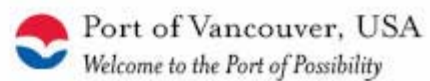


PORT OF VANCOUVER, USA



2017

STRATEGIC PLAN



INTRODUCTION

Port of Vancouver USA is an economic engine to the southwest Washington region. The port provides quality jobs, international trade connections, a strong industrial land base and economic stability by producing revenue to our state and local services.

Through the Columbia River and efficient national rail and road systems, the port connects our community to the global marketplace – a key factor in bringing community prosperity to Clark County.

In planning for the future, the port's focus includes strategic capital investments that keep our facilities in step with today's trade and industry demands by developing new maritime, industrial and transportation facilities.

Our future also relies on efficient management of port facilities, commitment to environmental stewardship, and collaboration with our community and our local government partners.

The port's strategy strives to ensure longevity of economic diversity and funding through a sustainable, healthy mix of cargo, tenants and revenue generation.

The Strategic Plan outlines the port's focus through the year 2017, and highlights the goals and milestones that will mark our success. The Plan identifies the strategic focus of the organization to support the mission and vision. The projections are meant to stretch the organization.

VISION

“A premier port that is globally recognized and well capitalized with state-of-the-art facilities, infrastructure and service providing accountable economic benefit.”

MISSION

The Port’s mission is to ‘provide economic benefit to our community through leadership, stewardship and partnership in marine and industrial development.’

CORPORATE VALUES

We, at the Port of Vancouver, have certain values that are important to us and which we demonstrate in our planning, our actions, and our treatment of others. These values demonstrate the following:

INTEGRITY

Integrity is a character trait. It is the willingness to do what is right even when no one is looking. It includes certain moral traits such as **COURAGE** (doing what is right even at a personal cost), **HONESTY** (dealing truthfully with one another, our customers and the community), **RESPONSIBILITY** (recognizing our duties and accomplishing them well), and **ACCOUNTABILITY** (we do not shift blame to others or take credit for the work of others). Basically, it means **DOING THE RIGHT THING** even when it hurts, embarrasses us, or makes us look bad.

PROFESSIONALISM

We know our job and go about doing it efficiently and well. Our goal goes beyond merely doing the job for the moment, but looking also for continuous improvement and innovation... the ability to think and act creatively and not respond by saying “We have always done it this way...” As professionals, we understand the need for communication and teamwork, respect for our teammates, and taking responsibility in following through with what we say we would do. A professional adds value to everything (s)he is involved in.

RESPECT

We show consideration and value for others, exercising courtesy not only with our customers and tenants, the community, but also among ourselves. Respect is mutual. While supervisors respect the value of each person under their supervision, each person also should respect the responsibility the supervisor has to support the goals that the organization must accomplish to fulfill its mission and vision.

PARTNERSHIP

We work with others, and we seek to work with them well. This includes our customers, our tenants, our community, our labor force, and those who work within the same organization. Through partnerships and teamwork, the whole is greater than the sum of the parts. As a team, we communicate with each other and work together towards our common mission, vision and goals while supporting our community’s quality of life.

ACHIEVEMENT

This is the bottom line we strive to attain. It is vitally important that we achieve the corporate goals that we set and while doing so, we serve the taxpayers of our port district, our community, our region, and even our nation.

OPERATIONAL VALUES

LEADERSHIP

Leadership means setting the example. It means accountability and accepting responsibility. Leadership also means internal and external management excellence. Good leadership fosters a climate of teamwork, openness and mentoring while promoting growth and opportunities.

QUALITY STAFF

The Port of Vancouver believes its staff is its most important asset. We retain quality personnel and encourage their professional development. We recognize and reward our employees for being creative, resourceful and productive.

WORK ENVIRONMENT

Our professional work environment is both satisfying and rewarding, giving recognition and credit appropriately and frequently. We value all staff and customers for their contributions regardless of their position within the organization. A positive work environment promotes trust and leads to success.

COMMUNITY INVOLVEMENT

We support and improve the community where we live, work and our children grow. We strive to be good citizens locally and globally, exhibiting ethical integrity in the global marketplace.

SAFETY

The Port believes each employee should be provided a safe and healthy work environment and be adequately trained to perform tasks assigned to them. Each employee is responsible for practicing safety and health rules and for reporting accidents, injuries and unsafe conditions.

SECURITY

Security means protecting employees, tenants, visitors, our neighbors and the environment. Security also means safeguarding assets and resources. We promote awareness and are proactive in minimizing risks and maintaining a high level of security.

“CAN DO” ATTITUDE

This attitude means a dedication to excellence; a desire for continuous improvement and innovation toward accomplishment and performance. It is embodied in our daily activities and decisions to improve processes, achieve savings, and enhance customer service. We anticipate and fulfill customer needs while understanding the boundaries established by the tax paying public.

ENVIRONMENTAL VALUES

The Port of Vancouver believes that environmental stewardship and economic development can co-exist. We take a proactive approach to managing our natural resources and minimizing our impact on the environment. The following values outline this commitment:

INTEGRATED DECISION MAKING

Incorporate environmental costs, risks, impacts and benefits into our business choices, operating decisions, and facility planning. Promote a corporate culture where environmental stewardship is demonstrated by the way we do business.

SUSTAINABILITY

Sustain our natural resources through the protection of our air shed, lands and water. Build strong relationships with our community, stakeholders, customers, and suppliers for the benefit of the environment. Conserve energy and maximize the use of sustainable resources in the construction and operation of facilities and delivery of our services

POLLUTION PREVENTION

Prevent new sources of contamination on Port property through best management practices and continued improvement of our environmental programs. Efficiently remediate clean-up sites to the benefit of the environment and for future industrial use and job creation. Work with tenants to help emphasize the importance of environmental stewardship and the Port's commitment to sound environmental practices.

COMPLIANCE

Meet or exceed regulatory requirements in the construction and operation of our facilities and delivery of our services.

STRATEGIC GOALS

MAXIMIZE MARINE BUSINESS AND DEVELOPMENT

The Port of Vancouver's mission to provide economic benefit through marine development requires increased cargo diversity, and modern berthing facilities, with state of the art technology, equipment with the capacity to handle today's diverse cargoes, adequate transit storage, room for expansion, and maximum efficiencies in cargo movement through the terminals.

Long term contracts, terminal upgrades and a focus on near dock covered storage over the years have supported cargo growth to its current levels. Focus over the next few years include increasing efficiencies of throughput by reducing dwell times and minimizing number of times cargo is handled within the Port facilities.

The development of new, rail served marine terminals is essential to growing the economic benefits to our community over the next 10 years. These lands provide the opportunity to add over 550 acres of marine development.

MAXIMIZE INDUSTRIAL BUSINESS AND DEVELOPMENT

With the Port's access to road, rail and river transportation, industrial properties continue to attract new business to the region and provide a variety of opportunities for existing customers to expand and/or become more efficient both creating new jobs and greater economic benefits. Industrial warehouse space continues to be either nearly or completely leased driving the need for new shovel ready properties.

Over 110 acres of undeveloped industrially zoned land is in Port ownership. These properties are in various stages of entitlement thus providing for a sustained growth of new industrial businesses to the community. These industrial businesses require skilled labor which results in a relatively high number and well paying jobs. Recent studies by Martin & Associates show 75% of these employees live in Clark County and 60% live within the City of Vancouver.

DEVELOP AND PRESERVE MULTI-MODAL TRANSPORTATION ACCESS

The Port of Vancouver's unique location in proximity to river, road and rail transportation has been, and remains, vital to supporting and maximizing marine and industrial business. Increased velocity and capacity for marine cargoes and supporting access and capacity for industrial businesses are achieved through 1) a deeper and maintained river channel and river frontage at and near the port terminals, 2) greater access and capacity on the surface connectors to the interstate system and on the interstate system, and 3) improved competitive unit train access and capacity to, from and on the mainline rail system and within the internal rail network.

GENERATE AND SUSTAIN DIVERSIFIED REVENUES

The Port's primary revenue goal is to maintain diversified operating revenues to promote the Port's long-term sustainability and economic base. To accomplish this, the Port enters into long-term leases for marine and industrial properties, diversifies its marine cargo mix, and generates new sources of revenues through business ventures that are aligned with the Port's mission. These strategies help keep the Port's operating revenues stable from possible short-term fluctuations in any of its various revenue sources. The Port also strives to maximize the use of property tax receipts to fund acquisition or construction of long-term capital assets.

KEY INITIATIVES

COLUMBIA GATEWAY

Develop Columbia Gateway to add 350 acres of marine terminals, 85 acres of heavy industries, and rail infrastructure to support new and existing facilities.

Balance environmental stewardship with marine and industrial development by creating over 540 acres of habitat and mitigation on Parcels 4 & 5 and maintaining nearly 100 acres of riparian areas, eagle management areas, and buffers on Parcel 3.

Acquisition of right-of-way is necessary for the alignment of rail access to Columbia Gateway Parcel 3 and to support switching activities for existing Port tenants. These rail improvements are vital to support future growth of marine and industrial properties.

WEST VANCOUVER FREIGHT ACCESS

Rail cargo volumes are projected to double by 2025. This increase in rail volumes creates significant congestion on mainline capacity. In addition, the Port of Vancouver anticipates increasing its rail volumes from 43,000 rail cars per year up to 160,000 rail cars annually.

The Port must construct the West Vancouver Freight Access Project, a dedicated Competitive Access Unit Train Facility, to support the tripling of rail car capacity required to support its marine and industrial developments. In addition, by constructing a dedicated rail access to the gorge east/west line will result in a 40% reduction in delays in 2025 as compared to 2005. This project also supports the Washington State Department of Transportation's Vancouver Bypass Project.

The West Vancouver Freight Access Project will increase the Port's existing rail infrastructure from 89,232 track feet currently, to over 230,000 track feet by the end of 2010, providing unit train ingress and egress with direct connection to the Fallbridge Subdivision for the BNSF Railway Company and the I-5 corridor for the Union Pacific Railroad.

DEVELOPMENT OF PARCELS 6, 7 AND 8

This assembly of light industrial and open space properties will result in approximately 100 acres of light industries and 165 acres of enhanced habitat in the Vancouver lowlands. The industrial zoned lands require permitting, filling and development of infrastructure. The habitat site has been included in a habitat mitigation bank consisting of several properties within Clark County.

ACQUISITION OF ALCOA AND EVERGREEN

Acquire 218 acres of underutilized heavy industrial waterfront properties for redevelopment. These properties have the potential to support over 1,900 jobs and create increased economic benefit by creating functional marine terminals.

Portions of these properties are necessary for the alignment of rail access to Columbia Gateway Parcel 3 and to support switching activities for existing Port tenants. These properties are vital to support future growth of marine and industrial properties.