

An aerial photograph of the Port of Vancouver USA. The image shows a large industrial area with numerous parking lots filled with cars, several large buildings, and a complex network of roads and highways. A large body of water, likely the Fraser River, is visible on the right side of the image, with a large cargo ship docked at a pier. In the background, a bridge spans the river, and the city of Vancouver is visible in the distance.

# WORKSHOP #4

# STRATEGIC PLANNING

April 19, 2018

# Today's Workshop

- Status of Planning Process
- Review Goal Areas
- Discussion of Goal Statements
- Discussion of Mission and Vision
- Next Steps





An aerial photograph of a port area, likely the Port of Vancouver. The image shows a large body of water with a ship docked. In the foreground, there are several large parking lots filled with cars, industrial buildings, and a highway interchange. The background shows a city skyline and a bridge. The text "Status of Planning Process" is overlaid in the center.

# Status of Planning Process

# PROJECT STATUS

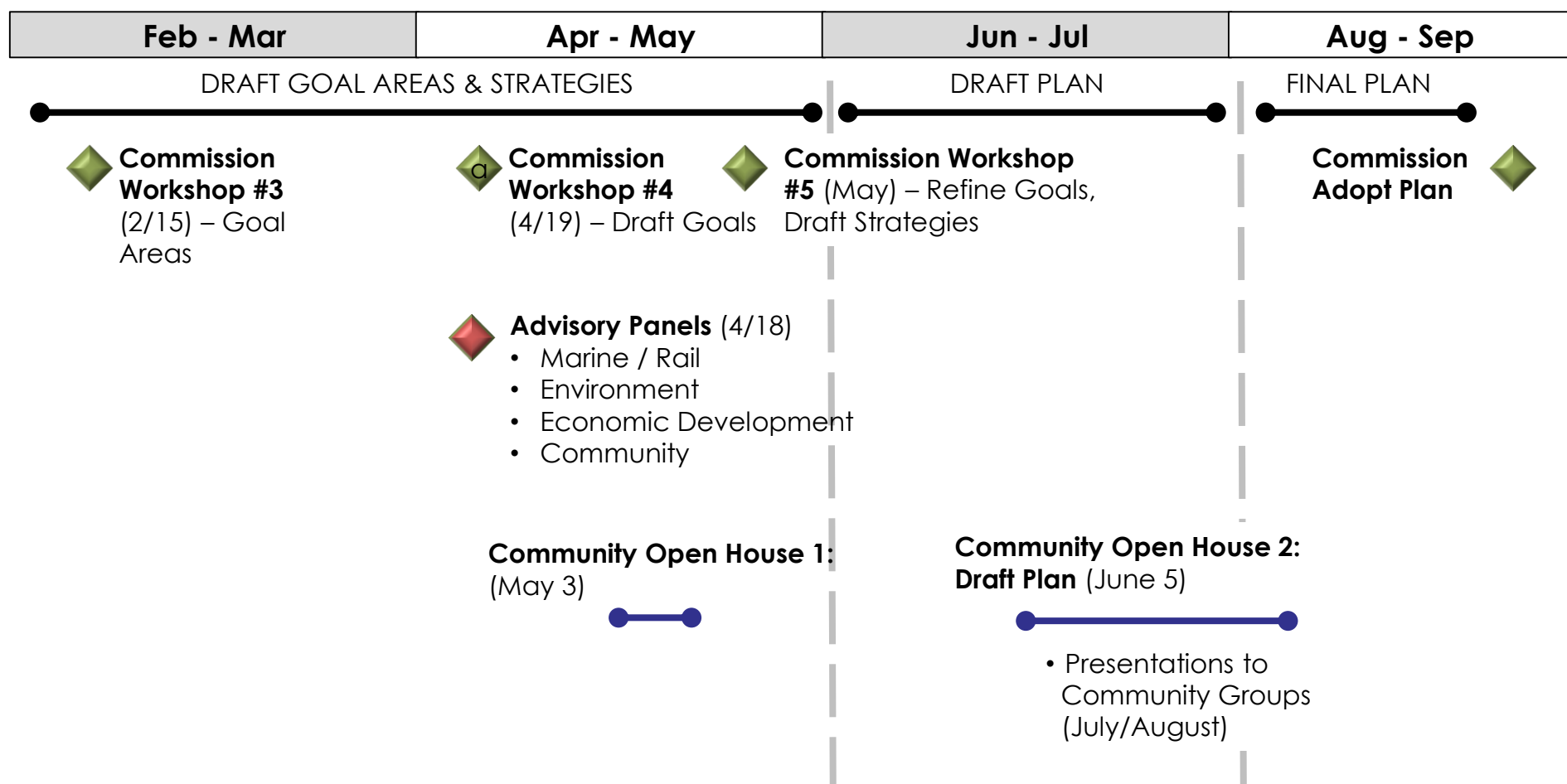
## Phase I Initiation

- ✓ Commission Workshop 1: Introduction
- ✓ Commission Workshop 2: SWOT Analysis
- ✓ Workshops with Port Staff
- ✓ Research Interviews
- ✓ Design Planning Process

## Phase II – Plan Development

- Commission Workshop 3: Goal Areas & Values
- Advisory Panel Meetings
- Commission Workshop 4: Discuss Goals
- Community Open House 1
- Commission Workshop 5: Refine Goals and Strategies
- Draft Plan
- Community Open House 2
- Final Plan & Adoption

# PHASE II The PLAN



# ADVISORY PANELS: Marine / Rail

- All Ports
- Army Corps of Engineers
- Clark County Transportation
- City of Vancouver Transportation
- Columbia River Pilots
- Freight Mobility Board
- ILWU Local 4
- Pacific Northwest Waterways Association
- Ports America
- Regional Transportation Commission
- Shaver
- Southwest Freight and Commerce Task Force
- US Coast Guard
- Washington Public Ports Association
- Washington State Dept. of Transportation

# ADVISORY PANELS: Marine / Rail

- Utilize existing capacity
- Pro-active maintenance and safety approach
- Port take leadership role in I-5 bridge
- River maintenance dredging: channel and anchorages
- Increase depth of all berths to 43'
- Sufficient system-wide rail capacity
- Surface road improvements – coordination with City
- Harbor maintenance trust fund
- Uncertainty related to international trade policy
- Explore shore power opportunities
- Regional heavy haul corridor



# ADVISORY PANELS: Economic Development

- Boise Cascade
- Cadet Manufacturing
- Cal Portland
- Chamber of Commerce
- City of Vancouver
- CREDC
- East Vancouver Business Association
- Farwest Steel
- Grain Corp Malt
- High Tech Council
- NW Packing
- SEH America
- Sigma / Mateen
- Subaru
- Tristar Transload
- United Grain Corp.
- Vesta
- Warehouse 23



## **ADVISORY PANELS: Economic Development**

- Regularly engage with tenants and business community.
- Build partnerships with local governments.
- Port should play a leadership role in I-5 Bridge.
- Make investments throughout Port District.
- Workforce development.
- Partner with existing tenants in business development.
- Explore Port role in entrepreneurship and innovation incubator.

# ADVISORY PANELS: Environment

- Audubon Society
- City of Vancouver
- Clark County Public Works
- Columbia Land Trust
- Columbia River Intertribal Fish Commission
- Columbia Riverkeeper
- Columbia Springs Environmental Education Center
- Cowlitz Tribe
- Friends of Salmon Creek
- Lower Columbia Estuary Partnership
- Lower Columbia Fish Recovery Board
- Ridgefield Wetland Bank
- Sierra Club
- Vancouver Watershed Alliance
- WDFW
- WDOE

# ADVISORY PANELS: Environment

- Education and engagement.
- Create a Port Climate Action Plan.
- Improve project / opportunity evaluation process.
- Arts and Culture Interpretive Center at Terminal 1.
- Threshold for clean and green tenants.
- Electric ferry connections.
- Leadership in regional habitat mitigation policy.
- Prioritize brownfield over greenfield development.
- Build tribal relationships.

# ADVISORY PANELS: Community

- Arnada Neighborhood
- Arts of Clark County
- Burnt Bridge Creek Neighborhood
- Esther Short Neighborhood
- Fisher's Landing East Neighborhood
- Fort Vancouver NHS
- Friends of Clark County
- Fruit Valley Elementary
- Fruit Valley Foundation
- Fruit Valley Neighborhood
- Hispanic Chamber
- Consulta Marketing
- NE Hazel Dell Neighborhood
- NW Association for Blind Athletes
- Old Evergreen Highway Neighborhood
- TRPP



# ADVISORY PANELS: Community

- Port role: foster job growth, promote community vitality, protect environmental health.
- Take a triple bottom line approach to decision making.
- Need for regular communication throughout district.
- Need clarity on use of taxes relative to earned revenues.
- Build partnerships with community.
- Terminal 1 is great opportunity to demonstrate community dividend.
  - History museum
  - Public accessibility
  - Family attraction
  - Ferry taxi
  - Traffic and parking impacts
  - Bus access
  - Lack of experience in urban development

An aerial photograph of a port area, likely the Port of Vancouver USA. The image shows a large shipyard with numerous ships under construction or repair. There are several large parking lots filled with cars. A major highway runs through the area, and a river or waterway is visible in the background. The text "Review Goal Areas" is overlaid in white on the right side of the image.

# Review Goal Areas

# WHAT IS A GOAL?

*A goal is a destination, that once achieved, speaks to the success of the organization. The most effective goals are those that are quantified, measurable and have a timing component.*

# GOAL AREAS

- Financial & Organizational
- Community
- Environment
- Marine Terminal
- Real Estate
  - Industrial
  - Urban Mixed Use
- Programmatic Economic Development



An aerial photograph of a port facility, likely the Port of Vancouver USA. The image shows a large ship docked at a pier on the right side. In the center, there is a large parking lot filled with many cars. To the left of the parking lot, there are several large industrial buildings and a curved road. In the background, a river or bay is visible with a bridge spanning across it. The overall scene is a busy port area.

# Discussion of Goal Statements

# GOAL STATEMENTS

## Financial

- **Diversify revenues.**
- **Develop 10 year financial plan.**
- **Tax policy statement.**

# GOAL STATEMENTS

## Organizational

- **Develop and implement a comprehensive proactive maintenance plan.**
- **Improve process for evaluation of new business opportunities.**
- **Recruit and retain talented staff**
- **Assess risk and plan for resiliency to natural and man-made disasters.**
- **Align Port planning documents.**
- **Increase reliability and efficiency of internal processes.**
- **Improve cross-departmental communications**

# GOAL STATEMENTS

## Community

- **Advance shared goals with partners.**
- **Increase public engagement and education across the Port District.**
- **Improve engagement and outreach to current Port tenants.**
- **Include arts, culture, and history interpretation in Terminal 1 development.**
- **Provide trails and public access opportunities.**



# GOAL STATEMENTS

## Environment

- **Protect air quality, water resources, and land managed by the Port.**
- **Develop Port Climate Action Plan.**
- **Promote sustainable practices in port operations and development activities.**
- **Engage environmental stakeholders in Port planning and operations.**
- **Prioritize brownfield development over greenfield development.**
- **Play a leadership role in restoration of Lake Vancouver**

# GOAL STATEMENTS

## Marine Terminals

- **Pursue opportunities that utilize the Port's infrastructure investments.**
- **Attract both long and short-term maritime business and continue to ensure the Port's cargo portfolio is diversified.**
- **Continue to attract short-term spot cargo.**
- **Play leadership role in maintaining channel and anchorage navigation depths.**

# GOAL STATEMENTS

## Industrial Real Estate

- **Maintain adequate capacity of industrial land to support continued growth.**
- **Explore feasibility of industrial real estate investment in key areas around the Port District.**

# GOAL STATEMENTS

## Urban Mixed Use Real Estate

- **Create a financial plan for development of Terminal 1.**
- **Implement the vision of a destination waterfront at Terminal 1.**
- **Develop a pipeline for entitlement and permitting to create a portfolio of ‘shovel ready’ properties.**
- **Explore feasibility of commercial real estate investment in key areas around the Port District.**

# GOAL STATEMENTS

## Programmatic Economic Development

- **Support local and regional partners in economic development.**
- **Support workforce development programs.**
- **Take a lead role in local and regional freight mobility improvements, including last mile access and the I-5 Bridge.**
- **Invest in innovation and entrepreneurship. Consider business incubator.**
- **Explore feasibility of Columbia River ferry service.**





# Discussion of Mission and Vision

# MISSION

To provide economic benefit to our community through leadership, stewardship and partnership in marine, industrial and waterfront development.

# VISION

A premier port that is globally recognized and well capitalized with state-of-the-industry facilities, infrastructure and service providing accountable economic benefit.



An aerial photograph of a port facility, likely the Port of Vancouver USA. The image shows a large shipyard with numerous ships under construction or repair, a large parking lot filled with cars, and a river with several large cargo ships. The text "Next Steps" is overlaid in the center.

# Next Steps

# NEXT MEETINGS

## Open Houses

- May 3, 4:30- 6:30 PM
- Terminal 1, Warehouse 23





# THANK YOU!