



NEXT 100

WE PROVIDE VALUE: WE CREATE ECONOMIC OPPORTUNITIES



STRATEGIC PLAN | 2020

ADOPTED DECEMBER 10, 2019

TIMELINE

- ✓ September 2007: Port Commission adopts Strategic Plan
- ✓ September 2012: Port Commission adopts new mission statement
- ✓ February 2013: Port Commission adopts new vision and core values
- ✓ June 2013: Staff updates governance, projects, boundaries and historical context
- ✓ January 2014: Updates reflect Port Commissioner change
- ✓ March 2015: Updates reflect project status & design
- ✓ 2018 - 2019: Stakeholder engagement in Strategic Plan
- ✓ **December 2019: Strategic Plan Adoption**

OUR VISION FOR THE FUTURE

In 2040, the Port of Everett has a vibrant and robust balanced waterfront with an active, bustling working waterfront paired with vast recreational opportunities. Everett's south waterfront is the heart of this international and working waterfront: Naval Station Everett and the Port of Everett Seaport. Continuing to grow and expand commerce and national defense efforts to ensure job growth and security. The Port of Everett continues to bring both economic development and an international client base to the City of Everett and the surrounding region. Its shipping terminals, with cargo vessels from around the world moored on long wharfs with silhouetted cranes against the sky, are evidence of the work and commerce taking place on the waterfront. The Port of Everett Seaport specializes in the transport of high-value, over-dimensional cargoes to support the aerospace, military, agricultural, energy, construction, forest products and manufacturing industries in the area. Snohomish County's only international seaport continues to support more than 50,000 jobs in the region and provide the supply line to the Boeing Company for all of its oversized airplane parts.

Naval Station Everett has a full contingent of Navy assets — filling all the piers. The U.S. Coast Guard continues to grow its presence in Everett and the community will continue to advocate for the return of its air craft carrier.

The north Everett waterfront is home to the Port of Everett's Waterfront Place mixed-use neighborhood. The neighborhood

connects to Everett's downtown street grid via West Marine View Drive and Grand Avenue Park Bridge and is home to restaurants, retail, housing, low-rise office space and an abundance of recreational amenities. With the premier marina on the West Coast, the longest warm sandy beach in the Puget Sound, ample recreation, and diverse wildlife, this area provides serenity and peace of mind.

Along the Snohomish River, the past Port projects at the Bay Wood property and Riverside Business Park continue to thrive, providing a diverse mix of light industrial businesses supporting logistics, manufacturing and transportation in our bustling region and supports thousands of family-wage jobs and the Port continues to expand waterfront landholdings.

North of Everett, the Blue Heron Slough project is functioning at a high level and producing excellent habitat for juvenile salmon and other wildlife to support a vibrant ecosystem for marine wildlife in the Puget Sound. The Port has partnered with the cities of Marysville and Arlington, along with other cities outside the district, to support their economic development efforts and use our unique authorities to bring prosperity to other parts of Snohomish County through expanded boundaries.

Our air is clear. Our water is clean. Our land is healthy. Our economy is growing. Our community is thriving.

STRATEGIC PLAN

Our Plan to Achieve Vision 2040

CURRENT SITUATION

The Port of Everett is a natural deep-water port located on Port Gardner Bay at the mouth of the Snohomish River, originally formed by the citizens of Everett in 1918 to create economic opportunities and protect the waterfront for the community. The Port has a long history of providing marine-related services and appropriate public access to the waterfront. The Port of Everett strives to bring jobs, business and tourism to its local and surrounding communities, as well as maintain the overall environmental health of our waterfront through remediation and prevention.

The Port of Everett operates three lines of business: 1) international shipping terminals; 2) marina facilities; and 3) real estate development. The Port operates eight shipping berths situated on approximately 125 acres of land, and specializes in high-value and heavy cargoes, such as national security cargoes, forest products, agricultural, energy, and farm equipment. The seaport is a vital link for the aerospace industry, handling all the oversized parts of the Boeing 747, 767 (commercial and military), 777 and 777X airplane production lines.

As of 2019, the Port of Everett runs the largest public marina on the West Coast with more than 2,300 recreational boating slips and a 13-lane public boat launch facility. On the real estate side, the Port owns 3,300 acres of waterfront property, including Jetty Island, and works to return environmentally damaged property to productive use, restoring economic prosperity to the waterfront. The Port's properties also provide numerous public access and recreational opportunities for area residents to enjoy supporting a vibrant, livable and balanced waterfront that generates economic and recreational opportunities.

Port activities support more than 35,000 jobs for the surrounding community. For more information visit the Port's website:

www.portofeverett.com.

CURRENT GOVERNANCE

The Port of Everett Commission is the policy-making and regulatory body of the Port. The current elected Commissioners are David Simpson (District 1), Tom Stiger (District 2) and Glen Bachman (District 3).

The Commission meets on the first and second Tuesday of every month at the Waterfront Center, 1205 Craftsman Way, 2nd floor, Everett, WA 98201 at 4 p.m.



DAVID SIMPSON
Port Commissioner
District 1



TOM STIGER
Port Commissioner
District 2



GLEN BACHMAN
Port Commissioner
District 3

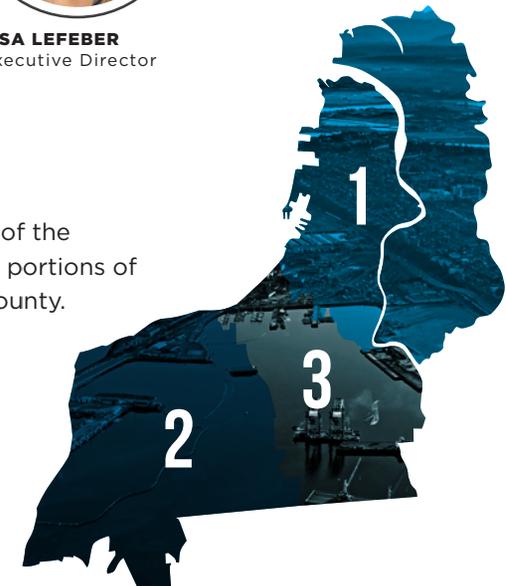


LISA LEFEBBER
Executive Director

The Commission hires an Executive Director to carry out its policies.

SERVICE AREA

The Port District covers most of the cities of Everett, Mukilteo and portions of unincorporated Snohomish County.



MISSION

The essence of the Port's mission is to create quality jobs and create a healthy quality of life for District residents and businesses.

BALANCED WATERFRONT – WHAT DOES IT MEAN AND WHY DOES IT NEED PROTECTING?

An urban deep-water port is a rare and irreplaceable asset in the United States. Everett is the only city in Snohomish County with an urban, deep-water, international seaport. With 60% of the jobs in Snohomish County tied to trade, particularly in aerospace, and the third largest employer in the state being the Navy, protecting this deep-water asset from urban gentrification is a must for our region's ongoing and future success.

The Port has been strategically investing in a balanced waterfront that fosters maritime, trade and national defense interests from the Navy base south, while using the revenues generated from this working waterfront to create recreational opportunities and a vibrant mixed-use and light industrial development from the Navy base north.

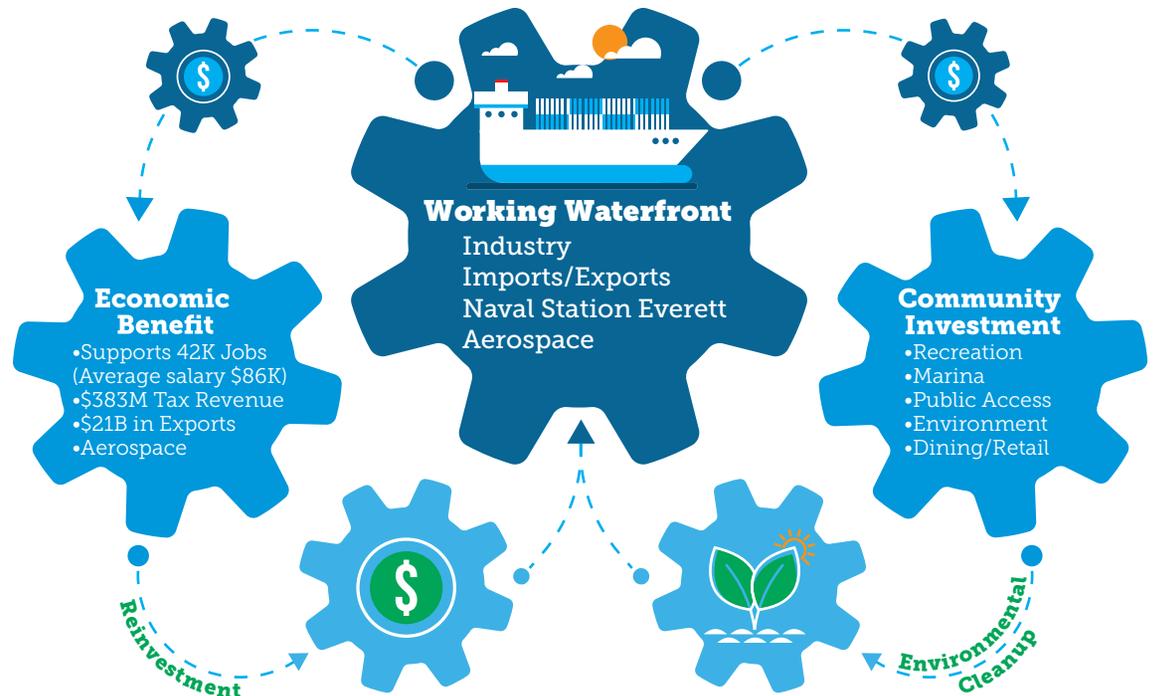
But, tip the scale one way or the other, and the complementary concept quickly dissolves. Here is a bit more about why the balanced waterfront concept is so vital.

The working waterfront, which includes the Port's international shipping terminals, the former Kimberly Clark (K-C) mill site and Naval Station Everett, is a robust maritime complex that supports 42,000 family-wage jobs and contributes \$383 million to state and local taxes. These operations support our national security and the movement of between \$21-30 billion in imports and exports annually. The average wage on the waterfront is much higher than the area's prevailing wage. With the development plans at the Port, opportunities at K-C and support of additional ships at Naval Station Everett, this area is expected to grow in prominence and importance. While located within the City of Everett, this working waterfront supports the economic and commerce needs of all of Snohomish County.

It is this side of the waterfront that generates the revenue that enables the Port to create and maintain an expansive, thriving recreation hub to the north.

On the recreational side of the waterfront, the Port provides access and amenities for pleasure boaters at the largest public marina on the West Coast. It provides more than 1,500 acres of public access including Jetty Island, a 4-mile waterfront trail system, parks and plazas and hosts special events, all situated along a clean shoreline home to diverse wildlife. The redevelopment of Waterfront Place brings new housing, hospitality, restaurant and retail opportunities to the area. In the last decade, the Port has invested more than \$26 million to expand public access to the waterfront. This side of the waterfront would not be possible without a successful and supported working waterfront.

The unwavering commitment to this vision of a balanced waterfront allows the Port to continue delivering its mission of creating economic opportunities and quality jobs, expanding tax base and supporting an inviting quality of life for District residents, businesses and visitors.



LINES OF BUSINESS



INTERNATIONAL SEAPORT

The Port of Everett Seaport covers 125 acres of land. Its facilities are designed to import, export and store cargo for international and national shipments. Its facilities include nine shipping terminals: Pier One (North & South), Pier Three (North & South), Pacific Terminal Wharf, Hewitt Terminal Wharf, South Terminal Wharf and the Norton Terminal (formerly known as the Kimberly-Clark wharf). The Port also operates a satellite barge-to-rail facility called Mount Baker Terminal in south Everett on the border of Mukilteo. This facility is designed

to transport oversized aerospace containers to Paine Field Airport. The Port just completed a \$57 million modernization project at its South Terminal to support the 777X and other larger/heavier cargoes and is leading the effort to implement the Weyerhaeuser Mill A environmental cleanup, which will continue its policy of integrating economic development with environmental remediation. Total seaport investments over the next 10 years are expected to reach more than \$200 million.

MARINA

The Port currently operates the largest public marina on the West Coast with moorage for 2,300 boats. The marina consists of three areas: South Docks, Central Docks, and North Docks. The facility includes 10 visitor docks, a 13-lane boat launch, fuel dock, an environmentally-friendly full-service boat yard, upland boat storage services, laundry and shower facilities, and access to the Port's Jetty Island. The Marina is surrounded by the new Waterfront Place destination waterfront thereby leveraging the upland and in-water amenities to create a place for Snohomish County's residents to live, work and play.

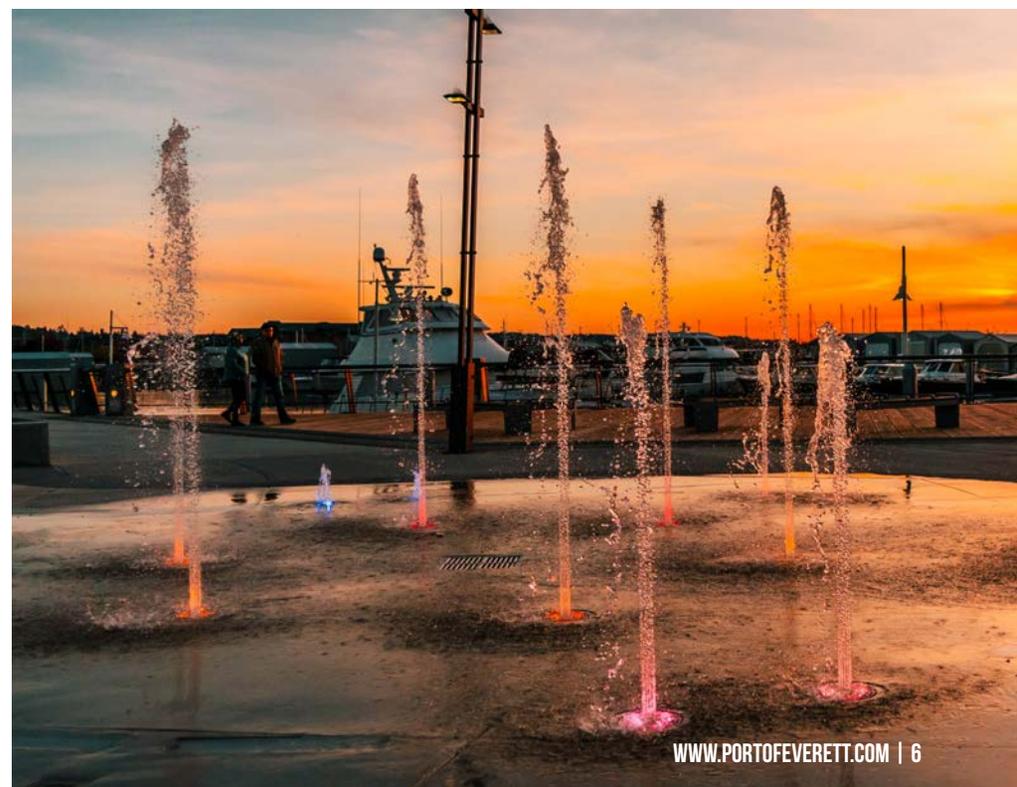
PROPERTIES

The Port owns more than 3,300 acres of property, 1,000 of which either have been or can be developed. It is currently working to complete several major development projects:

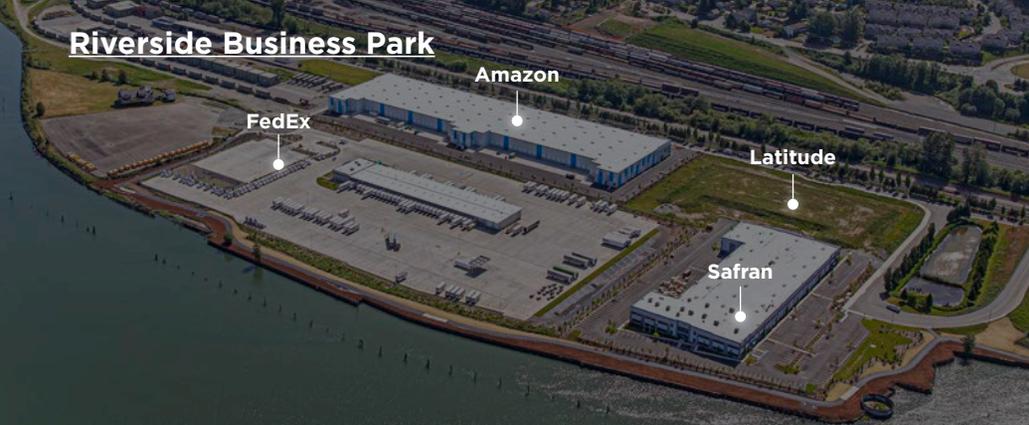
Seaport Industrial Center: This property, which is located to the north of Everett Avenue on the harbor, consists of approximately 25 acres of industrial uses that support job creation and economic development, including a shipyard and advanced manufacturing, among other uses.

Waterfront Place Mixed-use Development: The Waterfront Place Central project creates a new waterfront neighborhood where people can live, work, shop, relax and be entertained. At completion, it includes new public gathering spaces of regional significance, up to 660 residential units, a waterfront hotel, 10 fine and casual dining restaurants, government services, and 662,000 square feet of office and retail space. The project is expected to generate more than \$550 million in public-private investment and support more than 2,000 direct, indirect and induced jobs, and generate \$8.6 million in additional tax revenue for local government agencies.

Marina Village and Port Gardner Landing: Located at 1728 West Marine View Drive, the Port owns Marina Village, a small waterfront collection of restaurants and businesses, including Anthony's Homeport Restaurant, Anthony's Woodfire Grill, Everett Clinic, Western Washington Medical Group, along with other retail shops. The Landing, owned by a third-party developer, features Lombardi's Italian, the Inn at Port Gardner, West Marine, and other office users.



Riverside Business Park



Riverside Business Park: This 85-acre industrial and commercial park is in Everett along the Snohomish River. The Port restored this once contaminated property, a former Weyerhaeuser mill site, for light industrial uses that create family-wage jobs and increases revenue to the City. The site is home to Fortune 100 companies, supports 700 direct jobs, 2,300 indirect jobs, and generates an estimated \$730,000 annually in state and local taxes.

Bay Wood Industrial Park: The Port of Everett is under contract to sell this 13-acre property on the Snohomish River located in north Everett off West Marine View Drive. This parcel can be used for light industrial activity. The goal is to provide 300 direct jobs on the site. The industrial use is expected to contribute \$330,000 annually in state and local taxes. The Port will restore the shoreline as part of this redevelopment.

Mukilteo Tank Farm Site: This 20.9-acre property is a decommissioned U.S. Air Force fuel tank site that the Port partnered with federal, state, tribal and local partners to acquire support plans to create a transformative transit-oriented, mixed-use waterfront in Mukilteo. The Port's acquisition, and subsequent property transfers, are facilitating more than \$250 million in public/private investment including the Port's Mount Baker Terminal, the relocation of the Mukilteo Ferry Terminal, the expansion of the Sounder Light Rail Station, and the construction of a new National Oceanic Atmospheric Administration laboratory, along with public access to the Puget Sound, with new beaches and waterside walkways.

Blue Heron Slough: The Port and its project partner, Wildlands, commenced construction of the 353 acre Blue Heron Slough conservation bank in 2019. The project will support wildlife and salmon recovery, including the Endangered Species Act threatened Puget Sound Chinook and by extension the Southern Resident Killer Whales. The conservation bank will also serve as a regional economic development tool, providing sales of third party environmental mitigation credits.

HOW WE OPERATE

COMMUNITY

An open, accountable and transparent community engagement philosophy underscores the Port's commitment to its neighbors and partners. With extensive outreach to neighbors, partners, and stakeholders, the Port explains not only the "what" it is doing but also the "how" and, significantly, the "why" so the community can better understand the rationale underlying what the Port is doing to fulfill its mission to create economic opportunities and improve the quality of life for its residents.

ENVIRONMENTAL STEWARDSHIP

Environmental stewardship is an integral part of the Port of Everett's strategic goals and an underlying focus of what the Port does and how it operates. A strong emphasis is placed on remediating, protecting and enhancing the environment while carrying out our mission of growing the local economy.

The Port takes a multi-faceted approach to improving, protecting and reducing environmental impacts. They include:

- ✓ **Revitalizing and restoring healthy land at the Port**
- ✓ **Protecting water and air quality**
- ✓ **Restoring valuable wildlife habitat, and**
- ✓ **Investing in clean energy vehicles and equipment**

The Port is also involved in the following environmental programs:

Green Marine Program: The Port of Everett is a certified Green Marine port, an environmental certification program for the North American marine industry. This voluntary, transparent and inclusive initiative addresses key environmental issues through 12 performance indicators. Program participants include shipowners, ports, terminals, seaway corporations, and shipyards. To receive certification, the Port benchmarks its annual environmental performance through the program's self-evaluation guides, has its results verified by an accredited external verifier, and agrees to publish our individual results.

Clean Marina Initiative: As a recognized participant, the Clean Marina program is a voluntary compliance program that stresses environmental and managerial best management practices that exceed regulatory requirements throughout its Marina facilities.

Puget Sound Air Emissions Forum: The Port actively works with other Puget Sound ports to ensure we continue to meet federal air quality standards and implement emission reduction measures. A recent report compiled by the Puget Sound Maritime Air Forum, a committee of seven ports, six government agencies, and three industrial partners, shows maritime-related air pollutant emissions decreased in nearly every sector between 2005 and 2016. Results showed that air pollutant emissions decreased by up to 97 percent, depending on the type, including 69 percent for fine particles, which are harmful to human health.

EarthCorps: Working with the volunteer organization EarthCorps, the Port monitors the human impact on its Union Slough restoration ecosystems and conducts regular volunteer work parties on Port property to ensure continued success of this restoration project.



APPROPRIATELY LOCATED PUBLIC ACCESS

The Port is a major driver in making the waterfront accessible to the community and its visitors as part of a viable and bustling balanced waterfront. In addition to incorporating appropriate public access into development, the Port Commission has a policy that allocates two percent of Capital Improvement Projects within shoreline zones for improving and facilitating appropriate access to the waterfront. In the past decade, the Port has spent approximately \$26 million on public access improvements. The jewel of these efforts is the Port-owned Jetty Island, which is open to the public and home to waterfowl, juvenile salmon and bald eagles. Here are some of the ways the Port provides public access:

- ✓ **Year around access by private boat to Jetty Island; with a free seasonal ferry service to the island**
- ✓ **Port school program and partnership with Imagine Children's Museum**
- ✓ **Port bus and harbor tours**
- ✓ **EarthCorps volunteer stewardship events**
- ✓ **Event sponsorships**
- ✓ **Public events; (i.e. waterfront concerts and movies, car and art shows and more)**
- ✓ **Capital investments**
- ✓ **Maintenance and repair projects**
- ✓ **Partnerships and outreach**



VISION, MISSION, CORE VALUES

VISION:

The Port's vision is to create quality jobs and support a healthy and attractive quality of life for District residents and businesses. We do this, in part, by investing in a balanced waterfront that improves the region's economy, commerce, community, environment, recreation and supporting high-functioning infrastructure.

MISSION:

Enhancing maritime commerce, jobs and a healthy community

CORE VALUES:

- ✓ Highest ethical standards
- ✓ Honor our commitment to our community
- ✓ High-performers that value the privilege of public service
- ✓ Embrace the richness of a diverse community
- ✓ Responsible stewards of community resources and the environment
- ✓ Dependent and supportive partner

[All values and practices institutionalized from the previous Port of Everett Strategic Plan should continue.](#)

CREATING ECONOMIC OPPORTUNITIES

The Port of Everett contributes to the economic growth and well-being of Snohomish County and Washington State. According to an independent 2016 Martin Associates economic impact report, the Port generates \$4.3 billion annually in economic benefit through its cargo, marina and property businesses. Port activities directly influenced business in five major areas:

- ✓ **Surface transportation: railroad and trucking industries**
- ✓ **Maritime service: marine cargo transportation, vessel operations, cargo handling, long haul barge operators, and government agencies at the local, state and federal level**
- ✓ **Non-maritime tenants: businesses, such as construction and food services, that lease Port land**
- ✓ **Marina services for recreation and boating activities**
- ✓ **Outside consulting service**
- ✓ **Port of Everett employees**



EMPLOYMENT
35,000+

Total direct, induced and indirect jobs are supported by activity at the Port of Everett

13,813
Jobs directly attributed to Port activity

17,770
Indirect Jobs: Industries providing services attributed to Port activity

\$373M
Port activity contributes nearly \$373 million to state and local taxes annually

**Note: The Port of Everett is updating its economic impact study in 2020.*

THE PORT OF EVERETT & WASHINGTON STATE TRADE

The Port of Everett is the second largest port in the state based on dollars of economic output. The Port's customs district supports anywhere between \$21 and \$30 billion in U.S. exports annually; and historically ranks among the 5th largest export port by value on the U.S. West Coast. Its imports were \$4 billion in 2018.

Sixty percent (60%) of all jobs in Snohomish County are tied to trade. The Port, which is the third largest container port in the state, is an integral part of the regional aerospace logistics supply chain. The Port of Everett handles 100 percent of the oversized aerospace parts of the 747, 767 (commercial and military), and 777(X) airplane

programs; and serves as a backup to the 787. Further, the 24/7 deep-water access was a key factor in the ultimate siting of the 777X program in Everett. To continue to support the aerospace industry, and other trade sectors, the Port is investing nearly \$60 million into its Seaport, with plans of nearly \$140 million more over the next 10 years.

STRATEGIC PLAN UPDATE

INTRODUCTION

As the Port's previous 10-year Strategic Plan is on a path for completion, the Port of Everett has determined that updating its Strategic Plan and creating a new road map for the next ten years is necessary to set a planning framework for the changing environment in which we live and operate.

BACKGROUND

The last comprehensive update to this plan was more than ten years ago. Since then, many of the projects in the Port's current Strategic Plan are now complete or nearing completion. There has been terminal and industrial business growth, identification of new projects, and changes in staff and elected leadership. The Port has been, and continues to be, engaged with commissioners, staff, tenants, citizens, stakeholders and community partners to develop a plan that:

- Promotes and protects the balanced waterfront;
- Enables a successful waterfront that balances economic opportunity through a robust working waterfront of Port, Navy and other operations with a destination waterfront and appropriate public access;
- Observes the highest levels of environmental stewardship and appropriate recreational access to facilitate a livable, balanced destination the community is proud of;
- Builds a strong and competitive regional economy;
- Reflects the values and character of our community; and,
- Supports National Security and disaster resiliency.

Ultimately, the Strategic Plan guides how the Port fulfills its mission to the community. The Strategic Plan updates the Port's mission (see page 9), goals, and strategies, and will be embedded in the Port's annual budget development. The Port Commission and staff used the feedback received during the Port's centennial year and meetings with the staff, public and stakeholders in 2019 to create six strategic programs.

Each strategic program will integrate and emphasize environmental stewardship, partnership, innovation and resiliency.

- ✓ **Sustainable Performance**
- ✓ **Seaport Modernization and Industrial Real Estate**
- ✓ **Destination Waterfront, Boating & Recreation**
- ✓ **Economic Development and Transportation**
- ✓ **Outreach and Partnerships**
- ✓ **Environmental Stewardship**

ANNUAL REPORT CARD

Annually, the Port will report on how it is executing against the Strategic Plan.



PLANNING ASSUMPTIONS

In preparing this Plan update, the Port assumes the following over the planning horizon. The Plan may require adjustment over time if these planning assumptions change.

EXTERNAL OPERATING CONDITIONS

- ✓ The Washington State economy remains steady
- ✓ No additional global conflicts
- ✓ Interest rates remain low
- ✓ Oil prices remain steady
- ✓ U.S. currency remains strong
- ✓ Boeing manufacturing remains strong
- ✓ Naval Station Everett remains strong with at least six destroyers
- ✓ The trade war is resolved
- ✓ Tax levy remains steady
- ✓ Population growth by 200,000 residents in Snohomish County

REGULATORY

- ✓ Regulatory timelines and requirements remain uncertain
- ✓ Open water disposal site remains open and Marina dredging continues to be eligible for open water disposal
- ✓ Nation implements low-sulphur fuel standards for maritime industry

PROJECT TRAJECTORY

- ✓ Seaport Modernization continues to work toward a minimum of 1,100-foot berth and deeper draft
- ✓ Port acquires Kimberly-Clark property and warehouse is leased and cargo operations are underway
- ✓ Waterfront Place (Central) continues to build out; Upland expansion begins on the South Docks
- ✓ Marina occupancy remains steady, transitioning to accommodate larger vessels in water
- ✓ Blue Heron Slough is constructed, and credits are being sold
- ✓ Riverside Business Park is complete
- ✓ Bay Wood Industrial Site is complete

SUSTAINABLE PERFORMANCE

STRATEGIC ASSESSMENT

A strong, healthy, and vibrant Port is key to our region's economic health and is accomplished by the Port's triple bottom line providing financially responsible, environmentally sustainable and beneficial community impacts. Through this lens, the potential long-term impact of Port projects, plans, business lines and initiatives are continually monitored and evaluated to ensure that they meet these goals. We strive to have a balanced portfolio that includes projects with a high rate of return, as well as community projects with a lesser rate of return. It is expected that we will continue to focus on the working waterfront as the major source of Port revenue.

STRATEGIC ACTION ITEMS

- ✓ **Develop a strategy toward achieving a goal of a 25% Port-wide operating margin, including administration and employee expenses**
- ✓ **Assess the Port's performance and evaluate business transactions through the context of its triple bottom line: economic, community, and environmental benefit**
- ✓ **The Port will retain and grow its acreage; if land is sold, additional land should be identified to replace the acreage**
- ✓ **Maintain a funding level each year to support maintenance and operation of the more than \$300 million in quality Port infrastructure**
- ✓ **Grow lease income to provide a stable revenue source**
- ✓ **Develop an actionable and affordable plan to integrate and invest in innovation and technology into Port operations to improve efficiency and cost controls**
- ✓ **Plan, execute and budget resources to ensure projects can be delivered in a realistic and timely manner (i.e. program money for permitting and design; use of project management tools)**
- ✓ **Develop an acquisition and implementation plan to ensure viability of the working waterfront (Port of Everett Seaport and Naval Station Everett) in a way that supports compatible uses, land use challenges and encroachment**

STRATEGIC INITIATIVES:

#1
Seaport Modernization

#2
Maritime Industrial Expansion

#3
Creating a new waterfront community: Waterfront Place

#4
Taking care of facilities: Maintenance/preservation

#5
Develop sustainable marina operations

#6
Industrial Economic Development

#7
Other projects

SEAPORT MODERNIZATION & INDUSTRIAL REAL ESTATE

STRATEGIC ASSESSMENT

The region's businesses benefit from the Port's deep-water access to its marine terminal facilities that provide the flexibility, infrastructure and responsiveness desired by our customers. In addition, the marine terminals serve as a critical piece of the supply chain logistics for the aerospace industry and other local businesses. The Port's recent investments in the South Terminal and acquisition of two, 100-foot gauge container cranes will allow for the pursuit of larger vessels and additional maritime cargo to support growth in Snohomish County. The Port's facilities are recognized in state statutes as facilities of statewide significance (RCW 47.06.140) due to the value of the marine terminals to the entire state. Accordingly, they must be protected and enhanced to support the growing community. Maintaining existing Port terminal facilities and equipment necessitates a long-term strategy to support and enhance current operations. The development and acquisition of industrial lands in Snohomish County should drive greater demand for the international shipping infrastructure, and development of such lands will be complimentary with the Port's Seaport operations.

STRATEGIC ACTION ITEMS

- ✓ **Ensure proper commodity pricing to achieve a goal of a 25% operating margin**
- ✓ **Plan and develop a capital program that creates a minimum of an 1,100-foot berth at the South Terminal with deeper draft**
- ✓ **Develop a site plan for the former Kimberly-Clark property; put the site back into productive maritime use**
- ✓ **Identify land available for strategic acquisitions or public-private development opportunities supporting off terminal cargo handling**
- ✓ **Increase rail utilization by collaborating with tenants, customers and partners**
- ✓ **Initiate a sustainable short-sea shipping business for non-aerospace cargoes**
- ✓ **Pursue Strategic Seaport Designation from the Department of Defense**
- ✓ **Recruit and plan for infrastructure investments necessary to support a shipyard capable of supporting the Navy, commercial and other state and federal entities**
- ✓ **Expand Foreign Trade Zone and marketing efforts to promote and facilitate economic development outside the Port District**
- ✓ **Continue to identify aging infrastructure in the Seaport facilities and recapitalize in a financially viable way and timeframe; each project should contain a market analysis, business plan and return on investment before it is funded**
- ✓ **Update the Marine Terminals Master Plan to include the acquired portion of the former Kimberly-Clark mill property while maintaining the Port's well-established Seaport niche as a high and heavy, breakbulk/bulk operating port**



DESTINATION WATERFRONT, BOATING & RECREATION



STRATEGIC ASSESSMENT

The Port of Everett's Waterfront Place area situated between 10th and 18th Streets along West Marine View Drive is an emerging waterfront destination. As a vital component of a vibrant balanced waterfront, the intent is to provide access to the water, living wage jobs, boating facilities, and recreational amenities on the waterfront. This strategy is to unify the marina and surrounding property as one economic unit to create a sustainable and unique commercial, recreation and residential community. The new community is pedestrian-oriented and takes full advantage of its attractive and livable waterfront and recreational boating setting. It also supports the final phases of the Port's goals to become a state-of-the-art regional yacht sales and services center. The Port has a significant history of providing waterfront public access improvements, including through the long-standing and creative use of the Port Commission's two percent for Public Access Policy. Appropriate public access opportunities must be integrated within the overall context of community plans, public safety, and Port needs.

STRATEGIC ACTION ITEMS

- ✓ **Partner with the private and public sector to complete the buildout of the Waterfront Place Central project as envisioned and approved in the Final Planned Development Overlay that provides a return on investments**
- ✓ **Develop and implement a customer service, technology, amenities and facilities plan to support visiting boaters**
- ✓ **Develop a brand strategy to support slipholders and visitors**
- ✓ **Identify funding or partnership opportunities to renovate the interior of the Weyerhaeuser Building and return it to productive public use**
- ✓ **Develop and start to implement a Master Plan to revitalize Waterfront Place South, connecting Port Gardner Landing to Marina Village with additional development opportunities**
- ✓ **Working with the private sector, expand tourism amenities at the waterfront, including, but not limited to, boat rentals, harbor tours, whale watching, fishing charters, boat shares, and other non-motorized land and water rentals**
- ✓ **Update the Jetty Island Management Plan to allow for limited commercial uses on the island during Jetty Island Days**
- ✓ **Continue to allow for, and promote, public events and activities at the waterfront in a financially sustainable manner that is appropriately balanced with available space**
- ✓ **Continue to identify aging infrastructure in the Marina facilities and recapitalize in a financially viable way and timeframe; each project should contain a market analysis, business plan and return on investment before it is funded**
- ✓ **Utilize Port capital to stimulate leases and buildouts**



ECONOMIC DEVELOPMENT AND TRANSPORTATION

STRATEGIC ASSESSMENT

Per State law, economic development is a core function of ports in Washington state, including the Port of Everett. Three key pieces of economic development of concern for the Port of Everett and Snohomish County relate to transportation improvements, freight mobility and quality of life. Each year, the Port of Everett develops a 5-year Capital Improvement Plan that balances the various needs, desires and economic interests in Snohomish County. In the next 10 years, the Port will continue to plan for and develop projects that create regional job centers throughout the county in appropriate locations, facilitate the flow of commerce, as well as provide and enhance the Everett waterfront as a place for our citizens and guests to enjoy.

STRATEGIC ACTION ITEMS

- ✓ **Develop a revenue diversification plan for each of the Port's three business lines and consider expansion into non-traditional business lines to generate additional revenue and allow the Port to weather various economic situations and variables**
- ✓ **Conduct an economic value study and legal assessment of expanding the Port District boundaries beyond our current footprint to be better positioned to bring value and economic opportunities to other parts of the county**
- ✓ **Partner with the Cascade Industrial Center in Arlington/Marysville in a mutually beneficial way to promote economic development and job growth in the north county area**
- ✓ **Partner with the U.S. Army Corps of Engineers, other river users and project partners to address maintenance needs of the lower Snohomish River Navigation Channel and boat launch while providing for Jetty Island beach nourishment to support commerce, recreation and the environment**
- ✓ **Participate and advocate in regional transportation funding efforts and projects to ensure freight mobility needs are being properly addressed**
- ✓ **Explore partnerships to enhance transportation options to improve connectivity of Port facilities to other areas by land and water**

OUTREACH AND PARTNERSHIPS

STRATEGIC ASSESSMENT

Accountability and transparency are critical components necessary to build public confidence and support the Port in its effort to bring the community better economic and quality of life opportunities. Port activities are complex and involve a myriad of business, government, tribal, labor force, environment, and community interests. The Port recognizes that much of its success relies on meaningful outreach and community engagement to all its constituents and stakeholders, so they understand the “why” as well as the “what” the Port is doing and the “how” it operates. This includes government-to-government relationships with the Tulalip Tribes and other treaty tribes. The Port will continue to invest in a robust outreach program with the various stakeholders in Port finances, plans, operations and projects so the community understands the why, what and how of Port operations.

STRATEGIC ACTION ITEMS

- ✔ **Continue to advocate and improve regulatory framework, and communicate the benefits of, a balanced Everett waterfront that values both the working waterfront, recreational waterfront and quality of life**
- ✔ **Continue to develop a deeper relationship with the community by illustrating the value the Port provides in the economy, community and environment through a variety of in-person, print, digital, and technological tools**
- ✔ **Maintain and enhance a variety of communication tools to reach diverse audiences, such as user-friendly website, social media, print and in-person communications**
- ✔ **Conduct a community assessment on the Port’s effectiveness in communicating to its constituents; and develop a public involvement plan to address any deficiencies**
- ✔ **Develop and foster strong intergovernmental relationships and partnerships with the cities, county, tribes, state and federal agencies, as well as their elected officials and trade associations to promote economic development**
- ✔ **Continue to identify and seek grant funding and legislative changes individually and collectively to enhance the implementation of Port priorities and initiatives**
- ✔ **Continue to promote education outreach opportunities, apprentice programs, job shadows and internships to ensure a strong workforce into the future**



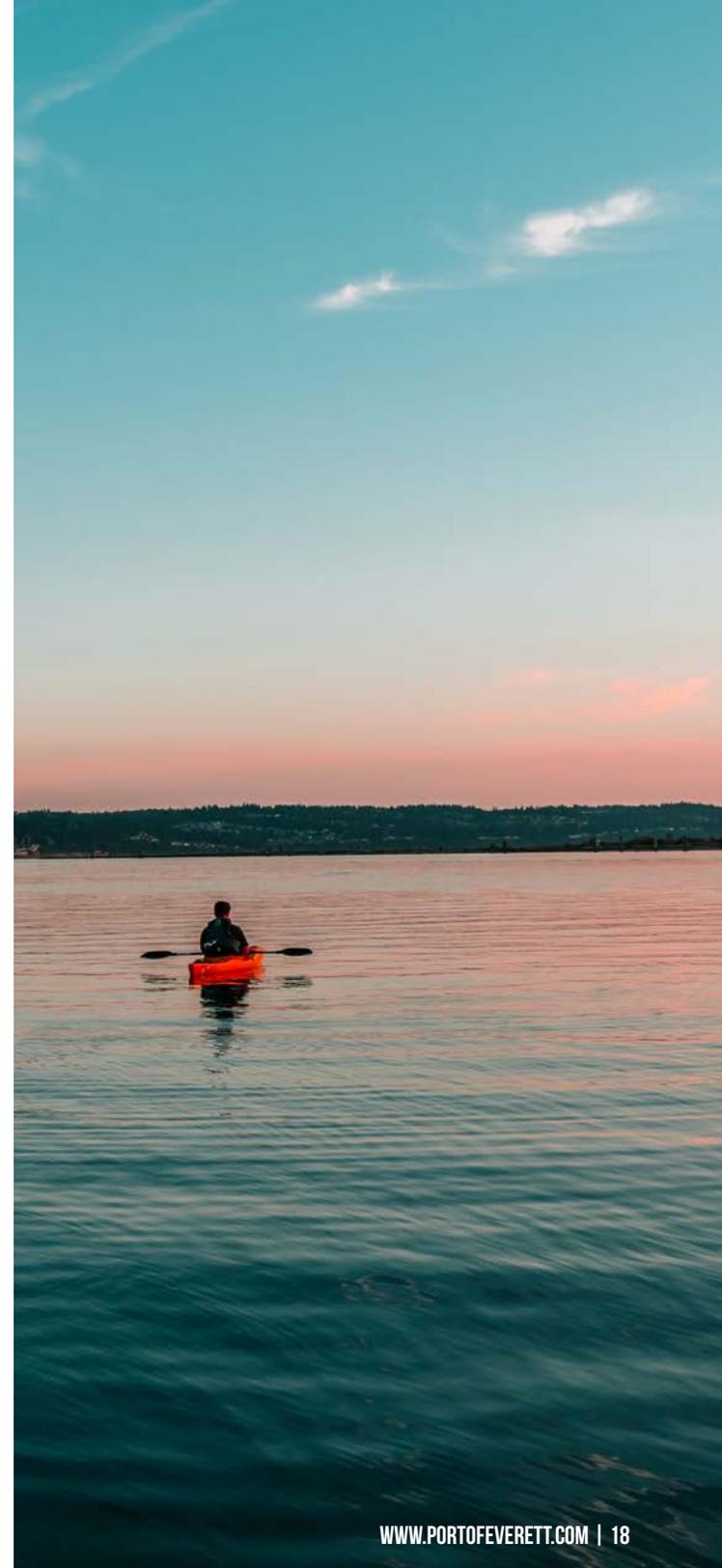
ENVIRONMENTAL STEWARDSHIP

STRATEGIC ASSESSMENT

The Port integrates environmental stewardship in all aspects of its operations, plans, initiatives and projects. As stewards of the land, waterfront, and marine environment, the Port is committed to revitalizing and restoring historically contaminated lands and water, protecting and enhancing water and air quality, restoring and protecting valuable wildlife habitat and implementing environmental programs that reduce the impact of our footprint. The Port is also committed to incorporating environmental resiliency planning into our operations, plans and projects to anticipate possible catastrophic events.

STRATEGIC ACTION ITEMS

- ✔ **Partner with Kimberly-Clark and the regulatory agencies to ensure the former mill site is healthy and usable for industrial uses**
- ✔ **Complete and recover costs from potentially liable parties for the Port's Puget Sound Initiative cleanups, with emphasis on the Weyerhaeuser Mill A Cleanup, to stimulate cleanup and economic development by putting the historically contaminated property into heavy industrial use in a way that supports modern cargo operations, national security and disaster resiliency efforts**
- ✔ **Permit the Blue Heron Slough project for wetland mitigation credits and aggressively market the bank to third parties for both wetland and fish mitigation credits**
- ✔ **Incorporate resiliency into all plans and projects to address external threats such as man-made or natural disasters, recovery plans, infrastructure needs to address rising seas, and increased storm strength**
- ✔ **Continue and enhance participation in environmental programs and initiatives that improve air, water, and land health and minimize energy use, including working with tenants**
- ✔ **Identify opportunities to revise current operations to reduce carbon footprint**





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