



PORT OF VANCOUVER USA STRATEGIC PLAN 2025 ANNUAL REVIEW

March 24, 2026

UPDATES ON ACCOMPLISHMENTS
FOR SUBSTANTIALLY COMPLETED
STRATEGIES



Port of Vancouver USA
3103 NW Lower River Road
Vancouver, WA 98660

360-693-3611
info@portvanusa.com

COMMUNITY GOALS

GOAL: STRENGTHEN COMMUNITY OUTREACH AND COMMUNICATION

PURPOSE: To support transparency and maintain strong mutual communications with neighborhoods and the community

STRATEGY: *Increase opportunities to engage the community in mutual discussions and provide education about port activities, including port tours and the lecture series*

- In partnership with Kiggins Theater, hosted a three-part port lecture series that highlighted “Discover Treasure in Astoria: the Columbia River Maritime Museum” by Captain Bruce Jones, Executive Director, Columbia River Maritime Museum and U.S. Coast Guard (Ret); “Lightning Round: An Update on Port Projects and Activities” by port staff; “The Fascinating World of Washington State’s Public Ports” by the Eric ffitch, Executive Director, WPPA. The public lecture series has now included 31 speakers over the past 10 years. Over 400 attendees participated in the series in 2025.

- Conducted the fifth year of the Community Fund program, providing \$10,000 in total funding to four recipients:
 - The Historic Trust and Providence Academy Small Business Incubator—The Historic Trust received \$2,500 for the inaugural year of its small business incubator program. Port funds helped support monthly lease rates for local small businesses that are ready to take the next step in their growth and lease office space in the Academy building.

 - Vancouver Bee Project—The Vancouver Bee Project works to support bees, hummingbirds and other pollinators by creating native plant habitats. The group received \$2,500 to support the second annual pollinator festival in June at Marshall Park. Fourth Plain Forward matched port funds to further support the public festival. The festival contributes to the local economy by providing a showcase for vendors and suppliers that support pollinators and strives to educate on the importance of environmental health to economic vitality.

 - Ke Kukui Foundation—The Ke Kukui Foundation received \$2,500 for a second year from the port in support of the 4 Days of Aloha festival. Port funds supported cultural workshops featuring master practitioners from Hawaii who

shared music and traditional artistic practices with attendees. With 17,000 attendees and 400 workshop participants, the festival is a regional tourism draw supporting hotels, restaurants and businesses in downtown Vancouver.

- Vancouver Arena Project and Vancouver Go-Fest—The Vancouver Arena Project received \$2,500 in support of its third annual Pokémon Go-Fest in Esther Short Park this summer. The festival is a regional tourism draw, and organizers utilize a passport centered on having participants visit 12 or more businesses in downtown Vancouver. The Vancouver Pokémon community is one of the largest in the world with 6,000 registered players. Attendance in 2023 was 1,500 and last year 4,000 players participated.
- For its 2025 award consideration, the Community Fund received 17 applications requesting a total of \$90,000.
- Provided ten public tours, with over 400 participants. These tours filled up within days of release.
- Provided more than 23 tours to elected officials, state and federal agency and consulate representatives, community leaders, trade associations, educational and industry partners.
- Sponsored and participated in various community events to educate the community about the port's work. These included the Columbia Springs Annual Dinner and Auction, MLK Breakfast, Fruit Valley Movie Night, National Night Out, Hispanic Heritage Dinner and the Clark County Fair where 265,000 individuals visit each year including thousands of attendees from the port district.
- Sponsored the Historic Trust's Fourth of July Celebrate Freedom event to increase visibility of the port and its role in the history and heritage of Vancouver.
- Port employees and volunteers put together over 250 bags of toiletries and other items for the seafarers that arrive at the Port of Vancouver.
- Port employees donated school supplies for the Foundation for Vancouver Public Schools' supply drive.

STRATEGY: *Use a variety of mediums, including social media, to reach a wide and diverse audience about port programs and activities*

- Redesigned the port website to provide a more secure and engaging experience for the public.
- Our Port Report video earned over 33,000 views in 2025 – a record for this annual state-of-the-port presentation. Viewers were taken inside the port with this vivid video to gain an understanding of port accomplishments across its marine, industrial and Terminal 1 operations. The strong interest in this learning tool is driven in part by the port’s ongoing social media presence.
- Increased social media presence on a variety of platforms:
 - Facebook – 7,472 followers (7% increase)
 - LinkedIn – 12,428 followers (16% increase)
 - Instagram – 2,712 followers (18% increase)
 - X (formerly Twitter) – 3,446 followers (-1% decrease)
- Conducted a community digital ad campaign focused on creating awareness of the port’s contributions to the community targeted to people within the port district, producing 3.75 million ad views that resulted in 18,200 new website visits – a 57% increase in site traffic from the previous year.
- Our Holiday Card video earned more than 190,000 impressions and 28,000 video views with more than 600 likes and 400 shares.
- Worked proactively to maintain good relations with print, broadcast and digital media, resulting in fair, positive coverage of commercial milestones, community outreach efforts, grant funding successes, environmental innovations, Terminal 1 developments, state legislative funding and more.
- Increased presence on LinkedIn to educate and engage relevant industries.
- Created bi-monthly Labor Roundtable reports.
- Sent *Community Report* spring and fall newsletters to roughly 100,000 port residents.
- Created and distributed two *Solstice* newsletters covering port’s environmental efforts.
- Created and delivered quarterly POV e-newsletter to community officials and stakeholders.

- In partnership with C-TRAN, the New Year’s Eve campaign received 297,500 total impressions, with a 98% rate of complete viewings. Clark County Fair received 44,300 video views with a 98% rate of complete viewings. Audio streaming spots for both campaigns resulted in more than 96,400 views. The campaigns are aimed at keeping people safe by offering free use of public transit to/from the fair and during the holiday.
- C-TRAN Clark County Fair campaign, which included CEO Julianna Marler, resulted in 44,000 video views with a 98% rate of complete viewings.
- C-TRAN New Year’s Eve campaign, which included Community Relations Manager Julie Rawls, resulted in 297,500 total impressions, with a 98% rate of complete viewings. Audio streaming spots for both campaigns resulted in more than 96,400 views.

GOAL: BUILD PARTNERSHIPS TO ADVANCE AND COMMUNICATE SHARED GOALS

PURPOSE: To embrace common community goals and leverage the effectiveness of partnerships

- Contracts and Procurement team developed and implemented a digital campaign, working alongside External Affairs, aimed at expanding outreach to a wide range of contractors and suppliers, resulting in 575,00 views and 8,600 clicks.

STRATEGY: *Create a program by which port commissioners, leaders, and staff discuss opportunities, port goals, and progress with partners, including port tenants, labor organizations, municipalities, tribes, non-profit organizations, neighboring ports, educators, and the business community*

- Port Chief Economic Strategy Officer participated in the City of Vancouver Economic Development Strategy Community Leaders Steering Committee. In April 2025, Vancouver City Council adopted the city’s first-ever, Five-Year Economic Development Strategy. In alignment with the city’s core values of sustainability and resiliency, and livability, the Strategy is designed to help support economic growth and address growing disparities within the community.
- Port leaders participated in the WPPA Tax Increment Financing Working Group.
- Community Relations Manager served as featured presenter at neighborhood association meetings throughout the port district, giving overview of port operations and highlighting upcoming initiatives.

- Port leadership organized and conducted tours for WSDOT Secretary Julie Meredith and City of Vancouver Leadership, WSU faculty and students, Leadership Clark County Youth Summit, and port family members.
- POV led collaboration efforts with other Clark County ports for meetings to develop joint legislative priorities.
- Port leadership met on a regular basis with members of the ILWU to provide project and commercial updates and solicit feedback.
- Port commissioners regularly attended twice-monthly Labor Round Table meetings to provide updates about port projects and job opportunities.
- Director of Procurement and Administrative Services spoke at the WPPA New Commissioners Seminar on Procurement 101.
- Director of Procurement and Administrative Services was an active member of the WPPA Port Procurement Group and Procurement Policy Subgroup.
- Continued participation with the Women in Maritime Operations Association. The Port Industrial and Maritime Sales Manager took a leadership role in organizing a meet and greet with Cascadia Tech Academy Maritime Technology students, participated in tours of Tidewater barges, the Dredge Oregon, UGC Terminal, and several lunch and learn events. The port continues to promote participation in this group through various channels.

STRATEGY: *Pursue opportunities to share port knowledge and resources with community partners to advance shared goals*

- Port staff served in leadership positions in the WPPA and the Pacific Northwest Waterways Association in areas of Environmental, Finance, Governmental Affairs, Contracts and Procurement, Economic Development and Public Outreach.
- Port staff continued its leadership role in relaying cyber information and alerts to the WPPA, The Columbia River Steamship Operators' Association, and the Pacific Northwest Waterways Association.
- Worked with The Rotary Club of Vancouver, Association of Washington Business (AWB), Washington State University (WSU), American Association of Port Authorities (AAPA), Columbia River Economic Development Council (CREDC), East Vancouver Business

Association, Greater Portland Inc, Vancouver's Downtown Association, Visit Vancouver WA, Interstate Bridge Replacement Project (IBRP) and Merchants Exchange.

GOAL: IMPLEMENT THE VISION OF A DESTINATION WATERFRONT AT TERMINAL 1

PURPOSE: To create an iconic destination that honors the port's birthplace, serves as a gateway to the state, creates access to the Columbia River, and promotes tourism and economic development

STRATEGY: *Build a public marketplace on the Columbia River*

- Completed in-water slope grading and commenced the reconstruction of the Terminal 1 dock, installing 199 steel piles during the in-water work window.
- Started pile cap work and completed pre-cast panel fabrication for the Terminal 1 dock.

STRATEGY: *Create a financially independent business model at Terminal 1 by securing long-term partnerships to support the operating and capital costs*

- Advanced work on philanthropic fundraising RFP for the Terminal 1 public market.

STRATEGY: *Support public enjoyment and tourism through activities such as river cruises and events at Terminal 1*

- ZoomInfo moved into their new world headquarters and Lincoln Property Company are nearing completion of the 440 West Apartments at Terminal 1.
- Advanced a \$22.5 million EPA Clean Ports grant which includes shore power at Terminal 1.
- Coordinated with river cruise partners to ensure shore power specifications and proposed locations were consistent with industry standards.

STRATEGY: *Explore partnerships in arts, culture, and history interpretation*

- Engaged with community philanthropists and other partners on advancing art installations and historical interpretations at Terminal 1.

GOAL: PROVIDE TRAILS AND PUBLIC ACCESS OPPORTUNITIES ON PORT PROPERTIES

PURPOSE: To provide opportunities for the community to experience and connect with habitat, waterways, and other natural amenities on port property

STRATEGY: *Identify opportunities and events to increase public access on port property*

- Partnered with the City of Vancouver to provide support for events such as fun runs and outdoor concerts on the waterfront.

STRATEGY: *Seek funding opportunities to expand the Renaissance Trail as well as the portside trail system*

- Commenced construction of Renaissance Trail Segments 4 and 5, also known as the Lower River Road bike/pedestrian path. Construction of the trail segments is anticipated to be completed in 2026.

ECONOMIC DEVELOPMENT GOALS

GOAL: SUPPORT LOCAL EFFORTS TO MAINTAIN AN ADEQUATE SUPPLY OF COMMERCIAL AND INDUSTRIAL REAL ESTATE

PURPOSE: To attract businesses seeking to locate and create jobs in our community

STRATEGY: *Work with the Columbia River Economic Development Council and other partners to identify and seek consensus on a minimum available land supply to support a reasonable expansion of the job sector, and further define the port's longer-term role in maintaining that inventory*

- The port's Economic Development team participated in City of Vancouver Comprehensive Planning Working groups to ensure that the port and maritime industry continue to be represented in those conversations.
- Port staff actively participated in the Lands for Job Committee at CREDC, helping them complete an update of the Clark County Employment Lands Analysis.

STRATEGY: *Recommend a 20-year land use strategy that includes key properties that would help to achieve long-term port and community economic goals*

- Continued to utilize the 20-year POV Employments Lands Strategy and the priority project list.

STRATEGY: *Support development of shovel-ready sites within the port district with the necessary and appropriate infrastructure, including broadband and utilities*

- The port continued to support initiatives and legislation to provide funding for planning and entitlement work on key employment sites, including those at the port.

STRATEGY: *Take an active role in participating in regional economic development efforts and be a vested stakeholder with partner organizations*

- Port staff served actively in key leadership roles within the community such as the

Greater Vancouver Chamber Board; the Columbia River Economic Development Council's Executive Committee; the Greater Portland Inc. Board, the Washington Economic Development Association; and co-chaired the WPPA Economic Development Committee.

- Port Chief Economic Strategy Officer worked with the CREDC Board to ensure a smooth transition of leadership and onboarding of the new President.

GOAL: TAKE A LEADERSHIP ROLE IN SUPPORTING REGIONAL, MULTI-MODAL TRANSPORTATION AND IMPROVING FREIGHT MOBILITY

PURPOSE: To capitalize on the port's reputation as a knowledgeable and experienced entity with a clear public purpose role that can provide leadership in the community on key transportation and freight mobility issues

STRATEGY: *Convene key stakeholders to address specific issues of concern regarding freight mobility that directly impact the port and its tenants, including river, road, and rail*

- Port staff took a leadership role in convening freight mobility stakeholders in both Washington and Oregon to advocate for freight mobility, especially as it related to high, wide and heavy cargo, and the Fruit Valley Freight Access and Safety Improvement Project.
- Worked with the City of Vancouver in updating their green building code.
- The port applied for large state and federal grants including Maritime Administration (MARAD) (PIDP request for the Berth 9 project), FEMA and the WA Department of Ecology (Ecology). The port was awarded \$3.9 million for a Terminal 4 polishing system grant from Ecology. The port also received a FEMA Port Security Grant Program Award of \$465,000 for cameras.

STRATEGY: *Support and track regional discussions on issues such as the I-5 Bridge, commercial surface transportation and impacts on local roads, and regional access*

- Continued in an active leadership role with the IBRP by having a seat on the Executive Steering Group, Freight Working Group, and Public Affairs Committee.

- Continued a visible and pro-active leadership role to ensure that freight mobility and access to the Terminal 1 location were included in every design option for the new bridge.
- Continued work with the IBRP team to ensure that design elements of the new bridge would be compatible with the design of the future Terminal 1 dock and public market.
- Provided written comments outlining the port's interests and considerations during the U.S. Coast Guard's review of the IBRP's Navigation Impact Report. The U.S. Coast Guard issued a revised decision, allowing for a fixed span design with the port's preferred vertical navigation clearance of 116ft above the Columbia River Datum.

STRATEGY: *Work with sister ports, advocacy groups, and associations to ensure continued operations and maintenance of the Columbia River channel*

- Worked closely with Army Corp of Engineers and sponsor ports (Vancouver, Longview, Kalama, and Portland) to complete permitting (NEPA/SEPA/ROD) for the Channel Maintenance Program.
- Built a state and federal coalition to support Columbia River Channel Maintenance to address increased costs to participating Washington ports of \$85 million over the next 10-20 years (double what was originally expected).

STRATEGY: *Work with local, state, and federal elected officials and agencies to support and promote the importance of freight mobility*

- Port staff served on the Board for the Coalition of America's Gateways and Trade Corridors (CAGTC).
- Port staff continued to take an active leadership role in the High Wide and Heavy Corridor project.

GOAL: SUPPORT THE DEVELOPMENT OF A SKILLED WORKFORCE TO ALIGN WITH REGIONAL NEEDS AND INCREASE JOB OPPORTUNITIES ACROSS THE PORT DISTRICT

PURPOSE: To meet the workforce needs of our region and to provide family-wage jobs and training opportunities

STRATEGY: *Meet with port tenants to discuss workforce challenges, apprenticeship, and training opportunities*

- Port Economic Development Specialist coordinated the tenant outreach program, focusing in part on assisting with workforce development needs.

STRATEGY: *Partner with local colleges, high schools, skill centers, and vocational training programs to support education and workforce development, particularly for manufacturing and trade jobs*

- Continued a comprehensive internship program with partners from WSU- Vancouver, Cascadia Tech Academy, Texas A&M and SUNY Maritime College. In 2025, the port hosted:
 - Two Maritime interns (Texas A&M and SUNY Maritime College)
 - Contracts intern (Cascadia Tech Academy)
 - Finance intern (Future Leaders Project)
- Partnered with Cascadia Technology Academy and the Vancouver School District to advance their first ever Maritime Technology program, which welcomed their first cohort of students in the fall of 2025 at the Port of Vancouver's 1501 Building.
- Promoted WSU Vancouver, Clark College, Workforce Southwest Washington, Partners in Careers, and K-12 workforce opportunities with tenants and partners through various channels.
- Continued involvement in the Future Leaders Project, mentored a Carson College of Business student, and provided tours and shadowing opportunities for students.
- Hosted an accounting summer intern, helping develop the next generation of accounting professionals and strengthening the governmental accounting talent

pipeline in Clark County. The internship provided meaningful learning opportunities for the student while creating value for both the organization and the broader profession.

- Hosted annual Take Your Child to Work Day event, with over 50 children and grandchildren of port employees getting a close-up view and hands-on experience of the multiple trades and career paths at the port and in the maritime industry.

STRATEGY: *Support apprenticeship and vocational training opportunities for port public works projects*

- Continued Apprenticeship Utilization Requirement in public works projects.

STRATEGY: *Establish an apprenticeship program for port trade employees*

- Brought on two new laborer apprentices through the port's apprenticeship program in the spring of 2025. In addition, hired a full-time laborer from the previous apprenticeship class in January of 2025.

ENVIRONMENTAL GOALS

GOAL: PROTECT AIR QUALITY, WATER RESOURCES AND LAND MANAGED BY THE PORT THROUGH DELIBERATE AND PROACTIVE EFFORTS IN ALL ASPECTS OF THE PORT'S OPERATIONS

PURPOSE: To ensure the port is protecting regional environmental quality

STRATEGY: *Develop a Climate Action Plan through analysis of internal programs and policies, regulatory and voluntary emission programs and best practices, consistent with the port's commitment to sustainability*

- Reached the first of three implementation timelines outlined in our Climate Action Plan.
- The port administration building renovation project included multiple climate-friendly and sustainable features:
 - Replaced natural gas-powered HVAC units with electric
 - Upgraded select lighting with LED lights and associated occupancy sensors
 - Installed fully recyclable carpet
 - Installed windows with increased insulation and bird-safe overlay; and
 - Updated roof to increase the thermal resistance against energy loss
- Advanced the port's Climate Action Plan by deploying four battery-electric vehicles (three for Security and one for Facilities), eliminating an estimated 18–22 metric tons of CO₂ annually and reducing fuel and maintenance costs by approximately \$20,000 per year.
- In 2025, the port received three Ford F150 Lightning electric trucks, bringing the total to nine electric trucks in the port fleet.
- The EV Charging Project continued through 2025 with the installation of additional vehicle charging infrastructure. In total the project will include 12 Level II and 3 Level III chargers at maintenance, security, terminal operations, and the administrative building.

- As we electrify more and become less dependent on fossil fuels, it's important to remember there is still greenhouse gas associated with our region's electricity generation. Therefore, each year we offset 100% of the greenhouse gas associated with the electricity we use through renewable energy certificates generated at wind farms in the regions to which we ship wind components. This not only supports our commitment to the climate but also supports our mission of economic development.
- Reducing waste sent to landfill, reduces methane production from landfills (methane is a powerful greenhouse gas). One example of how we are reducing waste is by chipping all woody debris associated with port maintenance to be used as mulch for landscaping purposes.

STRATEGY: *Implement storm water management practices that include innovative strategies to protect water quality, such as targeted treatment media, enhanced Grattix boxes and floating treatment wetlands*

- Completed 100% design for the Ecology-funded Terminal 4 Stormwater Project which will improve port stormwater quality through the installation of a polishing system on Terminal 4. Ongoing programs and efforts in stormwater management resulted in particulate levels that are below Ecology benchmarks.

GOAL: MAINTAIN THE PORT'S SUSTAINABILITY PROGRAM TO ENSURE THAT PORT OPERATIONS ARE BASED ON ECONOMIC, ENVIRONMENTAL AND SOCIAL VALUES

PURPOSE: To promote sustainable practices in port operations

STRATEGY: *Maintain Sustainability Program and ensure all departments are represented on Sustainability Committee*

- Continued to use the Sustainability Program as the overall guide for the port's environmental and sustainability efforts, using input from every port department on ways to exceed goals and promote understanding and buy-in from port employees.
- Presented the annual Sustainability Program report to the Board of Commissioners in May 2025, including updates from all operational areas of the port. All annual sustainability reports are made available to the public on the port's website.

STRATEGY: *Integrate the goals of the port's Sustainability Program into other planning documents, such as the Annual Budget and Comprehensive Scheme of Harbor Improvements*

- Continued to integrate the Sustainability program goals into all aspects of the port's operations, including the Climate Action Plan and Annual Budget.
- Published a *Drinking Water Quality Report* that was provided to water system users.

GOAL: STRENGTHEN COMMUNITY CONNECTIONS BY ACTIVELY ENGAGING WITH OUR ENVIRONMENTAL STAKEHOLDERS

PURPOSE: To build partnerships, support regional initiatives and share port expertise

STRATEGY: *Develop an outreach program to discuss environmental stewardship at the port*

- Provided field trips and tours to various organizations and community groups where the port's programs and innovations in environmental stewardship were discussed and shared.
- Created and distributed the summer and winter *Solstice* newsletters dedicated to providing environmental updates and information.
- Provided environmental content for other newsletters distributed by the port (including community newsletter, tenant newsletter, and Terminal 1 newsletter).
- Shared and forwarded social media posts from partners and stakeholders to promote Stormwater Partners for SW Washington.

STRATEGY: *Work with partners to create ecological benefit and improved operating and permitting efficiencies*

- A new Industrial Stormwater General Permit was issued by Ecology in January of 2025, which covers a large portion of the port. Changes to this new version of the permit have kept us busy with requirements to cover even more areas of the port under the permit,

dumpster coverage requirements, increased training and assisting tenants who are now required to apply for coverage.

- Completed the draft Environmental Impact Statement in coordination with the other Lower Columbia River (LCR) ports and the Corps for the Columbia River Channel Dredge Management Maintenance Plan.
- Reached a critical milestone in cleaning up sediment contamination left behind by the previous landowner. The port has entered an Agreed Order with Ecology to remediate the remaining sediment contamination; reducing the ecological impact and paving the way for the next user of the site to keep that property in productive use. The Agreed Order lays out a path for the port to lead and accelerate the sediment cleanup to restore the Terminal 5 shoreline. Cleanup is anticipated to be performed in two phases beginning in Fall 2026.
- Continued to work in collaboration with Vancouver Bee Project to develop two trial bee habitat areas at the port. An area of the port's Mitigation Bank property and a slope of the Terminal 4 stormwater pond were planted with a pollinator seed in 2024 to support the needs of pollinators.

STRATEGY: *Establish regular communications with tribal entities*

- Continued the practice of meeting on a regular basis with tribal partners to share information on projects.
- Work with Yakama Nation to advance cleanup projects on port property under cooperative participation agreements.

STRATEGY: *Seek ways to improve the stewardship of our industry and region by sharing knowledge and technology*

- Establish a monitoring plan for Per- and Polyfluoroalkyl (PFAS) substances.
- We continued providing nesting gourds for Purple Martins to aid in the success of the species, we expanded our nesting gourd colony and added pre-nesting material to all gourds, resulting in a record 92 hatches in 2025.
- Participated as active members of the Vancouver Lake Technical Advisory Group.

- Shared environmental knowledge and technology with other ports through staff and leadership involvement with the Environmental Committees of AAPA and WPPA.
- Participated as an active participant in the Clark County Stormwater Partners Working Group.
- Participated in the WPPA Stormwater Working Group which discussed implementation of the new Industrial Stormwater General Permit.

MARINE/INDUSTRIAL BUSINESS GOALS

GOAL: PURSUE OPPORTUNITIES THAT UTILIZE THE PORT'S PROPERTY AND INFRASTRUCTURE INVESTMENTS TO CREATE JOBS AND SUPPORT THE ECONOMY

PURPOSE: To capitalize on infrastructure investments and capacity of the port's marine terminals to support jobs and economic growth

STRATEGY: *Emphasize and increase marketing efforts to pursue innovative business opportunities and renewable, clean energy projects*

- Successfully coordinated the receipt and delivery of 101 Vestas wind energy blades without incident, creating over 2,225 receipt and delivery longshore hours.
- Began construction on the Vancouver Bulk Terminal (VBT). The facility will bring 2.5 million tons of soda ash to the port, using innovative solutions to reduce the ecological footprint. Bentonite clay operations ceased in February of 2025 and copper concentrate operations ceased in August.
- VBT and the port's investment includes:
 - Redevelopment of Terminal 2, Berth 7
 - Enhanced rail service, new enclosed storage and conveyance
 - Modern and efficient ship loading design
 - Expansion of the rail premises
- The port had a major role in securing the necessary approvals from Ecology and our robust oversight has maintained a compliant and well-executed project.
- The dock repair project is nearing substantial completion on time and without a major hitch.
- Continued working with a developer to construct new light industrial developments on port property.

STRATEGY: *Increase marketing efforts to pursue business opportunities that increase cargo volumes, maximize utilization of port assets and achieve revenue goals*

- United Grain Corporation's elevator exported an all-time record of 6.2 million metric tons of U.S. grains, marking a 5.4% increase from 2024 - shipping corn, wheat, soybeans, and sorghum to 13 countries across 3 continents. The port grew its share in the US export market for these products from 4.6% to 7.9%. The port successfully managed the receipt and delivery of over 200,000 mt of export scrap steel, over 100,000 mt of import steel commodities, over 46,000 mt of import aluminum, and over 65,000 Subaru autos.
- The port has created state of the art layberth facilities by implementing projects such as the Berth 17 Upgrades Project and Berth 13/14 Civil Improvements Program. Our facilities and security teams have played a key role in enabling multiple lay-berth vessel operations through the delivery of critical utility installations and coordinated services. We are on the radar for MARAD and Military Sealift Command and we see continuous interest in our layberth facilities.
- We successfully secured a year-long contract with Military Sealift Command for the USNS Watkins.
- The port served as the gateway for a major project, requiring support to move a complex mixture of cargo sizes which included direct-to-barge and truck loadout operations. This was the culmination of the port coordinating various stake holders in the High, Wide & Heavy coalition to make this a win for the port and the entire river system.
- Continued to exceed 98% occupancy rates in the port's industrial programs.
- Coordinated with External Affairs in conducting direct-mail marketing to targeted potential customers.
- The port nearly met our operating revenue goal in 2025. Importantly, we managed expenses to start off strong in 2026.
- Successfully continued to market the port's 24/7 security program to customers, tenants, and shipping companies seeking to do business with the port.
- Completed our 8th annual U.S. Coast Guard Audit with 100% in-compliance on inspection of port policies, procedures, and perimeter security operations.

- Received U.S. Coast Guard approval for the port's Facility Security Plan's five-year update.

GOAL: ENSURE THE PORT'S CARGO PORTFOLIO IS DIVERSIFIED BY LEVERAGING RESOURCES TO RESPOND TO CUSTOMER NEEDS AND MARKET DEMANDS

PURPOSE: To provide a diverse cargo portfolio that ensures financial resiliency and maintains business continuity for customers

STRATEGY: *Extend contracts with existing customers and tenants*

- Zero port rail infrastructure failures resulting in derailments.
- Amendment and extension with NW Packing. This amendment includes a 5-year extension.
- Achieved 5-year extensions with Commodities Plus and Glen Dimplex.

STRATEGY: *Develop an understanding of global markets and reinforce strong relationships with customers to ensure the port can adapt to market conditions and competitively attract new cargo opportunities*

- Completed Subaru 10-year lease extension through 2040.
- Continued in-person, national and international business visits with existing and prospective customers.
- Continued liaison with local, regional, and state level economic development organizations to maintain strong relationships and to monitor changing regional and national conditions.
- Routinely met with industrial market experts to monitor changes in regional industrial markets.

STRATEGY: *Market business and incentive programs, including Foreign Trade Zone to existing and potential businesses*

- Received approval to establish the first non-port Tenant Foreign Trade Zone subzone with Cornell Pump Company LLC.

STRATEGY: *Conduct study of port operational capacity to handle high and heavy cargo and roll-on/roll-off cargo*

- The port remained active in work to continually improve the route for high and heavy cargo.

GOAL: CONTINUE TO PLAY A KEY ROLE IN MAINTAINING NAVIGABILITY OF THE COLUMBIA RIVER SYSTEM, INCLUDING BERTHING SYSTEMS, ANCHORAGE, TURNING BASINS AND THE SHIPPING CHANNEL

PURPOSE: To ensure long-term accessibility to a navigable waterway that supports the size and depth of cargo ships, barge traffic and leisure cruises within the port's market sectors

STRATEGY: *Work with industry associations, policy makers and elected officials at the local, state, and federal levels to continue supporting the critical role of navigation for international trade and the regional economy*

- Port CEO Marler served on Board of Directors for AAPA, representing the North Pacific Ports.
- Provided critical real estate expertise for the Columbia River Channel Maintenance sponsor ports, which is necessary to ensure continued maintenance of the Columbia River with access to system's dredge spoils areas.
- Achieved competitive rail access fees, making us more attractive and competitive for new business and current customers.

GOAL: SUPPORT GROWTH AND ECONOMIC OPPORTUNITIES FOR EXISTING TENANTS AND STRENGTHEN OUTREACH

PURPOSE: To continually strengthen the business partnership and communication with port tenants to support their growth and contribution to jobs and prosperity for our region

STRATEGY: *Act as a resource and regularly reach out to existing tenants to assess business, workforce and facility needs and to provide support for opportunities*

- Port Economic Development Specialist coordinated the tenant outreach program, including various partners to learn more about our tenant needs, and to assist them in a wide range of resources for business growth and continuity.
- Continued to recruit port tenants to join the port tenant cybersecurity network, the Maritime Transportation System Information Sharing and Analysis Center (MTS- ISAC).
- Continued contact with tenants to review current and future requirements to ensure port's expansion efforts are in line with the needs of tenants.

STRATEGY: *Establish quarterly tenant events with informational speakers and a platform for networking*

- Conducted two tenant events with opportunities for networking. Topics included Terminal 1, Environmental program, resources and outreach, I-5 bridge replacement, terminal development, terminal security, public utility resources, staffing opportunities, commercial development and a presentation from members of Vancouver Bee Project about supporting natural habitats and preservation efforts for pollinators.

STRATEGY: *Provide regular communications with current tenants and points of contact with port staff*

- Hosted tenant holiday networking event offsite with attendance numbers that exceeded the number in previous years.
- Hosted the summer Waterfront Appreciation event for port tenants, stevedores, and longshore union partners.

FINANCIAL GOALS

GOAL: STRENGTHEN THE PORT'S FINANCIAL SUSTAINABILITY

PURPOSE: To ensure long-term fiscal stability that provides the ability to provide economic benefit to the community and the region

STRATEGY: *Pursue business opportunities that increase cargo volumes, maximize utilization of port assets, and achieve revenue goals*

- Created a diverse revenue base that resulted in operating revenues of approximately \$50 million in 2025, driven by a range of activities across its maritime terminal operations and by leases within its industrial/commercial property.

STRATEGY: *Develop tools to analyze and report the financial viability of the movement of individual commodities*

- Continued to refine reporting tools and provide quarterly reports to leadership.
- Continued the practice of evaluating all financial tools for each new business opportunity considering current market conditions and interest rates, the port's 10- year financial forecast, and revenue projections.
- Continued an internal process to create financial models for various economic scenarios to stress test the port's financial viability and ability to respond to a variety of market conditions.

STRATEGY: *Support a diverse revenue base through tax, industrial, marine, commercial, and grants, when strategically appropriate*

- Successfully generated approximately \$50 million in operating revenues, including \$31M from marine terminal operations and \$13 million from industrial and commercial leases.
- Marine focused operations were again the port's largest source of revenue. Overall

commodity volumes decreased by 0.6% YOY in 2025, totaling 7.449 million metric tons of goods that moved through the port's marine terminals. Export volumes increased by 0.5% from the prior year to 6.882 million metric tons, while imports dipped by 12.3% to 567,290.

- Maintaining its role in exporting grain to communities around the globe, a longtime port tenant handled more than 6.27 million metric tons of corn, soybeans, sorghum, and wheat. This activity accounted for a majority of the 66,619 railcars that moved through the port. The port saw 339 vessel calls in 2025, a 16.3% decrease from the prior year. Preparations for adding soda ash to the port's commodity mix, another key U.S.-sourced mineral used in everything from healthcare to clean energy applications, continued in 2025. In 2026, the port will be a major global gateway for soda ash.
- Evaluated each grant opportunity to determine the cost benefit impact for the port and the potential to provide the necessary matching funds.

STRATEGY: *Continually improve the precision of the port's ten year operating and capital forecast with key informative metrics*

- Continued to advance programs to integrate the port's various data systems that will allow for the development of metrics, reporting tools, and data for decision making.
- Updated forecasts each quarter using key metrics and market information to more precisely anticipate and react to market and industry fluctuations.
- Completed the port's 16th consecutive clean audit.

GOAL: DEVELOP AND COMMUNICATE A LONG-TERM STRATEGY FOR THE USE OF PROPERTY TAXES AND DEBT FINANCING POLICIES AND TOOLS

PURPOSE: To understand the use of property taxes and other financial solutions in the port's long-term financial strategy

STRATEGY: *Develop a strategy to address debt financing options, including general obligation bonds, revenue bonds and other financing tools*

- Secured key financing, strengthened long-term cash flow forecasting, and delivered a balanced 2026 budget aligned with our strategic priorities.

- Maintained a strong financial position through disciplined financial management and treasury oversight. The port ended 2025 with approximately \$81.7 million in cash and investments, providing strong liquidity to support capital projects and strategic initiatives.
- Managed \$13.8 million in property tax revenues and coordinated financial oversight for federal and state grant funding supporting strategic infrastructure and environmental initiatives.
- Secured State legislature funding of \$150,000 for substation planning to meet future power needs.
- S&P Global Ratings affirmed the port’s credit rating at AA- with a positive outlook. This reflects S&P’s recognition of the port’s strong financial position and the substantial benefits of non-operating tax revenue, which enhance our credit stability and operational resilience. It underscores the sound financial management and proactive measures undertaken by our team and regional stakeholders to ensure the port’s success.
- Provided strong advocacy and education regarding the Tax Increment Financing legislation to port’s statewide as they continue to take advantage of this economic development tool in their region.
- Advanced a financial strategy and supported a Long-Term General Obligation Bond issuance for property acquisition and T1 Dock construction, leveraging Tax Increment Area revenues to secure and structure long-term financing aligned with the Port’s capital investment priorities.

GOAL: DEVELOP A ROLLING 20-YEAR COMPREHENSIVE, SCHEDULED MAINTENANCE PLAN TO MAXIMIZE OPERATIONAL CAPACITY, EFFICIENCY AND LIFE EXPECTANCY OF PORT ASSETS

PURPOSE: To adequately project maintenance costs to protect the value of the port’s investments, minimize unexpected interruption of the performance of facilities and inform future financial analysis

STRATEGY: *Continue to expand uses of technology to develop tools to support maintenance and management of port assets*

- Performed advanced planning and implementation readiness for the Port's ERP transformation from Microsoft Dynamics SL to Microsoft Business Central, laying the groundwork for improved financial integration, data governance, and enterprise reporting capabilities.
- Continued utilizing an offsite disaster recovery site to ensure restoration of data under emergency situations.
- Standardized the development of Commission agenda materials by establishing clearer guidance and detailing the review process for departments, improving consistency, reducing revisions, and strengthening alignment with leadership.
- Maintained continuity of key organizational operations during the use of temporary administrative office location and remote work, ensuring commission meetings, administrative processes, and internal coordination continued smoothly while supporting departments across the organization.
- Continued advancing major infrastructure and development initiatives, with approximately \$61 million in construction-in-progress projects supporting terminal improvements and long-term industrial and waterfront development.
- Completed over 80 formal competitive solicitations supporting major port capital and operational projects, including projects like our Terminal 1 Dock Replacement, Berth 5 Maintenance, dredging work, and multiple facility improvements, while maintaining strong compliance, documentation, and coordination across departments.
- Developed and implemented enhanced contractor safety responsibility criteria in port construction contracts, incorporating Washington Labor & Industries safety records into the procurement process to strengthen contractor accountability and reinforce safety expectations on port projects.
- Served as the bridge between revolving regulatory requirements and delivery of projects, translating funding and contracting rules into compliant agreements that enabled departments to move projects forward.
- Developed a compliance plan for the new State Clean Buildings Act.
- Implemented railcar storage agreement with a class I rail company.
- Finished digitizing a significant number of records to allow the port to turn Records room into needed office space.

- Enhanced Port of Vancouver USA's cybersecurity efforts to defend the port against cyberattacks.
- Continued to strengthen the port employee cybersecurity training program.
- Continued to improve the port's infrastructure efficiency by using monitoring tools to detect issues on the network.
- Completed another year of implementing the repair and replacement plan for port assets. The annual work items are identified as part of the budget process and included as separate capital projects in the annual budget.
- Continued an oil dispensing system in port's mechanic shop.
- One on-the-job injury resulting in lost time in 2025. The port's goal is zero.

ORGANIZATIONAL GOALS

GOAL: RECRUIT AND RETAIN TALENTED AND DIVERSE STAFF WHO SUPPORT EFFECTIVE INTERNAL AND EXTERNAL COMMUNICATIONS, CONTINUOUS IMPROVEMENT AND INNOVATION OF PORT BUSINESS AND SERVICE TO THE COMMUNITY

PURPOSE: To ensure continuity and institutional knowledge of port operations, programs, and markets in the implementation of its mission

STRATEGY: *Develop a training and leadership program that aligns port goals and employee growth*

- Implemented KPA Flex training platform for HR compliance and leadership training.
- Completed safety training and review of the Asbestos, Outdoor Heat Exposure, Wildfire Smoke, Personal Protective Equipment, Safety Recognition plans.
- Implemented the Employee Navigator benefits platform for electronic open enrollment and employee self-service.
- Sponsored one port director to attend the AAPA leadership training series.
- Sponsored port participation on the AAPA Professional Development Board.
- Sponsored a port manager to participate in Leadership Clark County.
- Various port leaders took an active role in working with the executive director at Leadership Clark County (on various committees) to support the program, resulting in continued participation in developing the current and future class leaders.
- Onboarded new commissioner leveraging partner organizations for minimal disruption and a smooth transition.

STRATEGY: *Actively promote employee diversity*

- Initiated the Port Culture Committee to ensure positive organizational culture and a welcoming work environment for all.
- Strengthened teams through additional cross-training, succession planning and internal staff development, ensuring we have the depth needed for the future.
- Attract, maintain and support a strong port team by negotiating a very favorable benefits renewal package for our employees. Moved to a self-service enrollment and streamlined health providers.
- Experienced many retirements in 2025. HR continues to attract great candidates that turn into great new employees.
- Completed organization-wide I-9 audit.

GOAL: ENSURE ALIGNMENT OF KEY PORT PLANNING DOCUMENTS

PURPOSE: To effectively communicate and ensure alignment of port priorities

STRATEGY: *Align key documents to reflect new Strategic Plan*

- Used the Strategic Plan as the guiding document for planning documents such as the Climate Action Plan as well as incorporation into the mid-year and annual review process for employees.

STRATEGY: *Annually review and update core planning documents to reflect best management practices and statutory requirements*

- The Business Continuity and Resiliency Plan (BCRP) was reviewed, updated, and distributed to all departments to ensure current information and continuing awareness around preparedness.

GOAL: ANALYZE RISKS AND DEVELOP A PLAN FOR BUSINESS CONTINUITY, RESILIENCY AND DISASTER RECOVERY

PURPOSE: To be prepared for disruptive events and trends and be able to chart the quickest road to recovery to restore normal operations

STRATEGY: *Finalize emergency preparedness plan and develop comprehensive training program for staff*

- Conducted regular and frequent cyber training and phishing drills and tests for all port staff.
- Continued to implement a mass notification system that allows the port to send text messages and alerts to employees in emergency situations.
- Port staff actively participated in the Great Washington Shakeout, an earthquake drill demonstrating commitment to emergency preparedness and enhancing their readiness and response to potential earthquakes.