

PORT OF COLUMBIA

Comprehensive Scheme of Harbor Improvements

(Commonly known as the Comprehensive Plan)

Adopted July 10th, 2019

Amended February 10th, 2021



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CAPITAL FACILITIES PLAN

Updated and adopted in January of each year by the Port of Columbia Board of Commissioners. See Port Policies for most up-to-date plan.

-REFERENCE DOCUMENTS

- A. Blue Mountain Station Development Agreement
- B. Economic Development Plan for Columbia County
- C. Lyons Ferry Marina Facilities Plan
- D. Cooperative Parks Master Plan
- E. Blue Mountain Regional Trails Plan

1.0 OVERVIEW

1.1 HISTORY OF WASHINGTON PORTS

The State of Washington authorized the formation of the first public port district with the passage of RCW 53 in 1911 in an effort to retain public use of the waterfront. Ports are municipal corporations that have taxing authority as a special purpose district. Some port districts are county-wide, while others operate within a specifically-drawn boundary. Economic development is the primary purpose of a port district, and within that broad purview there are many ways that individual port districts carry out that mission.

Because the state is so geographically, economically, and socially diverse, each of the 76 port districts in the state has its own characteristics and reasons for existence. Because ports may serve different purposes, each port in the state differs in size, scope of facilities and operations, and jurisdictional boundaries.

1.2 PORT OF COLUMBIA

The Port of Columbia, like all port districts in the State of Washington, operates from two tiers of authority. The first tier derives from Washington State statutes, which enable ports to pursue economic development activities that strengthen the economies of their regions. The second tier is established by a comprehensive scheme of harbor improvements, otherwise known as a comprehensive plan, which guides all activities of a port – not just harbor improvements. This comprehensive planning model is authorized by RCW 53.20. A port's comprehensive plan lays out the goals of the Port District, describes the real property of the Port District, and describes implementation strategies and tactics designed to maximize assets to meet these goals.

This plan also describes the general needs and the planned progress for the community, and is subject to, in every phase, the requirements of the State Environmental Policy Act (SEPA).

1.3 PURPOSE AND INTENT

The purpose of this Comprehensive Plan is to provide general guidance for the orderly development of real property owned and being developed by the Port of Columbia. This plan is intended to be a guideline for the future rather than rigid direction, and was developed to be adaptable to meet changing needs or unforeseen conditions. It is assumed that the Comprehensive Plans for Columbia County and the City of Dayton will be useful as directional devices in coordination with the Port's Comprehensive Plan.

The Port's comprehensive planning process should meet the requirement by law to inform the public of the nature and extent of Port of Columbia projects under consideration and encourage the public to participate in planning for the economic development of the community.

It is the policy and intent of the Port of Columbia to observe and comply with the provisions of the Equal Opportunity laws and practices of the Federal Government and the State of Washington in the purchase of services, labor or contractual agreements of all kinds.

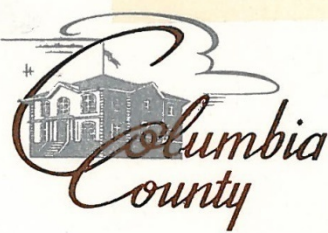
The Port Commission understands that it is important to have the major goals, objectives and policies of the Port clearly defined to be utilized as a guide for future port direction.

This is a revised plan of development for the Port of Columbia. All efforts have been made to ensure that this revised plan is concise, meaningful and easy to implement.

1.4 PORT HISTORY

On November 4, 1958, an election was held in conjunction with the General Election, to establish a port district in Columbia County to be known as "The Port of Columbia County." There were 1,260 votes cast in favor of the district and 316 votes against. On November 5, 1958, the Board of Commissioners of Columbia County established a new port district.

Also, during the November 4th election, Directors for the District were elected. They were: Dorsey Martin, District #1, 6-year term; Richard Ingram, District #2, 4-year term; and Charles Mead III, District #3, 2-year term.

HAROLD HOPKINS DISTRICT NO. 2 CHAIRMAN ROSS BROWN DISTRICT NO. 1 GUY PRATER DISTRICT NO. 3	 DAYTON, WASHINGTON	HOLT BOONE, CLERK OFFICE OF BOARD OF COUNTY COMMISSIONERS NOV 5 1958
PORT DISTRICT		
ELECTION WAS HELD NOVEMBER 4th 1958 FOR THE PURPOSE OF VOTING ON THE REPEAL FORMATION OF A PORT DISTRICT TO INCLUDE ALL OF COLUMBIA COUNTY AND TO BE KNOWN AS " THE PORT OF COLUMBIA COUNTY".		
THE VOTE WAS:		
FOR 1260		
AGAINST 316		
DIRECTORS ELECTED WERE:		
DIST #1	DORSEY MARTIN	6 yrs
" #2	RICHARD INGRAM	4 yrs
" #3	CHAS MEAD III	2 yrs

Holt Boone
HOLT BOONE
County Auditor
DAYTON, WASHINGTON

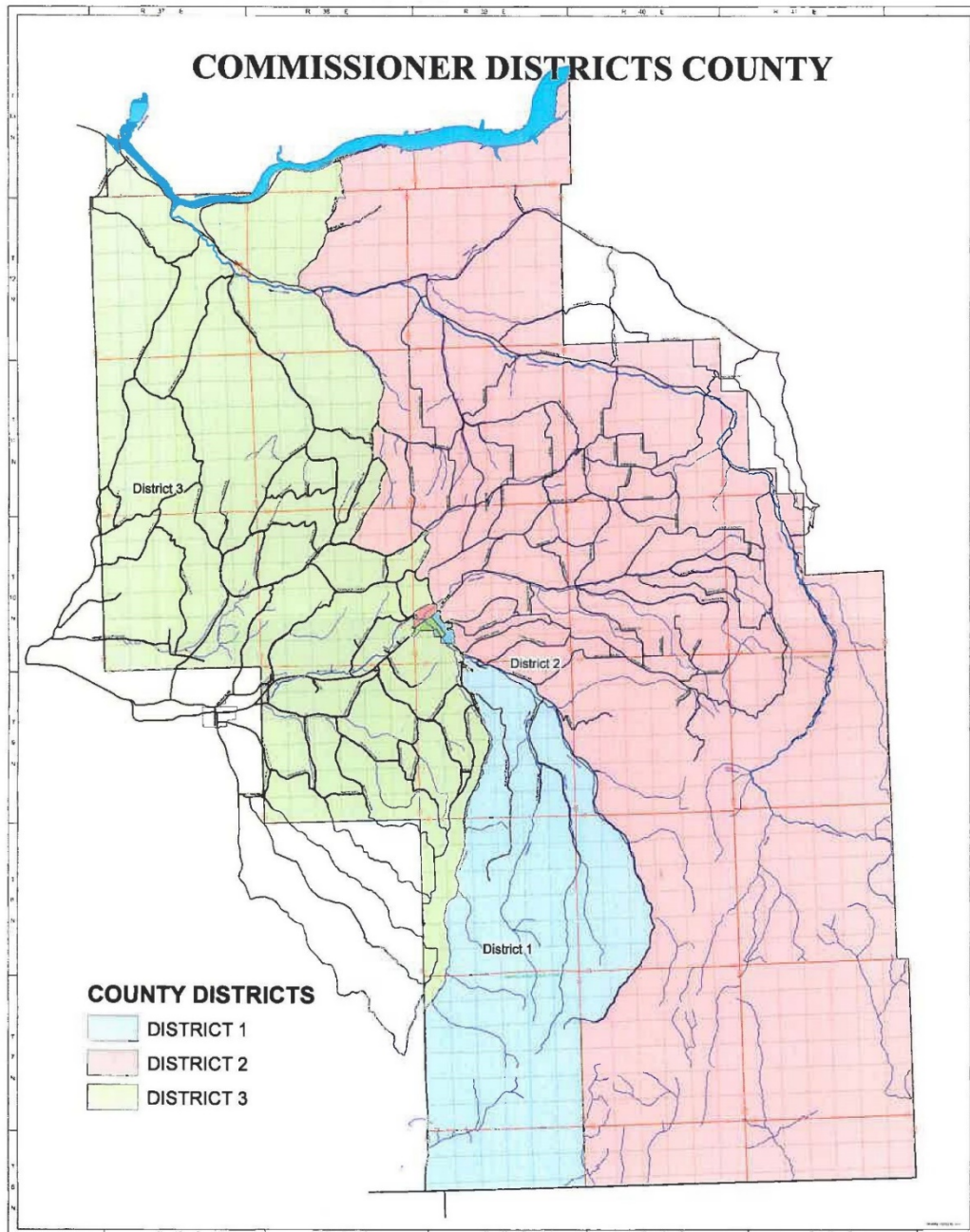
1.5 JURISDICTION AND GOVERNANCE

The jurisdictional boundaries for the Port of Columbia and its commissioner districts are identical to those of Columbia County and the County Commissioners. Each Port Commission district includes a portion of the City of Dayton.

A three-member, non-partisan Board of Commissioners governs the Port of Columbia. All of the commissioners are elected by voters residing within the port district. All commission members serve staggered, six-year terms to enable the election of one commissioners every two years.

The Port Commissioners at the time of the adoption of this Comprehensive Plan update are:

- Shawn Brown - District #1
- Earle Marvin – District #2
- Sean Milligan – District #3



1.6 COLUMBIA COUNTY HISTORY

Named in honor of the nearby Columbia River, the county was initially partitioned from what was Walla Walla County in 1875. The enacting legislation was drafted by the Washington Territorial Legislature and signed by Territorial Governor Elisha P. Ferry. At that time, Columbia County also included the present-day counties of Asotin and Garfield. In 1881, the latter was formed out of the eastern half of Columbia County. Columbia County was again reorganized by the Washington State Legislature in November of 1895, the bill having been signed by Governor John H. McGraw.

Long before the advent of white exploration and settlement, Native American Indians hunted, fished, picked berries, and recreated in what is now Columbia County. Dayton's Main Street is located on what was then the Nez Perce Trail, a well-used path that Lewis and Clark used as they passed through our area in May, 1806 on their return journey during the Corps of Discovery.

A handful of early pioneers ventured into Columbia County in the period following the Lewis and Clark expedition. Many were veterans of the Indian Wars. It was not until 1859 that the first permanent settlers arrived in the county. Most settled near the Touchet River or Patit Creek in the vicinity of what is now Dayton. Elisha Ping, the county's first permanent settler, cultivated 50 acres of wheat while Jesse N. Day, after whom the City of Dayton was named, raised cattle.

In the early pioneer days, cattlemen like Jesse Day led efforts to establish livestock raising as the first major industry in Columbia County. Within 10 years, there were as many as 3,000 to 4,000 head of cattle and 10,000 head of sheep grazing in the lowlands from fall through the spring and up in the Blue Mountains during summer. The grazing land, however, was also coveted by farmers. As a result, confrontations over land-use occurred frequently.

Before the turn of the century, severe winter storms and subsequent feed shortages devastated the county's livestock industry. This led many ranchers to grow and stockpile hay and grain for winter use. Many cattlemen eventually switched to farming altogether. This move cleared the way for newcomers to cultivate crops. By the early 1900's, the cattlemen's efforts to ward off encroachment by wheat farmers proved futile. As the ranchers' dominion over the range diminished, farmers more intensively cultivated the rich and fertile soil.

In the 1860's, Columbia County wheat farmers continued to expand production. In fact, production exceeded demand to the extent that some of the wheat was shipped down river to Portland. More significant, though, was the laying of railroad tracks through the county in the 1870's. This provided an efficient method for transporting goods to distant markets. Railroads allowed local wheat farmers to profit substantially from the ever-increasing production.

Around the turn of the century, numerous technological advances were made in the equipment used to harvest wheat. Early farmers, such as Elisha Ping, relied tremendously on their own hands to harvest their crop. Wheat stalks were felled and bundled by hand, set out to dry, trampled by oxen to separate the grain from the stock, and tossed by hand to remove the chaff. Horses, mules and wagons were later introduced to make the harvest more efficient. Still, manual labor remained vital to the process. The first revolutionary change in the industry occurred when horse-drawn binders were introduced in the 1890's. The process evolved further with the introduction of horse-drawn combines and later, steam-driven tractors.

Because of the abundant stands of timber (mostly pine and fir) in the Blue Mountains, it is of little surprise that logging and timber evolved as yet another major industry. Timber cutting was first introduced locally to provide logs for pioneer cabins. Later, crude sawmills were erected to supply lumber for the county's first homes and buildings. Real growth in the local logging and lumber industries came during the 1880's, when migration into the county was on the increase and numerous small towns were being platted. The logging and lumber boom eventually subsided. Many mill owners invested their profits in land purchases, closed their mills, and turned to farming. Nevertheless, the two industries continued to be major employers in the county through the 1960's.

No account of early Columbia County history would be complete without mentioning the food processing industry. It was recognized as the county's major source of employment between 1934 and 2005, when the last Green Giant cannery in the region closed. Constructed in 1934, the Blue Mountain Cannery was among the nation's largest and most modern. During its initial season, the company canned approximately 7,500 cases of peas a day. Later pea production expanded and the canning season would last approximately four months each summer. Several years later, the firm expanded into asparagus. In 1947, the cannery was sold to the Minnesota Valley Canning Company. Pillsbury owned the plant before it was purchased by Seneca Foods, its current owner. They operated the largest asparagus cannery in the world with a production of 2,247,281 cases in 1998. The Green Giant asparagus canning operation moved to Peru in 2005. Seneca still owns the factory and operates a Green Giant seed research and processing facility.

Grain production was also once the county's primary industry. Among the principal cash crops still grown are wheat, barley, oats and dry peas. But efficiencies in agriculture reduced employment dramatically over time, and programs that paid farmers to take fields out of production devastated the supporting agribusiness sector which hurt the downtown business sector. Input prices have continued to rise, while commodities prices have remained stagnant, making profitability more difficult. While agriculture is still a huge part of our economy, it does not provide the employment and income levels our community previously enjoyed.

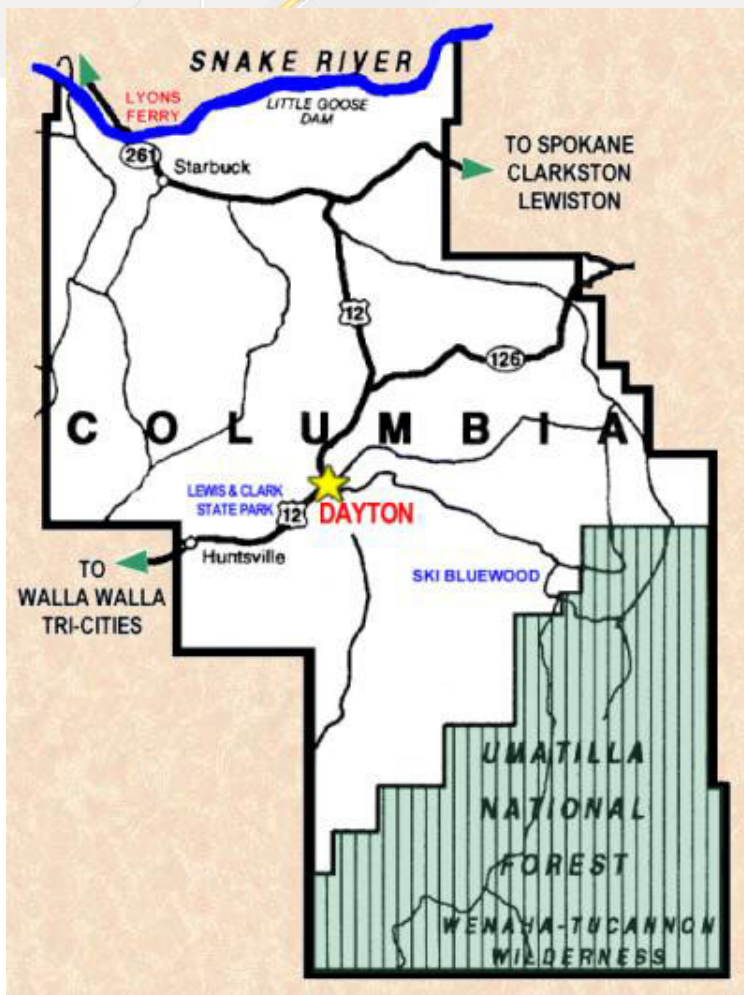
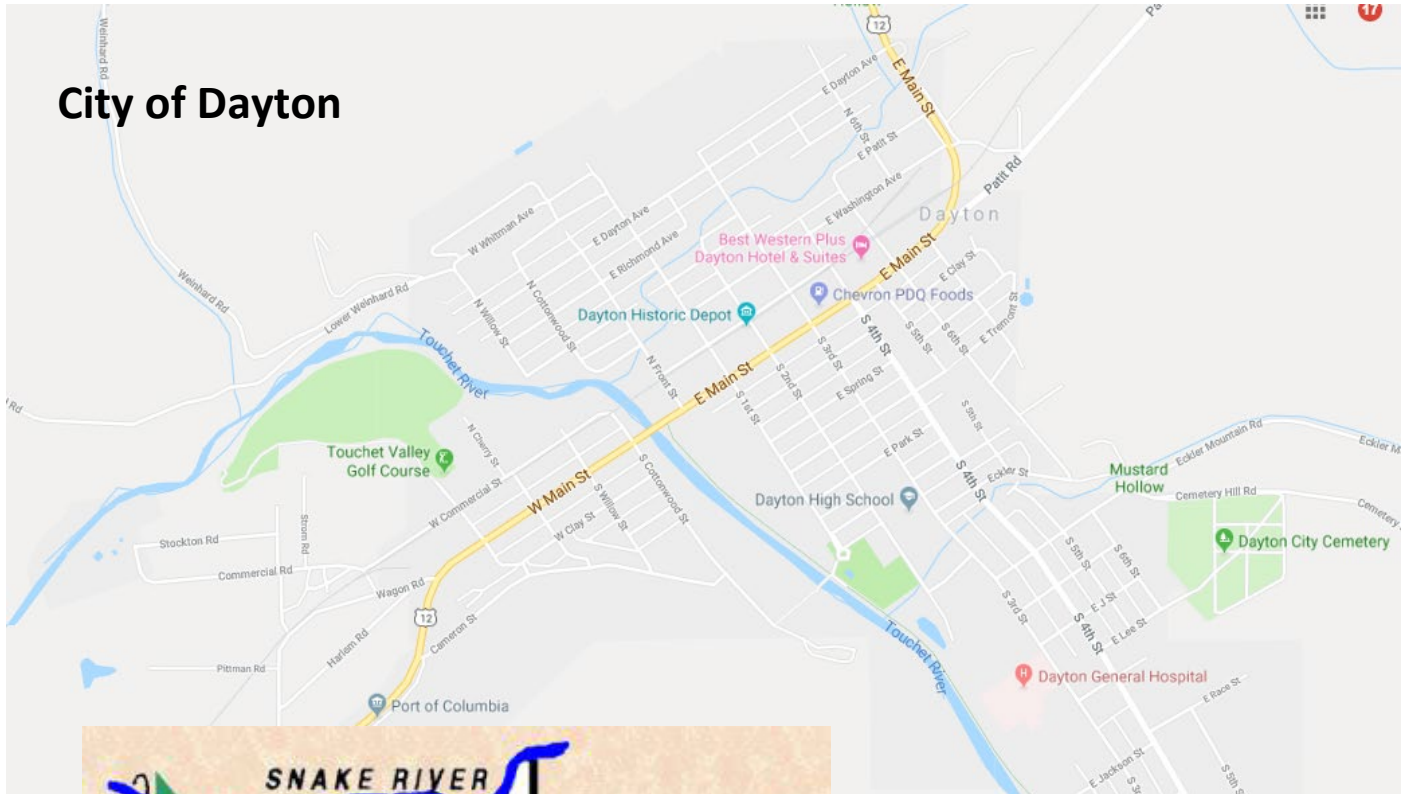
In the wake of these waning industries, new industries focused on sustainable practices have been recruited to the region. In 2005, PacifiCorp built the first of 4 wind generation facilities in Columbia County. Leasing land from farmers, three more wind farms were constructed throughout the county. Wind energy brought new family wage jobs to the region, provided much-needed additional revenue to landowners, and infused new tax dollars in to the county.

While this new industry was welcome, Columbia County continued to focus on agriculture in the new millennium through the construction of Blue Mountain Station. This 28-acre food park centered around value-added agriculture and food processing businesses. Its focus on locally-made food and artisanal products matches the values of the 21st century while still celebrating the history of Columbia County.

In 2017, construction began on the Columbia Pulp straw plant on the northern border of Columbia County. This newly developed technology turns waste straw from area fields in to pulp for papermaking and processed byproducts. The plant opened in December 2018, providing 100 family wage jobs and bringing new people and additional tax dollars to the community. Columbia Pulp is now the 3rd largest taxpayer in the county. This focus on recruiting large sustainable industries and supporting small local businesses has served Columbia County well, and will continue to be the focus going in to the future.

1.7 Maps

City of Dayton



Columbia County

2.0 PORT ASSET INVENTORY

2.1 ROCK HILL INDUSTRIAL PARK TRACT II

LOCATION: This tract lies within the City limits to the south of and adjacent to Highway 12 and Cameron Street on the western edge of Dayton, Washington.

DESCRIPTION: Tract II is a 47-acre parcel, 14.4 acres of which is zoned Fringe Commercial and Industrial, and 32.6 acres of which is zoned Agricultural/Residential.

The tract was divided into lots of nearly one acre in size:

- Lots I through T are zoned fringe commercial and have Highway 12, Port Way and Cameron Street addresses from west to east.
- Lots U through W are zoned Industrial and have Cameron Street addresses.
- Lot X, consisting of 34.7 acres that is mostly steep hillside, is zoned Agricultural Residential and lies immediately south of this chain of industrial lots. There is a 7-acre bench along the back (or south) edge of Lot X that could be exclusive residential, a hotel or a retirement home with a view of the whole valley and city below. Oliver Road, which is just a dirt trail, shows up on city maps leading to the 7-acre bench. Lot X is currently home to the Rock Hill Trail, developed and maintained by volunteers and used by local residents for recreation.

UTILITIES: Water and sewer service are provided by the City of Dayton. Electricity is provided by Pacific Power. Telecommunications options include CenturyLink, Touchet Valley TV, and Columbia Energy. There is a 7 ½ acre water right for this tract from the Hearn Ditch irrigation district.

ASSET INTENT: This property was purchased in the 1980s with the intent of assisting the then-suffering Dayton economy through the development of a light industrial park. Diversification of a primarily ag-based economy was a community-wide goal at the time. Tourism and historic preservation were also identified as community goals during the same time period. There are currently 10 buildings located in the Rock Hill Industrial Park with 15 business tenants. Vacancies are rare and fill quickly in the existing buildings. A portion of lot U and all of lot V are vacant and available for new building construction.

BUILDING INVENTORY:

BUILDING	ADDRESS	SIZE	# OF RENTABLE BAYS	LEASED?
DTM Building	36710 Hwy 12	13,600 sf	1	Yes
Industrial Bldg. #1	3, 4, & 5 Port Way	10,000 sf	3	Yes
Industrial Bldg. #1-A	2 Port Way	3,360 sf	1	Yes
Industrial Bldg. #2	531 Cameron	4,500 sf	1	Yes
Industrial Bldg. #3	523, 525, 527 Cameron	6,810 sf	3	Yes
Industrial Bldg. #4	409 Cameron	4,000 sf	1	Yes
Industrial Bldg. #5	517, 519, 521 Cameron	9,120 sf	3	Yes
Industrial Bldg. #6	507 & 509 Cameron	8,750 sf	2	Yes
Office Bldg. #2	1 Port Way	1,920 sf	3	Yes
Office Bldg. #3	533 & 535 Cameron	2,080 sf	12	Yes

HISTORY: This land was purchased by the Port of Columbia from the Oliver estate in August of 1984. The land joined Rock Hill Industrial Tract One on its west end and made an ideal situation for platting and development.

The Rock Hill Industrial Tract Two was platted, surveyed and recorded by A. D. Stanley & Associates Inc. of Pasco, Washington. The land was divided into much smaller lots than was Tract One to accommodate smaller businesses and give them highway exposure for customer convenience.

CHALLENGES & CONSTRAINTS: The Hearn Ditch easement along the southerly edge of Lots P through W is a barrier to full development of each lot. The accessibility of Lot X is an agricultural road (shows on maps as Oliver Road) uphill to the seven useable acres. The Private J.N. Thompson Road, as shown on the plat, would have to be improved and added to on the south end corner of Lot X for fire access and escape routes. Development cost may be a barrier for this lot.



2.2 BLUE MOUNTAIN STATION SITE (BELL FARM)

LOCATION: Blue Mountain Station is a 28-acre site just west of Dayton on the north edge of State Highway 12 and west of Wagon Road. The Port-owned rail line is the northern boundary of the parcel. Valley View Trailer Park is the west boundary.

DESCRIPTION: The site has been separated into two use areas:

- 22.12 acres have been designated for the Blue Mountain Station Artisan Food Processing Park. It is legally divided into lot 1B (7.846 acres) and lot 2B (14.274 acres). Most of these 22 acres are located in the City of Dayton Urban Growth Area (UGA), but because a small portion is not, a request has been made to the Columbia County Planning Department to place the remainder of the entire 28-acre site into the UGA to allow City utilities to serve the area. This portion of the site is governed by a Development Agreement between the Port of Columbia and Columbia County executed in June of 2015. The development agreement lays out all project development standards for a 20-year period, giving new businesses consistency in permitting and zoning for an extended period of time. The Development Agreement is attached to this plan as **Reference Document A**.
- The remainder of the 28 acres (approximately 6 acres) is outside the confines of the Development Agreement mentioned above and is currently zoned AR-2.
- All portions not yet developed are leased as farm land, with wheat being grown as the primary crop.

UTILITIES: Infrastructure has been installed on Lot 1B. The City of Dayton provides water and sewer service, and Pacific Power provides electric service. Touchet Valley TV is currently the only telecommunications provider on site. The Port owns and maintains a sewer lift station on site. There is a future service utility plan included in the Development Agreement.

ASSET INTENT: This property was purchased to provide the Port of Columbia with a location for a niche-based business development strategy. Marketing and feasibility studies were conducted in 2008 and 2009 respectively, identifying value-added ag, particularly the natural and organic food processing segments, as a market niche that would fit the physical and cultural offerings of Columbia County. 22 acres of the site are designated for the location of value-added businesses. The remaining acreage was left open for other development opportunities. Any acreage not yet developed is in cropland.

BUILDING INVENTORY:

BUILDING	ADDRESS	TOTAL SIZE	# OF RENTABLE BAYS	LEASED?
Artisan Food Center	700 Artisan Way	6,912 sf	7	Yes – all bays
Building #2	711 Artisan Way	6,000 sf	2	Yes
Bell Farm House	36543 Hwy 12	1,328 sf	1	Yes



HISTORY: This land was purchased by the Port of Columbia from Delbert and Kay Bell in October, 2009. The site was identified for purchase through a feasibility study and industrial land inventory as an ideal location for the Blue Mountain Station eco-industrial park, now referred to as the Artisan Food Processing Park, which is part of a long-term business development strategy for the Port.

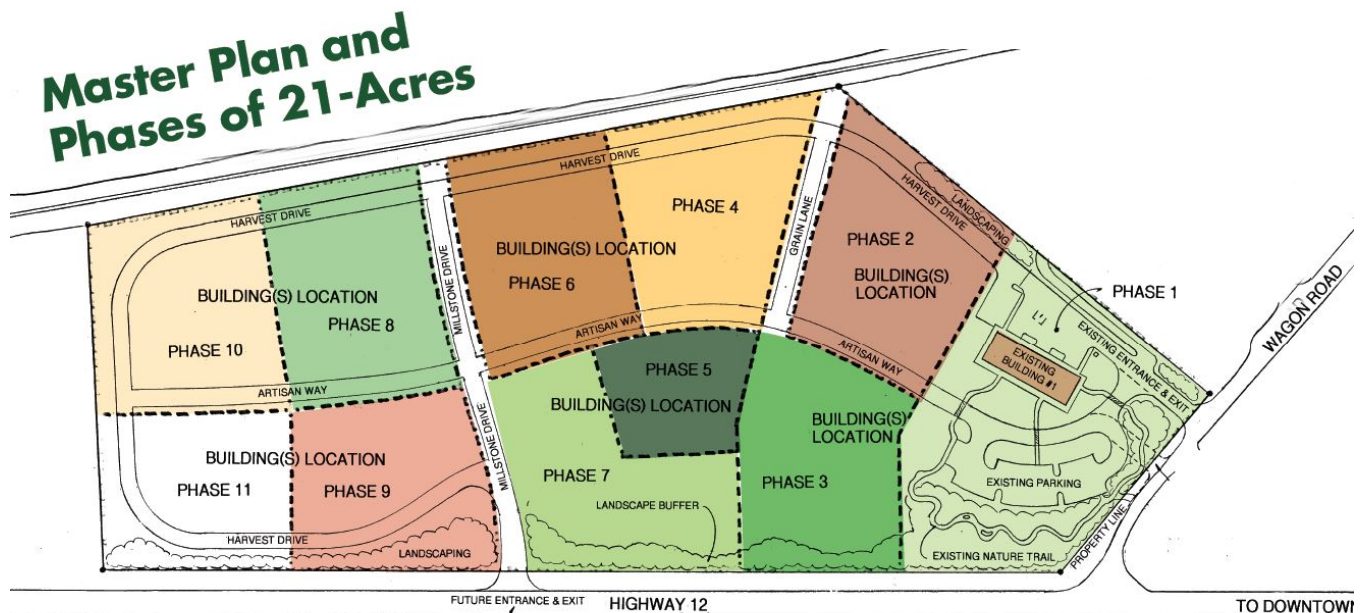
CHALLENGES & CONSTRAINTS: Adding the remainder of the land into the UGA. Financing future infrastructure and buildings. Overcoming a local disdain for organic production.

ADDITIONAL INFORMATION:

The Artisan Food Center has a Commercial Kitchen that is managed by the Port and rented out by the hour. It has served as an incubator for new food businesses needing a place to start out. All other bays in the building are rented to private food or beverage processors. There is commercial garden on site the leased to a small farmer.



Building #2 was purchased from a private developer in 2018 as a building shell. The building interior was completed in the fall of 2019, and both bays are rented to two business tenants.



2.3 COLUMBIA WALLA WALLA RAILROAD

LOCATION: Port ownership of the short-line railroad begins at the northern edge of Veterans Memorial Golf course in Walla Walla County, travels through farm country and the outskirts of Prescott and Waitsburg, travels through the City of Dayton and terminates just east of the Seneca seed loading and storage area east of Dayton along Patit Road.

DESCRIPTION: The 37 miles of rail line is mostly made up of 100-plus-year-old 90-pound track with tracks, ties, bridges, and ballast in generally poor condition. Outside of the city limits, most of the line lies in the middle of a 100-foot-wide right of way. In some areas, particularly the section between Dayton and Waitsburg, track speed is 5 mph due to the condition of the line.

The line is currently leased to a private operator, Frontier Rail, which is now operating the line as the Columbia Walla Walla Rail Line under the business name of CWW, LLC.

UTILITIES: Not applicable.

ASSET INTENT: At the time of the line donation in 1996, Seneca Foods still used the line to ship approximately a million cans of Green Giant asparagus out of the community each year. The Port of Walla Walla turned down the donation offer from Union Pacific, so the Port of Columbia accepted the donation in order to allow shipping to continue for the Green Giant product. The canning plant closed in 2005. Since that time, the Port has worked to keep the rail line open as an economic development tool for the community. The potential removal of the Snake River Dams is one reason we continue to work to preserve the line.

BUILDING INVENTORY: There are portions of some buildings (grain elevators and old packing houses) that lie on the Port's right-of-way, but none that are Port-owned.

HISTORY: The line was donated to the Port of Columbia by Union Pacific Railroad in 1996. As part of the donation, the Port inherited a lease with an independent short line operator, Watco Companies, headquartered in Pittsburg, Kansas. It was operated as the Blue Mountain Railroad by Watco for many years,



then they changed the name to the Palouse River Coulee City South Subdivision. The lease inherited through the donation expired in 2011.

20,000 new ties have been replaced and 35,000 tons of ballast put in place since 2008 to increase the stabilization of the track so that speeds up to 25 mph can be attained on parts of the line. In 2009, four public crossings in Dayton were replaced with funding received from the Department of Transportation. Two bridges between Prescott and Walla Walla were repaired with WSDOT funds in 2011. Watco embargoed the line between 2012 and 2015 due to the conditions of bridges. The Port applied for and received Rail Bank funds in 2016 for the repair of eight bridges and their approaches, which allowed the new line to be re-opened under a new operator. A new siding was installed at Blue Mountain Station with Rail Bank funds in 2016 as well.



CHALLENGES & CONSTRAINTS: The number of customers served by rail continues to decrease. Condition of the line makes train travel slow, which in turn makes it costly to operate. Revenue generated does not cover needed maintenance, especially deferred rehabilitation work that we inherited with the line. Grain companies prefer shipping by barge rather than rail due to the lower cost, and are consolidating many existing rail shipments into unit trains that make our line even less attractive for shipping.

OTHER INFORMATION: Northwest Grain Growers used to be the largest shipper on the line. The Seneca Seed Processing division in Dayton still utilizes the rail line seasonally. Rock is being shipped from the Konen Rock Crushing pit to Koncrete Industries in Walla Walla.

Regional tourism partners are very interested in a tourism train between Dayton and Walla Walla. However, passenger rail is not currently allowed due to the condition of the tracks.

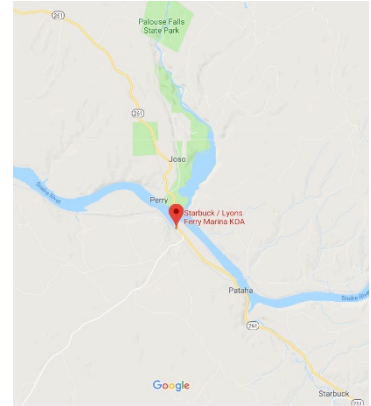
Substantial rehabilitation needs to occur for passengers to use the rails.

2.4 LYONS FERRY MARINA SITE

LOCATION: Located on the Snake River approximately 6 miles north of Starbuck, Washington, on Highway 261 at the site of the old Lyons Ferry's south side landing upstream from Lower Monumental Dam and downstream from Little Goose Dam on Lake Bryan. It is a total of 44.5 acres, which includes 19 acres of water surface. Physical address is 102 Lyons Ferry Road.

There is a portion of the trailer storage located on railroad right-of-way that is rented from the Union Pacific Railroad.

DESCRIPTION: The marina facility includes a boat launch, covered and open



boat

moorage with both permanent and transient spaces, A store and restaurant buildings, 2 fueling stations and a boat pump-out station, 18 full hook-up RV spaces with 3 designated for employees and 6 designated for long-term camping, some partial hook-up RV spaces, tent camping, 1 restroom and 1 combination restroom/shower house, 3 cabins, a laundromat, a playground, a pet area, a day use area, and an ADA accessible fishing deck.. A 3,414 sq. ft. building houses a restaurant and store that were remodeled in 2010. There is a Department of Ecology approved aboveground fuel storage area with a service pump for boats on the crib wall and a pump island for automobiles on shore. The facility is operated by a private concessionaire as a KOA Kampground on a seasonal basis.

UTILITIES:

- **WATER:** 2 wells, both 100 gallons/minute test
- **WASTE AND SEPTIC SYSTEM:** 2 septic tanks and 2 drain fields. Pressure pumped effluent to drain field, designed for 200 plus occupancy.
- **ELECTRICITY:** Inland Power

ASSET INTENT: Lyons Ferry Marina serves Columbia County and portions of Walla Walla, Garfield, Franklin and Whitman counties as a water recreation area. It is also an important link to the tourism industry, area retail sales and summer jobs. When the Snake River Dams were constructed in the 1960s and 1970s, area residents were

adamant that water recreation sites were included in the project areas, which is why the Port of Columbia became involved.

BUILDING INVENTORY: A complete inventory and condition of buildings, docks, etc. is listed in Lease #DACA68-1-17-09 between the Port of Columbia and the US Army Corps of Engineers, effective November 11, 2016 through November 10, 2041.



HISTORY: The Port of Columbia assisted the Corps of Engineers with design and construction of Lyons Ferry Marina in the early 1970s as a water recreation area. The land and some of the improvements are owned by the Corps of Engineers, and the Port holds a long-term lease on the facility. A master plan for the facility was created in 1976 by the Corps of Engineers, and a new facilities plan was created by the Port of Columbia in 2017. The Port has operated the facility through sublease to a private concessionaire since it opened.

CHALLENGES & CONSTRAINTS: The facilities at the marina are aging and in need of replacement. The cost of replacement far exceeds the ability of the Port of fund, so grant monies will be needed. All work accomplished at the marina must be permitted and approved by the Corps of Engineers, which often takes an extended period of time. This is an unattractive feature to the private sector, which makes adding improvements unattractive as well.

OTHER INFORMATION: The designation of Palouse Falls State Park as the state waterfall has increased traffic in the area. This has been good for business at the marina. The re-opening of Lyons Ferry as a State Park has also been helpful. Between the 3 facilities it is truly a recreation destination.

2.5 LYONS FERRY/SNAKE RIVER PARCEL

LOCATION: Adjacent to Hwy 261 and the Northwest Grain Growers barge facility north of Starbuck, WA.

DESCRIPTION: 9-acre parcel with Snake river frontage. There is potential for future barge loading facility development at this site if a business case warranted the investment.

CHALLENGES AND CONSTRAINTS: There is no existing water or wastewater infrastructure on this parcel for large business development. This site is located on a relatively steep embankment. The US Army Corps of Engineers' permitting processes may make development slow or even impossible.

OTHER INFORMATION: Water was drawn from the river from this parcel and used during construction of the Columbia Pulp straw processing facility in 2018. The location of this industry across the highway may create new interest in this parcel.



2.6 PROPERTIES NO LONGER OWNED BY THE PORT

ROCK HILL INDUSTRIAL PARK TRACT I

All lots in this tract have has now been sold. Here is the history:

Tract 1 was a 25.6-acre industrially-zoned parcel lying south of Cameron Street on the west side of South Cottonwood Street in Dayton, Washington. Water and sewer are provided by the City of Dayton, whose water is three 1200 – 1300 feet deep wells into the Blue Mountain aquifer. The tract was purchased from the Union Pacific

Railroad Real Estate Division in December 1974. This area was the



Oregon-Washington Railroad and Navigation Rail Depot and Yards during the late 1800's.

The tract was divided into seven platted industrial-zoned lots. Lot F and a portion of Lot G were sold to the Corps of Engineers for a fish rearing facility. Lots D and E were devoted to an industrial incubator building which was later sold to the McGregor Company. Lot B was purchased from the Port by the Rock Hill Concrete Company which had been leasing from the Railroad Real Estate Division since 1923. Lot A was sold to Draper Investments in 2018.

OFFICE BUILDING - 120 S 1st Street, Dayton, Washington

A professional office building was purchased from Dr. Wesley Frick in 1970 for use as the office and operations headquarters for the Port district. In 1988, the Port moved its office to a new building in the Rock Hill Industrial Park, and the former office space was leased out.

The property was useful for many years, but because of its location, condition, and non-industrial or recreational purpose of use, it was declared surplus and sold by the Port in 2010.

3.0 STRATEGIC GOALS

3.1 Intent

Mission Statement: The Port of Columbia's mission is to maximize public resources and private investment to create jobs, provide infrastructure, and maintain and improve the economic vitality of Columbia County and its communities.

Core Lines of Business:

- Economic Development
- Commercial & Industrial Real Estate
- Recreation (Lyons Ferry Marina, Trails)
- Transportation (Columbia Walla Walla Rail Line, general freight mobility)



Lease revenue from commercial and industrial real estate holdings, tax collections, and grant funds are used to conduct economic development initiatives that provide county-wide benefits such as job growth, increased tax base, and improvements to the quality of life of our citizens.

Setting Goals and Developing Tactics: The Port's goals and tactics are based on fulfilling its mission for Columbia County. These goals were reviewed and agreed upon by Port staff and commissioners, and will guide the Port's work into the future. The Port recognizes that goals need to be adaptable based on changes in business, the economy, and in the community going forward.

3.2 Economic Development

The Port operates as the lead economic development agency in Columbia County. Through both constitutional authority and a contract with the State of Washington, the Port conducts county-wide economic development coordination by strategizing with community partners and providing assistance to businesses and community organizations.



Goal: Foster an environment that leads to the creation of jobs, new businesses, increases in the tax base, and a thriving local economy.

Tactics:

- 3.2.1 Maintain the ADO Contract with the State of Washington and measure the impact of the program.
- 3.2.2 Coordinate the monthly Economic Development Steering Committee (EDSC) that brings together representatives from the public and private sector to

provide strategic direction of Columbia County Economic Development through coordination, accountability, and prevention of duplication.

- 3.2.3 Implement the county-wide economic development plan, with community input, that includes projects that have been prioritized with community members. **See Reference Document B**
- 3.2.4 Identify realistic value-added artisan food and beverage processing business targets/opportunities as well as individual firms for start-up, expansion, and relocation opportunities.
- 3.2.5 Support tourism, recreation, and historic preservation promotion efforts to increase the number of visitors and new residents to the county.
- 3.2.6 Seek funding for design, engineering, and construction of a Port-owned fiber optic wholesale network in the City of Dayton and Columbia County. Partner with local and state agencies and funding organizations.
- 3.2.7 Provide economic recovery assistance to businesses harmed by the COVID-19 pandemic.

3.3 Real Estate

The Port manages its real estate assets to meet the needs of existing and future businesses, including the growth of the value-added food processing industry and the changing needs of businesses due to technological advancements.

Goal: Provide space for new, existing, and expanding businesses to operate in, leased at a price that covers maintenance and future construction needs.

Tactics:

- 3.3.1 Explore feasibility of constructing a third building at Blue Mountain Station.
- 3.3.2 Market available spaces and properties to potential businesses.
- 3.3.3 Analyze lease rates versus maintenance costs to determine needed return on investment.
- 3.3.4 Make continued improvements to Cameron Street Co-working space.
- 3.3.5 Explore feasibility of constructing a new building in the Rock Hill Industrial Park.
- 3.3.6 Provide broadband access to Port properties when feasible.
- 3.3.7 Explore possibility of annexation of Blue Mountain Station into the City of Dayton along with other adjacent commercial properties to reduce utility fees and increase ability to place signage along Highway 12.



3.4 Recreation

The Port continues to provide public access to water recreation through management of the Lyons Ferry Marina facility in coordination with the Corps of Engineers and a private concessionaire. Public demand for local trails has also increased the Port's visibility in bicycle and pedestrian trail work.

Goal: Provide recreation opportunities that foster economic and community vitality.

Tactics:

- 3.4.1** Implement Lyons Ferry Marina Facilities Plan improvements as funding allows. **See Reference Document C.**
- 3.4.2** Continue design and engineering of the Touchet Valley Trail with an eye toward construction.
- 3.4.3** Support initiatives from the Cooperative Parks Master Plan (joint Port, City, and County Plan) and the Blue Mountain Regional Trails Plan (Walla Walla Valley-Wide). **See Reference Documents D & E.**
- 3.4.4** Coordinate with volunteers and professionals in the maintenance and improvement of the Rock Hill Trail. Plan gradual improvements such as a multi-seasonal surface and shade structures.



3.5 Transportation

The efficient movement of goods is important to businesses. The Port continues to find value in the preservation of the Columbia Walla Walla short line railroad, and believes that increasing the sustainability of the line is of primary concern. The Port is also a partner agency of the Palouse Regional Transportation Planning Organization (PRTPO).

Goal: Move goods efficiently and effectively through, into, and out of Columbia County.



Tactics:

- 3.5.1** Continue to seek funding for rail rehabilitation and research other uses for the rail corridor that would require a smaller investment.
- 3.5.2** Discuss importance of rail line with existing shippers. Support rail operator in efforts to regain grain traffic and find new shippers as long as rail line use remains feasible.
- 3.5.3** Participate actively in the PRTPO to support transportation planning initiatives that help Columbia County and the region.

- 3.5.4 Stay abreast of Washington State Department of Transportation initiatives that effect Columbia County. Advocate for relevant transportation improvements.
- 3.5.5 Support regional active transportation planning, e.g. walking, biking, and water trails.

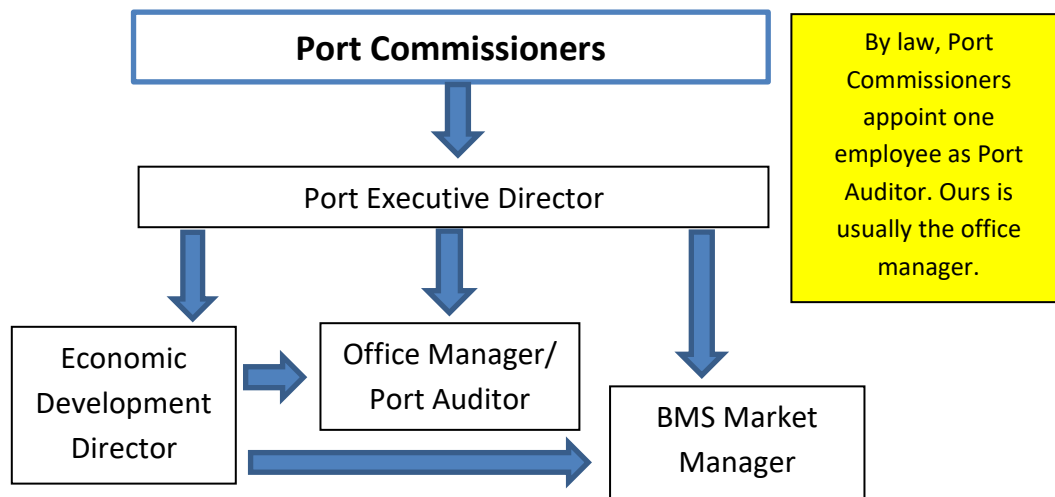
3.6 Management

Goal: Create a healthy work environment with ample resources to enable implementation of strategic plan.

Tactics:

- 3.6.1 Establish work duties that support a healthy balance between work and home for staff members.
- 3.6.2 Perform periodic analysis of income versus expenses to maximize efficient use of resources.
- 3.6.3 Seek outside funding to supplement financial support of programs and projects.

Port of Columbia Organizational Chart:



REFERENCE DOCUMENTS

See reference documents A through E as supporting documents for planning purposes. These documents may be amended from time to time and can be found on the Port's website at www.portofcolumbia.org on the Policies, Plans, and Budget page.

- A. Blue Mountain Station Development Agreement
- B. Economic Development Plan
- C. Lyons Ferry Marina Facilities Plan
- D. Blue Mountain Regional Trails Plan
- E. Cooperative Parks Master Plan