

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.



COMMUNITY GOALS

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.

● Support ● Have Concerns

GOALS	STRATEGIES	DOTS
<p>1. Increase public education and engagement across the District to help ensure awareness and earn broader support.</p>	<p>Create program by which Port leaders and staff, including the Commissioners, discuss Port goals at community meetings, business functions, and labor roundtable meetings.</p> <p>Pursue opportunities to share Port knowledge and resources with community partners to advance shared goals.</p>	
<p>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.</p>	<p>Diversify mediums for communications.</p> <p>Participate in community events.</p> <p>Increase visibility in Port neighborhood functions.</p> <p>Support public engagement in Port activities.</p> <p>Create a physical presence or touch point for the Port to connect with the larger community.</p>	
<p>3. Develop a program in which Port employees proactively participate in environmental stewardship programs and volunteer activities.</p>	<p>-----</p>	

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4. Provide trails and public access opportunities on Port properties.	Develop and adopt a Port public access plan.	
	Balance interest in public access with Port operational and security needs.	
	Balance public access with protection of wildlife habitat.	
5. Implement the vision of a destination waterfront at Terminal 1.	Create a financially responsible, phased approach for development at Terminal 1.	
	Provide opportunities for waterfront access through Terminal 1, trail system and Port events and activities.	
	Connect trail system.	
	Conduct public tours and host or co-host public events at Terminal 1.	
	Develop public marketplace and communicate progress to community.	
	Explore partnerships in arts, culture, and history interpretation.	

ECONOMIC DEVELOPMENT GOALS

The Port of Vancouver is focused on growing jobs within our community, partnering with current customers to promote that growth, and working with local and regional organizations to attract new opportunities to our community.

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GOALS	STRATEGIES	DOTS
1. Take a leadership role in regional, multi-modal transportation improvements to improve freight mobility.	Advocate for and support freight mobility on national interstate, roads, and rail.	
	Develop collaborative partnerships to protect critical infrastructure.	
	Work with sister ports, advocacy groups, and associations to ensure continued operations and maintenance of the Columbia River channel.	
2. Invest in innovation, business development, and entrepreneurship.	Promote the importance of freight mobility.	
	Consider business incubator.	
	Consider increasing shovel-ready sites within the Port District to include broadband and utilities infrastructure.	
3. Support workforce education, diversity, and retention.	Partner with local businesses and associations to support workforce development programs.	
	Partner with local colleges and high schools to support education and workforce development, particularly for manufacturing and trade-related jobs.	
	Encourage Port tenants to participate in apprenticeship and training programs.	



ENVIRONMENTAL GOALS

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.

● Support ● Have Concerns

GOALS	STRATEGIES	DOTS
<p>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.</p>	<p>Evaluate Port-wide air strategy through analysis of internal programs and policies, regulatory and voluntary emission programs, and best practices (including US EPA's National Port Strategy Assessment).</p> <p>Develop a Climate Action Plan for the Port's assets.</p> <p>Implement stormwater management plan that includes innovative strategies to protect water quality, such as targeted treatment media, enhanced Grattix boxes, and floating treatment wetlands.</p>	
<p>2. Promote sustainable practices (environmental, financial, and community) in Port operations and development activities through integrated decision-making.</p>	<p>Complete a defined process for each new commodity and tenant to evaluate environmental and other impacts.</p> <p>Work with river partners to establish streamlined permitting process for ecological benefit and improved operating efficiencies.</p>	
<p>3. Strengthen community connections by actively engaging with our environmental stakeholders.</p>	<p>Further develop an outreach mechanism to inform citizens and organizations about stewardship programs at the Port.</p> <p>Establish regular communications with governments.</p> <p>Seek ways to improve the stewardship of our industry and region by sharing the Port's knowledge and technology.</p>	



FINANCIAL GOALS

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.

● Support ● Have Concerns

GOALS	STRATEGIES	DOTS
<p>1. Achieve and maintain sustainable financial performance.</p>	<p>Pursue business opportunities that increase cargo volumes, maximize utilization of Port assets, and achieve revenue goals.</p> <p>Develop financial policies regarding operating margins and debt financing with an emphasis on monitoring financial sustainability.</p> <p>Increase grant awards as a revenue source.</p> <p>Develop tools to analyze and report the financial soundness of individual commodities.</p> <p>Develop a ten-year operating and capital forecast with key informative metrics.</p> <p>Incorporate goals of the strategic plan into the Port’s operations and develop ongoing communications about staff’s role in measuring progress.</p>	
<p>2. Develop and communicate a property tax strategy.</p>	<p>Evaluate tax revenue policy and align it with the Port’s financial goals.</p>	
<p>3. Maximize financial stability through revenue diversification.</p>	<p>Continue to support and seek a variety of tenants, cargoes, and industry that provide a broad base of revenue.</p>	

MARINE TERMINAL GOALS

Marine terminals connect our region to the global economy and represent 70% of the Port's earned revenue, supporting local commerce and industry as well as the Port's other economic development goals.

● Support ● Have Concerns

GOALS	STRATEGIES	DOTS
<p>1. Pursue opportunities that utilize the Port's property and infrastructure investments to create jobs and drive the Port's growth.</p>	<p>Maximize revenues from Terminals 2, 3, 4 and 5.</p> <p>Pursue business opportunities that increase cargo volumes, maximize utilization of Port assets, and achieve revenue goals.</p>	
<p>2. Attract both long- and short-term maritime business and continue to ensure the Port's cargo portfolio is diversified.</p>	<p>Continue to attract short-term spot cargo, including wind, steel and project cargoes.</p> <p>Extend contracts with existing customers.</p> <p>Market Foreign Trade Zone (FTZ) to existing and potential businesses.</p> <p>Conduct study of Port operational capacity to handle high and heavy cargo and roll-on/roll-off cargo.</p> <p>Initiate the entitlement process for undeveloped properties.</p>	
<p>3. Continue to play a key role in maintaining navigability of Columbia River System, including berthing systems, anchorage, turning basins, and the main channel.</p>	<p>Work with industry associations such as the Pacific Northwest Waterways Association and Washington Public Ports Association to continue supporting the critical role of navigation for international trade and the regional economy.</p>	



ORGANIZATIONAL GOALS

The Port is governed by a publicly-elected Board of Commissioners and employs more than 130 staff. The overall performance of the organization is fundamental to achieving Strategic Plan goals.

● Support ● Have Concerns

GOALS	STRATEGIES	DOTS
<p>1. Develop a comprehensive maintenance plan to maximize operational capacity, efficiency, and life expectancy of Port assets.</p>	<p>Evaluate current computerized maintenance management system (CMMS) capabilities and expand its use to meet Port’s needs.</p> <p>Develop and implement a ten- to twenty-year repair and replacement plan for building, fleet, rail and infrastructure assets.</p>	
<p>2. Improve and clearly communicate the process for evaluation of new business opportunities or initiatives.</p>	<p>Complete a defined process for each new commodity and tenant to evaluate environmental and other impacts.</p>	
<p>3. Recruit and retain talented staff who support effective internal and external communications, continuous improvement, and innovation of Port business.</p>	<p>Incorporate goals of the strategic plan into the Port’s operations and develop ongoing communications about staff’s role in measuring progress.</p> <p>Analyze staffing levels and develop staff resource and succession plan.</p> <p>Develop staff recognition program.</p> <p>Initiate a comprehensive training program that aligns Port goals and employee development.</p>	



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4. Ensure alignment of Port planning documents.

Include documents such as the Strategic Plan, Comprehensive Harbor Scheme, Annual Budget, and Sustainability Report.

Create risk assessment document that includes buildings, fleet, rail and infrastructure; staffing; information technology; financial; and operational components.

5. Analyze risks and develop a plan for business continuity, resiliency, and disaster recovery.

Develop plan to address risk assessment and help ensure community safety and business continuity.

Develop staff training program for emergency preparedness.



REAL ESTATE GOALS

The Port of Vancouver supports economic development and job growth through the provision of real estate for commercial and industrial businesses. The Port currently supports more than 50 tenants and has generated over 3,200 jobs.

● Support ● Have Concerns

GOALS	STRATEGIES	DOTS
<p>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.</p>	<p>Identify targeted industries that contribute to the expansion of the existing business base for the Port District and region.</p> <p>Develop an actionable plan for the development of existing industrial property.</p> <p>Identify opportunities to expand Port commercial and industrial property portfolio.</p> <p>Initiate the entitlement process for undeveloped properties.</p>	
<p>2. Increase economic opportunities within the Port District.</p>	<p>Fully lease Centennial Industrial Building.</p> <p>Lease Lots 3 and 4 in Centennial Industrial Park.</p>	
<p>3. Strengthen outreach and communication with current Port tenants.</p>	<p>-----</p>	