



Strategic Planning Workshop  
April 26, 2024, 9:00 a.m.-5:00 p.m.  
Fairfield Inn & Suites

AGENDA

- A. CALL TO ORDER: President Wallace
- B. ROLL CALL: Executive Assistant Toepke
- C. PLEDGE OF ALLEGIANCE: All
- D. INTRODUCTIONS: All
- E. MEETING OBJECTIVES: President Wallace & Executive Director Klaas
- F. PROCESS OVERVIEW: Mark Knudson, SDAO Senior Consultant
- G. STRATEGIC PLANNING/BRAINSTORMING: All
- H. RECESS FOR LUNCH
- I. RECONVENE
- J. PRIORITIES & ACTION PLAN: All
- K. WRAP UP & NEXT STEPS: Mark Knudson, SDAO Senior Consultant
- L. ADJOURN

Strategic Planning Workshop  
Key Topics & Preliminary Questions

1. Role of the Port
  - a. What should be the role of the Port in the future (beyond just leading and facilitating economic development) within the greater Wasco County and Oregon?
  - b. How can the Port enhance and/or expand its role as a leader in economic development in greater Wasco County?
  - c. The Port has historically developed land and sold it. Should the Port consider additional or alternative roles such as developing and leasing facilities (e.g., flex buildings)?
  - d. Are there 'non-traditional' roles for the Port (e.g., regional leader in emergency management planning or transportation or technology or ??)
  - e. Does the Port have a role in housing?
2. Growth Opportunities
  - a. What are the "growth industries" in Wasco County? What are the Port's interests in those industries?
  - b. What should be the Port's role in helping realize those opportunities for economic growth?
  - c. What criteria should the Port consider when evaluating projects? (number of jobs, capital investment, diversity of business type, emerging technology??)
  - d. If the Port is interested in a property, what is the best way to approach the property owner? (currently a letter of inquiry is sent from the Port's attorney)
  - e. How can the Port find property owners interested in selling, and what property criteria is the port looking for?
3. Dufur
  - a. What are the Port's interests in Dufur? Are there particular growth opportunities or 'hot topics' that should be a high priority in Dufur?
  - b. What should be the Port's role in the Dufur community?
  - c. What would need to happen to enhance and/or expand its role in Dufur?
4. The Marina
  - a. If we started with a 'clean slate' what would we see as the highest and best use for this site?
  - b. How might the marina site contribute to economic development opportunities?
  - c. How might the Port redevelop the marina site? Would this be an 'incremental evolution' (built on existing uses/facilities) or do you 'blow it up and start over'?
5. Strategic Partnerships and Alliances
  - a. How should the Port approach reinforcing existing relationships with:
    - i. City of The Dalles
    - ii. Wasco County
    - iii. Citizens & public at large
  - b. Are there additional opportunities to enhance or establish strategic partnerships:
    - i. Columbia Gorge Regional Airport and/or Pendleton UAS Range
    - ii. Other ports (Port of Morrow, Port of Hood River, etc.)
    - iii. Water & Soil Conservation District
    - iv. Tribes
    - v. Corps of Engineers

- vi. Forest Service
  - vii. Railroads
  - viii. Recreation interests (boaters, water sports, fishing, etc.)
  - ix. Academic institutions (Columbia Gorge Community College, Eastern Oregon University, Oregon State, University of Oregon, etc.)
  - x. Pacific Northwest National Laboratory
6. Constraints and/or Impediments
- a. The CRG National Scenic Area. What would it look like to use the NSA designation as a stimulus for economic development? What types of “industries” could be attracted to the community? What might stand in their way?
  - b. The Dalles UGB. Is this an impediment? What would need to change? Could the UGB be expanded? What would be the role of the Port?
  - c. District Boundary. Should the Port consider further expanding its existing boundary? Are there ‘targets of opportunity’ to include additional future industrial lands?
  - d. Port Administration. Are there current administrative policies and/or procedures (e.g., budget, staffing, facilities, etc.) that are inhibiting the future direction of the Port?
7. Other Resources and interests
- a. Are there other resources should the Port pursue to help refine or enhance its role and/or vision?
    - i. Legislative Strategy?
    - ii. Funding Strategy?