



What is the Strategic Business Plan?

The Strategic Business Plan (SBP) is the Port's primary long-range strategy document that serves as a guide for future decisions about operations, investments, and priorities. It helps Port Commission, staff, and community to be aligned on how best to work together towards achieving the Port's mission.

Why is the Strategic Business Plan being updated?

Public ports in Oregon are required to maintain SBPs to guide budgets, grant applications, and major initiatives. This allows the Port to apply for certain grants and funding opportunities.

Additionally, since the 2021-2026 Strategic Business Plan was created the Port's operating environment has continued to evolve. This process allows an opportunity to reevaluate goals and priorities to ensure the Port can continue to serve the community while responsibly managing and developing public assets.

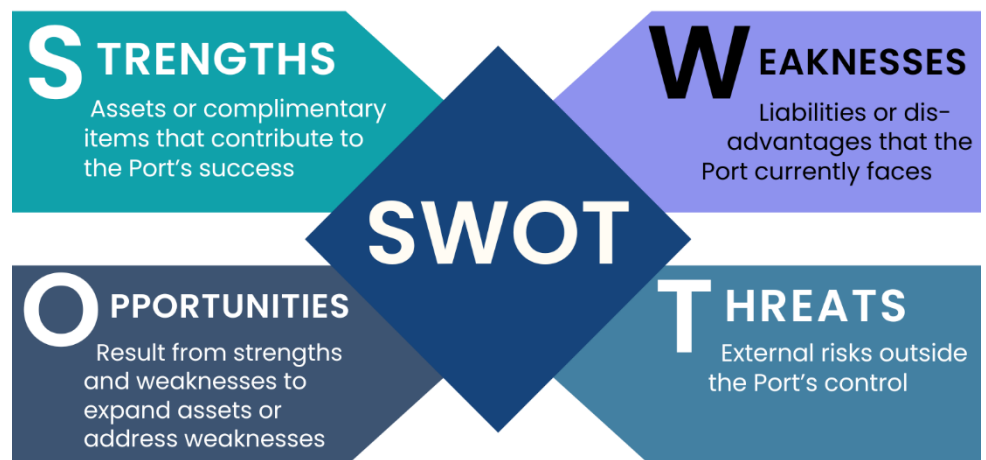
The most notable change for the Port, beginning July 1, 2026, toll revenues from the Hood River-White Salmon Bridge will no longer support non-bridge activities. This change necessitates a focus on efforts to ensure other Port assets are financially self sustaining.

What components are included in the SBP:

- Regional and Economic context
- Port Mission, Vision, and Strategic Direction
- SWOT Analysis
- Asset Plans and Goals
- Capital Planning
- Implementation Plan

What is a SWOT analysis?

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis helps the Port understand its unique competitive advantages within the marketplace, identify areas to improve or invest in, and shape strategic priorities for the future.



For this SBP the SWOT process has included reviewing the previous SWOT from the 2021 SBP, adding or adjusting elements based off of stakeholder interviews and review of data and reports for the region, review and input from Port staff, and a work session with the Port Commission.

How are the goals created?

Goals are developed through a combination of SWOT analysis findings, alignment with the Port mission, vision, and values, community and stakeholder input, and Commission work sessions. This process ensures goals reflect community priorities, financial realities, and long-term sustainability.

How can I participate?

The Port will post future community events on its website and social media page so keep an eye out for opportunities there! In addition, please take our survey to provide your input on what the Port should consider in this process!

Take the Survey Here!



s.surveylegend.com/s/6a0y

Zoning Descriptions:

Waterfront Properties (City of Hood River Zoning)

Recreation: Parks, trails, waterfront access, boating facilities, and public gathering areas. Conditional uses may include event facilities, concession operations, and larger recreation structures.

Commercial: Retail, restaurant, hospitality, office, visitor-serving, and mixed-use development. Conditional uses may include hotels, entertainment venues, and larger mixed-use projects.

Open Space: Scenic, shoreline, habitat conservation, and park lands. Conditional uses may include recreation facilities, interpretive centers, and utility infrastructure.

Public Facilities: Government, transportation, utility, public safety, and community service facilities. Conditional uses may include maintenance facilities and major infrastructure projects.

Light Industrial: Marine services, light manufacturing, repair facilities, warehousing, and business support operations. Conditional uses may include transportation facilities and institutional uses.

Odell Properties (Hood River County Zoning)

M-2 Light Industrial: Employment-generating light industrial uses including manufacturing, assembly, warehousing, research and development, and business parks. Conditional uses may include public facilities, transportation facilities, utilities, and larger commercial activities.

M-1 Industrial: Manufacturing, processing, warehousing, distribution, and freight-oriented industrial operations. Conditional uses may include public facilities, utilities, transportation facilities, and employee-serving commercial uses.

Ken Jernstedt Airport Properties (Hood River County Zoning)

RR-1 Rural Residential: Low-density rural residential development and airport buffer areas. Conditional uses may include schools, churches, parks, community centers, utilities, and transportation improvements.

C-1 Commercial: Retail, office, service, hospitality, and visitor-serving commercial activities. Conditional uses may include hotels, entertainment venues, public facilities, and transportation-related facilities.

Farm (EFU): Agricultural production, orchards, crop production, and farm-related structures. Conditional uses may include agricultural processing, agritourism, utilities, transportation facilities, and certain public facilities.

Airport Development (AD): Airport operations, hangars, aviation businesses, aircraft maintenance, and aviation-support infrastructure. Conditional uses may include non-aviation commercial development, event facilities, utilities, telecommunications, and certain industrial activities.

After reviewing the information presented at the open house, what comments do you have about Port properties and operations? What could be improved? What opportunities do you see?

(Please answer the questions in the space below and return this sheet before leaving or email port@points-consulting.com with your thoughts!)