



# PORT OF VANCOUVER USA STRATEGIC PLAN 2020 YEAR IN REVIEW

UPDATES ON 2020 ACCOMPLISHMENTS  
FOR SUBSTANTIALLY COMPLETED STRATEGIES



Port of Vancouver USA  
3103 NW Lower River  
Road  
Vancouver, WA 98660

360-693-3611  
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.*

- Participated in multiple speaking opportunities to provide port updates at Rotary and Lions clubs meetings, Vancouver Downtown Association and neighborhood associations meetings.
- Distributed five e-newsletters including Point of View, tenant newsletter and Solstice
- Created and mailed two Community Reports to over 93,000 port district residents
- Attended neighborhood association, Vancouver Neighborhood Alliance and Neighborhood Associations of Clark County meetings.
- Conducted virtual commission meetings since the beginning of the pandemic, with public comment accepted at all meetings.
- Began showing commission workshops on CTV for public viewing
- Produced public tour overview in virtual format; video will be released in 2021
- Provided sponsorships for community events, including the Martin Luther King, Jr. breakfast, Vancouver Downtown Association awards, Washington State University research awards, The Columbian Economic Forecast breakfast, Greater Vancouver Chamber of Commerce annual dinner, Columbia Springs auction, Leadership Clark County, and Booville with the Parks Foundation.
- Provided support to the Fort Vancouver Seafarers Center:
  - Port staff continued to donate personal care items, mugs, and puzzles to the Seafarers Center.

- Delivered mugs to the Center from a variety of community members including participants from port tours.
- Served as a collection site for the Vancouver Heights Methodist Church's collection effort of 500 mugs, 300 pairs of socks, and cocoa packets and snacks for the Center.
- Seafarers Center volunteers produced 1,000 care bags for visiting seafarers during the 2020 holiday season.
- Recognized by the American Association of Port Authorities (AAPA) with three communications awards for the Marine Facilities Guide, Community Report and Terminal 1 branding efforts.
- Promoted utilization of ProcureWare, the port's on-line registration site for projects open for bid opportunities to potential vendors, consultants, and/or contractors.
- Included an updated list of diversity certifications on the ProcureWare site to be more consistent with Federal certifications as well as Washington and Oregon State certifications. By the end of 2020, 250 out of 2,748 vendors registered on the port rosters as minority or disadvantaged businesses. This does not include those who didn't register as a minority or disadvantaged business or have not been certified as one.

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

- Launched Port of Vancouver Instagram in 2020 and gained over 900 followers in the first year.
- Saw 50% growth in followers of the port's LinkedIn account, with over 3,000 followers in 2020.
- Created COVID-19 Frequently Asked Questions page on port's website
- Rewrote website pages to better explain the use of port taxes – including new infographics – and added information to the Year in Review section.
- Ran six commercials on local television to promote Port of Vancouver
- Created virtual holiday card for distribution to public, tenants and customers

- Began posting bid opportunities on social media sites in order encourage new companies to register on ProcureWare, the port's online site for vendor rosters and posting solicitations.

**STRATEGY:** *More clearly communicate the review process for new commodities and tenants to evaluate economic, financial, environmental, community, and other impacts.*

- Provided flow chart and discussion of review process at Board of Commissioners meetings when new leases and tenants were being considered.

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

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

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

- Created Community Fund and provided \$5,000 in 2020 to three local projects and programs: Partners in Careers, the Clark College Foundation, and the Vancouver Public Schools, Career and Technical Education program. All projects were given an additional year to complete their projects due to the COVID-19 pandemic.
- Port's Commissioners, CEO and staff served on multiple boards and committees at local, state, and regional levels to advance shared goals.
- Assumed a leadership role with the Interstate Bridge Replacement Project (IBRP) by having a seat on the Executive Steering Group.
- Provided tours and briefings with state and federal legislators
- Provided overview to the Washington State Public Ports Association (WPPA) about port activities.
- Participated as a strong partner with sister ports in Clark County and attend the Three Ports Meeting in a virtual format.
- Port's Commercial and Industrial Sales Manager served as the president of the Southwest Washington Contractor's Association to strengthen the partnership with the port.

- Began work on establishing a public involvement plan for the Climate Action Plan
- Provided state and federal advocacy to advance the port's legislative priorities
- Continued strong partnerships with the WPPA, AAPA, and the Pacific Northwest Waterways Association (PNWA).

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

- Significant progress on the AC Marriott Hotel with an expected completion date in the second quarter of 2022.
- Advanced negotiations for the development of Blocks A and C, with construction expected to begin in the fourth quarter of 2021.
- Completed design and began construction of the Vancouver Landing project.
- Secured funding for Terminal 1 components:
  - \$50,000 in state funding for pre-development maintenance and analysis
  - \$799,280 in state funding for ground stabilization
  - \$4.7 million in state funding and \$500,000 from the Vancouver Rotary Club for the Vancouver Landing.
- Sought funding for the demolition/deconstruction of current Terminal 1 building (Warehouse '23).
- Continued Terminal 1 branding efforts through the Waterfront Views e-newsletter, promotional items, [website](#) updates and the Columbia Street monument sign.

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

*PURPOSE: To provide opportunities for the community to experience and connect with habitat, waterways and other natural amenities on port property.*

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

- Public tours, lectures, and commission coffees in 2020 postponed due to COVID-19.
- Continued support for the Night Market Vancouver through outreach and the use of Warehouse '23 in early 2020, prior to COVID-19.
- Participated in delivering the final report of the Lewis and Clark Trail System with Clark County. The webinar included 2 port speakers.

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

- Sought and received \$500,000 in state funding and \$485,000 in federal funding for the Renaissance Trail.
- Continued progress towards completing the design for Renaissance Trail to prepare for 2021 solicitation and construction.

# 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.*

- Assisted with the completion of the CREDC Lands for Jobs Project

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

- Researched changes in commercial/industrial facilities demand as a result of COVID-19 and ongoing trends; analyzed prospect profiles for the Columbia River Economic Development Council (CREDC) and Greater Portland, Inc. (GPI) to further understand manufacturing, retail and business office land needs.
- Delayed the Port Employment Land Strategy due to COVID-19 but continued to work with the CREDC and other partners to track development activity and provide comment through CREDC on proposed zoning changes related to employment lands.
- Provided support and advocacy for legislative proposals which allow increased certainty and efficient project delivery timelines, including entitlement, permitting, fill support and programs.

**STRATEGY:** *Take an active role in participating in regional economic development efforts and be a vested stake holder with partner organizations.*

- Submitted a \$10 million Economic Development Administration (EDA) grant for an 85,000 square foot building.

- Worked with Greater Portland Inc. (GPI), and other partners and contributed to the creation of the Regional Recover Plan during the pandemic.

**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.*

- Took lead role on the High Wide and Heavy Coalition (details under Marine and Industrial Business Goals).
- Provided leadership through involvement of Commissioner LaBrant on the Washington Public Ports Association (WPPA) Carbon Pricing and Transportation Working Group.

**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.*

- Took active role in launching the Interstate Bridge Replacement Project (IBRP)
- Port CEO appointed to the IBRP Executive Steering Group
- Worked with project partners to establish the Executive Steering Group, the Community Advisory Group, and the Equity Advisory Group, including coordination of freight community engagement.
- Tracked and provided input on Oregon Department of Transportation tolling program.



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

- Took lead role in Lower Columbia River Channel Maintenance (LCR CMP) Project (details under Marine and Industrial business Goals).

**STRATEGY:** *Work with local, state, and federal elected officials and agencies to support and promote the importance of freight mobility.*

- Provided support for the Greater Portland Comprehensive Economic Development (GPEDD) Update. The port's Director of Economic Development served as the Secretary of the GPEDD Board and provided input as to the importance of freight mobility and trade to the region, as well as alignment around other regional values such as equity and environmental stewardship. A Comprehensive Economic Development Strategy (CEDS) allows the port to compete for federal grants and other funding.

**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.*

- Presented new programs for Clark College and Washington State University at the port's December Tenant Town Hall.

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

- Apprenticeship program created to provide training opportunities in the port's maintenance department. In 2020, the port hired three seasonal apprentices from the Laborer's Local 335. Two apprentices have been permanently hired from the seasonal program - one in 2019 and one in 2020.



# ENVIRONMENTAL GOALS

**GOAL: PROTECT AIR QUALITY, WATER RESOURCES AND LAND MANAGED BY THE PORT THROUGH DELIVERATE 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.*

- Conducted a competitive process to select a consultant team to guide the development of the Climate Action Plan.
- Identified preliminary greenhouse gas reduction (GHG) opportunities collected from staff and from other climate action plans in the region. Future work includes collection of GHG reduction opportunities from additional stakeholders/community and evaluation and prioritization of all reduction opportunities identified.
- Began work on a GHG inventory for port owned and controlled GHG sources (Scope 1 and 2) for calendar year 2019.
- Developed an outreach and engagement plan that includes the creation of a webpage to document project information and collect stakeholder input.
- Took an active role in the Washington Public Ports Association's subcommittee of its Environmental Technical Committee to focus on climate change. Topics of discussion and information-sharing include the regulatory landscape; greenhouse gas inventories and mitigation; and climate change adaptation.
- Continued ongoing sustainability program for air quality and climate initiatives through the port's sustainability program.

**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.*

- Completed jet cleaning of stormwater lines at Terminal 3 to remove sediments accumulated over time. This work included the cleaning of over 13,000 linear feet of pipe, 23 manholes and catch basins and 20 trench drains.
- Ongoing video review of stormwater lines to identify future maintenance and operational needs.
- Completed a study to determine the effectiveness of the port's floating treatment wetlands (designed and constructed in-house) to determine future steps.
- Completed a study of the Terminal 2 biofiltration treatment system to understand maintenance needs and to maximize its continued treatment success.
- Designed and constructed, in-house, a custom Grattix to fit the unique needs of an A-frame warehouse to treat roof runoff. If successful, two more identical units are planned for the opposite side of the roof.
- Maintained stormwater features to ensure peak operability. This included replanting 29 Grattix boxes with 350 plants.

**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.*

- Annual sustainability program and goals created by cross-departmental committee and implemented throughout the year in 2020.
- Examples of sustainability projects completed in 2020:

- Lighting upgrades performed in 2020 equaled nearly 550,000 kWh/year in reduced electricity use, which equates to approximately \$30,000 annual reduced electricity costs.
- Supported renewable energy:
  - The port continued to purchase wind-generated renewable energy certificates equivalent to 100% of the port's purchased electricity in those buildings in which the port controls the electricity. To date, over 45,000 metric tons of GHG's have been avoided due to the port's purchases.
  - The port's commitment to renewable energy is reflected in the cargo the port handles. The port had a record year in handling renewable energy components.
- Smart growth development – Vertical construction of the first new building utilizing the port's sustainable design standards for Terminal 1 began in 2020. The AC Hotel by Marriot is designed to achieve LEED Gold within the port's Terminal 1 site that received LEED Neighborhood Plan Gold certification in 2019 from the United States Green Building Council. The port's T1 design standards require all future buildings to be LEED Gold certified which require energy efficiency above and beyond building code requirements, smart commuting options (bus, bike, vehicle charging), waste diversion, indoor air quality considerations, and more.

**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.*

- Included sustainability projects in the port's annual budget
- Continued to advance the port's Environmental Management System to ensure safe drinking water from the port's water system. Activities included:
  - Expanded the wellhead protection zone from the 6-month zone of contribution to the 10-year zone. Awareness signs to alert when entering the zone will be installed in 2021.
  - Completed staff training and tenant education on the port's Environmental Management System.

- Maintained zero chlorine releases and continued to advance design to transition away from chlorine gas to a safer liquid treatment system.
- Inspected and replaced as necessary track mats under rail that prevent drips/leaks from reaching the ground surface.
- Decommissioned a monitoring well and a drywell in the wellhead protection area that were deemed no longer necessary to reduce potential pathways for contamination to reach groundwater.
- The port's water continues to meet state and federal health standards for safe drinking water. Tested for additional parameters above/beyond requirements.
- Met all agency requirements for port mitigation sites. Port continues to voluntarily monitor and maintain these sites to exceed requirements and to ensure continued functionality and compliance.

**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.*

- Created and distributed two issues of the Solstice newsletter dedicated to providing environmental updates and information.
- Created nine blogs on various port environmental topics, such as fill protocols, purple martins and the Wapato mitigation agreement.
- Generated 13 environmental-focused social media posts on Instagram, Facebook, and Twitter.
- Produced environmental content for 13 newsletters distributed by the port (including community newsletter, tenant newsletter, and T1 newsletter).
- Shared and forwarded social media posts from partners and stakeholders such as the City of Vancouver climate survey, Department of Ecology Earth Day and the Lower Columbia Estuary Partnership volunteer opportunities.
- Participated in informational meetings with Friends of Vancouver Lake

**STRATEGY:** *Work with partners to create ecological benefit and improved operating and permitting efficiencies.*

- Purchase of advance mitigation credits from the Wapato Valley Mitigation and Conservation Bank to mitigate future in-water impacts for port development and streamline permitting times.
- Sale of over 32 credits to date (from a total of approximately 50 available) from the Columbia River Wetland Mitigation Bank (CRWB), a public/private joint venture between the port and Clark County Mitigation Partners, LLC that was constructed in 2011. These credits support projects by the Port of Ridgefield, City of Vancouver, Bonneville Power, BNSF Railway, Woodland School District and many others. The port receives 20 percent of revenue credits sold and to date has generated nearly \$900,000. The port also receives a reduced price on wetland credits from the CRWB to support port projects, such as the Parcel 3 Berm Project adjacent to the flushing channel.
- Supported a National Marine Fisheries Service/United States Fish and Wildlife Service staff position along with other Washington ports. This position, which is dedicated to working with ports, is similar in concept to a position with the U.S. Corps of Engineers, also funded by ports. This position benefits ports by:
  - Allowing access to agencies early to inform projects and ensure adequate protections are included in the project.
  - Provides for a dedicated position familiar with the work that ports do, reducing time to get up to speed.
  - Accelerates decision on projects, such as those with in-water work permits, which can take considerable time to process.
- Provided \$50,000 towards the effort by Friends of Vancouver Lake to eradicate milfoil.
- Continued working with Friends of the Ridgefield National Wildlife Refuge volunteers to encourage Purple Martin success in Southwest Washington, where they are rare. In 2020 the port put out a total of 32 nesting gourds, which resulted in 5 nests and a total of 18 hatched chicks that were then banded for future tracking. Documented birds that hatched and were banded from other

locations (Ridgefield, Washougal, Lane County Oregon) that visited the port's site, proving the port as a destination.

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

- Increased regular communications and engagement with tribal entities
- Met with the Executive Director, Communications Manager and Policy and Fisheries Managers of the Columbia River Intertribal Fish Commission, representing the Confederated Tribes and Bands of the Yakama Nation, Confederated Tribes of the Warm Springs Reservation of Oregon, Confederated Tribes of the Umatilla Indian Reservation and the Nez Perce Tribe to discuss priorities such as projects, grants, spill resources and climate. A tour will be provided once it is safe to do so, given COVID-19. This is expected to be an annual planned meeting.
- Met with the Cowlitz tribe on similar topics; will provide a tour of the port when it is safe to do so.
- Continued to have regular meetings with the Yakama Nation to coordinate and update activities on port cleanup projects.
- Initiated plans to include tribal history into the Terminal 1 project
- Reached out to tribes when an artifact was discovered at Terminal 4 to ensure that the educational information developed for the port's display accurately represented tribal views.

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

- Participated in discussions with Washington Green Schools (WGS) to develop a pilot project with Washington high school students involving the Grattix and stormwater education, once kids are back in the classroom. WGS is a non-profit supporting students and schools to be leaders for a healthy environment in nearly 1,000 public schools across Washington.
- Shared knowledge with the Port of Camas-Washougal on the port's sustainable development strategies to consider for their mixed-use future development.



# 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.*

- Handled more wind energy than any port on the US West Coast in 2020 and more wind energy cargoes than the port has ever handled in a single year – over 2,000 components.
- Handled the longest and largest wind turbine blades ever to enter the west coast of the United States to be transported across North America.
- Coordinated all logistics of transporting components out of the port
- Ranked as the single busiest port on the US West Coast in the first half of 2020 when workload is measured against the number of registered longshore workers.

**STRATEGY:** *Increase marketing efforts to pursue business opportunities that increase cargo volumes, maximize utilization of port assets and achieve revenue goals.*

- Exceeded the carrying capacity of the port as cargo volumes outstripped available space and labor.
- Increased revenue despite lower tonnage and vessel counts
- Achieved the highest revenue year in the port's 108-history, despite a global pandemic and economic recession.
- Injected an additional \$3 million in International Longshore and Warehouse Union (ILWU) wages over and above the annual average and saw the addition of dozens of new longshore workers to Vancouver.

- Welcomed the USNS Brittin in July 2020 for a 90-day stay while the ship underwent annual maintenance and inspections required by the American Bureau of Shipping and the U.S. Coast Guard.
- Welcomed the USNS Fisher in December 2020, a vessel with the Military Sealift Command (MSC), for a stay of approximately nine months. The USNS Fisher is a large medium-speed roll-on/roll-off vehicle cargo ship.
- Increased marketing efforts through Procurement Services to inform potential vendors, consultants, and contractors of port projects and business opportunities. Despite the challenges of the pandemic, the port issued 45 public works solicitations, 36 limited small works solicitations and 11 professional service solicitations in 2020.
- Managed over 130 active contracts through Procurement Services that directly resulted in work that maintained jobs throughout the region, despite downturns in other sectors.

**STRATEGY:** *Maximize utilization of rail infrastructure to support the efficient movement of commodities.*

- Advanced discussions with BNSF Railway on existing agreement to maximize rail and ensure competitive rates.
- Utilized Terminal 5 laydown space, bonded storage ability and rail-loading capabilities.

**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.*

- Extended leases with seven existing tenants
- Expanded leaseholds with eight existing tenants

- Welcomed five new tenants to the port:
  - Marks Design and Metalworks
  - Rocket Delivery
  - Printforia
  - The Columbian
  - Vancouver Warehouse
- Above activity resulted in more than \$14 million in future revenue

**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.*

- Achieved diversity of cargo revenue streams that allowed for the highest revenue year in the port's 108-year history, despite a global pandemic and economic recession.
- Adapted to travel restrictions and met with customers in a virtual environment
- Worked with ILWU Local 4 and the Pacific Maritime Association to address labor shortfalls for cargo, due to restrictions resulting from the pandemic.
- Provided additional temporary storage area for Subaru due to a disruption to the supply chain and a corresponding backlog at dealerships.
- Despite a slow start for agricultural products, the port supported United Grain Corporation in achieving a 2% increase year over year in wheat exports.
- Provided assurance to customers and tenants by providing monitoring and protection through the port's security department. The security team assists with vessel berthing along the docks, controls access to secured areas of the port, responds to service calls, and addresses safety and security issues throughout the entire port property through a 24/7 presence. In 2020, it assisted 190 vessels in safe arrival and provided a total of 249,004 points of contact for service.

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

- Took lead role in the High, Wide and Heavy Cargo (HWH) Coalition and achieved the following:
  - Completed website for marketing purposes at <https://hwhcorridor.com>

- Delayed the completion of the marketing plan due to COVID-19
- Met with the Oregon Department of Transportation (ODOT) Safety and Mobility and Policy Committee (SMPC) and agreed to form a subcommittee to look at which corridor in Oregon would best serve the HWH Coalition's work.
- ODOT staff performed a study at the direction of the SMPC and concluded that I-84 should be designated as the High Wide and Heavy Corridor through Oregon. The study also showed that it would cost approximately \$45 million to clear all obstacles up to 19-feet in height and another \$85 million to raise the vertical height up to 24 feet of clearance.
- The port conducted a study that showed that 1,900 truckloads of wind shipments were moved via the HWH corridor and over 13,500 slab trucks came into Oregon via I-5 in a one-year period (heavy haul). The port had one of its busiest years in wind energy and was able to coordinate the movement of all wind components along I-84 with several exceptions, in which Marine Highway 84 was used to move components to the Port of Morrow and the Port of Lewiston.

**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.*

- Took lead role in the Lower Columbia River Channel Maintenance (LCR CMP) Project. Achievements included:
  - Kept the channel clear enough to prevent any draft restrictions for the second consecutive year.

- The Lower Columbia River Ports (non-federal sponsors) completed acquisition of the Vik property for use in maintaining the channel. The acquisition took nearly twenty years to complete.
- Created a Dredge Material Management Plan (DMMP) for maintaining the Columbia River channel for the next 20 years. Plan included the beginning of the development of a federal Environmental Impact Statement (EIS) mandated by the National Environmental Policy Act (NEPA). In conjunction with the EIS, the non-federal sponsors are developing a document mandated by the State of Washington's Environmental Policy Act (SEPA). Target date for completion of the draft EIS and SEPA documents is early 2022.

**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.*

- Provided a list of resources for tenants' businesses during the pandemic on the port's [COVID-19 FAQ](#) webpage.
- Provided Rent Relief Policy for tenants, beginning in April 2020.

**STRATEGY:** *Establish quarterly tenant events with informational speakers and a platform for networking*

- Tenant events continued but were held in a virtual environment:
  - Tenant Town Hall Meeting (April 9) – Approximately 30 tenant participants. Topics included tenant resources and port team contacts, an overview of COVID-19 response programs at the federal, state, and local levels, and information about workforce programs and strategies.
  - Holiday Tenant Event (December 9) – Approximately 35 tenant participants. Topics included port property and commercial/industrial opportunities,

economic development updates, Terminal 1 progress, and the state of marine business.

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

- Provided quarterly tenant newsletters
- Provided routine notices, updates, and general information e-mails to tenants

# 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.*

- Provided Commercial Team with financial analyses and metrics to support the pursuit of new business opportunities.

**STRATEGY:** *Develop tools to analyze and report the financial viability of the movement of individual commodities.*

- Established process for updating the financial forecast with the Commercial Team which included check-ins with key customers to better understand the 90 to 120-day commodity forecasts.

**STRATEGY:** *Support a diverse revenue base through tax, industrial, marine, commercial and grants, when strategically appropriate.*

- In 2020, achieved \$50.4 million in port revenue, the highest annual revenue in the port's history.
- Achieved revenue records through a diverse mix of cargos including wind energy components, grain, autos, and steel.
- Received 360 vessels, a slight decrease from 2019
- Received 7.4 million metric tons of cargo, a slight increase than what was forecasted but a decrease from 2019 (8.3 million metric tons).
- Managed \$6,859,750 in awarded grants in 2020

**STRATEGY:** *Continually improve the precision of the port's ten-year operating and capital forecast with key informative metrics.*

- Developed detailed financial reports to identify trends and variances
- Updated cash flow model to address changes in global markets and trade policies, impacts to revenues based on commodity mix, and the impacts of economic fluctuations on debt financing.
- Provided guidance to develop a more detailed capital plan for maintenance related to capital projects that are associated with the port's 20-year maintenance plan.
- Created reports to analyze labor and transportation costs as compared with revenue.
- Created marine/cargo financial forecast tools

**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:** *Identify a tax strategy that addresses long term use of taxes.*

- Created a tax strategy that addresses long-term use of taxes and more clearly identifies and communicates the specific projects that will be funded by taxes.

**STRATEGY:** *Develop a strategy to address debt financing options, including general obligation bonds, revenue bonds and other financing tools.*

- Refined the port's process to more clearly identify and communicate the specific projects or lines of business that will be financed and explore which funding options are available and most appropriate for the project or line of business.
- Developed a comprehensive response to Standard and Poor's (S&P) request for information about the port's financial condition as a result of the COVID-19 pandemic. The team was able to differentiate the Port of Vancouver from other ports and demonstrate the port's stable financial condition.



- In advance of the port's LTGO 2012B Bond refunding, provided periodic updates on the port's and taxing district's general financial condition, along with coordinating meetings and presentations in conjunction with a new debt issuance. For the port's LTGO bonds, Moody's rating committee has assigned an Aa2 rating and supported maintaining the port's Aa2 rating for all other outstanding GO Bonds.
- Refunded the port's LTGO 2012B Bonds Outstanding of \$17.36 million. This resulted in a \$664,000 net Port of Vancouver savings to taxpayers, lowering the port's interest rate from an average of 3.36% to 1.17%. The port was able to negotiate the majority of cost savings in 2021 and 2022, years that are considered the port's leanest for overall cash flow.

**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.*

- Provided maintenance employees with iPads for field work
- Provided equipment for all administrative staff to allow for remote work during the pandemic.
- Installed new computers in the maintenance shop to electronically receive work orders, allow for input of daily time and provide on-line training.
- Implemented the use of electronic timesheets for maintenance employees
- Began implementing electronic HVAC controls for administration offices
- Implemented automated processes for wire transfers and other financial transactions.
- Replaced paper forms with on-line templates for the safety program, procurement services and budget coordination.

- Developed method to provide electronic SEPA notifications and information
- Researched functionality of ProcureWare, the port's on-line bidding site for construction projects and consulting services, to prepare for the implementation of on-line bidding.
- Strengthened the port's cybersecurity efforts:
  - Created mandatory cyber training program for all employees
  - Distributed weekly cyber updates to employees about potential threats
  - Formed cross-departmental cyber security team
  - Strengthened back-up of all networks and critical operating systems to minimize risks and business interruption from cyber-attacks.
  - Provided cyber updates and facilitated information sharing with other ports and industry partners.

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

- Made progress on creation of the long-term repair and replacement plan for buildings, fleet, rail, and other infrastructure needs. This project will span several years. As of December 2020, the status of the plan was:
  - Vehicles and Equipment – 75% complete. Historical operating costs and condition assessments are complete. Requires replacement dates and replacement costs.
  - Rail System – 75% complete. All assets, units of measure, replacement costs and condition assessments require a more in-depth analysis of replacement versus repair strategy.
  - HVAC Systems – 80% complete. All assets, units of measure, replacement costs and condition assessments are complete. Need to finalize the report.
  - Future Work – asphalt, water system, storm system, other systems

- Projects initiated in 2020 that will be completed in 2021 include roofing, siding, painting and gutter work:
  - Building 2625 Roof – NuStar warehouse - corroded structural/siding and undergoing evaluation.
  - Building 2565 Siding – NuStar office/warehouse
  - Building 2725 Roof – KM clay building
  - Building 2645 Roof– NuStar large A-frame repair from wind damage
  - Building 2655 Roof– NuStar small A-frame emergency repairs
  - Building 2001 – Roof/Siding
  - Building 2100 - Roof coating
  - Tanks 2717 and 2719 - painting
  - Gutters -
    - Building 2025
    - Building 2835
    - Building 3205
    - Building 3209
    - Building 2805
    - Building 2100
  - Fuel island replacement – pending available budget
  - Vehicles
    - Water truck replacement
    - Electrician van replacement
    - Gator replacement
- Nearly 50% of the Procurement Services solicitations issued during 2020 were in support of the repair and replacement plan for building, fleet, rail, and infrastructure assets and the work listed in this section.

# ORGANIZATIONAL GOALS

**GOAL: RECRUIT AND RETAIN TALENTED AND DIVERSE STAFF WHO SUPPORT EFFECTIVE INTERNAL AN 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:** *Incorporate goals of the strategic plan into the port's operations and develop ongoing communications about staff's role in measuring progress.*

- Integrated internal strategic plan goal review into annual budget preparation process.
- Incorporated alignment with strategic plan goals as a criterion in the Comprehensive Opportunity Analysis Review (COAR) internal decision-making process.
- Updated staff on progress of strategic plan goals in periodic staff meetings and written communications.
- Identified and incorporated annual goals and priorities from the strategic plan into team and individual work plans.

**STRATEGY:** *Develop a training and leadership program that aligns port goals and employee growth.*

- Training and Development:
  - Developed and implemented a leadership development program in early 2020 (on pause due to COVID-19).
  - Developed revised leadership training with emphasis on supervising in a remote environment – scheduled for 2021.

- Revised the employee development program for 2021 to include virtual trainings for topics including communications, time management and remote work.
- Delivered on-line diversity and harassment prevention trainings
- Developed individual training plans for employees during annual performance reviews, based on job requirements and professional development goals.
- Employee Wellness:
  - Developed a virtual comprehensive wellness program including quarterly newsletters, incentivized wellness activities, a wellness committee and trainings related to well-being.
  - Partnered with port's medical provider (Kaiser Permanente) to support and deliver the 2020 wellness program.

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

- Advanced a diverse workforce through a recruitment process that is objective and provides equal opportunity. Job postings are advertised on diverse job boards and job interviews are structured to remove potential bias.
- Continued to advance an organizational culture that supports diversity and creates an environment that retains employees. Employee turnover remains low at <10%.
- Compiled and monitored data related to current workforce compared to the local community.
- Began update of Affirmative Action plan for completion in 2021
- Initiated development of a Diversity, Equity, and Inclusion committee in 2021

**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.*

- Strategic Plan goals have been incorporated into the port's Sustainability Plan, Employee Policy Manual, and annual employee performance evaluations.

**STRATEGY:** *Annually review and update core planning documents to reflect best management practices and statutory requirements.*

- Conducted review of the port's sustainability plan, annual budget, and other planning documents to ensure that statutory requirements and best management practices, as they relate to the strategic plan, were incorporated.

**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:** *Create risk assessment documents that include buildings; fleet; rail and infrastructure; staffing; information technology; financial; commodities and operational components.*

- Completed the port's Business Continuing and Resiliency Plan (BCRP) in December 2019. This includes various risk assessment scenarios and operational response plans for every department and business function of the port.
- Activated the BCRP to address COVID-19, resulting in the following outcomes:
  - Since the start of the pandemic, the port has not had a work-transmitted COVID-19 case.
  - Administrative staff continues to work primarily remotely

- Security staff works on-site full-time with personal protective equipment (PPE) and distancing protocols.
- Maintenance staff works on-site full-time but with staggered shifts, PPE, and distancing protocols.
- Field work safety protocols updated for COVID-19
- COVID-19 page on port's website
- COVID-19 update e-mails sent to all staff every two weeks
- Coordination with ILWU to ensure safety and PPE availability
- PPE and safety protocols required for all on-site consultants and contractors
- Use of technology for meetings and commission meetings
- Information sharing and collaboration with other ports, WPPA, and AAPA
- Employee paid leave policy – additional leave time for those infected or caring for family members.
- Tracking of federal stimulus packages
- Crisis Management Team
- Disinfectant and PPE supplies for employees have been provided since the pandemic began.
- Surplus masks provided to the Seafarers as well as the ILWU

**STRATEGY:** *Develop a plan to address risk and community safety and business continuity.*

- The BCRP specifically addresses community safety and business continuity

**STRATEGY:** *Finalize emergency preparedness plan and develop comprehensive training program for staff.*

- Emergency preparedness plan finalized in December 2019
- Delivered on-line CPR training certification and renewal program

- Delivered hazardous materials training
- Continued regular communications with Facilities and Security employees regarding safety updates.
- Emergency preparedness drills suspended due to COVID-19
- Per the Occupational Safety and Health Administration (OSHA) report for 2020, the port recorded a low total incident rate.