

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 #3

STRATEGIC PLANNING

February 15, 2018

Today's Workshop

- Structure and Status of Planning Process
- SWOT Results
- Findings of Research Interviews
- Discussion of Plan Construct (*Vision Approach*)
- Discussion of Goal Areas
- Discussion of Value Statements
- Next Steps

An aerial photograph of a port facility, likely the Port of Vancouver. The image shows a large body of water with a ship docked at a pier. In the foreground, there are several large parking lots filled with cars, industrial buildings, and a complex network of roads and highways. The background shows a cityscape and a bridge spanning the water.

Structure and Status of Planning Process

OBJECTIVES

- Provide policy direction
- Clear road map to the community, staff, tenants, and partners
- Annual budget priorities align with its mission, values, and goals
- Aligning keystone documents:

Annual operating budget
Capital budget
Sustainability plan
Port branding plan

Department work plans
Annual work plans
Employee evaluations

PROJECT STATUS

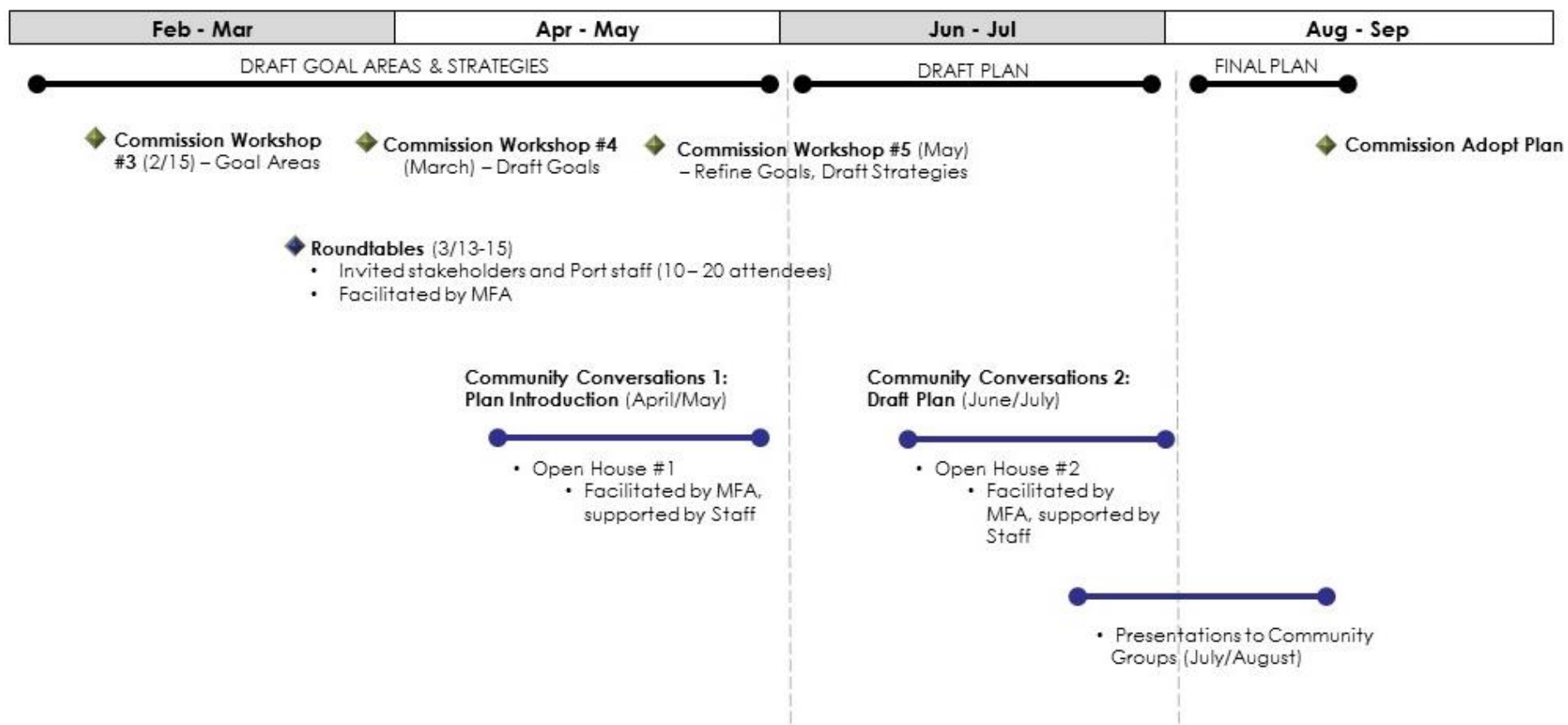
Phase I Initiation

- ✓ 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
- Roundtable Discussions
- Commission Workshop 4: Discuss Goals
- Community Conversations 1
- Commission Workshop 5: Refine Goals and Strategies
- Draft Plan
- Community Conversations 2
- Final Plan & Adoption

PHASE II The PLAN



An aerial photograph of a port facility, likely the Port of Vancouver USA. The image shows a large shipyard with numerous ships and boats, a large parking lot filled with cars, and a river flowing through the facility. The text "SWOT RESULTS" is overlaid in large white letters.

SWOT RESULTS

SWOT - STRENGTHS

- Ample facilities and real property assets
- Location, location, location
- Relationships with local, state and federal governments
- Financial capacity
- Diverse tenant portfolio
- Skilled and experienced staff

SWOT - WEAKNESSES

(aka: WHAT WE CAN DO BETTER)

- Access to only a single rail carrier
- Communicate the port's role in the community
- Engage with the community more effectively
- Lack of strong experience in urban development
- Internal communications
- Co-locating management functions
- More pro-active vs reactive in maintenance work

SWOT - THREATS

- Perception that the Port has unlimited resources
- Strain on tribal relations
- Potential for changes in national trade policies
- Growing congestion in regional surface transportation infrastructure
- Need for resiliency planning
- Changing dynamic in the regulatory environment
- Unpredictability in State funding

SWOT - OPPORTUNITIES

- Improve relations with local governments
- Partnerships with private development community
- Tribal-Port collaboration
- Expand global cargo marketing and address regional cargo mobility challenges (heavy lift corridor)
- Open for business initiative: incubators & pre-permit projects
- Pursue more port to port partnerships
- Terminal 1 development and more river access

An aerial photograph of a port facility, likely the Port of Vancouver. The image shows a large body of water with a long pier extending into it. A large cargo ship is docked at the pier. On the land side, there is a large parking lot filled with many cars, and several industrial buildings and structures. A bridge is visible in the background, spanning the water. The overall scene is a busy port area.

Research Interviews Findings

RESEARCH INTERVIEWS

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

RESEARCH INTERVIEW FINDINGS

Opportunity to set a new course

- With the recent changes in leadership, there is an optimism for greater alignment between the port's initiatives and community aspirations
- Tremendous opportunity to redefine partnerships that will support the port's mission

RESEARCH INTERVIEW FINDINGS

Increase public engagement and improve communications

- Explain the reason “Why” it is making its investment decisions and clearly articulate the public benefit
- Tell the story about promoting family wage jobs, connecting the community to the global economy, and being responsible environmental stewards

RESEARCH INTERVIEW FINDINGS

The Port of Vancouver plays a key role in promoting family wage and industrial jobs

- The port plays a unique and important role in the local and regional economy by providing well-paying “industrial” jobs for people without advanced degrees
- It is a leader in developing public infrastructure to promote economic development

RESEARCH INTERVIEW FINDINGS

The port is widely recognized as an effective, well-run organization

- As a local government, the port has unique abilities and valuable capacity to partner with private industry
- Don't let new business recruitment overshadow existing business expansion

RESEARCH INTERVIEW FINDINGS

Support the core business of marine cargo and industrial jobs

- Regional leader in marine cargo shipping (facilities, labor force, marketing and sales)
- Great interest in what comes next for Terminal 5 given the financial investment of public resources

RESEARCH INTERVIEW FINDINGS

Embrace the Columbia River and Waterfront as an essential element of the culture, economy, and identity of the region

- Terminal 1 waterfront redevelopment is generally seen as a strong positive for the community
- It has the opportunity to be an icon for Vancouver, support downtown development, and provide much needed public access to the river
- The port should provide greater public access and interpretation opportunities to the waterfront and adjacent natural areas

RESEARCH INTERVIEW FINDINGS

Leverage Port Resources and Patient Capital to Position Challenging Properties for Redevelopment

- Important role in protecting scarce large industrial parcels and positioning them for development
- Make investments more broadly across the port district, beyond waterfront properties


RESEARCH INTERVIEW FINDINGS

Support Programmatic Economic Development

- Increase financial and personnel support of economic development efforts
- Continue and increase support for education and technical training to support workforce development

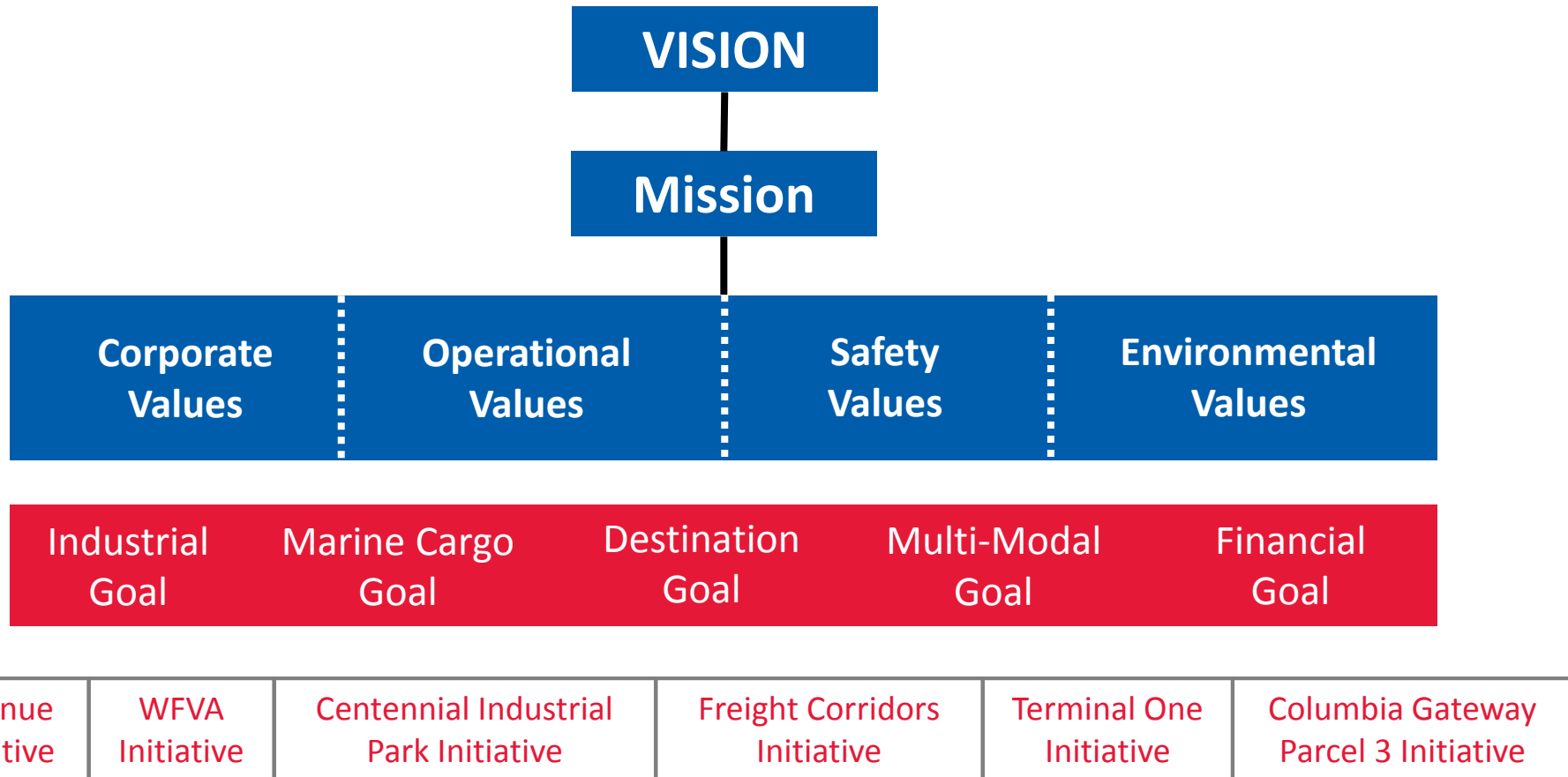
ASSESSMENT

- The port is widely recognized as an essential community asset
- Port partners are willing and able to assist the Port in its future efforts
- The Vancouver Energy efforts resulted in actionable skepticism within a portion of the community
- There is a window of opportunity for the new leadership to re-cast the port's direction
- The port has effective authorities and tools to improve the community's future
- Maintain the port's established marine cargo market presence and culture, while embracing an informed future for new opportunities



Discussion of Plan Construct

STRUCTURE OF CURRENT STRATEGIC PLAN



PRINCIPLES AND FUNDAMENTALS



An aerial photograph of a port area, likely the Port of Vancouver USA. The image shows a large body of water with a long cargo ship docked. In the foreground, there are several large parking lots filled with cars, industrial buildings, and a complex network of roads and highways. The background features a bridge and more industrial structures.

Discussion of 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.

WHAT IS A STRATEGY?

The route and mechanism an organization deploys to achieve a goal. There may be more than one strategy for a particular goal.

WHAT IS A TACTIC?

A specific set of maneuvers designed to advance a strategy. There may be several tactics to support a strategy and often they are set within a calendar schedule.

GOAL AREAS

- Topics for setting goals
- Not specific goals language
- Group discussion



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 bridge spans a body of water, and the city of Vancouver is visible in the distance. The text "Discussion of Value Statements" is overlaid in white on the right side of the image.

Discussion of Value Statements

VALUES

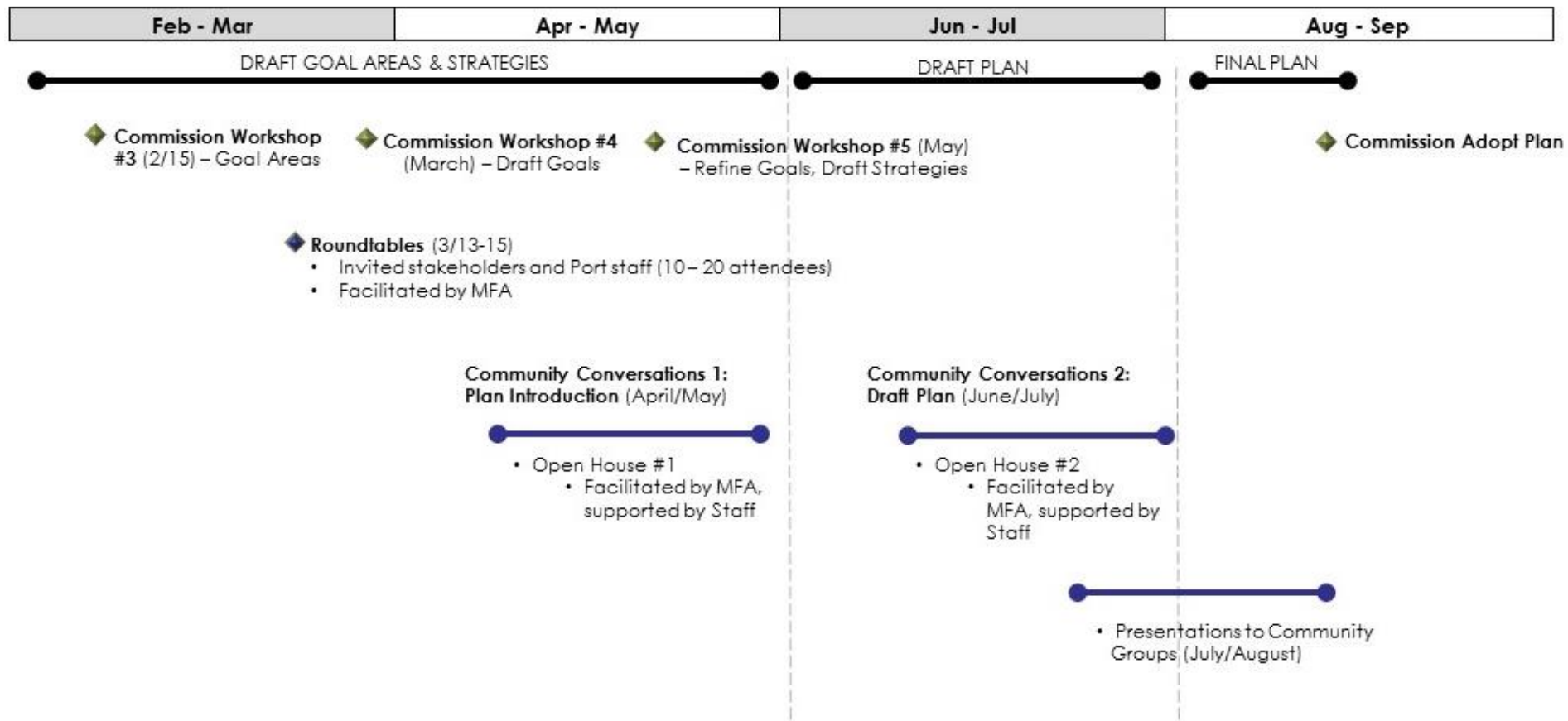
- Corporate
- Operational
- Environmental



An aerial photograph of a large port facility, likely the Port of Vancouver USA. The image shows a wide river or harbor with several large cargo ships docked at piers. In the foreground, there are extensive parking lots filled with cars, industrial buildings, and a complex network of roads and highways. The background features a bridge spanning the water and a dense forested area on the right side. The overall scene depicts a busy industrial and transportation hub.

Next Steps

PHASE II The PLAN



NEXT MEETINGS

Roundtable Discussions

- March 27 & 28, 2018

Commission Workshops

- Workshop #4: March 2018
 - Discuss Goal Language
- Workshop #5: TBD (Q2)

Open Houses

- April/June

An aerial photograph of an industrial port area. A large river flows through the center, with several bridges crossing it. On the left bank, there are numerous industrial buildings, warehouses, and a large parking lot filled with cars. On the right bank, there are more industrial structures and a large ship docked at a pier. The overall scene depicts a busy industrial and transportation hub.

Food for thought:

Did we capture all of our goal areas?

Through which lens should we cast our vision?

What goals do we want to establish?

Should we re-think our values?