



# PORT OF VANCOUVER USA STRATEGIC PLAN 2023 ANNUAL REVIEW

MARCH 26, 2024

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](mailto: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 the Port three-lecture series that highlighted the work of the Columbia River Bar Pilots; a Marine and Commercial outlook; and an overview of the state of Washington as a trade juggernaut. Overall, the lecture series drew an attendance of 500.
- Conducted the third year of the Community Fund program, providing funding to three recipients:
  - Vancouver Farmers Market - \$2,500 to continue its Market Assistance program for free booth space and training to non-traditional and marginalized entrepreneurs. In its pilot phase in 2022, the program served 10 new businesses that generated \$26,400 in revenue during 34 selling days.
  - WHY Community - \$2,500 to support approximately 100 free registrations for a variety of community runs and fitness events held during the year. These events brought 15,000 people to the Vancouver community and generated over \$5 million in local economic activity. Port funds were used to provide free registrations for children, veterans, cancer survivors and other at-risk groups.
  - Foundation for Vancouver Public Schools –\$5,000 for Career and Technical Education at Hudson’s Bay High School. Students worked with industry professionals to build a chicken coop and construct a tiny home, learning all aspects of construction including electrical, plumbing, and HVAC. Port tenant CalPortland donated concrete for use in the project.
- Provided ten public tours, with over 450 participants
- Provided more than 20 tours to elected officials, state and federal agency representatives, community leaders 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, BooVille, National Night Out, and Hispanic Heritage Dinner, providing outreach to an estimated 3,000 participants in and outside of the port district.
- Sponsored the inaugural event of the Hispanic Metropolitan Chamber of Commerce
- Sponsored the Historic Trust's Picnic in the Park 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 raised over \$600 to purchase school supplies for the Foundation for Vancouver Public Schools' supply drive
- Port employees made a presentation at the Columbia River Maritime Museum about the work of the Port of Vancouver

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

- Increased social media presence on a variety of platforms:
  - Facebook – 6,309 followers (6.9% increase)
  - LinkedIn – 7,447 followers (49.5% increase)
  - Instagram – 1,955 followers (31.4% increase)
  - Twitter – 3,608 followers ( -1.3% decrease)
- Created the Port Report video that was featured on the port's website and social media sites. The video was also distributed to members of the Greater Vancouver Chamber of Commerce and other organizations, resulting in over 21,000 views.
- Conducted a community ad campaign with print ads in the Columbian and Vancouver Business Journal, and a digital ad campaign producing 1.4 million views that resulted in 6,500 new website visits – a 46% increase in site traffic from the previous year.

- Worked proactively to maintain good relations with print, broadcast and digital media resulting in fair, positive coverage of commercial success, community outreach efforts, Terminal 1 developments, TIF progress, state legislative funding and more.
- Increased marketing and outreach to potential port customers and tenants utilizing LinkedIn with both a paid ad campaign targeting industry decision makers and a non-paid “organic” social thought leadership strategy
- Attended four neighborhood association meetings each month to report on port news
- Created bi-monthly Labor Roundtable reports
- Created and distributed the Community Report spring and fall newsletters to more than 100,000 port resident audiences
- Created and distributed two Solstice Reports covering port’s environmental efforts
- Reestablished quarterly POV e-newsletter to community officials and stakeholders
- Ran commercials on TVW and Comcast including 486 television spots and 10,161 “pre-video” acknowledgements of the port
- C-TRAN New Year’s Eve campaign, which included Port CEO Marler, resulted in 39,437 video views, with a 97% rate of complete viewings.

**GOAL: BUILD PARTNERSHIPS TO ADVANCE AND COMMUNICATE SHARED GOALS.**

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

**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 leaders were featured as presenters and trainers at the Washington Public Ports Association (WPPA) Spring and Annual Conferences. Topics included Tax Increment Financing, Small Works Legislation, and Community Outreach.
- 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
- Provided tours and presentations to a variety of groups including: (Steamship operators, Bar Pilots, others?)
- Participated in the Women in Maritime Operators Lunch and Learn program to share information about the Port of Vancouver and the opportunities for women in the maritime industry
- Participated in the Women’s Transportation Seminar to share information about the Port of Vancouver and promote leadership in the industry

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

- Port staff served in leadership positions in the Washington Public Ports Association and the Pacific Northwest Waterways Association in areas of Environmental, Finance, Governmental Affairs, Economic Development and Public Outreach
- Port staff took a leadership role in relaying cyber information and alerts to the Washington Public Ports Association, The Columbia River Steamship Operators’ Association, and the Pacific Northwest Waterways Association
- Worked with Rotary, AWB, WSU, AAPA, GPI, Visit Vancouver, Interstate Bridge Replacement Project 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.*

- Successfully secured environmental permits for the T1 dock replacement that allowed the port to begin work in a timely way within the in-water work window
- Managed the demolition of the 112-year-old existing Terminal 1 dock and the removal of nearly 1,000 old wooden piling.

- Worked with state legislative leaders to secure a capital budget appropriation of \$3.5M for the T1 dock, the largest capital appropriation in the state for the 2023 legislative budget

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

- Began preliminary work in exploring options for creating a foundation as well as a non-profit entity to help fund and operate the Terminal 1 Marketplace
- Participated in the celebration of the “top out” construction milestone of the LPC buildings on Blocks A and C

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

- Worked with the City of Vancouver, Visit Vancouver, and other partners to create a tourism master plan which includes a shared vision for river cruises in Vancouver. Created a scope of work for conducting an economic impact study regarding this line of business, to be administered by Port of Vancouver and Visit Vancouver in 2024.

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

- Assisted Lincoln Property Company in distributing its public art RFP to art organizations in OR and WA

**GOAL: PROVIDE TRAILS AND PUBLIC ACCESS OPPORTUNITIES ON PORT PROPERTY.**

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

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

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

- Secured grants from the Regional Transportation Council for the design and construction of the Renaissance Trail Segments 4 and 5, also known as the Lower River Road bike/pedestrian path

# 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 several Comprehensive Planning Working groups to ensure that the Port and maritime industry is represented in those conversations
- Port CEO Marler and Commissioner LaBrant served on the Columbia River Economic Development Council's Executive and Directors Committees to guide the CREDC's work and support the implementation of its strategic plan goals
- Port staff actively participated in the Lands for Job Committee at CREDC

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

- Completed the 20-year strategy and will be refreshing the project list and confirming the priorities late spring 2024.

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

- The port continues 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 stake holder with partner organizations.*



- Port staff served actively in key leadership roles with the Washington Economic Development Association; the Greater Vancouver Chamber Board; the Columbia River Economic Development Council's Executive Committee; the Greater Portland Inc. Board, and co-chaired the WPPA Economic Development Committee
- Sponsored the 2023 Greater Portland Economic Summit
- Worked with partners to update the port's Economic Impact Report to better reflect changing market conditions and provide more timely dashboard reports

**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.*

- The Port's Economic Development Director took a leadership role in convening freight mobility stakeholders in both Washington and Oregon to advocate for freight mobility, especially as it related to wind energy, spud barges, and the Fruit Valley Freight Access and Safety Improvement project
- Port staff continued to take an active leadership role in the High Wide and Heavy Corridor project
- Worked with the City of Vancouver to come up with appropriate approach to warehouse code amendments
- Applied for a PIDP grant to advance Berth 8/9 improvements and sought funding to support port electrification and improved access to Terminal 5

**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 Interstate Bridge Replacement Program (IBRP) by having a seat on the Executive Steering Group, Equity Advisory Group, Freight Working Group, and Climate Technical Working Group
- Port leadership championed the strong advocacy to advance the design options in the Modified Local Preferred Alternative (LPA) and preserving freight mobility access for the entire region
- Assumed a visible and pro-active leadership role to ensure that freight mobility and access to the Terminal 1 location was included in every design option for the new bridge
- Began work with the IBRP technical group to ensure that design elements of the new bridge would be compatible with the design of the future Terminal 1 dock and marketplace

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

- Port staff continued to serve in a leadership role of the Lower Columbia River Channel Maintenance Program
- Port of Vancouver initiated a process with sponsor ports to create a jointly funded consultant position to serve as the primary advocate and liaison with the Army Corps of Engineers on critical projects, funding levels, and legislation

**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.*

- Successfully restarted 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.*

- Created a comprehensive internship program with partners from WSU-Vancouver, Clark College, Texas A&M Maritime Academy, SUNY Maritime College, and Massachusetts Maritime Academy. In 2023, the Port hosted:
  - Three Maritime interns
  - Economic Development intern
  - Human Resources intern
  - Information Technology intern
- Partnered with Workforce Development – for 11/14 Commission Meeting Workforce Partnership Update Workshop
- Promoted Washington State University Washington-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, Mentoring for the Carson College of Business, DECA Program Judging, hosting VSD interns, and providing tours and shadowing opportunities for students and groups.
- Hosted largest ever 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.*

- Implemented the third year of the port’s apprenticeship program for port public works projects. Since the inception of the program in 2021, the port has issued 15 project solicitations with the Apprenticeship Utilization Program goals. Of these:
  - 7 projects are complete
  - 4 projects are in the close-out stage, pending verification of labor hours
  - 6 projects have apprenticeship hours reported through the Department of Labor and Industries but did not meet the project goal set
  - 2 projects met or exceeded the project goal set
- Port Procurement Services Manager worked with a statewide coalition to help shape legislation for apprentices on public works projects. This effort will continue into 2024
- The Port’s Procurement Services Manager served as the representative for all Washington state ports on a statewide committee that created groundbreaking, consensus-based legislation to revise state law regarding small works rosters. This legislation streamlined the contracting process for agencies and made it easier for smaller businesses to bid on projects. The legislation also established additional training and access programs for diverse and disadvantaged businesses.

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

- Hired two laborers and one operating engineer in the Facilities department through the port’s summer apprenticeship program

# 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.*

- Developed annual goals and benchmarks to help guide the implementation of the Climate Action Plan and to provide measurable outcomes
- The port is working to electrify its industrial equipment when possible. The port applied for a grant from the Washington State Department of Ecology to fund the purchase of an electric forklift. If awarded, the port intends to secure a Toyota THDE3000-24 30,000 lb. capacity electric forklift to replace a current 1978 diesel-powered forklift. Grant award is anticipated in early 2024.
- To advance Climate Action plan goals, the port continued its progress in electrifying its fleet of vehicles and equipment.
  - In 2023, the port received:
    - One Ford Mach-E vehicle, primarily for administrative uses
    - Four Ford Lightning trucks for use by the facilities, terminal operations, and security departments
  - In 2023, the port ordered:
    - One Hyster J70XN Electric Forklift. This forklift is helpful in moving materials and smaller pieces of equipment in the port's facilities yard
- To support the installation of additional vehicle charging infrastructure to support the increase of electric vehicles and equipment, the port is planning to install ten additional electric vehicle charging stations, with design work occurring in 2023. The port applied for a grant as part of the Washington Department of Commerce Electric

Vehicle Charging Program to fund the additional charging stations in 2023. Grant award is anticipated in early 2024.

- Port facilities crew designed and constructed a protective cage around the port's vehicle charging station at its Administration Office to protect against future vandalism and ensure future accessibility following a theft of the charging cords that left the system unusable for several months.
- After a successful trial of renewable diesel in a few pieces of port equipment in 2022, the port switched its entire fleet of port-operated diesel equipment to renewable diesel in 2023. Renewable diesel (R99) has an average of 65% lower greenhouse gas emissions than diesel derived from fossil fuel.
- Shorepower infrastructure has been added to Terminal 5 Berth 17 (former Alcoa dock) to support plugging in visiting vessels to the electrical grid instead of running ship auxiliary engines at berth, avoiding the use of fossil fuels and lowering associated GHG emissions. The SS Curtiss arrived at the port in December 2023 and is utilizing the newly installed infrastructure while at layberth.
- The port has converted nine natural gas-powered Heating, Ventilation and Air Conditioning (HVAC) units to electric and has plans to replace 14 additional units through 2025 to reduce fossil fuel use and reduce greenhouse gas emissions.
- To reduce energy use associated with terminal lighting, the port is underway in planning terminal lighting improvements at Terminals 2, 3 and 4 anticipated in 2025. The project will replace metal halide and high-pressure sodium lights with energy efficient LED, including dimmers and motion sensors to reduce energy use when terminals are not in use.
- As we electrify more and become less dependent on fossil fuels, it's important to remember there are still greenhouse gasses associated with our region's electricity due to generation using natural gas. Therefore, each year we offset 100% of the greenhouse gasses associated with the electricity we use through renewable energy certificates generated at wind farms in the regions which we ship wind components to. This not only supports our commitment to the climate but also supports our mission of economic development.
- The Centennial Industrial Building at the port's Centennial Industrial Park is built to support a 100 KW solar array. This system is currently in design.

- 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 the Terminal One demolition of warehouse and dock. Where possible the old growth timber is being salvaged as reuseable lumber.

**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.*

- Successfully applied for and was granted a Water Quality grant from the Washington State Department of Ecology for stormwater improvements. The port received the full amount of the grant for \$601,375.
- Successfully designed and implemented the Terminal 4 stormwater pilot project, resulting in the creation of a new, innovative system for filtering stormwater
- Port staff's ongoing programs and efforts in stormwater management resulted in particulate levels that were well below the Department of Ecology benchmarks
- Purchased granulated activated carbon from Hawthorne to use as stormwater treatment media to help reduce metal concentrations in stormwater runoff. Savings of over \$80K if it were purchased on the open market.
- Successfully brought closure to a claim challenging the port's stormwater treatment program, resulting in greater education about the port's innovative stormwater management techniques and providing funding for partnering organizations

**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 to the Board of Commissioners in April 2023, including updates from all operational areas of the port.

**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 the 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:** *Establish regular communications with tribal entities.*

- Continued the practice of meeting on a regular basis with tribal partners to share information on projects and priorities including the Cowlitz Indian Tribe and Yakama Nation.



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

- Created improved nesting areas and habitat for Purple Martins. A total of 32 nesting gourds were provided, resulting in 60 birds successfully hatching at the port in 2023, an all-time record on port property
- Worked with the Lower Columbia Estuary Partnership to build additional Grattix boxes for stormwater runoff
- Participated as active members of the Vancouver Lake Technical Advisory Group
- Economic Development Director provided an update on our Climate Action Plan at the 3 ports meeting in November 2023.

# 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.*

- 17 wind energy vessels called to the port in 2023, carrying approximately 2000 total individual wind turbine components.
- Due to the port's infrastructure and labor availability, responded to an unexpected opportunity to move wind blades, towers, and nacelles through the port from a major supplier.
- Signed a 30-year agreement with Vancouver Bulk Terminal (VBT) to bring 2.5 million tons of soda ash to the port, using innovative solutions to reduce the ecological footprint. The investment by VBT includes:
  - Redevelopment of Terminal 2, Berth 7
  - Enhanced rail service, new enclosed storage and conveyance
  - Modern and efficient ship loading design
- Facilitated the completion of the NuTech building at the Centennial Industrial Park. This parcel of land was sold to NuTech in 2022 to accommodate their need for an industrial location in Vancouver
- Secured one new industrial tenant, Axiom Packaging, in Building 3300 of the Centennial Industrial Park, with an anticipated 40 new jobs in our community.
- Continued working with a developer to develop 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.*

- Refurbished Berth 17 to create a state-of-the-art berth with modern amenities such as shore power to make it a marketable asset for a variety of cargo and vessel types. The upgrade to Berth 17 is a component of the port's Transportation Rehabilitation Investment Program (TRIP), the port's long-range infrastructure investment strategy.
- Marketed the refurbished Berth 17 to successfully submit a bid to the United States Maritime Administration (MARAD) to have the SS Curtiss berth at the port under a 10-year agreement, providing a new and steady source of revenue
- Received a favorable federal arbitration ruling requiring competitive BNSF rates for potential new customers, as well as an affirmation of the arbitration decision by the State of Washington courts. This matter continues into 2024, to now seek judicial direction for BNSF to abide by the arbitration ruling.
- Port rail crews quickly responded to a derailment during a test potash shipment, resulting in no delays to the operation and providing additional revenue to the port
- Created an interdepartmental team to deliver the port's infrastructure needs for the soda ash business opportunity, including the design and permitting for upgrades to Berth 7
- Two existing tenants, Plastics NW and United Road, exercised lease extensions
- Continued discussions regarding potential development of Parcel 10
- Continued to exceed 99% occupancy rates in the port's industrial programs
- Coordinated with External Affairs in conducting direct-mail marketing to targeted, potential customers
- Successfully continued to market the port's 24/7 security program to customers, tenants, and shipping companies seeking to do business with the port. IN 2023, these services included:
  - TWIC vetting (195,091 contacts)
  - Telephone and service calls (4,467)

- TWIC escorts (2,312)
- Vessel assistance and docking (176 vessels)

**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.*

- Accommodated Subaru of America's request for additional storage of vehicles due to increased market demand. In 2023, a record 96,000 Subarus arrived and were processed at the port
- Port crews prepared the Parcel 1A site to accommodate the need for additional space from Kelly Pipe, resulting in an initial lease term of 3.5 years.
- Responded to the potential opportunity to purchase land adjacent to the port that is leased by a maritime port partner and industry leader in river navigation. This negotiation is still in progress but will be completed in 2024.

**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.*

- 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 national and regional markets
- 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.*

- Two customers, Siemens and Nordex, utilized the FTZ at the Port of Vancouver.

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

- Study completed and used to continually improve the route for high and heavy cargo, especially wind components

**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.*

- CEO served on Board of Directors for American Association of Port Authorities, representing the North Pacific Ports
- Provided critical real estate expertise for the Columbia River Channel Maintenance sponsor ports, which is necessary to ensure continued access to system's dredge spoils areas
- Partnered with the United States Coast Guard and the Columbia River Steamship Operators Association on safety and visibility regulations for the navigation of vessels with wind components

**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.*

- 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 plans 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 three tenant events with informational speakers and opportunities for networking. Topics included: Terminal 1 update; Environmental Program Updates; Waste Connections Resources and Outreach Presentation; Southwest Washington Workforce Program and Resources; Grant Opportunities; I-5 Bridge Replacement Update; Terminal 1 and 5 Updates; and Terminal Security Updates.
- Hosted Tenant Holiday Social Networking event with attendance numbers that exceeded those of pre-pandemic

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

- Hosted the summer Waterfront Appreciation event for port tenants, stevedores, and longshore union partners
- Continued outreach from business development staff and Tenant Services Coordinator to keep tenants informed about resources, updates, and relevant information, including topics on workforce development, grant opportunities, environmental updates, and I-5 bridge replacement updates

# 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.*

- Successfully secured business opportunities that resulted in record revenues for 2023, the highest revenue generating year in the port's history

**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 in light of current market conditions and interest rates, the port's 10-year financial forecast, and revenue projections
- Initiated 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.*

- Created a diverse revenue base that resulted in operating revenues of approximately \$53 million in 2023, despite the impacts of unpredictable markets and volatile interest rates
- Moved over 6.1 million metric tons of commodities in 2023. Exports continued to be strong with over 5.4 million metric tons of bulk and breakbulk commodities flowing through the port to trading partners around the world

- Over 58,784 railcars moved through the port in 2023, most of which were destined for the port's longest tenured company, United Grain Corporation. United Grain exported over 4.6 metric tons of grain product, with wheat being the largest single grain product at 2.2 metric tons.
- Saw increases in Subaru imports of 13% and a 6% increase in wind components in 2023. There was a decrease in the imports of minerals, agriculture, and steel.
- Implemented a reimbursable services program with the federal Customs and Border Protection (CBP) Department. This program provides revenue for the port's security department's overtime costs that are incurred when providing services for CBP outside of normal business hours (ultimately shippers are charged for these services).
- 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.*

- Initiated a new program to integrate the port's various data systems that will allow for the development of metrics, reporting tools, and data for decision making. Created a new Performance Data and Reporting Analyst position and successfully filled the position through a competitive recruitment.
- Updated the forecasts each quarter using key metrics and market information to more precisely anticipate and react to market and industry fluctuations
- Completed the port's 14th consecutive clean audit. The port was, for the eighth year in a row, the first municipality to complete its annual audit report in the state.

**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.*

- Worked with the port's financial advisors to renew the port's line of credit, a challenging undertaking given the volatility of interest rates. The port was able to successfully renew the line of credit during a time when many lenders were not offering these programs. The port was successful due to its financial stability and diversity of revenue sources.
- Provided strong advocacy and education regarding the new Tax Increment Financing (TIF) legislation. Provided guidance and technical support to other Washington ports and hosted the Washington Legislative Finance Committee at T1 to see firsthand the benefits of a Tax Increment Area.
- Conducted round-table sessions on TIF funding at the WPPA Spring Conference

**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.*

- Upgraded the port's computerized maintenance management system (CMMS) for better functionality and service. This program is the primary way that the Facilities teams initiate, track, and execute work orders, as well as manages its preventative building and equipment maintenance program.
- Significantly expanded information technology storage and segmentation for stronger performance and to ensure restoration of data under emergency situations
- Created secure information technology connections to facilitate the berthing of military ships at the port

- Continued the digitization and archiving of historical and legal port documents with a total of 868 records digitized in 2023, reducing the port's need for physical space to retain paper files
- Strengthened port employee cybersecurity training program
- Began the migration of the port's internal SharePoint site for enhanced records management and retention
- Upgraded the port's video management system and migrated it onto new servers for the security department
- Replaced the old analog radio system with updated digital radios which allow for clearer and stronger radio communications

**STRATEGY:** *Develop and implement a proactive ten-to twenty-year repair and replacement plan for building, fleet, rail, and infrastructure assets.*

- 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.
  - BL2851 – Replaced gas HVAC units with electric
  - Major Terminal 3 paving replacement
  - Replacing aging fire sprinkler system riser valves
  - Completed 12 building inspections
- Successfully completed the list of requirements from the City Fire Marshal's office, ensuring full compliance with all fire safety standards in port buildings
- Due to on-going and regular maintenance of the port's rail line, experienced no maintenance related derailments; successfully received a clean rail federal report/audit
- Replaced vehicles and equipment
  - Replaced 2002 Hitachi excavator with 2023 CAT
  - Received new zero turn mower
  - Received 4 Ford F-150 Lightning electric vehicles

- Port staff achieved an overall 0.0 injury rate for the year 2023, continuing a strong trend since 2019. Additionally, the Facilities and Security Departments have had no time loss or restricted duty claims since 2020.

# 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.*

- Sponsored two port directors to attend the American Association of Port Authorities' (AAPA) leadership training series
- Sponsored a port manager to participate in Leadership Clark County

**STRATEGY:** *Actively promote employee diversity.*

- Worked with the port's DEI consultant to conduct a port-wide survey regarding diversity, equity and inclusion. The results will help guide work in 2024 for specific action items.
- Saw an increase in the hiring of staff who are bi-lingual in languages used within communities of the port district

**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 new planning documents such as the Climate Action Plan

**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 a cyber security tabletop exercise in March 2023 with representation from all port departments
- Conducted a cyber security tabletop exercise in November 2023 for internal departments as well as port tenants and other ports. This included the United Grain Company, and the Ports of Longview and Grays Harbor.
- Conducted regular and frequent cyber training and phishing drills and tests for all port staff
- Successfully underwent a rigorous cyber assessment by the United States Coast Guard (USCG), which involved a team of 15 federal cyber security experts that reviewed the port's policies, system security, and user awareness. Following the assessment, the USCG provided a summary of recommendations for enhanced cyber security.
- Implemented a mass notification system that allows the port to send text messages and alerts to employees in emergency situations