2018

Strategic Plan

Port of Vancouver USA





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Mission

The port's mission is to provide economic benefit to our community through leadership, stewardship and partnership in marine, industrial and waterfront development.

Vision

Our port builds a community connected to a world of economic opportunity that supports a healthy environment, trade and living-wage jobs.

Letter to the Community



THE PORT OF VANCOUVER USA

was created by Clark County voters in 1912 as a special purpose district to preserve public access to the Columbia River, support industry and job creation, and provide economic benefit to the community. This is a mission we've proudly carried out for more than a century, and this solid foundation has kept us focused and steady as we evolved and grew along with our community.

The 2018 Strategic Plan is the first comprehensive plan update we've undertaken in 10 years. During that decade, the port accomplished several major initiatives, including completion of the West Vancouver Freight Access Project and Centennial Industrial Park; planning and development for Terminal 1; and the diversification of cargo and revenues.

We're now seeing the results of these accomplishments. Tonnage has steadily increased and today we move 7.5 million metric tons of grain, steel, Subarus, forest products, minerals and other key cargoes across our docks each year. Port tenants are expanding and new tenants are locating on port property, supporting job growth across the community. Today, port activities support more than 20,200 jobs and provide $2.9 billion in annual economic benefit to our region.

As we support economic vitality, we're also working toward an environmentally sustainable future for the port and our community. Initiatives we've completed include creation of the innovative Columbia River Wetland Mitigation Bank through public-private partnership; protection of 540 acres of Columbia River lowland habitat for migratory birds and other wildlife; construction of bicycle/pedestrian trail segments along State Route 501; and installation of an electric vehicle charging station at our administrative offices.

This balance of economic, environment and community is central to our culture and we approached our new Strategic Plan with an eye on robust public engagement. Throughout the process, we reached out to more than 100 stakeholder groups, including business and labor partners, tenants, staff and community organizations; convened four advisory panels;



interviewed a broad cross-section of our community; held seven public workshops and two public open houses; and reviewed hundreds of public comments.

The fruit of this thoughtful process is a Strategic Plan that balances the core work and purpose of a port – providing sustainable economic benefit to the community – with the vital need for a healthy environment. Our plan demonstrates our continued dedication to leadership, stewardship and partnership while reflecting the input and expectations of our community, and its intent is perhaps best captured in our new vision statement: "Our port builds a community connected to a world of economic opportunity that supports a healthy environment, trade and living-wage jobs."

We are grateful to the many people who have generously shared their time and knowledge to help us develop our 2018 Strategic Plan, and we look forward to continuing to work together for the vitality of our community and region.

Sincerely,

CEO Julianna Marler

Commissioner Eric LaBrant

Commissioner Jerry Oliver

Commissioner Don Orange

About Us

The Port of Possibility

The Port of Vancouver USA is the state's third-oldest public port and one of its largest, as well. It was the first public port on the Columbia River in Washington. Established by voters in 1912 to ensure public ownership of trade docks, the port has served as an engine for economic growth in our community for more than 100 years.

History

Few Northwest ports can match the Port of Vancouver USA's pedigree. Located on the banks of the West's iconic Columbia River, in a region explored by Lewis and Clark and home to a key Hudson's Bay Company outpost, the Port of Vancouver's history is as rich as it is notable. From the landslide public vote that created the port in 1912 to the five-terminal, 13-berth international hub of commerce it is today, the port has been shaped by a wide scope of economic forces through the decades, including wars, recessions, politics and natural disasters. Through it all, the port has grown into an enterprise defined by its ability to seek out opportunity and create prosperity for its entire community and region.

Today, the Port of Vancouver handles 7.5 million tons of cargo each year, supports more than 20,200 jobs and provides $2.9 billion in annual economic benefit to its region.





What Ports Do

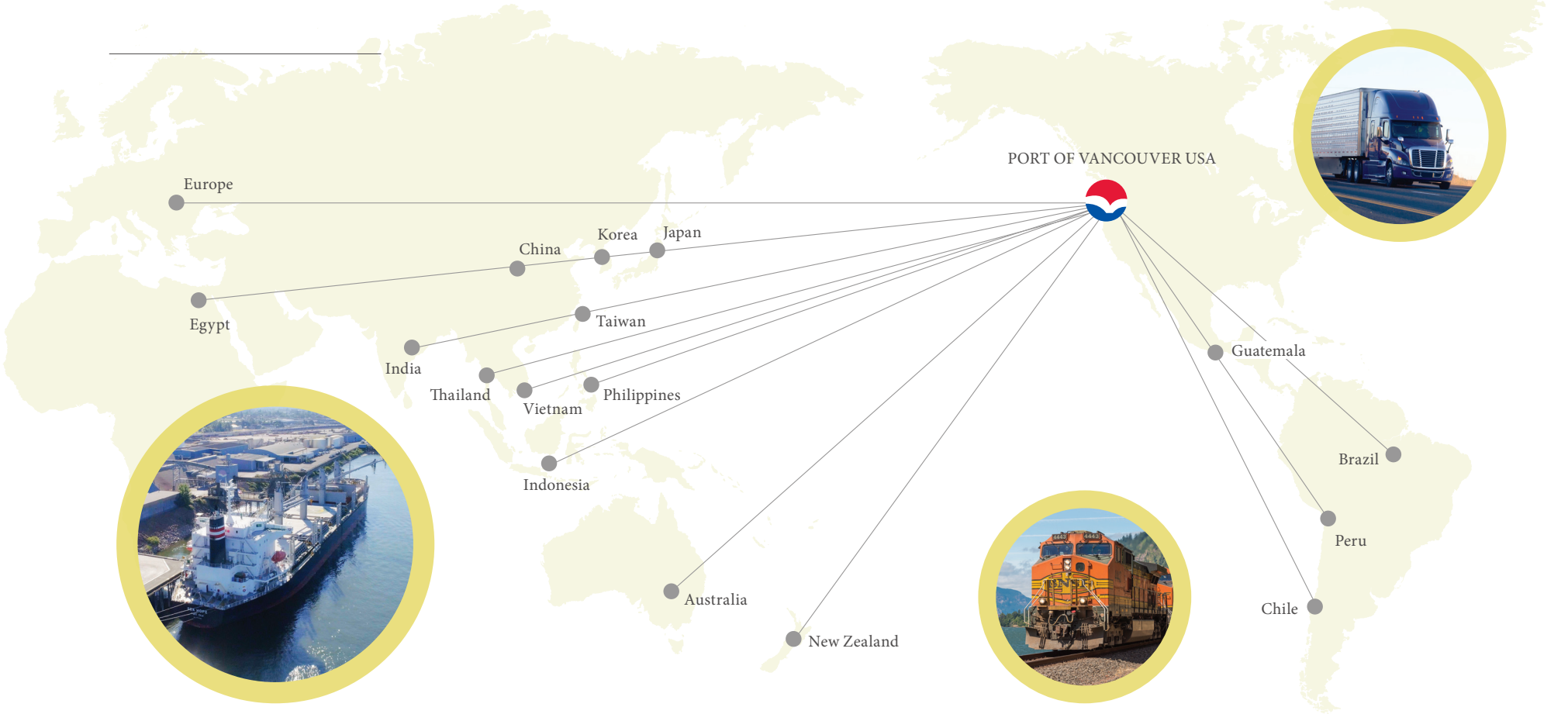
Washington state port districts are municipal corporations, organized under state law, authorized by a majority vote of residents in the port district and governed by an elected board of commissioners. Ports were first formed in the early 1900s to provide facilities for marine transportation and commerce. Over the years, the Washington State Legislature has expanded port powers and functions to help create and retain jobs, increase the state's tax base, diversify Washington's economy and provide greater opportunities for Washington state businesses to participate in international trade.

Today, Washington state ports may:

- Operate terminals.
- Develop lands for industrial and commercial needs.
- Provide general economic development programs.
- Buy, lease and sell property.
- Operate trade centers and export trading companies.
- Establish and operate foreign trade zones.
- Promote tourism.

Global Trading Partners

Strategically located on the 43-foot-deep Columbia River shipping channel and only 106 miles from the Pacific Ocean, the Port of Vancouver serves as the premier gateway to the U.S. and Canada. Top exports are grain, corn, beans, scrap steel and other bulk materials; top imports are steel, dry and liquid bulks and autos. Trading partners include China, South Korea, Malaysia, Japan, Australia, Germany, Denmark, Norway and South America.



Our Values

WE BELIEVE THAT A CONNECTION TO THE WORLD CREATES OPPORTUNITY— the opportunity to grow, the opportunity to make an impact, and the opportunity to help build a dynamic and vital local community. Connection is essential to the way we do business, too. At the end of the day, what counts is the difference we make in the lives of our people, our customers and our community. We do this by forging relationships built upon trust, understanding and always striving to do what's right—even when that's not the easy way.

Organizational Values

At the Port of Vancouver USA, we have values that are important to us, which we reflect in our planning, our actions and our treatment of others.

INTEGRITY: Integrity is a character trait. It is the willingness to do what is right even when no one is looking. It includes certain moral traits such as courage—doing what is right even at a personal cost.

HONESTY: Dealing truthfully with one another, our customers and the community.

RESPONSIBILITY: Recognizing our duties and accomplishing them well.

ACCOUNTABILITY: We do not shift blame to others or take credit for the work of others. In short, it means doing the right thing even when it hurts.

PROFESSIONALISM: We know our job and go about doing it efficiently and well. Our goals go beyond merely doing the job for the moment, we continuously look for ways to improve and innovate. We encourage the ability to think and act creatively and not respond by saying, "We've always done it this way." As professionals, we understand the need for communication and teamwork, respect for our teammates, and taking responsibility for following through on our commitments. A professional adds value to everything in which he or she is involved.

RESPECT: We show consideration and value for others, exercising courtesy not only with our customers and tenants, the community, but also among ourselves. Respect is mutual. While supervisors respect the value of each person under their supervision, each person also should respect the responsibility the supervisor has to support the goals that the organization must accomplish to fulfill its mission and vision.

PARTNERSHIP: We work with others, and we seek to work with them well. This includes our customers, our tenants, the seafarers, our community, our labor force, and those who work within the same organization. Through partnerships and teamwork, the whole is greater than the sum of the parts. As a team, we communicate with each other and work together towards our common mission, vision and goals while supporting our community's quality of life.

ACHIEVEMENT: This is the bottom line we strive to attain. It is vitally important that we achieve the organizational goals that we set, and while doing so, we serve the taxpayers of our port district, our community, our region and our nation.



Operational Values

Our operational values direct our day-to-day actions and our long-term vision.



LEADERSHIP: Leadership means setting the example. It means accountability and accepting responsibility. Leadership also means internal and external management excellence. Good leadership fosters a climate of teamwork, openness and mentoring while promoting growth and opportunities.

QUALIFIED AND COMMITTED STAFF: The Port of Vancouver believes its staff is its most important asset. We retain quality personnel and encourage their professional development. We recognize and reward our employees for being creative, resourceful and productive.

WORK ENVIRONMENT: Our professional work environment is both satisfying and rewarding, giving recognition and credit appropriately and frequently. We value all staff, regardless of their positions within the organization, tenants and customers for their contributions. A positive work environment promotes trust and leads to success.

COMMUNITY INVOLVEMENT: We support and improve the community where we live, work and our children grow. We strive to be good citizens locally and globally, exhibiting ethical integrity in the global marketplace.

SECURITY: Security means protecting employees, tenants, customers, visitors, our neighbors and the environment. Security also means safeguarding assets and resources. We promote awareness and are proactive in minimizing risks and maintaining a high level of security.

"CAN DO" ATTITUDE: This attitude means a dedication to excellence; a desire for continuous improvement and innovation toward accomplishment and performance. It is embodied in our daily activities and decisions to improve processes, achieve savings, and enhance customer service. We anticipate and fulfill customer needs while understanding the boundaries established by the taxpaying public.

Environmental Values

The Port of Vancouver believes that environmental stewardship and economic development can co-exist. We take a proactive approach to managing our natural resources and minimizing our impact on the environment.

INTEGRATED DECISION MAKING: Incorporate environmental costs, risks, impacts and benefits into our business choices, operating decisions, and facility planning. Promote a culture where environmental stewardship is demonstrated by the way we do business.

SUSTAINABILITY: Sustain our natural resources through the protection of our air shed, lands and water. Build strong relationships with our community, stakeholders, customers, and suppliers for the benefit of the environment. Conserve energy and maximize the use of sustainable resources in the construction and operation of facilities and delivery of our services.

POLLUTION PREVENTION: Prevent new sources of contamination on port property through best management practices and continued improvement of our environmental programs. Efficiently remediate clean-up sites to the benefit of the environment and for future industrial use and job creation. Work with tenants to help emphasize the importance of environmental stewardship and the port's commitment to sound environmental practices.

COMPLIANCE: Meet or exceed regulatory requirements in the construction and operation of our facilities and delivery of our services.



Safety Values

Safety is our number one priority, which means everyone returns home safely to their families each night. Like our environmental values, we take a proactive approach to ensuring the safety of our employees.



SAFETY: The port believes all injuries can be prevented and that everyone working at the port deserves a safe and healthy work environment. We consider safety to be an integral component of our daily operations and the responsibility of all port employees. Each employee is responsible for practicing safety and health values, and for reporting accidents, injuries and unsafe conditions.

EMPOWERING ALL: Port leadership trusts and values employees, which fosters a culture in which employees can be comfortable speaking up when potentially risky behaviors and conditions are observed. Employees at any level have the authority and responsibility to stop work and assist with hazard mitigation.

COMPLIANCE: The port strives to meet or exceed federal, state and local safety rules and regulations. We partner with state and local safety and emergency response professionals and port tenants to minimize risks to our employees, tenants, customers and the community.

CONTINUOUS IMPROVEMENT: The port is committed to continuous improvement in all aspects of our operations, especially related to our employees' safety and health. Through collaboration and assessments, we seek to improve our operations and facilities for the benefit of our employees, tenants, customers and neighbors.

INTEGRATION: Safety is integral to all port activities and is considered in every decision.

Strategic Goals

Community

GOALS





STRENGTHEN COMMUNITY OUTREACH AND COMMUNICATION.

STRATEGIES

1. Increase opportunities to engage the community in mutual discussions and provide education about port activities, including port tours and the lecture series.

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

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

PURPOSE

To support transparency and maintain strong mutual communications with neighborhoods and the community.

BUILD PARTNERSHIPS TO ADVANCE AND COMMUNICATE SHARED GOALS.

STRATEGIES

1. 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.

2. Develop a program in which port employees proactively participate in environmental stewardship programs, business development activities, education and workforce development, and other volunteer activities.

3. Pursue opportunities to share port knowledge and resources with community partners to advance shared goals.

PURPOSE

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

IMPLEMENT THE VISION OF A DESTINATION WATERFRONT AT TERMINAL 1.

STRATEGIES

1. Build a public marketplace on the Columbia River.

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

3. Support public enjoyment and tourism through activities such as river cruises and events at Terminal 1.

4. Explore partnerships in arts, culture, and history interpretation.

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.

PROVIDE TRAILS AND PUBLIC ACCESS OPPORTUNITIES ON PORT PROPERTIES.

STRATEGIES

1. Create a Trails and Access Plan.

2. Identify opportunities and events to increase public access on port property.

3. Seek funding opportunities to expand the Renaissance Trail as well as the portside trail system.

PURPOSE

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



Economic Development

GOALS





SUPPORT LOCAL EFFORTS TO MAINTAIN AN ADEQUATE SUPPLY OF COMMERCIAL AND INDUSTRIAL REAL ESTATE.

STRATEGIES

1. 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.

2. Develop an actionable plan for the development and expansion of existing industrial and commercial port property, including the permitting process for undeveloped properties.

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

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

5. Take an active role in participating in regional economic development efforts and be a vested stakeholder with partner organizations.

PURPOSE

To attract businesses seeking to locate and create jobs in our community.

TAKE A LEADERSHIP ROLE IN SUPPORTING REGIONAL, MULTI-MODAL TRANSPORTATION AND IMPROVING FREIGHT MOBILITY.

STRATEGIES

1. 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.

2. Support and track regional discussions on issues such as the I-5 Bridge, commercial surface transportation and impacts on local roads, and regional access.

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

4. Work with local, state, and federal elected officials and agencies to support and promote the importance of 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.

SUPPORT THE DEVELOPMENT OF A SKILLED WORKFORCE TO ALIGN WITH REGIONAL NEEDS AND INCREASE JOB OPPORTUNITIES ACROSS THE PORT DISTRICT.

STRATEGIES

1. Partner with local businesses, associations, and the legislature to support workforce development programs.

2. Meet with port tenants to discuss workforce challenges, apprenticeship, and training opportunities.

3. Partner with local colleges, high schools, skill centers, and vocational training programs to support education and workforce development, particularly for manufacturing and trade-related jobs.

4. Support apprenticeship and vocational training opportunities for port public works projects.

5. Establish an apprenticeship program for port trade employees.

PURPOSE

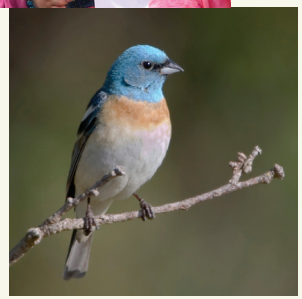
To meet the workforce needs of our region and to provide family-wage jobs and training opportunities.



Environmental

GOALS





PROTECT AIR QUALITY, WATER RESOURCES, AND LAND MANAGED BY THE PORT THROUGH DELIBERATE AND PROACTIVE EFFORTS IN ALL ASPECTS OF THE PORT'S OPERATIONS.

STRATEGIES

1. 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.

2. 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.

PURPOSE

To ensure the port is protecting regional environmental quality.

MAINTAIN THE PORT'S SUSTAINABILITY PROGRAM TO ENSURE THAT PORT OPERATIONS ARE BASED ON ECONOMIC, ENVIRONMENTAL, AND SOCIAL VALUES.

STRATEGIES

1. Maintain Sustainability Program and ensure all departments are represented on Sustainability Committee.

2. Integrate the goals of the port's Sustainability Program into other planning documents, such as the Annual Budget and Comprehensive Scheme of Harbor Improvements.

PURPOSE

To promote sustainable practices in port operations.

STRENGTHEN COMMUNITY CONNECTIONS BY ACTIVELY ENGAGING WITH OUR ENVIRONMENTAL STAKEHOLDERS.

STRATEGIES

1. Develop an outreach program to discuss environmental stewardship at the port.

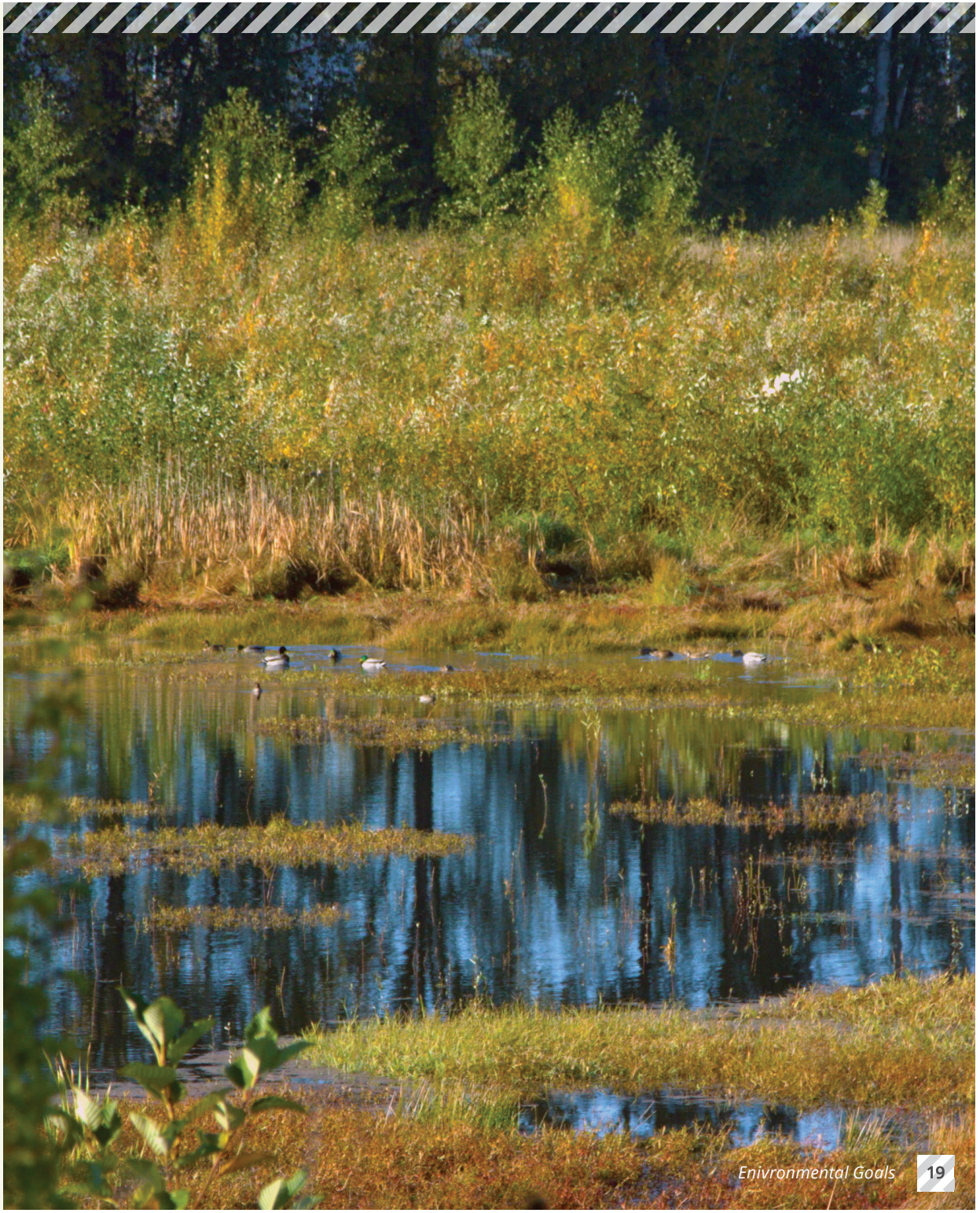
2. Work with partners to create ecological benefit and improved operating and permitting efficiencies.

3. Establish regular communications with tribal entities.

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

PURPOSE

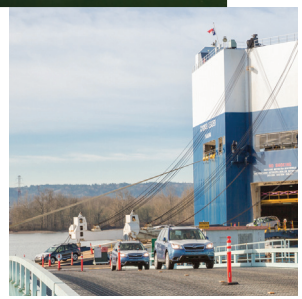
To build partnerships, support regional initiatives and share port expertise.



Financial

GOALS





STRENGTHEN THE PORT'S FINANCIAL SUSTAINABILITY.

STRATEGIES

1. Pursue business opportunities that increase cargo volumes, maximize utilization of port assets, and achieve revenue goals.

2. Develop tools to analyze and report the financial viability of the movement of individual commodities.

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

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

PURPOSE

To ensure long-term fiscal stability that provides the ability to provide economic benefit to the community and the region.

DEVELOP AND COMMUNICATE A LONG-TERM STRATEGY FOR THE USE OF PROPERTY TAXES AND DEBT FINANCING POLICIES AND TOOLS.

STRATEGIES

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

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

PURPOSE

To understand the use of property taxes and other financial solutions in the port's long-term financial strategy.

DEVELOP A ROLLING 20-YEAR COMPREHENSIVE, SCHEDULED MAINTENANCE PLAN TO MAXIMIZE OPERATIONAL CAPACITY, EFFICIENCY AND LIFE EXPECTANCY OF PORT ASSETS.

STRATEGIES

1. Continue to expand uses of technology to develop tools to support maintenance and management of port assets.

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

3. Assess future space planning needs and develop long-term plan.

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.



Marine and Industrial Business

GOALS





PURSUE OPPORTUNITIES THAT UTILIZE THE PORT'S PROPERTY AND INFRASTRUCTURE INVESTMENTS TO CREATE JOBS AND SUPPORT THE ECONOMY.

STRATEGIES

1. Emphasize and increase marketing efforts to pursue innovative business opportunities and renewable, clean energy projects.

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

3. Maximize utilization of rail infrastructure to support the efficient movement of commodities.

PURPOSE

To capitalize on infrastructure investments and capacity of the port's marine terminals to support jobs and economic growth.

ENSURE THE PORT'S CARGO PORTFOLIO IS DIVERSIFIED BY LEVERAGING RESOURCES TO RESPOND TO CUSTOMER NEEDS AND MARKET DEMANDS.

STRATEGIES

1. Extend contracts with existing customers and tenants.

2. 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.

3. Market business resources and incentive programs, including Foreign Trade Zone, to existing and potential businesses.

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

5. Evaluate future investment in marine and industrial development at Columbia Gateway.

PURPOSE

To provide a diverse cargo portfolio that ensures financial resiliency and maintains business continuity for customers.

CONTINUE TO PLAY A KEY ROLE IN MAINTAINING NAVIGABILITY OF THE COLUMBIA RIVER SYSTEM, INCLUDING BERTHING SYSTEMS, ANCHORAGE, TURNING BASINS, AND THE SHIPPING CHANNEL.

STRATEGIES

1. 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.

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.

SUPPORT GROWTH AND ECONOMIC OPPORTUNITIES FOR EXISTING TENANTS AND STRENGTHEN OUTREACH.

STRATEGIES

1. Act as a resource and regularly reach out to existing tenants to assess business, workforce, and facility needs, and to provide support for opportunities.

2. Establish quarterly tenant events with informational speakers and a platform for networking.

3. Provide regular communications with current tenants and points of contact with port staff.

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.



Organizational

GOALS





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.

STRATEGIES

1. Incorporate goals of the strategic plan into the port's operations and develop ongoing communications about staff's role in measuring progress.

2. Analyze staffing levels and develop staff resource and succession plan.

3. Develop staff recognition program.

4. Develop a training and leadership program that aligns port goals and employee growth.

5. Actively promote employee diversity.

PURPOSE

To ensure continuity and institutional knowledge of port operations, programs, and markets in the implementation of its mission.

ENSURE ALIGNMENT OF KEY PORT PLANNING DOCUMENTS.

STRATEGIES

1. Align key documents to reflect new Strategic Plan.

2. Annually review and update core planning documents to reflect best management practices and statutory requirements.

PURPOSE

To effectively communicate and ensure alignment of port priorities.

ANALYZE RISKS AND DEVELOP A PLAN FOR BUSINESS CONTINUITY, RESILIENCY, AND DISASTER RECOVERY.

STRATEGIES

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

2. Develop a plan to address risk and ensure community safety and business continuity.

3. Finalize emergency preparedness plan and develop comprehensive training program for staff.

PURPOSE

To be prepared for disruptive events and trends and be able to chart the quickest road to recovery to restore normal operations.



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