



# COMMISSION WORK SESSION MINUTES OCTOBER 25, 2023, 6:00 P.M. 100 E STREET COLUMBIA CITY, OR 97018

The Port of Columbia County held a Board meeting at 6:00 p.m. on Wednesday, October 25, 2023 at the Port office and via Zoom video conferencing with the following present:

## Commissioners

Robert Keyser	President
Brian Fawcett	Vice President
Nancy Ward	2 <sup>nd</sup> Vice President
Nick Sorber	Treasurer
Chip Bubl	Secretary

## Guests

Scott Keillor	WSP
Doug De Vries	WSP (Zoom)
Todd Chase	FCS Group (Zoom)
Tim Wood	FCS Group (Zoom)
Jasmine Lillich	(Zoom)
Natasha Parvey	NXTClean (Zoom)
Suzie Glenn	Clackamas Citizen
Tom Gordon	
Kyle M.	

## Staff

Sean P. Clark	Executive Director
Amy Bynum	Real Estate & Bus. Dev. Mgr.
Robert Salisbury	Port General Counsel
Bob Gadotti (Zoom)	Executive Finance Mgr. (Ret.)
Guy Glenn, Jr.	Executive Finance Mgr.
Elliot Levin	N. County Terminal Mgr.
Gina Sisco	External Affairs Mgr.
Elizabeth Millager (Zoom)	Operations Coordinator
Susan Tolleshaug (Zoom)	Administrative Asst.
Christa Burns	Administrative Asst. II

President Robert Keyser called the Port of Columbia County Commission Meeting to order at 8:00 p.m. All Commissioners were present.

## Additions To Agenda

Robert Keyser asked the Commission if there were any additions to the agenda. There were no additions. Mr. Keyser said there is no public comment scheduled, but the public can comment on Agenda items.

## Strategic Business Plan Workshop/Update

Port Executive Director Sean Clark introduced Scott Keillor, Senior Vice President and Planner from WSP. Mr. Keillor gave a PowerPoint presentation on the status of the Port's Strategic Business Plan (SBP) including the initial findings and the next steps in the SPB process. He thanked the Port Commission for their contributions and stated the Strategic Business Plan update is an opportunity to advance the Port over the next 5-10 years. First, Mr. Keillor summarized the results of the Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Analysis from the kickoff meeting with the Commission on Aug. 9, 2023. Some of the Port's strengths include access to the Columbia River and I-5, quality of life in Columbia County, available industrial land, a diverse portfolio of facilities, affordable and clean power availability, and the Port's status as a deep-water port. The Port's weaknesses include outdated infrastructure, limited technology, Oregon's overall business climate, shared locational advantages with competition, lack of workforce, childcare and housing, and lack of commercial amenities. For opportunities, the Port has the Oregon Manufacturing Innovation Center (OMIC) and Portland Community College (PCC), vacant Port facilities, rezoning at Port Westward, available industrial land, room for infrastructure improvements, and building speculative buildings. Some threats include aging infrastructure (especially existing docks), costs of deferred maintenance at the airport and marina, supply-chain disruptions, inflation, climate change, and data management and cyber-security. WSP interviewed eight stakeholders identified by the Port for their feedback on their top strategic priorities of the Port. The stakeholders believe the Port's role is to serve as an economic catalyst to support the local economy and job growth and the Port is currently on track for fulfilling its mission. The Port also received community input from two open houses in October and through an online survey. Approximately 100 people have responded so far, and the survey will run through the end of October.

Tim Wood, FCS Group, provided a market analysis which gave an economic overview of job growth and employment by industry in Columbia County, and specifically within the Port district. Mr. Wood shared some highlights of the market analysis, including Columbia County's record high population, income, and employment in 2022-23 despite an overall population decrease in Oregon. The state's economic growth remains among the highest in the nation over the past few years, with the annual Gross Domestic Product (GDP) up 9.8% in 2021 and 2022, while low employment and high interest rates are constraining near-term growth in the nation and region. Columbia County has a diverse business climate supported by various transportation assets including the river, highway, rail and air accessibility, and a regional labor force. A mix of light and heavy industrial, commercial, and recreational job growth is expected to bring 4,211 to 10,994 net new jobs to Columbia County over the next 20 years.

Todd Chase, FCS Group, presented a fiscal analysis showing the monetary impact of Port-related business on the local and regional economy, which has supported 1,429 Port-dependent jobs and generated \$69.5 million in labor income in 2022. Doug De Vries, FCS Group, discussed an assessment of the Port's facilities, including public street, rail and marine access, sanitary sewer, electrical power, potable water, natural gas, stormwater, and buildings/structures. Recommendations were made on future projects and improvements at each facility as follows: Scappoose Bay Marina dredging and expansion; Bayport RV Park expansion; building demolition, dock inspection, and site development in Columbia City; Industrial Way design, rail spur maintenance, and possible industrial development at McNulty Creek; Milton Creek property acquisition and site development; Port maintenance shop construction, site development along Old Portland Road, and rail spur maintenance at Multnomah Industrial Park; Bailey Bridge replacement and Department of Environmental Quality (DEQ) remediation at Railroad Corridor; roof repairs, paint removal and repainting, and demolishing or repurposing at Clatskanie Business Center; and, increasing dock capacity, NEXT Renewable Fuels development, west dolphin replacement, water intake system upgrade, Hermo Road access completion, and seismic resiliency at Port Westward.

Next, Mr. Keillor invited the Port Commission and staff to provide their input on the Port's vision and mission statements. The Commissioners brainstormed some key values and guiding principles they believe to be important to the future success of the Port. Some of the qualities discussed include economic growth and return, community leadership, supporting local business, facilitating innovation, environmental and economic stewardship, accountability, transparency, and a future-forward outlook.

Lastly, Mr. Keillor provided a timeline for the next steps in the process. In December 2023, WSP and FCS Group will draft the SBP based on the initial findings and feedback from the Port Commission and the local community. This will include the Port's revised vision and mission statement, priority projects and policies. The Port will hold another open house in December and a second Commission workshop in early 2024 to present the draft SBP and solicit additional feedback from the Port and the community. The final SBP will be delivered in February 2024.

#### Lignetics/Neighbors Update

Sean Clark, Port Executive Director, informed the Commission that he sent a letter to Lignetics on October 23 stating the Port would like to partner with them on a solution to the ongoing neighborhood concerns, specifically the timeline for project completion. A copy of the letter was also sent to local resident Jan Schollenberger on October 25 and Mr. Clark will follow up. The Department of Environmental Quality (DEQ) will do an unannounced inspection before the end of the year. The Commission discussed the DEQ complaint process and asked if there had been a legitimate complaint filed. Port General Counsel, Robert Salisbury, explained that the 2022 DEQ annual report was not completed until April 2023. Mr. Clark stated he will find out more information on the steps involved in the DEQ complaint process and mentioned the possibility of the Port having some testing done. Chip Bubl stated it would make more sense for DEQ to do their own testing. Brian Fawcett commented that the letter to Lignetics was well-written, supportive of the community, and offered help to the tenant to solve the problem. The other Commissioners nodded in agreement that the Lignetics Letter was very well-written by Mr. Clark.

#### Commissioner Reports

Brian Fawcett said the Strategic Business Plan process is very useful and he looks forward to seeing the outcome. Nancy Ward agreed.

#### Executive Director's Report

Provided and read by Sean Clark. The Report is on file at the Port Office.

**THERE BEING NO FURTHER BUSINESS BEFORE THE COMMISSION THE MEETING  
ADJOURNED AT 7:43 P.M.**



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President

November 8, 2023

Date Adopted by Commission



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Secretary