



PORT OF VANCOUVER USA STRATEGIC PLAN 2024 ANNUAL REVIEW

APRIL 8, 2025

UPDATES ON ACCOMPLISHMENTS
FOR SUBSTANTIALLY COMPLETED STRATEGIES



Port of Vancouver USA

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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*

- In partnership with Kiggins Theater, hosted a three-part port lecture series that highlighted “What’s Happening at Your Favorite Airport” by PDX Next; “From Farm to International Markets – United Grain Corporation Working to Feed the World” by UGC; “The Mighty Columbia – Our Working River” by the Columbia River Pilots. The public lecture series has now included 25 speakers over the past 9 years. Over 600 attendees participated in the series in 2024

- Conducted the fourth year of the Community Fund program, providing \$10,000 in total funding to four recipients:
 - Vancouver Symphony Orchestra—The Vancouver Symphony Orchestra received \$3,000 from the port to support its participation in the second annual Vancouver Arts and Music Festival. The three-day festival featured a free performance by the symphony in Esther Short Park. The festival and performance is a regional tourism draw and helped support restaurants and businesses in downtown Vancouver

 - WHY Community—The WHY Community received \$1,500 from the port to support free registrations for a variety of community runs and fitness events held during the year. These events bring 15,000 people to the Vancouver community and generate over \$5 million in local economic activity. Port funds were used to provide free registrations for 60 children, veterans, cancer survivors and other at-risk groups

 - Ke Kukui Foundation—The Ke Kukui Foundation received \$2,500 from the port in support of the 4 Days of Aloha festival. Port funds supported cultural workshops featuring master practitioners from Hawaii who shared music and traditional artistic practices with attendees. The festival is a regional

tourism draw supporting hotels, restaurants and business in downtown Vancouver

- Partners in Careers—Partners in Careers received \$3,000 from the port to help establish an Entrepreneurs Academy that nurtures youth as next generation business leaders. Youth in the program learned problem solving, communication and other skills, equipping them for starting businesses and careers. The project met port goals of supporting workforce training and development
- Provided ten public tours, with over 400 participants. These tours filled up within days of release
- Provided more than 20 tours to elected officials, state and federal agency representatives, community leaders and industry partners
- Sponsored and participated in various community events to educate the community about the port’s work. These included the Columbia Springs Annual Dinner and Auction, MLK Breakfast, Fruit Valley Movie Night, National Night Out, and Hispanic Heritage Dinner, and new in 2024 was the port’s participation in the Clark County Fair where as many as 267,800 individuals visit each year, providing outreach to thousands of attendees from the port district
- Sponsored the Historic Trust’s Fourth of July Celebrate Freedom event to increase visibility of the port and its role in the history and heritage of Vancouver
- Port employees and volunteers put together over 250 bags of toiletries and other items for the seafarers that arrive at the Port of Vancouver
- Port employees raised over \$600 to purchase school supplies for the Foundation for Vancouver Public Schools’ supply drive
- Our Port Report video earned over 22,000 views in 2024 – a record for this annual state-of-the-port presentation! Viewers were taken inside the port with this vivid video to gain an understanding of port accomplishments across its marine, industrial and Terminal 1 operations. The strong interest in this learning tool is driven in part by the port’s strong social media presence. We also continue to inform residents with our more traditional Community Newsletter that’s mailed to approximately 100,000 homes twice a year

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

- Increased social media presence on a variety of platforms:
 - Facebook – 7,008 followers (11% increase)
 - LinkedIn – 10,722 followers (44% increase)
 - Instagram – 2,310 followers (18% increase)
 - X (formerly Twitter) – 3,487 followers (-4% decrease)
- Conducted a community digital ad campaign focused on creating awareness of the port's contributions to the community targeted to people within the port district, producing 6.4 million ad views that resulted in 22,800 new website visits – a 214% increase in site traffic from the previous year
- Our Holiday Card video earned more than 490,000 impressions and 44,000 video views – almost double the viewership of the previous year. Our most engaged demographic was 25-34-year-olds
- Worked proactively to maintain good relations with print, broadcast and digital media, resulting in fair, positive coverage of commercial milestones, community outreach efforts, grant funding successes, environmental innovations, Terminal 1 developments, state legislative funding and more
- Increased marketing and outreach to potential port customers and tenants utilizing LinkedIn with both a paid ad campaign targeting industry decision makers and a non-paid “organic” social thought leadership strategy
- Created bi-monthly Labor Roundtable reports
- Created and distributed the Community Report spring and fall newsletters to more than 100,000 port resident audiences
- Created and distributed two Solstice Newsletters covering port's environmental efforts
- Created and delivered quarterly POV e-newsletter to community officials and stakeholders

- Ran commercials on TVW and Comcast including 778 television spots and 11,131 “pre-video” acknowledgements of the port
- C-TRAN Clark County Fair campaign, which included CEO Julianna Marler, resulted in 49,000 video views with a 98% rate of complete viewings
- C-TRAN New Year’s Eve campaign, which included Chief Economic Strategy Officer Mike Bomar, resulted in 39,437 video views, with a 97% rate of complete viewings
- Contracts and Procurement team developed and implemented a digital campaign, working alongside External Affairs, aimed at expanding outreach to small/diverse contractors and suppliers, resulting in 241,973 total views

GOAL: BUILD PARTNERSHIPS TO ADVANCE AND COMMUNICATE SHARED GOALS

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

STRATEGY: *Create a program by which port commissioners, leaders, and staff discuss opportunities, port goals, and progress with partners, including port tenants, labor organizations, municipalities, tribes, non-profit organizations, neighboring ports, educators, and the business community*

- Port leaders were featured as presenters and trainers at the Washington Public Ports Association (WPPA) Finance and Administration Seminar
- Environmental team presented port’s resource management programs at Vancouver Lake Symposium
- Community Relations Manager served as featured presenter at neighborhood association meetings throughout the port district, giving overview of port operations and highlighting upcoming initiatives
- Port leadership organized and conducted tour for American Association of Port Authorities CEO, including a cross section of key Lower Columbia River stakeholders
- POV led collaboration efforts with other Clark County ports for meetings and coordination on joint legislative priorities
- Port leadership met on a regular basis with members of the ILWU to provide project and commercial updates and solicit feedback

- Port commissioners regularly attended twice-monthly Labor Round Table meetings to provide updates about port projects and job opportunities
- Director of Procurement and Administrative Services spoke at the WPPA Small Ports Conference with the Municipal Research and Services Center (MRSC)
- Director of Procurement and Administrative Services was an active member of the CPARB advisory group related to Small Works legislation and Apprenticeship Utilization Requirements as Municipal Research and Services Center (MRSC) developed training
- Provided tours and presentations to a variety of groups including the U.S. Coast Guard, U.S. Army Corps of Engineers, Partners in Careers, Leadership Clark County, WPPA Finance Group, and ILWU retirees
- Continued participation with the Women in Maritime Operations Association. WIMOs was founded—to recruit, retain, advance, and promote women in the maritime industry by fostering knowledge sharing and providing ongoing education. This is a national organization that provides industry and career education through lunch and learns, webinars, and site tours of member facilities such as the port, grain elevators, and bulk mineral handling facilities

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

- Port staff served in leadership positions in the Washington Public Ports Association and the Pacific Northwest Waterways Association in areas of Environmental, Finance, Governmental Affairs, Contracts and Procurement, Economic Development and Public Outreach
- Port staff took a leadership role in relaying cyber information and alerts to the Washington Public Ports Association, The Columbia River Steamship Operators' Association, and the Pacific Northwest Waterways Association
- Worked with Rotary, Association of Washington Business (AWB), Washington State University (WSU), American Association of Port Authorities (AAPA), Columbia River Economic Development Council (CREDC), East Vancouver Business Association EVBA, Greater Portland Ink (GPI), Vancouver's Downtown Association, Visit Vancouver WA, Interstate Bridge Replacement Project and Merchants Exchange

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: *Build a public marketplace on the Columbia River*

- Completed the demolition of the 112-year-old existing Terminal 1 dock and the removal of nearly 1,100 old wooden pilings
- Successfully completed the \$11.7 million bulkhead wall replacement and ground improvement project at Terminal 1. Completed 30% Design and Revised Cost Estimate for Public Market (\$47 million)

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

- Worked with the Community Foundation to create a MOU that would establish a "Field of Interest" Fund to help fund and operate the Terminal 1 Public Market
- Participated in the celebration of the building occupancy milestone of the ZoomInfo Buildings
- Worked with Department of Natural Resources on a favorable payment structure for the Terminal 1 Public Market

STRATEGY: *Support public enjoyment and tourism through activities such as river cruises and events at Terminal 1*

- Worked with Visit Vancouver WA and the City of Vancouver to implement tourism master plan which includes a shared vision for river cruises in Vancouver. Published an economic impact study regarding this line of business
- Secured a \$22.5 million EPA Clean Ports grant which includes shore power at Terminal 1. Coordinated with River Cruise partners to ensure specifications and proposed locations were consistent with industry standards

- Executed an Operating Agreement with The Columbia Gorge Sternwheeler to provide dinner cruise opportunities from Terminal 1 in December and into early 2025

STRATEGY: *Explore partnerships in arts, culture, and history interpretation*

- Engaged with community philanthropists and other partners on advancing art installations and historical interpretations at Terminal 1

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*

- Partnered with the City of Vancouver to provide support for events such as fun runs and outdoor concerts on the waterfront

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

- Using Regional Transportation Council grant funds, the port made significant progress in the design of Renaissance Trail Segments 4 and 5, also known as the Lower River Road bike/pedestrian path. Construction of the trail segments is anticipated to begin in 2025

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*

- The port's Economic Development team participated in several City and County Comprehensive Planning and Economic Development Strategy Working groups to ensure that the Port and maritime industry is represented in those conversations
- Port CEO Marler and Commissioner LaBrant served on the Columbia River Economic Development Council's Executive and Directors Committees to guide the CREDC's work and support the implementation of its strategic plan goals
- Port staff actively participated in the Lands for Job Committee at Columbia River Economic Development Council (CREDC), helping them develop a strategy to maximize land available for jobs in the 20-year Clark County Growth Management Plan

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

- Refreshed the 20-year POV Employments Lands Strategy and the priority project list

STRATEGY: *Support development of shovel-ready sites within the port district with the necessary and appropriate infrastructure, including broadband and utilities*

- The port continues to support initiatives and legislation to provide funding for planning and entitlement work on key employment sites, including those at the port

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

- Port staff served actively in key leadership roles with the Washington Economic Development Association; the Greater Vancouver Chamber Board; the Columbia River Economic Development Council's Executive Committee; the Greater Portland Inc. Board, and co-chaired the WPPA Economic Development Committee
- Sponsored the 2024 Greater Portland Economic Summit

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*

- The Port's Chief Economic Strategy Officer took a leadership role in convening freight mobility stakeholders in both Washington and Oregon to advocate for freight mobility, especially as it related to wind energy, spud barges, and the Fruit Valley Freight Access and Safety Improvement Project
- Worked with the City of Vancouver to update their industrial land code for their comprehensive plan
- The port applied for large federal grants: a resubmitted PIDP request for the Berth 8/9 project and port electrification grant to the EPA Clean Ports program. The port was awarded a \$22.5 million Clean Ports grant in 2024

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*

- Continued in an active leadership role with the Interstate Bridge Replacement Program (IBRP) by having a seat on the Executive Steering Group, Equity Advisory

Group, Freight Working Group, Public Affairs Committee and Climate Technical Working Group

- Port leadership championed the strong advocacy to advance the design options in the Modified Local Preferred Alternative (MLPA) and preserving freight mobility access for the entire region
- Assumed a visible and pro-active leadership role to ensure that freight mobility and access to the Terminal 1 location was included in every design option for the new bridge
- Continued work with the Interstate Bridge Replacement Program (IBRP) technical group to ensure that design elements of the new bridge would be compatible with the design of the future Terminal 1 dock and Public Market
- Provided written comments outlining the port's interests and considerations during the Supplemental Draft Environmental Impact Statement (SDEIS) Comment period

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

- Port staff continued to serve in a leadership role of the Lower Columbia River Channel Maintenance Program, helping the Corps of Engineers complete their Draft Environmental Impact Statement (DEIS) for the Dredged Material Management Plan (DMMP) to maintain the channel for the next 20 years

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

- Port staff served on the Board for the Coalition of America's Gateways and Trade Corridors (CAGTC)
- Port staff accompanied the Corps and Congresswoman Gluesenkamp Perez on a tour of the Essayions dredge to show her how the dredges keep the channel open
- Port staff continued to take an active leadership role in the High Wide and Heavy Corridor project

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*

- Continued the tenant outreach program, focusing in part on assisting with workforce development needs

STRATEGY: *Partner with local colleges, high schools, skill centers, and vocational training programs to support education and workforce development, particularly for manufacturing and trade jobs*

- Continued a comprehensive internship program with partners from WSU-Vancouver, Cascadia Tech Academy, Texas A&M and Massachusetts Maritime Academy. In 2024, the Port hosted:
 - Three Maritime interns (Texas A&M and Massachusetts Maritime Academy)
 - Contracts and Procurement intern (Cascadia Tech Academy)
 - Finance intern (Future Leaders Project)
- Partnered with Cascadia Technology Academy and the Vancouver School District to advance their first ever Maritime Program, slated to begin classes in the fall of 2025 at the Port of Vancouver's 1501 Building
- Promoted Washington State University Washington-Vancouver, Clark College, Workforce Southwest Washington, Partners in Careers, and K-12 workforce opportunities with tenants and partners through various channels
- Continued involvement in the Future Leaders Project, mentored a Carson College of Business student, hosted a Cascadia Tech Academy Intern in the Contracts department, and provided tours and shadowing opportunities for students and groups, including the Washington State School for the Blind

- Hosted annual Take Your Child to Work Day event, with over 50 children and grandchildren of port employees getting a close-up view and hands-on experience of the multiple trades and career paths at the port and in the maritime industry

STRATEGY: *Support apprenticeship and vocational training opportunities for port public works projects*

- Implemented a new Apprenticeship Utilization Requirement in public works projects. This was done to comply with new legislation that mandates a certain percentage of apprentices be utilized when project costs meet specific thresholds, updating and replacing the port's former apprenticeship incentive program
- Port Procurement Services Manager worked with a statewide coalition to help shape legislation for apprentices on public works projects

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

- Hired three laborers and one operating engineer in the Facilities department through the port's summer apprenticeship program

ENVIRONMENTAL GOALS

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

- Developed annual goals and benchmarks to help guide the implementation of the Climate Action Plan and to provide measurable outcomes
- The port is working to electrify its industrial equipment when possible. In 2024, the port secured a grant with the Washington State Department of Ecology for the purchase of an all-electric Toyota THDE3000-24 forklift with 30,000-pound capacity. The forklift is anticipated to be delivered in October 2025
- To advance Climate Action plan goals, the port continued its progress in electrifying its fleet of vehicles and equipment
 - In 2024, the port received:
 - One Hyster J70XN Electric Forklift. This forklift is helpful in moving materials and smaller pieces of equipment in the port's facilities yard
 - Two Ford F150 Lightning electric trucks, bringing the total to six Ford F150 Lightning electric trucks in the Port fleet
 - In 2024, the port ordered:
 - Three additional Ford Lightning electric trucks which will be upfitted for use by the security department in 2025
- To support the installation of additional vehicle charging infrastructure to support the increase of electric vehicles and equipment, the port has completed the design work for the installation of ten additional electric vehicle charging stations. Installation is expected in 2025. The port applied for a grant as part of the

Washington Department of Commerce Electric Vehicle Charging Program to fund a portion of the additional charging stations in 2023. Grant award was received in 2024

- The port has converted nine natural gas-powered Heating, Ventilation and Air Conditioning (HVAC) units to electric and has plans to replace 14 additional units through 2025 to reduce fossil fuel use and reduce greenhouse gas emissions
- The port planned terminal lighting improvements at Terminals 2, 3 and 4 to replace metal halide and high-pressure sodium lights with energy efficient LED, including dimmers and motion sensors to reduce energy use when terminals are not in use
- As we electrify more and become less dependent on fossil fuels, it's important to remember there are still greenhouse gasses associated with our region's electricity generation. Therefore, each year we offset 100% of the greenhouse gasses associated with the electricity we use through renewable energy certificates generated at wind farms in the regions which we ship wind components to. This not only supports our commitment to the climate but also supports our mission of economic development
- Reducing waste sent to landfill, reduces methane production from landfills (methane is a powerful greenhouse gas). One example of how we are reducing waste is by chipping all woody debris associated with port maintenance to be used as mulch for landscaping purposes

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*

- Successfully applied for and was granted a Water Quality grant from the Washington State Department of Ecology for design of stormwater improvements. The port received the full amount of the grant for \$601,375
- In 2024, the port applied to the Washington State Department of Ecology's FY2026 Water Quality Grants, requesting \$7.8M for the construction of stormwater improvements. The port is on Ecology's draft grantee list. Grants will be finalized in July, if/when the state legislature approves and funds the grants
- Continued implementation and refinement of the Terminal 4 stormwater pilot project, which moved the innovative stormwater filtering pilot project into a

permanent system known as the Terminal 4 Stormwater Treatment Enhancement Project (STEP)

- Port staff's ongoing programs and efforts in stormwater management resulted in particulate levels that were below the Department of Ecology benchmarks
- Implemented a pilot pre-treatment to reduce the stormwater contaminant load entering the Terminal 2 bio-filtration stormwater facility. The goal is to pre-treat the stormwater with physical and granular activated carbon filtration to extend the life of the existing facility
- Successfully completed an extensive stormwater solids removal project in the Terminal 4 stormwater treatment facility

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*

- Continued to use the Sustainability Program as the overall guide for the port's environmental and sustainability efforts, using input from every port department on ways to exceed goals and promote understanding and buy-in from port employees
- Presented the annual Sustainability Program report to the Board of Commissioners in May 2024, including updates from all operational areas of the port. All annual sustainability reports are made available to the public on the port's website

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*

- Continued to integrate the Sustainability program goals into all aspects of the port's operations, including the Climate Action Plan and the Annual Budget
- Published a Drinking Water Quality Report that was provided to water system users

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*

- Provided field trips and tours to various organizations and community groups where the port's programs and innovations in environmental stewardship were discussed and shared
- Created and distributed the summer and winter Solstice newsletters dedicated to providing environmental updates and information
- Provided environmental content for other newsletters distributed by the port (including community newsletter, tenant newsletter, and Terminal 1 newsletter)
- Shared and forwarded social media posts from partners and stakeholders to promote Stormwater Partners for SW Washington

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

- Worked with the Washington Department of Ecology, Yakama Nation, and other partners to decommission the groundwater pump and treat system associated with a legacy groundwater cleanup site following 15 years of effective treatment. Operational since 2009, the pump and treat system treated 15.7 billion gallons of contaminated groundwater, removing over 1,300 pounds of volatile organic compounds and reducing the groundwater plume by 95%
- Organized an informational port tour with Washington Department of Fish and Wildlife staff to raise familiarity with port infrastructure and projects to aide in the organization's permitting decisions
- Completed the draft Environmental Impact Statement (EIS) in coordination with the other Lower Columbia River (LCR) ports and the Corps for the Channel Maintenance Project

- Worked in collaboration with Vancouver Bee Project to develop two trial bee habitat areas at the port. An area of the port's Mitigation Bank property and a slope of the Terminal 4 stormwater pond were planted with a pollinator seed in 2024 to support the needs of pollinators

STRATEGY: *Establish regular communications with tribal entities*

- Continued the practice of meeting on a regular basis with tribal partners to share information on projects
- Work with Yakama Nation to advance cleanup projects on port property under cooperative participation agreements

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

- Created improved nesting areas and habitat for Purple Martins. A total of 32 nesting gourds were provided, resulting in over 60 birds successfully hatching at the port in 2024. The port plans to grow gourd colony in 2025
- Participated as active members of the Vancouver Lake Technical Advisory Group
- Shared environmental knowledge and technology with other ports through staff and leadership involvement with the Environmental Committees of the American Association of Port Authorities (AAPA) and the Washington Public Ports Association (WPPA)
- Participated as an active participant in the Clark County Stormwater Partners Working Group
- Participated as an active participant in the Washington Public Ports Association (WPPA) Stormwater Working Group which discussed the 2025 Industrial Stormwater General Permit changes, and resulted in incorporation of port comments into the final version of the permit
- Led a tour of the Port of Vancouver Waterfront Development to the local American Planning Association

- Presented information on POV Smart Growth development practices at a Port of Camas-Washougal Commission Workshop to share POV lessons learned for their upcoming developments

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*

- Due to the port's infrastructure and labor availability, responded to an unexpected opportunity to move wind blades, towers, and nacelles through the port from a major supplier
- Successfully handled the transportation of 38,145 metric tons of wind turbine components and parts, showcasing ability to manage large-scale renewable energy projects
- Continued working with Vancouver Bulk Terminal (VBT) to redevelop the facility to bring 2.5 million tons of soda ash to the port, using innovative solutions to reduce the ecological footprint. The investment by VBT and the Port includes:
 - Redevelopment of Terminal 2, Berth 7
 - Enhanced rail service, new enclosed storage and conveyance
 - Modern and efficient ship loading design
 - Expansion of the rail premises
- Secured one new industrial tenant, Axiom Packaging, in Building 3300 of the Centennial Industrial Park, with an anticipated 40 new jobs in our community
- Continued working with a developer to construct new light industrial developments on port property
- Secured uses for Parcel 1A as laydown and special projects space

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

- Refurbished Berth 17 to create a state-of-the-art berth with modern amenities such as shore power to make it a marketable asset for a variety of cargo and vessel types. The upgrade to Berth 17 is a component of the port's Transportation Rehabilitation Investment Program (TRIP), the port's long-range infrastructure investment strategy
- Marketed the refurbished Berth 17 and successfully submitted a bid to the United States Maritime Administration (MARAD) to have the SS Curtiss berth at the port under a 10-year agreement, providing a new and steady source of revenue
- Created an interdepartmental team to deliver the port's infrastructure needs for the soda ash business opportunity, including the design and permitting for maintenance to Berth 7
- Continued to exceed 99% occupancy rates in the port's industrial programs
- Coordinated with External Affairs in conducting direct-mail marketing to targeted, potential customers
- Successfully continued to market the port's 24/7 security program to customers, tenants, and shipping companies seeking to do business with the port. In 2024, these services included:
 - TWIC vetting (199,600 contacts)
 - Telephone and service calls (4,410)
 - TWIC escorts (2,472)
 - Vessel assistance and docking (230 vessels)

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*

- Accommodated Subaru of America's request for additional storage of vehicles due to an expected increase in market demand
- Closed on new transaction with Axiom Packaging and 360 Sheetmetal in Centennial Industrial Building
- Executed expansion and/or extension leases with Wickum Weld, Sigma DG, Boise Cascade, Western Partitions Inc, Metro Metals and NW Packing
- Closed on the Hickey Family property acquisition bringing in Tidewater to the tenant portfolio and setting the Port up for future development growth

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*

- Continued in-person, national and international business visits with existing and prospective customers
- Continued liaison with local, regional, and state level economic development organizations to maintain strong relationships and to monitor changing national and regional markets
- Routinely met with industrial market experts to monitor changes in regional industrial markets

STRATEGY: *Market business and incentive programs, including Foreign Trade Zone to existing and potential businesses*

- Two wind energy customers, Siemens and Nordex, utilized the FTZ at the Port of Vancouver

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

- Study completed and used to continually improve the route for high and heavy cargo, especially wind components

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*

- CEO served on Board of Directors for American Association of Port Authorities, representing the North Pacific Ports
- Provided critical real estate expertise for the Columbia River Channel Maintenance sponsor ports, which is necessary to ensure continued maintenance of the Columbia River with access to system's dredge spoils areas
- Partnered with the United States Coast Guard and the Columbia River Steamship Operators Association on safety and visibility regulations for the navigation of vessels with wind components

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*

- Continued to recruit port tenants to join the port tenant cybersecurity network, the Maritime Transportation System Information Sharing and Analysis Center (MTS-ISAC)

- Continued contact with tenants to review current and future plans to ensure port's expansion efforts are in line with the needs of tenants

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

- Conducted three tenant events with informational speakers and opportunities for networking. Topics included: Terminal 1 update; Environmental Program Updates; Waste Connections Resources and Outreach Presentation; Southwest Washington Workforce Program and Resources; Grant Opportunities; I-5 Bridge Replacement Update; Terminal 1 and 5 Updates; and Terminal Security Updates
- Hosted Tenant Holiday Social Networking event with attendance numbers that exceeded those of pre-pandemic

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

- Hosted the summer Waterfront Appreciation event for port tenants, stevedores, and longshore union partners
- Continued outreach from business development staff and Tenant Services Coordinator to keep tenants informed about resources, updates, and relevant information, including topics on workforce development, grant opportunities, environmental updates, and I-5 bridge replacement updates

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*

- Successfully secured business opportunities that resulted in near record revenues for 2024, the 2nd highest revenue generating year in the port's history

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

- Continued to refine reporting tools and provide quarterly reports to leadership
- Continued the practice of evaluating all financial tools for each new business opportunity in light of current market conditions and interest rates, the port's 10-year financial forecast, and revenue projections
- Initiated an internal process to create financial models for various economic scenarios to stress test the port's financial viability and ability to respond to a variety of market conditions

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

- Created a diverse revenue base that resulted in operating revenues of approximately of \$55 million in 2024, driven by a range of activities across its maritime terminal operations and by leases within its industrial/commercial property
- Marine-focused operations were again the port's largest source of revenue. Overall commodity volumes increased by 18.2 percent year-over-year in 2024, totaling 7.496 million metric tons of goods that moved through the port's marine terminals. Export

volumes grew by 20.6 percent from the prior year to 6.849 million metric tons, while imports dipped by 7.2 percent to 647,050 metric tons

- Maintaining its role in exporting grain to communities around the globe, a longtime port tenant handled more than 5.9 million metric tons of corn, soybeans, sorghum and wheat. This activity accounted for a majority of the 68,236 rail cars that moved through the port, and for more than a quarter of the 405 total vessel calls that took place in 2024
- The port continues to serve as an important export gateway for other non-agricultural U.S. producers. Bentonite clay sourced in Wyoming made up 137,926 metric tons of the dry bulk commodities moved through its terminals, and copper concentrate originating from Rocky Mountain states accounted for 224,877 metric tons
- Preparations for adding soda ash to the port's commodity mix— another key U.S.-sourced mineral used in everything from healthcare to clean energy applications – continued in 2024. Within two years, the port will be a major global gateway for soda ash
- Evaluated each grant opportunity to determine the cost benefit impact for the port and the potential to provide the necessary matching funds

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

- Continued to advance programs to integrate the port's various data systems that will allow for the development of metrics, reporting tools, and data for decision making
- Updated the forecasts each quarter using key metrics and market information to more precisely anticipate and react to market and industry fluctuations
- Completed the port's 16th consecutive clean audit

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

- S&P Global Ratings upgraded the Port's credit rating from A+ to AA- with a stable outlook. This upgrade reflects S&P's recognition of the Port's strong financial position and the substantial benefits of nonoperating tax revenue, which enhance our credit stability and operational resilience. It underscores the sound financial management and proactive measures undertaken by our team and regional stakeholders to ensure the Port's success in a post-pandemic landscape
- Provided strong advocacy and education regarding the new Tax Increment Financing (TIF) legislation to port's statewide as they continue to take advantage of this economic development tool in their region
- Created a financial strategy and supported a Long-Term General Obligation Bond issuance for the Hickey Property acquisition and T1 Dock construction, leveraging Tax Increment Area (TIA) revenues to secure and structure long-term financing aligned with the Port's capital investment priorities

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*

- Created an offsite Disaster Recovery site to ensure restoration of data under emergency situations
- Continued the digitization and archiving of historical and legal port documents with a total of 1,195 records digitized in 2024, reducing the port's need for physical space to retain paper files
- Continued to strengthen port employee cybersecurity training program

- Completed the migration of the port's internal SharePoint site for enhanced records management and retention
- Enhanced Port of Vancouver USA's cybersecurity efforts to defend the port against cyberattacks
- Completed the replacement of the old analog radio system with updated digital radios which allow for clearer and stronger radio communications
- Continued to improve the port's infrastructure efficiency by using monitoring tools to detect issues on the network

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

- Completed another year of implementing the repair and replacement plan for port assets. The annual work items are identified as part of the budget process and included as separate capital projects in the annual budget
 - Paving replacement at the main gate and Harborside Dr.
 - Replacing aging fire sprinkler system riser valves
 - Completed 12 building inspections
 - BL3209 office demolition and new roof/siding/paint for the remaining warehouse section
 - Replaced major backflow water protection devices at BL2501, 2701, and 3201
- Successfully completed the list of requirements from the City Fire Marshal's office, ensuring full compliance with all fire safety standards in port buildings
- Due to on-going and regular maintenance of the port's rail line, experienced no maintenance related derailments; successfully received a clean rail federal report/audit
- Replaced vehicles and equipment
 - Received 2 Ford F-150 Lightning electric trucks
 - 3 additional Ford F-150 Lightning electric trucks ordered in 2024

- Received Hyster J70XN Electric Forklift
- Auctioned 13 vehicles and equipment on December 18th, 2024. The results of the auction produced a surplus check in the amount of \$71,714.00. All vehicles and equipment that were auctioned possessed gas/diesel combustion engines
- In 2024 implemented an oil dispensing system in POV mechanic shop
- Port staff achieved an overall 0.0 injury rate for the year 2024, continuing a strong trend since 2019. Additionally, the Facilities and Security Departments have had no time loss or restricted duty claims since 2020

ORGANIZATIONAL GOALS

GOAL: RECRUIT AND RETAIN TALENTED AND DIVERSE STAFF WHO SUPPORT EFFECTIVE INTERNAL AND 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: *Develop a training and leadership program that aligns port goals and employee growth*

- Sponsored two port directors to attend the American Association of Port Authorities' (AAPA) leadership training series
- Sponsored a port manager to participate in Leadership Clark County
- Various port leaders took an active role in working with the executive director at Leadership Clark County (on various committees) to support the program, resulting in continued participation in developing the current and future class leaders
- Researched and selected a supplemental online leadership training package to be rolled out in 2025

STRATEGY: *Actively promote employee diversity*

- Worked with the port's DEI consultant to create an action plan building upon the results of the 2023 port-wide survey regarding diversity, equity and inclusion
- The port's DEI committee and port staff received training and evaluated and selected updated DEI training that can be implemented for all port employees in 2025
- Over sixty percent of port new hires in 2024 were from underrepresented groups

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*

- Used the Strategic Plan as the guiding document for planning documents such as the Climate Action Plan

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

- The Business Continuity and Resiliency Plan (BCRP) was reviewed, updated, and distributed to all departments to ensure current information and continuing awareness around preparedness

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

- In spring of 2024, conducted an internal tabletop exercise with members of the Executive Leadership Team
- In spring of 2024, successfully completed an internal tabletop exercise, focusing on strengthening internal controls. This strategic decision allowed the port to enhance internal processes without the involvement of external players
- Conducted regular and frequent cyber training and phishing drills and tests for all port staff
- Continued to implement a mass notification system that allows the port to send text messages and alerts to employees in emergency situations
- Port staff actively participated in the Great Washington Shakeout – an earthquake drill, demonstrating their commitment to emergency preparedness and enhancing their readiness and response to potential earthquakes