

CHAPTER 3: GOALS, STRATEGIES & TACTICS

The Port of Camas/Washougal, like all port districts in the State of Washington, operates from two tiers of authority. The first tier derives from Washington’s statutes, which enable ports to pursue economic development activities that strengthen the economies of their regions. The second tier is established by a port’s comprehensive scheme of harbor improvements (comprehensive plan), which sets forth goals and implementation strategies and tactics designed to pursue specific local economic development initiatives that are consistent with the authority granted by state statute. The comprehensive plan is intended to guide a port’s decision-making while at the same time providing the port with the flexibility needed to respond to unseen demands and emerging opportunities and markets. The following goals and implementation strategies and tactics represent that second tier.

Mission

~~Alt. A: To make strategic investments in assets and develop effective partnerships which support the retention, expansion, and creation of employment opportunities for the betterment of East Clark County.~~

~~Alt. B: To make strategic investments and develop effective partnerships that enhances the community’s quality of life by bringing jobs, infrastructure, and recreational opportunities to East Clark County.~~

Comment [A1]: Use of word “by” is intended to indicate the quality of life will be enhanced through specific actions that follow: bringing jobs, infrastructure and recreational opportunities.

Goal 1: Enhance economic development through partnerships to leverage strategic investments.

- Strategy 1.1 Pursue opportunities and strategic investments to facilitate the retention, expansion, and recruitment of a diverse array of employers.
 - Strategy 1.2 Leverage resources by working collaboratively on infrastructure planning and development efforts with the Port’s local, regional, and state economic development partners.
 - Strategy 1.3 Make targeted infrastructure investments when doing so would leverage additional investment from other sources, advance the economic position of the community, or result in some other clear economic benefit and when doing so is consistent with the Port’s legal authority, mission, goals, and strategies.
 - Strategy 1.4 Seek to diversify the geographic distribution of strategic investments throughout the Port district.
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- Tactics 1. Meet with the cities of Camas and Washougal on a regular basis to review, discuss, and identify opportunities for targeted infrastructure investments. The review should include status of current capital improvement plans.
 - 2. Review and consider potential infrastructure investments to ensure they are consistent with the Port’s Strategic Comprehensive Plan, Capital Improvement Plan, and any pertinent guiding principles or other implementation guidance.
 - 3. Maintain regular contact with Port district industrial park tenants, the Columbia River Economic Development Council, and potential partners to identify needs and opportunities to further leverage existing investments or expand economic development opportunities (i.e., permitting assistance, supplier chain relocation, etc.).
 - 4. Track and report to the Commission and public the geographic distribution of the Port’s strategic investments.
 - 5. Pursue non-local funding opportunities (i.e., state and federal grants, loans, etc.) to further leverage resources.

Goal 2: Improve local economic opportunities by supporting the retention, expansion, and recruitment of preferred employers.

Strategy 2.1 Retain, expand, and recruit industries and employers that exhibit several of the following characteristics:

- *Increases overall community economic well-being and stability.*
- *Diversifies the community's economic base.*
- *Supports or strengthens other area businesses.*
- *Offers wages and other forms of compensation that will increase the average earnings within the Port district.*
- *Has or shows the potential to increase the average per acre employment density.*
- *Exhibits the willingness and ability to make capital investments.*
- *Supports and/or enhances tourism opportunities associated with the area's unique natural assets, such as Steigerwald Lake, the Columbia River and Gorge, and the National Wildlife Refuge.*
- *Avoids, minimizes, or adequately mitigates potential negative environmental impacts.*

Strategy 2.2 Use creative lease structures or other incentives to retain and/or attract new, emerging, and relocating employers. Lease and rental rates may be structured to meet the specific needs of a prospective employer if the employer meets one or more of the following criteria:

- *Has or shows the potential to significantly increase the number and compensation level of jobs.*
- *Demonstrates that it can significantly improve the local economy.*
- *Is a start-up or developing business with a solid business plan.*
- *Is a preferred employer as defined by Strategy 2.1.*

- Tactics
1. ~~Regularly Meet regularly meeting~~ with the cities of Camas and Washougal and existing industrial employers to identify opportunities to support growth and expansion.
 2. ~~Explore Participate in the countywide industry cluster analysis through the Columbia River Economic Development Council or explore~~ partnering with the cities of Camas and Washougal to complete ~~one such an analysis an industry cluster analysis.~~
 3. Develop a recruitment incentive policy and plan that is responsive to the needs of targeted employers using the results of industry cluster analysis.
 4. Develop and implement a recruitment plan that is responsive to the needs of the targeted employers.
 6. [Explore the feasibility of a new and more direct access point from Highway 14 to the Steigerwald Commerce Center.](#)

Goal 3: Promote sustainable community prosperity by ensuring an ample supply of land, infrastructure, and facilities to meet the needs of potential employers.

Strategy 3.1 Maintain an ample supply of land and incubator space to meet the needs of preferred employers.

Strategy 3.2 Acquire additional property according to one or more of the following criteria:

- *The acquisition is consistent with Port’s economic development mission.*
- *The cost of acquiring the land and infrastructure improvements is appropriate, given market conditions, and is consistent with the Port’s capital improvement plan.*
- *The site is or can be made marketable to desired employers or industries.*
- *Due to the nature of this site and because it is difficult to develop ~~and/or has been passed over by the private sector because of the length of time that it will take to make the parcel marketable~~ the Port could acquire it for development at a favorable price without competing with the private sector.*
- *The acquisition contributes to maintaining the Port’s inventory of developable land.*

Strategy 3.3 Consider the sale of property when doing so would better advance Goal 2.

Tactics

1. Participate on the Columbia River Economic Development Council Industrial Lands Committee to accurately identify available land (particularly Port-owned land) and land demands.
2. Develop a list of land needs to meet the needs of preferred employers (i.e., size, infrastructure, etc.).
3. Review and update the Port’s land inventory and capital improvement plan at least annually to assess if Port is meeting current needs. Adjust the capital improvement plan as necessary to be responsive to preferred employer needs.
4. Revisit the Guiding Principles adopted during the ~~rezoning assessment of the East Industrial Park (now known as Steigerwald Commerce Center)~~ ~~Rezoning Assessment process~~ to determine the degree to which they are broadly applicable to other acquisition and disposition decision-making processes.

Goal 4: Lead a collaborative effort to develop a more vibrant, economically viable, and publicly accessible Columbia River waterfront.

Strategy 4.1 Work collaboratively with property owners, the public, and the Port's agency partners to develop a master plan for the future development and redevelopment of the Columbia River waterfront property for the area within the Port district. [The master plan should provide sufficient flexibility to attract a range of employers.](#)

Strategy 4.2 ~~On the waterfront, Pp~~ Prefer ~~waterfront~~ land uses and employers ~~on the waterfront~~ that are water-dependent, -oriented, or -related.

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Strategy 4.3 Manage marina operations, capital facilities, and lands in a manner that strives to generate sufficient revenues to offset marina operating expenses.

Strategy 4.4 Strongly support the provision of continuous public access along the Columbia River shoreline.

Strategy 4.5 Maintain Captain William Clark Park, the Parkersville Historic Park, ~~and~~ Marina Park, [and the boat launch facility](#) as public recreation areas.

- Tactics
1. Pursue funding and acquisition of property and/or easements to support the development of continuous public access along the Columbia River shoreline from Marina Park to Steamboat Landing.
 2. Initiate conversations with the cities of Camas and Washougal regarding their participation in a collaborative effort to develop a master plan for the development and redevelopment of the Columbia River waterfront within the Port district.
 3. Lead the development of a waterfront master plan that includes, but is not limited to land uses, public access to shorelines and other recreation amenities, demand for water-dependent, -oriented, or -related services, and parking needs.

Goal 5: Operate Grove Field in a safe and economically sustainable manner.

- Strategy 5.1 Operate Grove Field as a general aviation airport in a manner that:
- *recognizes the safety needs of the flying community and the surrounding residents and property owners;*
 - *advocates for compatible surrounding comprehensive plan and zoning designations and land uses; ~~and~~*
 - *supports and increases/augments the essential contribution of the airport to regional public safety infrastructure; ~~and~~;*
 - supports recreational flying.
- Strategy 5.2 Manage airport operations, capital facilities, and lands in a manner that strives to generate sufficient revenues to offset airport operating expenses.
- Strategy 5.3 Work collaboratively with the Camas-Washougal Airport Association, property owners, the Port’s agency partners and private interests to encourage the development of airport-related services and jobs to create a more fiscally sustainable model.
- Tactics
1. Staff will continue to provide information to the Port Commission to inform their decision whether to implement the Airport Layout Plan in consultation with the Federal Aviation Administration and Washington State Department of Transportation Aviation Division.
 2. Identify economic development opportunities assuming the airport layout plan is or is not implemented with the assistance of an airport economic viability advisory committee.
 3. Review successful business models for comparable airports and implement pertinent applicable elements.
 4. Retain specialized expertise in airport development planning as needed.

Goal 6: Increase constituent understanding, sense of ownership, and support of the Port and its initiatives.

- Strategy 6.1 Provide multiple opportunities for input from, carefully consideration of and response to ~~Consider carefully the~~ input the Commission receives from its constituents and partners.
- Strategy 6.2 Communicate regularly with Port stakeholders about Port activities and plans.
- Strategy 6.3 Establish a dialogue with citizens and stakeholders to solicit broad community input on key issues and initiatives.
- Tactics
1. Conduct economic impact assessments on a regular basis to identify and measure the results of the Port’s economic development efforts.
 2. Continue to develop communication methods, evaluate them regularly, and improve their success ~~and regularly Regularly evaluate and improve the success of communication methods.~~

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3. Offer and/or support community events that bring the community to the Port (i.e., Christmas Ships, concerts, etc.)

Glossary

- Economic Development:** Ports are public agencies whose primary purpose is economic development. Job creation and economic growth may be accomplished many diverse ways including: own, develop, and operate marinas and docks, airports, industrial or commercial sites, railroads, and water-related facilities. Other economic development programs may include: import/export assistance, tourism promotion, business retention, expansion and recruitment, establish and operate foreign trade zones.
- Industry:** A broad range of economic development and employment generating activity including, but not limited to light and heavy manufacturing, professional office and business parks, research and development facilities, technology, agricultural tourism, and commercial development.
- Partnership:** A relationship where two or more public, private, or non-profit entities are conducting business together for mutual benefit. The Port seeks partnerships where the other entity or entities approach the Port with a financial commitment to the partnership. As a whole, the Port's partnerships should have direct or indirect benefits.
- Stakeholders:** Include, but are not limited to, Port tenants, economic development partners, elected officials and agency staff, Port district taxpayers, and the community.
- Surplus Real Estate:** Real property that the Port has determined no longer meets one or more of the land acquisition criteria of Strategy 3.2 or no longer supports the mission of the Port. In furtherance of the Port's mission, existing conditions, and ownership of or interest in adjacent or nearby property, the Port may retain long-term interest in the property in the form of covenants or easements. The Port may also, upon further consideration, consistent with Strategies 3.1 and 3.2, decide to retain property it had previously declared surplus.