

COMMUNITY OPEN HOUSE #2 SUMMARY

- **Date / Time:** Tuesday, June 12, 4:30 – 6:30 PM
- **Location:** Gaiser Student Center, Clark College
- **Attendees:** 50 people signed in
- **Comment forms submitted:** 25
- **Dots placed:** 1,057; 959 green, 98 blue

Background

The Port of Vancouver USA is in the process of updating its strategic plan. The last comprehensive update to this plan was more than 10 years ago. Much has changed since then, including population growth in Clark County; the completion of key initiatives; marine and industrial business growth; identification of new projects; and changes in staff and elected leadership.

The Port is engaging Commissioners, staff, tenants, citizens, and other partners to develop a plan that reflects the values of our community; considers the needs of thousands of people who make their living through the Port; emphasizes an ever-changing economic climate and local and international market opportunities; and observes the highest levels of environmental stewardship.

Ultimately, the plan will provide a broad vision for the current and future direction of the Port and clear guidelines for annual budget development. The plan will also include annual goals, objectives strategies and metrics for charting and reporting on progress.

Summary

On June 12, 2018, the Port of Vancouver held its second community open house in the planning process to share the draft goals and strategies for the Strategic Plan update.

More than 50 attendees were greeted as they entered the open house and asked to sign in. At the welcome table, attendees were provided an overview of the open house format and provided a project overview factsheet and a comment form. The attendees then were able to watch a looping overview



Mike Stringer with MFA explains the role of the Strategic Plan to open house attendees.

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presentation to gain important background and overview information about the Port. The next few stations walked attendees through the Strategic Plan process to date, including the purpose and role of the plan. The remainder of the open house displayed the draft goals and strategies of the Strategic Plan. Every station was equipped with a Port or consultant staff person, and information on the critical issues and key facts surrounding each draft goal and strategy.

The open house also included several methods to capture the attendees' input:

1. Attendees were given green and blue sticker dots and asked to place the green dots on strategies that they liked and supported, and blue dots on strategies that they did not agree with or believe should be clarified or refined.
2. Comment forms were provided as attendees entered the open house. The comment form reflected the layout of the open house and included areas for attendees to write down their support or concerns for the different goals and strategies. Attendees were offered more comment forms should they need additional space for comments.

The open house materials and overview presentation were also placed on the Port's website (www.portvanusa.com/key-projects/strategic-plan/) for folks that could not attend the open house in person.

Overall, the feedback received in person at the open house can be summed up into a few key takeaways:

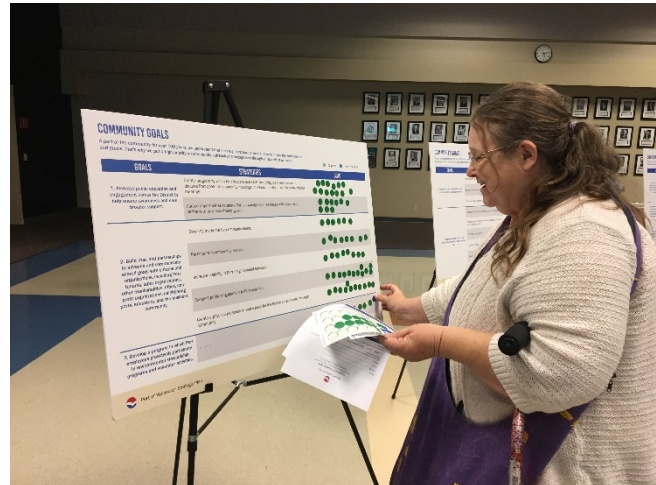
- Meeting Format and Public Engagement
 - Attendees were appreciative of the open house and encouraged the Port to host more public involvement and outreach events around Port-activities.
 - Several attendees mentioned that they appreciated the ability to comment in multiple ways at this open house and the first Strategic Plan open house.
 - One attendee expressed gratitude for the knowledgeable, kind, and generous Port staff.
- Draft goals and strategies
 - As shown by the large proportion of green dots, there was broad support for draft goals and strategies.
 - Several attendees indicated that when they placed a blue dot on strategies, it wasn't that they disagreed with the strategy, but they either didn't understand the purpose due to the use of jargon, or

they simply had a question and needed clarification around the purpose and intent of the strategy.

- Focus on environmental issues
 - Many of the concerns stated were focused on ‘greening the Port,’ and asked the Port to balance financial performance with environmental stewardship, to actively reduce greenhouse gas emissions, and support clean and green businesses.

Dots on the Draft Strategies

Attendees were given green and blue sticker dots and asked to place the green dots on strategies that they liked and agreed with, and blue dots on strategies that they did not agree with or believed should be clarified or refined. The total dot count for each strategy is included in the Appendix below.



Open house attendees use colored dots to demonstrate their support (green) or concern (blue) related to the draft Strategic Plan goals and strategies at the June 12 community open house.

Comments on the Draft Strategies

Open house attendees completed 25 comment forms that arranged comments by goal area and by “what I support” and “concerns I have.” Attendees commented on a variety of topics and several key themes emerged as included below. The summary below is not a comprehensive list of the comments received. The *italicized* comments are verbatim to comments received on the comment forms. The non-italicized comments are generalized based on all similar comments.

A full PDF of the comments received is included in the Appendix.

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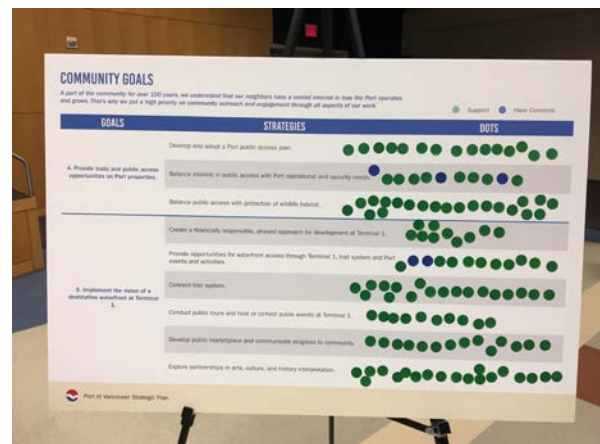
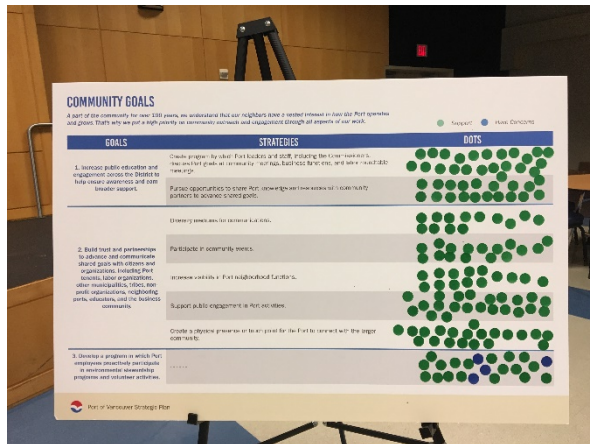
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What I support

- Increased public outreach and communication
- Greater frequency and mediums of communication
- Share Port knowledge and partnerships

Concerns I have

- More partnerships with workforce development



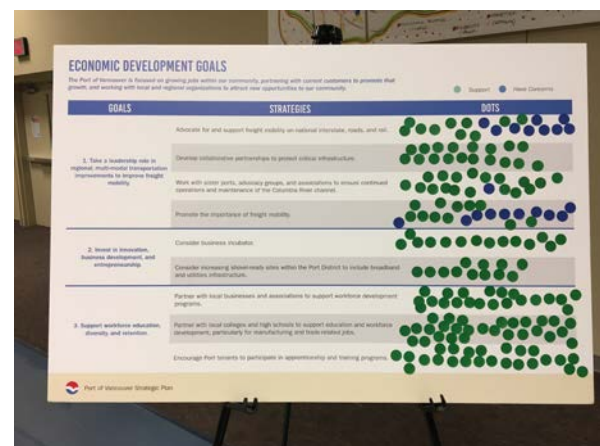
Economic Development

What I support

- *I hope that we attract both large entities and small homegrown enterprises that are capable of making our community successful.*
- All strategies listed under goal #3 support workforce education, diversity, and retention.
- Business incubator

Concerns I have

- Traffic and pollution from freight



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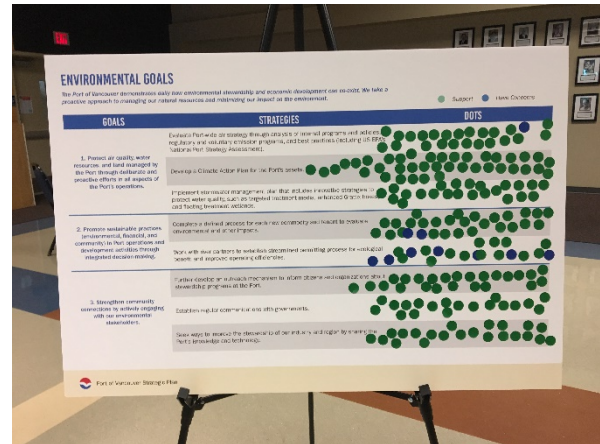
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What I support

- *Maintain our environment and do no harm with increased development at the Port.*
- All of the goals and strategies you have listed

Concerns I have

- Streamlining permitting process
- Plans not strong enough, community not engaged enough
- *Integrated decision making is inscrutable.*
- *Would like to see a clearer goal/priority that Port will not pursue bulk fossil fuel terminals.*



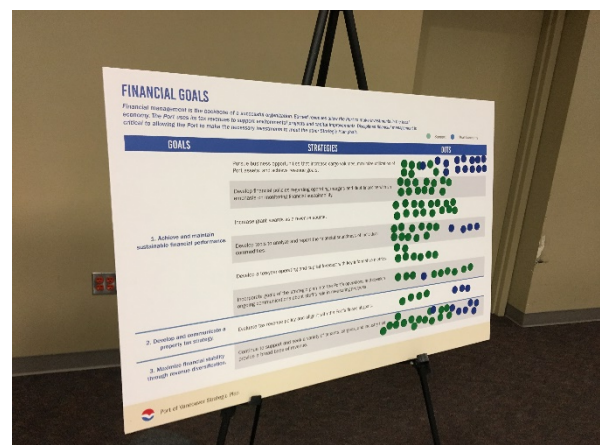
Financial

What I support

- Financial soundness of tenants
- Diversify, and divest from fossil fuels
- Incorporate strategic plan into staff responsibilities

Concerns I have

- *I want to make sure that revenue sources are pursued which will be environmentally responsible and not add to climate change.*
- No increased fossil fuels
- How will tax policy affect the Port?



Port of Vancouver Strategic Plan Update Marine Terminals

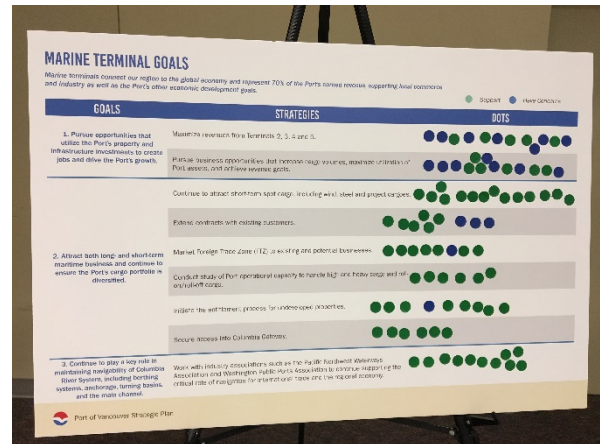
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What I support

- Job creation
- Partners

Concerns I have

- Do not maximize revenue through unsustainable investments like fossil fuels.
- How will you fill existing jobs?
- Dangerous at the mouth of the Columbia, shallow draft ships require less dredging.
- *Maximizing revenue is too vague. Would also be good to know who the existing tenants are that you plan to extend contracts to.*



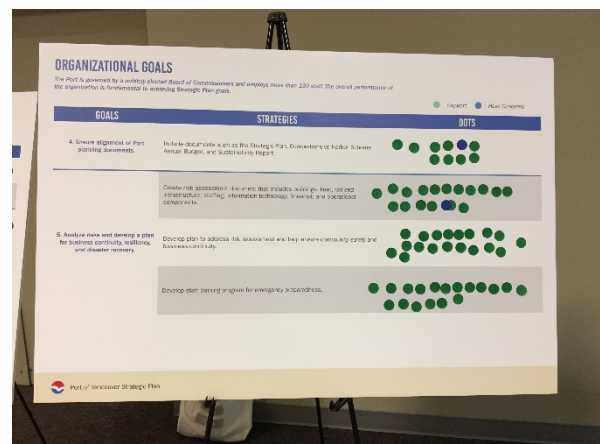
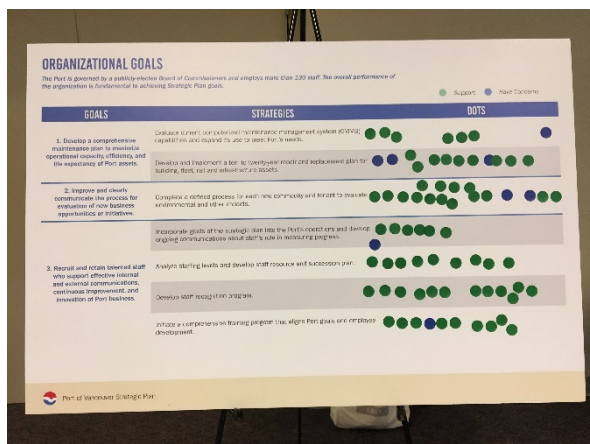
Organizational

What I support

- All strategies under goals 2, 3, 4, and 5.
- Incorporate strategic plan into operations, staff training, and alignment of plans.

Concerns I have

- Planning will not consider advances in sustainable development.



Port of Vancouver Strategic Plan Update Real Estate

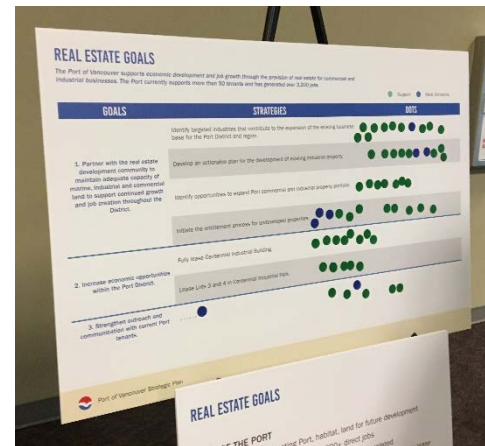
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What I support

- Diversification of investments
- Fully lease Centennial and identify target growth industries

Concerns I have

- Lack of affordable housing at T1 project



Next Steps

The public feedback gathered at the open house will be shared with the Port Commissioners at the next workshop and incorporated into the draft Strategic Plan. The consultant team will develop the draft and finalize Strategic Plan over the next several months.

Appendix

Comments Received PDF

A complete PDF of all of the received comments from community open house #2 are attached.

Complete Dot Count

Goal	Strategies	Support	Concerns
Community			
1. Increase public education and engagement across the District to help ensure awareness and earn broader support.	Create program by which Port leaders and staff, including the Commissioners, discuss Port goals at community meetings, business functions, and labor roundtable meetings.	22 (100%)	0 (0%)
	Pursue opportunities to share Port knowledge and resources with community partners to advance shared goals.	20 (100%)	0 (0%)
2. Build trust and partnerships to advance and communicate shared goals with citizens and organizations, including Port tenants, labor organizations, other municipalities, tribes, nonprofit organizations,	Diversify mediums for communications.	13 (100%)	0 (0%)
	Diversify mediums for communications.	16 (100%)	0 (0%)
	Increase visibility in Port neighborhood functions.	14 (100%)	0 (0%)

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neighboring ports, educators, and the business community.	Support public engagement in Port activities.	22 (100%)	0 (0%)
	Create a physical presence or touch point for the Port to connect with the larger community.	20 (100%)	0 (0%)
3. Develop a program in which Port employees proactively participate in environmental stewardship programs and volunteer activities.	-----	18 (82%)	4 (18%)
4. Provide trails and public access opportunities on Port properties.	Develop and adopt a Port public access plan.	15 (100%)	0 (0%)
	Balance interest in public access with Port operational and security needs.	8 (73%)	3 (27%)
	Balance public access with protection of wildlife habitat.	21 (100%)	0 (0%)
5. Implement the vision of a destination waterfront at Terminal	Create a financially responsible, phased approach for development at Terminal 1.	10 (100%)	0 (0%)
	Provide opportunities for waterfront access through Terminal 1, trail system and Port events and activities.	10 (83%)	2 (17%)
	Connect trail system.	18 (100%)	0 (0%)
	Conduct public tours and host or co-host public events at Terminal 1.	10 (100%)	0 (0%)
	Develop public marketplace and communicate progress to community.	14 (100%)	0 (0%)
	Explore partnerships in arts, culture, and history interpretation.	19 (100%)	0 (0%)
Economic Development			
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.	10 (53%)	9 (47%)
	Develop collaborative partnerships to protect critical infrastructure.	18 (100%)	0 (0%)
	Work with sister ports, advocacy groups, and associations to ensure continued operations and maintenance of the Columbia River channel.	18 (95%)	1 (5%)
	Promote the importance of freight mobility.	11 (52%)	10 (48%)
2. Invest in innovation, business development, and entrepreneurship.	Consider business incubator.	14 (100%)	0 (0%)
	Consider increasing shovel-ready sites within the Port District to include broadband and utilities infrastructure.	12 (100%)	0 (0%)
3. Support workforce education, diversity, and retention.	Partner with local businesses and associations to support workforce development programs.	21 (100%)	0 (0%)
	Partner with local colleges and high schools to support education and workforce development, particularly for manufacturing and trade-related jobs.	28 (100%)	0 (0%)

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	Encourage Port tenants to participate in apprenticeship and training programs.	24 (100%)	0 (0%)
Environmental Goals			
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.	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).	23 (96%)	1 (4%)
	Develop a Climate Action Plan for the Port's assets.	39 (100%)	0 (0%)
	Implement stormwater management plan that includes innovative strategies to protect water quality, such as targeted treatment media, enhanced Grattix boxes, and floating treatment wetlands.	23 (100%)	0 (0%)
2. Promote sustainable practices (environmental, financial, and community) in Port operations and development activities through integrated decision-making.	Complete a defined process for each new commodity and tenant to evaluate environmental and other impacts.	27 (93%)	2 (7%)
	Work with river partners to establish streamlined permitting process for ecological benefit and improved operating efficiencies.	14 (70%)	6 (30%)
3. Strengthen community connections by actively engaging with our environmental stakeholders.	Further develop an outreach mechanism to inform citizens and organizations about stewardship programs at the Port.	24 (100%)	0 (0%)
	Establish regular communications with governments.	19 (100%)	0 (0%)
	Seek ways to improve the stewardship of our industry and region by sharing the Port's knowledge and technology.	22 (100%)	0 (0%)
Financial Goals			
1. Achieve and maintain sustainable financial performance.	Pursue business opportunities that increase cargo volumes, maximize utilization of Port assets, and achieve revenue goals.	14 (67%)	7 (33%)
	Develop financial policies regarding operating margins and debt financing with an emphasis on monitoring financial sustainability.	13 (100%)	0 (0%)
	Increase grant awards as a revenue source.	16 (100%)	0 (0%)
	Develop tools to analyze and report the financial soundness of individual commodities.	11 (73%)	4 (27%)
	Develop a ten-year operating and capital forecast with key informative metrics.	8 (100%)	0 (0%)
	Incorporate goals of the strategic plan into the Port's operations and develop ongoing communications about staff's role in measuring progress.	9 (90%)	1 (10%)

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2. Develop and communicate a property tax strategy.	Evaluate tax revenue policy and align it with the Port's financial goals.	4 (57%)	3 (43%)
3. Maximize financial stability through revenue diversification.	Continue to support and seek a variety of tenants, cargoes, and industry that provide a broad base of revenue.	15 (100%)	7 (0%)
Marine Terminal Goals			
1. Pursue opportunities that utilize the Port's property and infrastructure investments to create jobs and drive the Port's growth.	Maximize revenues from Terminals 2, 3, 4 and 5.	5 (68%)	7 (32%)
	Pursue business opportunities that increase cargo volumes, maximize utilization of Port assets, and achieve revenue goals.	6 (46%)	7 (54%)
2. Attract both long- and short-term maritime business and continue to ensure the Port's cargo portfolio is diversified.	Continue to attract short-term spot cargo, including wind, steel and project cargoes.	14 (100%)	0 (0%)
	Extend contracts with existing customers.	6 (67%)	3 (33%)
	Market Foreign Trade Zone (FTZ) to existing and potential businesses.	7 (87%)	1 (13%)
	Conduct study of Port operational capacity to handle high and heavy cargo and roll-on/roll-off cargo.	6 (100%)	0 (0%)
	Initiate the entitlement process for undeveloped properties.	8 (89%)	1 (11%)
	Secure access into Columbia Gateway.	6 (100%)	0 (0%)
3. Continue to play a key role in maintaining navigability of Columbia River System, including berthing systems, anchorage, turning basins, and the main channel.	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.	11 (100%)	0 (0%)
Organizational Goals			
1. Develop a comprehensive maintenance plan to maximize operational capacity, efficiency, and life expectancy of Port assets.	Evaluate current computerized maintenance management system (CMMS) capabilities and expand its use to meet Port's needs.	6 (86%)	1 (14%)
	Develop and implement a ten- to twenty-year repair and replacement plan for building, fleet, rail and infrastructure assets.	9 (75%)	3 (25%)
2. Improve and clearly communicate the process for evaluation of new business opportunities or initiatives.	Complete a defined process for each new commodity and tenant to evaluate environmental and other impacts.	15 (88%)	2 (12%)
3. Recruit and retain talented staff who support effective internal and external communications, continuous improvement, and innovation of Port business.	Incorporate goals of the strategic plan into the Port's operations and develop ongoing communications about staff's role in measuring progress.	6 (86%)	1 (14%)
	Analyze staffing levels and develop staff resource and succession plan.	9 (100%)	0 (0%)
	Develop staff recognition program.	12 (100%)	0 (0%)

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	Initiate a comprehensive training program that aligns Port goals and employee development.	9 (90%)	1 (10%)
4. Ensure alignment of Port planning documents.	Include documents such as the Strategic Plan, Comprehensive Harbor Scheme, Annual Budget, and Sustainability Report.	9 (90%)	1 (10%)
5. Analyze risks and develop a plan for business continuity, resiliency, and disaster recovery.	Create risk assessment document that includes buildings, fleet, rail and infrastructure; staffing; information technology; financial; and operational components.	17 (94%)	1 (6%)
	Develop plan to address risk assessment and help ensure community safety and business continuity.	19 (100%)	0 (0%)
	Develop staff training program for emergency preparedness.	18 (100%)	0 (0%)
Real Estate Goals			
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.	Identify targeted industries that contribute to the expansion of the existing business base for the Port District and region.	11 (92%)	1 (8%)
	Develop an actionable plan for the development of existing industrial property.	9 (82%)	2 (18%)
	Identify opportunities to expand Port commercial and industrial property portfolio.	8 (100%)	0 (0%)
	Initiate the entitlement process for undeveloped properties.	8 (73%)	3 (27%)
2. Increase economic opportunities within the Port District.	Fully lease Centennial Industrial Building.	8 (100%)	0 (0%)
	Lease Lots 3 and 4 in Centennial Industrial Park.	5 (83%)	1 (17%)
3. Strengthen outreach and communication with current Port tenants.	-----	5 (71%)	2 (29%)