

**Port of Vancouver**  
 Status of Strategic Plan Initiatives  
 Revision Date: November 30, 2021

✓ *Indicates the year significant work on the initiative began, and continues going forward*

| Strategic Goal   | Strategies   | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 |
|--|--|------|------|------|------|------|------|------|------|------|------|
| <b>Community</b>   |  |      |      |      |      |      |      |      |      |      |      |
| <b>STRENGTHEN COMMUNITY OUTREACH AND COMMUNICATION</b>                   | 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.   | ✓    |      |      |      |      |      |      |      |      |      |
| <b>BUILD PARTNERSHIPS TO ADVANCE AND COMMUNICATE SHARED GOALS</b>        | 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.   | ✓    |      |      |      |      |      |      |      |      |      |
| <b>IMPLEMENT THE VISION OF A DESTINATION WATERFRONT AT TERMINAL 1</b>    | 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.  |      |      |      |      |      |      |      |      |      |      |
| <b>PROVIDE TRAILS AND PUBLIC ACCESS OPPORTUNITIES ON PORT PROPERTIES</b> | 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.  |      | ✓    |      |      |      |      |      |      |      |      |

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| <b>Economic Development</b>  |  |      |      |      |      |      |      |      |      |      |      |
| <b>SUPPORT LOCAL EFFORTS TO MAINTAIN AN ADEQUATE SUPPLY OF COMMERCIAL AND INDUSTRIAL REAL ESTATE</b>                                       | 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 stake holder with partner organizations.  | ✓    |      |      |      |      |      |      |      |      |      |
| <b>TAKE A LEADERSHIP ROLE IN SUPPORTING REGIONAL, MULTI-MODAL TRANSPORTATION AND IMPROVING FREIGHT MOBILITY</b>                            | 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.   | ✓    |      |      |      |      |      |      |      |      |      |
| <b>SUPPORT THE DEVELOPMENT OF A SKILLED WORKFORCE TO ALIGN WITH REGIONAL NEEDS AND INCREASE JOB OPPORTUNITIES ACROSS THE PORT DISTRICT</b> | 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.   | ✓    |      |      |      |      |      |      |      |      |      |

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| <b>Environmental</b>   |   |      |      |      |      |      |      |      |      |      |      |
| <b>PROTECT AIR QUALITY, WATER RESOURCES, AND LAND MANAGED BY THE PORT THROUGH DELIBERATE AND PROACTIVE EFFORTS IN ALL ASPECTS OF THE PORT'S OPERATIONS</b> | 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.         | ✓    |      |      |      |      |      |      |      |      |      |
| <b>MAINTAIN THE PORT'S SUSTAINABILITY PROGRAM TO ENSURE THAT PORT OPERATIONS ARE BASED ON ECONOMIC, ENVIRONMENTAL, AND SOCIAL VALUES</b>                   | 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.   | ✓    |      |      |      |      |      |      |      |      |      |
| <b>STRENGTHEN COMMUNITY CONNECTIONS BY ACTIVELY ENGAGING WITH OUR ENVIRONMENTAL STAKEHOLDERS</b>   | 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.   | ✓    |      |      |      |      |      |      |      |      |      |

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| <b>Financial</b>  |  |      |      |      |      |      |      |      |      |      |      |
| STRENGTHEN THE PORT'S FINANCIAL SUSTAINABILITY  | 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.                   |      | ✓    |      |      |      |      |      |      |      |      |
| DEVELOP AND COMMUNICATE A LONG-TERM STRATEGY FOR THE USE OF PROPERTY TAXES AND DEBT FINANCING POLICIES AND TOOLS                                    | 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.     |      | ✓    |      |      |      |      |      |      |      |      |
| DEVELOP A ROLLING 20-YEAR COMPREHENSIVE, SCHEDULED MAINTENANCE PLAN TO MAXIMIZE OPERATIONAL CAPACITY, EFFICIENCY AND LIFE EXPECTANCY OF PORT ASSETS | 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.  |      |      |      | ✓    |      |      |      |      |      |      |

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| <b>Marine &amp; Industrial Business</b>   |  |      |      |      |      |      |      |      |      |      |      |  |
| PURSUE OPPORTUNITIES THAT UTILIZE THE PORT'S PROPERTY AND INFRASTRUCTURE INVESTMENTS TO CREATE JOBS AND SUPPORT THE ECONOMY   | 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.   |      | ✓    |      |      |      |      |      |      |      |      |  |
| ENSURE THE PORT'S CARGO PORTFOLIO IS DIVERSIFIED BY LEVERAGING RESOURCES TO RESPOND TO CUSTOMER NEEDS AND MARKET DEMANDS  | 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.  |      |      |      |      |      |      |      |      |      |      |  |
| CONTINUE TO PLAY A KEY ROLE IN MAINTAINING NAVIGABILITY OF THE COLUMBIA RIVER SYSTEM, INCLUDING BERTHING SYSTEMS, ANCHORAGE, TURNING BASINS, AND THE SHIPPING CHANNEL | 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. | ✓    |      |      |      |      |      |      |      |      |      |  |
| SUPPORT GROWTH AND ECONOMIC OPPORTUNITIES FOR EXISTING TENANTS AND STRENGTHEN OUTREACH  | 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 information, speakers and a platform for networking.   |      | ✓    |      |      |      |      |      |      |      |      |  |
|   | 3. Provide regular communications with current tenants and points of contact with port staff.  | ✓    |      |      |      |      |      |      |      |      |      |  |

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| <b>Organizational</b>   |   |      |      |      |      |      |      |      |      |      |      |
| 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 | 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.   | ✓    |      |      |      |      |      |      |      |      |      |
| ENSURE ALIGNMENT OF KEY PORT PLANNING DOCUMENTS   | 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.  |      | ✓    |      |      |      |      |      |      |      |      |
| ANALYZE RISKS AND DEVELOP A PLAN FOR BUSINESS CONTINUITY, RESILIENCY, AND DISASTER RECOVERY   | 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.   | ✓    |      |      |      |      |      |      |      |      |      |