

PORT OF VANCOUVER USA

Strategic Plan 2016-2025



INTRODUCTION

Port of Vancouver USA is an economic engine for the Southwest Washington region. The port provides quality jobs, international trade connections, a strong industrial land base and economic stability by producing revenue for state and local services.

Through the Columbia River and efficient national rail and road systems, the port connects our community to the global marketplace – a key factor in bringing community prosperity to Clark County.

In planning for the future, the port's focus includes strategic capital investments that keep our facilities in step with today's trade and industry demands by developing new maritime, industrial and transportation facilities.

Our future also relies on efficient management of port facilities, commitment to environmental stewardship, and collaboration with our community and our local government partners.

The port's strategy strives to ensure longevity of economic diversity and funding through a sustainable, healthy mix of cargo, tenants and revenue generation.

The Strategic Plan outlines the port's focus through the year 2025 and highlights the goals and milestones that will mark our progress. The plan identifies the strategic focus of the organization to support our mission and vision. The projections are meant to stretch and challenge the organization.

VISION

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

MISSION

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

CORPORATE VALUES

We, at the Port of Vancouver, have certain values that are important to us and which we reflect in our planning, our actions and our treatment of others. These values are as follows:

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), and **ACCOUNTABILITY** (we do not shift blame to others or take credit for the work of others). Basically, 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

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.

QUALITY 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.

CULTURE OF SAFETY

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.

EMPOWERMENT/ENGAGEMENT

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.

STRATEGIC GOALS

MAXIMIZE MARINE BUSINESS AND DEVELOPMENT

The Port of Vancouver's mission to provide economic benefit through marine development requires increased cargo diversity and modern berthing facilities, with state of the industry technology, equipment with the capacity to handle today's diverse cargoes, adequate transit storage, room for expansion, and maximum efficiencies in cargo movement through the terminals.

Long term contracts, terminal upgrades and a focus on near dock covered storage over the years have supported cargo growth to its current levels. Focus over the next few years include increasing efficiencies of throughput by reducing dwell times and minimizing number of times cargo is handled within the Port facilities.

The development of new, rail served marine terminals is essential to growing the economic benefits to our community over the next 10 years. These lands provide the opportunity to add over 550 acres of marine development.

MAXIMIZE INDUSTRIAL BUSINESS AND DEVELOPMENT

With the Port's access to road, rail and river transportation, industrial properties continue to attract new business to the region and provide a variety of opportunities for existing customers to expand and/or become more efficient, creating both new jobs and greater economic benefits. Industrial warehouse space continues to be either nearly or completely leased driving, the need for new shovel ready properties.

Fifty acres of shovel ready and over 60 acres of undeveloped industrially zoned land is in Port ownership. These properties are in various stages of entitlement, thus providing for a sustained growth of new industrial businesses to the community. These industrial businesses require skilled labor which results in a relatively high number of well-paying jobs.

CREATE A DESTINATION WATERFRONT

The Port of Vancouver owns approximately 10 acres on the Columbia River between Interstate 5 and the Esther Street. The vision of this unique asset is to provide public access to the Columbia River Waterfront, develop public assets in a financially responsible manner, utilize sustainable development practices, interpret the port's history as an economic development engine for Southwest Washington, create a development that supports the community through economic growth and job creation, and create a unique waterfront development experience that is a destination attracting a diverse public to its waterfront.

DEVELOP AND PRESERVE MULTI-MODAL TRANSPORTATION ACCESS

The Port of Vancouver's unique location in proximity to river, road and rail transportation has been, and remains, vital to supporting and maximizing marine and industrial business. Increased velocity and capacity for marine cargos and supporting access and capacity for industrial businesses are achieved through 1) a deeper and maintained river channel and river frontage at and near the port terminals, 2) greater access and capacity on the surface connectors to the interstate system and on the interstate system, and 3) improved competitive unit train access and capacity to, from and on the mainline rail system and within the internal rail network.

GENERATE AND SUSTAIN DIVERSIFIED REVENUES

The primary revenue goal is to generate and sustain diversified revenues to promote the port's long-term sustainability and economic base. To accomplish this, the port enters into long term leases for marine, industrial and waterfront properties, expands its marine cargo mix, and continuously seeks new sources of revenue through business ventures that are aligned with the port's mission. These strategies help keep the port's overall revenue stable even when there are short term fluctuations of individual revenue sources. Property tax receipts are used to acquire and construct long-term capital assets. The port actively pursues grants and has been awarded several grants to improve public infrastructure.

KEY INITIATIVES

REVENUE

Goal: *Generate and Sustain Diversified Revenues*

2016 Key Initiative:

Operating Revenue

- Aggressively pursue opportunities for new revenue
- Encourage and support expansion and new business development by existing and new tenants and customers
 - ✓ *Develop the Vancouver Energy project with the potential of creating 1000 jobs, \$2 billion in economic activity and millions in tax revenue to the City and State.*
- Emphasize international and domestic marketing to secure new cargos and business opportunities
 - ✓ *Grow and support our marine cargo mix in agriculture, mined, project and energy products.*
 - ✓ *Pursue a commitment for the Terminal 5 rail served loop track facility.*
 - ✓ *Pursue a commitment for the Columbia Gateway development.*
- Provide complete supply chain solutions to customer needs
- Strengthen and foster key partnerships and relationships
 - ✓ *Develop regional branding model promoting the three Clark County Port offerings*
 - ✓ *Develop regional branding model highlighting regional impacts of Port of Portland and Port of Vancouver*
- Strengthen communication and coordination with stakeholders
- Understand and support customer needs and business models

Non-Operating Revenue

- Seek grants/financing to support goals.

WEST VANCOUVER FREIGHT ACCESS

*Goals: Develop and Maintain Multi-modal Transportation
Maximize Marine Business and Development
Maximize Industrial Business and Development*

2016 Key Initiative:

- Deliver quality projects on time and within budget
 - ✓ Complete the West Vancouver Freight Project early 2017 and under budget
 - ✓ Manage right-of-way requirements
 - ✓ Manage stakeholder relations prior to and during construction
- Modify critical agreements with rail parties

CENTENNIAL INDUSTRIAL PARK

*Goals: Maximize Industrial Business and Development
Generate and Sustain Diversified Revenues*

2016 Key Initiative:

- Actively market to existing and potential new industrial users
 - ✓ Assist with the completion of the Sunlight Supply building construction
- Complete design, permitting and substantial construction of new building

FREIGHT CORRIDORS

Goal: Develop and Maintain Multi-modal Transportation

2016 Key Initiative:

- Protect and improve surface transportation capacity
 - ✓ Support the expansion of I-5 freight capacity
- Protect and improve rail corridor capacity
- Protect and improve river navigation
 - ✓ Plan for and support future river infrastructure needs
 - ✓ Manage regulatory changes impacting navigation
 - ✓ Establish adequate Corps funding to maintain 43+ ft. channel depth

TERMINAL 1

*Goal: Create a Destination Waterfront
Generate and Sustain Diversified Revenues*

2016 Key Initiative:

- Complete concept development plan for entire 10 acres
- Complete studies for the Terminal 1 (marketplace) renovation
- Develop a solution to waterfront parking capacity

COLUMBIA GATEWAY - PARCEL 3

*Goal: Maximize marine business and development
Maximize industrial business and development
Develop and maintain multi-modal transportation
Generate and Sustain Diversified Revenues*

2016 Key Initiative:

- Develop a rail access solution to Columbia Gateway
- Identify significant marine or heavy industrial user for Columbia Gateway
- Permit and construct berm with vegetation within 100 foot buffer of Flushing Channel on Parcel 3



The Port of Vancouver USA is one of the major ports on the Pacific Coast. Its competitive strengths include available land, versatile cargo handling capabilities, vast transportation networks, a dependable labor force and an exceptional level of service to its customers and community.

 Port of Vancouver USA

..... THE PORT OF / *Possibility*