



Port of Vancouver USA Strategic Plan

2018

Draft

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TABLE OF CONTENTS

Letter to the Community from Commissioners and CEO

1

History of the Port

2

Mission, Vision, and Values

4

Goals and Strategies

9

LETTER TO THE COMMUNITY FROM THE COMMISSIONERS AND CEO

Letter in development.

HISTORY OF THE PORT

Content in development.

ABOUT THE PORT

Content in development.

Content in development.

WHAT PORTS DO

Content in development.



MISSION, VISION, AND VALUES

MISSION

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

DRAFT VISION STATEMENT

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

VALUES

Corporate 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. These values are:

- **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, tenants, and 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 corporate 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. These values are:

- **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. The following values outline this commitment:

- **Integrated Decision Making:** Incorporate environmental costs, risks, impacts and benefits into our business choices, operating decisions, and facility planning. Promote a corporate 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 every one returns home safely to their families each night. Like our environmental values, we take a proactive approach to ensuring the safety of our employees. The following values outline this commitment:

- **Safety:** The port believes all injuries can be prevented and that each employee should be provided 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 where 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.

GOALS AND STRATEGIES

COMMUNITY GOALS

Goal 1. Strengthen community outreach and communication.

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

Strategy 1.b. Use a variety of mediums, including social media, to reach a wide and diverse audience about port programs and activities.

Strategy 1.c. More clearly communicate the review process for new commodities and tenants to evaluate economic, financial, environmental, community, and other impacts.

INTENT

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

Goal 2. Build partnerships to advance and communicate shared goals.

Strategy 2.a. Create 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.

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

Strategy 2.c. Pursue opportunities to share port knowledge and resources with community partners to advance shared goals.

INTENT

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

Goal 3. Implement the vision of a destination waterfront at Terminal 1.

Strategy 3.a. Build a public marketplace on the Columbia River.

Strategy 3.b. Create a financially independent business model at Terminal 1 by securing long-term partnerships to support the operating and capital costs.

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

Strategy 3.d. Explore partnerships in arts, culture, and history interpretation.

INTENT

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.

COMMUNITY GOALS (CONT.)

Goal 4. Provide trails and public access opportunities on port properties.

[Strategy 4.a.](#) Create a Trails and Access Plan.

[Strategy 4.b.](#) Identify opportunities and events to increase public access on port property.

[Strategy 4.c.](#) Seek funding opportunities to expand the Renaissance Trail as well as the portside trail system.

INTENT

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

ECONOMIC DEVELOPMENT GOALS

Goal 1. Support local efforts to maintain an adequate supply of commercial and industrial real estate.

[Strategy 1.a.](#) Work with the Columbia River Economic Development Council (CREDC) 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.

[Strategy 1.b.](#) Develop an actionable plan for the development and expansion of existing industrial and commercial port property, including the entitlement process (permitting) for undeveloped properties.

[Strategy 1.c.](#) Recommend a 20-year land use strategy that includes key properties that would help to achieve long-term port and community economic goals.

[Strategy 1.d.](#) Support development of shovel-ready sites within the port district with the necessary and appropriate infrastructure, including broadband and utilities.

[Strategy 1.e.](#) Take an active role in participating in regional economic development efforts and be a vested stakeholder with partner organizations.

INTENT

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

ECONOMIC DEVELOPMENT GOALS (CONT.)

Goal 2. Take a leadership role in supporting regional, multi-modal transportation and improving freight mobility.

Strategy 2.a. 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.

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

Strategy 2.c. Work with sister ports, advocacy groups, and associations to ensure continued operations and maintenance of the Columbia River channel.

Strategy 2.d. Work with local, state, and federal elected officials and agencies to support and promote the importance of freight mobility.

Goal 3. Support the development of a skilled workforce to align with regional needs and increase job opportunities across the port district.

Strategy 3.a. Partner with local businesses, associations, and the legislature to support workforce development programs.

Strategy 3.b. Meet with port tenants to discuss workforce challenges, apprenticeship, and training opportunities.

Strategy 3.c. 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.

Strategy 3.d. Support apprenticeship and vocational training opportunities for port public works projects.

Strategy 3.e. Establish an apprenticeship program for port trade employees.

INTENT

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.

INTENT

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

ENVIRONMENTAL GOALS

Goal 1. Protect air quality, water resources, and land managed by the port through deliberate and proactive efforts in all aspects of the port's operations.

Strategy 1.a. 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.

Strategy 1.b. 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.

Goal 2. Maintain the port's Sustainability Program to ensure that port operations are based on economic, environmental, and social values.

Strategy 2.a. Maintain Sustainability Program and ensure all departments are represented on Sustainability Committee.

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

Goal 3. Strengthen community connections by actively engaging with our environmental stakeholders.

Strategy 3.a. Develop an outreach program to discuss environmental stewardship at the port.

Strategy 3.b. Work with partners to create ecological benefit and improved operating and permitting efficiencies.

Strategy 3.c. Establish regular communications with tribal entities.

Strategy 3.d. Seek ways to improve the stewardship of our industry and region by sharing knowledge and technology.

INTENT

To ensure the port is protecting regional environmental quality.

INTENT

To promote sustainable practices in port operations.

INTENT

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

FINANCIAL GOALS

Goal 1. Strengthen the port's financial sustainability.

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

Strategy 1.b. Develop tools to analyze and report the financial viability of the movement of individual commodities.

Strategy 1.c. Support a diverse revenue base through tax, industrial, marine, commercial, and grants, when strategically appropriate.

Strategy 1.d. Continually improve the precision of the port's ten-year operating and capital forecast with key informative metrics.

Goal 2. Develop and communicate a long-term strategy for the use of property taxes and debt financing policies and tools.

Strategy 2.a. Identify a tax strategy that addresses long term use of taxes.

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

Goal 3. Develop a rolling 20-year comprehensive, scheduled maintenance plan to maximize operational capacity, efficiency and life expectancy of port assets.

Strategy 3.a. Continue to expand uses of technology to develop tools to support maintenance and management of port assets.

Strategy 3.b. Develop and implement a pro-active ten- to twenty-year repair and replacement plan for building, fleet, rail, and infrastructure assets.

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

INTENT

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

INTENT

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

INTENT

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

Goal 1. Pursue opportunities that utilize the port's property and infrastructure investments to create jobs and support the economy.

Strategy 1.a. Prioritize and increase marketing efforts to new businesses that support innovative, clean energy projects.

Strategy 1.b. Increase marketing efforts to pursue business opportunities that increase cargo volumes, maximize utilization of port assets, and achieve revenue goals.

Strategy 1.c. Maximize utilization of rail infrastructure to support the efficient movement of commodities.

Goal 2. Ensure the port's cargo portfolio is diversified by leveraging resources to respond to customer needs and market demands.

Strategy 2.a. 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.

Strategy 2.b. Extend contracts with existing customers.

Strategy 2.c. Market business resources and incentive programs, including Foreign Trade Zone (FTZ), to existing and potential businesses.

Strategy 2.d. Conduct study of port operational capacity to handle high and heavy cargo and roll-on/roll-off cargo.

Strategy 2.e. Evaluate future investment in marine and industrial development at Columbia Gateway.

Goal 3. Continue to play a key role in maintaining navigability of Columbia River System, including berthing systems, anchorage, turning basins, and the main channel.

Strategy 3.a. 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.

INTENT

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

INTENT

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

INTENT

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.

MARINE AND INDUSTRIAL BUSINESS GOALS (CONT.)

Goal 4. Support growth and economic opportunities for existing tenants and strengthen outreach.

Strategy 4.a. Act as a resource and regularly reach out to existing tenants to assess business, workforce, and facility needs, and to provide support for opportunities.

Strategy 4.b. Establish quarterly tenant events with informational speakers and a platform for networking.

Strategy 4.c. Provide regular communications with current tenants and points of contact with port staff.

INTENT

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

Goal 1. 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.

Strategy 1.a. Incorporate goals of the strategic plan into the port's operations and develop on-going communications about staff's role in measuring progress.

Strategy 1.b. Analyze staffing levels and develop staff resource and succession plan.

Strategy 1.c. Develop staff recognition program.

Strategy 1.d. Develop a training and leadership program that aligns port goals and employee growth.

Strategy 1.e. Actively promote employee diversity.

Goal 2. Ensure alignment of key port planning documents.

Strategy 2.a. Align key documents to reflect new Strategic Plan.

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

Goal 3. Analyze risks and develop a plan for business continuity, resiliency, and disaster recovery.

Strategy 3.a. Create risk assessment document that includes buildings, fleet, rail and infrastructure; staffing; information technology; financial & commodities; and operational components.

Strategy 3.b. Develop plan to address risk assessment and ensure community safety and business continuity.

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

INTENT

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

INTENT

To effectively communicate and ensure alignment of port priorities.

INTENT

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

An aerial photograph of a port facility. In the foreground, a large, paved parking lot is filled with many white cars. To the left, there are several industrial buildings and a large blue cylindrical tank. A multi-lane highway with an overpass runs through the middle of the facility. In the background, a wide river flows, with several bridges crossing it. Two large cargo ships are docked at a pier along the riverbank. The surrounding area includes more industrial structures and green spaces.

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