

**STRATEGIC PLAN (refresh) 2022 – 2025**

<p><b>Mission:</b> <i>Why we exist</i>  <i>Build shared prosperity for the region through travel, trade, economic development</i></p>	
<p><b>Vision:</b> <i>The ultimate objective we contribute to</i>  <i>A prosperous region, where quality jobs, multi-generational wealth, and access to markets are equitable and shared</i></p>	
<p><b>Guiding principles:</b> <i>The lens and accountability measures through which we view our work</i></p> <ul style="list-style-type: none"> <li>▪ Environmental Leadership</li> <li>▪ Equity</li> <li>▪ Financial Responsibility</li> <li>▪ Safety</li> </ul>	<p><b>Values:</b> <i>The expectations we hold ourselves to</i></p> <p><b>Leadership</b></p> <ul style="list-style-type: none"> <li>▪ We partner to create equitable economic growth maximizing benefits for Black, Indigenous, people of color, low-income communities, and people living with disabilities.</li> <li>▪ We innovate and take informed risks to engineer big change.</li> <li>▪ We are humble and learn from our mistakes.</li> </ul> <p><b>Inclusion</b></p> <ul style="list-style-type: none"> <li>▪ We acknowledge and actively work to dismantle institutional racism.</li> <li>▪ We value our people and empower teams.</li> <li>▪ We listen first, encourage diverse community voices, and integrate perspectives.</li> </ul> <p><b>Service</b></p> <ul style="list-style-type: none"> <li>▪ We partner with communities.</li> <li>▪ We provide extraordinary customer service.</li> <li>▪ We are stewards of our environment.</li> </ul>
<p><b>Strategies:</b> <i>What we keep doing even after we walk away from a tactic</i></p>	<p><b>Objectives:</b> <i>Choices and results we hold ourselves accountable to – drives decision making and use of resources</i></p>
<p>Deliver an exceptional experience to everyone who travels and works at PDX.</p>	<ul style="list-style-type: none"> <li>▪ Recover from the COVID-19 pandemic by improving customer service and rebuilding air service.</li> <li>▪ Build an airport for the future that reflects our regional character and cultural diversity – welcoming, universally accessible, friendly to all.</li> <li>▪ Improve resilience, efficiency, and environmental performance.</li> </ul>

<p>Advance movement of goods and services to market</p>	<ul style="list-style-type: none"><li>▪ Ensure efficient market access for regional shippers by growing T-6 and PDX as primary cargo gateways.</li><li>▪ Expand equitable access by connecting Oregon businesses and people to international markets through optimizing international flights, marine carrier connections and overseas offices.</li></ul>
<p>Build quality jobs, generational wealth, and access to capital through equitable and inclusive economic development</p>	<ul style="list-style-type: none"><li>▪ Leverage our business to expand quality jobs.</li><li>▪ Fuel business formation and growth for makers, manufacturers and developers through innovative partnerships.</li><li>▪ Increase access to capital in equitable real estate development.</li></ul>
<p>Be an equitable and inclusive culture</p>	<ul style="list-style-type: none"><li>▪ Increase gender and racial diversity at all levels of our workforce.</li><li>▪ Ensure our decision-making processes, tools, systems are designed with an equity lens.</li><li>▪ Ensure inclusive and equitable treatment and opportunity in employment-related programs, policies, and practices.</li><li>▪ Accelerate our learning culture through education, pilot programming, and sharing.</li></ul>