PORT OF COLUMBIA

Comprehensive Scheme of Harbor Improvements

(Commonly known as the Comprehensive Plan)

Adopted November 9, 2026



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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
F. Rail Report
G. Capital Facilities 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.

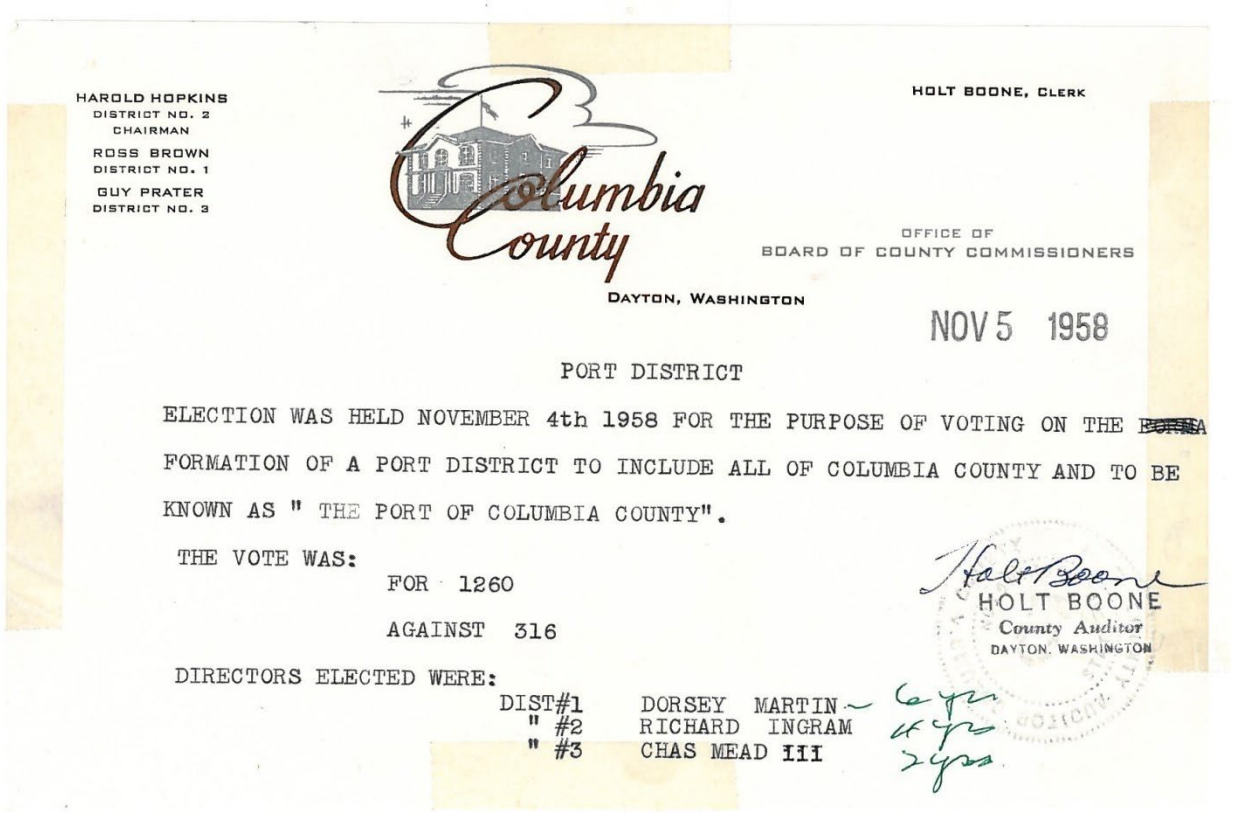
The Port Commission understands that it is important to have the major goals, objectives and policies of the Port clearly defined to be utilized as a guide for future port direction.

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

Columbia County

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 ~~FORMA~~
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

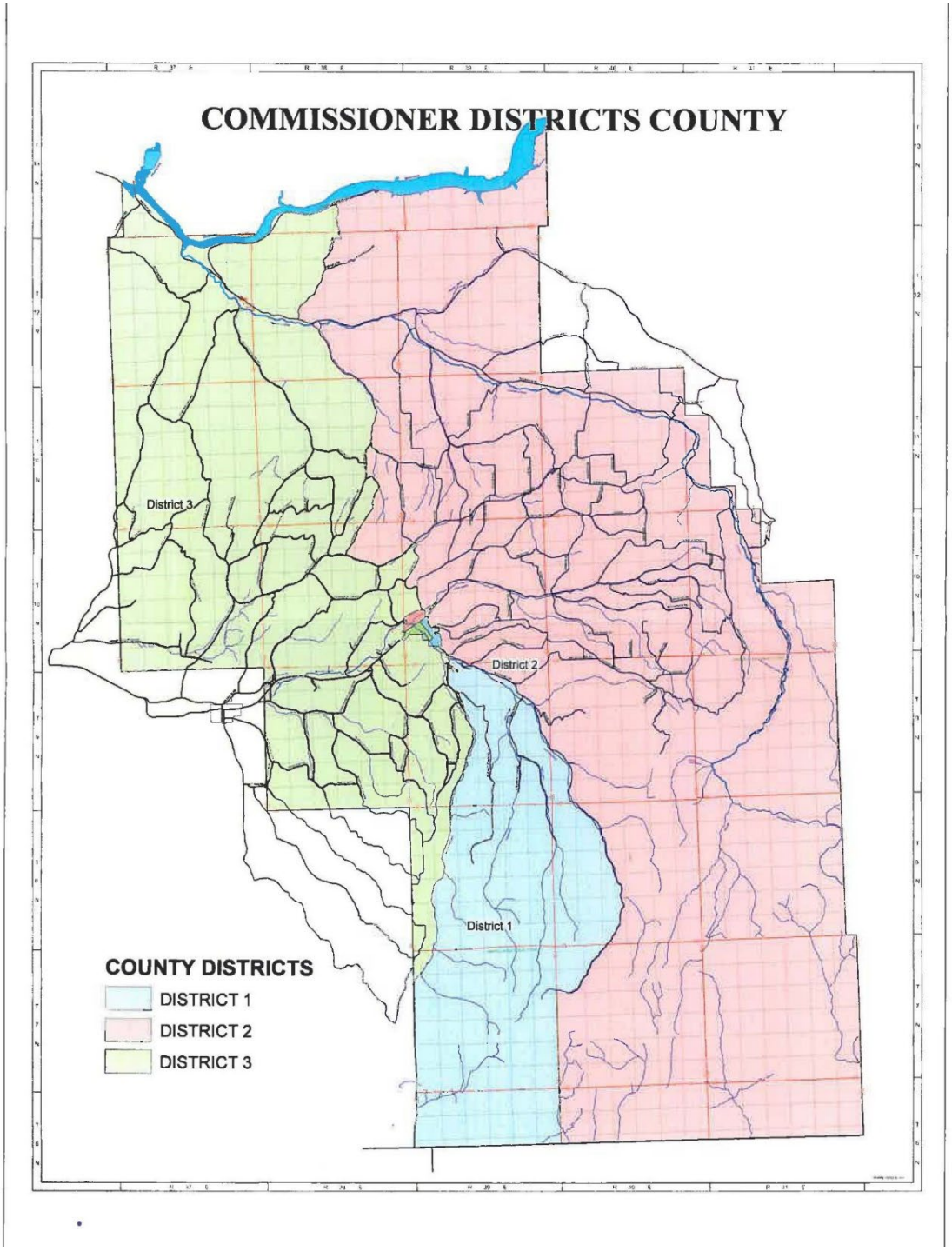
1.5 JURISDICTION AND GOVERNANCE

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:

- Scott Hudson - District #1
- Mike Spring – District #2
- Johnny Watts – 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 counties 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 storages 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 stocks 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, stream-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 seed research and processing facility. Their workforce has grown from 15 at the time of the asparagus cannery closure to 50 today.

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.

A community-wide economic diversification effort began in the early 1980s, culminating in the revitalization of Dayton's Main Street in 1991, the restoration of the oldest courthouse in the state in 1993, the formation of festivals and events, and the creation of the Port's Rock Hill Industrial Park.

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 into the county. Columbia Pulp constructed a straw pulp processing facility in 2018 that subsequently closed and was sold. The new owner is continuing to process pulp and more vertically integrate the business by forming the fiber pulp into marketable products.

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 21-acre food park centers 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. The Port is

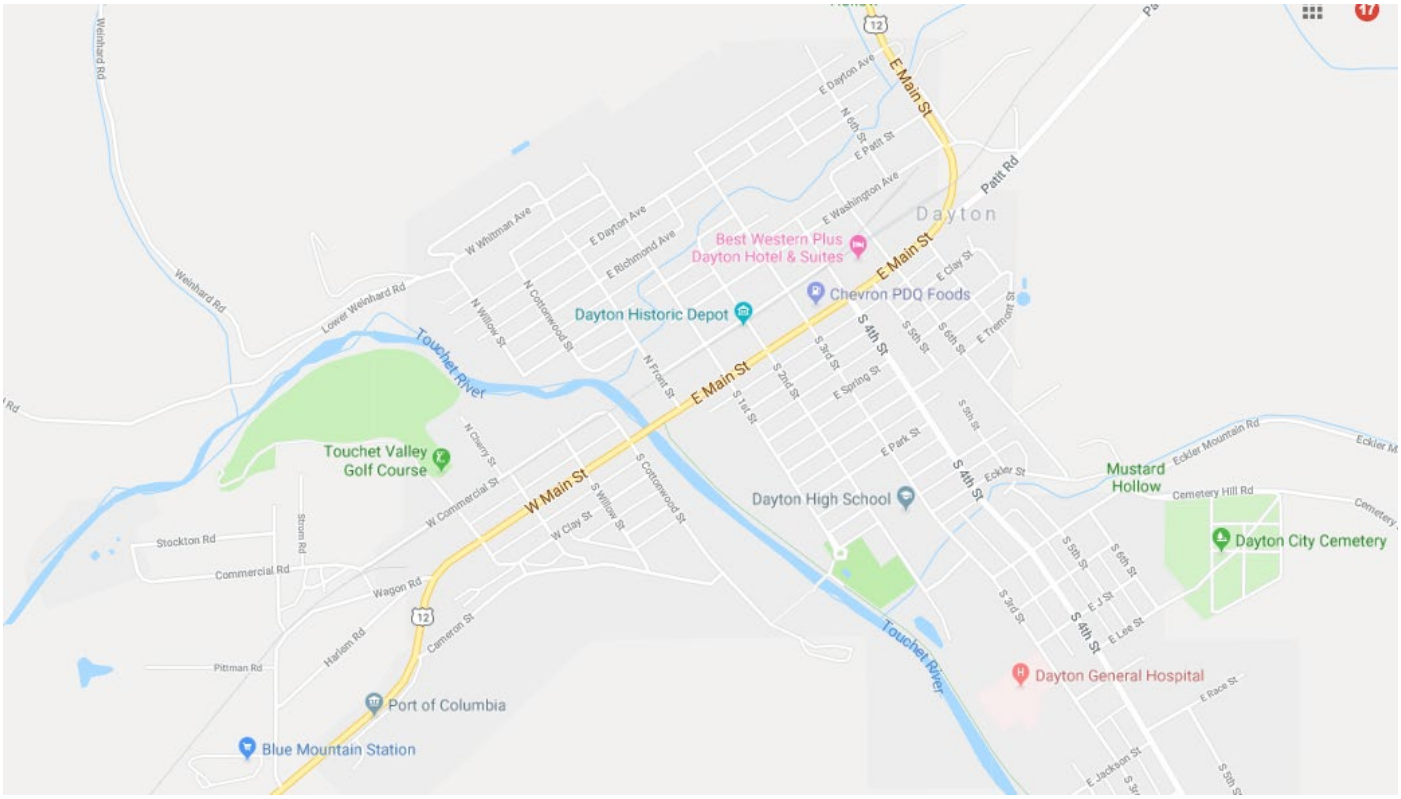
currently developing a malt-processing facility at the site. Locally grown barley will be processed into a malt product and sold for use in the production of beer and spirits.

As technology became increasingly essential for economic development and for education, health care, and quality of life, many rural communities fell behind as fiber-optic networks expanded nationwide. Across Washington, port districts stepped in to address the gap left by limited private-sector investment in small communities. In 2019, the Port of Columbia joined this effort and built—and now operates—a fiber-optic network serving the City of Dayton, the Town of Starbuck, and surrounding rural areas.

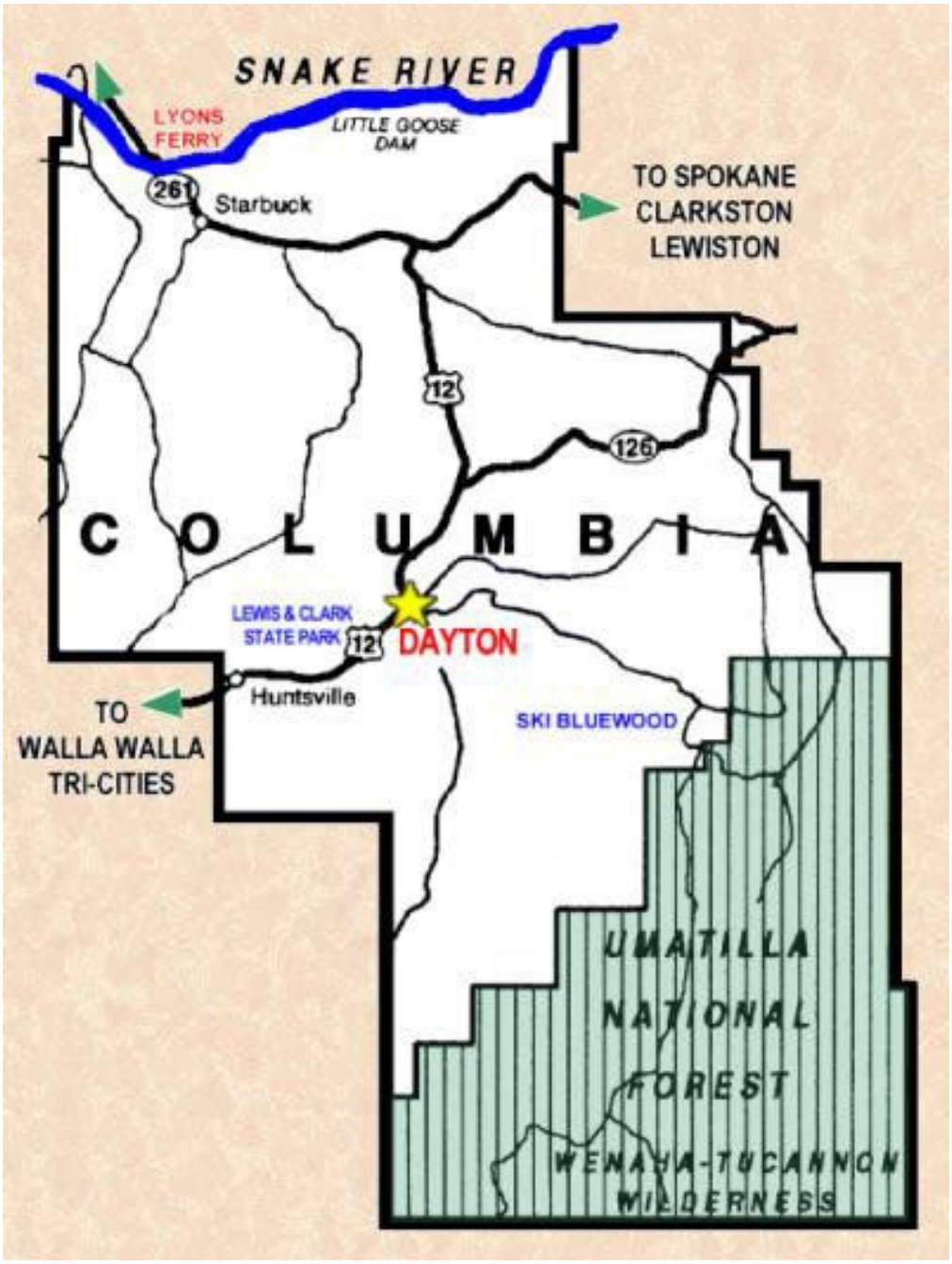
Health care continues to be the primary economic driver, both regionally and nationally. Columbia County Health System is Columbia County's largest employer with over 200 employees. The facility serves patients from across the region with a critical access hospital, medical clinic, assisted living facility, and a state of the art physical therapy department.

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:

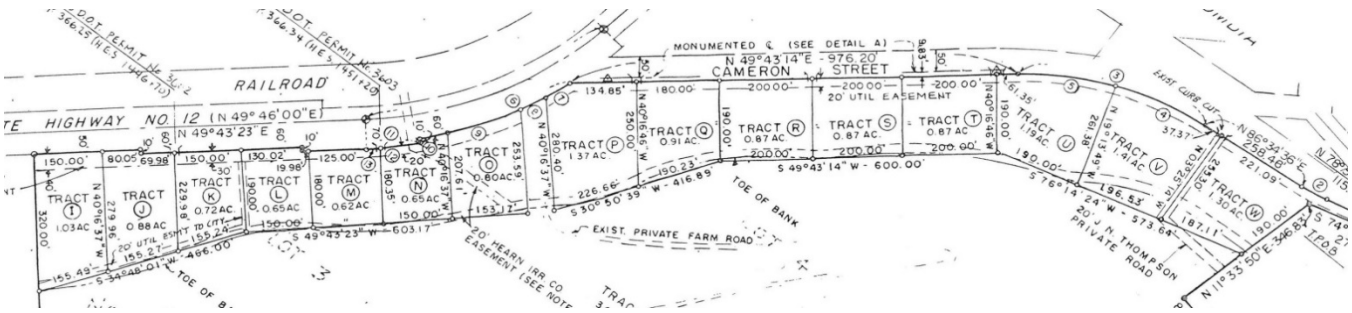
BUILDING	ADDRESS	SIZE	# OF RENTABLE BAYS	LEASED?
DTM Building	36710 Hwy 12	13,600 sf	1	Yes
Industrial Bldg. #1	3, 4, & 5 Port Way	10,000 sf	3	Yes
Industrial Bldg. #1-A	2 Port Way	3,360 sf	1	Yes
Industrial Bldg. #2	531 Cameron	4,500 sf	1	Yes
Industrial Bldg. #3	523, 525,527 Cameron	6,810 sf	3	No
Industrial 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.

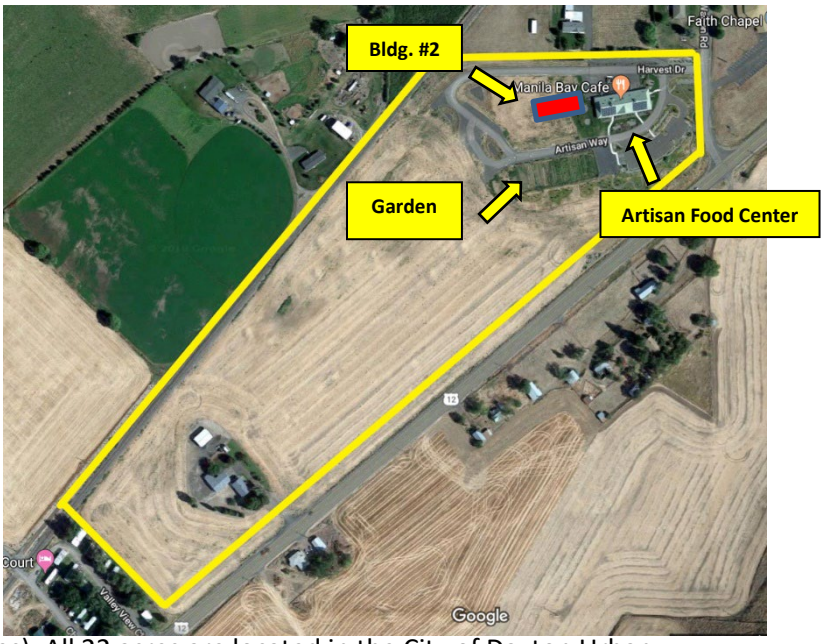
The Rock Hill Industrial Tract Two was platted, surveyed and recorded by A. D. Stanley & Associates Inc. of Pasco, Washington. The land was divided into much smaller lots than was Tract One to accommodate smaller businesses and give them highway exposure for customer convenience.

CHALLENGES & CONTRAINTS: 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). All 22 acres are located in the City of Dayton Urban Growth Area (UGA). 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 buildings in the food park were designed to provide easy entry for businesses - affordable rental spaces with the amenities needed for food processing already in place. Each rentable space has food grade wall coverings, floor drains, 3-compartment sinks, and handwashing stations. Many have hoods.
- 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. It is located in the City of Dayton UGA.
- All portions not yet developed are leased as farmland, with wheat being grown as the primary crop. A farmhouse on the crop land is leased as a residential unit.

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 – 1 bay is used for storage
Building #2	711 Artisan Way	6,000 sf	2	No
Bell Farmhouse	36543 Hwy 12	1,328 sf	1	Yes

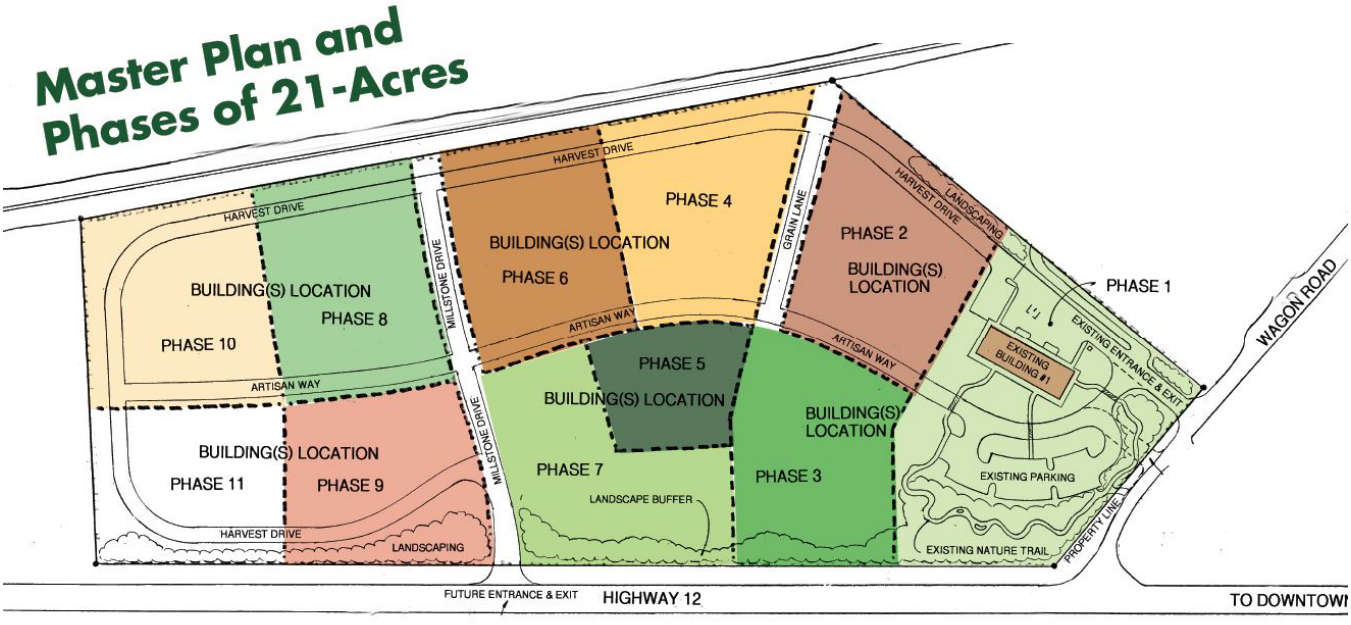
HISTORY: This land was purchased by the Port of Columbia from Delbert and Kay Bell in October, 2009. The site was identified for purchase through a feasibility study and industrial land inventory as an ideal location for the Blue Mountain Station eco-industrial park, now referred to as the Artisan Food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

CHALLENGES & CONSTRAINTS: Inability to provide appropriate signage due to location on scenic byway. Financing future infrastructure and buildings. Need for second exit to Highway 12.

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.This building was recently vacated. Improvements are being made to Suite B for a recruitment project.



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 poor, fair, and good condition, depending on location. Outside of the city limits, most of the line lies in the middle of a 100-foot-wide right of way. In some areas track speed is 5 mph due to the condition of the line. Recent improvements to the section between Dayton and Waitsburg have increased the speed on that portion of the line.

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

UTILITIES: Fiber optic cable is located in the railroad right of way that is owned by the Port. The City of Dayton has been granted a license to install a sewer line in a portion of the right of way to serve a new sanitary sewer treatment plant.



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. There has been recent interest in the development of a tourist train on 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.



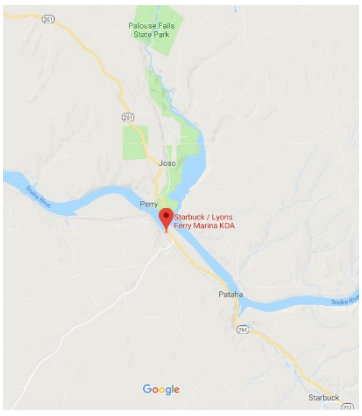
20,000 new ties have been replaced and 35,000 tons of ballast put in place since 2008 to increase the stabilization of the track so that speeds up to 25 mph can be attained on parts of the line. In 2009, four public crossings in Dayton were replaced with funding received from the Department of Transportation. 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. Significant tie and ballast replacement was conducted in 2025 between Dayton and Waitsburg, dramatically improving the speed and performance of that section of the line.

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. Grain shipping was drastically reduced due to an issue with moving grain over the Union Pacific line at Wallula to reach the bard facilities, but that constraint has recently been resolved. The Seneca Seed Processing division in Dayton still utilizes the rail line seasonally Columbia Rail generates revenue by storing cars in the sidings.

Regional tourism partners are very interested in a tourism train between Dayton and Walla Walla. The line is acceptable for passenger use, but train speeds would be slow.

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 and then again in 2017. 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 CONTRAINTS: 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: The Columbia Pulp site is directly across Highway 261 from this parcel. The location of industry across the highway may create new interest in this parcel.



2.6 BROADBAND INFRASTRUCTURE

LOCATION: The City of Dayton, the Town of Starbuck, and their adjacent outlying areas, 3 miles of fiber to the Thorn Tower Communications area, and the area adjacent to Highway 12 stretching 6 miles to the west from Dayton.

DESCRIPTION: The Port owns an open-access dark fiber network and leases strands of fiber to private internet service providers who deliver service to customers. Current providers are Columbia iConnect, PocketiNet, and Inland Cellular. Every home, business, or government facility in the network area has access to highspeed broadband internet service.

CHALLENGES AND CONTRAINTS: A national communications provider has constructed their own system in the City of Dayton and is undercutting the prices of our local providers. National disasters, such as flooding and fire, are a threat to the physical infrastructure.

OTHER INFORMATION: Broadband helps our small, rural county attract new businesses and younger residents, offers educational opportunities not normally found in rural communities, provides health care connections important to our older residents, and improves the quality of life for our existing businesses and residents.

2.7 PROPERTIES SOLD BY THE PORT IN THE LAST 10 YEARS

ROCK HILL INDUSTRIAL PARK TRACT I

All lots in this tract (A through H) have now been sold.



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. Lot A**,** the last lot owned by the Port, was sold to Draper Investments in 2018.

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)
- Broadband

Lease revenue from commercial and industrial real estate holdings, tax collections, dark fiber lease revenue, 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 the 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 Port of Columbia's 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 new business opportunities that maximize the use of the Port-owned broadband fiber network in the City of Dayton and Columbia County.

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 fourth 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.

3.3.8 Work with local planning departments to increase the amount of vacant land that is zoned industrial/light industrial near city services and in other appropriate places in the county.

3.3.9 Explore implementation of an Industrial Development District when appropriate.

3.3.10 Seek opportunities for land acquisition to support industrial development.

3.3.11 Broaden marketing for Blue Mountain Station uses in line with Development Agreement.

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 Seek funding toward the phased construction of the Touchet Valley Trail.

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.

3.4.5 Develop a professional Columbia County recreation map from design to print.

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 affect Columbia County. Advocate for relevant transportation improvements.

3.5.5 Support regional active transportation planning, e.g. walking, biking, and water trails.

3.5.6 Determine the feasibility of tourism activities on the port-owned rail line, such as a dinner train, rail bikes, etc. If feasible, implement a program to offer tourist activities by partnering with the private sector, either through profit or nonprofit entities.

3.5.7 Seek funding toward the phased construction of the Touchet Valley Trail.

3.6 Management

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

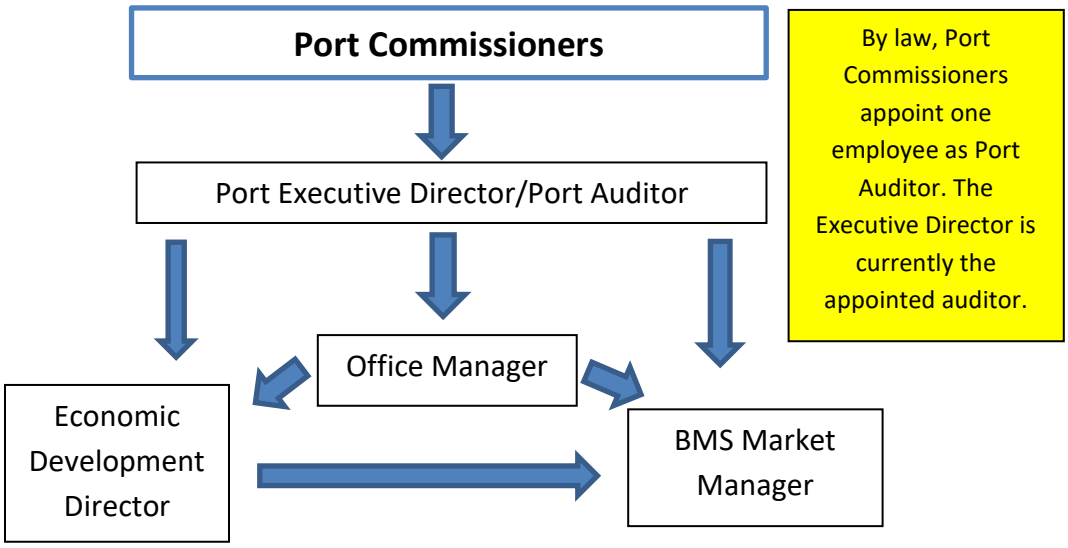
Tactics:

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:



3.7 Broadband

Goal: Maintain and expand resilient, open-access public fiber-optic backbone that ensures 100% of Columbia County households and businesses have access to reliable, high-speed, and symmetrical gigabit internet to foster long-term economic growth, access to online education, digital equity, and community retention and attraction of residential workforce.

Tactics:

4.6.1 Work with local Internet Service Providers (ISPs) to improve and expand service offerings.

4.6.2 Seek grant funds and work with partners, such as NoaNet, to construct middle mile fiber line connecting Starbuck and the north end of the county, including Lyons Ferry Marina, to existing network.

4.6.3 Work with BEAD program awardee to continue expanding fiber into the rural parts of the county.

REFERENCE DOCUMENTS

See reference documents A through G 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
F. Rail Report
G. Capital Facilities Plan