

Port of Vancouver Strategic Plan Update

Draft Goal Areas

The Port of Vancouver Commission held a workshop with management staff on Thursday, February 15, 2018 as part of the planning process to update the Strategic Plan. The primary outcome of the workshop discussion was identification of goal areas for the Strategic Plan. A goal area is a general topic for which the plan should establish a goal and supporting strategies.

The following goal areas were identified (discussed in more detail below):

- Financial Soundness
- Community
 - Engagement
 - Public Access
- Environmental
- Marine Terminal
 - Long-term Leases
 - Terminal 5
 - Project Cargo & Other Spot Commodities
- Industrial Real Estate
 - Maintain adequate capacity to serve the greater community need to support expanding and in bound investment
 - New District Wide Investments
- Urban Mixed Use Commercial Real Estate
 - Terminal 1
- Programmatic Economic Development
 - Regional Freight Mobility and Transportation
 - Workforce Development
 - Attract investment with a focus on the innovation economy

Discussion

Financial Soundness: Commissioners stated that the financial soundness of the organization is the fundamental driver of their ability to successfully implement their mission

Community: There is a need to ensure the port is aligned with the community and public about the port's work. The port also needs to engage with citizens and stakeholders across the entire district, beyond locations immediately adjacent to port facilities. There is need for partnerships that will support telling the port's story (tell "the why" about what the port does). Community benefits of the port include job creation and public access to the Columbia River and other natural areas.

Environmental: The Port needs to make a clear statement about environmental stewardship in the plan.

Marine Terminal: Current goals are focused on diversification, increasing tonnage and increasing net revenues. The Strategic Plan should include separate goals or strategies related to long-term terminal leases and spot commodities such as project and breakbulk cargo.

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Industrial Real Estate:

The current portfolio of industrial/commercial real estate investment is well balanced. Consideration may be given to establishing pre-permitted building sites to ease entry to the market and create new 'shovel ready' availability throughout the district.

Urban Mixed Use Commercial Real Estate:

Terminal 1 is a unique project for the Port. There is a need for policy around the financial expectations and economic benefit for the marketplace. There is a need for evaluation of staff capacity to support this type of development.

Programmatic Economic Development:

- Workforce Development: There is a need for apprenticeships, education, and training for skilled jobs that do not require a college education. The Port can be a strong partner in this area.
- The port should continue to be strongly aligned and supportive of regional strategy, including goals of CREDC, GPI, 3-ports and others local partners.
- Transportation: Multi-modal transportation and freight mobility are fundamental to the marine terminal and industrial operations at the Port. The Port should continue to be active in regional transportation improvements needed to support freight mobility.
- Consider real estate policies that facilitate expansion of existing businesses as well as new investment.

Audience Comments

- Port needs to incorporate livability and quality of life in their Strategic Plan. Much of the public comment on the Vancouver Energy project was focused on protecting and maintaining the quality of life of this region.
- The strategic plan should incorporate considerations of climate change.
- The Port's investments should include culture and history as tourism attractions.
- The Port should establish an Advisory Committee to provide input into the Strategic Plan.
- The Port needs to improve its branding and marketing to tell its story better.

Next Steps

- Community Involvement
 - Refine and confirm plan for community involvement in the Strategic Planning process including potential for establishing an Advisory Committee.
 - Post project schedule and meeting materials on the port's website.
 - Community Open Houses to receive feedback on plan.
 - Possible Round Table Discussions with targeted stakeholder groups with focus on marine terminals, economic development, environmental, and community.