

Strategic Plan 2019 Progress Report

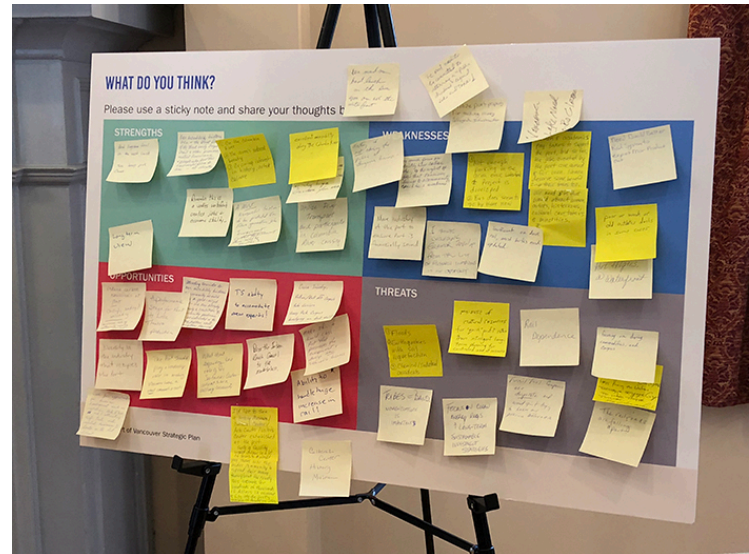
JANUARY 14, 2020



Overview

Building the plan:

- 10-year plan
- Set priority goals and strategies in each annual budget
- Process began in August 2017 and approved in September 2018
- Developed in conjunction with commissioners, community members, stakeholders and staff
- Open houses, market research, interviews



Marine & Industrial Business Goals

ALEX STROGEN,
CHIEF COMMERCIAL OFFICER

MIKE SCHILLER,
DIRECTOR OF BUSINESS DEVELOPMENT



Marine & Industrial Business Goals

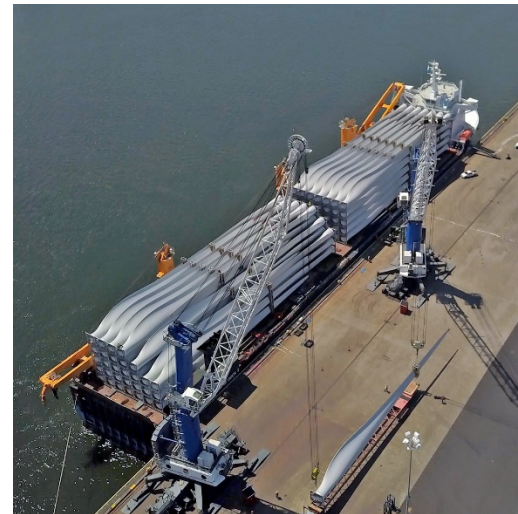
Goal:

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



2019 Milestones:

- 384 wind blades were off-loaded in support of regional renewable wind energy projects
- Single largest shipment of wind blades in Vestas history



Marine & Industrial Business Goals

2019 Milestones cont.

- Utilized Terminal 5 laydown space, bonded storage ability and rail-loading capabilities



Marine & Industrial Business Goals

What's Next:

- Prepare to grow with Subaru



Marine & Industrial Business Goals

Trade Policy & Projected Market Trends for 2020

- Phase 1 trade agreement between the US and China
 - Will be signed January 15th
 - Agreement is limited in scope
 - Many of the most difficult negotiations between the countries left unaddressed
- World Steel Association 2020 outlook
 - Expect stagnant steel demand in the US
 - Weak construction activity outlook



Marine & Industrial Business Goals

Goal:

- Support growth and economic opportunities for existing tenants and strengthen outreach.

2019 Milestones:

- Maintained occupancy rate by extending current customer contracts:
 - Trobella Cabinetry
 - Vanport Trucking
 - Wickum Weld
 - Fabricated Products
 - Warehouse '23



Marine & Industrial Business Goals

2019 Milestones cont.

- Attracted new tenants
- Held quarterly tenant events
 - Transportation topics and workforce development opportunities



Marine & Industrial Business Goals

What's Next:

- Identify additional ways to engage and bring value to existing customers
- Strategize on developing vacant industrial lots
- Further engagement with area partners in business development and site selection



Marine & Industrial Business Goals

Challenges:

- Aging infrastructure
- Lack of existing port industrial warehouse space
- Access to workforce
- Competing industrial properties
- Increasing development costs and lengthened schedules
- Permitting timelines



Community Goals

HEATHER STEBBINGS,
DIRECTOR OF COMMUNICATIONS



Community Goals

Goal:

- Strengthen community outreach and communication.

2019 Milestones:

- Lecture Series
- Commission Coffee events
- Annual community survey
- Successful public tour season – over 400 attendees



Community Goals

2019 Milestones cont.

- “The Innovators” and “Let’s Have a Beer” videos running on Comcast, website and YouTube
- Port commercial running on TVW
- Port/C-Tran public service announcements
- AAPA awards



Community Goals

2019 Milestones cont.

- Participated in and/or sponsored several community events, including those with VDA, CREDC and GVCC
- Hosted iTech Connect student trip to Olympia
- Clark County Historical Museum Ports Exhibit
- Booville
- Christmas Ships Viewing



Community Goals

2019 Milestones cont.

- Community Newsletters
- Electronic newsletters distributed including Point of View, Solstice, Waterfront Views
- Continued growth and strong presence on Facebook, Twitter, LinkedIn and YouTube
- Hired new marketing agency: CMD



Community Goals

What's Next:

- Sponsoring the Vancouver Downtown Association Van-Tastic Awards in Feb.
- Port lecture series dates to be announced
- Commission Coffee events to be announced
- Launch Community Fund



Community Goals

What's Next cont.

- Spring/Summer Community Report newsletter
- Electronic newsletters – POV, Waterfront Views, Solstice
- Blog stories continue



Julianna Marler
CEO

Smart Investments Benefit the Port
and our Community



Community Goals

Goal:

- Provide opportunities and events to increase public access on port property.

2019 Milestones:

- Trail Segment 2 completed
- Port tours

What's Next:

- Announce port tour schedule
- Activity at Terminal 1



Community Goals

Goal:

- Implement the vision of a destination waterfront at Terminal 1.

2019 Milestones:

- Terminal 1 branding, logo, tagline and website
- New Terminal 1 sign installed on Columbia Street
- Night Market a regular presence at Terminal 1



DISCOVER TERMINAL 1



Community Goals

2019 Milestones cont.

- Appropriation of \$4.7M from legislature for Vancouver Landing and East Portal
- Donation of \$500,000 from Vancouver Rotary Foundation for Vancouver Landing
- Partnered with City of Vancouver to update Shoreline Master Program to allow T1 Marketplace on pier
- LEED: Leadership in Energy and Environmental Design
 - LEED-ND (Neighborhood Development) Plan – Gold Certification



Community Goals

2019 Milestones cont.

- Vesta hotel ground breaking, construction began
- 30% design completed for Daniels Way, Renaissance Trail, Access Road 5, the Vancouver Landing, and East Portal
- Ground stabilization construction in progress for the hotel, Vancouver Landing, and Renaissance Trail
- Landscape architect selected for waterfront development: Greenworks, P.C.



Community Goals

2019 Milestones cont.

- Warehouse '23 lease extended
- Renewed contract with American Empress
- Developer selected for Blocks A and C: LPC West



Community Goals

What's Next:

- Construction starts on the Renaissance Trail, Vancouver Landing, and AC Marriott hotel
- Continue partnership with Warehouse '23
- Night Market 2020 dates, looking ahead at growth and transition
- Continued advocacy of the project



Community Goals

Challenges:

- Funding will be key in determining next steps
- Timing – design, permits, construction to meet deadlines



Economic Development Goals

MIKE BOMAR,

DIRECTOR OF ECONOMIC DEVELOPMENT



Economic Development Goals

Goal:

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

2019 Milestones:

- 2018 Economic Impact Analysis
- CREDC Employment Land Analysis



Economic Development Goals

What's Next:

- Public Market Analysis to be complete in late January
- Lands for Jobs presentation to the commission
- Scoping on track for 2020 completion of the POV Land Use Strategy Plan
- Continue discussions with port and utility partners on dark fiber initiative



Economic Development Goals

Challenges:

- Staff changes with partner organizations and onboarding efforts
- Limited funding for acquisitions
- State-wide broadband funding support



Economic Development Goals

Goal:

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

2019 Milestones:

- Mill Plain freight corridor project alignment
- I-5 Bridge involvement and input
- Federal and State infrastructure advocacy



Economic Development Goals

2019 milestones cont.

- Designated routes for large project cargo – working with the City, WSDOT, and NW logistics partners for the Columbia River High, Wide and Heavy Corridor



Economic Development Goals

What's Next:

- I-5 Bridge replacement effort – port leadership
- Efforts for C-Tran route to the port
- Coordination with the port's 2020 wind projects



Economic Development Goals

Challenges:

- Urban freight mobility environment
- Competing interests
- Funding
- I-976 implementation
- Aging infrastructure



Economic Development Goals

Goal:

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

2019 Milestones:

- 3 Internships – Project Management (1), EcDev (2)
- Port Apprenticeship Program – Maintenance (2)
- WSUV Partnerships – Pullman meetings; confirmation of interests
- Student job shadows



Economic Development Goals

2019 Milestones cont.

- Southwest Washington Contractors Association (SWCA) Regional Project Forecast sponsorship
- Association of Washington Business (AWB) – Manufacturing Week participation



Economic Development Goals

What's Next:

- Workforce development:
EcDec visitations with tenants
- Formalize WSU partnership opportunities – Brew lab and stormwater discussion
- Sponsorship and attendance of Cascadia Grains Conference
- Apprenticeship pilot program for Public Works contracts
- Connection opportunities for tenants and broader workforce



Environmental Goals

PATTY BOYDEN,

DIRECTOR OF ENVIRONMENTAL SERVICES



Environmental Goals

Goal:

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

2019 Milestones:

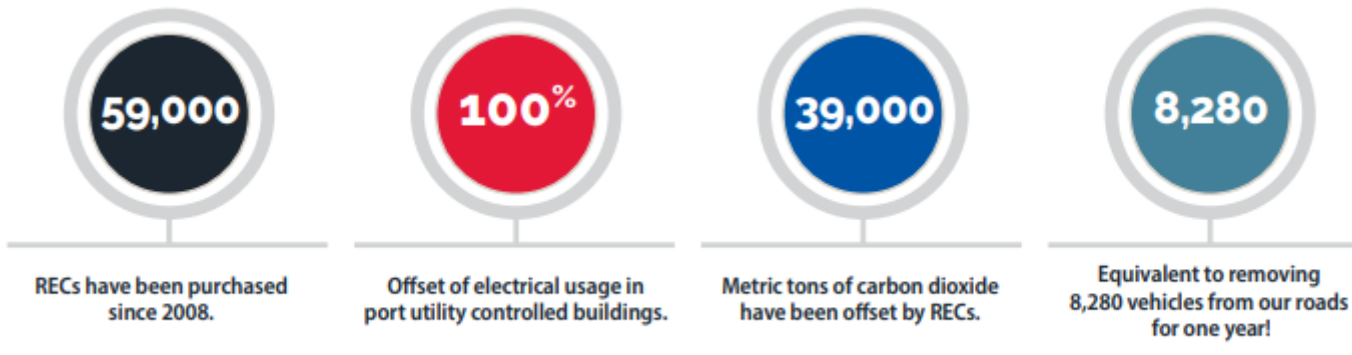
- Climate Action Plan
 - Research and Fact-Finding:
 - Local governments
 - West Coast ports
 - Consultants with climate plan experience



Environmental Goals

2019 Milestones cont.

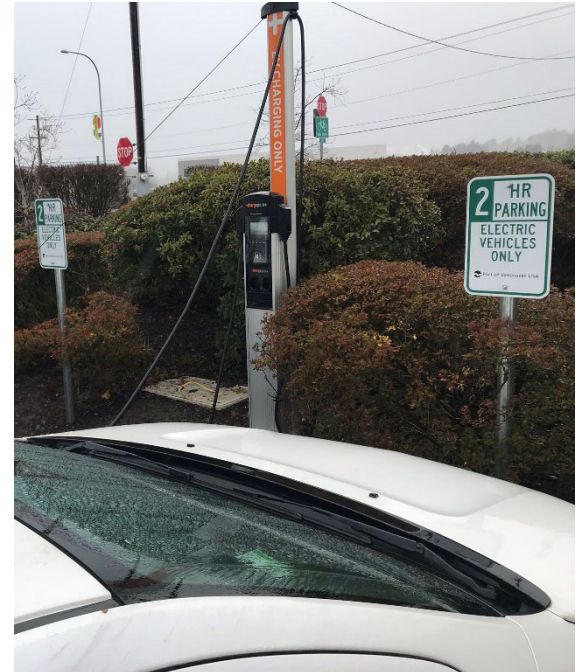
- Climate Action Plan cont.
 - Consultant assistance
 - Compiled POV portfolio of clean air efforts, on website
 - Evaluated regulatory framework and initiatives



Environmental Goals

2019 Milestones cont.

- Climate Action Plan cont.
 - Discussions with local Vancouver schools - Southwest Clean Air Agency (SWCAA) monitoring stations
 - Clean Energy Resolution and Policy
 - Continued sustainability initiatives: lighting and fleet upgrades, grant opportunity information, T1 LEED, renewable energy certificates



Environmental Goals

What's Next:

- Climate Action Plan
 - Independent third-party analysis
 - Identify green house gas (GHG) reduction opportunities
- Advance discussions with Vancouver schools and SWCAA on air monitoring stations at local schools
- Continue work on clean air initiatives through sustainability team
- Right-size plan to be effective and successful



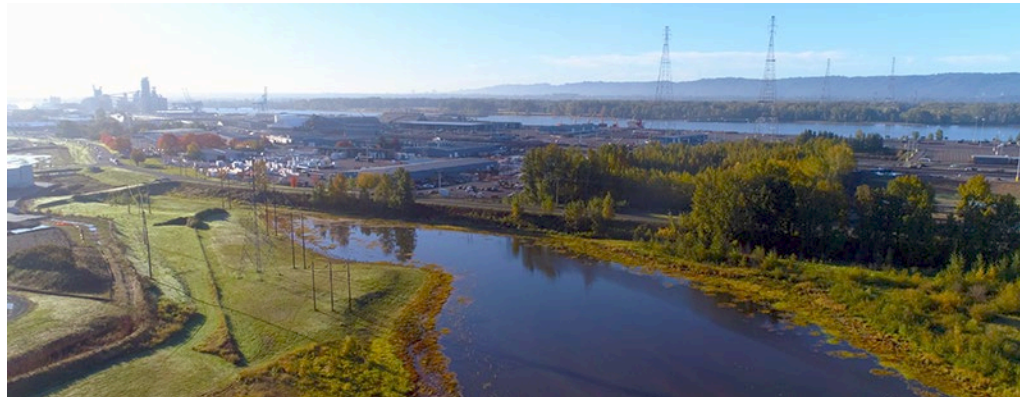
Environmental Goals

Goal:

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

2019 Milestones:

- Published annual Sustainability Report
- Conducted Commission Workshop on 2018 actions



Environmental Goals

2019 Milestones cont.

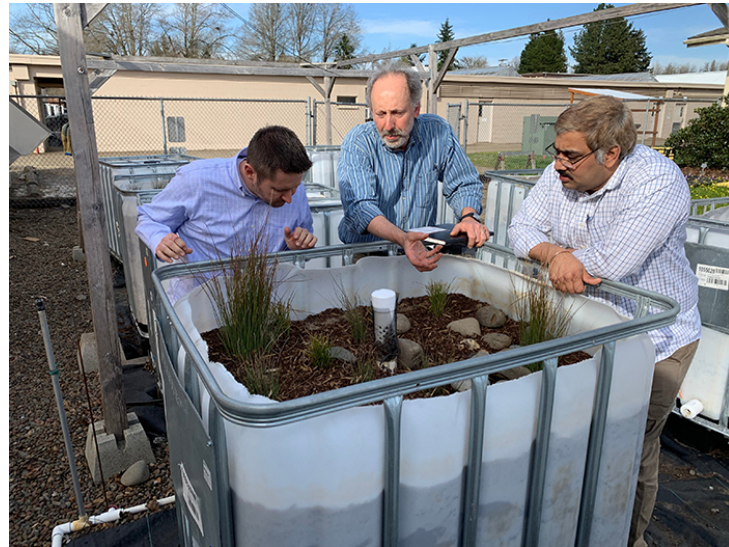
- Identified and implemented initiatives
 - **People:** Jobs, events, Terminal 1, tours
 - **Planet:** Wind energy, bike/ped path, energy saving
 - **Profit:** Record revenue, clean audit



Environmental Goals

What's Next:

- Brainstorm and prioritize new initiatives for 2020
- Report out on 2019 sustainability accomplishments at Commission Workshop



Financial Goals

SCOTT GOODRICH,
DIRECTOR OF FINANCE & ACCOUNTING

CASEY O'DELL
DIRECTOR OF FACILITIES



Financial Overview

Goal:

- Strengthen the port's financial sustainability.

2019 Milestones:

- Record operating revenues and record-breaking tonnage



Financial Overview

2019 Milestones cont.

- Refunded the port's Limited Tax General Obligation (LTGO) 2009 bonds, which lowered the interest rate and resulted in a \$530,000 savings to taxpayers
- Improved operational performance in 2019



Financial Goals

2019 Milestones cont.

- Clean audit
- Implementation of SAP Concur Travel and Expense software



What's Next:

- Improve cost analysis of cargoes
- Continue to develop waterfront funding strategy
- Implement lease management software



Financial Goals

Goal:

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

2019 Milestones:

- 2020 Budget
 - Incorporated the use of various debt financing tools to advance revenue goals
 - Evaluated funding options and incorporated a 1% tax increase and utilization of banked capacity to leverage funds for attaining future grants



Financial Goals

What's Next:

- Seek grant funding to support long-term strategic opportunities for industrial, commercial, marine and waterfront development
- Develop long-term maintenance funding strategy



Financial Goals

Goal:

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

2019 Milestones:

- Developing a prioritized list of maintenance items including timeline, budget
- Fuel management system successfully integrated with Computerized Maintenance Management System (CMMS)



Financial Goals

2019 Milestones cont.

- Improved efficiency through technology upgrades
 - Email, cell phone and iPads for rail and maintenance crew
 - Increased Wi-Fi coverage on the terminal
 - POV water system control program installed
- Establishment of cross-department team to identify asset management needs
- Participating in Regional Asset Management Partnership (RAMP)



Financial Goals

2019 Milestones cont.

- Hired consultant and completed building assessment of major assets on port property – roofs, asphalt, etc.



Financial Goals

What's Next:

- Continue to evaluate all assets including:
 - Vehicles
 - Equipment
 - Asphalt
 - Berths/docks
 - Water system
 - Stormwater system
- Administration building HVAC controls
- LED lighting upgrades



Organizational Goals

ELIZABETH GOTELLI,
CHIEF FINANCIAL AND ADMINISTRATIVE
OFFICER



Organizational Goals

Goal:

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

2019 Milestones:

- Business Continuity and Resiliency Plan (BCRP)
 - Received \$150,000 FEMA port security grant
 - All departments developed recovery processes
 - Table top exercise
 - Project is substantially complete



Organizational Goals

2019 Milestones cont.

- United States Coast Guard audit
- Department of Homeland Security cybersecurity audit
- Mass notification system
- Ongoing employee training and drills

What's Next:

- Continue to address after-action items in the BCRP
- Table top exercise in 2020



Organizational Goals

Goal:

- Ensure alignment of key port planning documents.

2019 Milestones:

- Updated Commission action item template to reflect strategic goals and strategies
- New mission and vision statements incorporated into employee policy manual, performance review templates, and port informational materials
- Incorporated strategic planning goals into 2020 budget



Organizational Goals

Goal:

- 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.

2019 Milestones:

- Collaborative, dedicated team that has advanced the strategic plan forward



Organizational Goals



Organizational Goals



Organizational Goals



Organizational Goals



Thank You

