

AGENDA FOR PORT SBP WORK SESSION ONE
February 13, 2023

1. Introductions
2. Overview of SWOT
3. Public Outreach Update
4. Initial Trend and Market Opportunities Analysis
5. Review and update mission
6. Develop an Objectives Statement
7. Review and Update Goals and strategic objectives
 - a. Marine Property and Facilities
 - b. Industrial Property
 - c. Commercial Property
 - d. Recreational Property and Facilities
 - e. Aviation Property
 - f. Management and Commission
 - g. Financial
 - h. Environmental
 - i. Marketing
 - j. Emergency Management/Resiliency
8. Initial identification of potential port projects (infrastructure, road access, new development)
9. Financial plan questions
10. Questions
11. Adjourn

Port of Arlington Strategic Business Plan Update
Progress Report for: January 2023

Port of Arlington,

Fair Winds Consulting is on schedule with the Port of Arlington Strategic Business Plan, and all but one task outlined in the proposal timeline for January was accomplished.

Fair Winds continued work on the Port of Arlington Strategic Business Plan. The goals for this month were to hold the Kickoff Meeting and SWOT analysis on 12JAN23, summarize the SWOT analysis and sent to Port Staff, complete first draft of the policy context and connection with Business Oregon, conduct Initial Site Visits, conduct stakeholder interviews, administer community survey, draft initial trend and market opportunities analysis, draft agenda for Port Commission Work Session One, and submit the January progress report on 31JAN23.

The January 12 meeting was productive, with the Commissioners completing a SWOT analysis that has been attached to this progress report. The SWOT will help guide the planning process moving forward, and identifies the strengths, weaknesses, opportunities, and threats that the Commission sees for the Port.

A list of 21 specific stakeholders for interview was generated, the stakeholder list and interview questions are attached. The interview questions were designed to spark conversation or conversational answers. Initial contact has been made with a majority of the stakeholders, four verbal interviews have been conducted, one verbal interview has been arranged, and three stakeholders preferred to fill out the questions on paper instead of being interviewed. While verbal interviews are preferable, I have been working with stakeholders to get as much input as possible, so some have opted to just answer the questions on paper.

For the community survey, a QR code has been placed on the posters advertising the February 13 work session. This QR code links to a 12 question survey that community members can answer on their phone. In-person outreach with the QR code and paper copies of the survey is planned for early February in Condon and Arlington, and I am attempting to schedule outreach in Lonerock.

Work Session One for developing the SBT is scheduled for 13FEB23 at 4:30 in the Gronquist Building. This meeting will start 1.5 hours prior to a charity Bingo event in Arlington to support a local child going through cancer treatment. Due to the small size of the community, when conducting outreach I am going to emphasize that participation is highly encouraged, and that leaving the work session early in order to attend the charity event will not be a problem. Efforts will be made to run an efficient meeting, so Commissioners and interested community members can take part in both events. However, the work session may take longer than 1.5 hours.

Work has begun on the trend and market opportunities analysis. It still in the beginning stages, with information on the Columbia River in general, labor information, population information and market analysis of tourism and target markets.

An extremely rough draft of the strategic business plan was written this month, using the template from Ports 2010. Initial drafts of background information and state requirements have been placed into the document, as well as several other sections have been initiated. The final document will most likely be very different from this draft at the end of the planning process after editing for brevity, clarity and continuing specialization for the Port of Arlington.

Work completed:

Kick Off and SWOT Analysis Meeting held on 12JAN 23
Summarize SWOT and sent to Port Staff
First draft of policy context and connection with Business Oregon
Conducted Stakeholder interviews
Administered (ongoing) Community Survey
Draft initial trend and market opportunities analysis
Draft Agenda for February Port Commission/Staff Work Session
Draft initial statewide and Ports 2010 context
Review of Gilliam County Transportation Plan and Comprehensive Plan
Submit Progress Report on 31JAN23

Roadblocks:

Due to illness and scheduling conflicts, initial site visits of Port Properties did not take place in January.
While not a roadblock, work continues on community outreach, including conducting the community survey and stakeholder interviews.

Requests for the Port:

Schedule time for site visits in February.

Next month's tasks:

Initial Site Visits
Port Staff Work Session One
Port History, Mission and Goals drafted
Port Role in Gilliam County Drafted
Initial Trend Analysis on Industry Growth and assessment of regional competitiveness
Continue Market opportunities analysis (future and current Port Markets)
Review studies from Community partners
Complete Industry Stakeholder Interviews
Complete Community Survey
Submit progress report 28FEB23

Attachments:

SWOT Analysis
Interview List and Questionnaire
Draft Work Session One Agenda
Draft Strategic Business Plan



Strengths	Weaknesses
Strong economic development focus	Lack of capital
Proximity to multiple modes of transportation, I-84, barge/river transport and river.	Communication with County and Cities
Excellent Port Director and Staff	Working relationship with the Corps of Engineers
Strong, well-rounded enthusiastic Board of Commissioners	Lack of updated technology
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.	Willow Creek
Focus on giving back to the community	Most developable land the Port markets belongs to other entities
Good teamwork among port staff, commission, and community	Port not directly involved in housing
Available developable land	Small full-time staff
Available buildings for leases	Geographically distant from large commerce hubs (Port of Portland, Portland Airport)
Developed industrial land	
Proximity to natural environment/recreation	
Rural Heritage	
Access to unique funding streams	
Marina and RV Park	
Arlington Mesa and Willow Creek	
Opportunities	Threats
Development opportunities at the Mesa/Airport	Lack of workforce/community housing
Major industrial interest in the County	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 (loss of tourism, effect on industry)
Increase education and stakeholders on Port authorities and responsibilities	Rapidly changing energy sector
Relationship with Business Oregon and other regional and state support	Governmental/Tribal changing regulations
Collaboration with other Ports along the river	
New technologies to streamline port services	
Increased marketing of recreation opportunities	



STRENGTHS:

Strengths are considered assets that the Port can build on. 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 marketing and pursuing opportunities with large companies. 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 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 of Arlington.

WEAKNESSES:

Weaknesses can be seen as areas to target for improvements by the Port and other regional partners. 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 struggling with cost recovery for services rendered. Communication is an issue with every aspect of public service, and while communication with the Cities within the Port District is getting better, it still needs improvement so the relationship is strong, not just cordial. Both communication and coordination need to improve between these entities. The Port can only support a small number of full time staff, which has a trickle-down effect for other Port 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 too, 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 don't receive monetary compensation for these services. The Port office is too small for many services they perform, therefore they frequently have to utilize unused office space in the Gronquist building, and if this office space is rented out (like they want) 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 favorable conditions or possibilities that can be invested in to grow business at the Port of Arlington and its community. 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 very 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 large groups 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 as well. The Port staff wants 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 greatly expand awareness of the ports missions as well as community and industry support.

THREATS:

Threats can be internal or external negative forces that the Port may or may not be able to control. 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 for the Port and for 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.



Stakeholder Interview list:

1. Brookfield Renewables
Daniel Perry, 541-371-1168 , Daniel.Perry@brookfieldrenewable.com
External stakeholder team: Mark Luciano
2. Shaver
Office: 503-228-8850
Rob Rich
3. Bass Pro
Find contact information
4. Columbia Gorge Wind and Water Association, CGRA? A-Town Throw down
Find contact information
5. 3-Mile Canyon Farms
541-481-9274
<https://www.threemilecanyonfarms.com/about/contact-us>
6. Farmer with solar farm
(Reitman?)
7. USACE
Amy Redmond, 503-808-4406, 971-645-8347, Amy.C.Redmond@usace.army.mil
8. Painted Hills natural beef
Gabrielle Homer, 877-306-8247 ext 326, 541-530-2571, gabrielle@paintedhillsbeef.com
gabrielle@paintedhillsbeef.com
9. Gilliam County Commissioner
Leah Watkins, (In-Coming) 541-351-9499, 541-980-1953, leah.watkins@co.gilliam.or.us
Pat Shannon, pat.shannon@co.gilliam.or.us
10. Mid-Columbia Producers
Jill Harrison, 541-565-3737, jill@mcpcoop.com
Daniel Hall, 541-565-2277, daniel@mcpcoop.com
11. Tidewater Barge Lines
Start with press: Jennifer Riddle: Jennifer.Riddle@Tidewater.com
<https://www.tidewater.com/>
12. City Council, Arlington
Mayor Jeff Bufton, Counselor Ball
13. City Council, Condon
14. City Council, Lonerock
15. Insitu
Maya Sullivan, 509-637-4927, Maya.Sullivan@insitu.com
16. Oregon Frontier Chamber of Commerce
K'lynn Lane
17. Waste Management
Leah Shannon, 541-454-3211, Lshanno3@wm.com

18. Union Pacific Railroad

Kevin Fernald, KWFERNAL@UP.COM

Cristina Acosta, 971-413-4106, cacosta@roadsafetraffic.com

19. Avangrid Renewables

Brian Walsh, 503-478-6317, brian.walsh@renewables.com

20. Pioneer Community Development Corporation

Rob Turrie, 541-384-3769, rturrie@ncesd.k12.or.us

21. PNW Metal Recycling

Longview Main Office: 360-353-3939

1. General assessment of the Port and its relationships with its partners. (What is your business relationship with the Port like? How do you see the business relationship between the Port and its other partners?)
2. Primary and Secondary Market Areas (What is your businesses primary and secondary market areas? What do you see as the overall primary and secondary market areas for the Port in general?)
3. Port of Arlington's greatest assets (What do you see as the Port of Arlington's greatest assets?)
4. Port of Arlington's greatest weaknesses (What do you see as the Port of Arlington's greatest weaknesses?)
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?)
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?)
7. Primary industries marketing focus (What industries do you think the port should focus on for marketing and engagement?)
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?)
9. Initiatives the port should pursue (What initiatives do you think the Port should pursue? Training, engagement, community development?)
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?)
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?)
12. Current polices or conditions that should continue (What policies or conditions that the Port has do you like? Why are they good?)