

Strategic Plan

2020



Port of Woodland

Business is better here.

INTRODUCTION

The Port of Woodland is the Lewis River Valley's economic engine, providing quality jobs, a comprehensive portfolio of light industrial property, potential marine terminal property and stable economic development for the community – from the Columbia River to Cougar and the Lewis River to Kalama.

With a competitive advantage that includes close access to Interstate 5, the BNSF Railway north-south mainline, the Columbia River shipping system and Portland International Airport's air cargo capacity, the Port of Woodland enjoys being in a position to offer a connection between the community and the global marketplace. This competitive advantage positions the port nicely to capitalize on the community's job-creating potential to bring economic prosperity to Woodland and the Lewis River Valley.

The port is planning to capitalize on its competitive advantage by developing property, installing critical road, sewer, water, broadband and electric infrastructure to its light industrial properties in order to attract and retain businesses in a way that will make them want to call Woodland home.

Effective, consistent and strong leadership and management of the port will be essential to the success of the port, as well as efficient operations, a commitment to responsible stewardship of the environment and partnership with city officials and community business leaders, as well as members of our public.

To achieve this, the port will follow a strategy that includes an outlook of economic diversity and funding through sustainable practices of operation and an aggressive pursuit of maintaining revenue generation.

The Strategic Plan provides an outline and criteria for port commissioners and staff to make informed decisions, consistent with port policy, values and vision, moving toward accomplishment of the mission, through the year 2020. It also benchmarks the goals and milestones that will determine success of the plan. Projections in this plan are intended to stretch the organization and guide it to heights never before imagined.



MISSION, VISION, VALUES

Mission

“The Port of Woodland’s purpose is to attract family-wage and sustainable industries, and to provide recreational opportunities to the Woodland Port District and to lead both private and public entities as a positive resource in south Cowlitz County.”

Vision

“To be the leader in business, industrial and transportation development, as well as the opportunity for recreation, in Washington state.”



ORGANIZATION VALUES

At the Port of Woodland, a number of values are held in high regard. These values are demonstrated in our planning, actions and treatment of others. We embrace and hold closely our corporate values in the day-to-day operation, and the policymaking, of the port. These corporate values are:

INTEGRITY

The Port of Woodland's commissioners and staff are held to a high level of professionalism, which includes a character that demonstrates a commitment to doing what is right, even when no one is looking. We include, in our definition of Integrity the following elements: courage; honesty; respect; responsibility; accountability; stewardship of public money and property; and local leadership.

A LINK TO THE COMMUNITY

The port's commitment to the community creates an invaluable link that should always be treasured and nurtured in a caring and compassionate way. Creating jobs and economic growth is the reason why the port exists, and is the mission of the port. The port's vision is a reflection of what the community expects from us, and provides a direction for us to move toward in living up to our commitment to the community.

ACCESSIBILITY, OPENNESS & VISIBILITY

It is of high value to the Port of Woodland to keep its offices located in downtown Woodland. We're a part of the Downtown Woodland Revitalization effort, and have invested emotional capital in being a part of the downtown community. At the same time, being downtown allows for easy accessibility and openness for the residents of the Port District, and raises the visibility of the port.

PARTNERSHIP

Through a commitment to working with others, and seeking opportunities to continue reaching out to work with others – including customers, tenants, the community, consultants and those who work within the same organization. Communication is a critical piece of partnership, as we hold in high regard open, consistent and effective communication that supports our work to enhance the Port District's quality of life.

FULFILLMENT

This is what we strive for: The end result. It is critical to fulfill our corporate goals that we set for ourselves while also serving the taxpayers within the Woodland Port District by following through – doing what we say we're going to do.



OPERATIONAL VALUES

LEADERSHIP

The port is already looked upon as a leader in economic development within the Port District because of the example it has set for the rest of the community. Quality leadership results in successful partnerships, teamwork, and a climate that's suited for success and growth.

PROPERTY OWNERSHIP

The Port of Woodland values ownership and stewardship of public property for the purpose of creating opportunities for businesses to develop family-wage jobs for this community, as well as tax benefits to the state, county and port district. In most cases, the port's priority is to hold on to property that it owns, if there is a designated or potential use for it. In instances that port-owned property might be unusable for port activities, or deemed to be surplus property by the port commission, the port commission would consider sale of that property.

QUALITY STAFF & WORK ENVIRONMENT

As an organization, we are committed to hiring, training and retaining the highest-quality staff possible. It is our obligation to allow our employees to do their jobs and to provide them with the professional development – as well as the tools – they need to do their jobs efficiently, effectively and in a manner that works best for them to be productive. That includes the provision of a safe, secure and comfortable work environment that is conducive to productivity and positive ergonomics.

EXPOSURE IN THE COMMUNITY

We appreciate our position as a leader in the community, particularly in the discipline of economic development. Because of that appreciation, we are committed to being involved in efforts and organizations such as Rotary, Woodland Chamber of Commerce, Downtown Woodland Revitalization, Woodland Quality Community Coalition, and others, which raises the awareness, openness, accessibility and visibility of the port – as well as enhance leadership – in the community. The port will also be a visible leader in transportation issues including freight mobility, congestion reduction, encouragement of the use of consistent freight routes, and others.

A "CAN DO" ATTITUDE

Commissioners and staff at the Port of Woodland have an attitude that we can accomplish anything, and can achieve the goals and vision of the port in the timeline set out by this strategic plan, by using these organization and operational values as our guiding light, and basis for criteria in making the decisions we make in order to achieve the vision for this port and this community.



STRATEGIC GOALS

MAXIMIZE POSITION AS MAJOR TRANSPORTATION HUB TO ATTRACT & RETAIN INDUSTRY

With the port's easy, and close, access to Interstate 5, the BNSF/UP north-south mainline, and its proximity to four international shipping ports and an international airport, within a 25 mile radius, the Port of Woodland's industrial properties will continue to attract new business to the community, which will – in turn – provide opportunity for economic growth in the industrial and transportation sectors, and will continue to highlight the recreational opportunity this community possesses. Industrial warehouse space at the port continues to be nearly full, and the port's shovel-ready 25 acres with road and rail access means there is industrial property that's currently ready to develop.

The Port of Woodland currently owns more than 200 acres of property within the City of Woodland's light industrial zone, most of which is currently developed. All but 21 acres of the property is currently entitled for growth of the industrial sector. The remaining 21 acres are expected to be developed in the short term.

ADVOCATE, IN PARTNERSHIP WITH OTHER AGENCIES, FOR TRANSPORTATION IMPROVEMENTS

With closer access to Interstate 5 than most of the ports on the I-5 corridor in the State of Washington, the Port of Woodland stands in a unique position to capitalize on major transportation improvements that may happen in and around Woodland, Cowlitz County and Clark County. It will be critical for the Port of Woodland to work in collaboration with the Cowlitz-Wahkiakum Council of Governments, the State of Washington, Cowlitz County, City of Woodland, Clark County and numerous other state, regional and local agencies to advocate for, plan, and construct transportation improvements that will have a net positive effect on the flow of freight into, out of, and through the community.

MAXIMIZE OPPORTUNITIES FOR CLUSTER INDUSTRY THAT MAKES SENSE FOR THE AREA

Industries that locate in Woodland choose the location for a number of reasons including the port's proximity to the Portland/Vancouver Metropolitan Statistical Area (MSA), low costs, a favorable tax climate, easy and efficient access to rail, road, river and air transportation, and more. There are a number of industrial businesses already located in Woodland that make cluster industry an attractive option for companies looking for a new place to call home. Among the industries included in those clusters are: fishing, outdoor recreation, food processing, heavy construction, transportation and marine service and repair, though other industries are also showing interest in the area, which should keep the leaders in the area open-minded for new opportunities for industrial growth.



MAXIMIZE OPPORTUNITIES FOR PUBLIC RECREATION WITHIN THE PORT DISTRICT

The Port of Woodland has an opportunity, with Columbia River property at Martin’s Bar and what is known as Lions Day Park, to maximize on providing premier public recreation for the port district. The port needs to specifically identify its opportunities, scope and expectations for development of the property for recreational use. At the same time, the port will continue its support for the Cougar restroom, and will work to identify other opportunities in which it can partner with other agencies to provide first-class recreation opportunities up the Lewis River within the Port District. The port will also explore opportunities and options for recreation at Austin Point. This goal would include the port’s need to identify the future of its property at Austin Point – whether it continues to sit speculative of a future marine terminal, whether it needs to be developed for recreational/tourism use, or whether the port commission gives consideration to offering it for sale as surplus property.

GENERATE SUSTAINABLE REVENUES

The port’s primary revenue goal is to maintain diversified operating revenues to promote the port’s long-term fiscal sustainability and economic base. To accomplish this, the port enters into long-term leases for industrial properties and generates new sources of revenues through business ventures that are aligned with the port’s mission. These strategies help keep the port’s operating revenues stable from possible short-term fluctuations in any of its various revenue sources. The port also maximizes the use of property tax receipts to fund acquisition or construction of long-term capital assets.



KEY INITIATIVES (SHORT TERM 0-2 YEARS)

LIONS DAY PARK/MARTIN'S BAR

In the near term, the Port of Woodland needs to identify its needs and scope of work for development of a boat launch, trailer parking area, and the necessary facilities that go along with such a facility. The project should be designed with a master plan, which would include a phased project to complete a premier recreation area at Martin's Bar/Lions Day Park, so the port can build the project on a "Pay as we Go" plan

GUILD ROAD IMPROVEMENT PROJECT

The Port of Woodland is currently working with the City of Woodland to complete the planning, design, funding and entitlement process for the Guild Road Improvement Project. This project will be bid by the city in early 2011.

GUILD ROAD INDUSTRIAL PARK

While the Guild Road Improvement Project is underway, the Port of Woodland will begin scoping, prioritizing and planning, then identifying and pursuing funding to begin the first work on designing the Guild Road Industrial Park on the 12 acres now known as the "Rose Growers Property".

SCHURMAN WAY 25 ACRES (RAIL SERVED)

The port will begin, immediately, an aggressive advertising campaign for the 25 acres of rail-served light industrial property remaining at the port's Schurman Way Industrial Park. The advertising will be strategically targeted in markets where this kind of property is currently being sought, and the marketing will be directed to strategically-selected audiences with whom the message will most-effectively resonate.



KEY INITIATIVES (LONG TERM)

FUTURE OF AUSTIN POINT

While the Port of Woodland has held the property at Austin Point for nearly 40 years with the plan to develop a deepwater marine terminal, the question of whether this is a realistic use of the property has come up. The port currently owns the rights of way, easements and real property to develop a marine terminal that's served by a rail spur off of the mainline. Whether the rate of return on the investment for rail infrastructure is comfortable seems to have become a stumbling block, so questions are now being asked about what other uses could be considered for Austin Point, or whether the port should consider selling the property at some point. This will be an ongoing conversation that continues as an integral part of executing this Strategic Plan.

FUTURE DEVELOPMENT OF MARTIN'S BAR

Through community involvement efforts, the port has learned that there is an expectation from the community that the port would build a boat launch and develop recreational area at Martin's Bar. The port will keep this at the front of mind during the boat launch planning and development (see short term Key Initiatives), so that future recreational development can be easily implemented into the short term project at Martin's Bar. The port will continue an open and accessible process for community input going forward on this Key Initiative.

GUILD ROAD INDUSTRIAL PARK

There exists an opportunity at the Guild Road Industrial Park to develop ready-to-go buildings and infrastructure to support a small business incubator park at the Port of Woodland. This would be modeled after other port incubator programs across the state and the Commission would be given the opportunity to take a "learning tour" of ports that have already developed successful industrial incubator parks to learn from the successes and failures of each of those endeavors. The goal of the Port of Woodland's incubator park would be to identify a realistic "industrial cluster" that already has support systems in place in Woodland (i.e. fishing/outdoors industry, food processing, construction, transportation, carpentry, etc.) that would drive success through a collaborative approach to the businesses in the incubator park.

