



# PORT OF VANCOUVER USA STRATEGIC PLAN 2022 ANNUAL REVIEW

MARCH 28, 2023

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.*

- Provided eight public tours (360 participants total)
- Additional tours provided for iUrban Teen, Friends of BNSF, ESD112, Clark College international students, Leadership Clark County, the Eastern Oregon Agricultural College, and elected officials
- Completed the second round of funding for the Community Fund program to three recipients: the Columbia Play Project (for water quality kits); the Vancouver Farmers Market minority vendor assistance program; and the Clark College International Day
- Port commissioners regularly attend twice-monthly Labor Round Table meetings to provide updates about port projects and job opportunities
- Conducted community survey to better gauge levels of understanding about port activities and priorities
- Sponsored and provided support to organizations in support of diversity, equity and inclusion work:
  - Hispanic Chamber of Commerce leadership series
  - Hispanic Chamber of Commerce Leadership Awards dinner
  - MLK Breakfast
  - Fourth Plain Forward community events
- Sponsored and participated in community events – BooVille, Fruit Valley Movie Night, Vancouver’s Downtown Association VanTastic Awards, Columbia Springs annual Hooked on Nature dinner and auction
- Provided public outreach and comment opportunities regarding port’s re-districting recommendations, based on Washington State law requiring redistricting every ten

years. The Board of Commissioners voted to adopt the newly drawn district boundaries in August 2022, following three public hearings

**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 – 5,717 followers
  - Twitter – 3,656 followers
  - LinkedIn – 5,114 followers
  - Instagram – 1,509 followers
  - YouTube
- Used social media to increase awareness about port projects: new “Terminal1Tuesday” campaign; intern updates; port construction and consultant bid opportunities; port industry network to manage cybersecurity risks; and other port news
- Reached out and maintained good relations with print and broadcast media
- Participated in podcasts and video opportunities to help position staff as industry experts
- Generated broad coverage in print, radio, and TV
  - Red Lion sign demolition generated 14 stories reaching an audience of 225,600; publicity value of \$13,400
  - Vancouver Landing opening generated 40 stories reaching an audience of 2.1 million; publicity value of \$80,350
- Attended approximately six neighborhood association meetings each month to report on port news
- Provided extensive outreach for the Tax Increment Area project both in person and through social media resulting in support from other taxing jurisdictions
- Created Labor Roundtable reports
- Issued Community Report in May 2022 to more than 90,000 residents
- Created and distributed the Port Report video with participation with the ILWU
- Created and distributed Solstice, Port Report, and Community Report

- Promoted Community Fund through news release, website, and social media
- Created paid advertising in trade and local publications (Journal of Commerce, Heavy Lift, North American Clean Energy, Freight Waves, Vancouver Business Journal e-newsletter, TVW, Comcast, LinkedIn, Google)
- Ran a rotation of six commercials on Comcast Cable
- Successfully placed port marine interns and Chief Commercial Officer on multiple episodes of Freight Waves podcast to promote port business and activities
- Coordinated commercial with website promotion on TVW Public Affairs TV in Olympia

**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.*

- Created comprehensive PowerPoint presentation about the port’s goals and programs that can be used by commissioners, leaders, and staff to educate and engage the community and port partners
- Held Waterfront Appreciation BBQ for ILWU employees and marine tenants

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

- Successfully took the lead in advocating for freight mobility in the development of the Interstate Bridge Replacement Program (IBRP) Modified Locally Preferred Alternative
- Partnered with local organizations including Vancouver’s Downtown Association; Identity Clark County; Washington State University Vancouver; Greater Vancouver Chamber of Commerce; and the Vancouver Parks Foundation through event sponsorship and other programs

## **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.*

- Managed and completed the Vancouver Landing Project on time and within budget
- Celebrated the Vancouver Landing Project completion with a ceremony that recognized tribal partners, the Rotary Club of Vancouver, elected officials, and community partners
- Initiated and managed the deconstruction and demolition of the Red Lion hotel, including the preservation of old timbers that will be re-purposed as part of the waterfront development

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

- Successfully leveraged funding from the state legislature and the Rotary Club of Vancouver to complete the Vancouver Landing project
- Secured \$1.5 million from the Washington legislature for design and permitting for the demolition of the Terminal 1 dock
- Completed the design and engineering components for the Terminal 1 dock removal. Applied for all necessary permits, anticipated to be received in early 2023
- Facilitated the transfer of a lease for waterfront Blocks 1 and 2 from Columbia Waterfront LLC to Lincoln Property Company for a mixed-use development
- Successfully signed a 50-year lease with the Lincoln Property Company for waterfront development that will include an anchor tenant, ZoomInfo
- Celebrated the ribbon cutting with Lincoln Property Company for the development of Blocks A and C at the waterfront
- Contracted out for the design and construction of the Cascade Wall project on the northeast portion of Terminal 1 to facilitate the development of Blocks A and C

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

- Celebrated the Rotary Club of Vancouver's 100<sup>th</sup> anniversary at the Vancouver Landing, launching the space for public enjoyment and recreation
- Supported port tenant AC Marriot Hotel in the completion and opening of its hotel at Terminal 1
- Sponsored the Pacific Northwest Waterways Association (PNWA) Annual Convention at the AC Marriot Hotel at Terminal 1 (165 attendees)

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

- Worked with tribal partners, the Rotary Club of Vancouver, and the Clark County Historical Society to create interpretive panels, signage and the walkway for the Vancouver Landing
- Presented historical photo and building artifacts from the Lechtenberg farm to the Lechtenberg family in honor of the farm's history on port property and its historical significance to farming and agriculture in Clark County

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

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

- Enhanced public space on port property at the Vancouver Landing for recreation, cultural and community events

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

- Successfully secured \$175,000 grant from the Regional Transportation Council for design work for segments 4 and 5 of the Renaissance Trail, also known as the Lower River Road bike/pedestrian path
- Completed the Renaissance Trail segment at Terminal 1

# 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.*

- Port staff continued to serve as Lands for Jobs Committee Chair, providing feedback on comprehensive planning efforts, tools for development and site readiness, and permitting or other regulatory challenges

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

- Developed the port's Land Strategy report that outlines potential future development; presented to the commissioners in an administrative work session

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

- Continued to participate with the Columbia River Economic Development Council's Land for Jobs efforts to identify infrastructure gaps for key sites in the port district

**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 other partner boards and committees

**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.*

- Helped Coordinate Interstate Bridge Replacement Freight Leadership Meeting and supported Identity Clark County in its survey of freight stakeholders
- Convened meeting of trucking firms, WSDOT and the City of Vancouver to discuss new recommendations for raising and lowering tower sections when needed for the safe transit of wind tower components on Mill Plain and SR-14
- Provided testimony to the City of Vancouver regarding the impacts of its fuel ordinance on port tenants and the port's climate efforts and economic development activities

**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, and Climate Technical Working Group
- 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
- Represented the port on the Regional Freight Mobility Advisory Committee convened by Metro to discuss freight mobility throughout the Portland Metropolitan Statistical Area
- Took a lead role in ensuring that one auxiliary lane was included in the Modified Local Preferred Alternative (LPA) with the agreement to conduct a feasibility study of two auxiliary lanes



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

- Worked with other Lower Columbia River ports to install a depth gauge at Kalama to provide safer transit of the river to the Port of Vancouver
- Continued working with the Corps of Engineers to advance the Environmental Impact Statement for the Columbia River Channel Maintenance Plan

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

- External Affairs and Economic Development staff met with elected and agency staff leadership to promote specific freight mobility needs and projects
- Port staff served on the Coalition for America’s Gateways and Trade Corridors Board of Directors

**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.*

- Held virtual tenant event in March 2022 that included a speaker and resources from the Northwest Trade Adjustment Assistance Center
- Worked with port tenants and C-Tran to launch “Connector” service to Lower River Road to provide an additional transportation option to tenants and their employees on and around port property

**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.*

- Promoted Washington State University Washington-Vancouver, Clark College, Workforce Southwest Washington, and K-12 workforce opportunities and programs with tenants and partners through various channels
- Sponsored two interns at the port from the Future Leaders Project, a partnership between Washington State University – Vancouver, the Columbia River Economic Development Council, and Workforce Southwest Washington to help first generation and underrepresented students gain experience and access to organizational executives
- Hosted two paid interns from maritime programs at Texas A&M and California State University

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

- Issued eight construction bids that met the threshold for eligibility for the port’s apprenticeship incentive program. The contractor for one of these projects, the Berth 17 Dock Fender Replacement Project, exceeded the 3% apprenticeship goal with an overall 32% apprenticeship usage of equipment operators, carpenters, and pile drivers.
- Finalized a small works project (HVAC installation for Buildings 3201F and 3103) in which the contractor achieved a 58% apprenticeship usage
- Received national (AAPA Seaports Magazine) recognition for the port’s work on internships and apprenticeship programs

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

- Hired two summer apprentices (laborer and operator)

# 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.*

- **Continued** program to lower greenhouse gas emissions through the replacement of port fleet vehicles with electric models. In 2022, two Ford electric E-Transit vans were purchased for use by the facilities department's plumbers and electricians. Additionally, three Ford F150 Lighting all-electric pickups were ordered in 2022 for delivery in 2023.
- Purchased 500 gallons of renewable diesel to trial in several pieces of port equipment. Renewable diesel is a drop-in replacement for traditional diesel that is made from vegetable oils and animal fats and produces up to 75% less greenhouse gas emissions compared to traditional diesel fuel's life cycle. The trial was successful and renewable diesel is planned to fuel all qualified diesel equipment in the POV fleet in 2023.
- Designed, permitted, and started the procurement process for shore power and renewable energy generation for the Berth 17 Rehabilitation project. Once completed, the shore power system will allow vessels to rely on electricity while at berth. Solar energy will power support functions at the berth such as lighting.
- Replaced natural gas-powered HVAC systems with all-electric systems.
  - Completed the change-out of natural gas HVAC units with electric at BL2601 and BL3201F
  - Completed design for the change-out of natural gas HVAC units with electric for BL2851, BL2480, BL2400 and BL3103
- Purchased renewable energy certificates to offset carbon associated with the port's purchased electricity

- Hired consultant to develop an implementation plan and provide technical assistance for the Port of Vancouver's Climate Action Plan
- Issued contract and began work with an electrical consultant to assist with inventory of electrical infrastructure, capacity, and carbon reduction planning for port facilities
- Collaborated with agencies on climate issues:
  - Participated on the City of Vancouver's Climate Action Plan Community Roundtable; continued to have regular meetings with its climate and policy staff to coordinate climate efforts
  - Participated on the Interstate Bridge Replacement Project's Climate Technical Work Group
  - Took an active role in the Washington Public Ports Association's subcommittee of its Environmental Technical Committee to focus on climate change topic discussion and information-sharing

**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.*

- Provided ongoing stormwater management and maintenance of stormwater treatment facilities and devices through routine inspection and sampling events
- Provided onsite training to tenants on stormwater infrastructure and best management practices
- Completed the replacement of treatment media at the Terminal 2 biofiltration stormwater facility to provide continued effective stormwater treatment. The final phase of work included adding mulch, plants, and temporary irrigation to the facility in the fall planting window.
- Installed backflow prevention for T4 stormwater facility to prevent river water from flowing into settling pond so pond can operate as designed. With the valve installed high river levels cannot backup into the pond resuspending sediments or introducing muddy water into the port's stormwater facility.
- Submitted a Washington State Department of Ecology Stormwater grant for Terminals 2, 3, and 4 to add enhancements to current treatment systems
- Successfully de-commissioned 132 wells on Parcel 10 as part of overall groundwater clean-up effort

- Assisted the Lower Columbia Estuary Partnership (LCEP) with design and construction of Grattix units to support an EPA grant. LCEP will distribute to industry within the watershed.

**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.*

- Presented the annual Sustainability Program report to the Board of Commissioners in April 2022, including updates from all operational areas of the port

**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
- 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 to discuss the port's programs and innovations in environmental stewardship. Hosted representatives from the Environmental Protection Agency and the Washington Department of Fish and Wildlife to demonstrate mitigation actions and environmental stewardship efforts.

- 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.*

- Began work on Phase I of a multi-phased study to gather better data to understand the issue of juvenile fish wake stranding in the Columbia River. This work is being done in partnership with the Army Corps of Engineers, the National Marine Fisheries Service, and other Columbia River Ports.
- Completed construction of the Parcel 3 Berm satisfying conditions of an agreement with Columbia Land Trust and Columbia River Alliance for Nurturing the Environment. As part of ongoing maintenance 16 native species of 1,950 trees and 6,500 plants were planted in 2022 to ensure the continued visual and acoustical goals of the berm are met.
- Obtained all permits for and constructed the Terminal 4 Bank Restoration Project. The project was designed to maximize beach and riparian habitat while protecting the upland infrastructure from erosion.
- In partnership with the Washington Public Ports Association (WPPA) and other Washington State ports, provided funding for a National Marine Fisheries Service Liaison
- In partnership with the US Fish and Wildlife Service and the Friends of Steigerwald Wildlife Refuge's volunteer bird experts, continued to monitor successful hatchings of Purple Martins at the port's wetland mitigation bank. There were 43 successful hatches in 2022, an increase of seven from the previous year.

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

- Continued the practice of meeting on a regular basis with tribal partners to share information on projects and priorities
- Completed the collaboration with tribal representatives from the Confederated Tribes of Grand Ronde, Confederated Tribes of Warm Springs, and the Cowlitz Indian Tribe to develop an interpretive panel and historical timeline for the Vancouver Landing
- Cowlitz Tribe's elder and spiritual leader provided a tribal blessing at the Terminal 1 Vancouver Landing opening celebration

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

- Shared knowledge with the Lower Columbia Estuary Partnership (LCEP) and the Environmental Protection Agency (EPA) to support an EPA grant for Grattix units that LCEP will build and distribute to industry in the watershed. Oregon State University provided 10 Grattix units for this effort that were delivered to the port for rehabilitation and distribution.
- Hosted tour with Port of Longview safety and environmental personnel to share knowledge and best practices. Environmental department employees from the Port of Vancouver also attended a tour of the Port of Longview in return.
- Participated as active members of the Vancouver Lake Technical Advisory Group

# 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.*

- 23 vessels called to the port in 2022, carrying over 2,000 individual wind turbine components. Maintained preeminence as largest wind energy gateway on west coast, handling the longest blades to date, over 250 feet in length.
- Led efforts to ensure new tenants at Terminal 1 (Lots 1 and 2) were committed to construct LEED Gold developments
- Continued working with long-term developer to develop ground-up innovative concepts for new light industrial developments on port lands

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

- Finalized Statement of Interest process to solicit proposals regarding potential business opportunities at Berth 7 and selected a new operator, Metro Ports, for the existing bulk mineral facility
- Successfully negotiated an operating agreement with Metro Ports and began negotiations for long-term lease agreement
- Partnered with the International Longshore and Warehouse Union (ILWU) to justify the need for additional labor to service current and new customers; successfully negotiated with the Pacific Maritime Association for the creation of 22 additional ILWU positions
- Created plan to implement financial investments in Berth 17 for future layberth opportunities



- Issued bid for infrastructure improvements at Berth 17 and selected contractor to begin rehabilitation project of berth
- Designed, permitted, and procured equipment for shore power capabilities at Berth 17 for layberth opportunities
- Submitted two bids to the United States Maritime Administration to provide layberth facilities for three Ready Reserve Force vessels. Two vessels will be located at Berth 13/14, while the third vessel will utilize the newly built Berth 17
- Handled increasingly diverse mix of breakbulk cargoes which included aluminum and bagged sodium sulfite
- Successfully completed the United States Coast Guard security audit, including the first-ever cybersecurity audit, providing additional assurance to potential marine customers
- Secured new tenants for port lands including West Coast Sand and Gravel and Kelly Pipe
- Welcomed new investment into CIP with Nu-Tech developing manufacturing facility on CIP Lot 2
- Completed improvements to NW 35<sup>th</sup> Circle Extension in Centennial Industrial Park to provide completed frontage for Lots 3 & 4
- Completed design and permitting for development of additional 11 acres in Parcel 1A
- Executed new leases with Kelly Pipe and West Coast Sand and Gravel
- Supported the opening of the Terminal 1 Hotel, providing the opportunity for use of the Vancouver Landing upper deck for events
- Continued to exceed 99% occupancy rates in the port's industrial properties
- Coordinated with External Affairs in conducting direct-mail marketing to targeted, potential customers

**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.*

- Completed conceptual design of expansion plans for Glen Dimplex/Cadet that will increase their manufacturing and distribution capacity and accommodate future growth at Parcel 10
- Completed the extension of leases for Vancouver Warehouse, Boeki USA, Sigma DG, Klineline Kids, and Marks Design and Metal Works
- Facilitated lease amendment and expansion of lease premises for the growth of existing tenants, Trobella Cabinetry and Glen Dimplex

**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.*

- Resumed in-person local, national and international business visits in alignment with state and federal guidelines and customer COVID policies
- 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.*

- Created Foreign Trade Zone (FTZ) to use as an economic development tool and successfully received approval by the U.S. Customs and Border Patrol. Began marketing FTZ to customers
- Activated the FTZ and received the port's first FTZ application from a wind energy customer. Over 1,500 individual wind turbine components were processed through the Port's Foreign Trade Zone in 2022

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

- Continued to utilize the identified route for high and heavy cargo to transport wind energy components successfully and safely from the port to final destinations

**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 access to system's dredge spoils areas

**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.*

- Invited port tenants to join the newly formed 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 growing tenants

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

- Held virtual Spring Tenant event in March 2022, with presentations on Terminal 1, pollution prevention, Northwest Natural Gas' renewable energy program, the Northwest Trade Adjustment Assistance Center, and C-Tran's new service, "The Current"
- Held annual Tenant Holiday event in December 2022, the first in-person tenant event since 2018

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

- Continued outreach from business development staff and Tenant Services Coordinator to keep tenants informed about resources, updates, and relevant information including the City of Vancouver's fossil fuel moratorium, proposed City tax increases, I-5 bridge interruptions/impacts, the City's budget survey, the Oregon Department of Transportation's I-5 congestion pricing and toll project, and Washington State's Business Growth Mentor and Analysis Program and Professional and Corporate Education Program

# 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 record revenues for 2022, the 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 tool and make quarterly reports to leadership

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

- Created a diverse revenue base that resulted in best-ever net revenue of approximately \$58.830 million in 2022, despite the impacts of the global pandemic and unprecedented supply chain issues
- Moved over 7.374 million metric tons of commodities in 2022. Exports continued to be strong with over 6 million metric tons of bulk and breakbulk commodities flowing through the port to trading partners around the world.
- Over 68,000 railcars moved through the port in 2022, most of which were destined for the port's longest tenured company, United Grain Corporation. United Grain exported over 5,500,000 metric tons of grain product, with wheat being the largest single grain product at 2,300,000 metric tons.
- Increased imports for 2022 to over 930,000 metric tons. As in 2021, the three largest import commodities were steel, sodium hydroxide, and automobiles. Subaru imported over 82,000 vehicles, including its first all-electric vehicle, the Solterra.
- Created a Grants Specialist position to help the port leverage state and federal grant opportunities for transportation, infrastructure, commerce, clean energy, and environmental stewardship opportunities

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

- Updated the forecasts each quarter using key metrics and market information to more precisely anticipate and react to market and industry impacts from the global pandemic
- Completed the port's 13<sup>th</sup> consecutive clean audit. The port was, for the seventh year in a row, the first municipality to complete its clean annual report in the state

**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.*

- Took a lead role with the Washington Public Ports Association and state-wide stakeholders to advance and pass legislation that allows for tax increment financing
- Collaborated with local agencies to coordinate the use of this tool for maximum benefit to all jurisdictions
- Successfully developed a project analysis report of the port's Tax Increment Area (TIA) that was approved by the Washington State Office of the Treasurer and the Board of Commissioners in May 2022
- Worked with local taxing districts to ensure support of the port's TIA, proposal, as well as the Clark County Assessor's office to ensure successful implementation of a TIA, if approved
- Took a lead role in crafting legislation to address necessary edits to the TIA legislation that will allow for full implementation
- Successfully conducted Long Term General obligation Bond (LTGO) issuance of \$27.22 million, the first new LTGO issuance since 2009, creating funding for Berth 17 improvements and modernization, Terminal 4 bank rehabilitation, and Renaissance Trail segments 4 and 5

- Received favorable Standard & Poor's (S&P) financial global rating and report, noting the port's strong financial governance and management

**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.*

- Enhanced the port's security camera system for comprehensive coverage of port property to meet and exceed federal security regulations
- Continued the digitization and archiving of historical and legal port documents
- Implemented IT Helpdesk software for better customer service and management of IT requests
- Initiated creation of Washington maritime industry cybersecurity information sharing network to protect port assets and minimize risks; seven tenants and industry partners are currently members
- Strengthened port employee cybersecurity training program
- Upgraded current computerized maintenance management system (CMMS) to new web-based version for maximum functionality and efficiency

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

- Completed BL2480 United Road roof coating
- Completed BL2500 Glen Dimplex painting and siding repairs
- Initiated BL3201 major roof repairs
- Completed 98% of the fire sprinkler and alarm system replacement in Building 2565
- Completed 12 building inspections in 2022

- Completed fuel station improvement project
- Purchased and received all-electric Polaris Ranger all-terrain vehicle
- Purchased and received two E-Transit vans
- Ordered three Ford F150 Lightning all-electric pickups for delivery in 2023 (but due to supply chain issues and high-demand, order had to be moved to 2023)
- Researched State of Washington's revised Clean Building Act to ensure port compliance. All POV buildings are exempt from this legislation because they are unconditioned or partially conditioned.
- Received new road grader
- Received new hook truck
- Issued competitive bid and completed paving project for Terminal 2
- Implemented a proactive fire sprinkler head replacement program



# 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.*

- Renewed planning efforts for in-person employee training following a two year pause due to the pandemic

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

- Issued a Request for Qualifications for a consultant to assist the port’s Diversity, Equity and Inclusion Committee in defining a DEI vision, creating achievable goals, establishing communication methods with stakeholders, and establishing metrics and training
- Selected DEI consultant and accomplished the following:
  - Defined and articulated a DEI vision for the port
  - Created a plan and schedule for employee training in early 2023

**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 new planning documents such as the Climate Action Plan

- Updated and received Commission approval of the Port’s CEO Administrative Authority Resolution, aligning the port’s purchasing thresholds, financial authority, and other policies with the Revised Code of Washington

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

- Continued this effort with Climate Action Plan and Sustainability Plan
- The port’s Procurement Services Manager took a lead role with the state’s Capital Projects Advisory Review Board (CPARB) Small Works Committee as the representative for all state ports. The role of the committee was to re-write the RCW relating to small works roster contract procedures for consistency state-wide, as well as to promote equity in contracting and promote opportunities for small and disadvantaged business. The new legislation has been introduced in the 2023 session.

**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.*

- Conducted a Business Continuity and Resiliency Plan (BCRP) table-top training exercise in February 2022 and completed annual update
- Based on feedback from the table-top training exercise, implemented the Government Emergency Telecommunications Service (GETS) and the Wireless Priority Service (WPS) programs to allow for priority communications during an emergency
- In conjunction with Clark County, completed updates to the County’s hazard mitigation plan and received approval from Washington State
- COVID-19 Response:
  - Continually reviewed and updated safety protocols to align with CDC guidelines for COVID-19

- Held two community COVID-19 vaccination clinics in February 2022
  - Held one community COVID-19 vaccination clinic in November 2022
  - Implemented and monitored the flexible work arrangement policy to address hybrid remote work schedules. This supports the port's business continuity plan, encourages innovations in space management, and advances commute trip reduction goals
  - Continued the equipment reimbursement policy to support a remote work environment
  - Resumed in-person Board of Commission meetings with an option to provide public testimony virtually
- Completed successful audit by the Washington Department of Ecology of the port's spill response trailers