

Planning at Your Port:

Are we pulling in the same direction?

JULY 25, 2023

Are you facing these questions?

- Are there different views of what your Port's role is or priorities are?
- Are you questioning your Port's initiatives each year during the annual budget process?
- Is there a common vision for the future of the Port?
- Do stakeholders understand the role your Port plays or can play in the community?
- Who are our stakeholders? Do they have input in the future of the port?
- Are we leveraging our partnerships to improve community goals?

Are the commissioners, Executive Director/CEO and staff pulling in the same direction?



We needed focus:

- 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



How We Built Alignment

CREATING A NEW STRATEGIC PLAN

Project Kick-Off - October 2017

Adoption of 10-Year Strategic Plan – September 2018

Process Summary

- Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis performed by consultant
- Advisory Panel Round-Table Forums (four forums conducted)
- External Stakeholder Individual / Small Group Interviews – one-on-one interviews conducted by the consultant
- All-Staff Work Sessions (two sessions conducted) – to solicit staff feedback on goal development and initiatives
- Community Open Houses (two open houses held) – to gather feedback on draft goals and initiatives
- Board of Commissioners Public Workshops (five workshops held) – to review progress of plan development; to review feedback from advisory panels round-table forums, external stakeholder interviews, and open houses
- Board of Commissioners Public Review and Comment Opportunities (three Board meetings held) – public's opportunity to comment on the proposed goals, initiatives, and draft plan



Plan Terminology & Structure

Plan Components	Purpose
Vision	What the future will look like if the Port is successful
Mission	Port's unique role, WHY its exists
Values	HOW will it undertake its work.
Goals	WHAT it wants to achieve
Strategies	Routes to achieve goals
Tactics via Work Plan or Budget	Energize strategies with specific actions (tactics) to be taken WHO, WHEN, and WHERE

Strategic Plan

TIMING OF VISION



Stakeholders

Advisory Panel Round-Table Forums (stakeholders that were invited to attend and/or provide feedback)

Economic Development / Tenants Panel

- Subaru
- Sigma/Mateen
- Boise Cascade
- Warehouse '23
- United Grain Corporation
- CREDC
- Southwest Washington High Technology Council
- SEH America
- East Vancouver Business Association
- Vesta
- City of Vancouver
- Greater Vancouver Chamber of Commerce
- Eric Fuller – Broker
- NW Packing
- Tristar Transload
- Farwest Steel
- Cal Portland
- Cadet Manufacturing
- Great Western Malting



Stakeholders

Advisory Panel Round-Table Forums (stakeholders that were invited to attend and/or provide feedback)

Environmental Panel

- Sierra Club
- Audubon Society
- Vancouver Watershed Alliance
- Washington Department of Fish and Wildlife
- Washington State Department of Ecology
- City of Vancouver
- Clark County
- Lower Columbia Estuary Partnership
- Lower Columbia Fish Recovery Board
- Ridgefield Wetland Mitigation Bank
- Cowlitz Tribe
- Columbia Land Trust
- Columbia River Intertribal Fish Commission
- Friends of Salmon Creek
- Columbia Springs Environmental Education Center



Stakeholders

Advisory Panel Round-Table Forums (stakeholders that were invited to attend and/or provide feedback)

Community / Neighborhoods Panel

- Arnada Neighborhood Association
- Arts of Clark County
- Burnt Bridge Creek Neighborhood Association
- Cycling community
- Esther Short Neighborhood Association
- Fisher's Landing East Neighborhood Association
- Fort Vancouver National Historic Site
- Fruit Valley Neighborhood Association
- Hispanic Metropolitan Chamber
- Latino Community Representative (Consulta Marketing)
- Ne Hazell Dell Neighborhood Association
- NW Association for Blind Athletes
- Old Evergreen Highway Neighborhood Association
- Slavic Community Representative (Design Group, Inc.)
- Friends of Clark County
- Seafarers Center
- Fruit Valley Foundation
- Fruit Valley Elementary School Family Resource Center
- Taxpayers for Responsible Public Ports
- Veterans Organization



Stakeholders

Advisory Panel Round-Table Forums (stakeholders that were invited to attend and/or provide feedback)

Marine / Rail Stakeholders Panel

- Washington Public Ports Association (WPPA)
- Pacific Northwest Waterways Association (PNWA)
- ILWU Local 4
- Merchants Exchange
- Columbia River Steamship Operators' Association
- Columbia River Bar Pilots
- Southwest Washington Regional Transportation Council
- Washington Department of Transportation
- United States Army Corps of Engineers
- United States Coast Guard
- Clark County Department of Transportation
- City of Vancouver Department of Transportation
- SW Freight and Commerce Task Force
- Freight Mobility Board
- Shaver Transportation
- Ports America



Stakeholders

External Stakeholders Individual / Small Group Interviews

- Federal and state elected officials/staff
- City Council Member
- Clark County Councilor
- Columbia River Economic Development Council (CREDC)
- Greater Portland, Inc.
- ILWU Local 4 leadership
- Southwest Washington Central Labor Council
- Southwest Washington High Technology Council
- President, Clark College
- Chancellor, WSU Vancouver
- Greater Vancouver Chamber of Commerce
- Vancouver Downtown Association
- Identity Clark County
- East Vancouver Business Association
- Superintendent, Vancouver School District
- SW Washington Contractors Association
- Workforce SW Washington
- Saga Welco (carrier)
- Oldendorff (carrier)
- Westwood (carrier)
- G2 Ocean (carrier)
- Subaru of America
- Boise Cascade
- United Grain Corporation
- NuStar
- Evraz
- Two Rivers
- Cascade Pacific
- Jones Stevedoring
- TransGroup (logistics)
- Omega Morgan (trucking)
- Columbia River Bar Pilots
- Taxpayers for a Responsible Public Port
- Fruit Valley Foundation
- Arts of Clark County
- SW Washington League of United Latin American Citizens



Stakeholders

Internal Stakeholders



Developing a New Strategic Plan

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Adoption of 10-Year Strategic Plan – September 2018

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Right Sizing the Plan

- Focus on the future
- Respect diverse views and develop creative solutions
- Don't over-complicate it
- Don't over-volunteer
 - Learn from stakeholders and their initiatives/expertise



How We Keep Alignment

All port planning documents align with the Strategic Plan:

- Commission Action Items
- Annual operating budget
- Capital budget
- Sustainability plan
- Department goals
- Annual work plans
- Employee performance evaluations



How We Keep Focused

Regular updates on progress:

- Mid year updates
- Budget Kick off
- Annual Reports

Strategic Plan - Port of Vancouver USA
(portvanusa.com)



Key Takeaways:

- Ports are getting involved in more issues. It's beneficial to have a plan to give us focus on how to maximize value.
- Provide opportunity to hear many voices, not just the loudest or most persistent.
- Most people at the port engage with different stakeholders. This is a good thing!
- Washington ports have limited financial resources, how can we be strategic with those funds and our people.
- Staff should play a significant role in developing the plan. They are the experts!

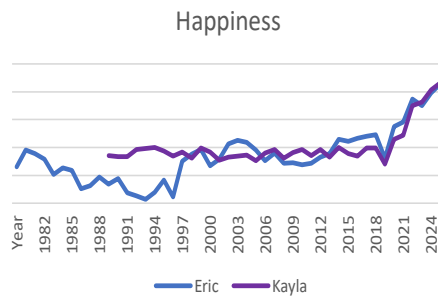


Thank You



It doesn't have to be complicated.

- Framework for consideration
- Mission, vision, values, stakeholder engagement
- Household goals, Relationship goals, Quality of Life goals
- Timing of long-term initiatives
- Formal adoption



LaBrant-Cronenbold Strategic Plan

Purpose

The purpose of this strategic plan is to facilitate a lifetime together of love, happiness, and mutual care.

This is an aspirational, living document.

Mission

To share a long and happy life together while having a positive impact on the world around us, come what may.

To that end, we build a mutually supportive, stable, and resilient relationship characterized by healthy ongoing growth.

Vision

A warm, inviting home for friends and loved ones; A world filled with compassion for those who are hurting

