

**2026-30 Strategic Plan  
DRAFT GOALS AND STRATEGIES**

Updated – April 21, 2025



Goal Area	Goal #	Draft Goals	Draft Strategies	
 <p><b>Culture and Community</b></p> <p><i>Fostering and leveraging an inclusive, vibrant environment where shared knowledge, diverse perspectives, and common values empower collective growth and success.</i></p>	CC1	Foster strong community connectivity in Camas and Washougal.	A	Expand public access opportunities on the waterfront, including recreation and special events.
			B	Collaborate with our partners and community to advance shared initiatives and community and workforce development opportunities.
	CC2	Deliver strategic communication and engagement that clearly conveys the Port’s mission, vision and role.	A	Create and implement a communications plan that supports the Port’s mission and goals and ensures consistent messaging.
			B	Foster greater understanding of and support for the Port and its activities through clear, proactive community engagement.
	CC3	Continue developing the Port as a competitive, world-class organization with a resilient and transparent culture.	A	Reinforce the Port’s mission in daily decision-making.
			B	Strengthen our organization by conducting a job audit to align roles with skills, enhancing training, fostering a culture of feedback and accountability, and promoting inclusivity.
 <p><b>Organizational Resilience</b></p> <p><i>Building and maintaining the ability to effectively navigate opportunities and disruptions, adapt to change, and sustain long-term success through proactive planning and continuous improvement.</i></p>	OR1	Develop long term business and resiliency plans for the marina line of business.	A	Define the initial purpose of a Marina Advisory Committee and form the committee.
			B	Review industry approaches for setting marina fees and rates and work with the Marina Advisory Committee to update them if needed.
			C	Study the marina market and options to improve capacity.
			D	Complete a plan and business development strategy for supporting commercial marine uses.
	OR2	Finalize a long-term approach to the development and operational future of Grove Field.	A	Define the initial purpose of an Airport Advisory Committee and form the committee.
			B	Review industry approaches for setting airport fees and rates and work with the Airport Advisory Committee to update them if needed.
			C	Complete a Grove Field airport layout plan and draft business development strategy.
	OR3	Expand and stabilize the Port’s real estate portfolio.	A	Complete the Steigerwald Industrial Park Plan.
			B	Following the job audit, develop a business plan for an expanded or new office facility for the Port that uses lease revenues to offset the costs of construction and operation.
			C	Develop a land acquisition strategy to strengthen and diversify the Port’s real estate portfolio.
			D	Create a 20-year maintenance forecast to protect the Port’s physical assets.
			E	Complete a funding capacity and options analysis for projects, including reviewing the Port’s sell vs. lease policy for real estate.
	OR4	Evaluate the Port’s operational effectiveness and community impact.	A	In 2026, perform a policy and practice checkup against the Washington Public Ports Association checklist, including the Port’s property tax use policy.
			B	Review the Port’s organizational structure to align resources with the adopted 2026-2030 Strategic Plan and determine if changes are needed before adoption of the 2026 budget.
	OR5	Integrate environmental and social responsibility into decision-making to enhance the Port’s adaptability and competitiveness.	A	Recognize natural resources as valuable community assets and manage properties to enhance environmental sustainability and economic vitality.
B			Enhance the resilience of Port properties by identifying and addressing potential climate change impacts.	
C			Fully integrate our decarbonization plan across Port planning activities, assets, and operations.	
 <p><b>Economic Development</b></p> <p><i>Cultivating a dynamic, inclusive, and resilient local economy that promotes sustainable growth, fuels innovation and enhances quality of life in our communities.</i></p>	ED1	Define and promote the Port’s role in regional economic development.	A	By the end of 2026, work with local partners to define and adopt a strategic role in local and regional economic development. The resulting plan will be measurable and community supported.
			B	Define the Port’s role in the future of the Georgia Pacific property.