

PGH

STRATEGIC PLAN

Your Future Is Here,
STRATEGIES FOR THE NEXT DECADE



"Our future is **not what we do tomorrow**, the future is **what we do today** and your future is here, in Grays Harbor."

- Port Executive Director Gary Nelson
2019 Business Review, February 2020






Port Commission

Stan Pinnick
Tom Quigg
Phil Papac

Since 2006, the Port of Grays Harbor has engaged in real-time strategic planning, engaging stakeholders and welcoming public involvement with regularly scheduled reviews and updates to the ever-evolving Port of Grays Harbor Strategic Plan.

MISSION
DRIVEN
RESULTS
INCLUDE:

With these and many other milestones completed, the Port of Grays Harbor



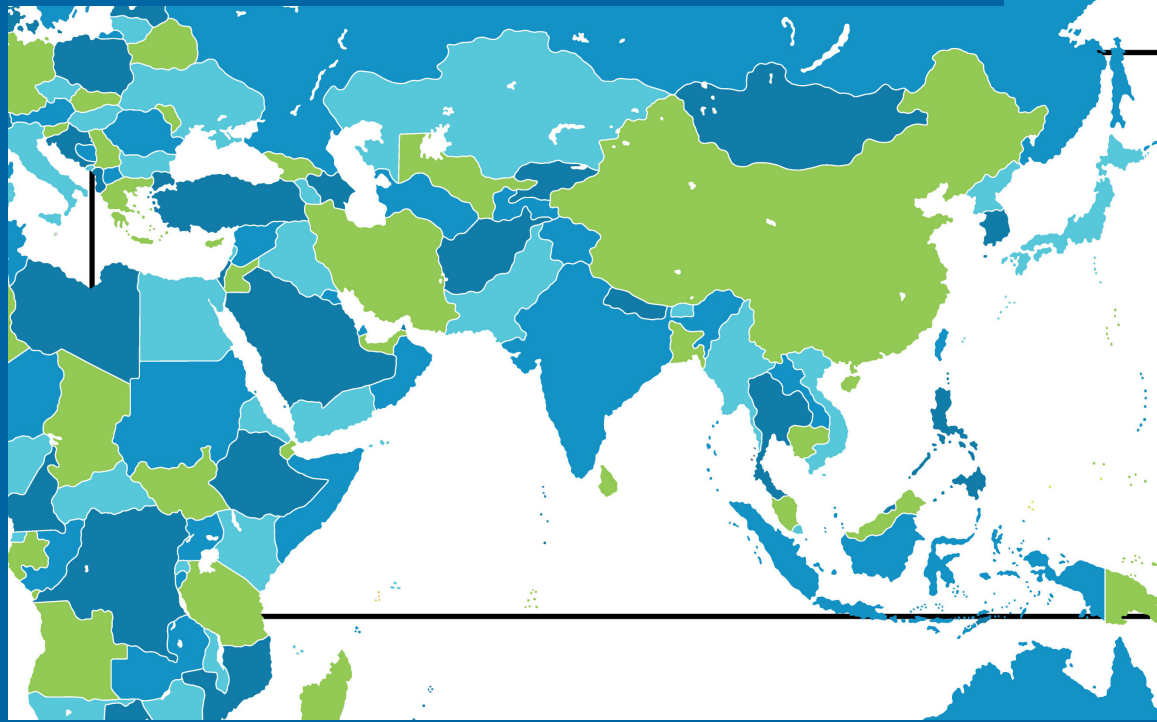
Each workshop has monitored the progress being made toward achieving the Port's goal of creating a sustainable economy for Grays Harbor. Participants have reviewed the values and priorities of the Port of Grays Harbor Commission, demographic and economic trends impacting the Port with a focus on specific business divisions and financial resource components of Port operations. Held during public Commission meetings, this process has guided the Port's development, resulting in the strategic pursuit and completion of projects that today form the foundation of the Grays Harbor economy.

- 01 **TRADE:** Rebirth and growth of international trade and domestic shipping through Grays Harbor resulting in annual cargo tonnage reaching 10 times the volume it was in 2000, generating enough economic benefit to support full deepening of the navigation channel.
- 02 **PRIVATE INVESTMENT:** Attracted diverse upland investments and employment opportunities including bio-fuel processing, liquid bulk storage, forest product processing, and dry bulk storage.
- 03 **JOBS:** Port upland lease holders employ 1,000's in diverse industries from seafood processing, to manufacturing, to cannabis growing, to service providers, distribution and a customer support center.
- 04 **ECONOMIC DEVELOPMENT:** Redevelopment of the Westport Marina district, resulting in Westport becoming the leading Washington State commercial seafood landing and processing port with the largest coastal cold storage facility north of LA.
- 05 **INFRASTRUCTURE:** Investment in critical infrastructure serving businesses and cities including the Westport Marina bankline, dredging the Marina basin, boat launch improvements, parking areas, marine terminal rail, water systems, port roadways, airport facilities and port-owned warehouses and buildings.
- 06 **GROWTH:** Satsop Business Park, Friends Landing, Sterling Land, and an additional 55 acres adjacent to Marine Terminal 4 were added to the Port's ownership and management responsibilities.
- 07 **JOBS:** Growth of the Local 24 workforce from 40 registered members to nearly 100 registered and casual members.
- 08 **TOURISM:** Port facilities welcome tens of thousands of annual recreational visitors to the Westport Marina, Friends Landing, Sterling Landing and waterfront viewing towers, not to mention the thousands of business travellers visiting Port facilities and tenants.

stands ready to focus on development strategies for the next ten years.

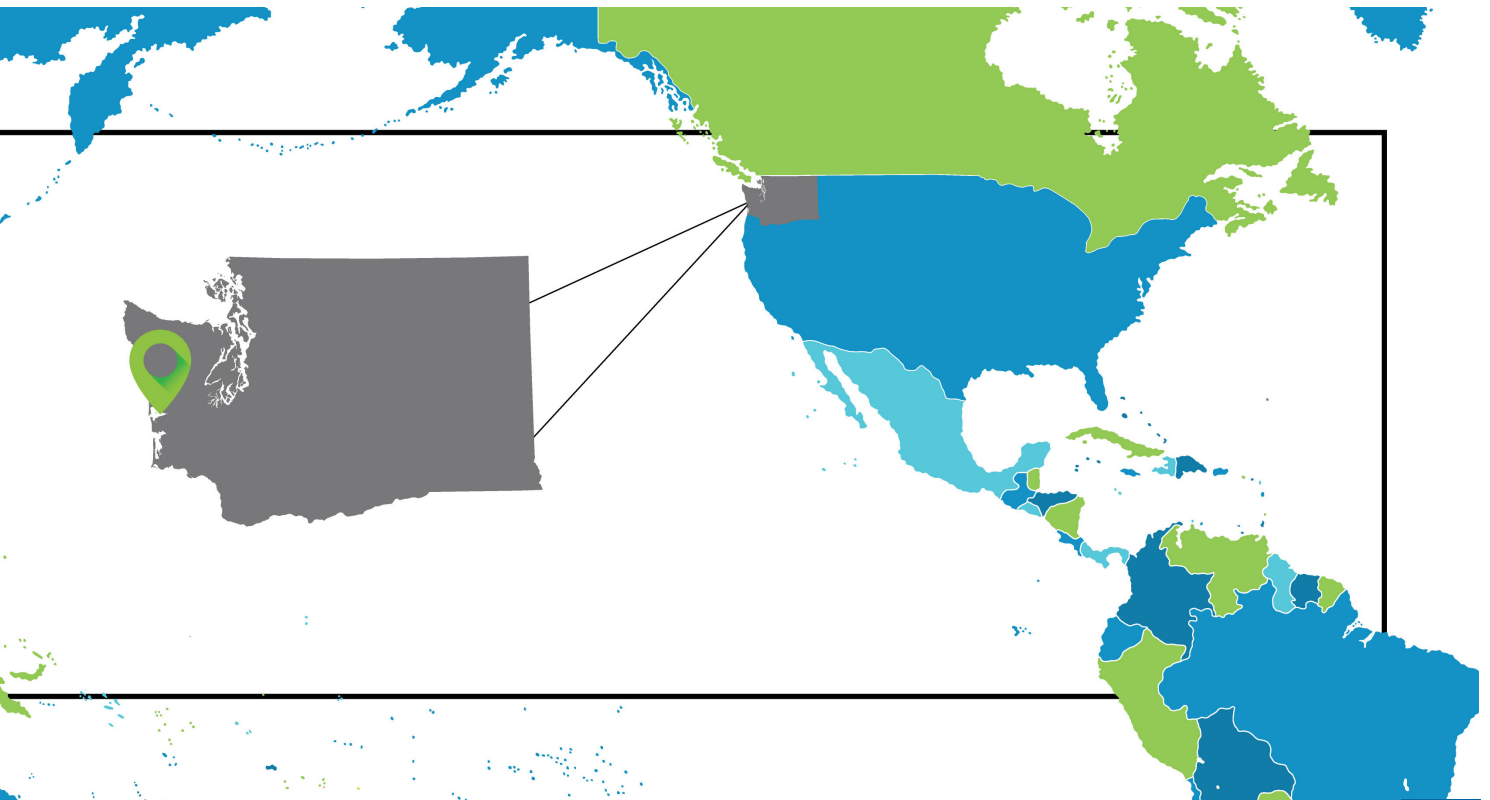
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TO BEST UTILIZE OUR RESOURCES TO FACI
TRADE, ECONOMIC DEVELOPMENT AND T



MISSION

LITATE, ENHANCE AND STIMULATE INTERNATIONAL TOURISM FOR THE BETTERMENT OF THE REGION.



JOBS, INVESTMENT, COMMUNITY

OUR VALUES ARE HOW WE MEASURE SUCCESS:

- Retention and creation of jobs, including level of pay and benefits.
- Investment in public and private infrastructure that sustains and grows the region's economy.
- Environmental stewardship and fiscal responsibility.
- Return on public tax dollars resulting from private economic activity created.

MISSION DRIVEN PRIORITIES



THE PORT OF
GRAYS HARBOR
FOCUSES ON
FIVE PRIORITIES
ACROSS ALL
BUSINESS
ACTIVITIES OF
THE PORT

01

Customer Service, Retention & Development

Develop partnerships with companies and organizations with the capacity to invest in, and sustainably grow our community.

- » organic growth
- » business recruitment
- » co-location
- » strategic infrastructure utilization

02

Fiscal Stewardship

Responsibly managing the Port's financial resources.

- » cash flow
- » investment
- » property taxes
- » public funding
- » debt capacity



KEY BUSINESS STRATEGIES

- Protect and responsibly manage Port assets
- Retain and grow existing tenants
- Provide fair and consistent policies for all users
- Recruit compatible, yet diverse users
- Foster partnerships, both public and private, that invest in public infrastructure to generate private investment in facilities and operations
- Maintain existing infrastructure
- Promote local job creation

03

Infrastructure Stewardship

Manage the Port's facilities in a way that accomplishes the asset's highest and best use for the community and users.

- » asset protection
- » planning and acquisition
- » location
- » strategic infrastructure development

04

Safety & Public Waterfront Access

Enhance the public's experience of being on the Grays Harbor waterfront.

- » accessibility
- » tours
- » safety
- » security
- » security & safety partnerships

05

Environmental Stewardship

Operate and maintain port facilities and facilitate projects that meet or exceed regulatory requirements.

- » regulatory partnerships
- » fisheries
- » forestry
- » brownfields
- » mitigation



Commission Workshop Calendar

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Our Mission:
 To best utilize our resources to facilitate, enhance and stimulate **international trade, economic development, and tourism** for the betterment of the region.

- 1.12 Commission Meeting
- 2.9 Commission Meeting
- 2.10 Workshop: Marine Terminal and Uplands
- 3.9 Commission Meeting
- 3.30 Workshop: Westport Marina and Uplands
- 4.13 Commission Meeting
- 5.11 Commission Meeting
1st Quarter Financial Review
- 6.8 Commission Meeting
Workshop: Bowerman Airport and Industrial Property
- 7.13 Commission Meeting
- 8.10 Commission Meeting
2nd Quarter Financial Review
Workshop: Satsop Business Park
- 9.14 Commission Meeting
- 10.5 Budget Workshop
- 10.12 Commission Meeting
- 11.9 Commission Meeting
3rd Quarter Financial Review
- 12.14 Commission Meeting
Workshop: Public Facilities, Friends Landing,
Sterling Landing, and Recreation