

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

Wednesday, July 21, 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/99397256901?pwd=VG5oNEVReGZSVE5LTC8zY2g1TmhwQT09>

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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**

**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.*

**Adjourn**

Duman



**TO:** Port of Siuslaw Board of Commissioners  
**FROM:** Lane Council of Governments  
**DATE:** July 15, 2021  
**SUBJECT:** July 21, 2021 Board Work Session

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This memo outlines the exercise planned for the July 21, 2021, Board Work Session: a review and update of the Port's action plans and capital improvement plan.

### **Stakeholder Engagement Key Takeaways Recap**

At the June 16, 2021, Board Work Session, LCOG presented key takeaways from the Stakeholder Engagement Report, which provides findings from the SWOT Analysis and a summary of feedback received through interviews, focus groups, and surveys. The findings in the report are intended to inform the Strategic Business Plan mission, goals and objectives (reviewed by the Board on June 16) as well as action plans for each objective (to be reviewed by the Board on July 21).

See Exhibit A for key takeaways from the Stakeholder Engagement Report. The full report was provided as part of the June 16 Board Work Session packet; it will be included in the Strategic Business Plan as an appendix.

### **Strategic Business Plan Actions**

At the June 16, 2021 Board Work Session, the Board discussed the existing Plan's mission, goals, and objectives and whether they adequately address the Port's current vision for the future. LCOG presented some recommendations for amendments to the goals and objectives based on findings from the Stakeholder Engagement Report, which were discussed and refined by the Board.

Based on Board feedback from this Work Session, and with input from Port staff, LCOG conducted a review of the action plans designed to address each objective and have made recommendations for amendments, additions, and deletions, including priority level and approximate timeline. At the July 21, 2021, Board Work Session, LCOG will facilitate a discussion about the actions and ask for feedback from the Board about proposed amendments.

See Exhibit B for staff's suggested edits to the action plans. Please review this list prior to July 21 and come prepared to discuss any changes, updates, or additions you would like to see as part of the draft update. When reviewing and commenting on the actions in Exhibit B, please note the color-coded key at the top of each page.

### **Capital Improvement Plan**

At the July 21 Board Work Session, LCOG will present an updated Capital Improvement Plan (CIP) for Board review and feedback. Business Oregon has provided updated guidance on what should be included in the CIP: (1) projects that will potentially use Business Oregon funding or (2) projects that involve intergovernmental coordination/agencies, such as state permitting or approval from another state agency.

Projects on Port assets that qualify as regular/internal maintenance or projects that are not of statewide significance that the Port will complete and fund solely on their own do not need to be included on the CIP, but if it makes the CIP easier to use and functional, the Port assets can remain in the CIP.

Following this guidance from Business Oregon, LCOG, with input from Port staff, has revised the existing CIP, removing projects that do not need to be included or are no longer relevant and updating the cost estimate, priority, and timeframe for each project. Board feedback is requested to ensure that the list reflects all relevant projects and Port priorities.

See Exhibit C for the updated CIP.

### **Next Steps & Proposed Timeline**

Mid-August	Draft of the updated Strategic Business Plan ready for Board review
September or October	LCOG will return to the Board for adoption of the updated Plan

### **Attachments**

1. Exhibit A: Stakeholder Engagement Report Excerpt: Key Takeaways
2. Exhibit B: Strategic Business Plan Action Plans
3. Exhibit C: Updated Capital Improvement Plan

# Stakeholder Outreach

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## Overview

The Port of Siuslaw Board of Commissioners directed LCOG to develop an engagement strategy to gather feedback from stakeholders that included focus group discussions with local interest groups, one-on-one interviews with key stakeholders, and an online community survey distributed more widely in the community. With direction and input from Port staff and Commissioners, LCOG developed a list of stakeholders and engagement questions. LCOG conducted outreach through May 2021 that included:

- Three focus group discussions with the following interest groups:
  - Government
  - Citizens & Neighbors
  - Economic Interests
- Six interviews with local government representatives, community members, and economic stakeholders
- An online survey sent directly to stakeholders, publicized on the Port's website, and distributed via a flier at Port facilities (80 responses recorded)

Due to restrictions on in-person gathering related to the COVID-19 pandemic, all outreach was conducted remotely. The survey was deployed online via SurveyMonkey, and all focus group discussions and interviews took place on Zoom or via telephone.

## Key Takeaways

Key takeaways from all focus group discussions, in-depth interviews, and survey responses are summarized below. It is important to note that these responses reflect the opinions of a few members of the Florence community. Focus Group participants and interviewees were selected for their topic-level expertise, while the survey was distributed more widely to gather input from a broader cross-section of community members and perspectives. Themes drawn from the opinions shared through this outreach may not be shared by all Port stakeholders.

- There is a general feeling that the Port is moving in the right direction. Port leadership and staff are a strong asset.
- The Port is doing a better job engaging/working with the community overall, though there is room for improvement. It is extremely important to continue engaging the community, particularly with respect to the development of Port properties – community buy-in is key to those projects. The Port should look for opportunities that are mutually beneficial to the Port and the community. The Port should work to engage more throughout the district outside of Florence and to engage more with the Tribes and Coast Guard.

- Key roles of the Port include:
  - Economic development (including supporting local businesses and marine industries, job growth, property development, enhancing tourism, and marketing)
  - Stewardship of the Siuslaw River (including facilitating access to and use of the river and ocean, protecting the estuary, restoring/protecting fish populations and habitat, promoting ecotourism, environmental education and stewardship)
  - Maintenance of infrastructure and facilities (including campgrounds, docks, boardwalk, jetty)
  - Property management (including development and/or sale of Port-owned properties, beautification)
  - Community development (including public amenities, such as Estuary trail, paths, playgrounds, seating; and public events and day use activities, such as music, markets, craft fairs, classes on water safety/watershed stewardship/fishing and crabbing)
- In general, Florence is moving from commercial fishing toward recreation and tourism as primary economic drivers – there is an opportunity/need to capitalize more on recreational tourism, though many also see the opportunity/need to continue to encourage commercial fishing.
  - The Port could play a role in encouraging industries that are not tourism-dependent/seasonal, help drive people to Florence year-round to balance out seasonal fluctuations and support local businesses that struggle in the wintertime.
  - There is continued interest in an ice house, though there are mixed opinions about whether it will bring back commercial fishing.
  - The Port could promote ecotourism (e.g. river tours).
- The jetty represents the largest infrastructure challenge as well as a barrier to commercial fishing and leisure/novelty/live aboard boats that could draw tourists to the harbor. Port leaders should re-establish relationships with representatives in Washington, D.C. to advocate for Port interests and funding.
- There are opportunities to develop Port properties into revenue-generators that also benefit the community. In general, the Port should pursue redevelopment opportunities that create job opportunities, draw people to Florence, and/or provide housing.
  - There is lots of interest in the business park – there are differing opinions about what should be done with that property, but people generally seem to want something to happen with it.
  - There is also lots of interest in the development of the boardwalk property – most seemed to agree that a revenue-generator would be good there (e.g. mixed-use retail with apartments above that extends Old Town); the open space and views are also considered community assets – some felt the property should not be

*Exhibit A: Excerpt from Stakeholder Engagement Report: Key Takeaways*

- developed at all, and many expressed that open space and views should be retained on some level regardless of what development looks like.
- There may be opportunities to provide additional boat ramps on properties up the river to alleviate pressure on the docks and encourage river-based tourism and recreation.
  - The quality of life in Florence is very high, but the lack of affordable housing and workforce are two major interrelated challenges in the mid-coast region. The Port should do what it can to support housing and living-wage jobs.
  - Overall, the Port has done a good job improving and maintaining facilities.
    - People enjoy the atmosphere on the boardwalk – it is walkable, pleasant, well-kept, clean. The Port should continue to improve and maintain the aesthetics and ambiance.
    - Campground improvements are generally seen as a major strength/project that has benefitted the Port. People generally agree that the Port should continue improving and maintaining the campground.
  - The Port should figure out how to access/leverage potential funding sources.
  - There are opportunities to increase collaboration between the Port and local agencies, particularly around economic development, property redevelopment, and safety education.
  - People value the boardwalk market and would like to see more public events and activities
  - The Port should focus more on kids and families through programming (e.g. environmental stewardship, public arts programs, and river safety programs for kids) and facilities (e.g. a playground); the Port should also provide more entertainment and facilities geared toward teens and young adults.

## EXHIBIT B

### KEY

Green Text = additions or deletions recommended by board and/or staff on June 16.

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**Note about the structure of Chapters VI and VII:** Chapter VI of the 2012 Strategic Business Plan formerly included lengthy background information and listed goals, objectives, and actions for six 'plan elements': Property, Management, Financial, Environmental, Community, and Marketing. Chapter VII of the 2012 Plan included action plans for each 'plan element' that repeated the actions listed in Chapter VI and provided priorities and timelines for each. With guidance and approval from Business Oregon, LCOG recommends the following updates to the structure of these chapters:

- Move lengthy "Background and Status" narrative to Chapter V: Situational Analysis, so that Chapter VI provides a concise list of goals, objectives, and actions that can be easily referenced and updated by the Board moving forward.
- Format each list of actions in Chapter VI as a table that includes priority and timeline for each action item and remove this redundant information from Chapter VII, which will be reserved for the updated Capital Improvement Plan.
- Add 'plan elements' as needed/desired to Chapter VI (LCOG's recommendation is to add two new goal areas: Economy and Resilience).

## VI. Strategic Business Plan Goals and Objectives

**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 Objectives

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

A.1.1 Action Plan	Priority	Timeframe
Complete assessment and preliminary engineering for repairs to failing bulkhead, with possible bulkhead extension, by <u>FY2014</u> .	1	<u>2022-2025</u>
Complete needed boardwalk repairs (powder coat poles & fence, repair boards), by <u>FY2016</u> .	1	<u>2022-2025</u>
Locate and secure funding and permits for bulkhead project, by <u>FY2016</u> .	1	<u>2022-2025</u>
Complete bulkhead final engineering, repairs/extension (estimated total cost \$1.5 M), by <u>FY2018</u> .	1	<u>2022-2025</u>

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**A.1.2.** Maintain and enhance marinas and public docks to support business creation/expansion and encourage tourism and recreation, both in Old Town and upriver.

A.1.2 Action Plan	Priority	Timeframe
Upgrade dock facilities as needed to provide competitive amenities for boaters, ongoing. Complete security upgrades (lights, cameras, etc.), phased each year, <del>by FY2016</del> . Complete feasibility assessment of upgrading services on moorage slips in east basin (F dock) <del>by FY2014</del> ; if indicated, complete permitting and design, and install <del>by FY2016</del> .	1	<u>On-going</u>
Replace debris and shear booms <del>by FY2017</del> . Locate and secure funding assistance <del>by FY2015</del> .	2	<u>On-going</u>
Complete permitting and design, and install crabbing/fishing dock to increase river access for public <del>by FY2018</del> .	3	<u>On-going</u>
Investigate feasibility of houseboats/floating home leases and/or rentals, and adopt appropriate policy <del>by FY2018</del> .	3	<u>On-going</u>

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

A.1.3 Action Plan	Priority	Timeframe
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. <del>and also seek local solutions to keep the Siuslaw River bar passable (e.g. private dredging, mining collaboration), yearly through FY 26</del>	1	<u>2024-2026</u>
<u>At the local, state and federal level, advocate for continued private dredging as needed to keep the Siuslaw River bar passable.</u>	1	<u>On-going</u>
<u>Explore hydropower options for renewable electric generation for Port use and/or demonstration sites, and prepare results and recommendation by FY2031</u>	3	<u>2027-2031</u>
Investigate feasibility of potential use changes for Dredged Material Disposal Sites (DMDS) #19 and #22, and prepare results and recommendation <del>by FY2018</del> .	3	<u>On-going</u>

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

A.1.4 Action Plan	Priority	Timeframe
Pursue unanticipated marine business opportunities that contribute to the <u>Port's economic development</u> or revenue enhancement goals, <del>ongoing</del> .	-	<u>Ongoing</u>



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## A.2 Industrial Properties Strategic Objectives

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

A.2.1 Action Plan	Priority	Timeframe
<del>Explore opportunities to develop, market, or 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.</del>	4	<u>2022-2023</u>
<del>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.</del>	3	<u>2027-2031</u>
<del>Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, ongoing.</del>	-	<u>Ongoing</u>

## A.3 Aviation Properties Strategic Objectives

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

A.3.1 Action Plan	Priority	Timeframe
<del>Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, ongoing</del>	3	<u>Ongoing</u>

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**A.4 Commercial Properties Strategic Objectives**

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

A.4.1 Action Plan	Priority	Timeframe
Maintain and improve Port leased facilities to <u>simultaneously</u> maximize revenues <u>and community benefit to the extent possible, yearly through FY 2026.</u>	1	<u>2024-2026</u>
Investigate paid parking fee/structure for Port lots, prepare report and recommendation, by <u>FY 2022</u> ; if indicated, implement by <u>FY2025</u> .	1	<u>2022-2025</u>
Investigate resolution of any encumbrances on boardwalk property and prepare report on findings by <u>FY2024</u> ; evaluate partial development of property for Arts/Wine/Tourism/ <u>mixed use</u> or other venues <u>that maintain an adequate amount of open space and view</u> (pavilion, convertible multi-use space for year round use, art lofts, retail), and prepare report and recommendation by <u>FY2025</u> .	1	<u>2024-2025</u>
Complete Port-owned property surveys and evaluation of all properties by <u>FY2022</u> . Declare and dispose of surplus properties, ongoing, through <u>FY2023</u> .	1	<u>2022-2023</u>
<u>Explore opportunities to develop Port-owned properties to generate revenue and address community priorities (e.g. living wage job growth, tourism, community events, and enhanced public spaces), ongoing yearly through FY24.</u>	<u>1</u>	<u>2023-2024</u>
Investigate feasibility of acquiring and/or developing commercial properties for lease, prepare results and recommendations on a yearly basis through <u>FY2023</u> ; possibilities suggested include: 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	1	<u>2022-2023</u>
<del>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 <u>FY2015</u></del>	2	<u>2024-2026</u>
<del>Evaluate and, if feasible, establish business incubator framework and/or facility to support new and emerging businesses in the district by <u>FY2016</u>; e.g. offer low lease rates and technical assistance for first one to three years of operation; kayak rentals, organic farming, etc</del>	2	<u>2024-2026</u>

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A.4.1 Action Plan	Priority	Timeframe
<i>Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, <u>ongoing</u></i>	-	Ongoing

## A.5 Commercial Fishing Strategic Objectives

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

<del>A.5.1 Action Plan</del>	Priority	Timeframe
<del><i>Investigate feasibility of enhancing commercial fishing opportunities, <u>ongoing</u>.</i></del>	4	Ongoing
<del><i>Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, <u>ongoing</u>.</i></del>	4	Ongoing

## A.6 Recreational Properties Strategic Objectives

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

A.6.1 Action Plan	Priority	Timeframe
<i>Install kayak/canoe launch <u>with entry assist</u> by <u>FY2023</u>.</i>	1	<u>2022-2023</u>
<i>Increase security (lights, cameras, gates, card locks) by <u>FY2026</u>.</i>	2	<u>2024-2026</u>
<i>Investigate and install rental RVs, cabins and/or yurts by <u>FY2031</u>.</i>	3	<u>2027-2031</u>
<i>Install second restroom for campers by <u>FY2031</u>.</i>	3	<u>2027-2031</u>
<i>Install clubhouse/community space by <u>FY2031</u>.</i>	3	<u>2027-2031</u>
<i>Pave campsites and roads by <u>FY2031</u>.</i>	3	<u>2027-2031</u>
<i>Replace existing picnic table tops &amp; benches (110), campsite dividers, etc. with eco-friendly, sustainable, cost-effective materials, phased yearly, by <u>FY2026</u>.</i>	2	<u>2024-2026</u>
<i>Investigate expanding campground into DMDS #19, prepare results and recommendation by <u>FY2031</u>.</i>	3	<u>2027-2031</u>

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

A.6.2 Action Plan	Priority	Timeframe
<del><i>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, <u>ongoing</u>.</i></del>	4	Ongoing

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A.6.2 Action Plan	Priority	Timeframe
<u>Investigate feasibility of establishing Siltcoos Lake kayak trail, prepare results and recommendation by <del>FY2031</del>.</u>	3	<u>2027-2031</u>
<i>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 <del>FY2031</del>.</i>	3	<u>2027-2031</u>
<i>Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, <del>ongoing</del>.</i>	-	Ongoing

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

## B.1 Management Strategic Objectives

**B.1.1.** Ensure timely creation, adoption and implementation of best management practices for Port ordinances, policies and procedures, including emergency management protocols.

B.1.1. Action Plan	Priority	Timeframe
<i>Complete review and revision, as needed, of all ordinances, policies and procedures, including fee structures, by <del>FY2023</del>.</i>	1	<u>2022-2023</u>
<i>Complete annual review and update of Capital, <u>Property</u>, Management, Financial, Environmental, Community, and Marketing <u>Action Plans</u> in March (as part of budgeting process), <del>yearly through FY2018</del>.</i>	1	Ongoing
<i>Continue to practice risk management, complete annual SDAO review and evaluation of best management practices and make revisions as indicated, <del>ongoing</del>.</i>	1	Ongoing
<del><i>Continue partnership with Western Lane Emergency Operations Group and emergency management preparations, ongoing.</i></del>	4	<del>Ongoing</del>

**B.1.2.** Supply training opportunities ~~needed resources~~ and professional development for staff and board members to ensure they ~~can provide maximum economic development services to district residents and businesses~~ have the necessary resources and tools to serve district residents and area businesses.

B.1.2 Action Plan	Priority	Timeframe
<i>Continue to budget for and coordinate annual staff and board training, <del>ongoing-yearly</del>.</i>	1	Ongoing

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<b>B.1.2 Action Plan</b>	<b>Priority</b>	<b>Timeframe</b>
<i>Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, <u>ongoing</u>.</i>	-	Ongoing
<i><u>Work with Business Oregon to re-establish relationships with Congressional representatives to help advocate for Port interests and funding.</u></i>	<u>1</u>	<u>Ongoing</u>
<i><u>Provide training opportunities that position Port Board and staff to seek out, access, &amp; leverage funding opportunities.</u></i>	<u>1</u>	<u>Ongoing</u>

B.1.3. Pursue opportunities for collaboration and partnership with other local and regional agencies to improve communication, build capacity, and leverage resources.

<b>B.1.3 Action Plan</b>	<b>Priority</b>	<b>Timeframe</b>
<i><u>Develop and strengthen communication and collaboration with the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians.</u></i>	<u>1</u>	<u>Ongoing</u>
<i><u>Establish and maintain a working relationship with the Coast Guard to provide community programming.</u></i>	<u>1</u>	<u>Ongoing</u>
<i><u>Continue to develop relationships with local economic and community development agencies, including the Florence Chamber of Commerce, the Florence Urban Renewal Agency, and Lane County Economic Development.</u></i>	<u>1</u>	<u>Ongoing</u>
<i><u>With assistance from Business Oregon, increase communication and collaboration with other Port Boards across the state to expand ideas and vision through interaction with other Port leaders.</u></i>	<u>2</u>	<u>Ongoing</u>
<i><u>Port Management continue to attend partner agency meetings of partner agencies on a quarterly basis to keep communication open and maximize opportunities for pooling resources.</u></i>	<u>1</u>	<u>Ongoing</u>
<i><u>Pursue unanticipated partnership opportunities that contribute to the Port's goals.</u></i>	-	

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

### C.1 Financial Strategic Objectives

C.1.1. Actively pursue reduction of existing debt to allow future economic development services within the district.

<b>C.1.1 Action Plan</b>	<b>Priority</b>	<b>Timeframe</b>
<i>Continue to identify and implement measures to maximize revenues and reduce unnecessary expenses, <u>ongoing</u>.</i>	1	Ongoing

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C.1.1 Action Plan	Priority	Timeframe
<i>Annually evaluate and, if indicated, adjust rates for services to remain at market levels.</i>	1	Ongoing
<i>Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, <del>ongoing.</del></i>	-	Ongoing

**C.1.2.** Ensure adequate financial reserves for the district to achieve its mission of economic, recreational and community development.

C.1.2 Action Plan	Priority	Timeframe
<i><u>With assistance from Business Oregon,</u> create and implement a 5-20 year capital maintenance plan to guide effective financial planning for major facilities maintenance and replacement costs, by <del>FY2026.</del></i>	2	<u>2024-2026</u>
<i>Follow capital maintenance plan recommendations and best management practices to maximize service life of Port facilities, <del>ongoing.</del></i>	1	Ongoing

**D. Environmental Goal:** Manage Port assets to maintain stewardship of the Siuslaw River estuary, promote marine-based educational outreach opportunities and marine safety, and promote sustainable operations in the district to benefit community and economic development.

## D.1 Environmental Strategic Objectives

**D.1.1.** Collaborate with district entities, such as the Coast Guard, Siuslaw Watershed Council, and Surfrider Foundation, Lane Community College, to ensure sound environmental stewardship within the Siuslaw River estuary.

D.1.1 Action Plan	Priority	Timeframe
<i><u>Explore partnership opportunities (e.g. with Lane Community College) to provide environmental education and stewardship opportunities to local students, by 2022.</u></i>	<u>2</u>	<u>Ongoing</u>
<i><u>Support efforts to restore and protect fish populations and habitat in the Siuslaw watershed.</u></i>	<u>1</u>	<u>Ongoing</u>
<i>Renew partnership with Siuslaw Watershed Council and collaborate on estuary projects for community and economic development, <del>ongoing.</del></i>		
<i>Support water quality monitoring in the estuary, ongoing.</i>	1	Ongoing
<i>Offer technical assistance for brownfields and similar clean-up efforts within the district to promote redevelopment (e.g. former mill sites), <del>ongoing.</del></i>	1	Ongoing

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D.1.1 Action Plan	Priority	Timeframe
<i>Continue to promote sustainable operations, including renewable energy generation, at the Port and in the district, ongoing.</i>	1	Ongoing
<i>Continue to support removal of invasive weeds in the district, <del>ongoing.</del></i>	1	Ongoing
<i>Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, <del>ongoing.</del></i>	-	Ongoing

**E. Community Goal:** Manage Port assets to promote job growth, community development and recreational opportunities that maximize community developments, promote community initiatives, and enhance quality of life for all district residents.

## E.1 Community Strategic Objective

**E.1.1.** Enhance district communities and properties by supporting relevant industries and initiatives, such as tourism and eco-tourism, recreational tourism, fishing, Oregon wine, craft beer, active transportation, art, and niche-agriculture.

E.1.1 Action Plan	Priority	Timeframe
<i><u>Maintain and enhance Port facilities to ensure their continued aesthetic appeal, ambiance, and community value.</u></i>	<u>1</u>	<u>Ongoing</u>
<i><del>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.</del></i>	4	Ongoing
<i><del>Offer technical assistance, such as business planning, financial analysis and grant writing services, to existing and new district businesses and organizations, ongoing.</del></i>	4	Ongoing
<i>Collaborate with local entities (City of Florence, Lane County, Confederated Tribes of the Coos, Lower Umpqua &amp; 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 &amp; Economic Development, <del>ongoing.</del></i>	1	Ongoing
<i>Promote active transportation options (mass transit, zip cars, train, bicycle, pedestrian, paddle craft) within the district, <del>ongoing.</del></i>	1	Ongoing
<i>Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, <del>ongoing.</del></i>	-	Ongoing

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### E.1.2. Engage with the community throughout the Port district to ensure that Port activities remain consistent with community values and to increase awareness about and buy-in for Port initiatives.

E.1.2 Action Plan	Priority	Timeframe
<i>Establish a citizen advisory committee representing community interests to gather feedback to help inform Port decisions and activities on an ongoing basis, by 2021.</i>	<u>1</u>	<u>2021</u>
<i>Create a community involvement plan to outline policies and procedures for notifying the public about Port activities, opportunities for public feedback, and other community engagement activities, by 2023.</i>	<u>1</u>	<u>2022-2023</u>
<i>Explore opportunities for partnership with the Tribes, the Coast Guard, and other local agencies and organizations to provide community programming.</i>	<u>1</u>	<u>Ongoing</u>

### E.1.3. Provide facilities, amenities, activities, and educational opportunities that serve the local community, improve the livability of Florence and the Port district, and attract visitors.

E.1.3 Action Plan	Priority	Timeframe
<i>Explore programming opportunities geared toward kids and families, such as environmental stewardship, public arts programs, and river safety programs for kids.</i>	<u>1</u>	<u>Ongoing</u>
<i>Explore the feasibility of installing a playground on Port property.</i>	<u>2</u>	<u>2024-2026</u>
<i>Partner with the Coast Guard to provide water safety educational opportunities for local residents of all ages.</i>	<u>2</u>	<u>2024-2026</u>
<i>Work with the City of Florence to plan for an extension of the Estuary Trail through Port property.</i>	<u>1</u>	<u>Ongoing</u>
<i>Install amenities on Port properties that attract visitors and add to the ambiance and livability of Old Town Florence, such as benches, pathways, and covered areas.</i>	<u>1</u>	<u>Ongoing</u>
<i>Explore opportunities to enhance community programming, such as the Boardwalk Market, events and day use activities (e.g. music, markets, craft fairs), and educational opportunities (e.g. environmental stewardship, river safety, fishing and crabbing), ongoing.</i>	<u>1</u>	<u>Ongoing</u>
<i>Support other local efforts to increase housing supply and affordability where possible.</i>	<u>3</u>	<u>Ongoing</u>



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

**F.1 Marketing and Communications Strategic Objectives**

**F.1.1** Using a collaborative approach with all relevant media and partner agencies, such as the Urban Renewal Agency, Lane County Community & Economic Development and the Florence Area of Commerce, to implement specific marketing efforts to help achieve strategic planning goals and improve communications within the district.

F.1.1 Action Plan	Priority	Timeframe
<i>Identify and apply targeted marketing for Port properties; e.g. promote industrial property for sale, advertise campground and improvements, highlight public crabbing dock, recreational opportunities, and opportunities for redevelopment of Port properties <del>ongoing</del>.</i>	1	Ongoing
<i>Utilize partner agencies such as the Urban Renewal Agency, Lane County Community &amp; Economic Development, and the Florence Area Chamber of Commerce to assist in marketing and advertising Port properties that are ripe for development or redevelopment.</i>	1	Ongoing
<i>Use marketing to support management and community goals, including clear messaging of the Port's mission and timely communication with district residents (newsletter, quarterly meetings, social media posts), <del>ongoing</del>.</i>	1	Ongoing
<i>Incorporate marketing to achieve financial goals; e.g. surplus property disposal, debt consolidation, <del>ongoing</del>.</i>	1	Ongoing
<i>Identify and initiate specific marketing strategies to realize environmental goals; including technical assistance opportunities, promote repurposed and sustainable operations, <del>ongoing</del>.</i>	1	Ongoing
<i>Employ marketing to attain community goals; e.g. event promotion, active transportation options, training opportunities, community calendar, <del>ongoing</del>.</i>	1	Ongoing

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## G. Economic Development Goal: Contribute to the economic development of the Port District.

### G.1 Economic Development Strategic Objectives

#### G.1.1. Enhance commercial fishing opportunities within the district.

<u>G.1.1 Action Plan</u>	<u>Priority</u>	<u>Timeframe</u>
<i>Investigate feasibility of enhancing commercial fishing opportunities, ongoing.</i>	<u>1</u>	<u>Ongoing</u>
<i>Pursue unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals, ongoing.</i>	<u>-</u>	<u>Ongoing</u>

#### G.1.2 Grow tourism in the Port District.

<u>G.2.1 Action Plan</u>	<u>Priority</u>	<u>Timeframe</u>
<i>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.</i>	<u>1</u>	<u>Ongoing</u>
<i>Explore opportunities to promote ecotourism in the district.</i>	<u>1</u>	<u>Ongoing</u>

#### G.1.3 Support local businesses and Port-related industries in the Port district.

<u>G.2.1 Action Plan</u>	<u>Priority</u>	<u>Timeframe</u>
<i>Offer technical assistance, such as business planning, financial analysis and grant writing services, to existing and new district businesses and organizations.</i>	<u>1</u>	<u>Ongoing</u>
<i>Evaluate and, if feasible, establish business incubator framework and/or facility to support new and emerging businesses in the district by FY2026; e.g. offer low lease rates and technical assistance for first one to three years of operation; kayak rentals, organic farming, etc</i>	<u>2</u>	<u>2024-2026</u>
<i>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.</i>	<u>1</u>	<u>Ongoing</u>
<i>Explore opportunities to promote tourism and economic activity in the winter months to support tourism-dependent businesses.</i>	<u>1</u>	<u>Ongoing</u>

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**H. Resilience Goal: Anticipate, prepare for, and adapt to both natural and non-natural hazards.**

**H1 Resilience Objective Strategies**

**H.1.1. Plan ahead to help mitigate the effects of emergencies that may affect the Port.**

<b><u>H.1.1 Action Plan</u></b>	<b><u>Priority</u></b>	<b><u>Timeframe</u></b>
<i><u>Continue partnership with Western Lane Emergency Operations Group and emergency management preparations.</u></i>	<u>1</u>	<u>Ongoing</u>
<i><u>Continue to actively participate in emergency management and hazard mitigation planning efforts led by Lane County Emergency Management and Western Lane Fire and EMS Authority.</u></i>	<u>1</u>	<u>Ongoing</u>
<i><u>Develop a Port-specific emergency operations plan.</u></i>	<u>1</u>	<u>2022-2023</u>
<i><u>Conduct seismic evaluations of existing Port structures.</u></i>	<u>1</u>	<u>2022-2023</u>
<i><u>Build disaster resiliency into new developments.</u></i>	<u>1</u>	<u>Ongoing</u>

## EXHIBIT C

**Note about the Capital Improvement Plan:** According to Business Oregon, the Capital Improvement Plan should include all current and planned capital projects that potentially may involve Business Oregon funding, have statewide significance, and/or require intergovernmental support.

The Capital Improvement Plan should include:

1. A rough cost estimate for the entire project (no yearly breakdown or exact estimates necessary)
2. The project's priority
3. General timeline
4. Whether the project will be funded by the Port or whether the Port will seek grant funding

\*Projects relating to other regular maintenance of Port facilities can go in an Asset Management Plan, or remain in this CIP as is (this is **not** a required portion of the Plan, but the Port is welcome to develop one if desired).

### Capital Improvement Plan

Type	Project	Cost Estimate	Priority	Timeline	Potential Funding Sources
Marine	Complete bulkhead repairs, including preliminary design, surveys, permitting, and final engineering and construction	2.0M	1	2022-2023	Port, IFA, EDA, USDA, LC, OPRD
	Complete boardwalk repairs (fence, deck, fire suppression)	\$60,000	1	2022-2023	Port, SDAO, LC, OTC
	Maintain and improve marinas	\$12,000/yr	1	Ongoing	Port
	Complete security upgrades	\$60,000	1	2022-2023	Port, SDAO
	Evaluate feasibility of F Dock service upgrades, implement if indicated	\$60,000	1	2022-2023	Port
	Replace debris and shear booms	\$\$200,000	2	2024-2026	Port, OSMB, SDAO
	Complete crabbing and fishing dock	\$14,000	3	2027-2031	Port, OPRD
	Investigate feasibility of changes to DMDS #19 & #22	Staff	3	2027-2031	Port

Type	Project	Cost Estimate	Priority	Timeline	Potential Funding Sources
Industrial	Assess feasibility of redevelopment of former mill sites	Staff	3	2027-2031	Port
	Maintain and improve Port leased facilities to maximize revenues	\$30,000/yr	1	Ongoing	Port
Commercial	Investigate paid parking options; implement if indicated	\$156,000	1	2022-2023	Port
	Complete Port-owned property surveys; declare and dispose of surplus	\$12,000	1	2022-2023	Port
	Evaluate feasibility of new wine tasting facility on Port property	Staff	2	2024-2026	Port
	Investigate any encumbrances on boardwalk property	Staff	2	2024-2026	Port
	Evaluate business incubator feasibility; implement if indicated	\$100,000	2	2024-2026	Port, IFA, USDA, EDA
Recreational	Install kayak & canoe launch		1	2022-2023	Port, Business Oregon, OPR
	Replace picnic tables, etc. with sustainable materials, phased	\$8,000/yr	1	2022-2023	Port, Business Oregon, OPR
	Upgrade security (lights, cameras)	\$2,000	2	2024-2026	Port, SDAO
	Investigate and install rental RVs, cabins and/or yurts	\$30,000	3	2026-2031	Port, RB
	Install second restroom for campers	\$275,000	3	2026-2031	Port, Business Oregon, OPR
	Install clubhouse, community room	\$30,000	3	2026-2031	Port, Business Oregon, OPR
	Pave campsites and roads	\$160,000	3	2026-2031	Port

Type	Project	Cost Estimate	Priority	Timeline	Potential Funding Sources
	Investigate expanding campground into DMDS #19	Staff	3	2026-2031	Port

Notes: Cost estimates are in 2021 dollars