain imports will be dominated by Africa, Latin America, the Middle East, and Southeast Asia. Grain export to those locations will be largely from the USA. Grain export will still be dominated by the USA in 2030, accounting for 40% of the world's exports (10).

The housing market is rebounding from recessionary lows. Values have risen rapidly in recent years, and homes are selling quickly; the average age of inventory has decreased by more than half since 2015 (11). Demand is high and supply is low, which is reflected in the high prices of homes in Arlington, Condon, Lonerock and the surrounding communities.

Industrial land throughout the region is becoming more expensive and scarce, including land within the Port of Arlington's District. To grow its business base and attract additional companies, the Port must make strategic decisions about how best to use its existing acreage while also considering opportunities for future expansion.

The total employment in Gilliam County has been stable over the last 10 years. However, there was a significant decrease from 2020 to 2021 with a 3.6 % decrease in total employment in Gilliam County during that time (1). Unemployment in Gilliam County was 8.3% in 2012 and has since decreased to 4.2% in 2022 (12).

The economic trends for the Port of Arlington area and Gilliam County, Oregon have been mixed over the last decade. Marina use has steadily increased, but managing natural resources and balancing stakeholder needs has been a challenge. The housing market is rebounding from recessionary lows, with rising values and quick sales indicating strong demand and low supply. The Port of Arlington area must make strategic decisions to attract additional companies while

considering opportunities for future expansion. Employment in Gilliam County has been stable, but there was a significant decrease in total employment from 2020 to 2021. Despite this, the unemployment rate has decreased over the past 10 years (12).

D. Community Role

The Port of Gilliam County plays an important role in the economic development of the county by promoting and facilitating the growth of businesses and industries throughout the region. The Port achieves this by developing and marketing properties that it owns, as well as by advertising industrial properties that are available in Arlington, Condon, Lonerock, and Gilliam County as a whole. By doing so, the Port helps to attract new businesses and industries to the area, which in turn can create jobs and stimulate economic growth.

In addition to its economic development efforts, the Port is also committed to supporting small businesses in the area. The Port does this by partnering with the Oregon Frontier Chamber of Commerce to offer programs and resources that can help small businesses grow and succeed. These programs may include business planning assistance, access to financing, and training and development opportunities.

The Port also plays a key role in maintaining one of the county's most important recreational resources, the Arlington Marina, boat launch, and windsurfing/kayak launch. These assets provide opportunities for locals and tourists alike to enjoy the natural beauty of the area, and they help to support the local tourism industry. By maintaining and improving these recreational resources, the Port helps to enhance the quality of life for residents of the county while also promoting economic growth.

E. Analysis

The implications of national, state, and regional economic and demographic trends on the strategic future of the Port of Arlington are listed below. Overall, the Port of Arlington is well positioned to take advantage of several national and state economic trends, with its well-maintained marina and support of the agriculture industry, wheat specifically.

National State and Regional Economic Trends	Implications for the Port of Arlington
Marina use in the region, state and nation has been steadily increasing over the last decade.	The use of the Arlington Marina has followed this trend. Currently all long-term spaces are leased, and renters who have tried to leave have been unable to find affordable or available space anywhere else along the Columbia River. If the Port can expand the Marina, it would be utilized.

<p>National State and Regional Economic Trends</p>	<p>Implications for the Port of Arlington</p>
<p>An analysis conducted by Business Oregon with data from various sources, identified agriculture, food and beverages, wholesale trade and warehousing, forestry and wood products, travel trailers, campers, data centers, and mining as the largest and most competitive traded sector industry groups in the region that, includes Gilliam, Grant, Harney, Malheur, Umatilla, and Wheeler Counties.</p>	<p>This aligns well with the Port of Arlington’s priorities. The Port supports agriculture through the lease of the grain elevator and will continue to support this important economic pillar. The Port is also currently working on the Data Center market and attempting to attract large companies to take advantage of industrial land and large amounts of available power.</p>
<p>The housing market has seen values rise rapidly in recent years with homes selling quickly, with the demand being high and the supply low, a recipe for rising prices.</p>	<p>The Port District has seen this trend, and there is a lack of affordable housing for workers throughout the district. The Port is working closely with Gilliam County and the Cities to address this problem and help create affordable housing for the workforce.</p>



Chapter 4: Policy Context

Chapter 4 provides the policy context for the Strategic Business Plan, including a threshold statement, how this plan addresses relevant Statewide Planning Goals and recommendations from the Statewide Port Plan, a review of relevant and local regional plans, and an analysis of the political context in which the Port operates.

A. Threshold Statement

The Port of Arlington Strategic Business Plan was funded in part with Oregon State Lottery Funds administered by the Oregon Business Development Department (OBDD) and is based on the template provided in Ports 2010: A New Strategic Business Plan for Oregon's Statewide Port System. This plan is consistent with local and regional planning policies and goals and was developed under the direction of ORS 777. The Port of Arlington is committed to following its governances and this strategic plan. The Port of Arlington will review its capital facilities plan and strategic business plan goals and objectives annually as part of the budgeting process and update them as required. The Port will update its capital facilities plan and strategic business plan completely at least once every 10 years.

All Commissioners are required to undergo board training and agree on procedures for handling conflict of interest issues. They have agreed to follow best practices outlined in local and regional planning policies, as well as fiduciary responsibilities outlined in the same.

This plan is written with guidance from OBDD and is intended to provide guidance and direction for the Port but is not a rigid structure containing the only projects the Port is allowed to work on for the next 10 years. In the words of President Dwight D. Eisenhower, "plans are worthless, but planning is everything." (13) This planning document is essential to the proper functioning of the Port and provides invaluable guidance. However, it is not set in stone, and the Port retains the flexibility to pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals.

B. Oregon Revised Statutes (ORS) Chapter 777

ORS Chapter 777 is the Oregon law that governs the formation of ports. It enables their formation, defines their expected purposes, activities, financial abilities and designates them as special districts. This statute gives ports authority to exercise and carry out corporate powers, hold contracts, receive, and dispose of personal property, advertise, and promote facilities, commerce and activities, construct buildings for industry use, construct marinas or recreation facilities, improve the waterfront and operate airports (14). In addition to specifics, it gives ports broad authority to "do such acts and things as tend to promote maritime shipping, aviation and commercial interests of the Port." (15)

The Port of Arlington is specifically addressed in ORS Chapter 777.065 where its development is ***declared to be a state economic goal of high priority due to its ability to support world maritime trade.*** State agencies are directed to assist the Port of Arlington by processing permits quickly and providing available financial assistance or services. (15)

The Port of Arlington directly addresses ORS 777 by committing to a mission of creation, retention, expansion and recruitment of businesses and jobs that will enhance the economy and quality of life in Gilliam County. The Port will provide facilities and attract projects that ensure the prosperity and livability of the county into the future, and this strategic business plan outlines how the Port meets the requirements of Business Oregon, fulfills ORS 777, and meets economic development goals outlined by the state.

C. Oregon Revised Statutes (ORS) Chapter 198

Ports formed under ORS 777 are also “Special Districts” under ORS Chapter 198. This revised statute provides administrative regulations that include procedures for adopting, amending or repealing ordinances or regulations, public meeting requirements, formation or modification of districts and allows the district to contract for purchase of lease or real or personal property (14). The Port of Arlington meets ORS 198 requirements by following public budgeting and public meeting law, and decision-making being governed by the Port’s established bylaws.

D. Planning and Environmental Compliance Issues

Environmental Values Practices and Policies

The Port of Arlington utilizes accepted environmental standards to guide stewardship of its facilities and has no known environmental compliance issues. This includes maintaining full and continuous statutory compliance for all operations and facilities on Port property. In addition, the Port seeks business development opportunities in line with this strategic business plan that support and sustain the environment.

Port’s Role in Addressing Local and Regional Environmental Issues

The Port of Arlington plays an important role in addressing local environmental issues. They operate the Port of Arlington Environmental Sentry Corporation, a 501 (c) (3) non-profit environmental cleanup company that facilitates cleanup of environmental hazard locations throughout the County, including asbestos abatement at the former Condon Radar Base and Condon Grade School. They are also a mechanism for brownfield site rehabilitation throughout the County. Brownfield sites are “real property where expansion or redevelopment is complicated by the actual, potential or perceived presence of environmental contamination” (16). There are several federal, state, and local programs to assist with brownfields, and the Port can access funding through these programs to conduct environmental cleanup throughout the county (16). The Port works with the Cities, County, Department of Environmental Quality, Business Oregon, and the Oregon Health Authority for funding and completing environmental cleanup goals.

E. Statewide Planning Goals

The Port of Arlington has developed this Strategic Business plan to be in compliance with Ports 2010 and be consistent with statewide planning goals. The most applicable statewide planning goals are as follows:

Planning Goal 9: Economic Development

Oregon Planning Goal 9 “is to make sure cities and counties have enough land available to realize economic growth and development opportunities.” Governments should have a supply of land suitable to meet needs for the next 20 years, based on economic analysis (17). The focus of the land inventories should be for major industrial and commercial development, and the land should be zoned appropriately ahead of time to meet these demands. Cities are also directed to provide market incentives to encourage the specific development they would like to see, such as tax incentives, land use controls or preferential assessments (17).

The Port of Arlington addresses Goal 9 requirements in conjunction with the Cities of Arlington and Condon through the following goals:

1. Active marketing of industrial land, including advertising city Enterprise zones.
2. Expansion of utility infrastructure on Port and City industrial land
3. Support for and coordination with local and regional economic development plans.
4. Actively seeking out opportunities to invest in real estate and purchase of commercial, industrial, and residential land.

Planning Goal 12: Transportation

Oregon Planning Goal 12 is directed towards all modes of transportation including port facilities, airports, railroads, and regional pipelines. It requires cities, counties, and the state to create a transportation system plan (TSP) that considers all forms of transportation relevant to the area, including mass transit, air, water, rail, highways, bicycle and pedestrian (18). The Port of Arlington considers all forms of transportation available to the citizens of Gilliam County, and actively supported the development of the County Wide Transportation Plan in 2015.

The Port of Arlington addresses Goal 12 requirements through the following goals:

1. Continued maintenance of the barge dock at the grain elevator
2. Improvement of the road to the Arlington Mesa
3. Marketing focused on access to I-84, rail, and river barge transportation.

F. Statewide Port Strategic Plan Recommendations

In 2010 OBDD developed Ports 2010: A new strategic business plan for Oregon's Statewide Port System. This document provides recommendations for operating and improving Oregon's Ports. Ports 2010 defines what the State's role, interest and investments in the port system shall be. Additionally, it identifies "infrastructure, equipment, administrative, regulatory and governance needs of the ports and also identifies ways that Oregon's port systems can best serve the interest of the State of Oregon and it's residents" (15).

Ports 2010 also provides guidance on writing and a template for developing Port Strategic Business Plans. The Port of Arlington Strategic Business Plan was developed using the template from Ports 2010 and was reviewed by the Oregon Business Development Department prior to final approval.

The Port of Arlington addresses recommendations from Ports 2010 through the following:

1. The Port of Arlington will continue its relationship with the Oregon Business Development Department, and continue to provide training for commission and staff, and will comply with ongoing reporting and follow-up activities regarding the Strategic Plan.
2. The Port of Arlington Strategic Plan is consistent with the format, goals, and objectives of the statewide template for port strategic plans.

3. The Port will continue to support the regionally significant industries of agriculture, tourism, outdoor recreation, and renewable energy.
4. The Port will improve communication with District residents and others regarding the activities of the Port and its importance to local and regional economy.
5. The Port of Arlington will continue investments to grow existing businesses.
6. The Port will develop plans and infrastructure to tap into emerging markets.
7. The Port will maintain a capital facilities plan.

G. Local and Regional Plans

Gilliam County Transportation Plan

The Gilliam County Transportation plan was written in 2015. It includes a comprehensive review of transportation modes and proposed county wide improvements, including interstate, state highway, city streets, bike routes, sidewalks, public transportation, and airports. The plan states that the County should promote a multi-modal transportation network, including railroad and waterway freight when possible and upgrading the highway nexus (19). It also states that the County expects the Port of Arlington to support economic development and intermodal transportation connections that include rail, highway, and marine transportation. (19)

The transportation system capacity was evaluated, and transportation needs were forecasted until 2035. The plan found that Gilliam County transportation facility needs will not exceed current capacity, but to support economic development several improvements were recommended, including:

1. Pave shoulders and strengthen roadbeds on Airport Road and Rhea Lane in Arlington to accommodate larger trucks accessing the Arlington Mesa Industrial Park.
2. Consider upgrading routes that accommodate industrial goods and freight traffic, including Cedar Springs Lane, Fourmile Canyon Road, Airport Road, and Rhea Lane.
3. Widen the bridge at MP 148.6 Willow Creek to meet current design standards.
4. Conduct a feasibility study to determine the cost to pave and maintain the runway at the Arlington Airport.
5. Install needed new rail crossovers at Shutler Station to support rail operations.

Gilliam County Comprehensive Plan

The Gilliam County Land Use Plan was written in July 2022. It includes a review of the land use plans for the State of Oregon, and how Gilliam County is working to achieve those goals when applicable. This is important to the Port of Arlington as it provides additional guidance on how the County is reaching the same goals the Port is directed to reach. It also allows for more coordination between the County and the Port, having them work together to achieve similar goals, instead of having conflicting targets for achieving statewide goals.

While the entirety of the comprehensive plan is a useful reference document, specified topics most relevant to the Port are:

Goal 5: Natural resources, scenic and historic areas. Gilliam County's policy is to encourage the development of mineral resources, such as basalt, but requires that it does not result in the permanent destruction of the natural beauty of the County's landscape. Specifically, "basalt outcroppings characteristic of the area generally should be left in their natural state and only under particularly justifiable circumstances will County approval of mining of potentially scenic hillsides be given" (20). The County prioritizes mining in less scenic areas. The Port has an established basalt quarry not visible to most of the public and supports this goal.

Goal 9: Economic Development: Gilliam County policy is to encourage industrial use in unincorporated parts of the county, especially developments that require access to rail lines or large amounts of space (20). The County states that the permitting and approval process should be as streamlined as possible, but also takes into consideration for any development the potential social, economic, environmental and energy impacts on the area (20). The Port supports this aim through their economic development efforts and keeping a close and mutually beneficial working relationship with Gilliam County.

Goal 12: Transportation: Gilliam County looks to the Port of Arlington Commission to provide leadership in the development of identified river port sites and facilities and to encourage the Port Commission to develop its plans in a manner consistent with the County's comprehensive plan (20). The County also encourages all county offices and agencies to cooperate with the Port District in this development, consistent with available County resources and provide that sufficient benefits to the overall economy of the County will accrue there (20). The Port is relied heavily upon by Gilliam County to achieve State Goal 12.

H. Political Context and Analysis

The working relationship between the Port of Arlington and the other government entities within the Port District is long and complex. Historically, there have been roadblocks to working together, but thanks to hard work from the Port, Gilliam County, Condon, Arlington and Lonerock, the relationship has become mutually beneficial and effective. The Port works closely with the County on District wide development projects, and the County looks to the Port to provide leadership in development of Port sites and facilities to benefit the economic development of the County. The Cities of Arlington and Condon work with the Port on development projects, and both Cities have the Port assisting with advertising their available industrial land. The Port is assisting with remediation of brownfield sites and development at the Condon Grade School. In Arlington, the Port is assisting with marketing the Arlington Mesa and Airport, as well as being physically located in Arlington. The Port works collaboratively with Gilliam County, local cities and local stakeholders on infrastructure development, business expansion and recruitment for use of Port properties and future planning for the County.

The Pioneer Community Development Corporation (PCDC) is a local interest group focused on housing with a mission of helping meet the growing demand for quality housing in Gilliam County (21). PCDC, through the Gilliam County Attainable Housing Program, provides new construction and rehabilitation loans and grants to investors/builders looking to build single and multi-family housing in the County, as well as providing no interest, low payment loans to low-

income homeowners who need to make improvements on their homes. In the past, the Port Director has served on their board.

The Port Director also actively participates in the Oregon Frontier Chamber of Commerce and supports its mission of creating regional economic prosperity through business development, promotion of tourism and support community programs (22). This is a beneficial relationship to both entities, and the Port can direct small businesses to the Chamber for business development and support, and the Chamber is able to direct business owners to the Port for land development, purchase, and support.

I. Demographic Changes

Gilliam County has a positive net migration from (2010-2018) of 69 per 1,000. (23) This positive net migration is likely having an effect on the Port as an increasing number of residents are unsure of what the Port does, and just see it as the Arlington Marina. This reinforces the need to improve communications with residents throughout the County, so people know what the Port does, how it assists the community and what it can do for them.



Chapter 5: Situational Analysis

Chapter 5 provides a situational analysis of factors that affect the Port of Arlington’s success, both internal and external. It includes a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, stakeholder and public outreach results, critical issues facing the Port, a demand analysis, and a review of needs of the district.

A. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

A SWOT analysis is a technique that analyzes strengths, weaknesses, opportunities, and threats. It can be used to determine a company's competitive position, develop a strategic plan, and determine if current operations are sustainable (24). The strengths and weaknesses portions identify internal components that affect a company such as intellectual property, location, and employees. The opportunities and threats focus on external factors, such as competitors and customers, including things like cost of raw materials and consumer buying trends. It is designed to facilitate a realistic, fact-based, data-driven look at strengths and weaknesses of an organizations initiative or within its industry (24).

STRENGTHS:

Strengths are characteristics internal to the Port that are positive. The greatest strength that the Port of Arlington possesses is a strong leadership team. The Port Director and Staff are excellent at their jobs, and the Port Commission is enthusiastic, engaged, and forward thinking. The Port has a strong focus on economic development with leadership that seeks out new opportunities. This progressive outlook, as well as the Port's status as a special district allows the Port to aggressively pursue various funding opportunities and grants, which increase the value of the Port and its properties. This economic focus capitalizes on the Ports proximity to multiple modes of transportation, including I-84, barge/river shipping and rail transportation. The Port has access to a large amount of developed industrial land, developable land, and industrial/business buildings for lease that they have been actively marketing. The Port is also developing a strong relationship with the County, and the level of cooperation between the two entities is higher than it has ever been. The economic potential for the Arlington Mesa and Airport, Willow Creek Property, Marina, and RV Park is extremely high, and the leadership is looking for creative ways to take advantage of this. Anchor businesses such as Waste Management with Columbia Ridge Commercial Landfill and Recycling, and WM Chemical Waste Management of the Northwest provide steady employment opportunities for the county. Access to recreation opportunities from the Columbia River to the John Day River, including multiple parks combined with a unique Rural Heritage contribute to the strengths of the Port.

WEAKNESSES:

Weaknesses are characteristics internal to the Port that need to be improved. The biggest weakness facing the Port of Arlington is a lack of capital needed for development of the marina, industrial properties, and performing the general maintenance and upkeep of port facilities. The Port is also struggling with cost recovery for services rendered. Communication, while improving between the Port District and County & City governments, still needs to improve. Often major players in County and City governments are unaware of the positive work the Port is doing for the District, which leads to miscommunications. With only three full-time staff members, there are only so many projects the Port can accomplish with limited personnel resources, contributing to additional weaknesses. The Port suffers from poor marketing of resources to industry, as well as poor marketing/communication with the local community of what services and functions the Port performs. The lack of capital also contributes to a lack of updated technology, including an elderly digital infrastructure and lack of many modern conveniences clients are accustomed to, including online bill pay. The Port suffers from a lack of workforce

and community housing but is unable to directly influence the building of housing for the community. The Port also does not own a large portion of the developed and developable land that they market to outside entities, these assets are mostly owned by the county or Cities, and while the Port is more than happy to market them, they often do not receive monetary compensation for these services. The Port office is too small for many services they perform; therefore, they frequently must utilize unused office space in the Gronquist building, and once the space is rented full time they will lose this important overflow location. Geographic distance and isolation from large centers of business and commerce contribute to the Port's difficulty of attracting businesses and workers. The Willow Creek Property currently represents a strength and a weakness, as the legislative and regulatory roadblocks to developing it have been expensive and time consuming, but it still offers a great strength as a development and marketing opportunity.

OPPORTUNITIES:

Opportunities are conditions or factors external to the Port that can contribute to the Port's goals. Despite its small size, the Port of Arlington has several development opportunities. There is potential for developing the Arlington Mesa/Airport, as well as expanding the Marina, Peninsula and Willow Creek Property. There is major industrial interest in the County, with some large companies interested in developing the Arlington Mesa. The Port of Arlington is also able to take advantage of various grant funding opportunities and has aggressively pursued and is still pursuing external funding. Several organizations are interested in using the Arlington Marina to host large events, including a group that wants to host a large sailboat regatta, which could turn into an annual event. The Port is continuing to develop relationships with Business Oregon and other regional and state support outlets. The potential for collaborating with larger ports in the area, including the Port of Morrow versus competing with them is an opportunity. Port staff want to begin utilizing new technologies to streamline Port services, as well as increase the marketing of recreational opportunities. The opportunity to increase collaboration with the County and Cities, as well as increase education and stakeholder outreach could expand awareness of the Port's mission as well as community and industry support.

THREATS:

Threats are negative forces that the Port has no direct control over. The entire leadership team agreed that the top threat to the Port of Arlington was the lack of affordable housing for the workforce and community at large. As the next biggest threat, lack of available workforce, including the lack of training for youth is a huge threat to the Port and to the economic development of the County. Like all communities large and small, inter-governmental and inter-agency conflict has the potential to threaten Port workings. Resistance to change and growth throughout the entire area, as well as a general lack of public awareness of port functions is a threat to the Port. The unstable economy lends a credible threat to the future of the Port, as this results in a loss of tourism, effects on industry, and the energy sector rapidly changing, despite being a firm fixture in the county for several years. Strong competition from larger, local ports was also discussed, and the effects of increasing governmental and Tribal regulations represents a threat the Port has no control over.

Strengths	Weaknesses
Strong economic development focus	Lack of capital
Proximity to multiple modes of transportation, I-84, barge/river transport and river.	Need to improve communication with County and Cities
Excellent Port Director and Staff	Lack of updated technology
Strong, well-rounded enthusiastic Board of Commissioners	Working relationship with the Corps of Engineers
Anchor business Waste Management	Lack of online bill pay
Proactive leadership that seeks out new opportunities	Poor marketing of resources to industry and community
Progressive outlook and long-term economic development vision	Port office too small
Developing a long-term positive relationship with the county and stakeholders.	Most developable land the Port markets belongs to other entities
Focus on giving back to the community	Willow Creek
Good teamwork among Port staff, commission, and community	Geographically distant from large commerce hubs (Port of Portland, Portland Airport)
Available developable land	Small full-time staff
Available buildings for lease	Port not directly involved in housing
Developed industrial land	
Proximity to natural environment/recreation	
Rural Heritage	
Access to unique funding streams	
Well maintained marina and RV park	
Arlington Mesa and Willow Creek	
Opportunities	Threats
Major industrial interest in the County	Lack of workforce/community housing
Development opportunities at the Mesa/Airport	Lack of available workforce, including lack of programs for youth
Various grant funding	Inter-governmental local conflict
Expansion of Marina, and Peninsula	Resistance to change and growth
Expansion of Willow Creek property	Lack of public awareness of Port
Interest by several entities in using Marina for large event	Strong competition from local, larger ports with more assets
Increase collaboration with County and Cities	Unstable economy
Increase education and stakeholders on Port authorities and responsibilities	High fuel prices (loss of tourism, effect on industry)
Relationship with Business Oregon and other regional and state support	Rapidly changing energy sector
Collaboration with other Ports along the river	Governmental/Tribal changing regulations
New technologies to streamline port services	
Increase marketing of recreation assets.	

B. Stakeholder Outreach

Business Stakeholder Interviews

Eleven important Port business stakeholders were interviewed during the planning process. Standard questions were asked of the stakeholders, which included a Gilliam County Commissioner, Shaver Barge Lines, Painted Hills Natural Beef, Pioneer Community Development Corporation, Oregon Frontier Chamber of Commerce, US Army Corps of Engineers, Arlington City Council Member, Mayor of Arlington, Mayor of Condon, Three Mile Canyon Farm and Waste Management. Below are the main takeaways from the stakeholder interviews. A full report is included in Appendix C.

1. Stakeholders have a good relationship with the Port or no relationship at all. Local organizations want to continue to see the Port at Community Meetings and support County and City organizations, both governmental and non-governmental.
2. Stakeholders see the Port's greatest assets as:
 - 1) The current Board of Commissioners and Port employees
 - 2) The Environmental Sentry Corp 501(c)(3)
 - 3) The Port's status as a special district.
 - 4) Port owned real property and commercial buildings.
 - 5) River exposure, including a well-kept marina with a fuel dock, long term and day use slips and large parking lot.
 - 6) Arlington's proximity to multiple forms of transportation; including access to I-84, the Columbia River, the railroad and two local airports.
 - 7) Consistent revenue sources from the grain elevator, RV park and marina.
 - 8) Rural quality of life that comes with living in Gilliam County.
3. Stakeholders see the Port's greatest weaknesses as:
 - 1) Overcoming past prejudices to a prior ineffective working relationship with other entities in Gilliam County.
 - 2) The perception that the Port Staff/commission is not as supportive of activities as they should be.
 - 3) A general difficulty attracting sufficient labor force.
 - 4) Lack of affordable housing
 - 5) Lack of significant fluid capital
 - 6) High cost of developing Port property
 - 7) Lack of District infrastructure to support tourism, business development and complementary businesses to leverage growth.
 - 8) Long distances from large urban centers and the amenities they have
 - 9) Many long-term residents, including local government leaders and prominent businesses are unaware of what the Port does and what opportunities they facilitate.
4. Improvements/Projects/Developments Stakeholders would like the Port to pursue.
 - 1) Increase business retention and expansion role, including support for new and existing businesses.
 - 2) Strong pursuit of development of Willow Creek

- 3) Continue to work with large companies interested in commercial and industrial property owned by the Cities, Port and County.
 - 4) Explore potential to serve as a regional transportation hub, including transloading opportunities for grains/agricultural feed on trains or barges.
 - 5) Look into turning Arlington into a service hub for surrounding areas; focus on agricultural centered businesses: seed companies, equipment maintenance companies; skilled trades.
 - 6) Increased development of the marina and peninsula.
 - 7) Increased advertising and marketing of Port activities and services
 - 8) Continued development of infrastructure to support businesses and housing, including roads, internet, water, and sewer.
 - 9) Continue to use the Environmental Sentry Corp to facilitate rehabilitation of empty buildings in Arlington, Condon and Lonerock.
 - 10) Continue to support County and City efforts for increasing workforce housing.
 - 11) Pursue renewable energy, including hydrogen, solar and wind.
 - 12) Improvements to infrastructure to attract and retain families, including regular amenities like large chain stores, healthcare access and growth of technology and accessibility options, playgrounds, schools, and recreation centers.
 - 13) Increased tourism promotion and destination development; including promoting local parks, restaurants, and golf courses; explore viability of cruise ship dock.
 - 14) Assist businesses and provide information on training opportunities and increase community engagement so more are aware of what the Port does/can offer the community.
 - 15) Work with the City of Arlington to pave the runway of the Arlington Airport; assist with Condon Airport improvements.
 - 16) Explore options for regional food market, including cold storage and packing facilities.
 - 17) Serve as a link between the Port of Portland and larger Ports, such as Morrow, by providing needed services.
5. Concerns related to the economic future of the Port District, including job retention and growth are:
- 1) Lack of workforce and community housing
 - 2) Lack of affordable quality childcare and programs for children.
 - 3) Lack of amenities and infrastructure available in larger towns, including broadband access, recreation, larger grocery stores, options for restaurants and fuel, access to quality healthcare and larger chain stores.
 - 4) Large areas of undeveloped industrial and commercial land throughout the District; Port, County and City owned.
 - 5) Lack of county-wide business diversity and meaningful population growth
 - 6) In general, market uncertainty, cost of meeting demand and long-term recession
 - 7) Concern over future inflation and interest rates

Community Wide Survey

To solicit input from Gilliam County residents, a community survey was conducted from 26JAN23 to 15MAR23. The survey was conducted online, with links published in the local newspaper, on posters around town, on social media and the link was also emailed directly to individuals who asked for it. There was a high response rate to the survey, with 51 respondents completing it. Of those 51, 21 were from Arlington, 20 from Condon, 09 from Rural Gilliam County and 01 from outside of Gilliam County. Below are the key takeaways from the survey, for a complete report on the community survey, see Appendix B.

Key Takeaways

1. The Port needs to increase its outreach throughout the County. People in both Arlington and Condon are not aware of the projects the Port is involved in and would like more information, especially in Condon since the majority of Port assets are in Arlington.
2. The largest barriers to economic development in the County are housing, lack of commercial space/locations for new businesses, and lack of growth mindset/resistance to change among Citizens.
3. Gilliam County has a strong entrepreneurial spirit, with 28 out of 51 respondents wanting to start/already own a business in Gilliam County.
4. The businesses people would most like to start are espresso/coffee drive throughs, laundromat, childcare (in-home and larger) and hobby businesses (photography, jewelry, homemade gifts).
5. There is a strong desire for increased recreational opportunities, including indoor spaces available the entire year for both communities. Most suggestions focused on covered picnic tables for the parks, recreation centers, gyms, and improved camping facilities. Off-leash dog parks with access to the water were also requested.
6. Most people in the County get their information online, or on posters around town. To increase public awareness, keep the website up to date and consider increasing online presence.
7. There is a positive attitude about the Port, and a general excitement that the Port was seeking public input.

C. Critical Issues

Lack of Capital

The Port of Arlington lacks the large amounts of capital necessary to develop the properties it owns. The grain elevator lease and the RV park provide consistent sources of revenue that allow for completion of day-to-day activities, but do not generate the large amounts of cash reserves

needed for large scale property development or capital improvements. The Port would like to complete large development projects at Willow Creek, the Arlington Mesa, the Proctor Property and throughout the County. Without large amounts of capital, they rely on grant funding which can be inconsistent.

Lack of Workforce/Community Housing and Affordable Childcare

The lack of workforce and community housing is a large issue throughout the United States and is not particular to Gilliam County or the Port of Arlington. Currently many workers in Gilliam County live in surrounding communities, including The Dalles, Boardman and Hermiston because they are unable to find affordable housing in Gilliam County. The Port RV Park is also frequently filled with long-term rentals and hotels in Arlington and Condon are used for temporary housing versus tourist lodging. If economic development takes place in the County that increases the number of available jobs, the County cannot support an increasing workforce with current housing. If this housing crisis is not addressed, no matter how much economic development takes place in the County, the positive impact will be minimal if workers and their families are not living in the communities. Closely tied to lack of housing is the lack of affordable childcare. Arlington and Condon both have childcare centers, but these centers struggle to maintain sufficient staff to support the number of children that need care. This results in several adults in the County being unemployed or underemployed to support their childcare needs. Without housing and childcare, the workforce, and therefore the economy cannot grow in Gilliam County.

Complexity of Willow Creek

The Willow Creek Property is the Port's largest opportunity for economic development, as well as its largest weakness. Due to failed attempts in the past to develop it, the first obstacle to any development will be overcoming government and community perceptions that "it isn't worth it." Also, due to its isolated location for any development, complete infrastructure will have to be installed, including sewer, power, water, roads, and internet. It currently has a bridge for access over the railroad and an approved quarry, but no other corresponding infrastructure. The high capital cost for any development at Willow Creek is a large issue, as well as a less than optimal working relationship with the Confederated Tribes of the Umatilla Indian Reservation, who have fishing rights at that location. If any construction is to be done at Willow Creek, community and inter-governmental relationships will have to be addressed prior to applying for any funding or expending any capital.

Engagement with Port District Residents, Businesses and Organizations

The Port of Arlington is committed to supporting its mission of economic and community development throughout the District but needs to improve community engagement. The Port District covers all of Gilliam County, but many residents just regard it as the "Arlington grain elevator and marina." The Port is active in community development, through serving as a member of the Oregon Frontier Chamber of Commerce, attending County and City public meetings, and working hard to maintain relationships with public and private entities. Port infrastructure is frequently used by the public, and the Port supports many other governmental agencies and public service groups, but is not effective at communicating this involvement, or

the opportunities available through the Port to District residents and businesses. As a result, businesses and residents are frequently unaware of what the Port is doing, what the Port does and how the Port is supporting the entire County or individual businesses. Improving community engagement is essential for the Port of Arlington to achieve the goals set forth in this Strategic Business Plan.

While the communication between the Port, Gilliam County, Arlington, Condon and Lonerock is good, it is essential to maintain these positive working relationships. The Port needs to continue to make efforts to participate in work sessions with these entities and keep them involved with all potential marketing and development projects. Due to the limited number of assets in the County/Port District, it is essential that all government entities work together to further the economic prosperity of the region.

Highest and Best Uses of Property, and Acquisition of New Property

The Port owns industrial, commercial, and residential land throughout the county, and has a responsibility to use that property to support the economic development of the Port District. When choosing what types of developments and infrastructure to build on Port owned lands, they must consider the overall value for the County in addition to revenue needs of the Port. This results in the Port needing to carefully weigh each project before taking it on, and make sure that it is the best use of the property to support the District, not just the Port's internal financial goals. As of June 2023, the Port was engaged in a non-disclosure agreement with a large company and the City of Arlington. If the agreement goes through, the Port will lose a significant portion of industrial property. The Port needs to continue to purchase industrial property as it becomes available in the district, including purchasing property and working with the County and Cities to have it be re-zoned industrial if it is appropriate for the area.

Marketing

The Port of Arlington needs to improve their marketing strategy. The Port is the main vehicle for advertising industrial and commercial property availability in Gilliam County, and it is essential that State and regional development offices know the availability of land in the Port District. The lack of sufficient marketing hinders the Port's ability to recruit businesses to their properties, both internal to the County and external.

D. Demand Analysis

Based on key industry trends, the demand for industries related to renewable energy, technology, and healthcare is growing in the local and regional economy. The demand for renewable energy is increasing as the world is shifting towards a more sustainable future, and the Port District's access to a large power grid and large tracts of open land make it an attractive location for renewable energy companies. The demand for technology-related industries is also growing as businesses are increasingly relying on technology to enhance their operations. Additionally, the demand for healthcare-related industries is increasing as the population ages (7).

The Port of Arlington's assets of land, location, and transportation match up well with the demand and opportunity in the area. Its location on the Columbia River and access to Interstate

84 make it a prime location for businesses that need to transport goods. The Port's comparative ease of moving freight from Arlington to Portland also makes it an attractive location for businesses that need access to the Portland market. The range of available industrial and commercial land in the District is also an advantage, as it allows businesses to expand and grow. Lastly, the access to rural lifestyle is also an advantage, as it can attract businesses that value a high quality of life for their employees. Overall, the Port of Arlington's assets are well-suited to attract businesses that need access to transportation, land, and a laid-back lifestyle for their employees.

There is little that the Port of Arlington can do to influence national and state conditions that affect economic development. The Port can, however, influence factors that affect economic development in Gilliam County. The Port's primary advantages are its location on the Columbia River, access to Interstate 84; comparative ease of moving freight from Arlington to Portland; range of available industrial and commercial land in the district; and access to rural lifestyle. The area is likely to attract businesses that need access to large power grids, need a large area of land to develop and like the quality-of-life factors offered by Gilliam County.

The Port has identified several areas in which to focus with an emphasis on continual growth within the local economy. Marine property and facilities have primarily been used for barge transportation and continue to be one of the key functions of the Port. The barge facilities at Arlington are critical for local farmers and other producers to move goods to the market. This is a market the Port will continue to serve. Currently standing at \$109.4k, overnight visitor volume has not returned to its 2019 height of \$135.2k but has surpassed the 10 year low in 2020 of \$94.8k (25). Although visitor demand has not significantly increased, the local housing shortage has led to many previously deemed short term units transitioning to monthly rentals. A prioritization of improving the RV park, boat launch and related facilities to allow for additional short-term rentals and facilities for visitors to the area could improve visitor volume and assist with the housing crisis.

Industrial land development and marketing is another area of focus. The Port is able to supply the market with large parcels of industrial land. This is a growth area for the region, and the Port is an important player in the market. The high-tech industry (i.e., data centers) is another area of opportunity. Warehousing and distribution are areas in which the Port has played a limited role, but one with substantial growth potential. Because of the location, land availability and transportation connections, this region has the potential to attract a number of distribution centers. The Port of Arlington is especially well-suited for this type of use, with its proximity to the interstate highway system. With other industrial land underdeveloped and unavailable throughout the state, Arlington is poised to capture the high demand for industrial land (26).

Growth in airport demand is often a component of regional economic development. Aviation provides support to the economic health of the state of Oregon in a wide range of ways, including support for business operations, tourism, education, emergency services, and recreation. Developing the aviation property in the District could provide the community and tourism industry with benefits such as job creation, increased economic growth, and promotion

of tourism. Additionally, small airports have been proven to have a big impact on local and regional economies by allowing smaller communities to attract business and tourism (27).

E. District Needs

The Port of Arlington has analyzed the needs of their community based on administered surveys and conversations with stakeholders. The Port District is plagued by lack of affordable housing and lack of amenities that make the Port District an attractive place to live and a mindset that positive change cannot happen here. The Port can help accommodate these needs creatively. The Port is assisting with the development of residential property through zoning and infrastructure investments to make it more attractive to developers or people looking to build their homes. The Port can continue to develop the industrial and commercial property that they already own to attract more businesses and tourism, increasing amenities available to the towns. Changing mindsets is difficult, but until the mindset of “there is no point in trying anything here” changes to “it can and will happen here,” growth will be difficult. Changing a community’s mindset can be done through building trust and following through on promises made to the community, transparent communication and being open to feedback. The large response to the Port community survey, as well as positive and negative comments included showed a community that appreciates the chance to give feedback and wants positive change. The Port can capitalize on this momentum by improving their communication with the community and following through on projects.

F. Emergency Management

The Port of Arlington is included in Oregon’s Resilience Plan as potentially providing a significant supply link port for restoring the economy after a seismic event, such as a Cascadia Subduction Zone Earthquake. The Port is also a partner in updating the Gilliam County Multi-Jurisdictional Natural Hazard Mitigation Plan. The Port is building resiliency into its developments and planning efforts.

G. Risk Analysis

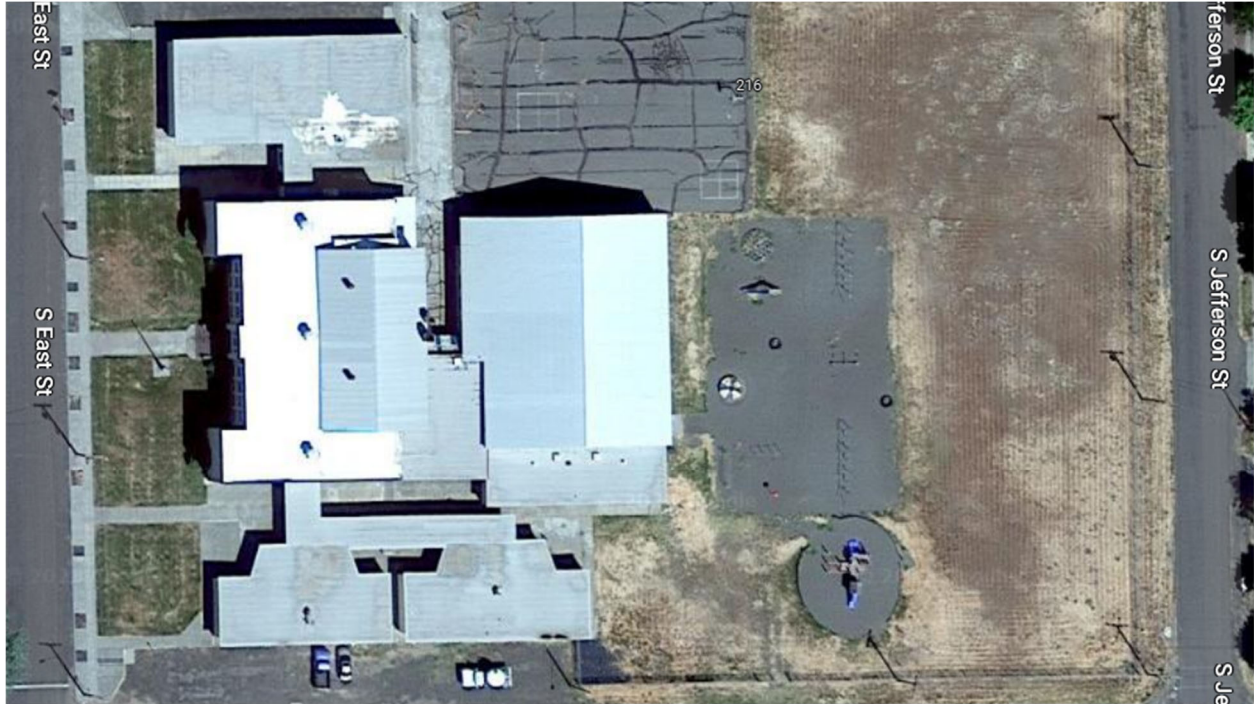
The Port of Arlington faces several risks, including volatility of the economy, risk of recession, lack of skilled labor, cost to develop infrastructure, funding availability and lack of housing for workers which takes money out of the communities. If economic development activities are not successful, the population of the county area will continue to constrict and result in loss of vitality, revenues, and community structure.

The Port is also at risk from suffering from their own successful marketing. In 2023 several companies were interested in the available commercial and industrial property that the Port owns. The Port needs to continuously look for industrial and commercial land, so that they do not find themselves in a situation where they have sold all their property and do not have any in inventory.

H. Port Direct Impact on Jobs

The Port of Arlington has potential to be an important source of job creation in Gilliam County. Currently, the Port only has three full time employees, but their investment in the Gronquist building and other commercial property has potential to influence job creation. With the large

amount of industrial property, the Port owns, and through the remediation projects of the Environmental Sentry Corp, such as the Condon Grade School, the Port's investments can result in multiple short-term construction and development jobs, as well as long term employment opportunities. By continuing to invest in land and develop it, the Port can directly impact available jobs in the Port District.



Chapter 6: Strategic Business Plan Goals, Objectives, and Action Plans

Chapter 6 provides a list of the Port of Arlington’s Strategic Business Plan goals, objectives, and action plans, broken down into eight categories: Property, Management, Financial, Environmental, Marketing, Economic Development, Emergency Management/Resiliency and Community.

A. PROPERTY

Property goal: Manage port properties to maximize economic and community development in the district.

A.1. Marine Properties and Facilities Strategic Objectives

A.1.1. Maintain and improve the marina and docks to encourage tourism and recreation, support existing and new businesses and create reliable income streams for the Port.

A.1.1 Action Plan	Priority	Timeframe
Upgrade and move the lift station.	High	1-3 years
Upgrade dock facilities as needed to provide competitive amenities for boaters.	Med	Ongoing
Increase the number of moorage slips available for long term rental; increase the size of moorage slips to accommodate larger boats.	Low	5-10 years
Reuse barge dock supplies from Willow Creek.	Low	5-10 years

A.1.2 Enhance the peninsula west of the grain elevator to expand tourism, recreation, job growth and business development for the district.

A.1.2 Action Plan	Priority	Timeframe
Install utility hookups on the Peninsula to support businesses and camping, water, sewer, power, internet.	High	1-3 years
Conduct paving operations; pave a road with parking to organize the peninsula; pave a perimeter walking path.	High	1-3 years
Work closely with the Army Corps of Engineers to identify problems ahead of time for building plans and regulations for any potential changes to the peninsula.	High	Ongoing
Coordinate with the Army Corps of Engineers for conducting erosion control operations on the Peninsula.	High	Ongoing
Put up signs to advertise local businesses with phone numbers.	Medium	3-5 years
Explore the feasibility of a snack shack/food cart/craft cart to be open seasonally to support tourism and recreation; explore alternative buildings options such as temporary cart or shipping container buildings.	Medium	3-5 years
Install a covered viewing station/wind shelter for viewing the Columbia River; if possible, coordinate with public arts group to make it a functional artwork piece.	Low	5-10 years
Conduct landscaping or hardscaping on the Peninsula to make it more attractive to business owners and tourists and draw people off the Interstate; explore installation of lights, public art installation or repurposing barge dock supplies from Willow Creek.	Low	5-10 years

Work closely with the City of Arlington on building plans, zoning requirements and regulations.	Low	Ongoing
Explore feasibility of installing supersized play equipment; if feasible install.	Low	5-10 years
Explore the feasibility of installing a ramp/dock for cruise ships; if economically feasible install ramp/dock.	Low	5-10 years

A.1.3 Maintain the marina and peninsula infrastructure to support the long-term viability of the waterfront property.

A.1.3 Action Plan	Priority	Timeframe
Repair Arlington Sign	High	1-3 years
Hire an artist to paint a mural on the grain bins.	High	1-3 years
Install a laundromat to serve the RV park, campers and the community; if the Port Office is relocated re-use that space.	Medium	3-5 years
Explore options for the construction or use of existing facilities to serve as a new Port office, if feasible move the office.	Medium	3-5 years
Purchase a backhoe or bobcat to assist with regular port maintenance.	Low	5-10 years
Install signage for boat traffic, including available resources, both at the Port, in the City of Arlington and in the County.	Low	5-10 years

A.2. Recreational Properties Strategic Objectives

A.2.1. Maintain and improve the RV Park, campground, and related facilities to provide competitive amenities for customers to increase occupancy, revenue generation and vibrancy of the campground space.

A.2.1 Action Plan	Priority	Timeframe
Pave RV spaces	High	1-3 years
Install a remote pay kiosk/welcome kiosk with a digital map of the Port district, local businesses, and available amenities.	High	1-3 years
Increase Port's online presence and develop the capacity for taking online reservations and bill pay.	High	1-3 years
Install electric vehicle charging stations.	High	1-3 years
Explore feasibility of building a recreational rental space; if feasible install.	Low	5-10 years
Install kayak/canoe launch with entry assist	Low	5-10 years
Develop diverse accommodations (landscaping for dry camp)	Low	5-10 years

A.3 Industrial Property Strategic Objectives

A.3.1 Enhance economic development within the district through planned development of Willow Creek

A.3.1 Action Plan	Priority	Timeframe
Draft and implement a master plan for infrastructure; water, sewer, electrical, internet access and roads.	High	1-3 years
Explore feasibility and advisability of developing public river access.	Medium	3-5 years
Explore options for solar or hydrogen facilities and install corresponding infrastructure.	Medium	3-5 years
Explore options for using the south side of railroad tracks for a lay down yard and install corresponding infrastructure.	Medium	3-5 years
Explore options for establishing an aggregate loading site on the river, such as a barge dock.	Medium	3-5 years
Explore options for a recreational barge dock.	Medium	3-5 years
Capitalize on rail and I-84 access rather than river access for business advertisements	Medium	3-5 years
Explore funding options for long haul truck rest areas through grants and other funding opportunities; capitalize on truck traffic that already pulls over at Exit 149 to sleep.	Medium	3-5 years
Explore options for locating rail siding at Willow Creek; install corresponding infrastructure.	Medium	3-5 years
Explore options for non-industrial use of Willow Creek, such as the location of a Cultural Center, Museum or River viewpoint.	Medium	3-5 years
Explore options for using Willow Creek for multi-use industrial: distribution, lay down yard, gravel pit.	Medium	3-5 years

A.3.2 Enhance economic development within the district through planned development of the Arlington Mesa

A.3.2 Action Plan	Priority	Timeframe
Explore options for locating a data center on the Mesa.	High	1-3 years
Work closely with the City of Arlington on building plans, zoning requirements and regulations for any potential changes.	High	Ongoing
Work with the City of Arlington to market Mesa Property to developers and support the City through any long-term sales or leases of large chunks of City and Port Property	High	Ongoing
Support exploration of potential options for private development of workforce housing on Port land not suited for industrial or agricultural uses.	High	Ongoing

Review the master plan for infrastructure; water, sewer, electrical, internet access and roads.	Medium	5-10 years
Create an official entrance to the Airport and Industrial Park.	Medium	3-5 years
Install official signage with a directory at the entrance to the Mesa.	Medium	3-5 years
Evaluate the development of new industrial space on Port property, either fully speculative or on a build-to-suit basis.	Medium	3-5 years
Further develop, widen, and pave the road from HWY 19 to the Mesa.	Medium	3-5 years
Explore converting existing warehouse space or constructing a large building with rental bays for people who do not have garage space for hobby work (auto, wood, construction).	Low	5-10 years
Install a fence around the Flex building	Low	5-10 years

A.4 Aviation Properties Strategic Objectives

A.4.1 Enhance transportation connections to promote business, tourism, and recreation opportunities within the district.

A.4.1 Action Plan	Priority	Timeframe
Explore leasing the Arlington Airport from the City; implement if feasible.	High	1-3 years
Respond to unanticipated opportunities that contribute to the district’s economic development or revenue enhancement goals.	High	1-3 years
Further develop airport infrastructure, including paving the runway.	High	1-3 years
Develop existing hangar for planes, pilots lounge, restaurant space; make it more desirable for potential clients	Medium	3-5 years
Install a fuel station for airplane traffic at the Arlington and Condon Airports	Medium	3-5 years
Encourage the retention and expansion of airport uses to accommodate a lively airport district.	Medium	3-5 years
Evaluate developing the second story of the airplane hangar into apartments.	Low	5-10 years

A.5 Commercial Property Strategic Objectives

A.5.1 Enhance the economic development within the district through well-planned and collaborative commercial property acquisition, development, and improvement.

A.5.1 Action Plan	Priority	Timeframe
Follow up on potential interest on 1.2 acres between Gronquist and Watco buildings; install build to suit infrastructure.	High	1-3 years
Respond to unanticipated opportunities that contribute to the district’s economic development or revenue enhancement goals.	High	Ongoing
Install EV charging near Golf Course and Gronquist Building	High	1-3 years
Install signs for the Gronquist Building, BBQ and Golf Course	Medium	3-5 years
Explore options for further development of the 1 st story of the Gronquist building, including installation of a kitchenette in the large conference room, and potentially using the large room as the new port office.	Medium	3-5 years
Expand the use of the Gronquist Building as a Community Center.	Medium	Ongoing
Maintain and improve port owned facilities to simultaneously maximize revenues and community benefit to the extent possible.	Medium	Ongoing
Make the Gronquist Building more attractive to current and prospective renters through additional landscaping, installation of sidewalks, and planting trees.	Low	5-10 years

A.5.2 Enhance opportunities for workforce housing within the district through well-planned residential property acquisition, development, and improvement, thereby improving the Port’s appeal to industry.

A.5.2 Action Plan	Priority	Timeframe
Complete purchase of Proctor Property	High	June 15, 2023
Complete annexation and rezoning of the Proctor Property	High	July 2023
Conduct a Plat survey to determine how to subdivide the Proctor Property	High	September 2023
Subdivide Plat and record tax lots	High	November 2023
Develop basic infrastructure, including streets, water, and sewer	High	1-3 years
Actively market improved and subdivided lots to developers	High	1-3 years
Respond to unanticipated opportunities for residential property acquisition or improvement that contributes to the district’s economic development or revenue enhancement goals.	High	Ongoing

B. MANAGEMENT

Management Goal: Employ best management practices for the Port through continuing education for staff and commissioners and pursuing opportunities for collaboration and partnership with other local and regional agencies.

B.1.1. Ensure timely creation, adoption, and implementation of best management practices for Port ordinances, policies, and procedures.

B.1.1 Action Plan	Priority	Timeframe
Re-evaluate Port Commissioner Zones in conjunction with the County.	High	June 2023
Complete annual review and update of Capital, Property, management, financial, environmental, community, marketing, economic development, and resilience strategic objectives as part of the budget process.	High	Ongoing
Annually review permanent staffing to determine if there are enough personnel to meet port needs; hire additional staff to meet increasing workloads.	Medium	Ongoing

B.1.2 Supply training opportunities and professional development for staff and Commissioners to ensure they have the necessary resources and tools to serve district residents and area businesses.

B.1.2 Action Plan	Priority	Timeframe
Continue to budget for and coordinate annual staff and board training	High	Ongoing
Provide training opportunities that position the Commission and staff to seek out, access and leverage funding opportunities.	High	Ongoing
Respond to unanticipated opportunities that contribute to the district’s economic development or revenue enhancement goals.	High	Ongoing

B.1.3 Pursue opportunities for collaboration and partnership with other local and regional agencies to improve communication, build capacity and leverage resources.

B.1.3 Action Plan	Priority	Timeframe
Continue to improve working relationships and active partnerships with Condon, Arlington, Lonerock and Gilliam County.	High	Ongoing
Continue to develop relationships with local economic and community development agencies, including the Oregon Frontier Chamber of Commerce and Pioneer Community Development Corporation.	High	Ongoing

Port management shall continue to attend partner agency meetings to keep communication open and maximize opportunities for pooling resources.	High	Ongoing
Respond to unanticipated partnership opportunities that contribute to the Port's Goals.	High	Ongoing
Continue to update the Port's website, including posting the Port Commission meeting minutes to help citizens stay better informed on Port activities and decisions.	High	Ongoing
Conduct community outreach efforts to citizens and the state and federal delegations about Port activities.	High	Ongoing
Develop and strengthen communication and collaboration with the Confederated Tribes of the Umatilla Indian Reservation.	High	Ongoing

C. FINANCIAL

Financial goals: Assure the Port's fiscal stability and reliable financial condition for its ongoing strategic future by capturing all revenue streams, leasing out current assets and pursuing additional funding opportunities.

C.1.1 Ensure adequate financial reserves for the district to achieve its mission of economic, recreational and community development. Improve Financial Reporting. Improve reliability of cash flows.

C.1.1 Action Plan	Priority	Timeframe
Maximize Port income by reviewing Fee Schedule	High	Ongoing
Continue efforts to lease all available buildings and office spaces.	High	Ongoing
Develop a plan with Gilliam County to spend the remaining partnership money from the state.	High	Ongoing
Continue to identify and implement measures to maximize revenues and reduce unnecessary expenses	High	Ongoing
Respond to unanticipated opportunities that contribute to the district's economic development or revenue enhancement goals	High	Ongoing
Continue to track depreciation of capital assets and incorporate into the Port's financial reporting	Medium	Ongoing
Establish a lease rate policy based on a targeted return on asset value.	Medium	Ongoing
Increase longevity of current port equipment by establishing equipment plans to service assets owned.	Medium	3-5 years
Create a replacement schedule for Port owned equipment that wears out.	Medium	3-5 years
Periodically review increasing the Port's property tax rate to cover a greater share of general Port administrative and economic development costs.	Low	5-10 years

D. ENVIRONMENTAL

Environmental goal: Collaborate with district entities to encourage and maintain sound environmental stewardship of all lands, facilities and waters within the District and continue to use the Environmental Sentry Corp to conduct remediation activities throughout the county.

D.1.1 Collaborate with district entities, such as the City of Arlington, City of Condon, and City of Lonerock to ensure sound environmental stewardship of the Port District.

D.1.1 Action Plan	Priority	Timeframe
Continue to incorporate environmental compliance for all facilities and operations on Port property into Port maintenance staff activities.	High	Ongoing
Respond to unanticipated opportunities that contribute to the Port’s environmental goals.	High	Ongoing
Seek opportunities for expanded or new environmentally sustainable business development opportunities.	Medium	Ongoing
Continue to promote sustainable operations, including renewable energy generation on Port Properties and in the District.	Medium	Ongoing
Continue to support removal of invasive weeds in the district.	Medium	Ongoing

D.1.2 Use the Environmental Sentry Corp status as a 501 (c)(3) to remediate dilapidated buildings and brownfield sites throughout the Port district.

D.1.2 Action Plan	Priority	Timeframe
Continue providing assistance for brownfields and similar clean-up efforts within the district to promote redevelopment.	High	1-3 years
Complete asbestos/brownfield remediation of the Condon Grade School	High	1-3 years
Rewrite bylaws to allow for more assistance with critical issues facing the county, including the housing crisis.	High	1-3 years
Explore option of purchasing abandoned Village Inn Restaurant in Arlington to demolish, rehabilitate, and re-develop.	Medium	3-5 years
Explore options for purchasing the old Texaco and Glass Repair shop for remediation and repurposing.	Medium	3-5 years
Assist the City of Arlington if requested to remediate the old Motel Downtown.	Medium	3-5 years

E. MARKETING

Marketing and communications goal: Effectively market Port and County assets and services to maximize community and economic development; improve communications among all District entities.

E.1.1. Maximize the effectiveness and utilization of Port assets and capabilities through an ongoing Marketing Program, actively market District and Port available land and assets.

E.1.1 Action Plan	Priority	Timeframe
Work with Gilliam County and Business Oregon on marketing available industrial lands and updating the State’s and Port’s available land inventory websites.	High	Ongoing
Utilize partner agencies such as the Oregon Frontier Chamber of Commerce to assist in marketing and advertising Port properties that are ripe for development or redevelopment	High	Ongoing
Improve marketing efforts for empty buildings and port assets, increase outreach of available spaces; maintain a picture inventory easily accessible of available spaces.	High	Ongoing
Generate a complete list of industrial property available for development in the County, assist Gilliam County, Arlington, Condon and Lonerock with marketing of available land.	High	Ongoing
Continue to work with Arlington to market the Mesa.	High	Ongoing
Ensure Port Property is on the certified list of available property on applicable websites.	High	Ongoing
Support city and commercial growth	High	Ongoing
Continue to work with Condon to market 7 acres of industrial property.	High	1-3 years
Continue to work with the County for marketing Shutler Station.	High	Ongoing
Identify and apply targeted marketing for Port properties, e.g., advertise campground and improvements, recreational opportunities, moorage opportunities and opportunities for development of Port Properties.	High	Ongoing
Increase online marketing presence through Port Website, Facebook, and social media marketing.	High	Ongoing, depending on staff capacity
Work with Gilliam County to establish clear areas of responsibility with regards to economic development and support.	Medium	Ongoing
Improve marketing of Environmental Sentry Corp to eligible District entities.	Medium	Depending on suitable sites
Use marketing to support management and community goals, including clear messaging of the Port’s mission and timely communication with district residents.	Medium	Ongoing

Employ marketing to attain community goals, e.g., event promotion, active transportation options, training opportunities, community calendar	Medium	Ongoing
Develop plan on marketing to windsurfers and increasing tourism outreach.	Medium	Ongoing

F. ECONOMIC DEVELOPMENT

Economic development goal: Contribute to the economic development of the Port district through growing tourism activities, supporting local businesses and pursuing economic development opportunities in collaboration with the City of Arlington, City of Condon, City of Lonerock and Gilliam County.

F.1.1. Grow tourism in the Port district.

F.1.1 Action Plan	Priority	Timeframe
Promote tourism through sponsoring events, such as the A-Town Throw Down, Big River Band Festival, Show ‘n’ Shine Car Show and fishing derby.	Medium	Ongoing
Partner with Cities and the Oregon Frontier Chamber of Commerce to install interpretive and informational signage.	Medium	Ongoing
Promote beautification of the Port District, through programs such as public art, City Murals, and local partnerships.	Medium	Ongoing

F.1.2 Support local businesses and Port-related industries in the Port District

F.1.1 Action Plan	Priority	Timeframe
Encourage new and expanded recreation-related businesses (e.g., gear/boat rentals) to operate in the district by providing technical assistance resources.	Low	5-10 years
Explore opportunities to promote economic activity in the winter months to support tourism-dependent businesses.	Low	5-10 years

G. EMERGENCY MANAGEMENT/RESILIENCY

Resilience Goal: Anticipate, prepare for, and adapt to both natural and non-natural hazards and support Oregon’s and Gilliam County’s Emergency Management Planning.

G.1.1. Plan ahead to help mitigate the effects of emergencies that may affect the Port.

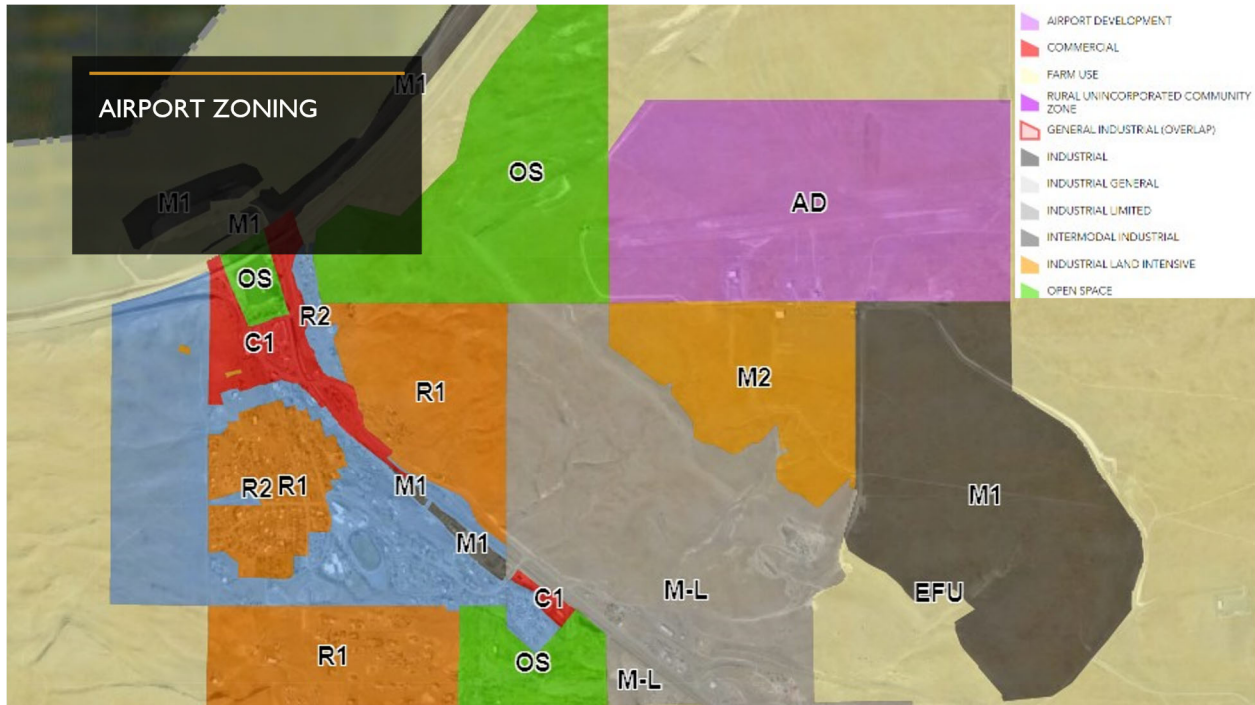
G.1.1 Action Plan	Priority	Timeframe
Build disaster resiliency into new developments	High	1-3 years
Actively participate in emergency management and hazard mitigation efforts led by Gilliam County, including Emergency Management and Fire Services.	Medium	Ongoing

H. COMMUNITY

Community Goal: Manage Port assets and support community initiatives that promote job growth, community development and recreational opportunities that enhance quality of life for all district residents.

H.1.1. Enhance district communities and properties by supporting relevant industries and initiatives, such as tourism and eco-tourism, recreational fishing, art, and niche agriculture.

H.1.1 Action Plan	Priority	Timeframe
Maintain and enhance Port facilities to ensure their continued aesthetic appeal, ambiance, and community value.	High	Ongoing
Respond to unanticipated opportunities that contribute to the Port’s Community goals.	High	Ongoing
Collaborate with local entities (City of Arlington, City of Condon, City of Lonerock, Confederated Tribes of the Umatilla Indian Reservation, Oregon Frontier Chamber of Commerce, etc..) to accomplish community-driven initiatives, e.g., Arts & Economic development	Medium	3-5 years



Chapter 7: Capital Improvement Plan

Chapter 7 includes the Capital Improvement Plan with a 10-year outlook and a list of potential funding opportunities to provide assistance with identified capital improvements.

A. Overview

The Capital Improvement Plan (CIP) includes all current, planned, and potential capital projects for the Port of Arlington. The CIP includes initial cost estimates, project priority, timeline and potential funding for all projects that are expected to have statewide significance, require intergovernmental support, or involve Business Oregon Funding. The Port of Arlington has also opted to include internal asset management projects that relate to regular maintenance of Port facilities to be funded solely by the Port under regular circumstances. The CIP will be reviewed and updated annually in April, as part of the Port's budget process for the coming fiscal year. Projects are split into three priority categories; high for projects to be completed within 1-3 years, medium for projects to be completed in 3-5 years and low for projects to be completed in 5-10 years. High and medium priority projects have more accurate cost estimates than low priority projects. Low priority projects also include potential projects the Port is currently conducting investigation into the viability of, but may not pursue, pending outcomes of initial fact finding.

B. Long-Term Planning

In Spring 2023 there was a large company interested in purchasing Port and City of Arlington owned industrial property at the Arlington Mesa and Airport. The Port and City of Arlington were under the restriction of a non-disclosure agreement while this plan was being written. If the company purchases the property, the Port will need to think of significantly different capital improvements than they will if the NDA company does not purchase the industrial property. As a result, the CIP has more projects on it than it would under normal circumstances, to account for the two drastically different directions the Port may take in the next 1-5 years.

Capital project costs on the following chart are for planning only, and have been based on preliminary engineering estimates, past completed projects, or research into project costs completed for other entities. Final construction costs will be different than estimated. While an attempt was made to cover all options for Capital Improvement, the Port retains the ability to respond to opportunities as they arise. If plans change dramatically prior to needing to update the entire strategic business plan, the Port can update this chapter only to accommodate District needs.

C. Capital Improvement List

Type	Project	Cost Estimate	Priority	Timeline	Potential Funding Sources
Marine	Upgrade and move lift station	\$150,000	High	1-3 years	Port, OSMB, BO
	Conduct paving operations; pave a road with parking to organize the peninsula, pave a perimeter walking path	\$200,000	High	1-3 years	Port, OTC, OPRD
	Maintain, upgrade, and improve marina	\$12,000/yr.	Medium	Ongoing	Port, OSMB
	Build new port office	\$950,000	Medium	3-5 years	Port, BO, GC
	Install signs for local boaters	\$5,000	Medium	3-5 years	Port, GC, AR
	Increase the number of moorage slips available for long term rental if possible, increase the size of moorage slips to accommodate larger boats, if possible.	\$400,000	Low	5-10 years	Port, OSMB
	Evaluate feasibility of ramp/dock for River Cruise ships on Arlington Peninsula	\$20,000	Low	5-10 years	Port, BO
Recreational	Install utility hook ups on the peninsula to support businesses and camping: water and sewer, power, internet	\$400,000	High	1-3 years	Port, BO
	Pave RV facilities	\$150,000	High	1-3 years	Port, OTC, OPR, ODOT
	Repair Arlington Sign	\$5,000	High	1-3 years	Port
	Hire an artist to paint a mural on the grain bins.	\$10,000	High	1-3 years	Port, OPR
	Install electric vehicle charging station	\$30,000	High	1-3 years	Port, AR, GC, DOT
	Install a remote pay kiosk/welcome kiosk with a digital map of the Port district, local businesses, and available amenities.	\$20,000	High	1-3 years	Port, BO, OPR
	Install a laundromat to serve RV park, campers, and the community.	\$200,000	Medium	3-5 years	Port, BO, OPR
	Install signs to advertise local businesses and amenities for boat and recreational traffic	\$5,000	Medium	3-5 years	Port, OFCC
	Install covered recreational space	\$60,000	Low	5-10 years	Port, BO, OPR
	Install a covered viewing station/wind shelter for the river.	\$50,000	Low	5-10 Years	Port, GC
	Conduct landscaping or hardscaping on the Peninsula to make it more attractive to business owners and tourists and draw people off the Interstate; explore installation of	\$25/sq foot \$200,000	Low	5-10 years	Port, OTC, OPR

	lights, public art installation or repurposing barge dock supplies from Willow Creek.				
	Explore feasibility of installing supersized play equipment.	\$5,000	Low	5-10 years	Port, OPR
	Install kayak and canoe launch	\$30,000	Low	5-10 years	Port, BO, OPR, OSMB
Industrial	Draft and implement a master plan for infrastructure; water, sewer, electrical, internet access and roads at Willow Creek	\$1,000,000	High	1-3 years	Port, BO
	Commission a Study for Willow Creek site to explore potentially powering the location, or other studies for the Willow Creek Project.	\$50,000	High	1-3 years	Port, BO
	Explore build to suit options on Port industrial property	\$1,000,000	High	ongoing	Port, GC, AR
	Maintain and improve Port facilities to maximize revenues	\$30,000/yr.	High	Ongoing	Port, BO
	Explore options for non-industrial use of Willow Creek, including public river access, Cultural Center, Museum, River Viewpoint or recreational barge dock.	\$50,000	Medium	3-5 years	Port, BO
	Explore options for industrial uses of Willow Creek, including solar or hydrogen facilities, multi-use industrial, rail lay down yard, rail siding or long-haul truck rest stop at Willow Creek; including multi use industrial distribution, lay down yard, gravel pit.	\$50,000	Medium	3-5 years	Port, BO
	Explore options for establishing an aggregate loading site at Willow Creek, such as a barge dock.	\$50,000	Medium	3-5 years	Port, BO
	Review the master plan for infrastructure; water, sewer, electrical, internet access and roads at the Arlington Mesa and Industrial Park	\$500,000	Medium	3-5 years	Port, BO
	Further develop, widen, and pave the road from HWY 19 to the Mesa.	\$400,000	Medium	3-5 years	Port, ODOT
	Create an official entrance to the Airport and Industrial Park. Install official signage with a directory at the entrance to the Mesa.	\$10,000	Medium	3-5 years	Port, GC, AR
	Evaluate the development of new industrial space on Port Property, either fully speculative or on a build-to-suite basis.	\$1,000,000	Medium	3-5 years	Port, BO, GC
Install a fence around the Flex building (chain-link)	\$50,000	Low	5-10 years	Port	

Commercial	Develop basic infrastructure for Proctor property, including property division, surveying, tax lots, streets, water, and sewer.	\$3,000,000	High	1-3 years	Port, GC
	Acquire Proctor property	\$800,000	High	1 year	Port, GC
	Commission Layout/construction plans for build to suit building on lot in between Gronquist and Watco Building	\$9,000	High	1-3 years	Port
	Conduct survey of master plan and finished subdivision plat for the Proctor land project	\$22,000	High	1-3 years	Port, GC
	Install build to suit infrastructure on 1.2 acres between Gronquist and Watco Buildings.	\$1,000,000.00	High	1-3 years	Port
	Install EV charging near Golf Course and Gronquist Building	\$30,000	High	1-3 years	Port, AR
	Maintain and improve port owned facilities to simultaneously maximize revenues and community benefit to the extent possible.	\$30,000/yr.	Medium	ongoing	Port, BO
	Make the Gronquist Building more attractive to current and prospective renters through additional landscaping, installation of sidewalks, and planting trees.	\$50,000	Low	5-10	Port, AR,
Aviation	Pave the airport runway with the City of Arlington (5,000ftX50ft)	\$2,000,000	High	1-3 years	Port, ODOT
	Upgrade electrical to the hangar building	\$10,000	High	1-3 years	Port
	Install a fuel station for airplane traffic at both airports	\$500,000	Medium	3-5 years	Port, ODOT
	Repair and upgrade the hangar with the City of Arlington, or tear down and construct new	\$750,000	Medium	3-5 years	Port, BO
Port=Port of Arlington, BO=Business Oregon, ODOT=Oregon Department of Transportation, OSMB=Oregon State Marine Board, OTC=Oregon Tourism Commission; OP=Oregon Parks & Recreation Department, AR=City of Arlington, GC=Gilliam County					

D. Funding Opportunities

Business Oregon Infrastructure Finance Authority

<https://www.oregon.gov/biz/programs/homeareas/infrastructure/Pages/default.aspx#ports>

Business Oregon manages three programs dedicated to ports. Applications for funding are accepted year-round and may be started by contacting the appropriate Business Oregon Regional Development Officer.

1. Marine Navigation Improvement Fund: provides grants and loans that fund a federally authorized project that needs matching funds or a non-federally authorized project that directly supports or accesses an authorized navigation improvement project.
2. Ports Planning and Marketing Fund: Provides grants for strategic business planning as well as other planning and marketing projects that improve the port's ability to carry out its authorized functions.
3. Oregon Port Revolving Fund: Provides loan funding to assist ports in the planning and construction of facilities and infrastructure.

Oregon Department of Transportation

<https://www.oregon.gov/odot/programs/>

<https://www.transportation.gov/rural/ev/toolkit/ev-infrastructure-funding-and-financing/federal-funding-programs>

1. Connect Oregon funds "transportation projects" which per statute means a project or undertaking for rail, marine or aviation capital infrastructure including bridges, or a project that facilitates the transportation of materials, animals, or people. This does not include maintenance, ongoing operations or planning efforts that do not result in construction. Connect Oregon projects are eligible for grants that cover up to 70 percent of project costs.
2. National Electric Vehicle Infrastructure Formula Program (NEVI): created under Bipartisan Infrastructure Law (BIL) apportions a total of \$5 billion to strategically deploy EV charging infrastructure and to establish an interconnected national network to facilitate station data collection, access, and reliability. Program funds can be used for the acquisition, installation, network connection, operation, and maintenance of EV charging stations, as well as long-term EV charging station data sharing.
3. Charging and Fueling Infrastructure Discretionary Grant Program (FHWA): A competitive grant program to strategically deploy publicly accessible electric vehicle charging infrastructure as well as hydrogen, propane and natural gas fueling infrastructure along designated Alternative Fuel Corridors or in other publicly accessible locations. At least 50 percent of CFI funding must be used for a community grant program where priority is given to projects that expand access to EV charging and alternative fueling infrastructure within rural areas, low-and moderate-income neighborhoods, and communities with a low ratio of private parking spaces.

4. Transportation Alternatives Set-Aside Program (FHWA): The transportation alternatives (TA) set-aside from the surface transportation block grant (STBG) program provides funding for a variety of generally smaller-scale transportation projects such as pedestrian and bicycle facilities; construction of turnouts, overlooks and viewing areas; community improvements such as historic preservation and vegetation management; environmental mitigation related to stormwater and habitat connectivity; recreational trails; safe routes to school projects; and vulnerable road user safety assessments.

Oregon State Marine Board Boating Facilities program

<https://www.oregon.gov/osmb/boating-facilities/Pages/Boating%20Facilities%20Home.aspx>

The Boating Facilities Program administers four grant programs:

1. Waterway Access Grants (WAGS)-Highest priority is for nonmotorized boating uses. The grants are competitive and may be used to acquire property, improve, or renovate public recreational boating access, provide education, and promote boating opportunities to communities with limited access. Funding for WAG comes from waterway access permits for nonmotorized boats 10 feet in length and longer.
2. Boating Facility Grants (BFG)-Highest priority is for motorized boating uses. The grants are competitive and may be used to acquire property, improve, or renovate public recreational boating access facilities. Funding for BFG comes from titling, registration and state marine fuel taxes paid by owners of registered boats.
3. Small Grants are for minor facility improvements totaling up to \$20,000 with the maximum OSMB contribution of \$10,000. Projects cannot be phased in to fit within the funding limitations. Funding for this program comes from waterway access permits for nonmotorized boats 10 feet in length and longer and titling, registration and state marine fuel taxes paid by owners of registered boats.
4. Maintenance Assistance Program (MAP) grants augment existing operation and maintenance costs associated with eligible motorized and mixed-use boating facilities. Funding for MAP comes from titling, registration and state marine fuel taxes paid by owners of registered boats.

Special Districts Association of Oregon

<https://www.sdao.com/sdao-programs-services>

SDAO provides for a variety of services to its members, including (but not limited to)

1. Board Education Programs-Our board leadership programs have been designed to ensure that Oregon's Special district board members have all the tools necessary to provide superior leadership and governance to their communities. Participants will have access to current, in-depth training and education opportunities in several areas including board member basics, statutory obligations, risk management, and human resources.
2. Research and Technical Assistance-SDAO provides its members with a broad range of support services in the areas of research and technical assistance. Staff will do the research

required to respond to a member inquiry and will, if appropriate, attempt to resolve the issue. Information developed in this process is retained and used for further reference.

3. SDAO Advisory Services-At SDAO Advisory Services (SDAOAS) provides SDAO members with funding options, structures and alternatives that are best suited to accomplish funding requirements. SDAOAS also provides advice regarding debt management, debt policy, and financial policy assistance as well as assistance with issuance of general obligation bonds, revenue bonds, refinancing, tax anticipation notes and any other debt financing allowed under Oregon Law.
4. Grant Writing Assistance-PARC Resources offers a range of grant writing services, including providing technical assistance for grant writers, submitting grants on behalf of organizations, or completing a grant application in full.
5. Consulting Services program-The SCAO Consulting Services Program is here to provide our districts with expert advice and guidance for reducing risk, improving services, and planning for the future. With a cadre of expert consultants at its fingertips, the Consulting Services Program can assist districts with organizational assessments, management recruitment, basic planning, board and staff training, and overall best practices for your district. Member districts are eligible for up to eight hours of free services from consultants.

Oregon Tourism Commission (Travel Oregon)

<https://industry.traveloregon.com/opportunities/grants/>

The Competitive Grants Program awards eligible applicants for projects that contribute to the development and improvement of local economies and communities throughout Oregon by means of the enhancement, expansion, and promotion of the visitor industry. Projects should support Travel Oregon's vision of "an Oregon that is a welcoming destination where tourism drives economic prosperity, benefits the natural environment and celebrates rich, diverse cultures." Annual funding.

Oregon Parks and Recreation Department

<https://www.oregon.gov/oprd/Grants/Pages/GRA-overview.aspx>

More than \$13 million of grant funding is awarded each year to Oregon Communities to support recreation on public lands. The grants help acquire, develop, improve, and maintain public recreation and facilities.

1. Land and Water Conservation Fund: For public outdoor facilities including trails, sports fields, playgrounds, picnic facilities, campgrounds, and park support facilities such as parking or restrooms.
2. Recreational trails: For motorized and non-motorized trail development and restoration projects.

U.S. Department of Agriculture

<https://www.rd.usda.gov/programs-services>

USDA Business Programs provide financial backing and technical assistance to stimulate business creation and growth. The programs work through partnerships with public and private community-based organizations and financial institutions to provide financial assistance, business development, and technical assistance to rural businesses. These programs help to provide capital, equipment, space, job training, and entrepreneurial skills that can help to start and/or grow a business. Business Programs also support the creation and preservation of quality jobs in rural areas.

1. Community Facilities Programs offer direct loans, loan guarantees and grants to develop or improve essential public services and facilities in communities across rural America. These amenities help increase the competitiveness of rural communities in attracting and retaining businesses that provide employment and services for their residents. Public bodies, non-profit organizations and federally recognized American Indian Tribes can use the funds to construct, expand or improve facilities that provide health care, education, public safety, and public services. Financing may also cover the costs for land acquisition, professional fees, and purchase of equipment. These facilities not only improve the basic quality of life but assist in the development and sustainability of rural America.

PORT PROPERTY INVENTORY BY TAXLOT

ACCT #	Type	size	Map and Taxlot	Address	Property Class	Improvements	Stat Class	Physical Location
5031	Real Property	28.20 Acre(s)	03N21E0000-00508		990 - EXEMPT OTHER GOV'T VACANT			Arlington Mesa/Airport
5050	Real Property	2.00 Acre(s)	03N21E0000-00701 A1		201 - COMMERCIAL IMPROVED	Metal Component Building, 4,575		Arlington Mesa/Airport
5069	Real Property	0.65 Acre(s)	03N21E0000-01281 L1		991 - EXEMPT OTHER GOV'T IMPROVED	miscellaneous-manuf hsng/RV Park	292	RV park and boat launch parking lot
5184	Real Property	1.80 Acre(s)	03N21E0000-00508 L1	801 AIRPORT RD ARLINGTON OR 97812	301 - COUNTY RESP INDUSTRIAL, LAND & BLDGS	Miscellaneous-commercial warehouse general	294	Arlington Mesa/Airport
725	Real Property	22.80 Acre(s)	03N21E0000-01280	100 PORT ISLAND RD ARLINGTON OR 97812	991 - EXEMPT OTHER GOV'T IMPROVED	Grain Storage, commerical improvements	541, 200	Peninsula and grain elevator
748	Real Property	1.20 Acre(s)	03N21E2800-00205		201 - COMMERCIAL IMPROVED	Office-general	220	Lot in between Watco and Gronquist Building
1552	Real Property	20.30 Acre(s)	04N22E0000-00101		990 - EXEMPT OTHER GOV'T VACANT			Willow Creek
1553	Real Property	36.20 Acre(s)	04N22E0000-00102					Willow Creek
4101	Real Property	1.07 Acre(s)	03N21E2800-00207	1650 RAILROAD AV ARLINGTON OR 97812	993 - EXEMPT OTHER GOV'T TAXABLE LEASED	Commercial Improvements	200	Gronquist Building
4523	Real Property	2.10 Acre(s)	03N21E0000-01282		990 - EXEMPT OTHER GOV'T VACANT			Marina
4886	Real Property	7.27 Acre(s)	04N22E0000-00105		990 - EXEMPT OTHER GOV'T VACANT			Gravel pit at Willow Creek
4990	Real Property	8.00 Acre(s)	03N21E0000-00701		990 - EXEMPT OTHER GOV'T VACANT			Arlington Mesa/Airport
4991	Real Property	3.00 Acre(s)	03N21E0000-00702		993 - EXEMPT OTHER GOV'T TAXABLE LEASED	Metal Component Building, 6,218	529	Arlington Mesa/Airport
4713	Real Property	38.65 Acre(s)	03N21E28-00-00209	1500 MAIN ST ARLINGTON OR 97812	401 - TRACT IMPROVED	Residential one story, GP building, machine shed	141, 517, 528	Main Street

Appendix B:

ANNUAL REVIEW PROCESS

The Port of Arlington's Strategic Objectives and Capital Improvement Plan shall be reviewed annually to keep the Port on track with established goals and objectives. During the annual budget process in March and April, use the following questions and worksheets to review each strategic objective and the associated action items, as well as the capital improvement plan. Note which projects have been completed, and which ones the Port wants to pursue for the upcoming fiscal year. If there has been a large change (such as the sale or acquisition of property or large-scale developments), this is the opportunity to remove action items that are no longer relevant, or to add new ones.

A. Strategic Business Plan Goals and Strategic Objectives

1. Review Chapter 6, Strategic Business Plan Goals, Objectives, and Action Plans
2. Use the below checklist to answer and record answers to the following questions for each goal's strategic objectives:
 - a. Have any actions been taken towards achieving these strategic objectives?
Write down any completed strategic objectives, or any progress made on any of the goals listed. If none, write N/A.
 - b. Does the timeline need to be updated?
Review the projected timeline. Does the Port still want to complete the objective within that timeframe? If not, update the timeline.
 - c. Is this strategic objective still relevant?
If the objective is still relevant, use it for future planning. If it is no longer relevant, it may be removed.

B. Review of the Capital Improvement Plan

1. Review Chapter 7, Capital Improvement Plan from this Strategic Business Plan.
 - a. For each type of project (marine, recreation, etc.) review the listed projects in the CIP. If any have been completed, write them down on the form.
 - b. Is the estimated cost still appropriate? If not update
 - c. Is the priority still correct? If not, update
 - d. Is the timeline still accurate? If not, update
 - e. Is the project still relevant?
If the project is still relevant, use for future planning. If it is no longer relevant, it may be removed.

Goals and Strategic Objectives Review Sheets

Property Goals

A.1. Marine properties and facilities strategic objectives	Describe Actions Items Completed (if none, write N/A)	Update Timeline?	Still Relevant?
A.1.1: Maintain and improve the marina and docks to encourage tourism and recreation, support of existing and new businesses and create reliable income streams for the port.		Y N _____	Y N
A.1.2. Enhance the peninsula west of the grain elevator to expand tourism, recreation, job growth and business development.			
A.1.3 Maintain the marina and peninsula infrastructure to support the long-term viability of the waterfront property.			
A.2. Recreational Properties Strategic Objectives	Describe Actions Items Completed (if none, write N/A)	Update Timeline?	Still Relevant?
A.2.1 Maintain and improve the RV Park, campground and related facilities to provide competitive amenities for customers to increase occupancy, revenue generation and vibrancy of the campground space			
A.3. Industrial Property Strategic Objectives	Describe Actions Items Completed (if none, write N/A)	Update Timeline?	Still Relevant?
A.3.1 Enhance economic development within the district through planned development of Willow Creek			

Appendix B

A.3.2. Enhance economic development within the district through planned development of the Arlington Mesa			
A.4. Aviation Property Strategic Objectives	Describe Actions Items Completed (if none, write N/A)	Update Timeline?	Still Relevant?
A.4.1. Enhance transportation connections to promote business, tourism, and recreation opportunities within the district			
A.5 Commercial Property Strategic Objectives	Describe Actions Items Completed (if none, write N/A)	Update Timeline?	Still Relevant?
A.5.1. Enhance the economic development within the district through well-planned and collaborative commercial property acquisition, development and improvement.			
A.5.2. Enhance opportunities for workforce housing within the district through well-planned residential property acquisition, development and improvement, thereby improving the Port’s appeal to industry.			

Management Goals

B.1 Management Strategic Objectives	Describe Actions Items Completed (if none, write N/A)	Update Timeline?	Still Relevant?
B.1.1. Ensure timely creation, adoption, and implementation of best management practices for Port Ordinances, policies and procedures.			

Appendix B

<p>B.1.2. Supply training opportunities and professional development for staff and Commissioners to ensure they have the necessary resources and tools to serve district residents and area businesses.</p>			
<p>B.1.3. Pursue opportunities for collaboration and partnership with other local and regional agencies to improve communication, build capacity and leverage resources.</p>			

Financial Goals

<p>C.1 Financial Strategic Objectives</p>	<p>Describe Actions Items Completed (if none, write N/A)</p>	<p>Update Timeline?</p>	<p>Still Relevant?</p>
<p>C.1.1. Ensure adequate financial reserves for the district to achieve its mission of economic, recreational and community development. Improve financial reporting, improve reliability of cash flows.</p>			

Environmental Goals

<p>D.1 Environmental Strategic Objectives</p>	<p>Describe Actions Items Completed (if none, write N/A)</p>	<p>Update Timeline?</p>	<p>Still Relevant?</p>
<p>D.1.1. Collaborate with district entities, such as the City of Arlington and City of Condon to ensure sound environmental stewardship of the Port District.</p>			
<p>D.1.2 Use the Environmental Sentry Corps status as a 501 3(c) to remediate dilapidated buildings and brownfield sites throughout the Port District.</p>			

Marketing Goals

E.1 Marketing Strategic Objectives	Describe Actions Items Completed (if none, write N/A)	Update Timeline?	Still Relevant?
E.1.1. Maximize the effectiveness and utilization of Port Assets and capabilities through an ongoing marketing program; actively market District and Port available land and assets.			

Economic Development Goals

F.1 Economic Development Strategic Objectives	Describe Actions Items Completed (if none, write N/A)	Update Timeline?	Still Relevant?
F.1.1. Grow tourism in the Port District.			
F.1.2. Support local businesses and Port-related industries in the Port District.			

Emergency Management/Resiliency Goals

G.1 Emergency Management/Resiliency Strategic Objectives	Describe Actions Items Completed (if none, write N/A)	Update Timeline?	Still Relevant?
G.1.1. Plan ahead to help mitigate the effects of emergencies that may affect the Port.			

Community Goals

H.1.1. Community Strategic Objectives	Describe Actions Items Completed (if none, write N/A)	Update Timeline?	Still Relevant?
H.1.1. Enhance District communities and properties by supporting relevant industries and initiatives, such as tourism and eco-tourism, recreational fishing, art and niche agriculture.			

Capital Improvement Plan Review Sheet

Type	Projects pursued	Cost estimate update	Priority Update	Timeline update
Marine				
Recreational				
Industrial				
Commercial				
Airport				

Stakeholder Engagement Report

Business Stakeholder Interviews

Eleven important Port Business Stakeholders were interviewed during the planning process. Standard questions were asked of the stakeholders, which included a Gilliam County Commissioner, Shaver Barge Lines, Painted Hills Natural Beef, Pioneer Community Development Corporation, Oregon Frontier Chamber of Commerce, US Army Corps of Engineers, Arlington City Council Member, Mayor of Arlington, Mayor of Condon, Three Mile Canyon Farm and Waste Management. Below is a summary of the questions asked and the answers the stakeholders provided.

1. General assessment of the Port of Arlington and your business relationship: (What is your business relationship with the Port like? How do you see the business relationship between the Port and its other partners?)

- 1) The current working relationship right now between Port and County is fantastic, possibly the best that it has ever been.
- 2) Work with Mid-Columbia Producers and never directly with the Port. Been going in and out of Arlington since before 1978. Appreciate that MCP is allowed to be subject matter experts and the Port does not interfere with elevator operations.
- 3) When exploring the possibility of installing a meat packing plant on the Mesa, the County commissioners and Port were incredibly supportive and helpful. Particularly good relationship with the County and the Port, just did not end up building a meat packing plant anywhere due to the economy and uncertainty of being able to sustainably run it, and did not want “just another empty building,” in Arlington.
- 4) Port Director has served on the board of the Pioneer Community Development Corporation in the past.
- 5) Valued partnership, see a renewed sense of community with the new Director and change of the Board. Enjoy seeing representation from the Port at community events, meetings, and gatherings.
- 6) Work directly with the Port through annual compliance inspections of the lease and approve request the Port may have concerning land use and renewing the lease.
- 7) See the Port playing an important role in providing recreational opportunities and access to commerce. Want to partner (USACE) with the Port to ensure their lease is successful as a public benefit.
- 8) The relationship is much better with the new Port Director in place. Communications are open and honest.
- 9) Not 100% of what the Port does, other than the marina in Arlington and helping with the Condon Grade school remediation and really appreciate that.
- 10) Does not currently have a relationship with the Port, just located near Willow Creek.
- 11) Good. Expect that the Port will promote economic development for the City and that is what the Port does.
- 12) No business interaction with the port

2. Primary and Secondary Market Areas (What are your businesses primary and secondary market areas? What do you see as the overall primary and secondary market areas for the Port in general?)

- 1) County Commissioner
- 2) Shaver Barge Lines, 6th Generation family-owned tug and barge line. 150 people employed. Every bushel of Oregon wheat that goes to export is transported on a shaver transportation barge.
- 3) Painted Hills Natural Beef
- 4) Pioneer Community Development Corporation: Gilliam County Attainable Housing Program
- 5) Oregon Frontier Chamber of Commerce: Supporting community and business sustainability. Focus on professional development and tourism/promotion of the region. Preserving main streets.
- 6) US Army Corps of Engineers Support Public Benefits
- 7) Arlington City Councilor
- 8) Mayor of Condon
- 9) Three Mile Canyon Farm: Grow feed for their dairy, sell milk to Tillamook and blueberries up to Bellingham, WA
- 10) Mayor of Arlington
- 11) Waste Management

3. Port of Arlington's greatest assets (What do you see as the Port of Arlington's greatest assets?)

- 1) The Port Director and Board of Commissioners are a great team.
- 2) Port owns several real estate assets, needs to figure out how to capitalize on them.
- 3) Port is a great tool for economic development.
- 4) Environmental Sentry Corp and its status as a 501 3(c)
- 5) Riverine exposure to commercial operations; river land and river exposure that can be developed for industrial, commercial, or recreational use.
- 6) Nice, tidy facility. Well kept with a busy elevator.
- 7) Marina: no one is building marinas, and several marinas are in disrepair. Arlington's is in great shape and is a huge asset. Recommended expanding if possible.
- 8) Fuel dock is a high value asset.
- 9) Rural quality of life
- 10) Access to I-84
- 11) The location of Arlington is fantastic.
- 12) North end of the county is a location where new businesses that can create substantial job opportunities.
- 13) Access to I-84, Columbia River, railways, and airports
- 14) Marina, location, and proximity to freeway.
- 15) Strong partnership with local leaders and organizations
- 16) County Support

Appendix C

- 17) Strong leadership with board and staff
- 18) Access to funding as a special district
- 19) Port is an integral location along Lake Umatilla
- 20) Location makes it so they can provide short term RV sites for commuting folks and public recreationists.
- 21) Peninsula Businesses, grain elevator, RV park and marina provide base revenue.
- 22) Vacated Insitu building.
- 23) Gronquist building and commercial opportunities it provides.
- 24) Environmental Sentry Corp and its ability to clean up brownfields and asbestos.
- 25) High level: Northeast Oregon is an awesome place for agriculture.
- 26) Proximity to I-84, river, railroad, and highly productive farmland.
- 27) Lots of business and industry development potential due to central location; between Tri-Cities, Portland, Seattle, Boise.
- 28) In a great location to serve as a transportation hub.
- 29) The Marina and grain elevator. Every time the Port invests in it, it becomes better for public use.
- 30) The Park is the Core of the City, everyone likes it, and tourists utilize it.
- 31) Entities like Bass Pro and Columbia River Wind and Water Association like using the Marina for their events; find out what they want and support them.
- 32) Marina and property by the water.

4. Port of Arlington's greatest weaknesses (What do you see as the Port of Arlington's greatest weaknesses?)

- 1) Overcoming past prejudices to a prior ineffective working relationship with other governments in Gilliam County.
- 2) Severe lack of capital
- 3) Lack of further peninsula development and taking advantage of the river front property.
- 4) Difficulty attracting a labor force.
- 5) Housing: ever far-reaching issue, concerns everywhere in the State.
- 6) Lack of wastewater disposal at industrial property
- 7) Cost to develop property.
- 8) Difficulty attracting contractors.
- 9) Financial damage from Willow Creek barge dock; as well as repairing the relationship damage it created.
- 10) The government within the Port District is unaware of what the Port does and can do.
- 11) Location: long distance from Tri-Cities and The Dalles, does not have a lot of complementary businesses that can leverage each other to grow and develop.
- 12) Busy schedules of Port leadership/perceived lack of involvement; at Bass Pro tournament there was no one from the Port there when they did their award presentations.
- 13) Lack of infrastructure to support more tourism.
- 14) People are unaware of what the Port does, what property they own or what opportunities are available from the Port.

5. Most needed developments, improvements, actions, and incentives (What areas of the Port do you see need the most action and improvement? What incentives do you think would encourage business at the Port? What types of development do you want to see encouraged?)

- 1) Empty buildings that need to be rented out.
- 2) Property between Golf Course and Watco
- 3) Wants to see them take on a bigger business retention and expansion role.
- 4) Try to use the River to draw people to the town and surrounding areas, as a transportation hub.
- 5) Development of a cruise vessel dock. It does not have to be extravagant; it just needs to be a dock where buses can drive out, a cruise ship can tie up, and they can take buses to the Fossil Beds, state parks, Pendleton, etc. American Cruise lines operates 4 boats, soon to be 5. There are a total of 8 boats on the Columbia.
- 6) Explore general transfer dock for solid waste containers.
- 7) Mesa road is not suitable for a lot of truck traffic. The road needs to be improved and widened.
- 8) Development of industrial property, businesses like the fact that there is no traffic to deal with, but they need infrastructure improvements before it makes sense for them to build in Gilliam County, Arlington specifically.
- 9) Large scale housing project in Arlington
- 10) Handicapped fishing accessibility
- 11) Downtown revitalization
- 12) Supporting existing local businesses
- 13) Advertising of Port and recreational activities
- 14) USACE is aware the Port would like to expand camping facilities to better accommodate the public. The Corps is in favor of supporting the recreation mission and wants to work with the port on any request for lands managed by the corps.
- 15) Transloading or distribution model for grains and agricultural feed.
- 16) Growth in the county will be almost impossible until the housing crisis is addressed.
- 17) Housing for workers; this area has a lot of agricultural workers that cannot find a home.
- 18) Keep working with NDA.
- 19) Port Area: Any time the marina can be enhanced, do it. The walkways should be improved.
- 20) Assist the City of Arlington with funding to improve the "little dock."
- 21) Restaurant out on the Point, or something to increase revenue from Windsurfers, even just a snack shack.
- 22) Continue to work on windsurfing launch.
- 23) Shaded picnic area on the Peninsula, one that blocks wind and/or cooking areas for campers.
- 24) Continue to develop relationships with the cities for development of property and business entities.
- 25) Increase the recreational opportunities, have more events for residents.

6. Partnering to retain jobs and grow businesses: (What are your biggest barriers to job retention and business growth? How could the Port help you overcome those barriers?)

- 1) Housing: starting with attracting industry to developing housing is an attractive option.
- 2) People need more day care so they can work.
- 3) Internet access/broadband needs to be expanded.
- 4) Need more amenities to make it attractive to live here.
- 5) The vast majority of Waste Management employees do not live here, and their economic impact is outside of the county. How do we convince them to live here?
- 6) Take advantage of general river opportunities.
- 7) Growth market uncertainty, and businesses are trying to figure out how far to stretch themselves before it is no longer prudent to grow.
- 8) Continue to partner with the Chamber.
- 9) Assist with housing crisis.
- 10) Assist with childcare crisis.
- 11) Focus on recreation and concessions.
- 12) Improve the region overall to make it more attractive for families to live here.
- 13) Continue to assist Condon with remediating brownfields and marketing industrial property.
- 14) Continue partnering to support the city of Arlington.
- 15) Help develop the city; engage with upcoming architecture firm revisioning the town.
- 16) Continue to support the conversation and dialogue on City improvements taking place now.
- 17) Get something in front of the people to help enhance the town; economic development is enhancement, not just more support services.
- 18) Housing for employees
- 19) Need to develop downtown in Arlington.
- 20) Invest in more property if there is money or grants.
- 21) Try and do something about the train going through town.

7. Primary industries marketing focus (What industries do you think the port should focus on for marketing and engagement?)

- 1) Wants to see the Port focus on small business retention and development.
- 2) Wants to see the Port help small businesses.
- 3) Cruise Ship industry
- 4) Recreation in general
- 5) Public wharfage, but Umatilla and Morrow have excellent public wharfage already and it might be hard to compete.
- 6) Renewable Energy
- 7) Alternative housing manufacturing, such as 3-D printed homes that could be built and shipped from Arlington.
- 8) Tourism

Appendix C

- 9) Helping build a new hotel or motel in Arlington.
- 10) Cleaning up dilapidated commercial buildings
- 11) Rail transportation
- 12) Attract more agricultural centered businesses: seed companies, equipment maintenance companies; skilled trades. Turn Arlington into a service hub for the surrounding areas (irrigation, tractors, parts, seeds).
- 13) Figure out something to do with Willow creek; do more than just a gravel pit.
- 14) Entertainment/recreation worried a focus on industry especially in the waterfront area would create less incentive to visit.
- 15) Upgrading/modernizing downtown

8. New opportunities for the port and local area (What new opportunities do you see or would like to see for the Port? What new opportunities do you see, or would you like to see in Gilliam County?)

- 1) Willow Creek
- 2) Housing
- 3) Growth of technology and accessibility, getting more accessibility, even though it is good in town.
- 4) Healthcare access, rural healthcare, maintaining attractive healthcare options for employees.
- 5) Tourism promotion and destination development for Gilliam County/Cottonwood Canyon state Park, The Port of Arlington, Earl Snell Memorial Park, City of Condon, and China Creek Golf Course.
- 6) Infrastructure to attract and retain families to move here and set up a life.
- 7) Regular amenities: Fred Meyer, Applebee's, other options that improve quality of life for workers, so they want to bring families here.
- 8) Help support folks who want to get businesses going.
- 9) Help support the city's attempt to restructure for opportunities to get things going.
- 10) Assist with housing.
- 11) Invest in new buildings/giving old buildings a 'facelift.'

9. Initiatives the port should pursue (What initiatives do you think the Port should pursue? Training, engagement, community development?)

- 1) Help the city with the Airport. Pave the airport.
- 2) There is a huge push nationwide to regionalize food and food security; explore options to tap into that market.
- 3) Cold storage area
- 4) Tap into money for food regionalization, if there was cold storage in Arlington they "would probably use it, even without a packing house." Exceedingly difficult to secure quality storage and distribution.
- 5) Pave the Arlington Airport to make the Mesa more attractive to a variety of businesses.

Appendix C

- 6) Growth at the Airports in both Condon and Arlington
- 7) Help invite businesses into vacant spaces.
- 8) Focus on facilities that can meet the demand of recreational opportunities for the region.
- 9) Build substantial apartment housing in Arlington for the employees of Waste Management, renewable energy and to attract new businesses to the area.
- 10) Explore options for transloading or distribution for grains and agricultural products such as feed or seeds from trains.
- 11) Try to offset distance from larger facilities (such as Portland) by providing services that people need.
- 12) Community Development: build infrastructure that attracts families; sewer systems, schools, playgrounds, address the direct link between housing and lack of talented people.
- 13) Help with more business training opportunities; bring a speaker in for small businesses.
- 14) Help people locate rental spaces and get their small businesses going.
- 15) Get another handicap access ramp to the park...have it going down to the memorial. Put a walking path on the banks and have it extend all the way around the lagoon, providing handicap access to the beach from both sides.
- 16) Increase community engagement so more are aware of what the port does/can offer the community.

10. Concerns related to the future (What are your biggest concerns for your business in the future? What are your biggest concerns for the Port? What are your biggest concerns for Gilliam County and the community?)

- 1) The county is landlocked. Can be re-zoned if all the industrial property is used.
- 2) Industrial Park needs updated.
- 3) Using exterior factors and past failures as an excuse to not develop anything.
- 4) Long term: Governor's desire for a John Day Draw down; "Arlington's port facility would be dead."
- 5) Oregon's support of the Snake River Dam destruction, devastating effect on the local economy, and could destroy Arlington's ability to function.
- 6) "Criminalization of diesel by activists and the legislative majority without an established viable, economic replacement" Portland diesel stockpiles are getting smaller every year by law, but it is a major concern to barge companies and others who have diesel as the backbone of their business.
- 7) Market uncertainty, what is going to happen with inflation and interest rates.
- 8) Increasing cost of doing business without corresponding increases in commodity prices.
- 9) Cost of meeting demand and long-term recession.
- 10) Lack of meaningful population growth
- 11) Strong possibility of extended downturn in the national economy
- 12) The "Move to Idaho" campaign creates uncertainty for companies looking for potential locations to operate new businesses.
- 13) Concerns about the Arlington trailer park and how it is deteriorating.

- 14) Housing
- 15) Lack of workforce housing
- 16) Agriculture in general needs to do a better job telling their story; close the gap about agriculture being vilified for use of resources to grow food.
- 17) Like to see a diversity in business, increased from a few service industries.
- 18) Ideas for the space behind the post office to make it useful and enhanced.
- 19) Lack of housing for employees, lack of entertainment/things to do to make Arlington an attractive place to live and work.
- 20) Distance to large cities/mainstream living

11. Quality of life amenities (What are the quality-of-life amenities like for your business, families, and employees? What quality of life amenities or improvements are needed in your community or Gilliam County?)

- 1) Grocery store, restaurant, gas, all struggle
- 2) Laundromat, carwash, good grocery store, affordable groceries all are needed.
- 3) Dollar General or a similar store is needed.
- 4) Not attractive to live here due to isolation and lack of amenities.
- 5) Provide more health services, we need to Support the Clinic and Gilliam Health Districts.
- 6) Public access/recreation. Arlington has a launch ramp, marina, RV park; other small ports would love to have those abilities.
- 7) Like the size of the schools, like that they support the community a business.
- 8) Types of activities available, 4th of July, outdoor activities, best of the big and small.
- 9) Quality of life amenities business like restaurants and bars struggle to stay open due to low population and outside traffic.
- 10) Condon needs more childcare.
- 11) Outdoor recreation center like they have at the Port of Moro
- 12) Skate Park
- 13) Better outdoor basketball hoops (Condon)
- 14) More programs for kids
- 15) More activities and job opportunities for young people
- 16) Soccer fields
- 17) Hispanic markets to accommodate large number of workers on visa from South America.
- 18) Anything to promote the outdoors, promote the connection to land and agriculture.
- 19) Assist with downtown development; more general shops and things like that.
- 20) Improvements to Arlington
- 21) Newer restaurants
- 22) More access to the river/beach area

12. Current polices or conditions that should continue (What policies or conditions that the Port has do you like? Why are they good?)

- 1) The Port is the only County-wide special district. It needs to help with the perceived North/South Divide.

Appendix C

- 2) Increase the number of county-wide programs.
- 3) Likes that the Port respects its tenants' business acumen and supports the tenants' efforts at success.
- 4) Has no doubt the Port would have provided as much assistance as they needed if they had built here.
- 5) Hiring of Jed Crowther as Executive Director
- 6) Continue to work with the city, County, and other agencies to promote and develop our Community.
- 7) Careful evaluation of renewable energy contracts when solar/wind/hydrogen is taking up land that can be used for agriculture or other industries.
- 8) Continue enhancing the marina.
- 9) Evaluate whether government should be involved in housing/private industry.
- 10) Increase outreach, unaware of what the Port does for the community.

Community Survey

The Port of Arlington Strategic Business Plan Community Survey was open from 26JAN23 to 15MAR23. The survey was conducted online, with links published in the local newspaper, on posters around town, on social media and the link was also emailed directly to individuals who asked for it. There was a high response rate to the survey, with 51 respondents completing it. Of those 51, 21 were from Arlington, 20 from Condon, 09 from Rural Gilliam County and 01 from outside of Gilliam County. Below are key takeaways and a summary of the survey. Additionally, the community survey responses in their entirety are included.

KEY TAKEAWAYS

1. Much of the community does know that the Port is responsible for Economic Development throughout the county.
2. The Port needs to increase its outreach throughout the County. People in both Arlington and Condon are not aware of the projects the Port is involved in and would like more information, especially in Condon since most Port assets are located in Arlington.
3. The largest barriers to economic development in the County are housing, lack of commercial space/locations for new businesses, and lack of growth mindset/resistance to change among Citizens.
4. Gilliam County has a strong entrepreneurial spirit, with 28 out of 51 respondents wanting to start/already own a business in Gilliam County.
5. The businesses people would most like to start are espresso/coffee drive throughs, laundromat, childcare (in-home and larger) and hobby businesses (photography, jewelry, homemade gifts).
6. There is a strong desire for increased recreational opportunities, including indoor spaces available the entire year for both communities. Most suggestions focused on covered picnic tables for the parks, recreation centers, gyms, and improved camping facilities. Off-leash dog parks with access to the water were also requested.
7. A majority of people in the County get their information online, or on posters around town. To increase public awareness, keep the website up to date and consider increasing online presence.
8. There is a positive attitude about the Port, and a general excitement that the Port is looking for public input.

SUMMARY

A total of 51 people responded. 21 respondents were from Arlington, 20 were from Condon, 9 were from Rural Gilliam County and 1 was from outside of Gilliam County. 80% of people who responded were aware that the Port of Arlington is involved with Economic Development throughout Gilliam County.

62% of respondents do not use Port owned amenities such as the Marina and Boat Launch, Fuel dock, RV Park, or Arlington Mesa/Airport. However, parks are used heavily, with 33 people using Earl Snell Park, 2 using Condon City Park and 26 using Cottonwood Canyon State Park. To find information about the Port, 41% of respondents said they would look online, and 22% would go to the Port Office.

Desired Port amenities revolved around recreation, improving the Marina and Earl Snell Park, and increasing a Port presence in the South End of the County and include:

1. Covered picnic tables or a wind break shelter to view the river at the Columbia River.
2. Increased RV spaces and dry camp spots.
3. More recreation opportunities, such as kayak rentals, storage lockers for personal kayaks, a recreation center or gym, support for Saturday Markets, and ferry to Roosevelt.
4. Improvements to Earl Snell Park: outside station for swimmers to rinse off, full length wheelchair accessible sidewalk, dog friendly beach area, more sand on the beach.
5. Publicly accessible indoor locations with activities geared toward families available all year round at both ends of the County.
6. Off-Leash Dog Park with access to the water
7. More outreach/an increased presence in Condon

55% (28 out of 51) respondents have considered starting a business or already own businesses in Gilliam County. Those businesses include:

1. Website development, online presence covering local events.
2. Hobby business; photography, jewelry, gifts, custom tees, and signs
3. Espresso/Coffee shop
4. In-Home Day Care or Early Learning Center
5. Laundromat
6. Thrift/secondhand store
7. Farming/Agriculture

The biggest obstacles to economic development as seen by the people are:

1. Lack of housing
2. Lack of public interest/participation
3. Resistance to change among county residents.
4. Difficulty attracting new businesses and keeping them open due to small population base.
5. Child Care
6. Unavoidable geographic issues

Appendix C

7. Lack of amenities that make it a desirable place to live.
8. Difficulty finding rentable/buyable turnkey business spaces.
9. Professional marketing and local cooperation

For where people get their information about Community Events:

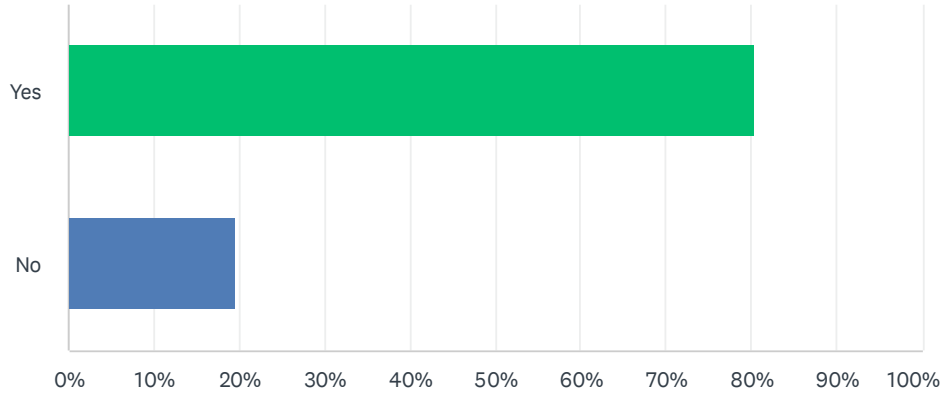
Social Media and Posters at local businesses and community boards were by far the most heavily used options.

For additional questions/comments for the Port:

1. Concern over lack of information about the Port, and difficulty finding information on local events.
2. Questions about the Port's long-term vision goals.
3. Make Port goals, missions, projects, successes, territory more public.
4. Questions about the Port still administering small business grants/involvement with business development.
5. Desire for more outreach and projects in the South end of the County.
6. Concerns with long term campers and long-term RV rentals and impact on tourism.
7. Compliments: the Marina is clean and well kept, happy to see the Port involving the Community, and pleased with remediation projects in Condon

Q1 Prior to this survey, did you know that the Port of Arlington is involved with economic development and job growth throughout Gilliam County, not just Arlington?

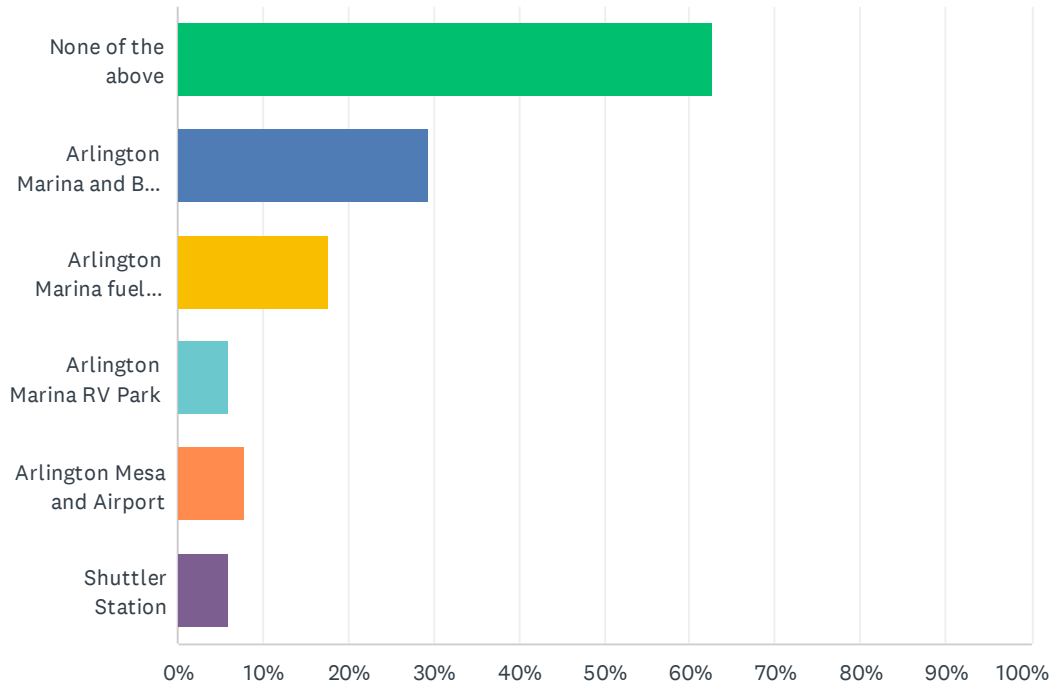
Answered: 51 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	80.39%	41
No	19.61%	10
TOTAL		51

Q2 Do you use any of the following Port amenities for work or play? (Check all that apply)

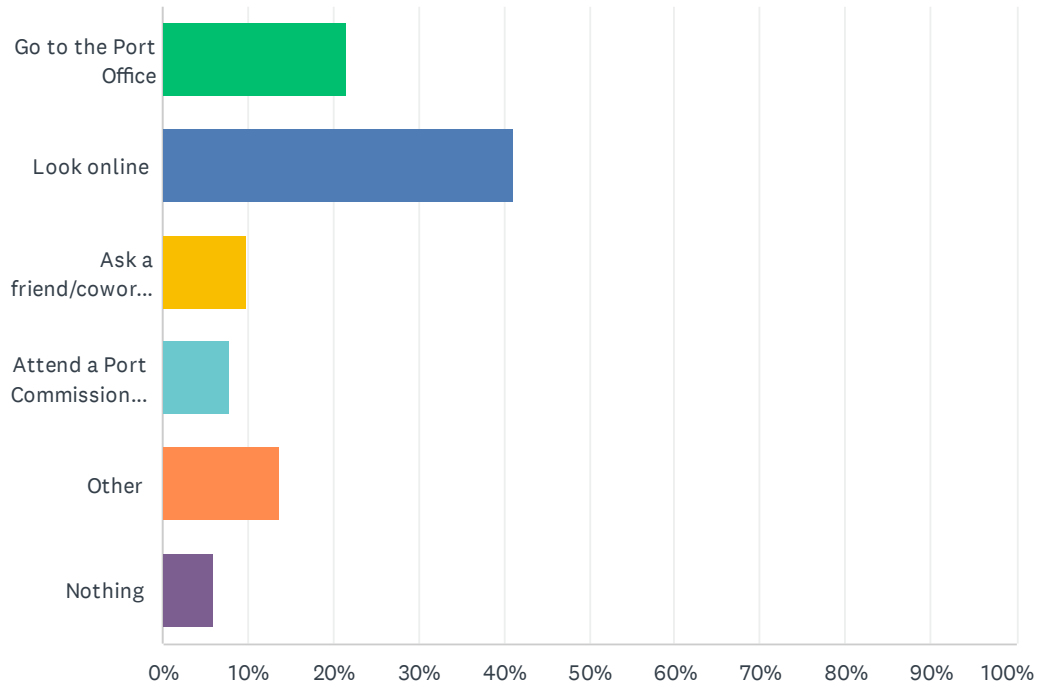
Answered: 51 Skipped: 0



ANSWER CHOICES	RESPONSES	
None of the above	62.75%	32
Arlington Marina and Boat Mooring	29.41%	15
Arlington Marina fuel dock and boat launch	17.65%	9
Arlington Marina RV Park	5.88%	3
Arlington Mesa and Airport	7.84%	4
Shuttler Station	5.88%	3
Total Respondents: 51		

Q3 If you had a question about or for the Port, what action would you most likely take?

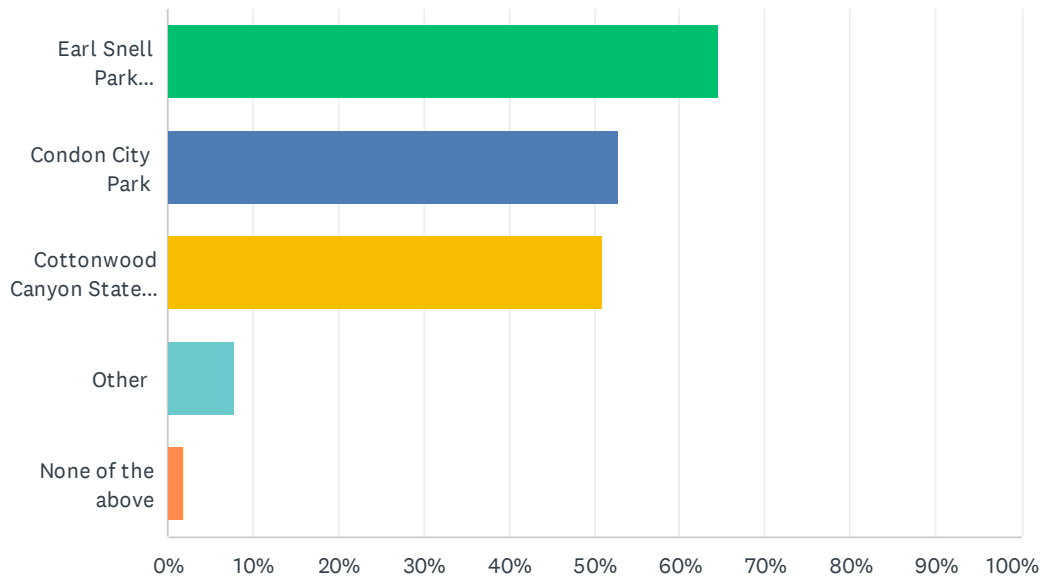
Answered: 51 Skipped: 0



ANSWER CHOICES	RESPONSES	
Go to the Port Office	21.57%	11
Look online	41.18%	21
Ask a friend/coworker/neighbor	9.80%	5
Attend a Port Commission Meeting	7.84%	4
Other	13.73%	7
Nothing	5.88%	3
TOTAL		51

Q4 Do you use any of the following parks? (check all that apply)

Answered: 51 Skipped: 0



ANSWER CHOICES	RESPONSES	
Earl Snell Park (Arlington)	64.71%	33
Condon City Park	52.94%	27
Cottonwood Canyon State Park	50.98%	26
Other	7.84%	4
None of the above	1.96%	1
Total Respondents: 51		

Q5 What amenities do you wish the Port had or had more of?

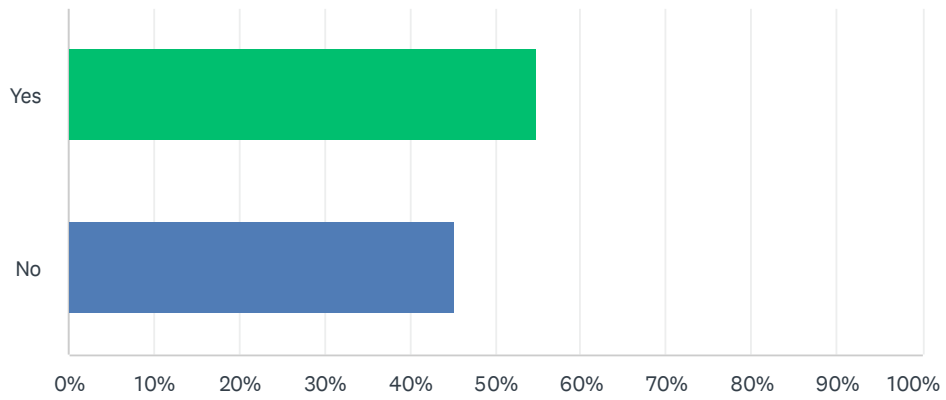
Answered: 31 Skipped: 20

#	RESPONSES	DATE
1	Off-leash dog park for interstate travelers??	3/14/2023 12:57 PM
2	More outreach in Condon.	3/9/2023 2:50 PM
3	transportation to local communities	3/6/2023 11:33 AM
4	Publicly accessible indoor locations with activities geared toward families available year-round.	3/6/2023 8:43 AM
5	na	3/6/2023 7:20 AM
6	Development of the Pauling Field Airport	3/3/2023 12:05 PM
7	Electric car docking stations Quarterly newsletter on Port projects - to keep residents informed	3/3/2023 10:30 AM
8	Information about the Port and what it does.	3/3/2023 10:29 AM
9	I wish the Port had more amenities/presence in Condon.	3/3/2023 8:34 AM
10	Business development resources - how to do a business plan, classes on record keeping/Quickbooks - or a resource to connect locals with these resources.	3/3/2023 8:29 AM
11	Not sure	2/20/2023 7:48 PM
12	Anything for Condon	2/20/2023 7:39 PM
13	A Rec Center with a bowling alley; swimming pool; a court for basketball, badminton, etc	2/16/2023 5:27 PM
14	River access to a decent fish restaurant. Maybe even some sort of crossing from Arlington to Roosevelt.	2/13/2023 9:20 PM
15	Many people in Arlington are wanting a laundry mat.	2/10/2023 4:22 PM
16	Rentals, ex. fishing boats, kayaks, rental storage lockers for personal kayaks, paddle boards, etc. Easy access near water. Covered event space to rent?	2/10/2023 1:10 PM
17	Unsure.	2/10/2023 10:17 AM
18	Fish cleaning station	2/9/2023 11:30 AM
19	Don't know what to ask for	2/8/2023 7:00 PM
20	Maybe covered picnic tables	2/8/2023 5:23 PM
21	Covered tables	2/7/2023 8:36 PM
22	Saturday markets	2/7/2023 4:46 PM
23	Hangars for rent (airport)	2/7/2023 4:08 PM
24	More doggie poop bag things	2/7/2023 2:16 PM
25	Gym	2/7/2023 1:55 PM
26	Sand on the beach at the park . It's mud now and is growing goat heads	2/7/2023 1:17 PM
27	*Outside shower station for washing off from swimming. *Wide full length sidewalk the length of the Earl Snell Park/Beach (West to East), wheelchair accessible. *skate park *Slide for the swimmers	2/7/2023 11:47 AM
28	Dog friendly beach area :)	2/7/2023 11:36 AM
29	A wind break shelter to view the river.	2/7/2023 10:51 AM
30	Better camping spots on east side of marina	2/7/2023 10:45 AM

31	More long term RV spaces.	2/7/2023 10:13 AM
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Q6 Have you ever considered starting a business in Gilliam County?

Answered: 51 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	54.90%	28
No	45.10%	23
TOTAL		51

Q7 If you have considered starting a business, what would it be?

Answered: 33 Skipped: 18

#	RESPONSES	DATE
1	Home development, construction, "farm to table" ranching, bakery.	3/14/2023 12:57 PM
2	Currently have a business, farming. Planning to start a framing business.	3/9/2023 2:50 PM
3	Custom tees and signs	3/6/2023 9:02 AM
4	Our business is in the Ag industry. The Port does not provide services for us.	3/6/2023 8:57 AM
5	Vertical grow facility	3/6/2023 8:43 AM
6	?	3/3/2023 10:30 AM
7	Retired now but some element of child care; and some means of meaningful LOCAL, USEFUL information.	3/3/2023 10:29 AM
8	TBD	3/3/2023 10:03 AM
9	I've considered starting a nonprofit related to Early Education access in the region.	3/3/2023 8:34 AM
10	Not sure	2/20/2023 7:48 PM
11	Website development	2/20/2023 7:39 PM
12	Mfg	2/17/2023 10:11 AM
13	Already did and they did not pan out	2/16/2023 5:27 PM
14	An online digital presence of a news publication covering primarily local and regional public and governing bodies.	2/13/2023 9:20 PM
15	Laundry mat, restaurants and or thrift store.	2/10/2023 4:22 PM
16	Photography or Jewelry / Handcrafted Home Decor	2/10/2023 1:10 PM
17	Early learning center for 0-5yr olds	2/9/2023 7:24 AM
18	Not sure. Probably look at acquiring and improving an existing business	2/8/2023 7:00 PM
19	Retail	2/8/2023 5:23 PM
20	Brewery	2/8/2023 4:14 PM
21	Not sure	2/7/2023 8:36 PM
22	Hobby business	2/7/2023 4:46 PM
23	Espresso drive thru	2/7/2023 4:08 PM
24	A committee center/YMCA similar to the one in boardman	2/7/2023 2:16 PM
25	2nd hand store	2/7/2023 1:55 PM
26	Coffee shop and laundry	2/7/2023 1:17 PM
27	Coffee/snack shop Gift shop similar to Country Flowers Laundry Car Wash Hotel	2/7/2023 11:47 AM
28	N/A	2/7/2023 11:36 AM
29	In-home Daycare	2/7/2023 10:58 AM
30	Na	2/7/2023 10:45 AM
31	Coffee shop drive through	2/7/2023 10:17 AM

Port of Arlington

32	Emergency Management and regenerative farming.	2/7/2023 10:13 AM
33	Laundromat, car wash	1/26/2023 8:45 AM

Q8 What do you see as the biggest obstacle to economic development in Gilliam County?

Answered: 44 Skipped: 7

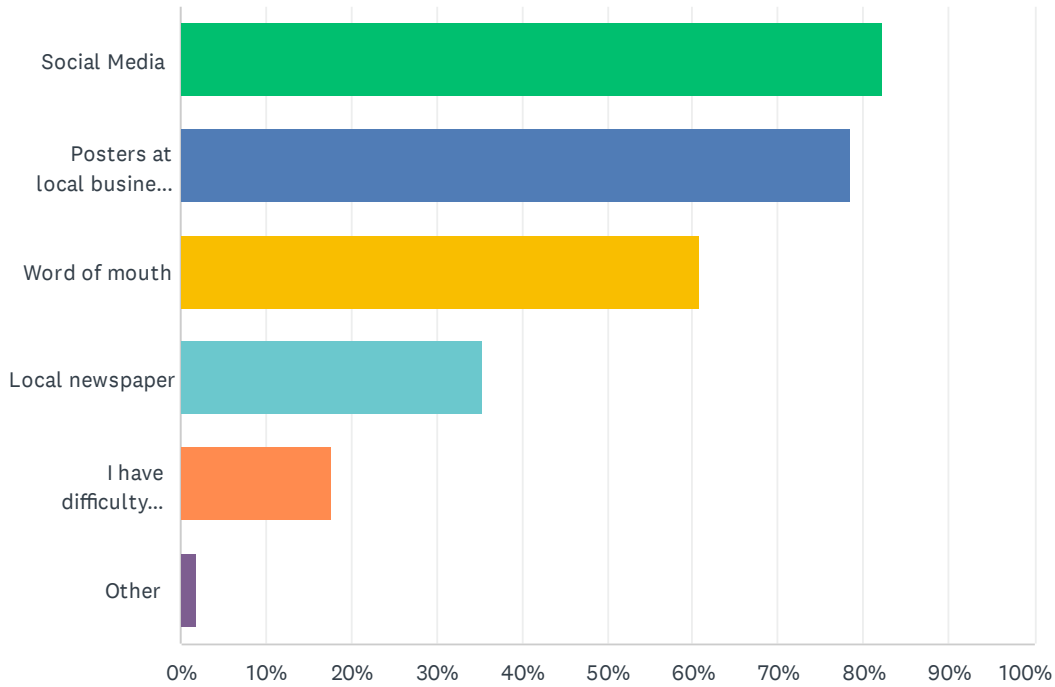
#	RESPONSES	DATE
1	With the utmost respect - prior generations.	3/14/2023 12:57 PM
2	Turnkey ready buildings available for businesses	3/9/2023 2:50 PM
3	Housing and childcare.	3/6/2023 11:51 AM
4	no new vendors always the same	3/6/2023 11:33 AM
5	housing	3/6/2023 9:17 AM
6	No clear help	3/6/2023 9:02 AM
7	Housing on both ends of the county.	3/6/2023 8:57 AM
8	Professional marketing and local cooperation.	3/6/2023 8:43 AM
9	Adequate housing	3/6/2023 7:20 AM
10	After school child care. Groceries are too expensive, my money goes out of county for groceries.	3/3/2023 1:26 PM
11	Lack of housing	3/3/2023 1:04 PM
12	Housing Roads	3/3/2023 12:52 PM
13	Location and housing.	3/3/2023 12:05 PM
14	Workforce	3/3/2023 10:30 AM
15	The attitude that "it can't happen here."	3/3/2023 10:29 AM
16	Housing Opportunities in our schools	3/3/2023 10:03 AM
17	Definitely community infrastructure (i.e. lack of housing for workforce, lack of Early Education slots, lack of fiber access in unincorporated areas)	3/3/2023 8:34 AM
18	Lack of affordable housing.	2/20/2023 7:48 PM
19	Dilapidated buildings, no housing	2/20/2023 7:39 PM
20	Lack of public interest	2/17/2023 10:11 AM
21	Human resistance	2/16/2023 5:27 PM
22	Definitely a lack of housing, first and foremost. Second to that, the county's still ever-present "north-south" split. Also, to some extent, not the most ready flexibility with being able to match local zoning needs with landuse planning requirements. And, too, a serious effort to plan for and carry out seriously needed improvements to our basic infrastructure, chief among them the county's rural road system, so that it is much better positioned to serve the needs of the county's Ag base going forward.	2/13/2023 9:20 PM
23	Population is small so businesses have a hard time surviving. Housing is another huge need.	2/10/2023 4:22 PM
24	Getting enough by in or approval	2/10/2023 1:10 PM
25	The people.	2/10/2023 10:17 AM
26	Keeping businesses open and filling the vacant buildings and areas with helpful businesses.	2/9/2023 11:30 AM
27	Finding a location for new businesses, child care, housing, transportation	2/9/2023 7:24 AM

Port of Arlington

28	Housing, school opportunities,	2/8/2023 7:00 PM
29	There are no retail spaces for more businesses to thrive.	2/8/2023 5:23 PM
30	Usable commercial space	2/8/2023 4:14 PM
31	Old town people, money, and opinions that get what they want. It's time for some change, growth and adapting.	2/7/2023 8:36 PM
32	Housing	2/7/2023 6:40 PM
33	Need a good restaurant boutiques, shops	2/7/2023 4:46 PM
34	Lack of housing. In Arlington, the layout of the city (lack of a traditional Main Street) and lack of space to build new businesses.	2/7/2023 4:08 PM
35	No one wants to improve our country. People aren't heard in their needs or ideas	2/7/2023 2:16 PM
36	The town don't want that much growth it feels like	2/7/2023 1:55 PM
37	Getting Grant's in Arlington seem to be a problem for people on the north side of the county a lot of the money made in the north is hard to get in the north. Maybe help with a Grant writer that is easy eccsesable.	2/7/2023 1:17 PM
38	Planning commission approval and costs to get started.	2/7/2023 11:47 AM
39	I actually prefer Arlington the way it is. We moved here because we like the small town feel and honestly don't want to see growth.	2/7/2023 11:36 AM
40	No opinion at the moment as I am not fully up to date on all aspects	2/7/2023 10:58 AM
41	Lack of easy access to Port properties. (airport)	2/7/2023 10:51 AM
42	Unavoidable geographical issues	2/7/2023 10:45 AM
43	Lack of housing and lack of amenities that make it a desirable place to live (restaurants, Healthcare, activites)	2/7/2023 10:13 AM
44	Workforce housing	1/26/2023 8:45 AM

Q9 Where do you get your information about Community Events? (Check all that apply)

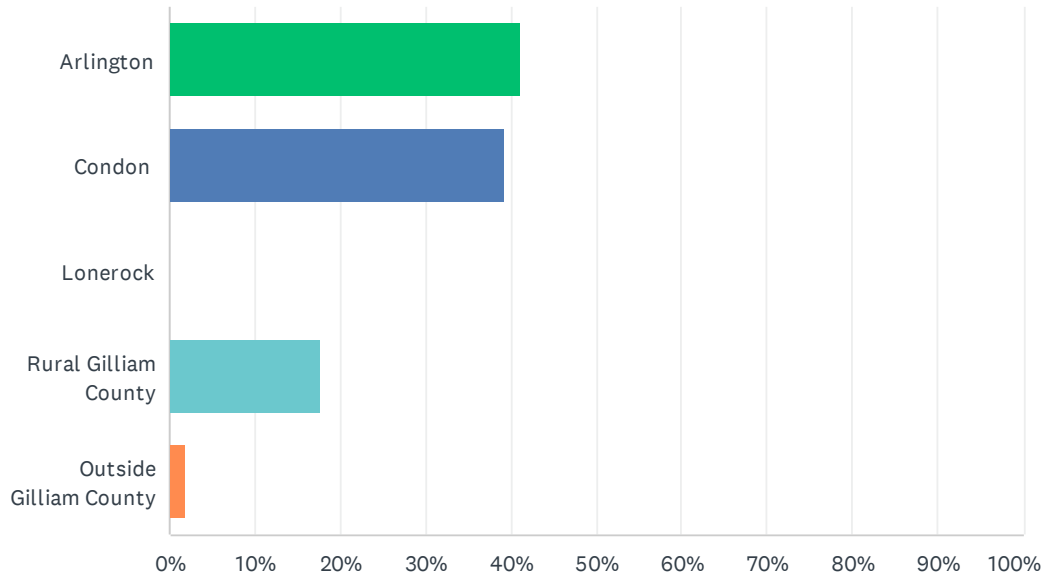
Answered: 51 Skipped: 0



ANSWER CHOICES	RESPONSES	
Social Media	82.35%	42
Posters at local business and community boards	78.43%	40
Word of mouth	60.78%	31
Local newspaper	35.29%	18
I have difficulty locating information about community events	17.65%	9
Other	1.96%	1
Total Respondents: 51		

Q10 What community do you belong to?

Answered: 51 Skipped: 0



ANSWER CHOICES	RESPONSES	
Arlington	41.18%	21
Condon	39.22%	20
Lonerock	0.00%	0
Rural Gilliam County	17.65%	9
Outside Gilliam County	1.96%	1
TOTAL		51

Q11 Do you have any additional questions/comments/concerns for the Port?

Answered: 25 Skipped: 26

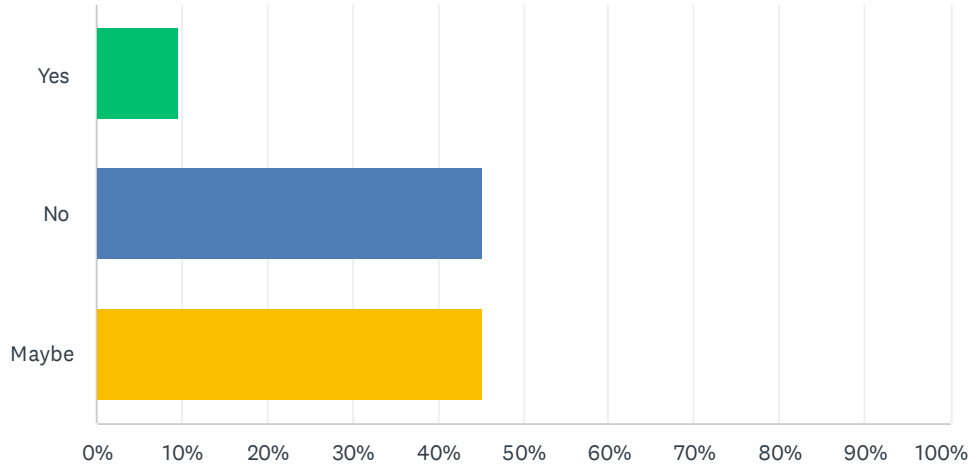
#	RESPONSES	DATE
1	Thank you for pushing this out! Love to see the community involvement from the Port.	3/14/2023 12:57 PM
2	I have never received information from the Port of Arlington, the newspaper rarely has upcoming events anymore, and for social media, if there is not an event created, it is very hard to find the information.	3/6/2023 8:57 AM
3	Does the port have any long term vision goals?	3/6/2023 8:43 AM
4	na	3/6/2023 7:20 AM
5	Need to focus on amenities in the south end like Pauling Field.	3/3/2023 12:05 PM
6	Pleased the Port is working on the Condon Grade School project	3/3/2023 10:30 AM
7	Make Port goals, missions, projects, successes, territory more public. Thanks for the Port's interest and initiative.	3/3/2023 10:29 AM
8	The Port of Arlington should consider changing its name to the Port of Gilliam to reflect its countywide mission. I appreciate the work the Port of Arlington is doing to help make our communities investment ready (rather than just focusing on our industrial lands and recruiting businesses).	3/3/2023 8:34 AM
9	Not at this time	2/20/2023 7:48 PM
10	Arlington is well located for business. I plan to look and study area further.	2/17/2023 10:11 AM
11	Yes, and I will be attempting in the next few weeks to commit them to writing and submit them to the port.	2/13/2023 9:20 PM
12	I applied for the small business grant thru the port and got denied years ago. Maybe only advertise grants if it is a legit resource.	2/10/2023 4:22 PM
13	Just excited to see forward progress! Anything that helps our town blossom is good for everyone.	2/10/2023 1:10 PM
14	Na	2/9/2023 11:30 AM
15	I know there's more opportunity in Arlington, but it seems like there's absolutely no focus on the south end of the County...even though we do contribute to the tax base.	2/8/2023 7:00 PM
16	Not at this time.	2/8/2023 5:23 PM
17	No	2/7/2023 8:36 PM
18	It's nice and clean	2/7/2023 4:46 PM
19	No	2/7/2023 2:16 PM
20	No	2/7/2023 1:55 PM
21	It seems as though the Port helped local businesses with Grant's.	2/7/2023 1:17 PM
22	No.	2/7/2023 11:47 AM
23	We feel very fortunate to live in such a beautiful town with parks and marina etc. our only concern is the unlimited allowance for dry campers. It feels very unfair for those of us that pay taxes and live in town to be overrun by people staying on the dry camp site. There were campers there last year for such an extensive amount of time that they actually had a "yard" built. Arlington spends so much time and money making the town and parks look nice that it is counterproductive to allow this.	2/7/2023 11:36 AM

Port of Arlington

24	Not allow long term rv rentals at marina. Should be able to accommodate travelers coming in and out of our community, not long term tenants.	2/7/2023 10:45 AM
25	Keep up the county wide economic development focus.	2/7/2023 10:13 AM

Q12 The Port of Arlington is having a workshop for updating their Strategic Business Plan on February 13 at 4:30PM in the Gronquist Building. We hope you can attend! (RSVP is not required)

Answered: 42 Skipped: 9



ANSWER CHOICES	RESPONSES	
Yes	9.52%	4
No	45.24%	19
Maybe	45.24%	19
TOTAL		42

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