



WORKSHOP #2

STRATEGIC PLANNING

December 14, 2017

INTRODUCTION

Previous Strategic Planning

- The port created its first strategic plan in 1985; updates have been made as necessary
- The last update to the current strategic plan was in 2015

Why Now?

- Many of the projects in the current Strategic Plan are nearing completion
- The port is concluding a phase of major investment in infrastructure projects
- The port continues to evolve

AGENDA

- Introductions
- Washington Port Authorities & Practices
- 2017-2018 Strategic Planning Process & Timeline
- Principles and Fundamentals of Strategic Planning
- Strengths, Weaknesses, Opportunities, & Threats Analysis
- Port of Vancouver Strategic Plan Structure
- Preliminary Discussion of Goal Areas
- Next Steps

An aerial photograph of a port facility, likely the Port of Vancouver USA. The image shows a large body of water with a long pier extending into it. A large cargo ship is docked at the pier. The port area is filled with various structures, including warehouses, parking lots, and industrial buildings. In the background, a city is visible with a bridge crossing a river or bay. The overall scene is a busy port area.

Port Authorities and Practice in Washington

NATIONAL PORT PRACTICE

25% of the nations public ports are in Washington State

Most are governed by appointed boards, few states have elected boards



WASHINGTON PUBLIC PORT HISTORY

History



Authorities and Practices



WASHINGTON PUBLIC PORT HISTORY

Washington Ports are political subdivisions of the State of Washington created by statute in 1911.

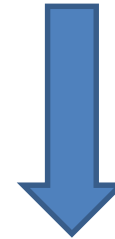


WASHINGTON PUBLIC PORT HISTORY

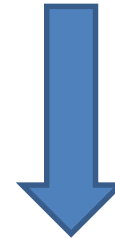
Limited Purpose Government

- Port districts are “limited purpose” municipal governments
- Legislature must authorize the purposes (authorities) a port can pursue
- But authority may also come from a reasonable inference from the laws

US Government



State of Washington



Local Government
General Purpose and
Limited Purpose

WASHINGTON PUBLIC PORT HISTORY

1889

- Washington Constitution approved and determined that the beds of navigable waters belonged to the State.
- Legislature began to designate “harbor areas”

1911: The 1911 Law

- Created Port Authorities
- Included powers to assess a tax, bond for improvements, condemnation or purchase property, lease its property and build improvements
- Required a Comprehensive Scheme of Harbor Improvements

WASHINGTON PUBLIC PORT HISTORY

- 1911: Port District Act approved giving defined powers to ports (Marine and Rail)
- 1941: Airfield operations added to port powers
- 1955: Industrial Development Districts added to port powers
- 1958 to 1961: Over 20 port authorities created statewide
- 1967: Trade Centers added to port powers
- 1980's: Economic development & tourism promotion and facilities
- 1988: Last port created

WASHINGTON PORT AUTHORITIES

Basic Powers & Practices

- Cooperate with other agencies through the Interlocal Cooperation Act
- Conduct studies, investigations and surveys
- Condemn & purchase property
- Issue debt (General Obligation, Revenue)
- Levy taxes & Fees (Voter approved, non-voter approved, and Industrial Development District)
- Constitutional prohibition on gifting of funds (lending of credit)

WASHINGTON PORT AUTHORITIES

Traditional Port Operations

- Build and operate terminals and rail facilities (Docks, wharves, seawalls)
- Build and operate marinas and boat ramps (Enforceable rules)
- Exclusive jurisdiction to regulate, control and operate airports (commercial and general aviation)
- Operate passenger carrying vessels
- Develop facilities for intermodal cargo movement
- Operate a port police/security force

WASHINGTON PORT AUTHORITIES

Development and Infrastructure

- Build and operate street, roads, highways, sewers, and other basic infrastructure
- Develop and operate wholesale telecommunications facilities
- Improve waterways and create upland through dredging
- Build and operate pollution control facilities
- Address water supply, water quality, water resources and habitat protection

WASHINGTON PORT AUTHORITIES

Economic Development

- Act as a community renewal agency or brownfield renewal authority
- Create Industrial Development District
- Operate trade centers, export trading companies, and foreign trade zones
- Build and operate toll bridges and toll tunnels
- Serve as an Industrial Development Corporation
- Training (employment)



WASHINGTON PORT AUTHORITIES

Economic Development

- Be the Associate Development Organization for the County
- Build and operate park and recreation facilities (waterfront access)
- Initiate Local Improvement Districts
- Undertake economic development (programs)
- Build and operate tourism facilities and promote tourism



WASHINGTON PORT AUTHORITIES

Real Estate

- Improvements for industrial and commercial purposes (mixed use development, warehouses, manufacturing including food processing)
- Own and lease property
- Purchase property
- Ports pay leasehold tax



WASHINGTON PUBLIC PORT AUTHORITIES

Can't do...easily...

- Agriculture and dairy real estate development, excepting food processing
- Swimming pools and ice arenas
- Giving away free space for good causes
- Collect residential garbage
- Build parks unrelated to port facilities
- Donate money to charities

WASHINGTON PORT PRACTICES

- 75 public ports in Washington (Largest locally controlled port system in world)
- 33/39 counties have a port authority
- 15 are county-wide
- 1/4 jobs in state are trade related

Cargo Shipping

- There are 11 deep draft ports in the State (3 River, 8 Marine)

WASHINGTON PORT PRACTICES

Airports

- 6/7 larger commercial airports are operated by ports
- 35/140 general aviation airports are operated by ports

Marinas

- 40% of State's moorage slips are in port facilities

Real Estate

- Almost all ports are in real estate development
- 50% of recently surveyed ports joint venture with the private sector
- One third of those surveyed build on speculation and half borrow to do so



The 2017-2018 Strategic Planning Process

OBJECTIVES

- Provide policy direction and continuity for future planning
- Provide a clear road map to the community, staff, tenants, and partners - what we do, why we do it, and how we do it
- Ensure that the port's initiatives and annual budget priorities align with its mission and values
- Guide annual budgeting process and integrate all port planning documents

Annual operating budget
Capital budget
Sustainability plan
Port branding plan

Department goals
Annual work plans
Employee evaluations

TEAM STRUCTURE



Port of Vancouver USA

PORT COMMISSION

EXECUTIVE DIRECTOR
PORT STRATEGIC PLANNING COMMITTEE



PROJECT MANAGEMENT
Jim Darling
Principal in Charge
Michael Stringer
Project Manager

TECHNICAL RESOURCE PANEL
Paul Sorenson
BST & Associates
Eric Hovee
E.D. Hovee

COMMUNITY ENGAGEMENT
General Public
Stakeholders

STAFF SUPPORT

Lauren Wirtis
Staff Planner

Charla Skaggs
Facilitator & Communications Strategist

Kate Elliott
Communications Strategist

PROJECT TIMELINE

2017

2018

AUG SEP OCT NOV DEC JAN FEB MAR APR MAY

PHASE I – Initiation & Planning

- Staff Input
- Stakeholder Input
- Market Research
- Design Outreach Strategy
- Establish Phase II Process

PHASE II – Plan Development

- Execute Plan Development Process
- Implement Community Outreach to Inform the Strategic Plan



Review of Principles and Fundamentals of Strategic Planning

WHAT IS STRATEGIC PLANNING?

Strategic planning for public ports is developing true **alignment** on multi-year priorities and effectively **embrace** them to **link the present to the future**.



KEYSTONE DOCUMENTS

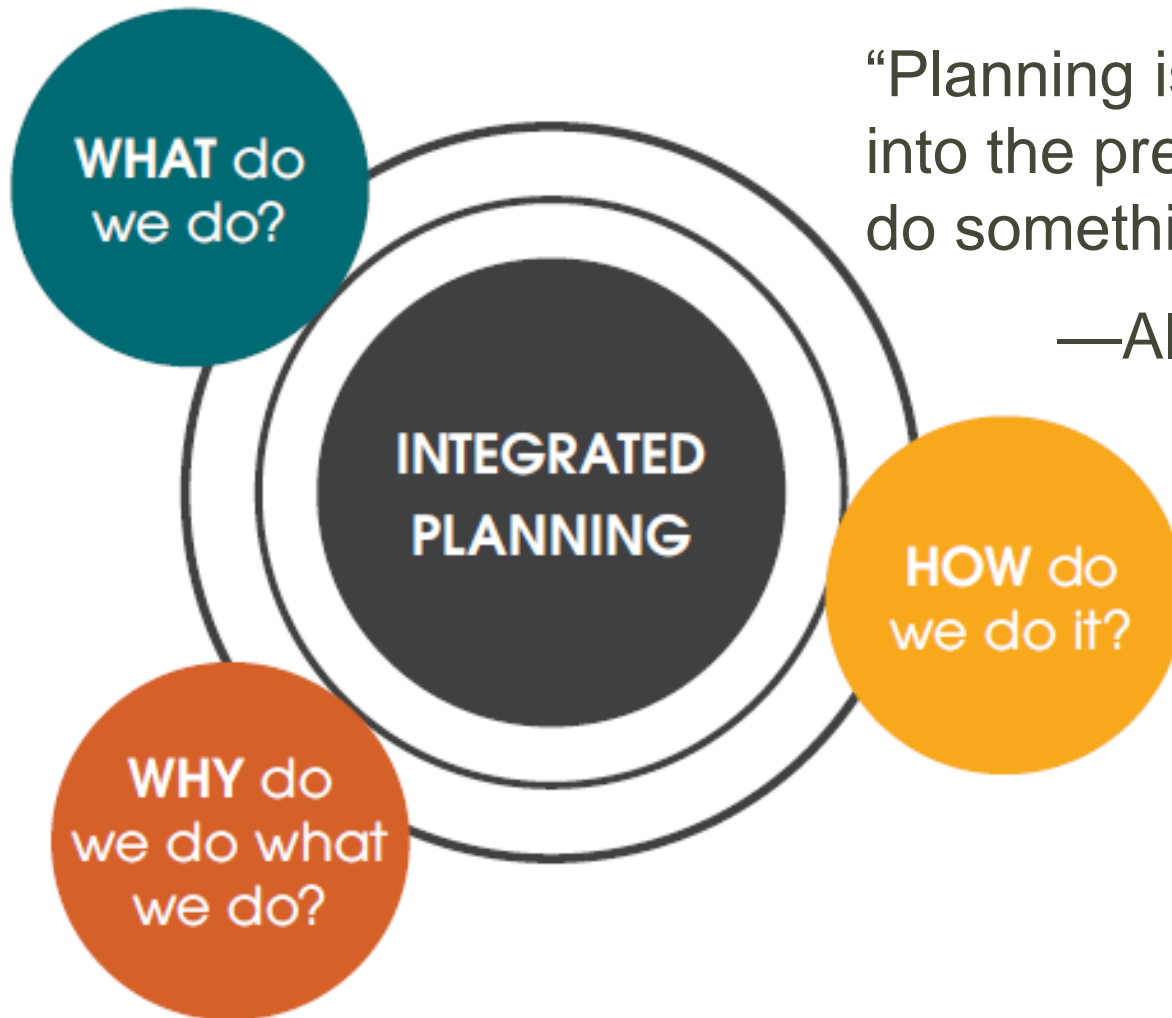
Required by Law

- Annual Operating and Capital Budget
- Tax Levy (if utilized)
- Comprehensive Scheme of Harbor Improvements

Best Management Practices

- **Strategic Plan (Action Plan)**
- Multi-year Financial Forecast for Operating and Capital
- Financial Guidelines or Business Practices
- Leasing Policies
- Delegation of Powers
- Sustainability Plan
- Branding Plan
- Marketing Plan
- Personnel Policies
- Others

PRINCIPLES AND FUNDAMENTALS



“Planning is bringing the future into the present so that you can do something about it now.”

—Alan Lakein

PRINCIPLES AND FUNDAMENTALS



PRINCIPLES AND FUNDAMENTALS

Vision describes what the **future** will look like when the Port is successful...

Mission describes **why** the Port exists, its unique role in the community it serves...

Values define **how** we will undertake our work...

PRINCIPLES AND FUNDAMENTALS

Goals are **what** we want to achieve within initiatives...they are destinations...and should be measurable.

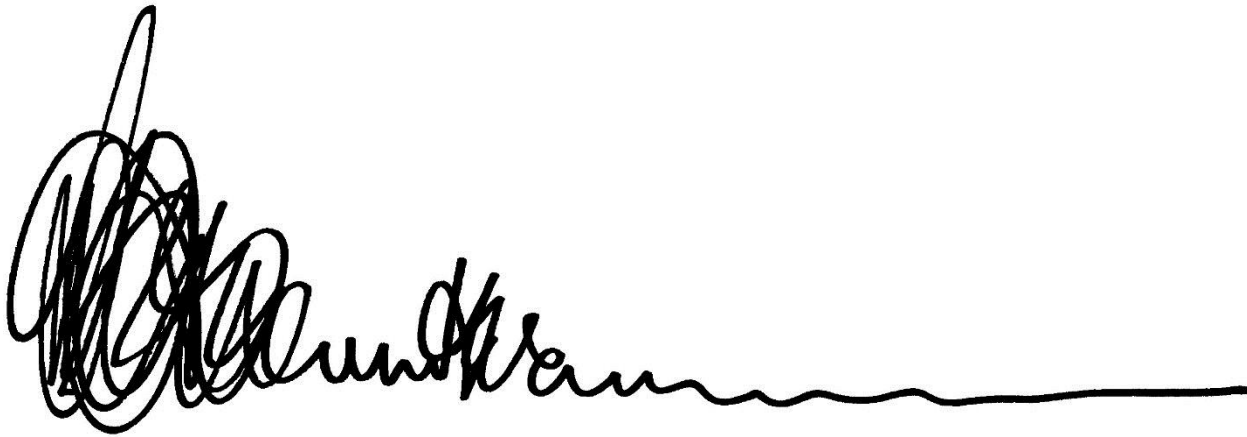
Staff
Action
Plan

Strategies are the **routes** taken to reach a goal.

Tactics are **maneuvers** designed to advance a strategy

PRINCIPLES AND FUNDAMENTALS

Strategic thinking and planning is more often than not, a messy process, but it will come together.



SUCCESSFUL STRATEGIC PLANNERS

- Use of both the **logical and creative** sides of the brain
- Envision objectives and articulate the **WHY**
- Understand the need to balance aspiration with reality but **not to unreasonably encumber aspiration with reality**
- Remain open to different **perspectives**

An aerial photograph of an industrial facility, likely a steel mill, situated along a large river. The facility features several large industrial buildings, a massive parking lot filled with cars, and a complex network of roads and highways. Two large cargo ships are docked at a pier along the riverbank. In the background, a bridge spans the river, and the surrounding area includes residential and commercial buildings. The text "SWOT Analysis" is overlaid in the center of the image.

SWOT Analysis

SWOT Analysis

Weaknesses

Areas in which we can do better...

Internal

Strengths

Our best attributes, skills and capacities that make us successful...


External

Threats

External factors or trends that we have little if any control over...

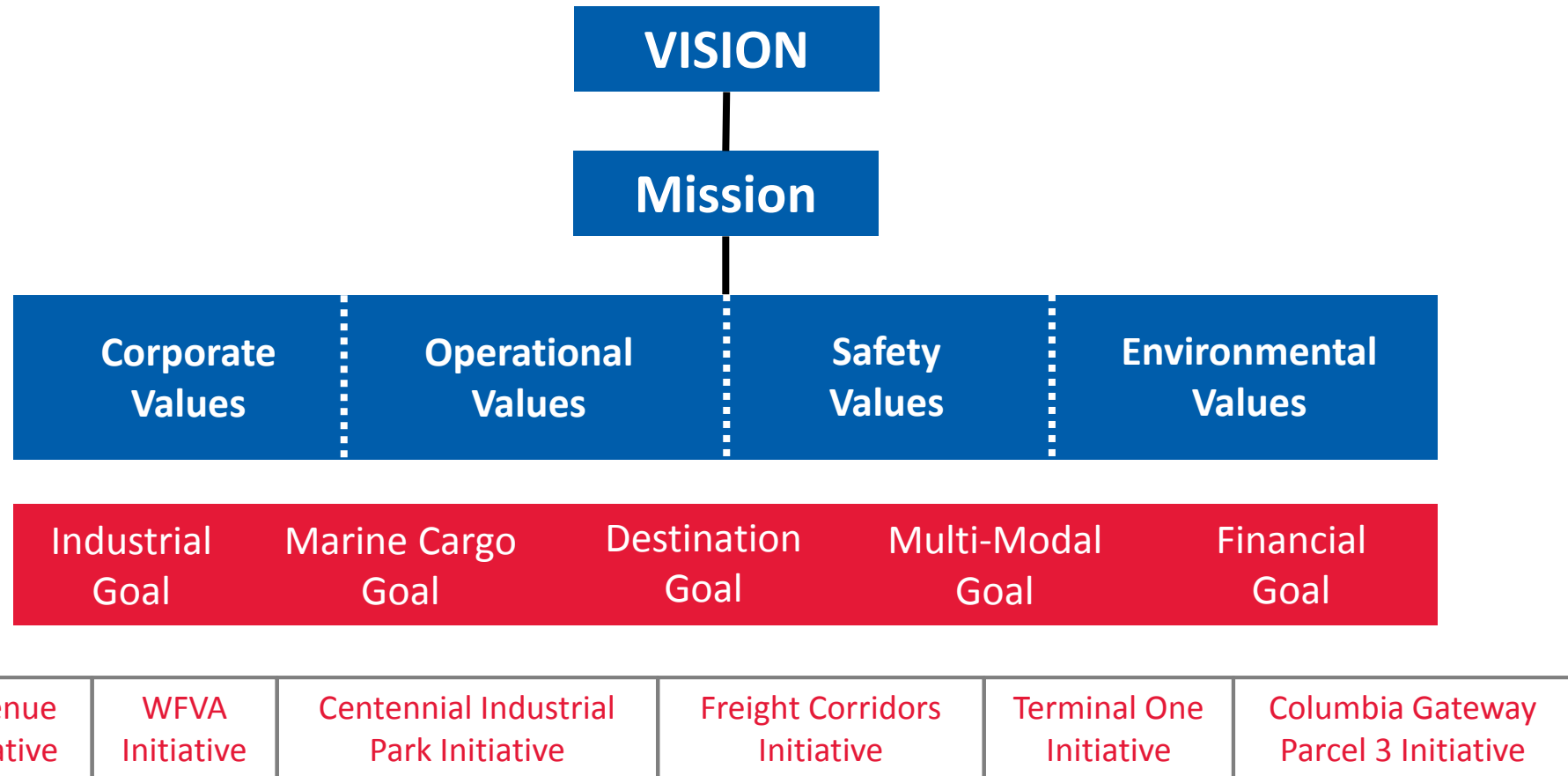
Opportunities

Probable circumstance for which we are well suited to explore...

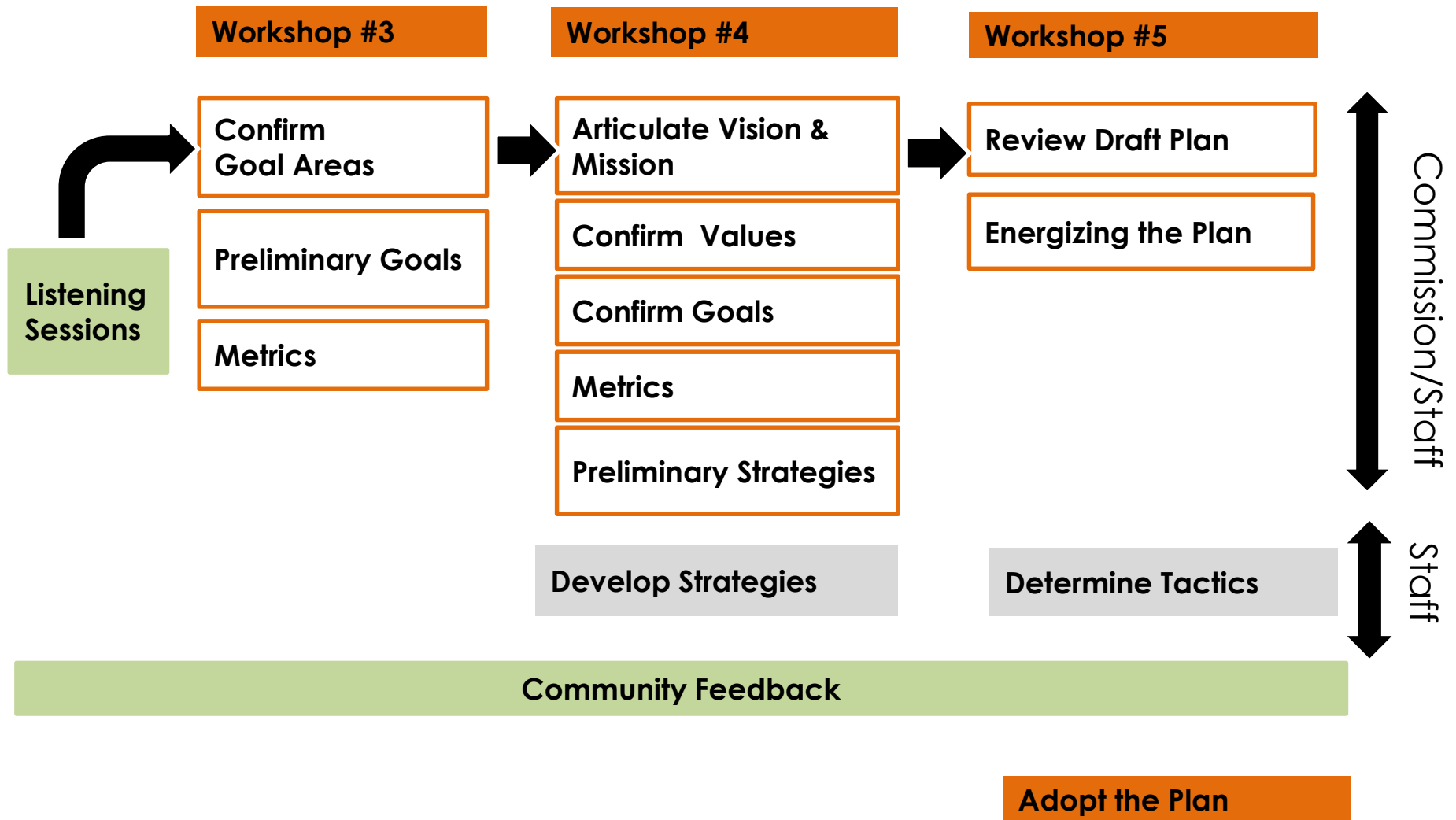


Proposed Structure of the POV 2018 Strategic Plan

STRUCTURE OF CURRENT STRATEGIC PLAN



PROPOSED PLANNING PROCESS



IDENTIFYING PRELIMINARY GOAL AREAS

What areas of the Port's operations, lines of business, and internal practices should we have goals for?

- Lines of Business?
- Operations?
- Internal?



Next Steps

INITIAL LISTENING SESSIONS

- Economic Development
- Labor
- Education
- Workforce
- Industrial and Commercial Tenants
- Marine Tenants and Partners
- Local Elected Officials
- Federal Elected Officials
- Tribes
- Environmental
- Neighborhoods

DESIGN PUBLIC OUTREACH

Techniques

Following the research interviews a plan for public engagement will be developed. Design will consider:

- Community audiences
- Most effective tools to reach those audiences
- Alignment of community engagement opportunities with planning process

NEXT COMMISSION WORKSHOPS

Commission Workshops:

- Workshop #1: Kick-off, October 24, 2017
- Workshop #2: December 14, 2017
- Workshop #3: TBD (First Quarter 2018)
- Workshop #4: TBD (First Quarter 2018)
- Workshop #5: TBD Optional (Second Quarter 2018)

PROPOSED PLANNING PROCESS

