

**AGENDA**  
**PORT OF SIUSLAW WORK SESSION**

Wednesday, May 19, 2021 5:00pm  
Port of Siuslaw Conference Room  
100 Harbor St, Florence, OR 97439 OR

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Terry Duman, President; Mike Buckwald, Secretary,  
Bill Meyer, 1<sup>st</sup> VP, Robert Ward, Treasurer  
Craig Zolezzi, 2nd VP

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Join Zoom Meeting  
<https://zoom.us/j/97764673740>

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**Call to Order**

Duman

**Public Comment:** *This is an opportunity for members of the audience to bring to the Commission's attention any item not otherwise listed on the Agenda. Comments will be limited to five (5) minutes per person, with a maximum time of 15 minutes for all items. Speakers may not yield their time to others.*

**1. Approval of the Agenda by consent**

Duman

**2. Lane Council of Governments – Strategic Business Plan Engage Stakeholders**

**Public Comment:** *Comments will be limited to five (5) minutes per person, with a maximum time of 15 minutes for all items. Speakers may not yield their time to others.*

**Upcoming Meetings and Conferences**

- June 15, 2021 Work Session 5:00pm
- June 15, 2021 Commission Meeting 7:00pm

**Adjourn**

Duman



**TO:** Port of Siuslaw Board of Commissioners  
**FROM:** Lane Council of Governments  
**DATE:** May 12, 2021  
**SUBJECT:** May 19, 2021 Board Work Session

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This memo provides an update to the Port of Siuslaw Board of Commissioners on the status of the Port's Strategic Business Plan (SBP) stakeholder engagement efforts and presents two activities planned for the May 19, 2021 Board Work Session: a SWOT Analysis and a review of existing SBP goals, objectives, and actions that need updating.

### **Stakeholder Engagement Efforts**

On January 28, 2021, Lane Council of Governments (LCOG) presented several options for gathering feedback from Port of Siuslaw stakeholders, including focus group discussions with stakeholder groups, one-on-one interviews with key stakeholders, and an online survey that could be distributed more widely in the community. Following direction from Commissioners, LCOG developed an outreach strategy that represented a combination of the options discussed at the meeting. Throughout March and April LCOG communicated with the Board and Port staff about the proposed strategy, the list of stakeholders, and the draft outreach questions prior to beginning outreach efforts.

As of May 12, 2021, LCOG staff have hosted three focus group discussions, including Government, Citizens & Neighbors, and Economic Interests; scheduled five interviews, including with the Mayor of Florence, the Director of the Florence Area Chamber of Commerce, and other key stakeholders; and published an online survey to gather feedback more broadly, which was sent directly to stakeholders, publicized on the Port's website, and distributed via a flier at Port facilities. LCOG will continue scheduling interviews through the end of May, and the survey will remain open through the end of the month, as well.

Once all feedback has been gathered from stakeholders, LCOG will summarize the findings from public outreach efforts and the Board's May 19 SWOT Analysis in a brief report to the Board, which will be presented at the next Board work session and used to inform a thorough review of the Port's goals and objectives. See below for additional information on the SWOT Analysis planned for May 19.

## SWOT Analysis

A SWOT Analysis is a strategic planning framework that helps organizations to assess what is working well and what needs improvement. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and a SWOT Analysis is a technique to evaluate these four themes. The Port of Siuslaw's current Strategic Business Plan includes a SWOT Analysis in Chapter V Situational Analysis, which should be updated to reflect current conditions.

At the May 19, 2021 Board work session, LCOG will guide the Board through a SWOT Analysis, which is essentially a brainstorming session that includes five steps to generate and refine a list of Strengths, Weaknesses, Opportunities, and Threats:

1. Brainstorm/List
2. Consolidate
3. Clarify
4. Prioritize
5. Summarize

Strengths and Weaknesses are things that are internal, or things over which the Port exerts some control, such as Port procedures, facilities, and internal operations. Opportunities and threats are external things over which the Port does not have control, but which may affect the Port positively or negatively, such as market conditions. See Exhibit A for a SWOT Analysis "cheat sheet" containing idea primer questions for each of the four SWOT themes.

## Updating Strategic Business Plan Goals and Objectives

At the May 19, 2021 Board work session, with time allowed following the SWOT Analysis, LCOG will facilitate a discussion about SBP goals, objectives, and actions in the current Plan that are outdated and objectively need to be revised as part of this update. See Exhibit B for an excerpt from Chapter VI Strategic Business Plan Goals and Objectives with identified outdated items highlighted. This will be the first of multiple discussions about SBP goals, objectives, and actions listed in the current Plan; at least one additional full work session will be dedicated to updating Chapter VI in June. The intent of the May 19 discussion will be to familiarize Commissioners with these elements of the Plan and provide the foundation and food for thought for one or two subsequent work session, which will be augmented by findings from the SWOT Analysis and stakeholder engagement.

## Next Steps & Proposed Timeline

Mid-June	Report on SWOT Analysis and stakeholder engagement efforts
Mid-June	LCOG will return to the Board for a work session to present report findings and facilitate an update of all goals, objectives, and actions
Late June or Early July	If necessary, LCOG will return to the Board for a final work session to finish updating and prioritizing actions for Chapter VII Facilities and Business Plans
Mid-July	Draft of the updated Strategic Business Plan ready for Board review
Mid-August*	LCOG will return to the Board for adoption of the updated Plan

\*Pending approval from Business Oregon

## Attachments

1. Exhibit A: SWOT Analysis "Cheat Sheet"
2. Exhibit B: Chapter VI Excerpt

# Exhibit A: Port of Siuslaw Strategic Business Plan Update SWOT Analysis “Cheat Sheet”

**For each of the four SWOT topics we will:**

1. *Brainstorm/List*
2. *Consolidate*
3. *Clarify*
4. *Prioritize*
5. *Summarize*

*\*Tip: Strengths and Weaknesses should generally relate to “internal factors” whereas Opportunities and Threats should generally relate to “external factors.”*

## **Idea Primers:**

### **Strengths**

- Q- What is going well with the Port of Siuslaw?
- Q- In what ways is the Port of Siuslaw stronger than other Oregon ports?
- Q- What is it about the Port of Siuslaw that draws people here?
- Q- What are the natural advantages that bring strength to the Port of Siuslaw?
- Q- What are the political or social dynamics that bring strength to the Port of Siuslaw?
- Q- In what ways is the Port of Siuslaw strong at addressing its own needs?

### **Weaknesses:**

- Q- What is not going well with the Port of Siuslaw/What could be improved?
- Q- In what ways is the Port of Siuslaw weaker than other Oregon ports?
- Q- What is it about the Port of Siuslaw that may fail to attract?
- Q- What are the natural disadvantages that weaken the Port of Siuslaw?
- Q- What are the internal political or social dynamics that bring weakness to the Port of Siuslaw?
- Q- In what ways is the Port of Siuslaw weak at addressing its own needs?

### **Opportunities:**

- Q- What opportunities do regional and national trends (market, demographic, climate, etc.) present for the Port of Siuslaw?
- Q- What is something that is not being taken advantage of?
- Q- What are the external political or social dynamics that could bring strength to the Port of Siuslaw?
- Q- In what ways is the Port of Siuslaw prepared for its future?

### **Threats:**

- Q- What threats/obstacles do regional and national trends (market, demographic, climate, etc.) present for the Port of Siuslaw?
- Q- What do you see as an obstacle that is not being addressed?
- Q- What are the external political or social dynamics that bring weakness to the Port of Siuslaw?
- Q- In what ways is the Port of Siuslaw unprepared for its future?

# Exhibit B: Port of Siuslaw Strategic Plan Update

## Chapter VI Excerpt

**Note:** *Yellow highlighted text indicates something that is objectively outdated that will need to be revised in this update. There may be additional items that need review and revision (e.g. description of needed upgrades that may have already occurred, estimated costs for needed repairs, etc.). These will be discussed in more detail at the June Board work session. Please also note that some narrative in each sub-section has been removed from this excerpt in order to streamline and shorten this Exhibit.*

## VI. Strategic Business Plan Goals and Objectives

The Port of Siuslaw's mission is to provide asset management and services that enhance economic and community development for the district. For the coming five years, the Port has adopted the following strategic goals, objectives and action steps to accomplish this mission. Goals are organized by operational areas: Property, Management, Financial, Environmental, Community and Marketing. Each goal contains one or more strategic objectives, in addition to measurable action steps. The Capital Plan, Management Plan, Financial Plan, Environmental Plan, Community Plan, and Marketing Plan included later in this document identify prioritized goals in each area.

### **Property Goals**

A. Property Goal: Manage Port properties, including acquisition and disposal, to maximize economic and community development in the district.

#### **A. 1. Marine Properties & Facilities**

##### **Strategic Objective – Marine Properties & Facilities**

A.1.1. Maintain and enhance waterfront marine facilities to expand tourism, recreation and business development for the district.

##### Action Plan

- ✓ Complete assessment and preliminary engineering for repairs to failing bulkhead, with possible bulkhead extension, by **FY2014**.
- ✓ Complete needed boardwalk repairs (powder coat poles & fence, repair boards, and replace fire suppression system (along with wharf system), by **FY2016**.
- ✓ Locate and secure funding and permits for bulkhead project by **FY2016**.
- ✓ Complete bulkhead final engineering, repairs/extension (estimated total cost \$1.5 M), by **FY2018**.

## Exhibit B: Port of Siuslaw Strategic Plan Update Chapter VI Excerpt

### Strategic Objective – Marine Properties & Facilities

A.1.2. Maintain and enhance marinas and public docks to support business creation/expansion and encourage tourism and recreation.

#### Action Plan

- ✓ Upgrade dock facilities as needed to provide competitive amenities for boaters, ongoing. Complete security upgrades (lights, cameras, etc.), phased each year, by **FY2016**. Complete feasibility assessment of upgrading services on moorage slips in east basin (F dock) by **FY2014**; if indicated, complete permitting and design, and install by **FY2016**. Assess and complete needed fuel dock upgrades (gate, dispenser, electronics) by **FY2017**. Potential moorage slip/boat house upgrades for Coast Guard use by **FY2018**.
- ✓ If successful in grant award, install and maintain floating restroom on Siuslaw River by **FY2014**.
- ✓ Replace debris and shear booms by **FY2017**. Research options with OSMB & Coast Guard by **FY2014**. Locate and secure funding assistance by **FY2015**.
- ✓ Complete permitting and design, and install crabbing/fishing dock to increase river access for public by **FY2018**.
- ✓ Investigate feasibility of houseboats/floating home leases and/or rentals, and adopt appropriate policy by **FY2018**.

### Strategic Objective – Marine Properties & Facilities

A.1.3. Support maintenance dredging and safe ocean access to promote business, recreation and safe boating for the community.

#### Action Plan

- ✓ At the local, state and federal level, advocate for continued maintenance dredging (\$600,000 per year) and jetty repairs (estimate \$122 million), and release of Harbor Maintenance Trust Fund (HMTF) for intended use, and also seek local solutions to keep the Siuslaw River bar passable (e.g. private dredging, mining collaboration), yearly through **FY2018**.
- ✓ Explore hydropower tidal/river and wind energy options for electric generation for Port use and/or demonstration sites, and prepare results and recommendation by **FY2018**.

## Exhibit B: Port of Siuslaw Strategic Plan Update Chapter VI Excerpt

- ✓ Investigate feasibility of potential use changes for Dredged Material Disposal Sites (DMDS) #19 and #22, and prepare results and recommendation by **FY2018**.

### Strategic Objective - Marine Properties & Facilities

A.1.4. Enhance economic development within the district through deliberate marine property acquisition and/or disposal.

#### Action Plan

- ✓ Investigate feasibility of decommissioning the Mapleton facility or removing it from Port ownership, prepare results and recommendation by **FY2017**; if indicated, complete transition by **2020**.
- ✓ Pursue unanticipated marine business opportunities that contribute to the Port's economic development or revenue enhancement goals, ongoing.

## A.2. Industrial Properties

### Strategic Objective – Industrial Properties

A.2.1. Enhance economic development within the district through planned industrial property acquisition, disposal or redevelopment.

#### Action Plan

- ✓ Market and sell all lots in Pacific View Industrial Park (PVIP) by **FY2018**; Potential purchase of 10 acres by Central Lincoln People's Utility District (CLPUD) by **FY2014**; Potential purchase of undetermined acreage to US Coast Guard by **FY2018**, with possible development costs to Port.
- ✓ Assess feasibility of acquisition or redevelopment of former mill sites on Highway 126, or any brownfields in the district, and prepare results and recommendation by **FY2018**. If indicated, complete acquisition/redevelopment of site(s) by FY2023.
- ✓ Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, ongoing.

# Exhibit B: Port of Siuslaw Strategic Plan Update

## Chapter VI Excerpt

### A.3. Aviation Properties

#### Strategic Objective – Aviation Properties

A.3.1. Enhance transportation connections to promote business, tourism and recreation opportunities within the district.

#### Action Plan

- ✓ Investigate feasibility of acquiring/ operating/ developing the Florence Municipal Airport (rental cars, restaurant, lodging, expanded fueling, fire station) and prepare results and recommendation by **FY2018**.
- ✓ Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, ongoing.

### A.4. Commercial Properties

#### Strategic Objective – Commercial Properties

A.4.1. Enhance economic development within the district through well-planned commercial property acquisition, disposal or development.

#### Action Plan

- ✓ Maintain and improve Port leased facilities to maximize revenues, yearly through **FY2018**.
- ✓ Investigate paid parking fee/structure for Port lots, prepare report and recommendation by **FY2014**; if indicated, implement by **FY2015**.
- ✓ Investigate resolution of any encumbrances on boardwalk property and prepare report on findings by **FY2015**; evaluate partial development of property for Arts/Wine/Tourism or other venues (pavilion, convertible multi-use space for year round use, art lofts, retail), and prepare report and recommendation by **FY2017**.
- ✓ Potential installation of rental shop space (10,000sf) suitable for marine industry or Coast Guard use near Port maintenance shop, 080C Harbor Street, by **FY2018**.
- ✓ Complete Port-owned property surveys and evaluation of all properties by **FY2014**. Declare and dispose of surplus properties, ongoing, through **FY2018**.
- ✓ Investigate feasibility of acquiring and/or developing commercial properties for lease, prepare results and recommendations on a yearly basis through **FY2018**; possibilities suggested include:



## Exhibit B: Port of Siuslaw Strategic Plan Update Chapter VI Excerpt

B&E Wayside RV Park on Highway 101,  
former mill sites on Highway 126,  
cannery/smokehouse in Old Town,  
vessel-based dining/lodging venue on the river.  
If indicated, complete acquisition/development within one year of  
recommendation.

- ✓ Investigate feasibility of offering an established winery within the district the opportunity to build and operate a wine tasting facility on Port property (one suggested location is overlooking the estuary near the new hiker-biker camp area); prepare results and recommendations by **FY2015**.
- ✓ Evaluate and, if feasible, establish business incubator framework and/or facility to support new and emerging businesses in the district by **FY2016**; e.g. offer low lease rates and technical assistance for first one to three years of operation; kayak rentals, organic farming, etc.
- ✓ Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, ongoing.

### A.5. Commercial Fishing

#### Strategic Objective – Commercial Fishing

A.5.1. Enhance commercial fishing opportunities within the district.

##### Action Plan

- ✓ Investigate feasibility of enhancing commercial fishing opportunities, ongoing.
- ✓ Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, ongoing.

### A.6. Recreational Properties

#### Strategic Objective – Recreational Properties

A.6.1. Maintain and improve the campground and related facilities to provide competitive amenities for customers to increase occupancy and revenue generation.

## Exhibit B: Port of Siuslaw Strategic Plan Update Chapter VI Excerpt

### Action Plan

- ✓ Reconfigure and upgrade C Row by **FY2014**.
- ✓ Install kayak/canoe launch by **FY2014**.
- ✓ Upgrade gazebo by **FY2014**.
- ✓ Install online customer survey to capture customer requests by **FY2015**.
- ✓ Upgrade hiker-biker-paddler camp amenities (gear cabinets, electric service) by **FY2015**.
- ✓ Increase security (lights, cameras, gates, card locks) by **FY2015**.
- ✓ Maximize full service at all campsites by **FY2015**.
- ✓ Remove covered storage buildings and install pull-through campsites by **FY2015**.
- ✓ Investigate and install rental RVs, cabins and/or yurts by **FY2016**.
- ✓ Install second restroom for campers by **FY2016**.
- ✓ Install clubhouse/community space by **FY2016**.
- ✓ Pave campsites and roads by **FY2017**.
- ✓ Replace existing picnic table tops & benches (110), campsite dividers, etc. with eco-friendly, sustainable, cost-effective materials, phased yearly, by **FY2018**.
- ✓ Investigate expanding campground into DMDS #19, prepare results and recommendation by **FY2018**.

### Strategic Objective – Recreational Properties

A.6.2. Enhance economic development within the district through planned recreational property acquisition and development.

### Action Plan

- ✓ Encourage new and expanded recreation-related businesses (e.g. kayak rental, charter fishing, gear/boat rentals) to operate in the district by providing technical assistance and/or business incubator services, ongoing.

## Exhibit B: Port of Siuslaw Strategic Plan Update Chapter VI Excerpt

- ✓ Investigate feasibility of establishing Siltcoos Lake kayak trail, prepare results and recommendation by **FY2017**.
- ✓ Evaluate feasibility of acquisition/ development of International Paper site by **FY2017**.
- ✓ In collaboration with the City of Florence and other entities, complete the Siuslaw River Estuary Trail sections located on Port property and support linkages with other trails, by **FY2018**.
- ✓ Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, ongoing.

### **Management Goals**

B. Management Goal: Manage Port personnel and resources to achieve maximum economic and community development services for district residents, businesses and organizations.

#### **Strategic Objective – Management**

B.1. Ensure timely creation, adoption and implementation of best management practices for Port ordinances, policies and procedures, including emergency management protocols.

#### Action Plan

- ✓ Complete Intergovernmental Agreement or similar with Business Oregon by **FY2014**.
- ✓ Complete review and revision, as needed, of all ordinances, policies and procedures, including fee structures, by **FY2014**.
- ✓ Investigate and determine jurisdictional boundaries for adjoining/ overlapping local governments, by **FY2015**.
- ✓ Investigate feasibility of implementing electronic records management system, prepare report and recommendation by **FY2015**; if indicated, implement system by **FY2016**.
- ✓ Complete annual review and update of Capital, Management, Financial, Environmental, Community, and Marketing Plans in March (as part of budgeting process), yearly through **FY2018**.

## Exhibit B: Port of Siuslaw Strategic Plan Update Chapter VI Excerpt

- ✓ Continue to practice risk management, complete annual SDAO review and evaluation of best management practices and make revisions as indicated, ongoing.
- ✓ Continue partnership with Western Lane Emergency Operations Group and emergency management preparations, ongoing.

### **Strategic Objective - Management**

- B. 2. Supply needed resources and professional development for staff and board members to ensure they can provide maximum economic development services to district residents and businesses.

#### Action Plan

- ✓ Acquire appropriate training software by **FY2014**. Continue to budget for and coordinate annual staff and board training, ongoing yearly.
- ✓ Initiate State of the Port Message from Board President by **FY2014** (January meeting), and continue annually.
- ✓ Investigate feasibility of establishing advisory committees, prepare recommendation by December **FY2014**; if indicated, begin committee meetings by December **FY2015**.
- ✓ Create and implement transition plan for anticipated change in port management by **FY2015**.
- ✓ Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, ongoing.

### **Financial Goals**

- C. Financial Goal: Manage Port financial assets to maximize cost:benefit results in economic and community development for the district.

### **Strategic Objective - Financial**

- C.1. Actively pursue reduction of existing debt to allow future economic development services within the district.

#### Action Plan

- ✓ Investigate options for debt consolidation to reduce annual loan payments, prepare recommendations by December **FY2014**; if indicated, execute consolidation as soon as practical.

## Exhibit B: Port of Siuslaw Strategic Plan Update Chapter VI Excerpt

- ✓ Continue to identify and implement measures to maximize revenues and reduce unnecessary expenses, ongoing.
- ✓ Annually evaluate and, if indicated, adjust rates for services to remain at market levels.
- ✓ Investigate applicability of using revenue or municipal bonds to fund needed projects by **FY2015** or as soon practical.
- ✓ Complete Port-owned real property surveys and evaluations of all properties by December **FY2014**. Declare and dispose of surplus properties on an ongoing basis.
- ✓ Investigate feasibility of establishing a revolving loan fund that district businesses could access for job creation/expansion, prepare report and recommendations by December **FY2015**; if indicated, implement fund as soon as practical.
- ✓ Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, ongoing.

### Strategic Objective - Financial

C.2. Ensure adequate financial reserves for the district to achieve its mission of economic and community development.

#### Action Plan

- ✓ Complete a Key Facilities Condition Survey by **FY2014**.
- ✓ Create and implement a 5-20 year capital maintenance plan to guide effective financial planning for major facilities maintenance and replacement costs, by **FY2015**.
- ✓ Follow capital maintenance plan recommendations and best management practices to maximize service life of Port facilities, ongoing.
- ✓ Investigate and update policy for funding capital reserves, with required minimum amount set aside annually, by **FY2014**.

# Exhibit B: Port of Siuslaw Strategic Plan Update

## Chapter VI Excerpt

### ***Environmental Goals***

D. Environmental Goal: Manage Port assets to maintain stewardship of the Siuslaw River estuary and promote sustainable operations in the district to benefit community and economic development.

#### **Strategic Objective - Environmental**

D.1. Collaborate with district entities to ensure sound environmental stewardship within the Siuslaw River estuary.

#### **Action Plan**

- ✓ Renew partnership with Siuslaw Watershed Council and collaborate on estuary projects for community and economic development, ongoing.
- ✓ Support water quality monitoring in the estuary, ongoing.
- ✓ Offer technical assistance for brownfields and similar clean-up efforts within the district to promote redevelopment (e.g. former mill sites), ongoing.
- ✓ If awarded grant funds, install and maintain a floating restroom on the Siuslaw River by **FY2014**.
- ✓ Continue to promote sustainable operations, including renewable energy generation, at the Port and in the district, ongoing.
- ✓ Continue to support removal of invasive weeds in the district, ongoing.
- ✓ Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, ongoing.

### ***Community Goals***

E. Community Goal: Manage Port assets to maximize community developments, promote community initiatives, and enhance quality of life for district residents.

#### **Strategic Objective - Community**

E.1. Enhance district communities by supporting relevant industries and initiatives, such as tourism and eco-tourism, recreation, fishing, Oregon wine, craft beer, active transportation, art, and niche agriculture.

## Exhibit B: Port of Siuslaw Strategic Plan Update Chapter VI Excerpt

### Action Plan

- ✓ Promote tourism, e.g. sponsor events (boat/RV show, fishing derby, wine fest), support establishment of convention hotel/ facilities, partner to install interpretive and informational signage, beautification, encourage access to waterfront and picnic facilities, participate in co-operative and cross-market advertising, facilitate community-wide online events calendar, promote public art, spearhead Rural Tourism Studio Program/ We Speak Oregon/ etc., ongoing.
- ✓ Offer technical assistance, such as business planning, financial analysis and grant writing services, to existing and new district businesses and organizations, ongoing.
- ✓ Collaborate with local entities (City of Florence, Lane County, Confederated Tribes of the Coos, Lower Umpqua & Siuslaw Indians, Florence Area Chamber of Commerce, Siuslaw Watershed Council, Central Lincoln People's Utility District, Salmon Trout Enhancement Program, etc.) to accomplish community-driven initiatives, e.g. Arts & Economic Development, ongoing.
- ✓ Promote active transportation options (mass transit, zip cars, train, bicycle, pedestrian, paddle craft) within the district, ongoing.
- ✓ Work with the commercial fishing industry to explore alternative fish storage and buying methodologies to enhance product marketability and profitability, by **FY2016**.
- ✓ Investigate feasibility of installing a river walkway along Old Town, prepare report by **FY2018**.
- ✓ Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, ongoing.

### **Marketing Goals**

F. Marketing Goal: Effectively market Port assets and services to maximize community and economic development in the district.

#### **Strategic Objective - Marketing**

F.1. Using all relevant media, implement specific marketing efforts to help achieve strategic planning goals and improve communications within the district.

## **Exhibit B: Port of Siuslaw Strategic Plan Update Chapter VI Excerpt**

### Action Plan

- ✓ Identify and apply targeted marketing for Port properties; e.g. promote industrial property for sale, advertise campground and improvements, highlight public crabbing dock, ongoing.
- ✓ Use marketing to support management goals, including clear messaging of the Port's mission and timely communication with district residents (newsletter, quarterly meetings), ongoing.
- ✓ Incorporate marketing to achieve financial goals; e.g. surplus property disposal, debt consolidation, ongoing.
- ✓ Identify and initiate specific marketing to realize environmental goals; including technical assistance opportunities, promote repurposed and sustainable operations, ongoing.
- ✓ Employ marketing to attain community goals; e.g. event promotion, active transportation options, training opportunities, community calendar, ongoing.