



# STRATEGIC PLAN UPDATE

## Community Open House #2

June 12, 2018

# Strategic Plan Open House

The purpose of this presentation is to solicit input on the Port's Strategic Plan draft goals and strategies.

Please review the materials and share your feedback by sending an email to [communityfeedback@portvanusa.com](mailto:communityfeedback@portvanusa.com).

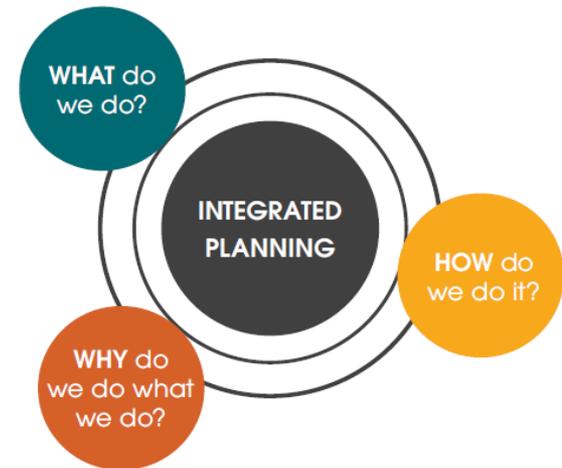
# What is the Strategic Plan?

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

The Strategic Plan describes the “Why” the Port exists. “What” specific projects will be implemented are memorialized in the Port’s Comprehensive Plan.

The Strategic Plan includes:

- Mission Statement
- Goals
- Strategies



# What is the 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.



# Strategic Plan Draft Goals Areas

The project team has engaged the Port Commission in a series of workshops, and heard from key stakeholders through research interviews and four Advisory Panel Forums.

From those meetings, the project team developed the draft goals, which were shared at the May 17 open house.

Since the last open house, the project team has worked with the Commissioners to develop draft goals and strategies for each goal area, which are shown on the slides that follow.

# Strategic Plan Draft Goals Areas

The Strategic Plan is organized around 7 major areas for goal setting:

- Community
- Economic Development
- Environmental
- Financial
- Marine Terminals
- Organizational
- Real Estate

Please review the draft goals and strategies, and provide us with your feedback.

# Draft Goal Area – Community

A part of the community for more than 100 years, we understand that our neighbors have a vested interest in how the Port operates and grows. The Strategic Plan is an opportunity to build alignment between the Port and community values.

# Draft Goal Area – Community

## Goal

1. Increase public education and engagement across the District to help ensure awareness and earn broader support.

## Strategies

- Create program by which Port leaders and staff, including the Commissioners, discuss Port goals at community meetings, business functions, and labor roundtable meetings.
- Pursue opportunities to share Port knowledge and resources with community partners to advance shared goals.

# Draft Goal Area – Community

## Goal

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.

## Strategies

- Diversify mediums for communications.
- Participate in community events.
- Increase visibility in Port neighborhood functions.
- Support public engagement in Port activities.
- Create a physical presence or touch point for the Port to connect with the larger community.

# Draft Goal Area – Community

## Goal

3. Develop a program in which Port employees proactively participate in environmental stewardship programs and volunteer activities.

# Draft Goal Area – Community

## Goal

4. Provide trails and public access opportunities on Port properties.

## Strategies

- 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.

# Draft Goal Area – Community

## Goal

5. Implement the vision of a destination waterfront at Terminal 1.

## Strategies

- 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.

# Draft Goal Area – Economic Development

Generating jobs and investment in the community is a primary function of the Port and is often accomplished through many public and private partnerships.

# Draft Goal Area – Economic Development

## Goal

1. Take a leadership role in regional, multi-modal transportation improvements to improve freight mobility.

## Strategies

- 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.
- Promote the importance of freight mobility.

# Draft Goal Area – Economic Development

## Goal

2. Invest in innovation, business development, and entrepreneurship.

## Strategies

- Consider business incubator.
- Consider increasing shovel-ready sites within the Port District to include broadband and utilities infrastructure.

# Draft Goal Area – Economic Development

## Goal

3. Support workforce education, diversity, and retention.

## Strategies

- 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.

# Draft Goal Area – Environmental

Building on the Port's existing environmental initiatives, environmental stewardship remains a critical component to sustaining the quality of life of our region.

# Draft Goal Area – Environmental

## Goal

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.

## Strategies

- 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).
- Develop a Climate Action Plan for the Port's assets.
- Implement stormwater management plan that includes innovative strategies to protect water quality, such as targeted treatment media, enhanced Grattix boxes, and floating treatment wetlands.

# Draft Goal Area – Environmental

## Goal

2. Promote sustainable practices (environmental, financial, and community) in Port operations and development activities through integrated decision-making.

## Strategies

- Complete a defined process for each new commodity and tenant to evaluate environmental and other impacts.
- Work with river partners to establish streamlined permitting process for ecological benefit and improved operating efficiencies.

# Draft Goal Area – Environmental

## Goal

3. Strengthen community connections by actively engaging with our environmental stakeholders.

## Strategies

- Further develop an outreach mechanism to inform citizens and organizations about stewardship programs at the Port.
- Establish regular communications with governments.
- Seek ways to improve the stewardship of our industry and region by sharing the Port's knowledge and technology.

# Draft Goal Area – Financial

Disciplined financial management is critical to allowing the Port to make the necessary investments to meet the other Strategic Plan goals.

# Draft Goal Area – Financial

## Goal

1. Achieve and maintain sustainable financial performance.

## Strategies

- Pursue business opportunities that increase cargo volumes, maximize utilization of Port assets, and achieve revenue goals.
- Develop financial policies regarding operating margins and debt financing with an emphasis on monitoring financial sustainability.
- Increase grant awards as a revenue source.
- Develop tools to analyze and report the financial soundness of individual commodities.
- Develop a ten-year operating and capital forecast with key informative metrics.
- Incorporate goals of the strategic plan into the Port's operations and develop ongoing communications about staff's role in measuring progress.

# Draft Goal Area – Financial

## Goal

2. Develop and communicate a property tax strategy.

## Strategies

- Evaluate tax revenue policy and align it with the Port's financial goals.



# Draft Goal Area – Financial

## Goal

3. Maximize financial stability through revenue diversification.

## Strategies

- Continue to support and seek a variety of tenants, cargoes, and industry that provide a broad base of revenue.



# Draft Goal Area – Marine Terminals

Marine terminals connect our region to the global economy and represent the largest revenue stream for the Port. Successful management of the existing terminals and tenants is central to the success of the Port.

# Draft Goal Area – Marine Terminals

## Goal

1. Pursue opportunities that utilize the Port's property and infrastructure investments to create jobs and drive the Port's growth.

## Strategies

- Maximize revenues from Terminals 2, 3, 4 and 5.
- Pursue business opportunities that increase cargo volumes, maximize utilization of Port assets, and achieve revenue goals.

# Draft Goal Area – Marine Terminals

## Goal

2. Attract both long- and short-term maritime business and continue to ensure the Port's cargo portfolio is diversified.

## Strategies

- Continue to attract short-term spot cargo, including wind, steel and project cargoes.
- Extend contracts with existing customers.
- Market Foreign Trade Zone (FTZ) to existing and potential businesses.
- Conduct study of Port operational capacity to handle high and heavy cargo and roll-on/roll-off cargo.
- Initiate the entitlement process for undeveloped properties.
- Secure access into Columbia Gateway.

# Draft Goal Area – Marine Terminals

## Goal

3. Continue to play a key role in maintaining navigability of Columbia River System, including berthing systems, anchorage, turning basins, and the main channel.

## Strategies

- 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.

# Draft Goal Area – Organizational

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.

# Draft Goal Area – Organizational

## Goal

1. Develop a comprehensive maintenance plan to maximize operational capacity, efficiency, and life expectancy of Port assets.

## Strategies

- Evaluate current computerized maintenance management system (CMMS) capabilities and expand its use to meet Port's needs.
- Develop and implement a ten- to twenty-year repair and replacement plan for building, fleet, rail and infrastructure assets.

# Draft Goal Area – Organizational

## Goal

2. Improve and clearly communicate the process for evaluation of new business opportunities or initiatives.

## Strategies

- Complete a defined process for each new commodity and tenant to evaluate environmental and other impacts.



# Draft Goal Area – Organizational

## Goal

3. Recruit and retain talented staff who support effective internal and external communications, continuous improvement, and innovation of Port business.

## Strategies

- Incorporate goals of the strategic plan into the Port's operations and develop ongoing communications about staff's role in measuring progress.
- Analyze staffing levels and develop staff resource and succession plan.
- Develop staff recognition program.
- Initiate a comprehensive training program that aligns Port goals and employee development.

# Draft Goal Area – Organizational

## Goal

4. Ensure alignment of Port planning documents.

## Strategies

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

# Draft Goal Area – Organizational

## Goal

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

## Strategies

- Create risk assessment document that includes buildings, fleet, rail and infrastructure; staffing; information technology; financial; and operational components.
- Develop plan to address risk assessment and help ensure community safety and business continuity.
- Develop staff training program for emergency preparedness.

# Draft Goal Area – Real Estate

The Port's investment in industrial and commercial real estate generates family-wage jobs throughout the region.

# Draft Goal Area – Real Estate

## Goal

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.

## Strategies

- Identify targeted industries that contribute to the expansion of the existing business base for the Port District and region.
- Develop an actionable plan for the development of existing industrial property.
- Identify opportunities to expand Port commercial and industrial property portfolio.
- Initiate the entitlement process for undeveloped properties.

# Draft Goal Area – Real Estate

## Goal

2. Increase economic opportunities within the Port District.

## Strategies

- Fully lease Centennial Industrial Building.
- Lease Lots 3 and 4 in Centennial Industrial Park.



# Draft Goal Area – Real Estate

## Goal

3. Strengthen outreach and communication with current Port tenants.



# We want to hear from you!

The Port is using this opportunity to help ensure our strategic direction aligns with community values.

We welcome your feedback on the draft goals and strategies, including your thoughts on:

- The Port's most effective role in the community
- Local and regional priorities the Port is best suited to address

# THANK YOU!

**For more information:**

**[www.portvanusa.com/key-projects/strategic-plan/](http://www.portvanusa.com/key-projects/strategic-plan/)**

**Email us at:**

**[communityfeedback@portvanusa.com](mailto:communityfeedback@portvanusa.com)**