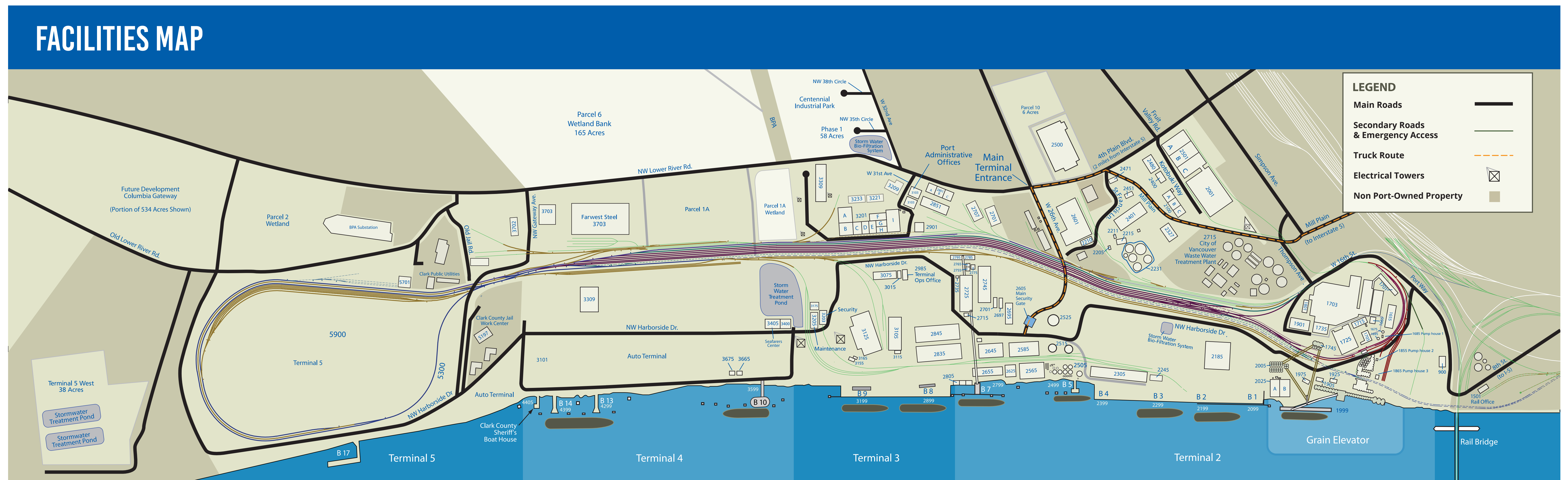


PORT OF VANCOUVER USA | OVERVIEW

- Established by voters in 1912
- 1,643 acres of operating Port, habitat, land for future development
- 7.5 million tons of cargo annually
- Top commodities: Grains, steel, minerals, autos
- Port and 50+ tenants generate 3,200+ direct jobs



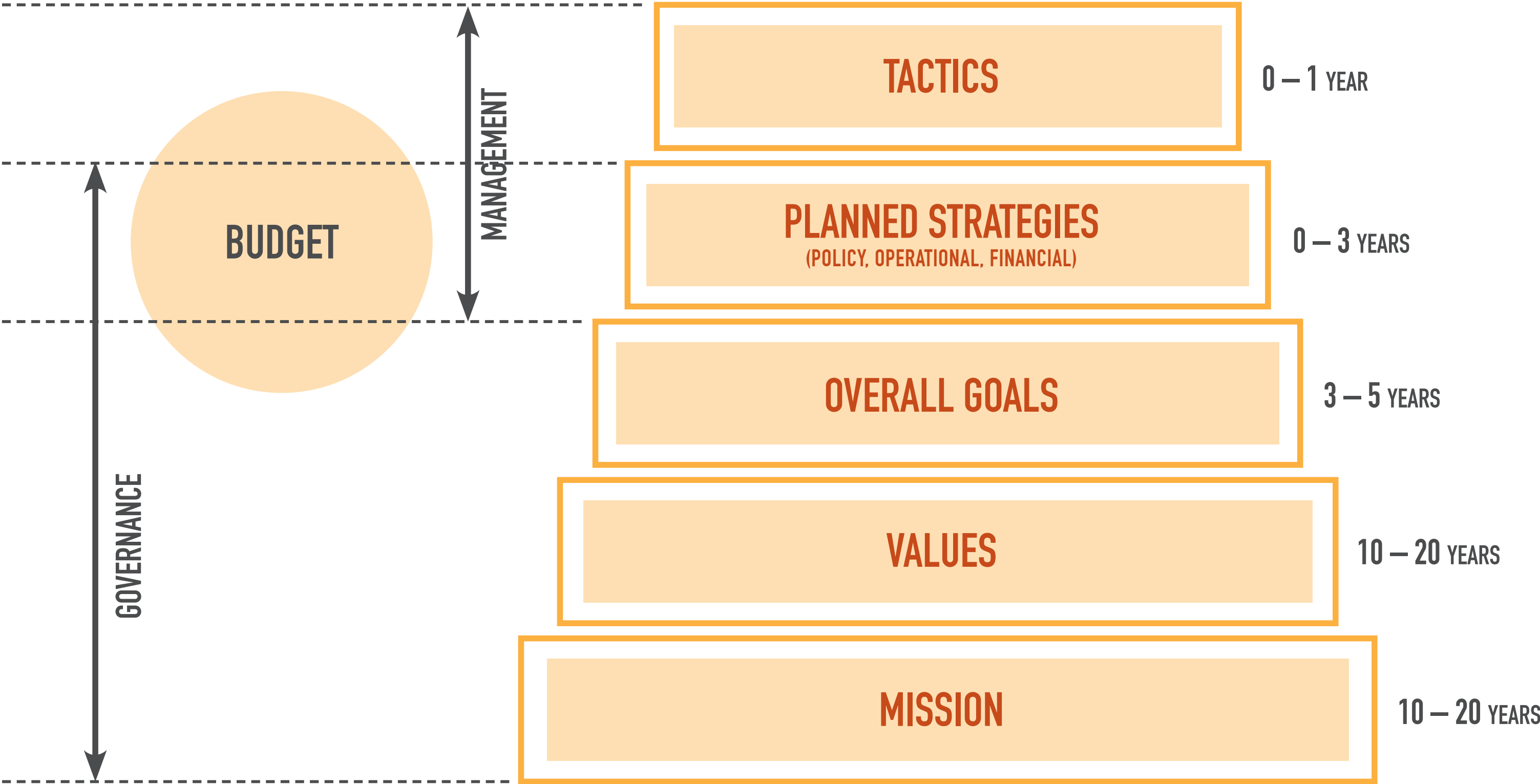
ROLE OF THE STRATEGIC PLAN

The Port’s Strategic Plan provides a framework to guide Port investments and decisions.

The Strategic Plan is implemented through the Port’s budget, capital improvement plan, and project-specific plans.

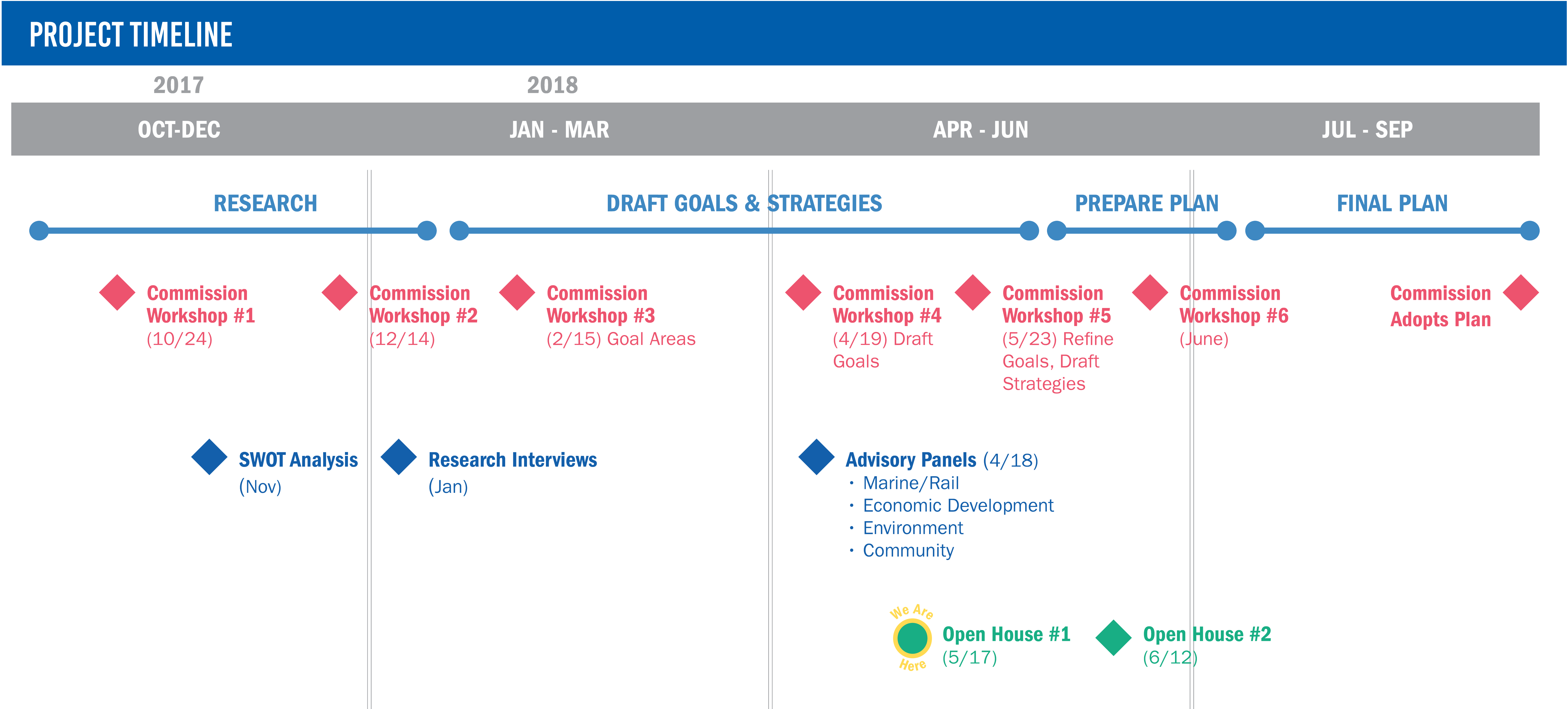
The Port last updated its Strategic Plan in 2015 and has been updating it regularly.

STRATEGIC PLANNING PROCESS



STRATEGIC PLANNING PROCESS

The Port is updating its Strategic Plan through a thoughtful and deliberative process that includes stakeholder interviews, Advisory Panels, Open Houses, and a series of commissioner workshops.



KEY THEMES

- Opportunity to Set a New Course
- Increase Public Engagement and Communications
- The Port Plays a Key Role in Promoting Family Wage and Industrial Jobs
- The Port Is Widely Recognized as an Effective, Well-Run Organization
- Support the Core Business of Marine Cargo and Industrial Jobs
- Embrace the Columbia River and Waterfront as an essential element of the culture, economy, and identity of the region
- Leverage Port Resources and Patient Capital to Position Challenging Properties for Redevelopment
- Support Programmatic Economic Development

INTERVIEWEES

- City of Vancouver
- Clark College
- Clark County
- Columbia Land Trust
- Columbia River Economic Development Council
- Cowlitz Tribe
- Fruit Valley Foundation
- Greater Portland, Inc.
- High Tech Council
- Identity Clark County
- International Longshore & Warehouse Workers' Union Local 4
- Senator Patty Murray's Office
- Southwest Washington Contractors Association
- Taxpayers for a Responsible Public Port
- United Grain Corporation
- Vancouver Chamber of Commerce
- Vancouver Downtown Association
- Vancouver School District
- Washington State University – Vancouver
- Workforce Southwest Washington
- Yakama Tribe



ADVISORY PANELS INVITEES | APRIL 2018

Marine and Rail Cargo Shipping	Economic Development	Environment	Communities and Neighborhoods
<ul style="list-style-type: none"> • Pacific Northwest Waterways Association • Merchant Exchange • Columbia River Steamship Operators' Association • Washington Public Ports Association • Southwest Washington Regional Transportation Council • Washington State Department of Transportation • Army Corps of Engineers • Clark County Transportation • City of Vancouver Transportation • SW Freight and Commerce Task Force • Freight Mobility Board • Columbia River Pilots • United States Coast Guard • Shaver • All Ports • Ports America • International Longshore and Warehouse Union - Local 4 	<ul style="list-style-type: none"> • Subaru • Sigma/Mateen • Boise Cascade • Warehouse 23 • Urban Grain Corporation • Columbia River Economic Development Council • High Tech Council • SEH America • East Vancouver Business Association • Vesta Developer • City of Vancouver • City of Vancouver Chamber of Commerce • NW Packing • Tristar Transload • Farwest Steel • CalPortland • Cadet Manufacturing • Great Western Malting 	<ul style="list-style-type: none"> • Sierra Club • Audubon Society • Vancouver Watershed Alliance • Washington Department of Fish and Wildlife • Washington State Department of Ecology • City of Vancouver Long Range Planning • Lower Columbia Estuary Partnership • Lower Columbia Fish Recovery Board • Ridgefield Wetland Mitigation Bank (aka Plas Newydd) • Clark County Public Works - Clean Water • Cowlitz Tribe • Columbia Land Trust • Columbia River Intertribal Fish Commission • Friends of Salmon Creek • Columbia Springs Environmental Education Center • Washington Environmental Council • Washington Conservation Voters • Columbia Riverkeeper • Washington State Sierra Club • Sierra Club - Loowit Chapter • Climate Solutions • The Lands Council 	<ul style="list-style-type: none"> • Arnada neighborhood • Arts of Clark County • Burnt Bridge Creek neighborhood • Cycling community • Esther Short neighborhood • Fisher's Landing East neighborhood • Fort Vancouver National Historic Site • Fruit Valley neighborhood • Hispanic Metropolitan Chamber • Latino community/Consulta Marketing • NE Hazel Dell neighborhood/NACCC • NW Association for Blind Athletes • Old Evergreen Highway neighborhood • Slavic community/Design Group Inc. • Teachers • Friends of Clark County • Seafarers Center • Fruit Valley Foundation • Fruit Valley Elementary School Family Residential Center • Trip Reduction Performance Program • Veterans • Friends of Clark County • Washington Physicians for Social Responsibility • Oregon Physicians for Social Responsibility • Washington State League of United Latin American Citizens



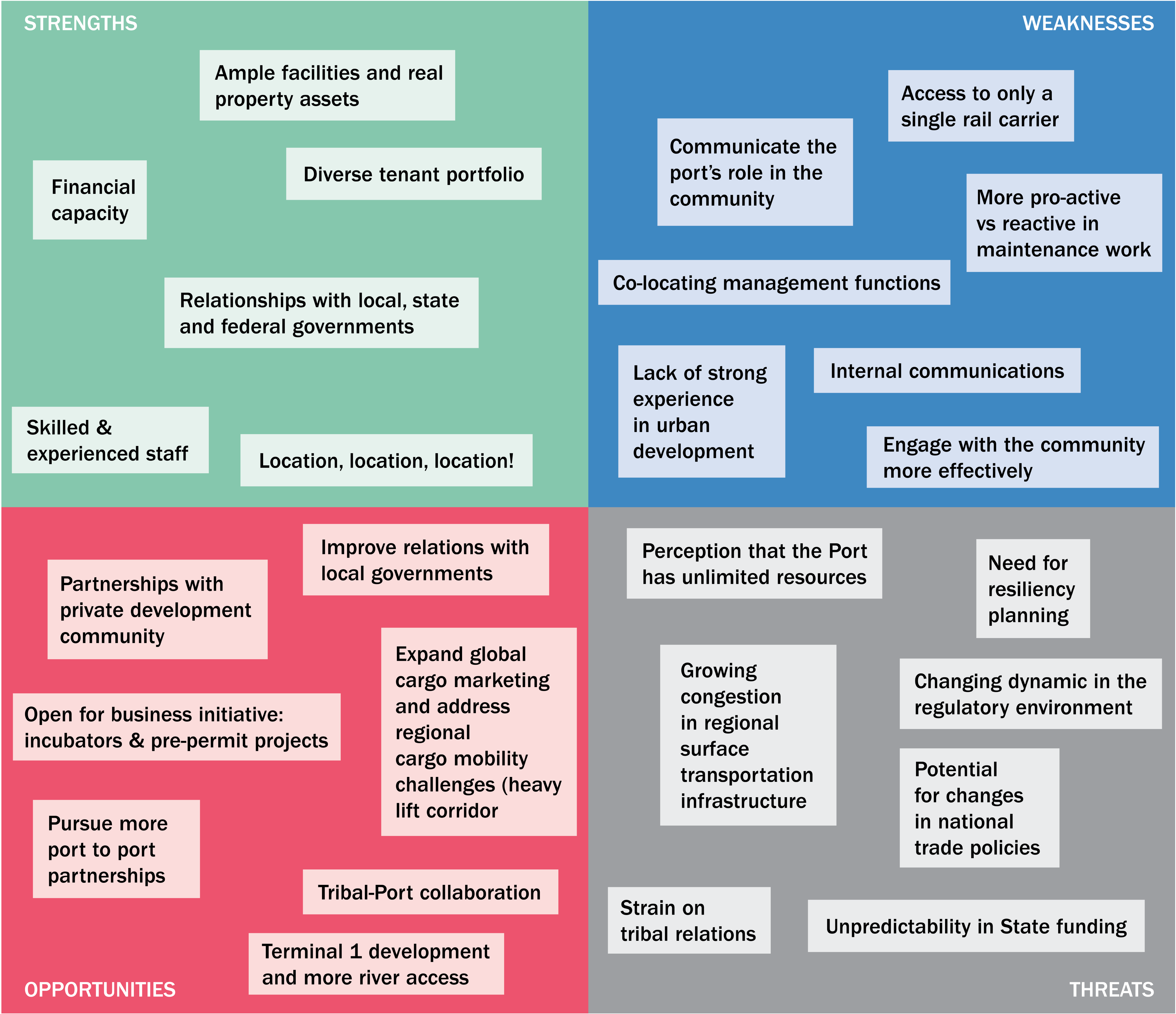
ADVISORY PANELS | KEY THEMES

Marine and Rail Cargo Shipping	Economic Development	Environment	Communities and Neighborhoods
<ul style="list-style-type: none">• Utilize existing capacity.• Pro-active maintenance and safety approach.• Port take leadership role in I-5 bridge.• River maintenance dredging: channel and anchorages.• Increase depth of all berths to 43'.• Sufficient system-wide rail capacity.• Surface road improvements – coordination with City.• Harbor maintenance trust fund.• Uncertainty related to international trade policy.• Explore shore power opportunities.• Regional heavy haul corridor.	<ul style="list-style-type: none">• Regularly engage with tenants and business community.• Build partnerships with local governments.• Port should play a leadership role in I-5 bridge.• Make investments throughout Port District.• Support workforce development.• Partner with existing tenants in business development.• Explore Port role in entrepreneurship and innovation incubator.	<ul style="list-style-type: none">• Education and engagement.• Create a Port Climate Action Plan.• Improve project / opportunity evaluation process.• Arts and Culture Interpretive Center at Terminal 1.• Goals for clean and green tenants.• Electric ferry connections.• Leadership in regional habitat mitigation policy.• Prioritize brownfield over greenfield development.• Build tribal relationships.	<ul style="list-style-type: none">• Port role: foster job growth, promote community vitality, protect environmental health.• Take a triple bottom line approach to decision making.• Need for regular communication throughout the District.• Need clarity on use of taxes relative to earned revenues.• Build partnerships with community.• Terminal 1 is great opportunity to demonstrate community dividend.<ul style="list-style-type: none">— Historic and cultural interpretation— Public accessibility— Family attraction— Ferry taxi



STRENGTH, WEAKNESSES, OPPORTUNITIES, THREATS

To set the foundation for the Strategic Plan, the Port Commission, staff, and stakeholders identified the opportunities, needs, and considerations for the organization’s future. The Port of Vancouver must balance a number of immediate capital improvements with investments and initiatives for future growth.



WHAT DO YOU THINK?

Please use a sticky note and share your thoughts below.

<div>STRENGTHS</div>	<div>WEAKNESSES</div>
<div>OPPORTUNITIES</div>	<div>THREATS</div>



COMMUNITY AND ENVIRONMENT GOALS

COMMUNITY

A part of the community for over 100 years, we understand that our neighbors have a vested interest in how the Port operates and grows. That's why we put a high priority on community outreach and engagement through all aspects of our work.

Get involved by attending one of our regular public engagement events including:

- Neighborhood meetings
- Public meetings and events
- Public tours
- School career days
- Lecture series
- Community events



ENVIRONMENT

The Port of Vancouver demonstrates daily how environmental stewardship and economic development can co-exist.

We take a proactive approach to managing our natural resources and minimizing our impact on the environment.

- Integrated decision-making
- Sustainability
- Pollution prevention
- Compliance



COMMUNITY GOALS

Goal statements provide a direction and destination.
Strategies and tactics to achieve the goals will be developed in the next steps of the planning process.

GOAL		WHY IS THIS IMPORTANT?
1	Increase public education and engagement across the District to help ensure awareness and earn broader support.	Capture the ability to embrace common community goals and leverage the effectiveness of partnerships for all entities.
2	Build trust and partnerships to advance and communicate shared goals with citizens and organizations, including Port tenants, labor organizations, other municipalities, tribes, non-profit organizations, neighboring ports, educators, and the business community.	To increase the overall understanding and value of the Port to the community and to secure future support and engagement in new investments.
3	Develop a program in which Port employees proactively participate in environmental stewardship programs and volunteer activities.	Promote culture of giving back to our community.
4	Provide trails and public access opportunities on Port properties.	Support a healthy community, and define and forecast the Port’s sustainable investment in open space and trails.
5	Implement the vision of a destination waterfront at Terminal 1.	Terminal 1 presents the opportunity to create a public asset and connect with visitors and our community through an iconic waterfront destination that provides public amenities and promotes economic development.

What do you think? Place your comments here.



ENVIRONMENT GOALS

Goal statements provide a direction and destination.
Strategies and tactics to achieve the goals will be developed in the next steps of the planning process.

GOAL		WHY IS THIS IMPORTANT?
1	Protect air quality, water resources, and land managed by the Port through deliberate and proactive efforts in all aspects of the Port’s operations.	To ensure the Port is improving regional environmental quality.
2	Promote sustainable practices (environmental, financial and community) in Port operations and development activities through integrated decision-making.	To ensure that the Port operates based on its environmental, financial, and community values.
3	Strengthen community connections by actively engaging with our environmental stakeholders.	To build partnerships, support regional initiatives, and share the expertise developed by the Port.

What do you think? Place your comments here.

ECONOMIC DEVELOPMENT GOALS

STATE OF THE PORT

- Focused on growing jobs within our community
- Partnering with current customers to promote that growth
- Working with local and regional organizations to attract new opportunities to our community
- Current developments:
 - Centennial Industrial Park
 - Terminal 1



ECONOMIC DEVELOPMENT GOALS

Goal statements provide a direction and destination.
Strategies and tactics to achieve the goals will be developed in the next steps of the planning process.

GOAL		WHY IS THIS IMPORTANT?
1	Take a leadership role in regional multi-modal transportation improvements to improve freight mobility.	The Port is a knowledgeable and experienced entity with a clear public purpose role in the community and can be very effective as a regional contributor or possible convener on focused issues.
2	Invest in innovation, business development, and entrepreneurship.	Innovation will play a key role in the economy of the future. By taking the long-term view, the Port can anticipate economic trends and the growth of the knowledge economy.
3	Support workforce education, diversity, and retention.	Develop a skilled workforce to align with regional needs and increase opportunities across the Port District.

What do you think? Place your comments here.

FINANCIAL GOALS

STATE OF THE PORT

Financial management is the backbone of a successful organization. Earned revenues allow the Port to make investments in the local economy. The Port uses its tax revenues to support environmental projects and capital improvements. Disciplined financial management is critical to allowing the Port to make the necessary investments to meet the other Strategic Plan goals.

SOURCES

- Operating revenues\$38.2 mil.
- Taxes and grants\$10.9 mil.
- Financing\$19.4 mil.

USES

- Operating expenses\$30.3 mil.
- Debt and non-operating expenses\$12.7 mil.
- Capital projects\$25.5 mil.



FINANCIAL GOALS

Goal statements provide a direction and destination.
Strategies and tactics to achieve the goals will be developed in the next steps of the planning process.

GOAL		WHY IS THIS IMPORTANT?
1	Achieve and maintain sustainable financial performance.	To ensure long-term fiscal stability of the Port to maintain its borrowing capacity, ability to re-invest, and to serve the community.
2	Develop and communicate a property tax strategy.	Create community support and understanding of the Port’s use of property taxes.
3	Maximize financial stability through revenue diversification.	The Port’s stability is a function of its financial strength and it best serves the community by avoiding large financial swings and securing a solid bond rating.

What do you think? Place your comments here.

MARINE TERMINAL GOALS

STATE OF THE PORT

- 5 terminals
- 13 berths
- 610,000 square feet of waterfront warehousing
- 2 mobile harbor cranes have a lift capacity of 140 metric tons
- Located at the terminus of the Columbia River's 43-foot, deep-draft shipping channel, creating an international transportation gateway.
- Two major North American railroad lines converge here.
- Primary freight arterials of the U.S. Interstate Highway network run north, east and south.



MARINE TERMINAL GOALS

Goal statements provide a direction and destination.
Strategies and tactics to achieve the goals will be developed in the next steps of the planning process.

GOAL		WHY IS THIS IMPORTANT?
1	Pursue opportunities that utilize the Port’s property and infrastructure investments to create jobs and drive the Port’s growth.	To capitalize on infrastructure investments and capacity of the Port’s marine terminals to support financial and economic growth.
2	Attract both long- and short-term marine business and continue to ensure the Port’s cargo portfolio is diversified.	To provide a diversity of revenues secured by long-term contracts and also capture the increased job creation benefit of handling spot cargoes.
3	Continue to play a key role in maintaining navigability of Columbia River System, including berthing, anchorage, turning basins, and the main channel.	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.

What do you think? Place your comments here.

ORGANIZATIONAL GOALS

Goal statements provide a direction and destination.
Strategies and tactics to achieve the goals will be developed in the next steps of the planning process.

GOAL		WHY IS THIS IMPORTANT?
1	Develop a comprehensive maintenance plan to maximize operational capacity, efficiency, and life expectancy of Port assets.	To adequately project maintenance costs to protect the value of the Port's investments, minimize unexpected interruption of facilities, and inform future financial analysis.
2	Improve and clearly communicate the process for evaluation of new business opportunities or initiatives.	To ensure that the Port is pursuing new opportunities that are consistent with its Strategic Plan and community values.
3	Recruit and retain talented staff who support effective internal and external communications, continuous improvement, and innovation of Port business.	To protect continuity and institutional knowledge of Port operations, programs, and markets.
4	Ensure alignment of Port planning documents, including the Strategic Plan, Comprehensive Harbor Scheme, Annual Budget, and Sustainability Report.	To effectively coordinate best management practices and statutory requirements.
5	Analyze risks and develop a plan for business continuity, resiliency, and disaster recovery.	To be prepared for disruptive events and chart the quickest road to recovery to restore normal operations.

What do you think? Place your comments here.

REAL ESTATE GOALS

STATE OF THE PORT

- 1,643 acres of operating Port, habitat, land for future development
- Port and 50+ tenants generate 3,200+ direct jobs
- Port building at Centennial Industrial Park just completed
 - Provides 125,000 square feet of flexible industrial space ready to lease
 - High-performance environmental design, including energy efficiency (Green Globes Designed and Built)
- Terminal 1 waterfront redevelopment underway
 - Port partnering with City and adjacent private development to coordinate revitalization of the waterfront
 - Port is finalizing an agreement with a private hotel, approximately 160 new rooms to be constructed by Vancouver, Washington-based Vesta Hospitality
 - Waterfront will include a new public market space that will complement the farmer's market
- Terminal 5 provides 100 acres with an 8,500-foot long loop track. Port is actively seeking a compatible tenant to bring new jobs.



REAL ESTATE GOALS

Goal statements provide a direction and destination.
Strategies and tactics to achieve the goals will be developed in the next steps of the planning process.

GOAL	WHY IS THIS IMPORTANT?
1 Partner with the real estate development community to maintain adequate capacity of marine, industrial and commercial land to support continued growth and job creation throughout the District.	Support regional economic development through provision of commercial and industrial real estate.
2 Increase economic opportunities within the Port District.	Increase direct jobs at the Port, which helps support economic growth in other market sectors and throughout the community.
3 Strengthen outreach and communication with Port tenants.	Help Port businesses retain and grow jobs by providing support with appropriate business needs.

What do you think? Place your comments here.

GOALS

What other goals should we consider?
Please use a sticky note and share in the space below.