

PORT OF SIUSLAW

Strategic Business Plan

2021-2026



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Executive Summary

The Executive Summary provides a high-level overview of the Port of Siuslaw's Strategic Business Plan, including a brief summary of what can be found in each chapter.

Oregon's ports play a vital role in the statewide economy by supporting commerce and the resulting economic activity. According to Business Oregon's *Economic Benefits of Oregon Public Ports* report (May 2014), one in six jobs in Oregon are port-related and indirectly or directly tied to cargo, recreation, industrial, commercial, and other activities at Oregon's ports. Oregon port districts are an integral part of the state's overall economy, and the Port of Siuslaw is one driver of that economic engine.

The Port of Siuslaw was established in 1909 and is located 4.7 river miles upstream from the Pacific Ocean on the Siuslaw River on the central Oregon coast. The Port serves a population of approximately 19,030 in western Lane County, an area of over 720 square miles. The Port owns more than 100 acres of property and operates and maintains essential public infrastructure including a commercial wharf, transient vessel docks, recreational and commercial marinas, a boat launch, boardwalk, commercial retail space, and public parking. The Port functions as a public enterprise form of government. The total adopted budget for Fiscal Year (FY) 2022 is \$2.5 million.

The Port of Siuslaw is a local government and receives property tax revenue at a fixed rate of \$0.1474 per \$1,000 of assessed value. Tax payments comprised approximately 30% of the Port's overall revenue in FY2020. The Port also operates an RV campground and offers commercial property leases, which together comprised 57% of overall revenues in FY2020. The Port of Siuslaw, like many other public entities, has been reliant on grant funding to complete major infrastructure repair and replacement; grant funds comprised 2% of total revenue in FY2020 and 15% in FY2019.

Port of Siuslaw Commissioners and staff allotted over a year to update the Strategic Business Plan. The purpose of the Plan is to help the Port of Siuslaw set and achieve goals to work toward its mission and guide operations for the next five years, from 2021 through 2026. To carry out its mission, the Port's resources will be used to help create jobs by supporting expanding and emerging businesses, promoting recreation and tourism, and collaborating with district entities, both private and public, to improve community development.

Challenges facing the Port over the next five years include:

- 1) The simultaneous financial challenges of funding needed maintenance on public facilities and servicing the current debt of \$1 million;
- 2) The capital facilities challenge of completing repairs to a failing riverfront bulkhead;
- 3) The economic challenge of a limited available workforce, and a fundamental change in regional industry from forestry and fishing to recreation and tourism;
- 4) The federal challenge of elimination of navigational dredging funding in the Siuslaw River, along with erosion of the river jetties; and
- 5) The management challenge of communicating effectively with residents about what the Port of Siuslaw can do to improve economic and community development in the district.

Opportunities for the Port during the next five years include:

- 1) The growing tourism, arts, wine, and recreation industries, including recreational fishing;
- 2) A successful and expanding RV campground and marina;
- 3) Identification and determination of best use of surplus Port properties;
- 4) Collaboration with local organizations to accomplish community goals; and
- 5) Promoting a scenic and unique location as a visitor destination.

STRATEGIC BUSINESS PLAN ORGANIZATION

The Port of Siuslaw's Strategic Business Plan is composed of an Executive Summary, seven chapters, and an appendix.

Executive Summary

The Executive Summary provides a high-level overview of the Port of Siuslaw's Strategic Business Plan, including a brief summary of what can be found in each chapter.

Chapter 1: Port History and Mission

Chapter 1 provides an overview of the Port of Siuslaw's history, mission statement, goals, and strategic objectives, and includes a description of the strategic planning process.

Chapter 2: Port Overview

Chapter 2 provides a broad overview of the Port of Siuslaw, including its operations, facilities, and property; revenue centers; and non-revenue activities. It also describes the Port's resources, policies and procedures, and financial and market conditions.

Chapter 3: Defining the Problem

Chapter 3 provides demographic and economic profiles for the Port district and analyzes regional, state, and national trends for key industries.

Chapter 4: Policy Context

Chapter 4 provides the policy context for the Strategic Business Plan, including a threshold statement, the Port of Siuslaw's environmental commitment, a description of Statewide Planning Goals that are relevant to the Plan, recommendations from the Statewide Port Plan, a survey of other relevant local and regional plans, and an analysis of the political context in which the Port operates.

Chapter 5: Situational Analysis

Chapter 5 provides a situational analysis of external and internal factors that contribute to or challenge the Port of Siuslaw's success. The situational analysis includes an analysis of the Port's Strengths, Weaknesses, Opportunities, and Threats (SWOT), an overview of critical issues facing the Port, a demand analysis, an overview of district needs, and an exploration of other key opportunities.

Chapter 6: Strategic Business Plan Goals, Objectives, and Action Plans

Chapter 6 provides a list of the Port of Siuslaw Strategic Business Plan goals, objectives, and action plans, which are broken into eight overarching categories: Property, Management, Financial, Environmental, Community, Marketing and Communications, Economic Development, and Resilience.

Chapter 7: Capital Improvement Plan

Chapter 7 includes the Capital Improvement Plan and a list of potential funding opportunities that the Port could pursue to procure funding for the identified projects.

Appendix

The Appendix includes a Port Property Inventory and the Stakeholder Engagement Report.

This Strategic Business Plan was developed during a time of great uncertainty due to the COVID-19 pandemic. The data presented in this Plan represent the best available sources at the time the Plan was developed, but they reflect pre-pandemic trends, and the economic impacts of the pandemic and long-term implications for the Port of Siuslaw are not yet fully understood. The pandemic has emphasized the need for agencies to remain flexible and resilient, and the findings in this Plan will be revisited and adjusted accordingly as conditions continue to evolve and through future updates.



CHAPTER 1

Port History & Mission

Chapter 1 provides an overview of the Port of Siuslaw's history, mission statement, goals, and strategic objectives, and includes a description of the strategic planning process.

HISTORY

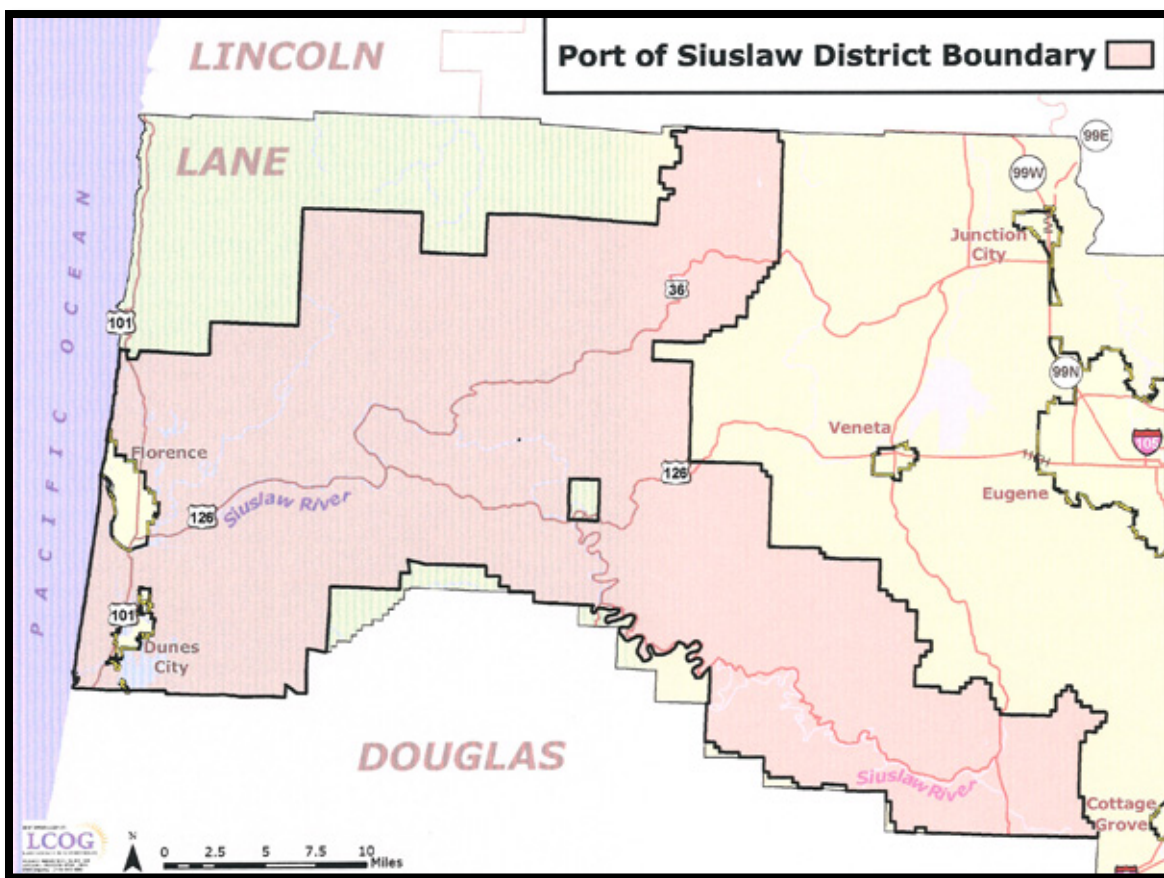
Oregon port districts are an integral part of the state's overall economy, and the Port of Siuslaw is one driver of that economic engine. The Port of Siuslaw was established in 1909—the first coastal port district authorized by Oregon Revised Statutes (ORS) Chapter 777. The Port's boundaries were defined by the Siuslaw River watershed. The Port district encompasses over 720 square miles in western Lane County, including the cities of Florence and Dunes City; smaller communities including Westlake, Mapleton, Triangle Lake, Blachly, Swisshome, Deadwood, Walton and Lorane; and unincorporated areas of Lane County. See Figure 1, Port District Boundary. The Port's base of operations is in Florence, five river miles from where the Siuslaw River meets the Pacific Ocean.

Oregon port districts were created to act as economic engines to promote trade and commerce within their service areas. Oregon's ports play a vital role in the statewide economy by supporting commerce and the resulting economic activity. According to Business Oregon's *Economic Benefits of Oregon Public Ports* report (May 2014), the most recent report of its kind, one in six jobs in Oregon are port-related and indirectly or directly tied to cargo, recreation, industrial, commercial, and other activities at Oregon's ports. Oregon's eight North Coast ports, including the Port of Siuslaw, are responsible for nearly \$1.3 billion in gross sales annually, contribute \$605 million to Oregon's GDP, and provide 9,585 jobs (5,194 direct and 4,392 indirect/induced). North Coast ports contribute \$58 million annually in local and state taxes and \$82.5 million in federal taxes.

The employment and tax benefits provided by Oregon's North Coast ports are numerous. According to the 2014 report, each dollar in local property tax revenue collected by the Ports generates about \$9 in annual local tax revenues and \$20 in state tax revenues. Each \$1,000 in annual property tax revenues collected by Oregon's North Coast ports (combined) supports/retains 4.7 jobs in Oregon, of which 3.7 are located in Port districts, and Port-related employment represents about 1 in 9 jobs in North Coast port laborsheds.

The Port of Siuslaw serves a population of approximately 19,030 in western Lane County. As of the 2014 *Economic Benefits of Oregon Public Ports* report, an estimated 141 jobs are directly dependent on the Port of Siuslaw, including Port personnel and employees of businesses on leased Port property. Port activities supported an additional 55 indirect or induced jobs. The Port of Siuslaw contributes \$5.85 million to Oregon Labor income (\$3.31 in direct wages and \$2.54 indirect or induced), generates \$16.7 in gross sales, and contributes \$9.37 million annually to Oregon's GDP.

Figure 1, Port District Boundary



MISSION STATEMENT

The Port of Siuslaw provides asset management and services that enhance economic and community development for the district.

The Port of Siuslaw’s mission statement reflects the Port’s ongoing focus on creating and retaining jobs and improving quality of life for district residents—all while being responsible stewards of the district’s resources. The Port takes a broad view of economic development to include encouraging small business and entrepreneurial growth, as well as business recruitment and expansion in relevant small- to medium-sized industries. Community development encompasses not only supporting sustainable business practices, but also ensuring adequate infrastructure to maintain an appealing, livable district and quality of life for residents. Promoting the natural environment, civic amenities and community aesthetics all support positive community development. Diverse recreational opportunities, high quality schools, accessible medical care—all of these elements, and more, are viewed by the Port as part of a healthy economy.

OVERVIEW OF PORT GOALS & STRATEGIC OBJECTIVES

The Port of Siuslaw's goals and objectives are designed to support the Port's mission to promote sustainable economic and community development within the district. The following provides a broad overview of the Strategic Business Plan goals and objectives; the full set of goals, objectives, and action plans can be found in Chapter 6.

- **Marine Property**—Maintain and enhance waterfront marine facilities to expand tourism, recreation, and business development; support safe ocean access for boaters; and acquire/dispose of marine property to realize the Port's mission.
- **Industrial Property**—Expand economic development through planned industrial property acquisition, disposal, and redevelopment.
- **Aviation Property**—Enhance transportation connections to promote business, tourism, and recreation opportunities.
- **Commercial Property**—Improve economic development through well-planned commercial property acquisition, disposal, and redevelopment.
- **Recreational Property**—Maintain and improve the campground and related facilities to provide competitive amenities and increase revenue generation; strategically acquire additional recreational property to further the Port's mission.
- **Management**—Employ best management practices for Port ordinances, policies, and procedures, including emergency management protocols; ensure professional development and resources are allocated to allow staff and Commission to achieve the Port's mission; pursue opportunities for collaboration and partnership with other local and regional agencies.
- **Financial**—Actively pursue debt reduction and assure adequate financial reserves to accomplish future economic development services.
- **Environmental**—Collaborate with district entities to encourage and maintain stewardship of the Siuslaw River estuary and to promote sustainable operations.
- **Community**—Enhance district communities by supporting relevant industries and initiatives, such as tourism, recreation, fishing, Oregon wine, active transportation, art, and farm-to-table agriculture, and encourage educational outreach regarding sustainable business practices; engage the community throughout the Port district; provide facilities, amenities, and educational opportunities that serve the local community.
- **Marketing and Communications**—Identify and implement specific marketing efforts, using all relevant media, to help achieve Port strategic planning goals.
- **Economic Development**—Enhance commercial fishing opportunities; grow tourism; support local businesses.
- **Resilience**—Plan ahead to help mitigate the effects of emergencies.

STRATEGIC PLANNING PROCESS

The Port began the process of updating its strategic plan in the fall of 2019. The Port asked the Lane Council of Governments (LCOG) to serve as the consultant facilitating updates to the Plan, and in October of 2019, LCOG staff met with the Port Manager and Port of Siuslaw Commissioners to lay the groundwork. In the months following the initial meeting, LCOG and the Port worked with Business Oregon to secure a grant to fund the project. The contract between Business Oregon and the Port was signed and executed in August of 2020. Since that time, LCOG and the Commission have implemented objective updates, met with the staff and the Port Commission numerous times, conducted a robust stakeholder engagement outreach effort, and performed evaluative analysis which directly informed the Plan update.

The COVID-19 pandemic and the resulting stay-at-home orders limited opportunities for in-person meetings in 2020 and 2021. All work sessions, stakeholder outreach, and engagement with the Port staff and Commissioners were conducted remotely via video teleconference. Only the initial meeting and site visit, just before the pandemic, took place in person.

The stakeholder engagement outreach portion of the update was conducted by LCOG during the month of May 2021. LCOG conducted six interviews and three focus groups with a combined 19 individuals in the governmental, environmental, and economic sectors. LCOG also received 80 online survey responses. The survey was advertised by a survey link posted on the Port's social media sites, a notice published in the newspaper, and flyers posted around Port facilities. See Appendix for the Stakeholder Engagement Report.

Port staff and LCOG also worked closely with Port Policy and Regional Project staff at Business Oregon in the updating of the Port's Plan. Business Oregon staff routinely attended Port Commission work sessions and provided assistance to Port and LCOG staff when questions or clarifications were needed.

A final draft of the 2021-2026 Strategic Business Plan was included in the October 20, 2021 Commission meeting packet. Adoption of the Plan was listed as an agenda item at that meeting and public comment was received.

The Plan was adopted by the Port of Siuslaw Commission on 20 October 2021.



CHAPTER 2

Port Overview

Chapter 2 provides a broad overview of the Port of Siuslaw, including its operations, facilities, and property; revenue centers; and non-revenue activities. It also describes the Port's resources, policies and procedures, and financial and market conditions.

The Port of Siuslaw is primarily engaged in the commercial, industrial, maritime, recreation, tourism, and transportation activities of the central Oregon coast regional economy. The district office is located in Historic Old Town Florence on the banks of the Siuslaw River. Port-owned facilities are located in Florence and in Mapleton, fifteen miles upriver.

PORT DESCRIPTION

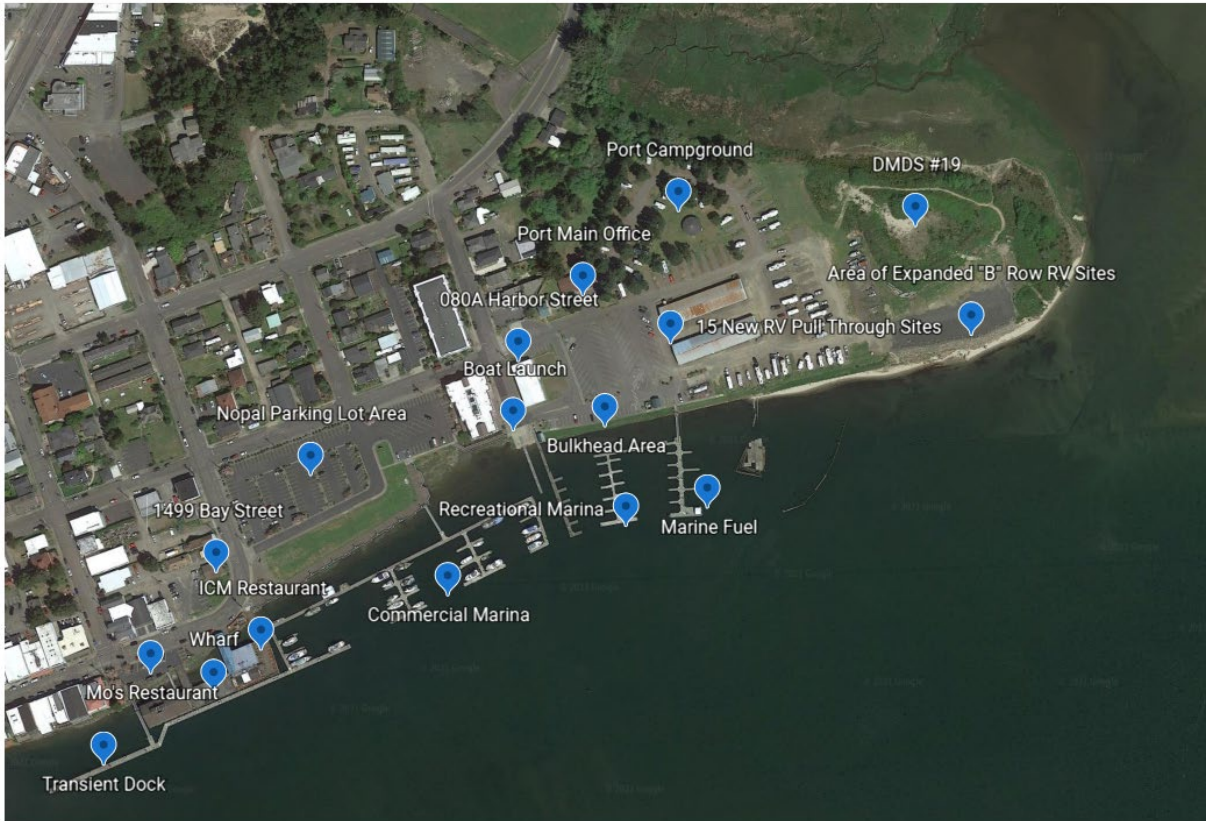
Operations, Facilities & Property

Marine facilities owned and operated by the Port and located on the Siuslaw River in Florence include:

- A 51-slip commercial and 53-slip recreational marina, both dredged in 2019;
- A 22,000 square foot (sf) commercial wharf renovated in 2013;
- A two-ton hoist located on the wharf;
- A commercial forklift and workboat;
- A three-lane public boat launch with 160' of transient vessel dock, and 240' of concrete boarding float installed in 2011;
- A 10,000-gallon capacity marine fueling station (4,000-gallon gas and 6,000 gallon diesel, above surface tank);
- 500' of riverfront bulkhead underlying the boardwalk;
- 758' of concrete transient vessel dock installed in 2009;
- A 50,000 cubic yard capacity (500' x 550') Dredged Material Disposal site (DMDS #19);
- 800' of riverfront bulkhead;
- 875' of shear and debris booms;
- Three marine pumpout-dump stations on the docks; and
- A floating restroom.

See Figure 2, Port of Siuslaw Waterfront Facilities in Florence.

Figure 2, Port of Siuslaw Waterfront Facilities in Florence



In addition, the Port owns and operates a 140' transient vessel dock, public restroom, and 12-space parking lot in Mapleton, approximately 15 miles upriver of Florence. In partnership with the Siuslaw Soil and Water Conservation District, the Port maintains the Siuslaw River Gauge in Mapleton.

The Port is also the local sponsor for maintenance of the federal navigation channel in the Siuslaw River by the US Army Corps of Engineers (USACE). An entrance channel into the Siuslaw, authorized at 18' deep and 300' wide, runs from deep water to river mile (RM) 0.2. From there, the channel is authorized at 16' deep and 200' wide, to the dock at Florence at RM 5.0. A turning basin opposite the dock is 16' deep, 400' wide, and 600' long. The turning basin was dredged to its authorized depth in 2010 by the Corps. From Florence, a 12' deep, 15' wide channel is authorized to RM 16.5. At RM 15.8, the channel widens into an authorized turning basin 12' deep, 300' wide, and 500' long. Annual costs for this entrance dredging ranges from \$800,000 to \$1,000,000. The Siuslaw River was dredged most recently in the summer of 2020; annual dredging is anticipated between June and September of 2021. The Port of Siuslaw is actively working to see funding restored for maintenance dredging. The Siuslaw River jetties were built between 1893 and 1916, with significant extensions added in 1985, bringing the south jetty to a full length of 6,585' and the north jetty to 9,564'. Since that time, the south jetty has had a total loss of 488' in length and the north jetty 499'. In 2011, USACE completed a Major Maintenance Report for needed repairs to the jetties. The cost estimate for the preferred repair plan is \$122 million.

Industrial land previously included the Pacific View Industrial Park (PVIP), a 38-acre state certified shovel-ready site, located within Florence city limits three miles northwest of the Port office. See photo below. This certification designates that development could proceed within six months of acquisition for one of eight specified industry profiles. The Park is zoned light industrial and is part of an enterprise and e-commerce zone, which includes substantial tax incentives and is fiber optic service capable. This property was sold by the Port in the summer of 2021.



Commercial facilities include the 0.71-acre Boardwalk property, composed of a 28,000-sf open grass space, the 585' boardwalk, and adjacent 199-space parking lot, all overlooking the river in Old Town. This property is one of the last open waterfront spaces in Florence and was developed for commercial application; however, recent input indicates some district residents may prefer to keep the open space, with temporary usage for farmer's markets and similar events. The Port offers some leased parking in the Nopal lot. Additional commercial facilities include two leased restaurant buildings located on the wharf, one 6,000 sf and one 5,000 sf; a 1,200-sf leased retail building (formerly the Port's district office) directly across the street from the wharf; and a 5,000-sf maintenance shop.

Recreational facilities include a 124-site RV Campground with full hookup, including 15 pull-through sites and 28 waterfront sites. The campground, located at the east end of Old Town Florence, includes camper-only restrooms and showers, new in 2011; a laundry facility, new in 2012; RV dump station; car and boat wash; trails; gazebo; and a 75-space car and boat trailer parking lot. The 1,800-sf district office building also houses the campground and marina office and a rentable 450-sf conference room. The Port owns and maintains two small pocket parks in Old Town, Anchor Park and Mariner’s Plaza.

The Port owns a total of 31 parcels of real property. See Appendix for a Port Property Inventory.

Revenue Centers

Sport fishing and recreation continue to be significant sources of revenue for the Port of Siuslaw, along with commercial property lease activities. Operating revenue comes primarily from the campground and related activities (e.g. laundry, carwash), followed by lease income, moorage, and marine fuel. Minor operating income is generated from other use fees such as forklift operation. In general, revenue from Port activities and facilities, along with tax revenue, currently covers operational expenses, but not all capital costs. Grants and loans remain necessary to fund required capital maintenance and replacement costs to allow the Port to accomplish its mission. The Port continues to work towards full cost recovery.



The **RV campground facility** is the Port's main source of revenue and typically generates sufficient revenue to cover its operational and capital costs. The laundry building's equipment was recently updated with new washers and dryers. Close attention to fee structures and value-added amenities—such as installing a vending machine to dispense laundry supplies—resulted in a revenue-positive operation. Several improvements have been made in the campground, including upgrading electric service to 50amp, upgrading water/electric sites to full service, and the addition of 16 campsites along “B” row, adjacent to the waterfront.



Beach restoration was also recently completed along the beachfront portion of the campground facilities. The restoration was funded by a Federal Emergency Management Agency (FEMA) grant and the funds were used to install riprap along the beach front to curb erosion. These customer-requested improvements and necessary environmental mitigation resulted in increased customer satisfaction and enable the Port to continue to charge competitive rates.

Landlord activities generally produce sufficient revenue to offset operational and capital costs. Port of Siuslaw management strives to find a sustainable balance between charging adequate lease fees to pay for ongoing capital replacement costs, while supporting small and emerging business growth within the district. The Port's retail/commercial buildings located on Bay Street and Harbor Street generally provide sufficient rent payments to cover long-term costs.

The Bay Street building was the former Port office, and several improvements were made to the property before it was leased as retail space. The two restaurant leases on the Old Town Wharf present a more challenging financial picture. The timber wharf was built in 1966 and sustained significant damage during the intervening years due to fire, active use, lack of proper maintenance, and its location in the Siuslaw River waterway. The expected service life of the original wharf was 40 years. In 2013 the Port completed major repairs to the wharf to address structural deficiencies and provide an estimated additional service life of 30 years; cost of those repairs was \$1.8 million. Averaged over a thirty-year span, that cost is partially covered by annual lease revenue from the two restaurants. However, the Port has received wharf replacement estimates of \$6 million. If the

Port was successful in arranging financing to pay for that project, and presuming a 40-year service life as was the case for the original wharf construction, current annual lease payments would not cover that capital replacement cost. The Port is aware of this discrepancy and plans to negotiate future lease rates to help offset long-term capital costs.

The Port is working towards full cost recovery in its operations. Temporary land and facility use fees (concessionaires, farmers markets) do not generate sufficient revenue to cover capital costs. Lease fees for the boardwalk area, for instance, cover some long-term costs, such as replacement of the fire sprinkler system, but would not cover replacement of the entire boardwalk. The original boardwalk development/parking lot project was completed in 1998 at a cost of \$1 million.

Marine fuel sales do not currently provide sufficient revenue to offset capital expenses. The Port adds a small mark-up to the cost of bulk fuel, but this increase is not enough to pay for expensive over-water fuel system replacement costs. Port management recognizes this shortfall and has taken steps to increase fuel price mark-up to help address this issue. Staff are also investigating other options, such as contracting the fuel sales and delivery system to an outside entity.

Moorage slip rentals generally generate sufficient revenue to cover operational and capital costs, particularly for the recreational marina. In 2012, replacement cost for one damaged concrete float, which provided three to four moorage slips in the commercial marina, was over \$11,000. If those three to four slips were rented throughout the year, moorage fees would cover the long-term costs. The challenge with the commercial marina is that it is not consistently occupied. The recreational marina (see photo below) presents a more positive revenue scenario. In 1998, the Port reconstructed a large part of the recreational marina at a cost of \$450,000. Presuming a typical 40-year service life for new docks, moorage rate fees can cover operational and capital replacement costs. The Port also has history of locating and acquiring used dock sections that can be repurposed to complete marina repairs and upgrades at a reduced cost.



As noted in the *Ports 2010: A New Strategic Business Plan for Oregon's Statewide Port System*: "Historically, ports and other quasi-public agencies are asked to provide services that were needed by society but were not profitable and therefore could not be provided by private enterprise." Many Oregon port marinas charge rates that are sufficient to cover operations and maintenance costs, but few charge enough to cover facility replacement. Several recent projects in the Pacific Northwest have demonstrated that the moorage rate required to cover construction costs for marina docks and floats can amount to \$10 or more per foot per month. In contrast, rates at port-owned marinas run approximately \$1 to \$6 per foot per month. "The moorage market on the Oregon coast and on the Columbia River is probably not strong enough to allow marina operators to raise rates to a level that would cover operating costs; however, these facilities are a key component to the local economy in many areas, and in order to preserve those economies the cost of replacing moorage facilities must be financed through tax revenues or grant programs."

Transient vessel docks do not currently generate sufficient income to offset capital costs. The nature of transient vessels is that some visit just for the day and do not generate moorage payments under the Port's current fee structure. Port management also weighs the economic value of providing easily accessible boat tie-ups for visitors to Historic Old Town Florence, with the long-term costs of maintaining and replacing these facilities. In 2009 the Port completed replacement and expansion of the transient vessel dock that runs in front of the wharf, along with replacement of the landing from Bay Street that also serves one of the restaurant tenants on the wharf. See photo below. The prior dock and landing had both deteriorated to the point that they had been closed for safety reasons. Total cost of this replacement facility project was \$2.2 million. This capital cost will not be covered by operating revenues for this facility.



Parking fees generated from the Harbor Street parking lot do not currently cover operational and capital costs. In 2011, the Port had the Harbor lot resurfaced at a cost of \$32,000. Current parking fees in the lot are minimal, in part because of maintenance funding assistance received from the Oregon State Marine Board (OSMB). If fees are increased, parking lot maintenance grant assistance is reduced. Port management is presently evaluating the cost-benefit of keeping fees low to retain the full percentage of OSMB funding versus increasing fees to provide adequate revenue to cover long-term costs. Another consideration is that OSMB has, in the past, consistently offered grant funding for major maintenance and capital work on the parking lot. Those grants typically cover 75%-100% of project costs.

Some revenue was generated from the Nopal parking facility as part of land use fees for events held on the Boardwalk area, including rental of the parking lot for use by the carnival during the annual Rhododendron Festival. Port staff recently evaluated and increased use fees charged for concessionaires on Port property. In addition, the Port has recently added new monthly parking rental fees to increase revenues from this lot with a goal of full cost recovery. However, currently parking on Nopal parking lot is free for visitors and on busy weekends is usually full of tourists visiting the waterfront and Old Town. One of the Port's Action Plan items, with respect to commercial properties, is to investigate a paid parking fee for Port owned lots. However, at this time there are no immediate plans for Nopal parking lot to begin charging visitors for its use.

The Port owns the **Boardwalk** and receives \$150 a day when the Boardwalk Market is held every Saturday and Sunday. The nominal fee for hosting the Boardwalk Market on weekends in Old Town amount to about a revenue of \$1,200/month.

Miscellaneous fees for service are charged for items such as forklift operation by Port staff. Rates for these services have not been sufficient to cover associated operational and capital costs. However, equipment such as the forklift and workboat are also used by Port staff in day-to-day operations, including deploying debris booms, removing debris from docks, and moving materials on Port property. This equipment is therefore employed in maintenance of other Port facilities, not just for direct customer fee-for-service work. Port management has been recently evaluating and increasing fees for service to more adequately cover both short- and long-term costs.

Non-Revenue Activities

As a local government, the Port of Siuslaw has ongoing operational costs that do not generate revenue. Examples of these activities include costs of complying with state, county, and local rules, such as the public records and meetings laws, public contracting laws, local budget law, annual audits, and required Port employee and Commissioner trainings. In addition, the Port chooses to operate in a transparent manner and endeavors to make information readily available to district residents, resulting in costs for activities such as filming and web broadcasting of Commission meetings, operation of a website to provide electronic versions of meeting packets, minutes, budget documents, annual audits, strategic plans, and more. Port Commissioners and staff also participate in local, regional, state, and national organizations to collaborate on joint projects and identify cost-efficiencies in sharing resources.

Some Port of Siuslaw facilities do not currently generate direct revenue and are simply maintained for public use. As part of the preparation of this Strategic Plan, Port management is evaluating each of these facilities to determine if there are ways they can be made to generate income and, if so, implement steps to accomplish that result. If the evaluation reveals the facility or activity cannot feasibly be made to produce income, Port leadership will determine if the value of the facility/activity to district residents is sufficiently high that it warrants continued subsidizing of costs by other operations, or if the activity should be ended.



In Historic Old Town Florence, the Port's **boardwalk** is one of the most notable and popular locations for both residents and visitors. The actual wood structure and the bulkhead beneath it generate no direct revenue for the Port, even though the boardwalk is heavily used. Concessionaire and ground use fees are issued for the grass area adjoining the boardwalk, but, due to concerns about maintaining safe pedestrian and emergency access, the boardwalk itself is not leased.

Similarly, the Port's two mini parks in Old Town Florence, **Anchor Park and Mariner's Plaza**, are operated as a public benefit for tourists and residents and generate no income to the Port. See photo of Anchor Park below. Providing trash and recycling services on the boardwalk and parks is also an ongoing expense without an offsetting revenue source. The boardwalk and parks, as adjacent open spaces next to the temporarily leased grass field, can be considered to contribute to concessionaire and land use lease revenue generation.



The **boat launch** is another example of a facility that does not generate direct income for the Port. There is currently no fee for using the boat launch. A minimal (currently \$2) parking fee applies to the nearby Harbor Street parking lot which offers boat trailer parking. The Port is fortunate the OSMB has provided consistent financial assistance to maintain and upgrade the boat launch, however, the Port accrues ongoing maintenance and capital costs for this facility with no offsetting income source. In 2011, OSMB grants paid \$75,000 towards replacing the boarding float. The boat launch can be considered to contribute to generation of Harbor Street parking lot fees, as well as potentially to moorage rental fees and campground fees. Gates have been installed at the marina ramps going to the docks in an effort to curb after hours use, prevent theft, and provide a general increase to public safety.

Dredged Material Disposal Site #19 is the Port's only directly owned disposal site and is another facility that does not currently generate revenue. Site #19 is the cleared, sandy area in the center of photo below. Once the dredged material that currently fills the site has dried sufficiently to allow removal, this material may be sold. However, the Port is obligated to pay royalty charges to the state of Oregon on all material sold, resulting in reduced income from sale of this material.



The entire **Mapleton facility** does not generate any direct revenue. OSMB provides funding to help with maintenance costs, and, again, they have a history of assisting with grant funding for capital costs for the facility. However, the Port maintains the Mapleton transient vessel dock, landing, parking lot, and restroom 365 days per year and it generates no income for the Port.



As noted previously, the **transient vessel dock** in Florence generates some direct revenue for overnight moorage and a small amount for hoist fees and potential seafood sales, but it is also used by day trip boaters at no cost. Port staff and Commissioners must weigh the economic value of providing boating visitors easy access to Florence businesses with the expense of subsidizing capital costs for the facility long term.

Likewise, the **landing at Maple Street** that links pedestrian access in Old Town to marine access on the transient vessel docks does not provide any direct income to the Port. However, it can be considered as indirectly contributing to overnight moorage fees on the transient vessel dock, hoist fees, and the building lease for Mo's Restaurant on the wharf, since the landing provides access to Mo's back door and is their service and delivery entrance. The Maple Street landing was replaced as part of the overall transient vessel dock project in 2009; cost of the landing was approximately \$60,000. The landing had been closed prior to replacement due to deterioration of the structure and safety concerns.

Marine pump out-dump stations also do not generate any income for the Port. Again, OSMB offers annual funding for maintenance assistance grants, as well as a consistent history of providing 100% grant assistance for capital costs for the units. In 2011, OSMB grants paid \$22,000 to replace the boat launch unit. Presence of the stations at the boat launch and on the transient vessel dock could be considered as indirectly contributing to collection of moorage fees, as well as potentially Harbor Street parking fees, campground site rental fees, and vending at the boat wash.

Joint maintenance of the **Siuslaw River Gauge** (with the Siuslaw Soil and Water Conservation District) is an example of a facility that offers no revenue to the Port and is provided as a service to upriver district residents. It is also an example of the Port's ongoing collaboration with other local government entities to accomplish a community-driven benefit.

The **bulkhead** that protects the Harbor Street parking lot and riverfront campground sites, as well as providing a stable site for the landing that links the recreational moorage basin docks to the shore, is another example of a vital facility that generates no direct income for the Port. The failing bulkhead is a high priority action item for the Port and is likely a high hazard risk area. The Port did receive initial estimates for the required repairs to the failing bulkhead to the tune of nearly \$2 million dollars. In order for the bulkhead to be repaired, the Port would likely seek out grant opportunities from local, state, or federal funding sources. This 800' structure was built in 1983 and is failing in several locations; note deflection in photos below.



The Port is actively seeking funding to help pay for capital repair/replacement expenses and this project is identified as a critical issue for the Port. The bulkhead is a classic example of underlying infrastructure that is essential for operations and safety but does not generate income and is therefore difficult to adequately fund for maintenance and long-term costs. Presence of a safe and functional bulkhead can be considered to indirectly contribute to revenue generation by moorage slip rental, parking lot fees, marine fuels sales, and campsite rental fees.

PORT RESOURCES

Primary operating revenue sources for the Port of Siuslaw include RV campground fees, commercial leases, fuel sales, and moorage fees. The Port’s permanent tax rate is \$0.1474 per \$1,000 of assessed value. In FY2020, property tax payments amounted to 30% of total operating and non-operating revenues, up from 27% in FY2012. See Figure 3, Revenue Sources (FY2020 Audited Financial Statement) and Figure 4, Revenue Sources (FY2012 Audited Financial Statement). The Port’s top ten taxpayers for 2020 included timber and wood products companies, a winery, a regional retail store, and real estate companies. Figure 5, Port Resources (FY2022 Adopted Budget) shows the Port’s General Fund budget for FY2021-22 as adopted by the Port of Siuslaw Commission.

Figure 3, Revenue Sources (FY2020 Audited Financial Statement)

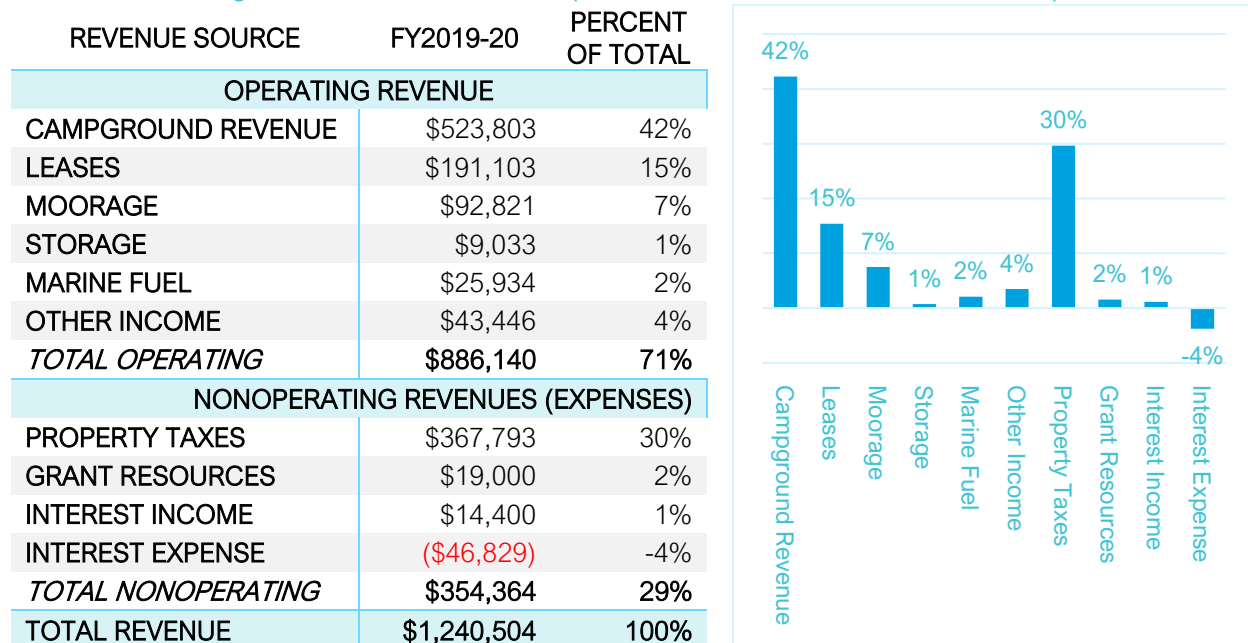


Figure 4, Revenue Sources (FY2012 Audited Financial Statement)

REVENUE SOURCE	FY2011-12	PERCENT OF TOTAL
OPERATING REVENUE		
PROPERTY TAX REVENUE	\$290,028	27%
CAMPGROUND REVENUE	\$240,097	22%
GRANTS	\$215,991	20%
LEASE REVENUE	\$161,342	15%
FUEL REVENUE	\$60,195	6%
MOORAGE REVENUE	\$50,199	5%
STORAGE REVENUE	\$22,190	2%
MISC REVENUE	\$32,270	3%
TOTAL REVENUES	\$1,072,312	100%

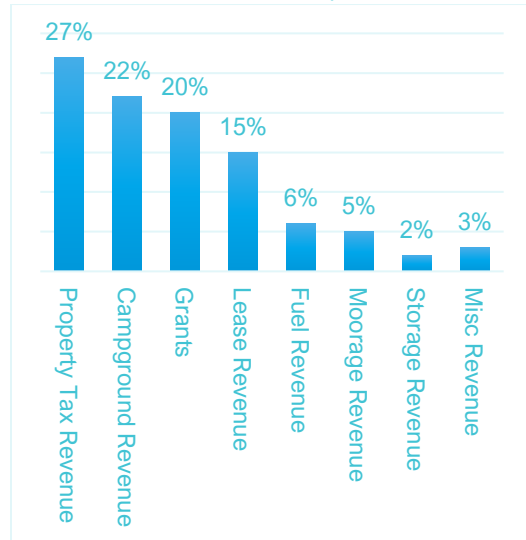


Figure 5, Port Resources (FY2022 Adopted Budget)

RESOURCES	FY2021-22
AVAILABLE CASH ON HAND (CASH BASIS) OR NET WORKING CAPITAL (ACCRUAL BASIS)	\$1,162,312
PREVIOUSLY LEVIED TAXES ESTIMATED TO BE RECEIVED	\$3,000
INTEREST	\$500
CAMPGROUND	\$610,000
LEASES	\$143,000
MOORAGE	\$95,000
STORAGE	\$2,800
MARINE FUEL	\$21,000
PARKING	\$9,000
DUMP STATION	\$3,500
VENDING	\$6,000
FORKLIFT, HOIST, LABOR	\$400
SEAFOOD SELLER/CHARTERS/GUIDES	\$1,000
RETAIL	\$400
MAINTENANCE ASSISTANCE PROGRAM	\$21,350
MISCELLANEOUS	\$18,000
STATE FOREST SALES	\$20,000
BUSINESS OR FUND - SBP	\$27,144
BANK INTEREST	\$500
TAXES ESTIMATED TO BE RECEIVED	\$334,583
TOTAL RESOURCES	\$2,479,489

Operational

According to the Port of Siuslaw audited financial report for FY2020 (the most current report available), operating revenues accounted for \$886,140. Operating expenses before depreciation totaled \$1,110,966. Depreciation expense for the year was \$352,303, resulting in net operating revenues before depreciation of (\$224,826) and net revenues after depreciation of (\$577,129). Operating revenues have amounted to an average of 100% of operating expenses before depreciation over the past five completed fiscal years. Depreciation has decreased by 7%. Over the past five years, operating revenues accounted for only 71% of operating expenses after depreciation. See Figure 6, Operating Revenues & Expenses Past Five Years.

Figure 6, Operating Revenues & Expenses Past Five Years

	2019-20*	2018-19*	2017-18*	2016-17*	2015-16*
Operating Revenue	\$886,140	\$972,790	\$925,821	\$804,569	\$842,432
Operating Expense Before Depreciation	\$1,110,966	\$803,729	\$788,676	\$779,969	\$951,545
Depreciation Expense	\$352,303	\$337,491	\$374,084	\$371,680	\$378,876
Operating Expense After Depreciation	\$1,463,269	\$1,141,220	\$1,162,760	\$1,151,649	\$1,330,421
Net Operating Revenue Before Depreciation	(\$224,826)	\$169,061	\$137,145	\$24,600	(\$109,113)
Net Operating Revenue After Depreciation	(\$577,129)	(\$168,430)	(\$236,939)	(\$347,080)	(\$487,989)

*Figures are not adjusted for inflation

In recent history, operating revenues for the Port have been insufficient to cover operating costs, and the Port has relied on grant and loan funding to help pay for capital projects. Port management is working to increase revenues to cover operating expenses, and, ideally, capital expenses. However, despite best practices and diligent attention to cost recovery, the Port does not believe it will be able to complete necessary large capital projects, for example repair of the bulkhead, without grant/loan assistance requiring no matching funds. The bulkhead project is an example of the Strategic Business Plan guiding specific outside funding requests to allow the Port to accomplish its mission.

Non-Operational

Over the past five fiscal years, property tax revenues for the Port of Siuslaw ranged from 21% to 32% of total operating expenses after depreciation, with an average of 26%. Interest expense for FY2020 was \$46,829, down from \$77,801 in FY2016. See Figure 7, Non-operating Revenue Detail Past Five Years. This decrease was due in large part to the fact that Loan #520130, borrowed from Oregon Business Development Department's Oregon Port Revolving Loan Fund for a Nopal Development project, was paid off in 2016. The Port's current debt load is approximately \$1 million.

Figure 7, Non-operating Revenue Detail Past Five Years

	2019-20*	2018-19*	2017-18*	2016-17*	2015-16*
Property Tax Revenue	\$367,793	\$367,425	\$303,238	\$295,999	\$284,324
State Forest Sales Revenue	\$0	\$0	\$29,779	\$20,299	\$7,242
Grant Revenue	\$19,000	\$231,638	\$19,000	\$23,881	\$77,026
Interest Income	\$14,400	\$10,876	\$566	\$409	\$1,066
Gain (Loss) on Disposals of Capital Assets	\$0	\$0	\$27,667	\$6,293	(\$15,295)
Miscellaneous	\$0	\$0	\$0	\$0	\$22,007
Interest Expense	(\$46,829)	(\$51,159)	(\$59,030)	(\$51,250)	(\$77,801)
Total Non-operating Revenue	\$354,364	\$558,780	\$321,220	\$295,631	\$298,569
Total Operating Expense After Depreciation	\$1,463,269	\$1,141,220	\$1,162,760	\$1,151,649	\$1,330,421

*Figures are not adjusted for inflation

OSMB offers annual Maintenance Assistance Program grant funds to help with ongoing maintenance costs for OSMB-funded facilities. These grant funds cover approximately half of the Port's maintenance costs for the eligible facilities and provide approximately 1% of total overall operating expenses for the Port.

While the City of Florence does have an Urban Renewal District, which Port property taxes help fund, no monies from the Florence Urban Renewal Agency are designated only for Port projects. The Port is not part of the Urban Renewal District but would like to be and is located within its boundary.

The Port completed a comprehensive survey of all Port properties in 2013. Results of this survey revealed that, at the time, the Port owned 38 properties, totaling over \$20 million in market value. Evaluation of the properties immediately determined nine of them were of no present or future value to the Port. The Commission declared these nine properties surplus and they will be sold, traded, or donated. Since the June 2013 update of the Port of Siuslaw Business Plan, the Port has sold or donated several of the properties, including selling a small property to the City of Florence for a park, donating a very small property in Mapleton back to the original owners, and selling the 38-acre PVIP property. The remaining 31 Port-owned properties have a market value of \$15.8 million.

Outside Sources

During the past five fiscal years the Port has received \$370,545 in grant funds; an average of \$74,109 per year. See Figure 8, Grants & Loans Received Past Five Years. During that same period the Port has taken on no additional debt.

Figure 8, Grants & Loans Received Past Five Years

	2019-20*	2018-19*	2017-18*	2016-17*	2015-16*
Grant Revenue	\$19,000	\$231,638	\$19,000	\$23,881	\$77,026
Loans	\$0	\$0	\$0	\$0	\$0

*Figures are not adjusted for inflation

Historic grants included sources such as FEMA, the Oregon Department of Fish and Wildlife (ODFW) Restoration and Enhancement Program, OSMB, and Business Oregon. Grant funds have been used primarily to complete capital facility projects such as Port of Siuslaw fish cleaning station addition and upgrades, upgrade and replacement of lighting at the Harbor Street boat ramp parking area, side bank repair for RV campground protection, and construction of a floating restroom trailer. Additional uses for these funds include planning and marketing relating to the development of the five-year Strategic Business Plan. Grant funds have averaged 6% of total operating expenses (after depreciation) over the past five years, with a low of 1% and a high of 20%. The high year was due to a FEMA grant to fix a failing bank on the southeast end of the property.

The Port's focus in FY2020 has been repairing infrastructure:

- Repairs were done to fuel lines at the dock;
- Phase three of a five-year project for the fire suppression system was completed;
- C Row repair was completed;
- Mo's was painted and signs were replaced;
- Mo's walkway was replaced and repairs were done to the gangway leading to the transient dock;
- Security gates were installed to the West Marina and Boat Basin; and
- Utilities were added to the B Row, adding sixteen additional premier sites.

With the exception of the failing bulkhead, the Port has made significant progress with upgrades to its facilities. The Port has upgraded existing sites and added new sites where storage buildings previously stood. The Port is planning future upgrades, including additional restrooms and showers in the park. By policy, the Port sets aside a minimum of \$15,000 per year for future capital expenditures. Over the past three years, the Port has been budgeting between \$15,000 and \$60,000 for the reserve account. For FY2020, the Port has budgeted to replace outdated office equipment, dredge the marina, repair the 80 Harbor Street building, and add more cameras to the security system.

PORT POLICIES AND PROCEDURES

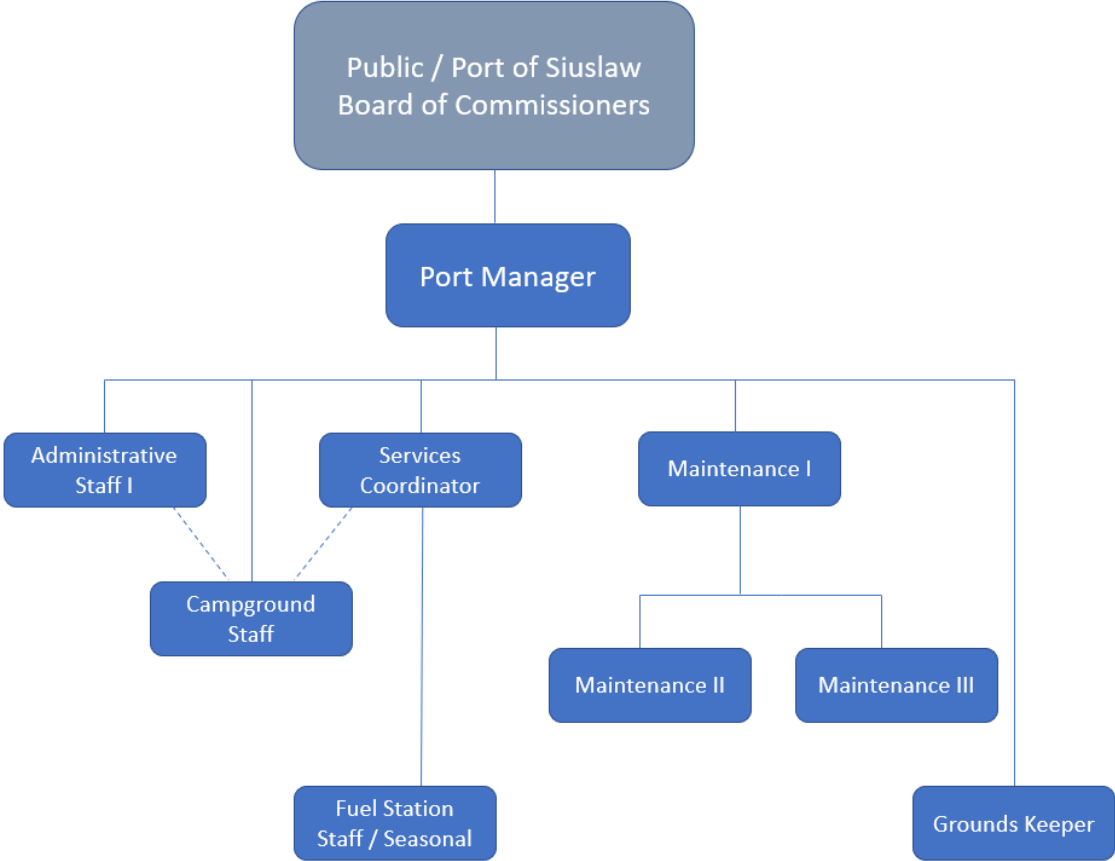
Operating Procedures

The Port of Siuslaw operates under a five-member elected, volunteer Commission. The Commissioners are responsible for setting policy and for selecting and supervising the Port Manager. The Manager is responsible for day-to-day operations of the Port, for selecting and supervising the remainder of Port staff, the overall administration of the Port's fiscal matters and personnel policies, and the development, operation and maintenance of Port facilities.

Currently the Port of Siuslaw has eight total staff members, approximately 8.0 full-time equivalent (FTE), including: one Port Manager, one administrative staff, one services coordinator, one campground office staff, and four maintenance staff. See Figure 9, Organization Chart.

Figure 9, Organization Chart

Port of Siuslaw Organization Chart



The Port of Siuslaw Commission has adopted a policy manual which covers the general operating procedures for the Commission. The *Port of Siuslaw Commission Rules, Regulations, Duties & Responsibilities* document, most recently revised in 2013, defines the primary responsibility of the Commission as the formulation and evaluation of policy, with routine matters concerning the operational aspects of the district to be delegated to professional staff. The Port also has a full set of adopted policies and ordinances to guide Commission and staff.

Governance

The *Port of Siuslaw Commission Rules, Regulations, Duties & Responsibilities* document defines the role of Commissioners as public officials who must act in the best interests of the public and who are accountable to the public through federal, state, and local laws. The *Commission Rules* specify that Commissioners must operate under the general provisions for port districts and special districts established by the state of Oregon. The *Commission Rules* further clarify that the primary duty of the Commission is formulation and evaluation of policy, and that routine operation of the Port is delegated to staff. The Commission is responsible for monitoring the district's progress in attaining goals and objectives, while pursuing its mission.

The *Commission Rules* note that a Conflict of Interest can arise any time a public official takes any action or makes any decision or recommendation, which can be perceived as giving benefit or detriment to the official or the official's relative, or a business with which the official or the official's relative is associated. The *Commission Rules* further stipulate that if a conflict of interest does arise, the official must announce publicly the nature of the potential conflict of interest before taking any action.

The Port of Siuslaw Commissioners

The Port of Siuslaw Commission is composed of five elected officials. The four-year terms are staggered to allow continuity in Commission service.

The present Port of Siuslaw Commission includes:

Position 1—Terry Duman, Commission President. Commissioner Duman was elected Commission President in 2013 and owns and operates Duman Excavating. Commissioner Duman's term ends June 30, 2025. Commissioner Duman has completed board training.

Position 2—Robert (Rob) Ward, Commission Treasurer. Prior to serving on the Commission, Commissioner Ward served as Mayor of Florence and also Mayor of Dunes City. Commissioner Ward has lived in Florence since 1974. He is a Land Surveyor and has owned his own business, NorthWest Land Surveying, Inc., since 1985. Commissioner Ward also served as a Board member of Siuslaw Valley Fire and Rescue for nine years. Commissioner Ward's term will expire on June 30, 2023.

Position 3—Mike Buckwald, Commission Secretary. Commissioner Buckwald is a partner at Buckwald and Hornung CPAs, PC. Commissioner Buckwald’s term expires on June 30, 2025. Commissioner Buckwald has completed board training.

Position 4—Craig Zolezzi, Commission 2nd Vice President. Commissioner Zolezzi was appointed to his current position on June 30, 2018. Commissioner Zolezzi has served on a variety of elected boards for over 30 years. Commissioner Zolezzi owns and operates Zolezzi Insurance, Inc. and is a lifetime Oregon resident. Commissioner Zolezzi’s term expires June 30, 2023. Commissioner Zolezzi has completed board training.

Position 5—William Meyer, Commission 1st Vice President. Commissioner Meyer holds a degree in physics and has taken graduate level courses in applied physics. Commissioner Meyer was a secondary education math and science teacher from 1967 to 1974. Commissioner Meyer now works in engineering design and embedded computer systems. Commissioner Meyer’s term expires June 30, 2025. Commissioner Meyer has completed board training.

All Commissioners complete new board member training, provided by Special Districts Association of Oregon (SDAO) or a similar authority, when elected to the Commission, if they have not already done so as a result of recent prior board service. They are also provided relevant Oregon Revised Statutes, the Oregon Government Ethics Commission Guide, and the *Commission Rules*, along with the Port’s Strategic Business Plan and Adopted Budget. Commissioners are given the opportunity and encouraged to attend annual trainings on local budget law, Oregon government ethics rules, risk management, and other topics as desired. The Port also maintains a library of training materials, including SDAO’s board member training, and Commissioners are encouraged to review these materials. Port staff arrange regular safety, human resources, ethics, and other trainings and Commissioners are invited to attend. Funds are also budgeted for at least one Commissioner to attend the annual SDAO conference each year for continuing education.

Staff/Professional Development

The Port Manager supervises all other Port personnel, which currently includes one full-time Administrative employee, one full-time Services Coordinator, one full-time Campground office employee, one volunteer Camp Host, one full-time Groundskeeper, and four full-time Maintenance employees. The Manager has been with the Port since 2018 and has over twenty years of management experience in both the public and private sectors. The Administrative employee has been with the Port since 2014 and has over twenty years in administration. The Services Coordinator has been with the Port since 2016 and has filled multiple, increasingly responsible positions during that time.

Port management strongly believes in the value of professional development and has a history of scheduling regular trainings on a variety of topics. The SDAO provide much of the required training for Port Staff. As training providers transition from in-person classes to more virtual options, the Port

is also acquiring relevant training software for employees. Commission training software was acquired in 2012.

Recent upgrades to the Port office conference room, including a 50” wall-mounted screen and wireless computer interface, have been completed with the goal of making it an effective and accessible training venue for Commissioners, staff, and members of the public. Specific professional development goals for Port staff include basic supervision and human resources training for the Maintenance staff; managerial, negotiation and procurement training for the Services Coordinator; and cash handling training for relevant employees. In addition, annual and biennial trainings occur on topics including budget law, safety, human resources, and others. Professional development goals for the Commission include annual training/ refresher courses in elected official board training, governance, ethics, and public meetings law.

FINANCIAL AND MARKET CONDITIONS

Competition

Competition for the Port district includes all other area providers of services and facilities which the Port offers, primarily other campground, moorage, fishing, and recreation providers. Specifically, the Port has identified the following competition for:

- **RV Campground**—Other RV campgrounds in Florence such as Pacific Pines, B&E Wayside, Westlake Resort, Harbor Vista, and Honeyman.
- **Tourism Destination**—Other tourism destinations on the central coast such as Newport, Yachats, and Bandon.
- **Boat Launch**—Upriver launch sites such as Tiernan.
- **Moorage**—Winchester Bay offers vessel haul-outs. Upriver marinas such as C&D Docks, Siuslaw Marina; marinas on local lakes such as Westlake, Siltcoos Lake; other ports and marinas.
- **Industrial Land Development**—Other cities, counties, and port districts with similar certified industrial lands.
- **Commercial Building Rental**—Real estate management companies; other local building owners.
- **Laundromat**—37th Street Laundry; other local providers.
- **Car Wash**—Car Wash & Shine; other local providers.
- **Marine Fueling**—Land-based fuel stations for customers with boats on trailers.
- **Energy Generation**—Central Lincoln People’s Utility District; potential wave generation companies.
- **Fishing**—Other central coast rivers and lakes; locations with closer ocean access.

Competitors for communities within the district include other cities where new businesses and families may decide to locate, instead of within the Port district. Community competition also includes other attractions and locations seeking tourists and visitor-related revenues. For the wine industry, other wineries outside the district boundaries would be competitors seeking part of the same market share.

Existing Markets

The Port of Siuslaw and its facilities serve the following existing markets:

- Tourism and eco-tourism
- Recreation (hiking, cycling, camping)
- Sport fishing (river, ocean)
- Recreational boating (motorized, paddle)
- Tour boats
- Marine Research (surveying, monitoring)
- Charter/ Guide fishing
- Commercial fishing (boutique fishery)
- Light industrial and commercial business creation/ expansion/ relocation

According to Port of Siuslaw records, most (approximately 80%) of the Port's visitors and facility users, primarily RV campground and marina customers, come from the Pacific Northwest and the west coast. Oregon visitors predominate, with Willamette Valley visitors comprising the largest segment within Oregon. An additional 10% of visitors/users come from throughout the nation, and approximately 10% of the Port's customers come from outside the United States.

Existing markets not directly served by Port-owned or operated facilities but served by other businesses within the Port district include:

- Timber and value-added forest products
- Non-marine transportation (aviation, railroad)
- Real estate
- Injection molding, precision machine shop, tool and die, specialized plastics
- Farm-to-table and niche agriculture
- Oregon wine and craft beer
- Medical and healthcare
- Retiree relocation—in 2019, *USA Today Money* announced that Lane County is the best place in Oregon to, based on access to medical care and living expenses.
- Transpacific fiber optic cable landing and distribution.

Like many Oregon coastal ports, the Port of Siuslaw is a designated harbor of refuge for vessels in need of assistance due to severe weather or other urgent situations. While the Port is not often called upon to act in this capacity, appropriate facilities must be available to fulfill this obligation when needed. Typically, the Port's transient vessel dock in Florence has been used for this purpose.

As noted in *Ports 2010: A New Strategic Business Plan for Oregon's Statewide Port System*, even though a port district does not directly own or operate a business, they are catalysts for economic growth by encouraging development within the district, partnering for community improvements, and supporting cities and other entities to foster economic development. For instance, the Port of Siuslaw does not own a hotel, but the Port's activities directly impact occupancy for district lodging through support of community events such as the annual Rhododendron Festival, which includes a carnival that takes place in the Port's Nopal parking lot.

Port Resources & Financial Condition

Port of Siuslaw resources appear stable. Cash reserves average \$1,030,000 between the Port's money market and checking accounts. This amounts to a four-to-five-month operating reserve. Through conservative budgeting and attention to expenses, the Port expends only 70% to 90% of budgeted appropriations, allowing for year-end surpluses of \$150,000 to \$328,000. Staff capacity is presently adequate and is increasing through recent management focus on professional development and training.

Assets of the Port of Siuslaw include the Port office building, shop, leased buildings, marine and land-based facilities, equipment, vehicles, and inventory. Total assets for FY2020 were \$6,922,173, according to the audited financial report. Port assets also include 31 pieces of Port-owned real property with a 2020 total assessed value of \$11.8 million and market value of \$15.8 million. Port liabilities are primarily from long-term debt (often obtained to provide required matching funds for grant awards), as well as deposits being held, payroll liabilities, and deferred revenue from upcoming campground reservations.

The Port currently has four loans being repaid. See Figure 10, Long-term Debt Summary. These low-interest loans have primarily been acquired as part of a funding package to complete necessary infrastructure repairs and replacements, as well as for improvements for economic development. The Port has a history of successfully leveraging funds to accomplish needed projects. In 2016, the Port completed repayment of loan #520130, borrowed from Oregon Business Development Department's Oregon Port Revolving Loan Fund for a Nopal Development project. The Port borrowed \$60,000 in 1995, an additional \$113,113 in April 1999, and the OBDD advanced an additional \$157,753 in the fiscal year ending June 30, 2000. The balance due on this Commercial Dock and Business Site Development Project was paid in full by June 30, 2016. In 2005 the Port completed repayment of a \$150,000 loan from Business Oregon to complete parking lot and RV campground improvements, and in 2009 the Port repaid a \$103,000 loan from Business Oregon, acquired to upgrade the commercial docks.

Figure 10, Long-term Debt Summary

Loan Number - Purpose	Initial Balance	Balance as of 6/30/2020	Annual Payment	Year Ending
#524016 - Marina Dredging	\$75,000	\$45,997.32	\$5,876	2029
#525186 - Transient Dock	\$601,000	\$389,104.04	\$46,400	2031
#L0004 - Boardwalk Development	\$204,139	\$67,233.71	\$15,961	2025
#525196 - Wharf Repairs	\$371,988	\$286,835.63	\$29,940	2032

*Figures are not adjusted for inflation

The oldest of the outstanding loans (#L0004) dates to April 2000 when the Port borrowed \$189,139 from Business Oregon’s Special Works Fund to help complete the commercial dock and business site development project, better known as the boardwalk project. Debt service on this loan is \$15,961 per year through 2025.



In 2009, the Port acquired a loan (#524016) of \$75,000 from the Marine Navigation Improvement Fund for dredging to remove and dispose of sediment in the commercial basin, sport basin, and public boat launch ramp. The loan was required by the State of Oregon as part of their dredging funds acquired by the port.

In 2012, the Port acquired a loan (#525186) of \$601,000 from Business Oregon to complete replacement of the transient vessel dock and landing, along with a new hoist and utility upgrades on the wharf. The Maple Street landing and dock rehabilitation program is located within the Port’s commercial dock and business site development project on 2.58 acres in and around Nopal Street and the Siuslaw River.

In 2013, the Port acquired a loan (#525196) of \$371,988 from Business Oregon for wharf rehabilitation within the Port’s commercial dock and business site development project.

Net Assets have increased 27% since FY2016. See Figure 11, Assets & Liabilities Past Five Years. One of the priorities of this five-year plan is to address debt consolidation and repayment. Revenue bonds are one idea under consideration to fund projects needed in the future to help the Port achieve its mission. These bonds would be repaid through revenues generated by the facility improvements.

Figure 11, Assets & Liabilities Past Five Years

Year	Assets	Liabilities	Net Assets
2019-20*	\$6,922,173	\$1,270,041	\$5,652,132
2018-19*	\$7,194,084	\$1,319,187	\$5,874,897
2017-18*	\$6,786,039	\$1,301,492	\$5,484,547
2017-16*	\$6,788,618	\$1,388,352	\$5,400,266
2016-15*	\$6,908,835	\$1,457,120	\$4,451,715

*Figures are not adjusted for inflation



CHAPTER 3

Defining the Problem

Chapter 3 provides demographic and economic profiles for the Port district and analyzes regional, state, and national trends for key industries.

DISTRICT DEMOGRAPHIC PROFILE

The Port of Siuslaw district covers over 720 square miles in rural western Lane County. It includes the cities of Florence and Dunes City, as well as the communities of Mapleton, Triangle Lake, and unincorporated areas of the County. The southerly district boundary is at the Lane-Douglas County line and the northerly boundary is near Heceta Head on the Oregon coast. Inland, the boundaries extend as far as Horton to the northeast, near Noti and Vaughn to the east, and continue southeast to just outside of Cottage Grove, encompassing the Lorane area.

For purposes of determining demographic data, the Port district comprises four US Census County Divisions (CCDs): Dunes City, Florence, Middle Siuslaw River-Triangle Lake, and Upper Siuslaw River CCDs. Of these, approximately 80% of the Florence CCD and 95% of the Middle Siuslaw River-Triangle Lake CCD are included within the district boundaries. The remaining two CCDs are fully within the Port’s boundaries. Florence is the largest city within the district; its population accounts for approximately half of the district’s estimated 19,030 residents (ACS 2019-15). See Figure 12, District Demographics.

The data illustrate one of the most notable characteristics of the population of the Port of Siuslaw district—its age. Median ages across the City of Florence and the four CCDs are all significantly higher (ranging from 51.1 to 61.1), compared to 39.4 in Lane County, 39.3 in the state of Oregon, and 38.1 in the US. The Port district and the City of Florence also have significantly higher percentages of individuals 65 and older (ranging from 26% to 44%), compared to county (19%) or state levels (17%). Florence has been named a top retirement location in the nation.

Figure 12, District Demographics

Location	Population	Median Age	Percent of Population Age 65+	Per Capita Income	Percent Individuals w/ Income Below Poverty	Percent Individuals Age 25+ with at least HS Diploma
City of Florence	8,921	61.1	44%	\$29,467	16%	89%
Lane County	373,340	39.4	19%	\$29,705	18%	92%
Oregon	4,129,803	39.3	17%	\$33,763	13%	91%
United States	324,697,795	38.1	16%	\$34,103	13%	88%
Dunes City CCD	2,599	57.9	35%	\$33,469	19%	92%
Florence CCD	12,764	60.7	42%	\$30,018	15%	91%
Middle Siuslaw River-Triangle Lake CCD	2,009	55.6	30%	\$25,674	15%	90%
Upper Siuslaw River CCD	1,658	51.1	26%	\$34,161	11%	94%

(ACS 2019-15, Tables DP03, DP05, and B15003)
 *South Siuslaw CCD was renamed Dunes City CCD as of the 2010 Census
 ** North Siuslaw CCD was renamed Florence CCD as of the 2010 Census

There is less racial and ethnic diversity in Florence than in Lane County, the state, or the nation. The population in Florence is 92% White, versus 87% in the County, 84% in Oregon and 72% nationwide (ACS 2019-15). Percentages of Hispanic/ Latino residents in Florence (4%) are also lower than in the County (9%) or the state (13%).

Per capita incomes in the Port district (\$30,3380), are somewhat higher than County (\$29,705), but lower than the state (\$33,763) and US (\$34,103) per capita incomes (ACS 2019-15). Average individual poverty rates in the district are an estimated 15%, compared to 18% in Lane County, 13% in the state, and 13% nationwide. Median household income for the City of Florence is \$42,356, compared to \$52,426 in the County, \$62,818 in Oregon, and \$62,843 nationwide.

Basic educational attainment in the district is similar to regional levels. Within the Port district and in Oregon, approximately 91% of residents aged 25 and older have at least a High School diploma; in Lane County the rate is 92%, and nationwide it is 88%. For more advanced education, City of Florence residents lag behind regional levels. Only 21% of Florence residents aged 25 and older have a Bachelor’s degree or higher, compared to 30% in the County, 34% in Oregon, and 32% in the US (ACS 2019-15).

Because of limitations in Census data collection at the county division level, it is difficult to accurately compare district population over time. However, the City of Florence population increased 5% from 2010 to 2019, compared to 6% at the County level and 8% in Oregon. See Figure 13, Population Change 2010-2019. Dunes City decreased by 5% during that same period.

Figure 13, Population Change 2010-2019

Population	2010	2019	Number Change	Percent Change
City of Florence	8,466	8,921	455	5%
Dunes City	1,303	1,237	-66	-5%
Lane County	351,715	373,340	21,625	6%
Oregon	3,831,074	4,129,803	298,729	8%

(Census 2010 and ACS 2019-15, Table DP05)

The change in median age for Florence over the past eight years is also noteworthy; an increase of four years. See Figure 14, Median Age Change 2010-2019.

Figure 14, Median Age Change 2010-2019

Median Age	2010	2019	Percent Change
City of Florence	57.0	61.1	7%
Lane County	39.0	39.4	1%
Oregon	38.4	39.3	2%

(Census 2010 and ACS 2019-15, Table DP05)

The individual poverty rate for City of Florence residents in 2010 was 13%, compared to 16% in 2019 (ACS 2010-06 and 2019-15). By comparison, Lane County poverty rates increased from 17% in 2010 to 18% in 2019, and Oregon state poverty rates dropped from 14% in 2010 to 13% in 2019. Per capita income for Florence residents was \$24,663 in 2010 and \$29,467 in 2019. Per capita income for Lane County went from \$23,869 to \$29,705, and for state residents from \$26,171 to \$33,763 during the same time frame.

Overall, the population of the City of Florence over the past ten years has been increasing at a steady rate, though somewhat slower than County or state levels. The population of Florence is aging at a faster rate than both the County and state. The Florence area, in particular, has a high preponderance of retired persons. Income levels in the district are increasing at a slower rate than County or state incomes.

DISTRICT ECONOMIC PROFILE

Related to its older-than-average population, the Port district—defined as Dunes City CCD, Florence CCD, Middle Siuslaw River-Triangle Lake CCD, and Upper Siuslaw River CCD—has a much lower percentage of its population, aged 16 and older, in the labor force; an estimated 44% in the district, versus 60% for Lane County, 62% for Oregon, and 63% for national levels. See Figure 15, Labor Force Data. The City of Florence has just 36% of its eligible population in the labor force. Total estimated labor force in the district is 6,879.

Figure 15, Labor Force Data

Location	Total Estimated Labor Force	Percent in Labor Force	Unemployment Rate	Key Industry Sector
City of Florence	2,919	36%	7.7%	Retail Trade; Accommodation and Food Services; Health Care and Social Assistance
Lane County	186,619	60%	6.9%	Health Care and Social Assistance; Retail Trade; Accommodation and Food Services
Oregon	2,096,692	62%	5.5%	Health Care and Social Assistance; Retail Trade; Accommodation and Food Services
Dunes City CCD	870	40%	6.4%	Not Available
Florence CCD	4,464	39%	6.5%	Not Available
Middle Siuslaw River-Triangle Lake CCD	777	46%	8.5%	Not Available
Upper Siuslaw River CCD	768	53%	6.3%	Not Available

(ACS 2019-15, Table DP03 and 2017 Economic Census, Table EC1700BASIC)

Note: South Siuslaw CCD was incorporated into Dunes City CCD as of the 2010 Census and North Siuslaw CCD was incorporated into Florence CCD as of the 2010 Census. Economic Census employer-based data on key industry sectors are not available for CCDs.

Unemployment rates within the Port district vary from 6.3%-8.5% by area, according to Census data, with a weighted average of 6.7% for the four CCDs, compared to 6.9% in Lane County and 5.5% in the state of Oregon (ACS 2019-15). The most recent Oregon Employment Department (OED) data for Lane County shows County unemployment rates are typically similar to state rates. Both Lane County and state unemployment rates have historically been higher than national rates, though they have been generally consistent with national rates since 2016. See Figure 16, Unemployment Percentage Rates, Seasonally Adjusted, 2010-20. Because of the influence of Eugene/Springfield on the Lane County data, it may also be useful to consider unemployment rates for the coastal counties to the north and south of the Port district. Rates for both Lincoln and Coos Counties are typically higher than those reported for Lane County.

Figure 16, Unemployment Percentage Rates, Seasonally Adjusted, 2010-20

Year	Lane County	Lincoln County	Coos County	Oregon	US
2020	7.9	10.9	8.6	7.6	8.1
2019	4.0	4.3	4.8	3.7	3.7
2018	4.3	4.7	5.2	4.0	3.9
2017	4.4	4.7	5.4	4.1	4.4
2016	5.0	5.5	6.3	4.7	4.9
2015	5.7	6.5	7.3	5.5	5.3
2014	6.8	7.7	8.8	6.7	6.2
2013	7.9	8.7	10.1	7.8	7.4
2012	8.9	9.9	11.1	8.8	8.1
2011	9.8	10.5	11.7	9.6	8.9
2010	11.1	11.1	12.8	10.7	9.6

(OR Employment Dept, Local Area Employment Statistics)

Current key industry sectors within the Port district reflect the changes in the regional economy. Based on employee-based workforce estimates (ACS 2019-15), educational services and health care are the primary industries that employ the residents of the district, followed by arts, entertainment, and recreation. The top five industry sectors employing residents in the district are:

1. Educational services, and healthcare and social assistance
2. Arts, entertainment, and recreation, and accommodation and food services
3. Retail trade
4. Construction
5. Professional, scientific, and management, and administrative and waste management services

City of Florence industry employment aligns with the district. See Figure 17, All Industry Employment 2018, City of Florence. Figure 17 is based on employer-based data from OED.

Figure 17, All Industry Employment 2018, City of Florence

	Establishments	Avg Employment	Total Payroll
Total	381	3,583	\$130,444,677
Natural Resources, Utilities and Construction	39	169	\$8,748,244
Manufacturing (31-33)	6	23	\$815,359
Wholesale Trade	7	13	\$613,313
Retail Trade (44 & 45)	65	775	\$20,264,016
Transportation and Warehousing (48 & 49)	5	60	\$2,059,799
Information	8	70	\$1,935,548
Finance and Insurance	19	113	\$5,389,664
Real Estate and Rental and Leasing	24	62	\$1,917,058
Professional, Scientific, and Technical Services	20	52	\$1,909,393
Management of Companies and Enterprises	3	17	\$675,588
Administrative and Waste Services	9	37	\$1,038,386
Educational Services	5	188	\$7,788,190
Health Care and Social Assistance	40	942	\$52,699,188
Arts, Entertainment, and Recreation	5	70	\$969,720
Accommodation and Food Services	64	734	\$13,678,743
Public Administration	7	85	\$5,536,334
Other Services and Unclassified	55	173	\$4,406,134

(Oregon Employment Department, Geocoded Quarterly Census of Employment and Wages)

As part of the strategic planning process, Port of Siuslaw Commissioners and staff identified the following industries as occurring within the district and the surrounding region:

- Agriculture
- Alternative Energy Generation (wind, wave, solar)
- Arts/ Entertainment
- Education
- Financial Services
- Healthcare
- Land Development
- Lodging/ Hospitality (including restaurants)
- Manufacturing
- Natural Resource Extraction (Lumber/ Wood Products, Gravel/ Rock)
- Real Estate
- Recreation (hiking, cycling, boating, ATV)
- Retail Trade
- Retirement
- RV Maintenance/ Repair/ Retail Support
- Sport and Commercial Fishing
- Telecommunications
- Tourism
- Transportation (air, water, surface)
- Utilities
- Viticulture, Wine making, Craft Bee

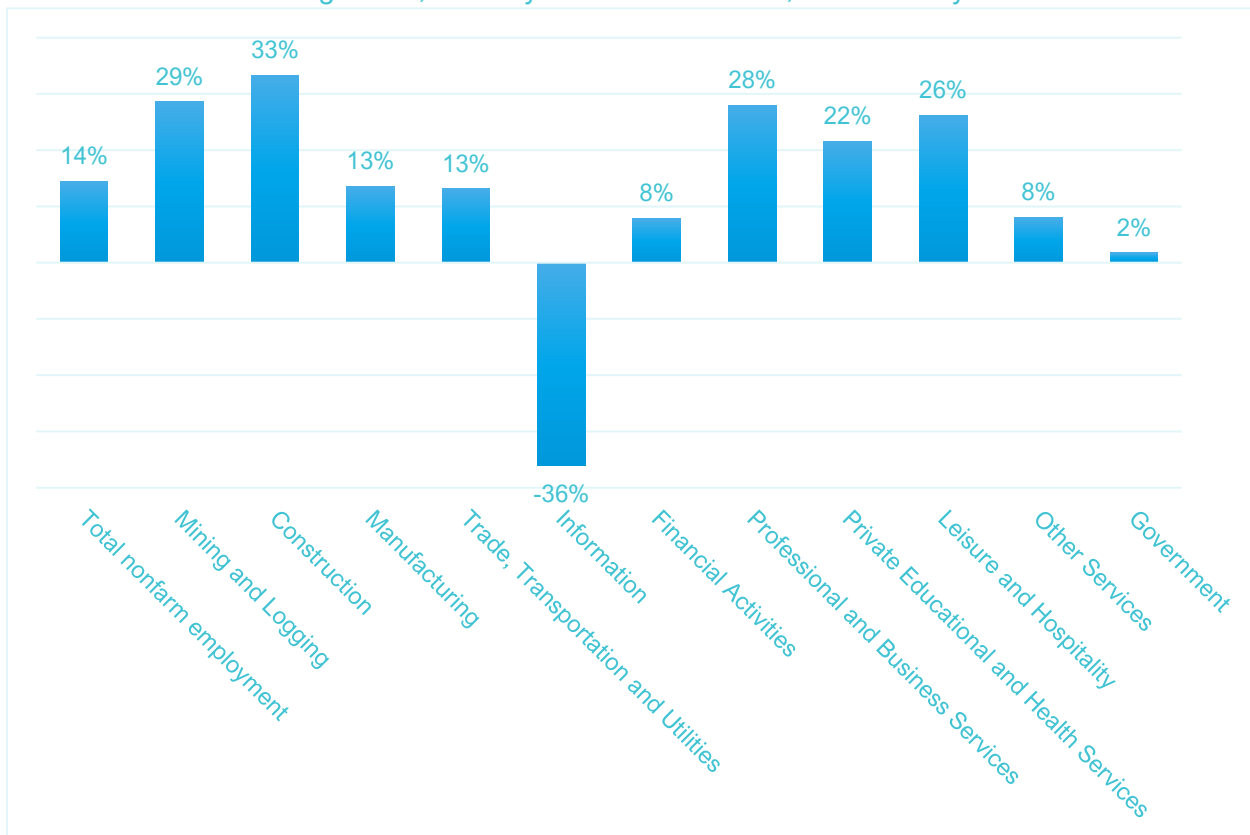
The largest employers in the district are: Three Rivers Casino & Hotel, PeaceHealth Medical Group, Fred Meyer, King Estate Winery, Siuslaw School District, Safeway, R & R King Logging, Mo's Restaurant, Driftwood Shores Resort, and Oregon Pacific Bank.

TRENDS FOR REGIONAL KEY INDUSTRIES, STATE & NATIONAL INDUSTRIES

Based on the 2017 Economic Census (Table EC1700BASIC), Retail Trade and Accommodation and Food Services are the current primary industries in the City of Florence, followed by Health Care and Social Assistance. Lane County’s key industry sectors are closely aligned with the City of Florence; Healthcare and Social Assistance was number one, followed by Retail Trade and Accommodation and Food Services. Oregon and the US both had the same top three industry sectors as the County and Florence. See Figure 15, Labor Force Data. In comparison, 2019 data from OED showed Lane County’s principal industries were Trade, Transportation and Utilities; Government; and Educational and Health Services.

All industry sectors in Lane County grew between 2009 and 2019, except for Information. See Figure 18, Industry Trends 2009-2019, Lane County. Construction showed the largest growth (33%), along with Mining and Logging (29%), Professional and Business Services (28%), and Leisure and Hospitality (26%). Government showed the slowest growth (2%) followed by Other Services (8%), Trade, Transportation and Utilities (13%), and Manufacturing (13%). Information declined by 36%.

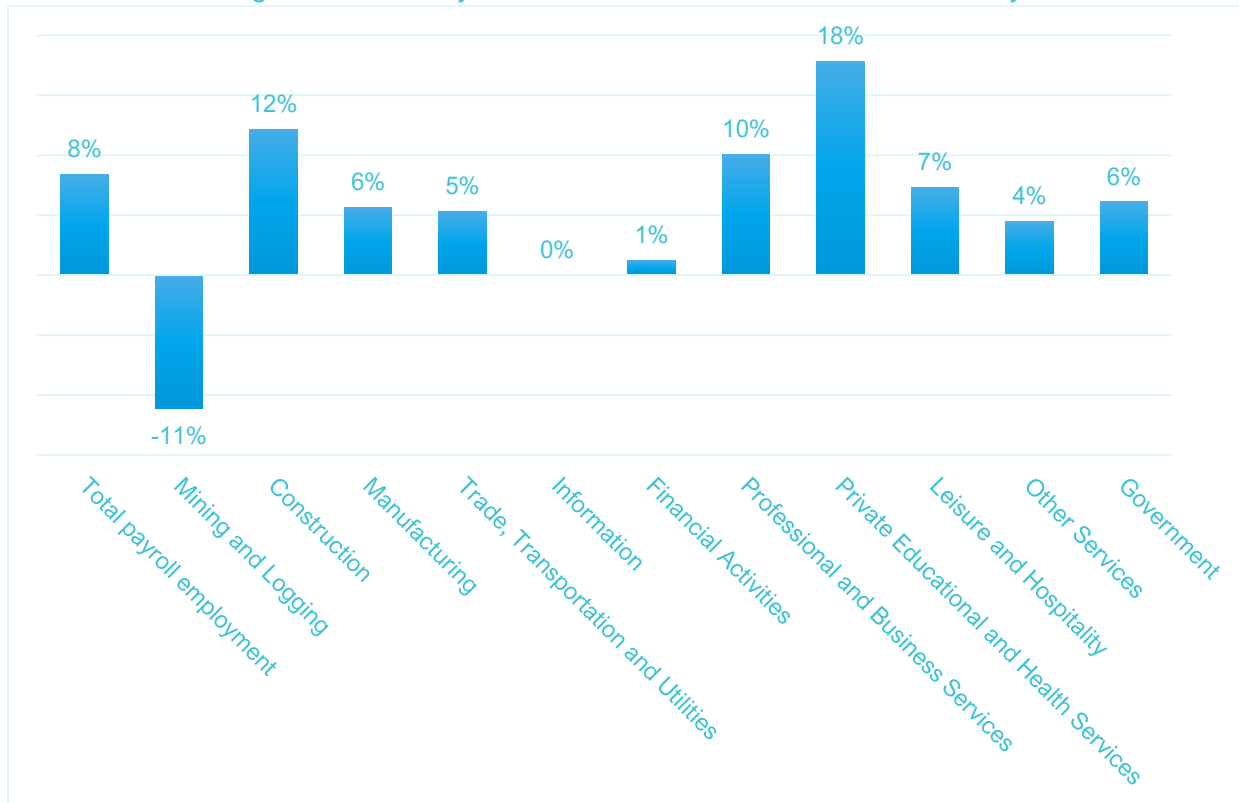
Figure 18, Industry Trends 2009-2019, Lane County



(Oregon Employment Department, Current Employment Statistics)
 Note: Adjusted for 1,800 2018 Home Health Worker reclassification

For Lane County between 2019 and 2029, OED forecasts the largest growth in Private Educational and Health Services (18%), followed by Construction (12%) and Professional and Business Services (10%). No growth is projected for Information (0%) and Mining and Logging is expected to decline by 11%. See Figure 19, Industry Growth Forecast 2019-2029, Lane County.

Figure 19, Industry Growth Forecast 2019-2029, Lane County



(Oregon Employment Department, Industry Employment Projections, 2019-2029)

For the state of Oregon, all major industries are forecast to expand between 2019 and 2029 (OED, Employment Projections by Industry and Occupation 2019-2029), except for Information. Private Educational and Health Services is expected to show the most growth (18%), followed by Construction (12%) and Professional and Business Services (10%).

On a national level, Healthcare and Social Assistance is forecast as the fastest growing industry from 2019-2029, followed by Mining (US Bureau of Labor Statistics Employment Projections, 2019). Educational Services and Professional and Business Services sectors are also forecast to grow significantly. Nationally, the most rapidly declining industries are Manufacturing, Federal Government, and Utilities.

The Port foresees a continuing change in focus from ocean fishing to river fishing as successful management of fisheries increases available river seasons, in conjunction with uncertainties regarding maintenance dredging at the river mouth, which is necessary to ensure reliable ocean access. **Recreation and tourism** are growing local and regional industries and will be an increasing

focus for the Port, for the RV campground, hiking, and cycling, as well as for **boating and sport fishing**. Increasing growth in **charter, tour, and guide boat** businesses is also expected. According to OSMB's 2017 Count of Actively Registered Boats from the Triennial Survey of Boaters, boaters reported 39,114 boat use days (the number of days a boat was used on the waterway) in 2017 on the Siuslaw River. The Port continues to work with the City of Florence and other entities to promote the district as a tourism destination, with an emerging emphasis on **eco-tourism**.

Along with tourism expansion, related growth in **service industries** is anticipated. **Marine/ocean research** is a growing regional industry, and the Port expects to increase its involvement in this area. Currently, one 56' research vessel moors with the Port year-round; this vessel completes monitoring and research cruises for a variety of entities. **Live fish markets** and related facilities are expanding businesses in the state and the Port expects growth in this area as well. **Business incubators** to support emerging businesses are an increasing activity within the state and the Port has already begun work in this area and expects to expand this activity. The Port expects increases in all **medical and healthcare** fields, along with **internet-related** businesses within the district.

Other emerging businesses within the district include **alternative energy** generation, **biosolids/** soil amendments, and **biofuels**. Clean technology (including renewable energy) has been classified as a key industry according to Business Oregon. Wind, wave, solar, and biofuel alternative energy sources are all part of a growing industry in Oregon and nationwide. Various wave and wind energy companies have investigated potential sites on the Oregon coast, including Newport to the north and Reedsport to the south; pilot projects are underway. Solar energy is a growing industry within the district.

The **wine industry**, led by King Estate, is expected to continue to thrive, along with increasing **craft beer** production, and **farm-to-table** agriculture.

The **forest products** industry has been declining over recent decades and is expected to continue to decline in the district, along with **manufacturing**.

Commercial fishing is expected to remain flat in the district. The Port of Siuslaw currently has fewer than five active commercial boats that fish out of Florence. The primary catch is Albacore tuna and Dungeness crab. In 2015, ODFW began reporting combined fisheries landings for Waldport, Yachats, Florence, and Winchester Bay (prior to 2015, each place was reported separately). Over the past five years, landings of commercially harvested seafood in Waldport, Yachats, Florence, and Winchester Bay have fluctuated dramatically, averaging 2,585,696 pounds per year (ODFW Commercial Landings Data). See Figure 20, Commercial Seafood Landings in Pounds, 2015-2019. In the past five years, statewide harvest has increased overall.

Figure 20, Commercial Seafood Landings in Pounds, 2015-2019

	2019	2018	2017	2016	2015
Waldport, Yachats, Florence, and Winchester Bay	2,302,770	4,742,424	883,180	1,024,128	3,975,979
Oregon	2,841,254,646	313,301,326	302,375,124	227,070,219	203,979,481

(Oregon Department of Fish & Wildlife, Commercial Landings Data)

Data for Waldport, Yachats, Florence, and Winchester Bay show that commercial seafood landings fluctuated in the region between 2015 to 2019, with the low year in 2017 (883,180 landings) followed by the high in 2018 (4,742,424 landings). The **sport fishing** industry has declined dramatically in the past five years. ODFW sports harvest statistics (based on returned angler tags) show that the sport catch of salmon and steelhead in the Coastal Siuslaw River System declined by 70% between 2014 and 2018, following a 476% increase from 2010 to 2014. See Figure 21, Coastal Siuslaw River System Salmon & Steelhead Catch, 2014-2018. These figures include spring and fall Chinook salmon, Coho salmon, and summer and winter Steelhead Trout.

Figure 21, Coastal Siuslaw River System Salmon & Steelhead Catch, 2014-2018

	2018	2017	2016	2015	2014
Coastal Siuslaw River System*	5,655	6,188	11,874	10,018	18,777

(Oregon Department of Fish & Wildlife, Sport Catch Statistics)

*The Coastal Siuslaw River System includes the following waterbodies: Deadwood Cr (Siuslaw R), Indian Cr (Siuslaw R), Lake Cr (Siuslaw R), Siuslaw R & Bay, N Fk Siuslaw, Sweet Cr (Siuslaw R)

Ports 2010: A New Strategic Business Plan for Oregon's Statewide Port System refers to the following primary defined market areas for port districts:

- Tourism and Recreation (marinas, boat launch, parks, sport fishing, tour boats, pleasure craft, RV parks, eco-tourism)
- Marine Transportation (shallow draft cargo)
- Non-Marine Transportation (aviation, railroad)
- Land Development and Use (economic development facilitation, marine oriented industrial, dry land industrial, water oriented commercial, seafood processing)
- Other marine facilities/ services (commercial fishing)

Of these market areas, the Port of Siuslaw anticipates growth in Tourism and Recreation, Non-marine Transportation, and Land Development and Use over the next five years. The Port expects flat activity in commercial fishing and continued declining activity in Marine Transportation.

ANALYSIS

As referenced in the data shown in prior sections, the Port district's population has a higher median age than both state and national medians, coupled with a higher percentage of individuals aged 65 and older. Per capita incomes in the Port district are lower than state or national incomes and individual poverty rates in the district are higher. Educational attainment for district residents is slightly lower than in Oregon or the US. The City of Florence population is increasing at a lower rate than the state overall.

Over the past ten years, district demographics show a rapidly aging population, with worsening poverty rates. Related to its older-than-average population, the Port district has a much lower percentage of its population in the workforce compared to Lane County, the state of Oregon, or the US.

Most industry sectors in Lane County have been growing over the past decade, and this growth trend is expected to continue. Between 2009 and 2019, the largest industry decline in the County occurred in Information. Within that same ten-year period, Construction showed the largest employment increase, along with Mining and Logging, Professional and Business Services, and Leisure and Hospitality. Government showed the slowest growth followed by Other Services, Trade, Transportation and Utilities, and Manufacturing.

Forecasts for Lane County between 2019 and 2029 indicate the largest growth in Private Educational and Health Services, followed by Construction and Professional and Business Services. Mining and Logging is forecast to decline, and little to no growth is forecast for the Information or Financial Activities sectors. For the state of Oregon, Private Educational and Health Services is expected to increase the most, followed closely by Professional and Business Services, Construction, and Leisure and Hospitality. The slowest growth statewide is forecast for Financial Activities, Manufacturing, and Government. On a national level, Healthcare and Social Assistance is forecast as the fastest growing industry, followed by Mining. Educational Services and Professional and Business Services sectors are also forecast to grow significantly. Nationally, the most rapidly declining industries are Manufacturing, Federal Government, and Utilities.

Educational services, and healthcare and social assistance is the current primary industry that employs residents of the Port district, followed by the Tourism-related fields of Arts, entertainment, and recreation, and accommodation and foodservices; then Retail trade; Construction; and Professional, scientific, and management, and administrative and waste management services. Lane County's key industry sectors align with the district.



CHAPTER 4

Policy Context

Chapter 4 provides the policy context for the Strategic Business Plan, including a threshold statement, the Port of Siuslaw’s environmental commitment, a description of Statewide Planning Goals that are relevant to the Plan, recommendations from the Statewide Port Plan, a survey of other relevant local and regional plans, and an analysis of the political context in which the Port operates.

THRESHOLD STATEMENT

This Strategic Business Plan has been prepared based on a template provided by Business Oregon; the Port of Siuslaw is committed to following its governances and this Plan. The Port will update the five-year Capital Improvement Plan, along with its goals and objectives, annually as part of the budgeting process. The Port will also review and update the action plans annually prior to the budgeting process. Sitting Commissioners have undergone board training and have agreed on procedures for handling conflict of interest issues and have agreed to follow best practices. Flexibility has been provided in the Plan to allow for unanticipated business opportunities that contribute to the Port's economic development or revenue enhancement goals.

ENVIRONMENTAL ISSUES

The Port acts as a steward of the Siuslaw River Estuary and collaborates with other relevant organizations in this effort, including the Siuslaw Watershed Council and the Siuslaw Soil and Water Conservation District. The Port offers assistance to district entities for redevelopment of prior industrial sites. See photo of former mill below. The Port encourages sustainable practices within the district and assistance with brownfields-type cleanups is also available. The Port is part of the Siuslaw Estuary Partnership project with the City of Florence to promote improved water quality and enhanced recreation opportunities in the estuary.



STATEWIDE PLANNING GOAL 9 – ECONOMIC DEVELOPMENT

The Port formerly owned a 38-acre, state certified ‘shovel-ready’ property, Pacific View Industrial Park (PVIP), which it sold in the summer of 2021. The marketing plan was a joint effort with the City of Florence, which owns the adjoining Pacific View Business Park. The Port, the City, and Lane County all collaborate in long-range economic planning. The Port also owns and leases four commercial buildings in Florence and is open to acquiring more commercial lands for lease or development.

While the Port has limited resources available to acquire new properties that can help further economic development, Port management is committed to increasing revenues and taking advantage of suitable development opportunities. If presented with an opportunity to acquire new properties that would further the Port's mission, all avenues for acquisition would be considered, including taking on additional debt if necessary. Each potential acquisition would be considered on an individual basis. As a recent update, the Port demolished the two “blue buildings” that were being underutilized for storage. See photo below. In place of the two “blue buildings” the Port built 16 new RV and camp sites to further develop.



STATEWIDE PLANNING GOAL 12 – TRANSPORTATION

The Port owns and operates marinas, docks, transient vessel docks, a commercial wharf, and multi-use walkways. The Port promotes active transportation in all forms, including walking, bicycling, boating, paddling (kayak/canoe), and mass transit. In 2008 the Port partnered with the Siuslaw Watershed Council to complete the Siuslaw Water Trail, over 30 river miles of paddling trail in the estuary. The Port previously intended to explore consideration of acquiring operation of the Florence Municipal Airport, but this is no longer an action item under the Port's Aviation objectives.

One opportunity that was brought up several times by stakeholders is continuing collaboration with the City of Florence on the Siuslaw Estuary Trail, a multi-use path to connect Old Town Florence with existing bike/pedestrian trails north of Highway 126. Though the trail may not pass through Port property, it is clear based on the feedback from stakeholders that the realization of the Estuary Trail is important to the residents of the district and may offer new recreational opportunities to Port and Florence area visitors.

The Port of Siuslaw, along with the City of Florence, is an active partner in the Lane Area Commission on Transportation (ACT) for regional transportation project planning. The Port is also interested in the efforts of the Oregon International Port of Coos Bay to regain and expand rail service for the central and south coast. Two spur lines on the rail extend to two mill sites in Mapleton; both mills are inactive at present but are important industrial sites and may offer potential employment opportunities for the future if rail is preserved and expanded.

In late fall of 2019, the Port undertook the task of dredging the marinas. The dredging took place during the State of Oregon's In Water Work Window (IWWW), which is a period during which water-dependent activities such as dredging do not conflict with fish spawning and are allowed to occur. The Port contracted with a State of Oregon-owned dredge that operates out of Coos Bay to complete the dredging. It is expected that in the future, other Port Managers across Oregon's Port system may utilize the same State dredge. The dredging of the Siuslaw River channel is a necessary function that must be undertaken routinely to ensure the Port is meeting one of its primary objectives of open and safe access to the Pacific Ocean.

STATEWIDE PLANNING GOAL 17 – WATER DEPENDENT USE

The Port is very involved in water-dependent use and planning on a local and regional level and is interested in addressing water-dependent use regulations. One continuing major waterfront project currently being pursued by the Port is repair of the failing Siuslaw River bulkhead. This project has been identified as ongoing by the Commission and remains a critical issue for the Port and, if not addressed, would have significant impact on other water-dependent/related operations on and near Port land. As an economic development agency, the Port supports appropriate development of waterfront lands. The Port also seeks to add recreational kayak launches to the waterfront areas to provide recreational kayak access to district residents and visitors.

On an ongoing basis, as part of this Plan, the Port is evaluating new commercial property opportunities, including a possible seafood cannery/ smokehouse/ market and vessel-based dining/ lodging businesses. The Port recently made available a public dock that is commonly used for public crabbing. See photo below. The impetus for the public dock was a result of trespassing onto private docks for crabbing.



One area of great concern to the Port is the dwindling local commercial fishing industry and its negative impact on the local economy. Recreational and sport fishing continue to be very popular at the Port. However, in recent years, the Port has begun to understand that sustaining what remains of a commercial fishing fleet and bringing the fleet back to full strength is challenging and may not be a viable venture. Specific challenges are presented with the lack of a commercial ice machine. The Port expects recreational and sport fishing to continue to be big users of Port facilities and the Siuslaw River.

Based on management’s analysis, none of the Port’s current waterfront property needs to be preserved for maritime cargo activity or other marine-related use. The Port does have current waterfront properties that would be suitable for redevelopment to increase district economic activity and provide increased revenues for the Port.

STATEWIDE PORT STRATEGIC PLAN RECOMMENDATIONS

This plan addresses the recommendations of *Ports 2010: A New Strategic Business Plan for Oregon's Statewide Port System*, the Statewide Port Plan:

- The Port of Siuslaw will solidify a formal business relationship with the State Ports Program through an IGA or similar document, will continue to provide training for Commission and staff, and will comply with ongoing reporting and follow-up activities regarding this Strategic Plan.
- The Port of Siuslaw Strategic Plan is consistent with the format, goals, and objectives of the statewide template for port strategic plans.
- The Port continues to support the regionally significant industries of fishing, outdoor recreation, tourism, marine sciences, and agriculture.
- The Port will improve communication with district residents and others regarding the activities of the Port and its importance to the local and regional economy.

OTHER LOCAL AND REGIONAL PLANS

This Strategic Plan is consistent with prior Strategic Business Plans adopted by the Port of Siuslaw, including the most recent 2008-2013 Plan. Additionally, the Plan aligns with the following local and regional plans.

City of Florence Realization 2020 Comprehensive Plan (July 2018 Update)

The Port's 2021-2026 Strategic Business Plan is also aligned with and supports the *City of Florence Realization 2020 Comprehensive Plan (July 2018 Update)*. Specifically, *Realization 2020* supports collaboration on redeveloping the old school site on Quince Street, development of the Port's industrial land including cooperative marketing with the City, designation of DMDS #19 as a mineral and aggregate site, collaborating with the Port on compatible architectural guidelines in the downtown area, support of the Port's mission to create jobs and develop business, supporting the Port in promoting water-related tourism and recreation, and collaboration on other Port-related projects. *The Realization 2020 Plan* references promotion of businesses and industries that provide family wage jobs and year-round employment and notes local declines in the fishing and timber industries. *Realization 2020* also references that economic development in Florence is dependent on tourism and retirement industries and encourages development of the PVIP, located west of the City's Pacific View Business Park (the Port sold the PVIP property in the summer of 2021). These industry references are all compatible with growing and declining industry analyses in the Port's Plan, and align with the Port's focus for the next five years.

City of Florence Transportation System Plan (2012)

This Strategic Business Plan is congruent with the *City of Florence Transportation System Plan* (2012). Specifically: the shared interest in seeing the Estuary Trail completed to connect with other City trails, the existing Siuslaw Water Trail, support of future rail transportation, Siuslaw River navigation and maintenance of the federally authorized channel, and other water transportation-related projects. The Transportation Plan outlines coordination between the City and Port on projects that affect Port facilities or operations.

Lane County 2018-21 Strategic Plan

This Strategic Business Plan is consistent with the *Lane County 2018-21 Strategic Plan*, specifically in the economic development goals of developing County industrial lands and creation of a County revolving loan fund to help promote rural business expansion, workforce development, and job creation and retention.

Other Plans

This Strategic Business Plan is also compatible with plans produced by the Lane Area Commission on Transportation and Travel Oregon (including the growth and economic importance of the tourism, recreation and travel industries).

POLITICAL CONTEXT AND ANALYSIS

The Port has good working relationships with the City of Florence, Lane County, Siuslaw Valley Fire and Rescue District, Siuslaw Soil and Water Conservation District, Siuslaw Public Library District, Siuslaw School District, Heceta Water District, Western Lane Emergency Operations Group, Coast Guard Station Siuslaw River, and other regional government and non-governmental entities. Port management meets with representatives of many of these agencies on a quarterly basis to keep communication open and maximize opportunities for pooling resources. The Port also collaborates with area agencies to organize relevant training opportunities, such as a recent Oregon Government Ethics Commission workshop.

Local interest groups include environmentally focused organizations such as the Siuslaw Chapter of the Surfrider Foundation, natural resource-focused organizations such as the Siuslaw Institute, and fishery-focused organizations such as the Florence Salmon Trout Enhancement Program. The Port has worked with these and many others in the past and continues to collaborate with interest groups. One of the activities to be addressed as part of this plan is to improve communications with district residents; working with local interest groups will be an important part of achieving this goal.

Demographic changes in the Port district population—increasing median age and a decreasing number of residents in the workforce—are likely having an impact on local perceptions and attitudes towards the Port. This further reinforces the need for the Port to improve communications with residents by sharing information and explaining the Port's changing roles in the community.



CHAPTER 5

Situational Analysis

Chapter 5 provides a situational analysis of external and internal factors that contribute to or challenge the Port of Siuslaw's success. The situational analysis includes an analysis of the Port's Strengths, Weaknesses, Opportunities, and Threats (SWOT), an overview of critical issues facing the Port, a demand analysis, an overview of district needs, and an exploration of other key opportunities.

SWOT: STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

A SWOT Analysis is a strategic planning framework that helps organizations to assess what is working well and what needs improvement, as well as considering unique advantages and opportunities and potential challenges on the horizon. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats and a SWOT Analysis is a technique to evaluate these four themes. Strengths and Weaknesses are things that are internal, or dynamics over which the Port has some control, such as Port procedures, facilities, and internal operations. Opportunities and Threats are generally external elements over which the Port has no (or much less) control, but which may affect the Port positively or negatively, such as market conditions or natural hazards.

On May 19, 2021, LCOG facilitated a SWOT analysis with the Port of Siuslaw Commissioners during a regularly scheduled Commission work session. The facilitators from LCOG walked the Commissioners through the SWOT analysis exercise step-by-step.

The results of the SWOT analysis are provided on the following page.

Strengths	Weaknesses
<p>Well-organized; strong management and team</p> <p>Internal/leadership culture of problem-solving and working out issues</p> <p>Facilities in good repair</p> <p>Good reputation in the community as a good neighbor/user-friendly and fiscally responsible</p> <p>Land base – physical proximity to waterway and Old Town Florence, setting for campground and rentals</p> <p>Relationships with City of Florence, Old Town</p> <p>Moving in a positive direction</p> <p>Strong Commission & staff that work well together</p> <p>Good fiscal position; well-funded for services provided; revenue generating</p> <p>Port is a community asset that brings a lot to the boating and recreational users</p> <p>Hot real estate market; Enabled the Port to sell the Port-owned 40-acre site PVIP</p>	<p>Outreach to community could be improved; need to increase communication and awareness across Port district</p> <p>Missed funding opportunities; training/skill-building capacity</p> <p>Need to pursue state and federal grants and funding opportunities</p> <p>Lack of resources for training; small size of Port</p> <p>Aging infrastructure; overdue maintenance</p> <p>Maintaining staff is challenging</p> <p>Lack of public involvement due to large size of Port district; challenging to promote public engagement/awareness; people don't show up to Port meetings</p> <p>Challenges facing Port are costly; funding needed</p>
Opportunities	Threats
<p>Hot real estate market; Development opportunities and partnerships; Port owns prime real estate on Oregon Coast, including waterfront property</p> <p>Acquire adjacent land; expand Port footprint</p> <p>Zoning of Port-owned properties in Old Town allows for high-end development</p> <p>Good financial position should be leveraged outward</p> <p>Expand parking as a revenue source</p> <p>Improve relationships with entire Port district</p> <p>Strengthen Commission; expand ideas and vision through interaction with other Port leaders</p> <p>Take advantage of funding opportunities; re-establish relationships with congressional representatives and lawmakers</p> <p>Attract additional boats to the harbor through continued upgrade of facilities</p> <p>Expand/enhance current facilities to offer more to Bay Street and community as a whole (e.g. Boardwalk property)</p> <p>Pair controversial proposals with positive elements to offset community impacts</p>	<p>Commission impermanence/turnover can lead to instability; Commissioners are elected and don't control if they keep their seats</p> <p>Leadership successions; four of five commissioners recently up for re-election (and ended up being re-elected)</p> <p>Balancing community input/desires; public perception of Commission decisions</p> <p>Economic downturns/recession; affected financially when tourism and taxes are down</p> <p>Regulatory changes affect ability to develop or maintain facilities</p> <p>Natural disaster (e.g. high water events)</p> <p>Deteriorating bar, which limits commercial fishing; threatens any chance for return of fleet</p> <p>Reliance on recreation; lack of financial diversity</p> <p>Declining congressional/lawmaker outreach and relationships over time limits ability to secure federal funding</p> <p>Lack of public involvement due to large Port district; challenging to promote public engagement/awareness; people don't show up to Port meetings</p>

Strengths Key Themes

After recent turnover in Commissioners and the Port Director, the Port is heading in a positive direction and has a lot of hope and optimism for the future. The Port and the staff are adept at problem-solving complex issues and have good relationships with their neighbors. The Port's proximity to the waterfront and Old Town is a particular strength. The Port-owned properties along the waterfront and in Old Town are significant sources of revenue for the Port and future projects will likely be geared towards increasing development near the waterfront and in Old Town.

Weaknesses Key Themes

The Port of Siuslaw is relatively small when compared to other Port districts in Oregon, such as the Port of Columbia, Port of Saint Helens, and even nearby ports like the Port of Newport. This may constrain staff capacity, inhibit the ability to retain qualified staff, and result in a lower level of resources available, when compared to the larger Ports. The Port's overdue maintenance on aging critical infrastructure was also seen as a primary weakness. Additional funding and grant opportunities are needed to address these critical challenges the Port faces.

Opportunities Key Themes

Commissioners identified many key opportunities for the Port. In the summer of 2021, the Port of Siuslaw sold a 40-acre parcel of land, the Pacific View Industrial Park (PVIP). The Port owns several other parcels that could be developed or redeveloped, offering the Port another source of revenue and economic development for the Port's region. The Port's sound fiscal approach has paid dividends and the good fiscal position of the Port could be leveraged outward to initiate one or more economic development projects around the Port's waterfront properties, Old Town, or somewhere else upriver within the Port's boundaries.

Threats Key Themes

Because Commissioners are elected, Commission turnover and impermanence is out of the Port's control. During the recent November 2020 election for Commissioners, four of the five Commissioners were up for reelection, which could have resulted in leadership instability. Like most other businesses, the Port also faces direct challenges in times of economic downturn. The Port is a major owner of land and businesses located near and in Old Town Florence; when tourism is down overall in the Old Town area, so is the Port's revenue from those businesses. Another threat of note, and one that also emerged from other stakeholder engagement, is lack of public involvement in Port business and activities. People generally do not show up to Commission meetings and the Port finds it challenging to promote public engagement and awareness of Port business and projects.

CRITICAL ISSUES

Failing Bulkhead

The most critical issue facing the Port at this time is repair of the failing bulkhead along the Siuslaw River. The 800' riverfront bulkhead was installed thirty years ago and is failing in several locations. The current bulkhead consists of driven timber pile with timber lagging, anchored with cables. This vital infrastructure stretches from immediately east of the boat launch, along the Harbor Street parking lot, recreational marina, and RV campground, to just past the shear boom. The bulkhead provides protection for not only the Port's waterfront activities, but also leased and moorage-based businesses that operate from Port property. If this infrastructure failed, it would have catastrophic effects on the Port's RV campground, marina, boat launch and waterfront walkways, as well as new business operations. Recreation, tourism, and fishing revenues would all be negatively impacted.

Cost estimates have been provided by engineers for conceptual design, survey, and geotechnical work. One preliminary construction approach and cost estimate has been identified by a marine contractor involves installing H pile and concrete lagging. A second option considered involves steel sheetpile, using Z sheets. Engineering and construction plans have not been completed. The Port has contacted regulatory authorities, the Oregon Department of State Lands, and the US Army Corps of Engineers regarding this upcoming project. Preliminary design and engineering will be needed before permits can be acquired for the project. The Port has also been in contact with state and federal representatives regarding possible funding sources for the project. Total project cost is estimated at \$2 million; funding has not yet been secured.

Financial Condition

A second critical issue is the Port's overall financial condition, particularly the current debt load and the resulting limitations on the Port's ability to realize its mission while reduced funds are available to pursue economic development activities, such as assisting the commercial fishing fleet. Related to this issue is the challenge of how to pay for replacement of major infrastructure long-term, such as eventual replacement of the wharf.

Ocean and River Access

A third issue is maintaining ocean access for essential activities. In addition to providing ocean access for commercial and recreational fishers and boaters, having a navigable entrance is essential for the lifesaving activities of the US Coast Guard Station Siuslaw River. Station Siuslaw River completed 21 rescues in 2019 and 32 rescues in 2020. Their vessels need to be able to cross the bar to provide this lifesaving service. The Siuslaw Station's strategic location between other Coast Guard Stations in Newport to the north and Coos Bay to the south allows them to respond quickly to central coast emergencies. Ongoing maintenance dredging and jetty repairs are needed to keep ocean access.

Shoals result from the river moving sand supplied by dunes to the south; in addition, shoaling results from movement of the river's normal bed load. The entrance and south jetty shoals build during late winter and spring. The inside range and south turn shoals are affected more by river flood stages than by tidal action. In the past, a small hopper dredge has removed material from the entrance shoals between April and October each year. Shoaling at the river entrance to the ocean usually requires dredging to 20'-22' to ensure the authorized depth of 18' between historically annual dredging operations. Annual costs for this entrance dredging ranges from \$800,000 to \$1,000,000. The Siuslaw River was dredged most recently in the summer of 2020; annual dredging is anticipated between June and September of 2021. The Port of Siuslaw is actively working to see funding restored for maintenance dredging.

Occasionally, when additional federal funding is available, the lower river, from RM 0.0 to the Highway 101 bridge near RM 4.8, is dredged by the same hopper dredge that works the entrance bar. This reach is supposed to be maintained to -12' mean lower low water (MLLW) to accommodate existing traffic. Estimated costs to return this section of the channel to its authorized depth exceed \$2.5 million. Removing shoals above the highway bridge with a hopper dredge is possible, but the lack of in-water disposal sites makes this dredging impractical. The channel above RM 5.0 requires infrequent maintenance. A pipeline dredge last cleared the shoals at RM 5.5 and 6.0 in 1981. No dredging has been performed above that point since 1976. Some shoaling occurs from RM 5.0 to RM 16.0, but it has remained fairly constant and is not currently limiting traffic.

The Port currently owns and operates an upland dredged material disposal site (DMDS) designated for storage. Site #19 is at the east end of the RV campground and has been used repeatedly over the years to accept and store material dredged from Port marinas.

Debris Booms

Currently the Port uses recovered logs as debris booms during the winter season to protect the marinas from the large quantities of floating debris that regularly arrive due to heavy rain, high tides, and seasonal flooding. Installing and removing these heavy logs is hazardous for Port staff each fall and spring, in addition to being unwieldy for boaters to open and close when exiting and entering the marinas and boat launch during the winter months. The Port maintains shear booms at the east end of the recreational marina as well as upriver at the Mapleton transient vessel dock. These shear booms are also made from old logs and are both high maintenance and ineffective. The Port has completed preliminary research into options for lighter weight, more effective debris and shear booms (a total of 875') and is seeking funding to acquire these essential risk management tools.

Waterfront Boardwalk

The 500' waterfront boardwalk is over 20 years old and needs maintenance and repair work to keep it attractive, functional, and safe. This popular facility begins at the east end of the Old Town wharf and continues along the waterfront adjacent to the commercial marina, ending at the boat launch. Some of the wood decking needs to be repaired or replaced, the railing and decorative light poles need to be re-powder coated, and the fire suppression sprinkler system needs to be replaced. Total cost is estimated at \$60,000.

Environmental Stewardship

The Port of Siuslaw is committed to best management practices for the environment and to being a responsible steward of the Siuslaw River watershed in collaboration with other organizations, including the Siuslaw Watershed Council and the Siuslaw Soil and Water Conservation district. The Port encourages sustainable practices within the district and within its own operations. As part of the Siuslaw Estuary Partnership project with the City of Florence, the Port is working to promote improved water quality and enhanced recreation opportunities in the estuary. As part of its environmental focus, the Port is willing to consider assisting district entities in redevelopment of former industrial sites, including former mill sites along the river; assistance with brownfields-type cleanups will also be considered.

Community Engagement

To achieve its mission of economic and community development, the Port of Siuslaw is committed to supporting district projects and initiatives. The Port is an active partner in many community development projects and enjoys a good working relationship with area public and private entities. Community efforts are often independent, however, and lack organization, resulting in duplication and inefficient use of resources for all parties. The Port provides important infrastructure and services regularly used by the public, yet the Port has not always effectively communicated with district residents and businesses regarding Port activities, opportunities, and services, and its involvement in the community frequently goes unnoticed. To achieve the goals included in this five-year Plan, the Port will need to devote attention to regular and targeted communications marketing, as well as community engagement efforts to involve district residents.

DEMAND ANALYSIS

An analysis of business trends affecting the Port's facilities and activities is included in earlier sections of this Plan. This section provides an overview of those trends and resultant demands and opportunities for the Port.

In Lane County, OED projects the largest growth industries over the next ten years will be Private Educational and Health Services, Construction, and Professional and Business Services. The weakest industries for growth are predicted to be Information and Mining and Logging. The Port Commission is considering if and how to redefine the Port from its historic emphasis on resource

extraction (commercial fishing, forestry) to diversify and meet the demands of emerging and growing industries.

Retail Trade

Retail Trade is increasing in the district, and is expected to continue to increase, though more slowly than recent growth trends. OED estimates a 3% growth rate in retail trade between 2019 and 2029 in Lane County, and the addition of 600 job openings in the sector. Port assets are well matched to address this demand through retail leases and promotion of tourism and recreation.

Recreation, Lodging, Hospitality & Tourism

Demand for tourism and recreation related services is rising in the district and is expected to continue to rise. Recreation, particularly, shows rapidly increasing participation in kayaking, boating, sport fishing, cycling, and hiking, along with sand boarding and other activities on the dunes. Leisure activities such as gaming are also becoming more popular. OED projects growth of 7% and an increase of 1,300 job openings in the leisure and hospitality sector in Lane County between 2019 and 2029. The Port is well positioned to help meet this demand through its location in Historic Old Town Florence, operation and expansion of the RV campground, boat launch and marinas, restaurant leases, and support of new restaurant and recreation businesses and convention lodging opportunities.

Housing & Retirement

Florence continues to be a desirable destination for retirement and housing demand is expected to continue to increase in the district. The construction sector is predicted to grow 12% and add 900 job openings in Lane County from 2019-2029 (OED). In conjunction with the rising number of retirees in the district, demand is expected to increase for related fields, such as financial and investment services, elder care and assisted living, medical equipment and supplies, and veterinary care. Health care and social assistance alone are projected to grow 19% and add 5,000 jobs in Lane County between 2019 and 2029 (OED). Other than providing recreation and leisure amenities, the Port is not directly involved in the housing, healthcare, or retirement markets in the district.

Art

Like many areas on the Oregon coast, the art industry is strengthening in the Port district. Florence and many of the smaller communities in the district have active artists and a growing number of cooperative groups working together to promote economic development via the arts. Demand for art supplies, space to display and sell artwork, venues for teaching, and opportunities for marketing art are all increasing in the district. OED reports professional and business services are projected to grow by 10% in the County and add 1,800 jobs between 2019 and 2029. The Port's assets and plans are well matched to help meet this demand; one idea under consideration for part of the boardwalk area is a venue for artists to display their work, the Port is open to acquiring additional

commercial properties for lease, and in addressing community goals the Port stands ready to support cooperative marketing and business promotion efforts for art groups.

Industrial

Lane County and the Port district economies rely largely on non-industrial uses, such as recreation and tourism, and demand for industrial land is expected to be moderate. Positive trends within the sector include the emergence of green industries in the rural economy, the rapid growth of alternative energy generation, and an increase in internet-related employment and data centers. OED forecasts growth of 6% and an increase of 800 job openings in manufacturing for Lane County between 2019 and 2029. The Port is well positioned for expected industrial land demand in the district.

Commercial Fishing & Forestry

The demand for commercial fishing and forestry related sectors is decreasing in the district and expected to remain flat or continue to decrease. OED predicts growth of 4% and an increase of 100 job openings in natural resources and mining in Lane County between 2019 and 2029. The Port continues to provide moorage, wharf, and transportation services for the commercial fishing industry in the district and is prepared to meet projected demand. Limited aspects of farming are expected to increase in the district, including farm-to-table operations, use of greenhouses, and hydroponics. The Port currently provides temporary leased space for local farmers markets on the boardwalk and is prepared to help meet the demands of emerging niche agriculture through expanded commercial leases, potential business incubation, and technical assistance.

DISTRICT NEEDS

Given the Port's mission of economic and community development, one of the primary needs for the district is additional living wage jobs and employment opportunities. Demographic analysis of the district reveals a steadily increasing and rapidly aging population, with a low percentage of residents in the workforce. Income and poverty rates in the district appear to be holding steady and unemployment rates are comparable to regional levels.

The demographics of the district reflect the market changes occurring and resultant demands. The older and non-working residents may have available time and resources to pursue leisure activities, including recreation, boating, fishing, and tourism. However, residents in the labor force, particularly families, need additional employment opportunities in the district.

Past and present business lines at the Port of Siuslaw include marine fuel, commercial leases and land use, industrial land development, moorage, floating business leases, recreational boating and fishing, commercial fishing, seafood landing and sales, camping, vending, parking, active transportation, and water related recreation and tourism, including eco-tourism. New potential business lines include non-water dependent commercial activities (e.g. year round venue for arts/

farmers market, artist lofts), wine tasting facilities, event sponsorship, business incubator services, marine research, alternative energy generation, mitigation banks, and industrial property cleanup and redevelopment.

The Port's assets, capacity, and resources can be used most effectively to pursue strategies to create jobs through promoting recreation and tourism, supporting expanding and emerging businesses, and collaborating with district entities to improve community development.

OTHER OPPORTUNITIES

Port Property Acquisition, Disposal, and Redevelopment

The Port of Siuslaw remains open to acquiring, disposing of, or redeveloping commercial properties in pursuit of its mission of economic development. The Port recently completed an inventory of all Port-owned property. As part of this Plan the Port intends to complete surveys and establish corner markers, as appropriate, for these properties. Each parcel will be evaluated to determine if it is surplus and, if so, it will be divested.

Small Business Support

As part of this five-year Plan, the Port intends to investigate the feasibility of establishing a business incubator structure and/or system to help emerging businesses become established in the district. Available services may include use of building or office space and equipment, technical assistance, business planning, and reduced rent for a period of one to three years. Incubator services would be available to start-up businesses on an application basis.

Recreational Facilities Enhancement and Expansion

The Port has operated an RV campground for over 35 years; the campground provided 42% of the Port's total revenues in FY2020. A total of 124 sites with full hookup are located in the RV Campground, including 15 pull-through sites and 28 waterfront sites. Amenities include camper-only restrooms and showers, laundry facilities, an RV dump station, and boat flush stations, trails, a gazebo with water and electric service, and a 75-space single car and boat trailer parking lot. The district office and the campground and marina office share the same building, which includes a rentable conference room.

Significant upgrades have been completed in the campground in recent years, and continuing upgrades in amenities are needed to remain competitive in the industry and to respond to customer requests. Proposed projects during the five-year Plan include installing a second restroom at the east end of the campground for campers' use and installing a clubhouse/ community space.

As recreation and tourism become the predominant industries in the district, the Port is focused on developing additional recreational facilities and promoting new and expanding recreational businesses. One example of this is the Port's assistance to a new kayak rental business in Old Town. Presently a trail leads to the water's edge for paddle craft launching; installation of a kayak/canoe launch with entry assist is proposed as part of this Plan.

Marinas

The Port's two marinas have both undergone major renovations in the past, as well as ongoing minor repairs and upgrades. Currently the commercial (west) marina offers 51 moorage slips which include water and electric service, in addition to transient vessel docks. Security cameras and lighting are needed in the commercial marina. The recreational (east) marina has 53 moorage slips. Only one dock (G dock) in the east marina offers water and electric service for moorage customers. Limited security cameras and lights are in place in the recreational marina.

Public Access to the Siuslaw River Estuary

The need for improved public access to the Siuslaw River estuary has been identified and documented in City of Florence and Port long-term plans for many years. A proposed multi-use estuary trail connecting through Old Florence would provide an active transportation corridor for cyclists and pedestrians and provide public access to observe the scenic estuary, enhancing day-use recreation and tourism.

RISK ANALYSIS

The situational analysis revealed several external and internal risks that create uncertainty and pose particular challenges to the Port. In particular, the SWOT analysis revealed the Port's Weaknesses (internal) and Threats (external). Critical Issues were also identified and summarized earlier in this chapter. The following risks pose the biggest threats to the Port's ability to achieve its mission and require additional attention as the Port pursues Strategic Business Plan goals:

Current Debt Load – The Port's biggest risk in pursuing Plan goals is its current debt load of approximately \$1 million. Service on this debt reduces the Port's available funds to pursue new economic development activities.

Aging Infrastructure – The Port has identified several infrastructure challenges as critical issues, including overdue maintenance on the failing bulkhead, waterfront boardwalk, and debris booms. These projects have a high price tag, but they represent safety hazards with potential economic implications for the Port should they fail.

Potential Loss of Ocean Access – The potential reduction or loss of ocean access due to elimination of maintenance dredging in the Siuslaw River and deterioration of the jetties represents a major risk for the Port. If that situation occurred, it would result in a significant change in focus for the Port.

Tension Between Financial Sustainability and Public Perception – The Port needs to be as financially self-sustaining as possible but maintaining the extensive public infrastructure that the Port owns and operates is a financial challenge. There is a risk of estranging district residents because of inadequate communication and publicity regarding the Port's financial situation and its goal of full cost recovery.

Natural Hazards – The risk of natural hazards, particularly a Cascadia Subduction Zone earthquake and high-water events, pose significant threats to Coastal Oregon, and, by extension, the Port.

Economic Downturns – The Port is vulnerable to market forces and particularly economic downturns over which it has no control. The Port's reliance on recreation and relative lack of financial diversity put it particularly at risk.



CHAPTER 6

Strategic Business Plan Goals, Objectives, and Action Plans

Chapter 6 provides a list of the Port of Siuslaw Strategic Business Plan goals, objectives, and action plans, which are broken into eight overarching categories: Property, Management, Financial, Environmental, Community, Marketing and Communications, Economic Development, and Resilience.

The Port of Siuslaw’s mission is to provide asset management and services that enhance economic and community development for the district. The Port has adopted the following strategic goals, objectives, and action steps to accomplish this mission over the five-year planning period. Goals are organized by operational areas: Property, Management, Financial, Environmental, Community, Marketing and Communications, Economic Development, and Resilience. Each goal contains one or more strategic objectives, in addition to measurable action steps.

A. PROPERTY

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.	1	2022-2025
Complete needed boardwalk repairs (powder coat poles & fence, repair boards).	1	2022-2025
Locate and secure funding and permits for bulkhead project.	1	2022-2025
Complete bulkhead final engineering, repairs/extension (estimated total cost \$1.5 M).	1	2022-2025

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. Complete security upgrades (lights, cameras, etc.), phased each year. Complete feasibility assessment of upgrading services on moorage slips in east basin (F dock) if indicated, complete permitting and design, and install.	1	Ongoing
Replace debris and shear booms. Locate and secure funding assistance.	2	Ongoing

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, yearly through FY2026.	1	2024-2026
At the local, state, and federal level, advocate for continued private dredging as needed to keep the Siuslaw River bar passable.	1	Ongoing
Investigate feasibility of potential use changes for Dredged Material Disposal Sites (DMDS) #19 and #22 and prepare results and recommendation.	3	Ongoing

A.1.4. Enhance economic development within the district through deliberate marine property acquisition or redevelopment.

A.1.4 Action Plan	Priority	Timeframe
Respond to unanticipated opportunities that contribute to the district's economic development or revenue enhancement goals.	-	Ongoing

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
Respond to unanticipated opportunities that contribute to the district's economic development or revenue enhancement goals.	-	Ongoing

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
Respond to unanticipated opportunities that contribute to the district's economic development or revenue enhancement goals.	3	Ongoing

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 simultaneously maximize revenues and community benefit to the extent possible, yearly through FY2026.	1	2024-2026
Investigate paid parking fee/structure for Port lots, prepare report and recommendation by FY2022; if indicated, implement by FY2025.	1	2022-2025
Investigate resolution of any encumbrances on boardwalk property and prepare report on findings by FY2024; evaluate partial development of property for Arts/Wine/Tourism/mixed use or other venues that maintain an adequate amount of open space and view (pavilion, convertible multi-use space for year-round use, art lofts, retail), and prepare report and recommendation by FY2025.	1	2024-2025
Complete Port-owned property surveys and evaluation of all properties by FY2022. Declare and dispose of surplus properties, ongoing, through FY2023.	1	2022-2023
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 FY2024.	1	2023-2024
Investigate feasibility of acquiring and/or developing commercial properties for lease, prepare results and recommendations on a yearly basis through FY2023; possibilities suggested include: Former mill sites on Highway 126, Vessel-based dining/lodging venue on the river. If indicated, complete acquisition/development within one year of recommendation.	1	2022-2023
Respond to unanticipated opportunities that contribute to the district's economic development or revenue enhancement goals.	-	Ongoing

A.5 Recreational Properties Strategic Objectives

A.5.1. Maintain and improve the campground and related facilities to provide competitive amenities for customers to increase occupancy, revenue generation, and vibrancy of campground spaces.

A.5.1 Action Plan	Priority	Timeframe
Install kayak/canoe launch with entry assist by FY2023.	1	2022-2023
Increase security (lights, cameras, gates, card locks) by FY2026.	2	2024-2026
Install second restroom for campers by FY2031.	3	2027-2031
Install clubhouse/community space by FY2031.	3	2027-2031
Pave campsites and roads by FY2031.	3	2027-2031
Replace existing picnic tabletops and benches (110), campsite dividers, etc. with eco-friendly, sustainable, cost-effective materials, phased yearly, by FY2026.	2	2024-2026
Investigate expanding campground into DMDS #19, prepare results and recommendation by FY2031.	3	2027-2031

A.5.2. Enhance economic development within the district through planned recreational property acquisition and development.

A.5.2 Action Plan	Priority	Timeframe
Support the ongoing use of the Siltcoos Lake kayak trail.	3	Ongoing
Respond to unanticipated opportunities that contribute to the district's economic development or revenue enhancement goals.	-	Ongoing

B. MANAGEMENT

***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
Complete review and revision, as needed, of all ordinances, policies, and procedures, including fee structures, by FY2023.	1	2022-2023
Complete annual review and update of Capital, Property, Management, Financial, Environmental, Community, Marketing, Economic Development, and Resilience Action Plans in March (as part of budgeting process).	1	Ongoing
Continue to practice risk management, complete annual SDAO review and evaluation of best management practices and make revisions as indicated.	1	Ongoing

B.1.2. Supply training opportunities and professional development for staff and Commissioners to ensure they have the necessary resources and tools to serve district residents and area businesses.

B.1.2 Action Plan	Priority	Timeframe
Continue to budget for and coordinate annual staff and board training.	1	Ongoing
Work with Business Oregon to re-establish relationships with Congressional representatives to help advocate for Port interests and funding.	1	Ongoing
Provide training opportunities that position Commissioners and staff to seek out, access, and leverage funding opportunities.	1	Ongoing
Respond to unanticipated opportunities that contribute to the district's economic development or revenue enhancement goals.	-	Ongoing

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

B.1.3 Action Plan	Priority	Timeframe
Develop and strengthen communication and collaboration with the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians.	1	Ongoing
Establish and maintain a working relationship with the Coast Guard to provide community programming.	1	Ongoing
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.	1	Ongoing
With assistance from Business Oregon, increase communication and collaboration with other Port Commissions across the state to expand ideas and vision through interaction with other Port leaders.	2	Ongoing
Port Management continue to attend partner agency meetings on a quarterly basis to keep communication open and maximize opportunities for pooling resources.	1	Ongoing
Respond to unanticipated partnership opportunities that contribute to the Port's goals.	-	Ongoing

C. FINANCIAL

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.

C.1.1 Action Plan	Priority	Timeframe
Continue to identify and implement measures to maximize revenues and reduce unnecessary expenses.	1	Ongoing
Annually evaluate and, if indicated, adjust rates for services to remain at market levels.	1	Ongoing
Respond to unanticipated opportunities that contribute to the district's economic development or revenue enhancement goals.	-	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
With assistance from Business Oregon, create and implement a 5-20 year capital maintenance plan to guide effective financial planning for major facilities maintenance and replacement costs, by FY2026.	2	2024-2026
Follow capital maintenance plan recommendations and best management practices to maximize service life of Port facilities.	1	Ongoing

D. ENVIRONMENTAL

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, Surfrider Foundation, and Lane Community College, to ensure sound environmental stewardship within the Siuslaw River estuary.

D.1.1 Action Plan	Priority	Timeframe
Explore partnership opportunities (e.g. with Lane Community College) to provide environmental education and stewardship opportunities to local students, by 2022.	2	Ongoing
Support efforts to restore and protect fish populations and habitat in the Siuslaw watershed.	1	Ongoing
Continue partnership with Siuslaw Watershed Council and collaborate on estuary projects for community and economic development.	1	Ongoing
Support water quality monitoring in the estuary.	1	Ongoing
Consider providing assistance for brownfields and similar clean-up efforts within the district to promote redevelopment (e.g. former mill sites).	1	Ongoing
Continue to promote sustainable operations, including renewable energy generation, at the Port and in the district.	1	Ongoing
Continue to support removal of invasive weeds in the district.	1	Ongoing
Respond to unanticipated opportunities that contribute to the Port's environmental goals.	-	Ongoing

E. COMMUNITY

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

E.1 Community Strategic Objectives

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
Maintain and enhance Port facilities to ensure their continued aesthetic appeal, ambiance, and community value.	1	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.	1	Ongoing
Promote active transportation options (mass transit, zip cars, train, bicycle, pedestrian, paddle craft) within the district.	1	Ongoing
Respond to unanticipated opportunities that contribute to the Port’s community goals.	-	Ongoing

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
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.	1	2022-2023
Explore opportunities for partnership with the Tribes, the Coast Guard, and other local agencies and organizations to provide community programming.	1	Ongoing

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
Explore programing opportunities geared toward kids and families, such as environmental stewardship, public arts programs, and river safety programs for kids.	1	Ongoing
Explore the feasibility of installing a playground on Port property.	3	Ongoing
Partner with the Coast Guard to provide water safety educational opportunities for local residents of all ages.	2	2024-2026

E.1.3 Action Plan	Priority	Timeframe
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.	1	Ongoing
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).	1	Ongoing
Support other local efforts to increase housing supply and affordability where possible.	3	Ongoing

F. MARKETING AND COMMUNICATIONS

Marketing and Communications 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 and 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
Identify and apply targeted marketing for Port properties, e.g. advertise campground and improvements, highlight public crabbing dock, recreational opportunities, and opportunities for redevelopment of Port properties.	1	Ongoing
Utilize partner agencies such as the Urban Renewal Agency, Lane County Community and Economic Development, and the Florence Area Chamber of Commerce to assist in marketing and advertising Port properties that are ripe for development or redevelopment.	1	Ongoing
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).	1	Ongoing
Incorporate marketing to achieve financial goals, e.g. surplus property disposal, debt consolidation.	1	Ongoing
Employ marketing to attain community goals, e.g. event promotion, active transportation options, training opportunities, community calendar.	1	Ongoing

G. ECONOMIC DEVELOPMENT

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.

G.1.1 Action Plan	Priority	Timeframe
Investigate feasibility of enhancing commercial fishing opportunities.	1	Ongoing
Respond to unanticipated opportunities that contribute to the district's economic development or revenue enhancement goals.	-	Ongoing

G.1.2 Grow tourism in the Port district.

G.1.2 Action Plan	Priority	Timeframe
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.	1	Ongoing
Explore opportunities to promote ecotourism in the district.	1	Ongoing

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

G.1.3 Action Plan	Priority	Timeframe
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	2	2024-2026
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.	1	Ongoing
Explore opportunities to promote economic activity in the winter months to support tourism-dependent businesses.	1	Ongoing

H. RESILIENCE

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

H.1 Resilience Strategic Objectives

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

H.1.1 Action Plan	Priority	Timeframe
Continue partnership with Western Lane Emergency Operations Group and emergency management preparations.	1	Ongoing
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.	1	Ongoing
Maintain a Port-specific emergency operations plan.	1	Ongoing
Conduct seismic evaluations of existing Port structures.	1	Ongoing
Build disaster resiliency into new developments.	1	Ongoing



CHAPTER 7

Capital Improvement Plan

Chapter 7 includes the Capital Improvement Plan (CIP) and a list of potential funding opportunities that the Port could pursue to procure funding for the identified projects.

The CIP includes all current and planned capital projects. The Port is required to develop a CIP that provides cost estimates, project priority, timeline, and potential funding source for all capital projects that are expected to have statewide significance, require intergovernmental support, or involve Business Oregon funding. The Port of Siuslaw has also opted to include internal asset management projects that relate to regular maintenance of Port facilities to be funded solely by the Port. The CIP will be reviewed and updated annually in March, as part of the Port's budget process for the coming fiscal year.

Capital project costs shown are for planning purposes only and are based on preliminary engineering estimates, recently completed Port projects, and similar projects elsewhere; final construction costs may vary.

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
	Investigate feasibility of changes to DMDS #19 & #22	Staff	3	2027-2031	Port
Industrial	Assess feasibility of redevelopment of former mill sites	Staff	3	2027-2031	Port
Commercial	Maintain and improve Port leased facilities to maximize revenues	\$30,000/yr	1	Ongoing	Port
	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
		Install kayak & canoe launch		1	2022-2023
Recreational	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
	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
	Investigate expanding campground into DMDS #19	Staff	3	2026-2031	Port

Notes: Cost estimates are in 2021 dollars; Port = Port of Siuslaw Operating Funds; RB = Port of Siuslaw Revenue Bonds; IFA = Business Oregon Infrastructure Finance Authority; ODOT = Oregon Department of Transportation; OSMB = Oregon State Marine Board; SDAO = Special Districts Association of Oregon; EDA = U.S. Economic Development Administration; LC = Lane County; OTC = Oregon Tourism Commission; OPR = Oregon Parks & Recreation Department; USDA = U.S. Department of Agriculture

Figure 22, Funding Opportunities

Source	Description
<p>Business Oregon Infrastructure Finance Authority http://www.orinfrastructure.org/Infrastructure-Programs/Oregon-Ports/</p>	<p>Business Oregon manages 3 programs dedicated to ports:</p> <ul style="list-style-type: none"> • Marine Navigation Improvement Fund provides grants and loans that fund authorized projects • Ports Planning and Marketing Fund helps ports fund planning or marketing studies related to expanding their trade and commerce activities • Ports Revolving Loan Fund can assist Oregon ports in the planning and construction of facilities and infrastructure. <p>Applications for funding are accepted year-round. To apply, contact your Regional Development Officer and complete a Project Notification and Intake Form.</p>
<p>Oregon Department of Transportation https://www.oregon.gov/odot/programs/</p>	<p>Connect Oregon is a competitive grant program that invests in air, rail, marine, and bicycle/pedestrian infrastructure to ensure Oregon’s transportation system is strong, diverse, and efficient. Connect Oregon projects are eligible for grants that cover up to 70 percent of project costs.</p> <p>Oregon’s Community Paths program is a competitive grant program that supports investment in biking and walking facilities that are “off system,” meaning facilities that are not primarily on or along a roadway. Off System facilities may be routes or segments that traverse a park, between housing developments, along greenways, on old rail lines, or areas that are not otherwise within the public road right-of-way. There are two types of community paths:</p> <ol style="list-style-type: none"> 1) Critical Links - biking and walking connections to schools, downtowns, shopping, employment, and other destinations 2) Regional Paths - longer distance paths serving communities; for example, Southern Oregon’s Bear Creek Greenway, or Portland’s Springwater Corridor.
<p>Oregon State Marine Board Boating Facilities Program https://www.oregon.gov/osmb/boating-facilities/Pages/Boating%20Facilities%20Home.aspx</p>	<p>The Boating Facilities Program administers four grant programs:</p> <ul style="list-style-type: none"> • Waterway Access Grants (WAG) – Highest priority is for nonmotorized boating uses. The grants are competitive and may be used to acquire property, improve, or renovate public recreational boating access, provide education and promote boating opportunities to communities with limited access. Funding for WAG comes from waterway access permits for nonmotorized boats 10 feet in length and longer. • Boating Facility Grants (BFG) – Highest priority is for motorized boating uses. The grants are competitive and may be used to acquire property, improve or renovate public recreational boating access facilities. Funding for BFG comes from titling, registration and state marine fuel taxes paid by owners of registered boats. • Small Grants are for minor facility improvements totaling up to \$20,000 with the maximum OSMB contribution of \$10,000. Projects cannot be phased to fit within the funding limitations.

Source	Description
	<p>Funding for this program comes from waterway access permits for nonmotorized boats 10 feet in length and longer and titling, registration and state marine fuel taxes paid by owners of registered boats.</p> <ul style="list-style-type: none"> • Maintenance Assistance Program (MAP) grants augment existing operation and maintenance costs associated with eligible motorized and mixed-use boating facilities. Funding for MAP comes from titling, registration and state marine fuel taxes paid by owners of registered boats.
<p>Special Districts Association of Oregon https://www.sdao.com/sdao-programs-services</p>	<p>SDAO provides a variety of services to its members, including (but not limited to):</p> <ul style="list-style-type: none"> • Board Education Programs – Our board leadership programs have been designed to ensure that Oregon’s special district board members have all the tools necessary to provide superior leadership and governance to their communities. Participants will have access to current, in-depth training and education opportunities in several areas including board member basics, statutory obligations, risk management, and human resources. • Research and Technical Assistance – SDAO provides its members with a broad range of support services in the areas of research and technical assistance. Staff will do the research required to respond to a member inquiry and will, if appropriate, attempt to resolve the issue. Information developed in this process is retained and used for future reference. • SDAO Advisory Services – At SDAO Advisory Services (SDAOAS) provides SDAO members with funding options, structures, and alternatives that are best suited to accomplish funding requirements. SDAOAS also provides advice regarding debt management, debt policy, and financial policy assistance as well as assistance with issuance of general obligation bonds, revenue bonds, refinancing, tax anticipation notes, and any other debt financing allowed under Oregon law. • Grant Writing Assistance – PARC Resources offers a range of grant writing services, including providing technical assistance for grant writers, submitting grants on behalf of organizations, or completing a grant application in full.
<p>U.S. Economic Development Administration https://www.eda.gov/funding-opportunities/</p>	<p>EDA has published the following funding opportunities under the American Rescue Plan:</p> <ul style="list-style-type: none"> • Economic Adjustment Assistance is designed to provide a wide range of financial assistance to communities and regions as they respond to, and recover from, the economic impacts of the coronavirus pandemic, including long-term recovery and resilience to future economic disasters. • Travel, Tourism and Outdoor Recreation is designed to provide a wide range of financial assistance to communities

Source	Description
	and regions to rebuild and strengthen their travel, tourism, and outdoor recreation industry through various infrastructure and non-infrastructure projects.
Oregon Tourism Commission (Travel Oregon) https://industry.traveloregon.com/opportunities/grants/	Competitive Grants Program awards eligible applicants for projects that contribute to the development and improvement of local communities throughout the state.
Oregon Parks and Recreation Department https://www.oregon.gov/oprd/GRA/Pages/GRA-overview.aspx	More than \$13 million of grant funding is awarded each year to Oregon communities to support recreation on public lands. The grants help acquire, develop, improve and maintain public recreation and facilities.
U.S. Department of Agriculture https://www.rd.usda.gov/programs-services	<p>USDA Business Programs provide financial backing and technical assistance to stimulate business creation and growth. The programs work through partnerships with public and private community-based organizations and financial institutions to provide financial assistance, business development, and technical assistance to rural businesses. These programs help to provide capital, equipment, space, job training, and entrepreneurial skills that can help to start and/or grow a business. Business Programs also support the creation and preservation of quality jobs in rural areas.</p> <p>Community Facilities Programs offer direct loans, loan guarantees and grants to develop or improve essential public services and facilities in communities across rural America. These amenities help increase the competitiveness of rural communities in attracting and retaining businesses that provide employment and services for their residents.</p>



Appendix

- A. *Port Property Inventory*
- B. *Stakeholder Engagement Report*

A. PORT PROPERTY INVENTORY

Port of Siuslaw Owned Property Inventory, List, 2020

PROPERTY	MAP & TAX LOT	LOCATION	MARKET VALUE	ASSESSED VALUE	ACRES
#1	18_10_02_42_03000	Lot north of Mapleton dock	\$499	\$499	0.06
#2	18_10_02_43_01600	North end of Mapleton dock	\$39,800	\$24,674	0.16
#3	18_12_26_00_00701	Bulkhead near campground	\$718,828	\$718,828	3.55
#4	18_12_26_00_00800	Island east of campground	\$501	\$501	70.45
#5	18_12_26_31_06200	Miller's acre - A	\$1,478	\$1,087	1.12
#6	18_12_26_31_06202	Miller's acre - B	\$1,478	\$1,087	0.12
#7	18_12_26_31_06203	Miller's acre - C	\$1,478	\$1,087	0.05
#8	18_12_26_31_06204	Miller's acre - D	\$1,478	\$1,087	0.01
#9	18_12_26_31_06205	Miller's acre - E	\$1,478	\$1,087	0.09
#10	18_12_27_33_00400	Tidelands west of wastewater plant - A	\$501	\$501	0.25
#11	18_12_27_33_00500	Tidelands west of wastewater plant - B	\$501	\$501	0.48
#12	18_12_27_33_00600	Tidelands west of wastewater plant - C	\$501	\$501	0.30
#13	18_12_27_33_00700	Tidelands west of wastewater plant - D	\$501	\$501	0.98
#14	18_12_34_11_07101	Nopal parking lot	\$2,576,973	\$1,430,030	2.28
#15	18_12_34_11_07102	Boardwalk grass area	\$1,047,270	\$556,065	0.71
#16	18_12_34_11_07103	Bulkhead by boardwalk	\$2,332,171	\$2,232,640	1.20
#17	18_12_34_11_08802	North parking area 1499 Bay St	\$135,987	\$116,680	0.11
#18	18_12_34_11_12800	Tidelands west of Bay St - A	\$2,619	\$1,423	0.05
#19	18_12_34_11_12900	Tidelands west of Bay St - B	\$2,619	\$1,423	0.03
#20	18_12_34_11_13200	Old Town wharf - A	\$1,778,808	\$1,413,906	0.82
#21	18_12_34_11_13200	Old Town wharf - B	\$328,622	\$218,295	0.82
#22	18_12_35_22_02500	080A Harbor St - A	\$48,386	\$26,360	0.00
#23	18_12_35_22_03502	080B/C Harbor St - B	\$950,133	\$669,473	0.96
#24	18_12_34_11_13200	Old Town wharf - C	\$990,648	\$664,345	0.82
#25	18_12_34_11_13200	Old Town wharf - D	-†	-†	0.82
#26	18_12_34_11_13200	Old Town wharf - E	\$664,162	\$460,075	0.82

PROPERTY	MAP & TAX LOT	LOCATION	MARKET VALUE	ASSESSED VALUE	ACRES
#27	18_12_34_11_08803	1499 Bay St & east parking area	\$294,324	\$274,184	0.20
#28	18_12_35_22_03500	Harbor parking lot & DMDS	\$1,581,853	\$1,581,853	10.13
#29	18_12_35_22_03501	080A Harbor St - B	\$346,468	\$175,228	0.11
#30	18_12_35_22_03503	100 Harbor St & campground	\$1,873,344	\$1,209,499	2.92
#31	18_10_02_43_01700	Mapleton dock restroom	\$80,910	\$30,077	0.07
TOTALS			\$15,804,319	\$11,813,497	100.49

*Three Pacific View Industrial Park properties were sold in July 2021 while this Plan was in the process of being updated and are no longer part of the Port's inventory.

†The Regional Land Information Database (RLID) lists properties #24 and #25 as separate properties because they have different address information; however, the tax information for the two properties is the same, and the real market and assessed values are duplicative. These values have therefore been removed from property #25.

B. STAKEHOLDER ENGAGEMENT REPORT

The Stakeholder Engagement Report provides the results from an internal Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, stakeholder interviews and focus groups, and an online survey conducted to gather feedback on what the Port is doing well and what could be improved. The full report was provided to the Port of Siuslaw Commission to help guide the evaluation of the Strategic Business Plan goals, objectives, and actions.

Stakeholder Engagement Report

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Introduction

The State of Oregon requires all Oregon ports to adopt and maintain Strategic Business Plans to help understand port needs, define the relationship to state interests, and establish possible markets for pursuit, so that the state's overarching port system best serves Oregonians. The Port of Siuslaw received a grant from Business Oregon to update its 2012 Strategic Business Plan and has hired Lane Council of Governments (LCOG) to facilitate the update, including a stakeholder engagement strategy to help inform the development of the Plan.

Stakeholder engagement is a best practice in strategic planning and Business Oregon expects grantees to incorporate a public process into Plan updates. Stakeholders include individuals or groups directly or indirectly impacted by decisions or activities of the Port. The Port of Siuslaw's stakeholder engagement strategy included an internal SWOT analysis with the Board of Commissioners and a public process to gather feedback from individuals, key interest groups, and the general public via interviews, focus groups, and a community survey.

This report summarizes the findings from these engagement strategies for the purpose of informing Strategic Business Plan goals, objectives, and actions.

SWOT Analysis

Overview

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. 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 exert control, but which may affect the Port positively or negatively, such as market conditions. A SWOT Analysis is a key component of Chapter V Situational Analysis. The Port of Siuslaw's 2012 Plan included a SWOT Analysis, which must be updated to reflect current conditions.

On Tuesday, May 19, 2021, LCOG facilitated a SWOT Analysis with the Port of Siuslaw Commissioners during a regularly scheduled public Commission work session. Results from the SWOT Analysis are below.

Summary of Results

<p style="text-align: center;">STRENGTHS</p> <p>Well-organized; strong management & team Internal/leadership culture of problem-solving, working out issues Facilities in good repair Good reputation in the community as a good neighbor/user-friendly/fiscally responsible Land base – physical proximity to waterway & Old Town Florence, setting for campground & rentals Relationships with City of Florence, Old Town Moving in a positive direction Strong Commission & staff that work well together Good fiscal position; well-funded for services provided; revenue generating Port is a community asset that brings a lot to boaters, recreation</p>	<p style="text-align: center;">WEAKNESSES</p> <p>Outreach to community could be improved; need to increase communication & awareness across Port district Missed funding opportunities; training/skill-building/capacity-building needed for staff & Commission to pursue state & federal grants & funding Lack of resources for training; small size of Port Aging infrastructure; overdue maintenance Maintaining staff is challenging Lack of public involvement due to large size of Port district; challenging to promote public engagement/awareness; people don't show up Challenges facing Port are costly; funding needed</p>
<p style="text-align: center;">OPPORTUNITIES</p> <p>Hot real estate market; Port-owned 40 acres could be subdivided and sold now for revenue Development opportunities & partnerships; Port owns prime real estate on Oregon Coast, including property on the water Acquire adjacent land; expand Port footprint Zoning of Port-owned properties in Old Town allows for high-end development Good financial position should be leveraged outward Expand parking as a revenue source Improve relationships with entire Port district Strengthen Commission; expand ideas and vision through interaction with other Port leaders Take advantage of funding opportunities; re-establish relationships with congressional representatives/lawmakers Attract additional boats to the harbor through continued upgrade of facilities Expand/enhance current facilities to offer more to Bay St, community as a whole (e.g. Boardwalk property) Pair controversial proposals with positive elements to offset community impacts</p>	<p style="text-align: center;">THREATS</p> <p>Commission impermanence/turnover can lead to instability; Commissioners are elected and don't control if they keep their seat Leadership succession; four of five commissioners recently up for re-election Balancing community input/desires; public perception of Commission decisions Economic downturns/recession; affected financially when tourism, taxes are down Regulatory changes affect ability to develop or maintain facilities Natural disasters (e.g. high water events) Deteriorating bar – limits commercial fishing; threatens any chance for return of fleet Reliance on recreation; lack of financial diversity Declining congressional/lawmaker outreach & relationships over time limits ability to secure federal funding Lack of public involvement due to large Port district; challenging to promote public engagement/awareness; people don't show up</p>

Stakeholder Outreach

Overview

The Port of Siuslaw 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

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.

Appendices

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

Appendix B: Outreach List

Appendix C: Focus Group Discussion Summary

Appendix D: Interview Response Summary

Appendix E: Online Survey Responses

Appendix 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?

Appendix B: Outreach List

Outreach Method	Name and Affiliation
Government Focus Group	Alexandra Corvello, Lane County Jenna Cusimano, Lane County Mayor Robert Forsythe, Dunes City Michael Schick, Western Lane Fire and EMS Authority Wendy Farley-Campbell, City of Florence
Citizens & Neighbors Focus Group	Mike Lobey, Community Member Richard Edwards, Community Member
Economic Interests Focus Group	Bobby Jensen, Business Owner/Leader Kurt Vander Bogart, Business Owner/Leader Rick Yecny, Business Owner/Leader Ron Moore, Business Owner/Leader
Interviews	Bettina Hannigan, Florence Area Chamber of Commerce Chad Wiest, On the Guide Service Dean Lundie, Sea Scouts Skipper & Maggie Bagon, Public Art Committee Chair Mayor Joe Henry & Erin Reynolds, City of Florence Mike Webb, Oregon Pacific Bank and Urban Renewal Agency Representative Boomer Wright, House District 09

Appendix C: Focus Group Discussion Summary

LCOG conducted three focus groups with local government representatives, Florence citizens and Port neighbors, and economic interests. Participants included representatives from Lane County government, the Mayor of Dunes City, a representative of Western Lane Fire and EMS Authority, the Florence City Planner, two community members, and four local business owners and leaders. A summary of each focus group discussion is below.

GOVERNMENT

1. What do you see as the primary role of the Port of Siuslaw?

- Port as an economic driver
- Moving from commercial fishing toward recreation & tourism; capitalize on recreational tourism, smaller opportunities for micro businesses around commercial fishing
- Dredging the Siuslaw River; raising necessary funds to dredge

2. What do you think are the Port's strengths?

- Investment in and maintenance of Port facilities, waterfront, campgrounds; safe, pleasant, enjoyable atmosphere
- Committed & active Board membership; engaged in regional lobbying
- Personable staff
- Increasing collaboration with the City of Florence over the past five years

3. What do you think could be improved?

- Opportunity to develop space formerly occupied by the ice machine
- East end of the boat ramp is underutilized; extend slip spaces
- Continue & expand efforts to make money
- Continue campground improvements (e.g. electricity, pull-through spaces)
- Placemaking and education in Old Town to raise awareness for the Port/history (e.g. wayfinding signs, interactive signage)
- Bridging the gap between Lane County and the Port
- Completing the Estuary Trail – anticipated challenges around completing the leg on Port property, opposition from campers due to safety/privacy concerns, opportunity to improve relationship with the Tribe & property owners, opportunity for placemaking
- Capitalize on recreational tourism – opportunities for paddlers, rebranding of the Port, partnership with Watershed Council

4. What opportunities should the Port explore?

- Sell off, donate, or develop Port-owned properties
- Port owns property/access points to the River up to Mapleton – opportunity to develop, enhance tourism and opportunity to come down to Florence on the water; work with/provide opportunity for small businesses (e.g. kayaking)
- Involve Coast Guard auxiliary to provide training, safety education to reduce risk of accidents
- Improve campground aesthetics so it's not just a gravel parking lot
- Engage with kayakers/create more amenities to capitalize on potential revenue source

- Opportunity to develop 40-acre Port-owned property between the airport and the river (e.g. aquaculture, docks for small craft and river-based recreation, other activities that don't require access from the bar)

5. What projects or initiatives would you like the Port to consider or continue?

Should any initiatives or projects not be pursued?

- Continue development of campground as primary revenue source; opportunity to become premier campsite
- Keep looking for ways to improve the value of Port-owned properties; zoned Waterfront Marine (requirement that 50% of use is water-dependent/water-related)
- Do not convert 40-acre property from economic/commercial to residential – can't get the land back once it is gone
- Board should re-develop relationships with the Coast Guard, the City, Fire & Rescue, Lane County – used to sit on their Boards, work with them on a monthly basis
- Increase political savvy; resume visits to Washington D.C. to advocate for Port interests (e.g. getting the jetty fixed, increasing funding)
- Better engagement with different groups
- Better marketing; increasing awareness

6. In your opinion, what are the top 3 strategic projects or initiatives that the Port should prioritize?

- Go back to Washington; historically an opportunity to return with money
- Campground developments
- Developing the boardwalk
- Estuary trail before Old Town gets too built out (work with campers to make sure their needs are being met)
- Rebranding, marketing for recreational tourism
- Partner with the Coast Guard for safety education/outreach
- Be more community-minded; built out downtown area, not just boardwalk – get locals excited about Port, create more interest in being on the Board
- Engage in separate strategic process for 32-acre property off Rhododendron Drive; consider opportunity to be a big employer/bring in high-dollar water-related manufacturing before deciding to sell off pieces of it (e.g. additional hangers with apartments on top, golf course with nationwide reach)

7. Are there certain Port-related goods or services that you think are missing in the Florence area today?

- Bridgeport Market provides service to recreational boaters; need for more of that?
- On-site maintenance/mechanics people for recreational boaters so people don't have to leave the area to get servicing on their boat
- A commercial fish buyer would help residents and restaurants
- Ice machine might attract people, but might not be necessary for new boats with flash freezers on board; smaller commercial ice machines might be sufficient for fishermen bringing minor catch back (easier to provide and cheaper; former ice machine didn't bring commercial opportunity because fishermen sold their fish in Newport)

8. In what capacity do you work most frequently with the Port?

- None
- Minimal interaction, currently on emergency basis
- Occasional communication with Port staff about Siuslaw Watershed Council matters
- Review of development plans

9. Are there opportunities for additional collaboration or coordination between your agency/organization and the Port?

- Early collaboration on new developments so fire code impacts are understood and don't come as a surprise to developers
- Opportunity to engage with Lane County at bi-monthly economic development partnerships meetings (variety of regional topics discussed)
- Opportunities to review Comprehensive Plan policies that apply to the Port

10. What do you feel are the mid-coast region's greatest assets for retaining and attracting businesses? Please rate the following potential assets (0=worst; 10=best) that represent the Florence Area's strengths as a place to do business.

a. Access to local markets and customers

Rating	Comment
3	Tourism is a bigger strength
3-4	We have access to local markets and customers, but a lot of residents are seniors and they don't need a lot of stuff; there could be more community building, e.g. programs to introduce kids to fishing, etc.; Port could be more of a community partner
4	None
None specified	PeaceHealth is one of our biggest employers; community is a tourist and retirement center, not likely to be a lot of manufacturing – biggest problem developing the 32-acre property was age & schools (can't attract businesses when we don't have a workforce or good schools)

b. Access to local markets and customers

Rating	Comment
None specified	Pretty strong; brand new water treatment & sewer treatment facilities, roads well-maintained, bridge just got renovated; City infrastructure is good – we need better pedestrian amenities and we're working on those
None specified	Roads are in good shape, but they're 2 lanes – easy to have an accident and close down lanes for hours; a major earthquake will close 126 and 101 down for months, if not years; long-term concerns about how easy it is to close down with a major incident
5	Currently no natural gas options; some transportation limitations from the geography of the coast; broadband not available outside the city

c. General business climate (relative cost of running a business)

Rating	Comment
3	Higher cost for certain industries, especially construction and building

d. Available, skilled workforce

Rating	Comment
1	High priority; heard from partners that this is a big issue
1-2	None

e. Interaction with firms in the same and/or related industries

Rating	Comment
7	Great interactions through the City and the City's support of RAIN

f. Proximity to OR-126, US-101 and other transportation corridors

Skipped

g. Quality of life

Skipped

h. Other

Skipped

11. What are the primary industry types (including clusters of supportive businesses) the Port should focus on for marketing the Florence area? What should the Port or other agencies do to strengthen these industries and clusters?

Skipped

12. The Port would like to facilitate appropriate job growth for Port-owned properties. Are you familiar with Port properties, and do you have input on what should be done to enhance job growth for one or more of these properties?

- The blue building is currently under-utilized; could be an incubator for water-related use (e.g. hobby boat manufacturing, aquaculture, boat part sales, water-related businesses)
- Need to get in touch with economic development people to understand business, how profit and loss – explore potential to make money and serve the community simultaneously

13. Is there anything else you'd like to add?

- Potential for flexible-use spaces; opportunity to partner with local entrepreneurs (water or tourism-based), Oregon RAIN, community organizations, local artists

CITIZENS & NEIGHBORS

1. What do you see as the primary role of the Port of Siuslaw?

- Maintain and keep the channel open; keep campgrounds and fishermen areas clean

2. What do you think are the Port's strengths?

- Location
- Improving and maintaining facilities, including campsites, docks and ramps, new power and wastewater, dredging
- Port Manager and Board are great; Manager is hands on
- Removing old buildings
- Good budget (\$100,000 ahead of where they were a year ago)

3. What do you think could be improved?

- More money and effort to improve the landscape
- More pleasure boats coming and staying in the harbor would enhance the view
- Upkeep and beautification of the campsite
- Icehouse
- No longer major port for fishing

4. What opportunities should the Port explore?

- Attract more commercial fishing vessels through major upgrade in Port facilities (e.g. ice machines) – could bring more money into the community; Newport and Winchester Bay have better commercial fishing facilities;
- If it's not possible to get more commercial fishing vessels here, then attract more pleasure crafts that are nice to look at it
- Work with the City to continue with the Estuary Trail; will give locals and tourists a great walking path and views

5. What projects or initiatives would you like the Port to consider or continue?

Should any initiatives or projects not be pursued?

- Support getting rid of old buildings and making more room for camping; continue to enhance campground spaces and look at providing the Estuary Trail
- Port Manager and Commissioners seem to be coming up with great ideas and working together; moving in the right direction
- Added cleaning station was a great idea; very nice and accessible
- Port is making good progress toward beautification

6. In your opinion, what are the top 3 strategic projects or initiatives that the Port should prioritize?

1. Landscaping campground itself
2. Upkeep and improvement of the docks
3. Working with the City on the Estuary Trail

7. Are there certain Port-related goods or services that you think are missing in the Florence area today?

- Added video cameras for security, access to the boats – reduce vandalism and theft
- Dock upriver might add to the fishing season by taking pressure off ramps in town, which can be crowded and over-fished; a potential issue is toxic soils and prohibitive cost to remediate

8. Where do you live?

- Larger Florence area
- At the Port on private property between boat launch and parking lot

9. How frequently and for what purpose do you use Port facilities?

- Lunch on the boardwalk; peaceful place to sit and eat and watch the water
- Docks to boat and fish
- Boat watch and people watch; walkable, nice location – nice to see people visit and enjoy old town

10. What would encourage you to use Port facilities more often?

- Already using the Port as much as possible; enjoying the improvements that have enhanced it

11. What do you feel are the mid-coast region’s greatest strengths as a place to live and work? Please rate the following potential strengths (0=worst; 10=best):

a. Quality of life

Rating	Comment
10	Peaceful and quiet compared to other areas; natural beauty and great access; lots of fresh open area

b. Access to sufficient housing options

Rating	Comment
2	Big challenge here; 98% occupied
3-4	Affordable housing a big challenge; Coastal cities somewhat constrained to expand housing, businesses struggling to find housing for employees – critical need

c. Access to sufficient goods and services

Rating	Comment
9	No problems; 90% of needs met right here in town

d. Access to local job opportunities

Rating	Comment
5-6	Depends on the market – there are entry-level jobs here, but need for industrial or tech business; discrepancy in incomes because hospital is largest employer followed by restaurants; jobs and housing go hand and hand

e. Access to recreational opportunities

Rating	Comment
10	Outdoor paradise

f. Proximity to OR-126, US-101, and other transportation corridors

Rating	Comment
10	At the vortex of both; excellent access – this is why people from Eugene and other areas come to Florence so often; often the first city visitors encounter

g. Natural beauty

Rating	Comment
10	None

h. Historic character

Rating	Comment
9	Rhody parade is great and second-oldest in state; a lot of history – goes back to time of indigenous peoples and the creation of the federal channel (river); great museum that provides lots of information

i. Other

Rating	Comment
None specified	Still very small community – not many traffic lights, peace and quiet, fresh air, cleanliness; live here by choice, it’s a delightful place to live – best kept secret in Oregon

12. The Port’s Community Strategic Goal is to “Manage Port assets to maximize community developments, promote community initiatives, and enhance quality of life for district residents.” The Port also has a Community Strategic Objective to “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.” To what extent has the Port met this Strategic Goal and Objective? What other opportunities exist to work toward them?

- Back to Port Manager and Board – very good job, one step at a time, not overdoing it, keeping the community involved; hands-on attitude shows they’re progressive and assertive moving forward
- Angst towards fish and wildlife, sport fishing restrictions in Oregon (Port doesn’t have capacity to change that)

13. Is there anything else you’d like to add?

- Keep up the good work, keep moving forward; people don’t realize all that goes into keeping and maintaining a port in Oregon – we have excellent ports in Oregon, all doing a good job; appearance of port is what draws people to them and our ports are beautiful

ECONOMIC INTERESTS

1. What do you see as the primary role of the Port of Siuslaw?

- Make money through variety of efforts (campgrounds, moorage, possibility of retail leasing someday, small apartment leasing)
- Profit shouldn't be the main motive as long as not losing money and leading to development of commercial activity in Port areas
- Property ownership over on river (large acreage); Port should look at acquiring properties and divesting themselves of properties – shift assets around in a way that makes more sense, divest of properties that won't be developed in next quarter century
- Working closely with the City of Florence and other entities (Tribes)
- Economic development – economic driver in the area, also culture
- Maritime activities – needs to facilitate access to the ocean and other nautical ports, fishing
- Public would like to know more about opportunities and what the Port can bring to the table
- Capitalize on potential opportunities for transient boats, cross-country RV travelers

2. What do you think are the Port's strengths?

- Extension of campground and removal of little buildings, building more spots for the campground – a step in the right direction, but may not maximize potential of that piece of land; need a year-round attraction in Florence, adding extra hotel rooms won't necessarily do it; need some sort of resort/destination travel spot
- Board is a partner in economic development; reputation is improving
- Development and stewardship of properties (e.g. docks, parking areas)
- Willingness to work with the public
- Port does a great job facilitating maritime activity, and that's the draw to the community which also flows over into economic side of things – well-managed, clean kept, good looking; well-organized from tourist standpoint, boat docking standpoint; things go smoothly down by the docks on a busy fishing day
- Working with the City and Chamber of Commerce

3. What do you think could be improved?

- Wondering what is going on with the business park – why hasn't the Port split it up into lots and sold as individual lots vs. trying to get full price for the entire thing? Doesn't appear that the Port is doing anything
- More excursion businesses (e.g. fishing tours, deep water sea fishing like in Depoe Bay)
- Development proposed for boardwalk area (apartments and retail); opposition to any type of development in the area, but would be a good idea – extension of Old Town/retail spots; would need to develop so it didn't block too much of the view
- 5-mile trip from the ocean is a natural barrier
- No haul-out station, so not a lot of older, unique moored boats (can't get them out of the water when they need to be maintained); common feedback from boat owners – boats have to be hauled out at least every other year; can build haul-out station even without building out a large facility – trailer with ramps can work for up to 35' trawler boat (hydraulically driven), e.g. Reedsport
- More information on funding sources available for proposed development (e.g. brewpub proposed for blue warehouse, but building needed to be torn down, rebuilt – felt like a dead end, would have appreciated more aggressive follow-up and help from Port/alternatives when problems came up)

4. What opportunities should the Port explore?

- Anything you can do to bring year-round economic activity
- Don't see long-term plan for Port development of business development park property; zoned for light industrial, restrictions for communication devices due to proximity to airport; doesn't seem to fit with maritime activity or development of Old Town
- Consider 99-year lease for business development park property instead of selling – revenue on a monthly basis, lease under market value
- Purchase and develop places up and down river in the Port district to bring in more activity
- Develop for more usage areas already owned, e.g. make campground more of an attraction; good for revenue but it looks like a parking lot – beautification/landscaping (a limitation of campgrounds is that a lot of people bring little economic activity eating out of campers vs. development with restaurants, retail, etc.)
- Develop property by the docks into retail on bottom with apartments on top; do it carefully so it feels like open area in that area
- Focus on resources and grants from other agencies to build out infrastructure; leverage limited dollars with grant opportunities (e.g. Tillamook is landlocked, but they have a very large industrial complex – leveraged grants and other resources to develop business park/manufacturing area)

**5. What projects or initiatives would you like the Port to consider or continue?
Should any initiatives or projects not be pursued?**

- Maximize campground; missed opportunity – empty all winter, businesses struggle; priority should be driving people to Florence in the wintertime, rethink what that means (e.g. more enclosed facilities)
- All the pieces need to work together so that there is a destination place to complement/enhance event center, plans for 100-room boutique hotel, rec center, indoor market; if Old Town comes together, it will support businesses in Old Town and off 101
- Vision for a boardwalk would tie in all of the projects in Old Town; cover it so it has off-season appeal
- Idea for business park development – turn industrial area into something that's attractive, e.g. rail cars inside warehouse converted into little shops, restaurants; cover it but keep doors open for ocean views

6. In your opinion, what are the top 3 strategic projects or initiatives that the Port should prioritize?

- 1) affordable housing mixed in with luxury small apartments and big condos; 2) retail space; 3) campground
- 1) campground a quick short-term project with a big impact; 2) develop properties; 3) boardwalk another short-term project
- 1) campground; 2) mixed-use living space (it's already there – continue/bring more); 3) get something done on the large lot of land (people will always focus on it)

7. Are there certain Port-related goods or services that you think are missing in the Florence area today?

- A haul-out – it's worth researching if that would draw more boat activity; anything to attract more marine activity would be a good thing

- An ice machine would help recreational boaters, even though there are better ports for commercial nearby
- Plumbing and/or “housekeeping” services down by the docks to encourage neat live-a-boards to moor here; work with Chamber to advertise and market certain boats coming to the Port; emphasize live-abords instead of commercial

8. How would you define the geographic extent of the primary and secondary market areas for your business?

- Overnight travel from Eugene, Springfield, Corvallis (the local I-5 corridor); next largest area extends from Northern California (Redding) up to Seattle; third is bucket list travelers and car/bike groups; average stay at hotel is 1.25 nights, so most are pass-throughs or local travelers
- Primarily the Florence area; interested in expanding circle out to Eugene, eventually Portland, Salem, Idaho; the cooler this area is, the farther afield people will come from; would like to see tourists come here by the bus load
- Local customers
- Western Lane County, individuals and small businesses
- No major attraction for tour buses (e.g. whale watching, fishing, aquarium in Newport); Florence is a great place to visit for families to eat and shop, but we need to have a unique selling proposition – What is our draw? What are we known for? Port could facilitate that

9. What general location advantages for your business in terms of the relative cost of doing business, attracting jobs, and other factors?

- Affordable housing is the number one concern; goes for PeaceHealth where nurses come in at \$80,000 a year to chefs making \$18 an hour; housing is killing Florence right now – housing that is affordable does not exist or is very limited
- Outside of the Old Town area, Florence isn’t as chic or attractive (largely mixed industrial, “a highway passing through it” feel)
- Sand Dunes are a big draw – can we build those up? Otherwise people just passing through
- Service industry and tourism have a lot of lower-end paying jobs, which makes it difficult to hire/bring people in; some jobs are high-end paying, but there is a lack of jobs for spouses
- Recent improvements/widening to Hwy 101 – looks cleaner and better; possible opportunity to take some of the older businesses along 101 between the bridge and 9th and add an economic development incentive to make them look more attractive?

10. What do you feel are the mid-coast region’s greatest assets for retaining and attracting businesses? Please rate the following potential assets (0=worst; 10=best) that represent the Florence Area’s strengths as a place to do business.

a. Access to local markets and customers

Rating	Comment
0	If I relied on W. Lane County to support my business I couldn’t survive
None specified	Speaking for a few businesses that could not survive with just western Lane County; must have Eugene pull and people coming down the coast
6	Customers from Eugene and also locals; A lot of customers moving in from California who buy a house first then a boat second
7	Service industry

b. Adequate public infrastructure (transportation, utilities, etc.)

Rating	Comment
2-3	Rhody Express; some people stay a week and want to get to a grocery store; bus to Eugene didn't bring in much business to hotels
None specified	Changing rapidly – people now getting groceries delivered to their house, trend of automated cars; technology will change a lot of things (e.g. how big parking lots need to be)

c. General business climate (relative cost of running a business)

Rating	Comment
4	A lot of small businesses are very fragile – doesn't take much to put someone in service out of business; need to find a way to capitalize on tourism & retirement; great place to live, can be hard place to make a living
6	6 for City of Florence, 0 or 1 for state of Oregon
6	Large push recently – City opened economic position, RAIN established
2-3 / 7-8	A lot of good information through RAIN classes; I see old time Florence money that controls a lot of business and places, not a lot of new people coming in to start businesses; City is forward-looking, but working on attracting outsiders without much concern about how it affects local businesses; state not doing any favors to small business owners now; not a huge workforce coming in, lack of employees a stressor – hoteliers losing business because they can't find enough employees to work; a lot of great intentions – 7-8 for effort and 2-3 for follow-through.

d. Available, skilled workforce

Skipped

e. Interaction with firms in the same and/or related industries

Skipped

f. Proximity to OR-126, US-101 and other transportation corridors

Skipped

g. Quality of life

Skipped

h. Other

Skipped

11. What are the primary industry types (including clusters of supportive businesses) the Port should focus on for marketing the Florence area? What should the Port or other agencies do to strengthen these industries and clusters?

Skipped

12. The Port would like to facilitate appropriate job growth for Port-owned properties. Are you familiar with Port properties, and do you have input on what should be done to enhance job growth for one or more of these properties?

Skipped

13. If you are a tenant, business or economic development interest impacted by Port initiatives (land, facilities or property), do you have what you need to grow? What can the Port do to help (you) retain jobs and grow local businesses?

- Campground takes away from business; ok with mixed community/mixed use because there might be a symbiotic relationship; anything Port does to develop short-term stays will hurt directly in the short term, but hopefully rising waters raise all ships
- Port usher during busy season down at the launch to help facilitate boats in and out; someone official in Port uniform to keep things rolling smoothly, facilitate more boats, and keep customers from feeling so stressed going down there; maybe a load side and a launch side that would create better flow
- Speed up development in general
- Continue maintaining and improving the look/feel/ambiance, particularly of Old Town area
- Work with City on economic development – City has its committee and Port doing its thing; doesn't seem like concerted overall effort within the community

14. Is there anything else you'd like to add?

- Easy to comment on Economic development, but not easy to do; easy to be somewhat critical of what's gone on but much harder to achieve results in our area

Appendix D: Interview Response Summary

LCOG conducted six interviews with eight Port stakeholders from government, economic, and community backgrounds, including the Director of the Florence Area Chamber of Commerce, the owner of On the Guide Service, the Skipper of the Sea Scouts, the Chair of the Public Art Committee, the Mayor and City Manager of Florence, a local banker and Vice-Chairperson of the Florence Urban Renewal Agency, and an Oregon State Representative from House District 09 (see Appendix B, Outreach List for a complete list of interviewees, including names and titles). Interviewees were selected with direction from the Port Board and Staff. Responses from these in-depth interviews are summarized below (note: not every question was germane to every interviewee; for example, Questions 8 through 11 were only asked of specific interviewees as relevant).

1. What do you see as the primary role of the Port of Siuslaw?

- Economic development
- As an economic engine for the community. They're a receiver of funds. First purpose is to look for and find any source of funds available. Great job converting from storage to camping. Job opportunities
- Primary stewards of the Siuslaw River for access and use. An economic engine for Florence with its proximity to Old Town Bayfront. Port has an industrial look and feel; extension of Old Town. River access out to the jetty is important.
- Facilitate use of the Siuslaw River and the ocean outside of Florence
- Making sure that people of the community are represented
- Dredge the channel often so it's a viable port and ships can come in; must protect the environment as we do that
- Provide facilities for the community to use, also for tourism (e.g. fishing, camping); tourism is fundamental to Florence's success, has helped weather change over the past 30 years since we lost 7 local mills
- Stewardship of the region and asset; fishing and wildlife
- Up until now – RV park bringing in money; all that seems to be happening is economic development in Old Town and with the Port – would like to see more effort to help children and local people get more enjoyment out of the Port area
- Right now it seems like the focus is on retirees and bikers, making money rather than bringing the community together

2. What do you think are the Port's strengths?

- Location is the big strength. A weakness is the Port's inability to get boats in and out of the ocean.
- Board of Directors and staff are a major strength; improved over the past 4-5 years. Working together more closely than in the past.
- Ability to be more narrowly focused on specific initiatives and endeavors (different from a City); focus time and energy, quickly react to opportunities – be nimble and laser focused on their priorities. Access to federal funding, which can play a different role in transportation waterways. Access to funding is important. Location of headquarters and their proximity to Bayfront is a strength.
- Making good improvements to campground, new cleaning station, parking lot

- Good staff
- Facilities – for boats to harbor, well-used/maintained camping facilities
- Well-maintained and protected estuary
- Excellent group of Commissioners governing the Port right now. Port is “in the circle” (part of the community/at the table); Port Manager is available, a legitimate partner in Chamber activities.
- Doing a good job monetizing the campground
- Port’s strength is the river; the river should be the concentration of Old Town – should put wires underground and bring back the fishing fleet; Coast Guard not part of the community here like it is in other cities

3. What do you think could be improved?

- Commercial fishing – improved jetties and more dredging. They are supporting sport fishing, which is good. Camping is also good. A property near the boardwalk is ripe for development; it should be developed to maximize their return (e.g. with waterfront retail shops to take advantage of that space). Continue to support sport fishing and more parking.
- Current Port Manager is great; they have resolved their past personnel issues. Making great progress on funding. Port has access to funds that no one else does. They should have someone on staff full time to search for grant money, access to Congress.
- Need a larger staff to look for grants and funds full time. Requires time, hard to invest in administrative staff when you have to manage everything else. They are a lean staff. Port Manager’s attitude is great; wants to be a partner. The Port may be paying the price of past disfunction.
- Empty docks and pilings, no gangplank. Winchester Bay has a dock that creates separation between anglers (general public) and guide boats.
- Cleaning station is not as clean as it should be (garbage cans stink, flies, bugs). Port of Newport has good signage, canisters just for fish to separate from regular garbage.
- Depends on what the community wants – if we wanted to encourage fishing industry we’ll have to have the infrastructure to do that (processing plant, ice plant, etc.). Need to respect what the bar can and can’t do (fairly dangerous). Deep concerns about fishing industry and fish habitat in general – fishing industry will continue to decline until we re-energize the hatchery system. Tourism will probably be what maintains us; Florence also has livability potential, though limitations due to cost of housing (people can’t come live here unless we provide more jobs, but they can theoretically come live here and work anywhere – broadband will be important).
- Can be challenging to engage the whole Port community; engagement tends to be in Florence (offices and Port are here), harder in areas farther out. Could have a bigger influence if they could get more connection with the whole area (expand the circle).
- There’s nothing for young kids or families

4. What opportunities should the Port explore?

- Expand sport fishing and river access. Expansion of the campground. Another boat ramp and access to reduce congestion. Additional parking. Continue to enhance Estuary Trail (would enhance the RV park).
- Previously had an active fishing fleet and ice machine (died, never replaced); Port and City should have stepped up to replace it. Used to have 10-12 fishing boats in Florence that provided jobs, money to the City. Port should explore bringing back that fleet. Missed

opportunity. Used to have charter boats for Salmon. Someone wanted to put a float plane business to fly up and down the river, but it didn't materialize. Boat rentals, kayak rentals, paddle boarding. Need space, funding, and staff to accomplish these things.

- Port owns nicest, largest parcels of land with water access in the state (40-acre property). Huge, long-range opportunity that is ready/ripe for development – site is shovel ready, in an Enterprise Zone, well-supported by City infrastructure and high speed fiber internet. A big part of the City's Comprehensive Plan for Economic Development.
- Lots of potential for the property at the dead-end/east end of Bay Street (boardwalk grassy area). Rhody fest carnival located there; developing it would ruin Rhody, but COVID already did worse; carnival could move somewhere else (e.g. old ball field). Neat network of properties (e.g. Florence Event Center, Urban Renewal properties for potential hotels) that can be developed and spark more development. Recent studies focused on potential for development of boardwalk. Re: type of development, it's a good idea to start with whatever is allowed outright by the Code. Something that mixes outdoor play with built structures (e.g. restaurant, brewpub and live-above spaces) – something to make community happy and generate income for the Port. Must get buy-in from the community; some form of green space should be preserved so the public can access.
- New ice machine, repair the jetty, dredge to attract commercial fishermen and draw more business to the Port
- Keep options open as economy changes. Behavioral health becoming much stronger within the state – Florence could become a hub for things like counseling, education, support for drug addiction. Tourism will be a driving factor for our port; probably won't ever be a major fishing or lumber town. Estuary Trail is a great idea – could get involved with UO and Oregon State to have an estuary center here for educational and research/study purposes. Could be beneficial to the Port and the community.
- Restoration of fish populations is probably the most important opportunity
- Electric vehicle charging, ice machine for fishing fleet, aquarium
- Family-based activities (e.g. marine-based educational activities for families and children) and things that bring the community together (e.g. kite flying, fishing off the pier)

5. What projects or initiatives would you like the Port to consider or continue?

Should any initiatives or projects not be pursued?

- Supportive of this Plan update; have recommended to Business Oregon to help fund this project in the past.
- Develop the greenspace; you can only make so much off the campground, parking lot, boat ramps
- Additional boat ramp would be beneficial. Too much pressure on the one boat ramp; better upriver access.
- Rehab the jetty. The Coast Guard is an asset.
- Develop the 40-acre property within the next 10 years; make more of an effort with Business Oregon to get that property developed.
- Taking out old storage and putting in full hook-ups at the campground were good initiatives
- F dock is covered in seagull feces; people don't want it on boat and shoes, fishermen avoid it
- Continue to make sure jetties are well-maintained and taken care of. Negotiate with the Corps.
- Need to make sure that environmentally the river is viable to tourism and wildlife. Understand what's coming down the pipeline from the Federal government re: sewage treatment

systems, private sewer systems – if the bill passes, people will get low-income loans to renovate these systems. Port could support that down the road.

- Mixed feelings about developing the boardwalk property with housing/shops/multi-use – knife cuts both ways: Port property there is a community asset and privatizing it would lose a lot of community space, but at the same time it's all about making money and the more we make the more we can give away to help people. But Old Town is our asset and the open space there is really an important part. Might be nice to develop it as more of a useable space (e.g. a permanent restroom, some kind of music or entertainment space).

6. In your opinion, what are the top 3 strategic projects or initiatives that the Port should prioritize?

- 1) Campground expansions; 2) Additional access to river (boat ramp).
- 1) Development of Boardwalk; 2) additional boat access/ramps upriver (at least one more) plus parking; 3) develop the 40-acre site
- 1) Facilitate customers having an easier time, e.g. provide better services for fees (there are better facilities in Newport for commercial fishermen); 2) bulkhead is failing and looks pretty unsafe; 3) ice machine and F dock
- 1) make sure our jetties stay functional; 2) provide tourist attraction (activities & infrastructure, e.g. another boardwalk, other property on lower part of Bay Street); 3) something to do with the estuaries (e.g. South Slough in Coos Bay); 4) also infrastructure in general
- Campground was a good investment. Blue warehouse didn't get torn down and some entrepreneurs in town had looked at making it into a restaurant and brewery, but it didn't pencil out financially. That kind of use for that space would be great – wouldn't be taking away from common space, but developing space that's already developed. Leverage resources to pursue brewery restaurant location there – would be a huge asset to Old Town. So priorities are develop that property, campgrounds, and stewardship.
- Marine-based educational activities

7. Are there certain Port-related goods or services that you think are missing in the Florence area today?

- The Port can really help the economy of the area. The Board's decision does have an impact for the community, not just in Florence but upriver as well. Expand access to the river near Mapleton. There are ways to expand the Siuslaw region together.
- Anything that provides more recreational river access for residents and visitors; things like trails, kayak launch, rentals, little boats, life jackets, clam digging materials are most requested but lacking
- They're doing a good job compared to past management – becoming more accessible to everyone, campers and moorage holders seem happier with staff and everyone is getting along better.
- The Port's office space has a temporary feel to it; a newer cosmetically tourism-driven office space with more curb appeal might be a nice asset there – 1900 of 4600 jobs are tourism driven; our economy is very dependent on tourism, and it's vulnerable. The campground is a great tourism asset and it would be nice to see it developed to be a little more scenic.
- Bicycle storage (e.g. weather proof boxes in San Francisco), connected bicycle paths
- Nothing for kids – no park, no sandbox, etc.

8. In what capacity do you work most frequently with the Port?

- No direct interaction with the Port or staff, some peripheral work geared towards urban renewal. Enjoy walking the boardwalk and visiting the area. Some customers rent Port properties. Port gets revenue from these properties.
- Discuss long-range planning and partnership opportunities on a daily basis with Board president (also Urban Renewal chair); troubleshoot issues with Port Manager as needed.
- City worked with Port on a rapid response Travel Oregon grant project; applied for new benches, trash cans, bike racks
- Not much contact at all; looking forward to sitting down with the Port after current legislative session ends to understand needs and wants
- Chamber interaction with the Port usually has to do with tourism (e.g. Chamber rents Port parking lot for the carnival and partners with the Port on July 4th fireworks) – share resources. Chamber currently focuses more on business development/support than events. Port and Chamber support one another very strongly.

9. Are there opportunities for additional collaboration or coordination between your agency/organization and the Port?

- Keep an open mind to jointly fund some projects together. City / Urban Renewal / Port collaboration would be a good idea, perhaps for a new boat ramp.
- Yes, broadly speaking, particularly in vein of redevelopment
- City and Port should always keep eyes out for each other, keep open channels of communication
- A member of the Coastal Caucus who has seen ups and downs of the Port over the years expressed interest in working more closely with the Port

10. How would you define the geographic extent of the primary and secondary market areas for your business?

- Most customers are local; some also from California and Idaho, adjoining states

11. What general location advantages for your business in terms of the relative cost of doing business, attracting jobs, and other factors?

- Spending about \$1,000 per month between moorage and trailer for running this business (not too expensive); rates are ok now, but raising rates may cause to go elsewhere

12. What do you feel are the mid-coast region’s greatest assets for retaining and attracting businesses? Please rate the following potential assets (0=worst; 10=best) that represent the Florence Area’s strengths as a place to do business.

a. Access to local markets and customers

Rating	Comment
8	None
7	None
10	None
6	None
7-8	It depends. Very seasonal. Chamber working on extending the season so it starts earlier and ends later, but always have January and February
8	None

b. Adequate public infrastructure (transportation, utilities, etc.)

Rating	Comment
9	None
4	The jetty is a huge infrastructure problem; high speed internet is a big thing
None specified	Hart Mountain Highway kind of dangerous (being worked on)
5	None
None specified	Weak on transportation, broadband (improving, but a long way to go). Challenges of being rural – not sure we can expect to ever really solve the problem.
2	None

c. General business climate (relative cost of running a business)

Rating	Comment
10	None
8	None
None specified	Florence is so welcoming to outsiders (vs. other coastal towns are protective)
4	Rating is with COVID; spiraling economically prior to COVID (closure of 7 major mills, lost opportunity of Jourdan Cove, lost Elliott Forest to minimal harvest, decline of fishing industry, rumors about shutting down dunes for environmental concerns a threat to tourism, closure of shutter creek), but COVID hasn't helped. Unless we pump money to the Coast, lessen regulations and taxes to local businesses, it'll be decades before we recover.
8	Exceptionally equipped for business – City has great business support, Chamber's very active; lots of resources for entrepreneurs and businesses. Frustrated with too much regulation at every level of government – can be hard on entrepreneurs.
None specified	Business climate isn't good. Ends at Highway 126 – anything north of that on 101 is a dead zone. Port is only concerned with Old Town. Depends on who you are – 8 for some, for everyone else it's bad. No low-income workers can live here. No affordable housing at all.

d. Available, skilled workforce

Rating	Comment
10	None
2	Lack of workforce is a struggle
None specified	Good captains are hard to find
None specified	Have to have housing to get a skilled workforce; need to coordinate with high schools and colleges on apprentice programs for blue collar fields
2	Flunk

e. Interaction with firms in the same and/or related industries

Rating	Comment
8	Stand alone in some area
4	None
None specified	Pretty good fishing community in Florence; all looking out for each other, great sense of community
None specified	Have to make it viable and attractive for them to come; high taxes and regulations are driving people to other places (ID, TX)

6	Overall pretty good on collaboration when it comes to something we all want. Politics have polarized community like many other places, but if we can get messaging out we'll get tremendous buy-in for something we want. I see people on boards for different organizations who have a "servant's heart" vs. coming on for personal agendas/gains.
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f. Proximity to OR-126, US-101 and other transportation corridors

Rating	Comment
10	For economic development
7	126/101 is a huge asset
10	Very convenient
6-7	Those are major arterials to the valley; along with rail, we have nothing other than shipping
7	Depends on the business, e.g. ATV on 101 is great, but other retails on 101 not great (vs. Old Town). Our proximity to Eugene and 126 is very attractive depending on the type of business (1 hour from the airport). On other hand, if you're a general contractor or trying to get supplies, it becomes more difficult. Don't think we're attracting any big commercial anyway. See a future with broadband. Kingwood property is an asset that can be developed.

g. Quality of life

Rating	Comment
10	None
9	None
10	Favorite place to be; live there from June 1 until October
None specified	Economically not in good shape (not a place where people have high-paying jobs unless you work for the state), but we have livability and people who live here love it and want to make it better
10	Beautiful place to live and people are so nice.
None specified	If you're rich it's great. If not you have to drive all the way to Waldport or Reedsport or Sweet Home to live.
3.5	None

h. Other

Rating	Comment
7	Access to funding and assistance to get those funds
None specified	Housing is a struggle. High construction costs.
None specified	Pleasant climate – 7 major lakes, Siuslaw River. Beautiful place to live, hunt, fish. 1.5 hours from skiing.
None specified	Chicken and egg – desperate for workforce housing, which plays into our lack of workforce. Commercial property on Kingwood could be developed into workforce housing, something more high density.

13. What are the primary industry types (including clusters of supportive businesses) the Port should focus on for marketing the Florence area? What should the Port or other agencies do to strengthen these industries and clusters?

- Focus on tourism, fishing, harbor-related (not ocean-related) industries. Tourism feeds the economic engine. The RV park is a big deal – important to the Port and community. What's the main draw for RV stops other than Old Town?

- There have been 5 recent studies focusing on clusters; Port should try to align with statewide initiatives, not recreate the wheel. Anything around technology, working from home, marine and tourist recreation rise to the top. Bolster construction economy.
- Get the word out to more outside the area – golf and casinos, hiking, beach combing, lakes
- Heavy emphasis on tourism (restaurants, mom and pop shops). Only 3 major employers (hospital, Fred Meyer, and schools), otherwise mostly small businesses catering to locals and tourists. Would like to look at green industries moving forward.
- Port's doing a great job working together with the community, but enhancing relationship with the Tribes is something our whole community needs to do
- If the Port is going to serve economic development role attracting businesses, they should work to attract businesses that wouldn't be tourism-driven to help reduce challenge of tourism vulnerability

14. The Port would like to facilitate appropriate job growth for Port-owned properties. Are you familiar with Port properties, and do you have input on what should be done to enhance job growth for one or more of these properties?

- Access to affordable workforce housing is an issue; can the Port utilize the bare lands they are trying to sell to take advantage of that, e.g. with a multi-family apartment complex? This would help the economic engine for the community and help people who want to live and work in the same city.
- Develop them! There are utilities and high-speed internet ready to go on the 40-acre site. Focus on job growth. Have a criterion that focuses on higher wage jobs. Not storage units that have no job potential.
- Not familiar with Port properties; probably going to waste, which is why they're raising campground rates (lagging behind)
- Would like to see anything that creates jobs. Average age in Florence 10 years ago was 55; need young families to come in, provide services to older residents. Consider green jobs, housing for young families.
- Goes with previous question – what kind of business development would be most suitable? Bring in or create jobs that aren't seasonally-based; year-round jobs with living wages (in Florence this is very low)
- Allow small businesses to rent booths on their property. Give permission to the Farmer's Market to set up in the Port parking lot for 3 hours once a week. Current grassy area where vendors rent spots is all commercial (e.g. one vendor imported fruit from California). The Farmer's market is a nonprofit – organic, local.

15. What can the Port do to help retain jobs and grow local businesses?

- Continue to market the area as best they can. Most jobs are centered around tourism; some boat storage and moorage (not primary). The camping, parking, and RV park have been a huge benefit, helped Old Town. Retail shops can afford to locate there, and people can park and wander the boardwalk.
- Keep providing access to the river and ocean that enhances quality of life. Port's location is incredibly valuable. Be a good partner.
- Better advertising for charter businesses (e.g. on website for people who pay the charter fee); provide signage for people walking by that provide charter services

- People come to Florence and love it, but there's no housing (also happening throughout the US right now) – anything to support jobs and also help with affordable housing would really help the community.
- Workforce housing would be the best thing to help – if previous two questions were attracting businesses/getting workers, third would be get them a place to live.
- No luxury lodging in Florence – not sure Port has influence on that, but it is something that would attract a higher caliber spender.
- Quit buying up all the best property – let regular people buy it. Currently using property as a parking lot for people willing to pay high monthly fee.

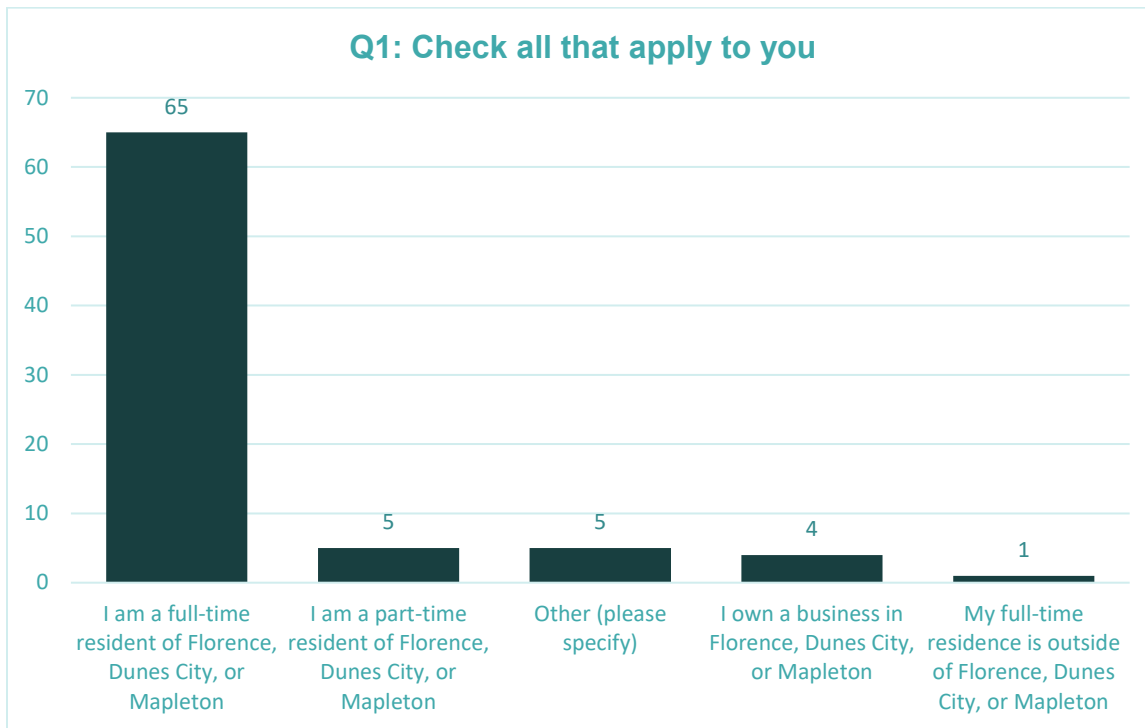
16. Is there anything else you'd like to add?

- Need a good open fish market. A wholesale fish market would be nice. There was a fish buyer here at one time and an ice machine. Newport has this. Would be a good investment in Old Town.
- Port is doing a great job, but there is always room for improvement; moving in the right direction and that should continue.
- Maintenance of jetties and rivers are the number one priority, infrastructure, docs, facilities are #2. Maintenance of river in general (e.g. sewer systems) could be supported by Port. Much of what's going on will depend on availability of funding. Overall Port is doing remarkable job with what they have. Some money may be coming down from federal government (Rep. DeFazio advocating for more funding for ports). Never know what happens as long as you're prepared; if not, people go someplace else. Keep options open and be open-minded.
- Very excited that this project is going on – kudos. Going in the right direction and being an integrated part of the community. Keep up the momentum.
- Big weakness here is the dangerous bar that limits access. Would be very hard to market luxury boats – never know when you can get over the bar. If we could improve reliability of bar access that would be an incredible investment.
- Coast Guard is another huge asset to our community – opportunity for collaboration? Only a few Coast Guard cities on the Coast and we're one of them. Coast Guard is not in "the circle" – room for improvement/integrating them.
- Don't care about people making money. This is one of the most dangerous rivers I've ever seen; Port should embrace kids and families – kids who grow up here should learn about the river, boat safety. Would like to see the Port get involved with the Coast Guard and Boys and Girls Club. This is a perfect place for an aquarium and a Sea Scout base.
- Port and Florence seem focused on rich retirees; do more for children and families (e.g. teach young kids about marine life, family friendly water-based activities)

Appendix E: Online Survey Responses

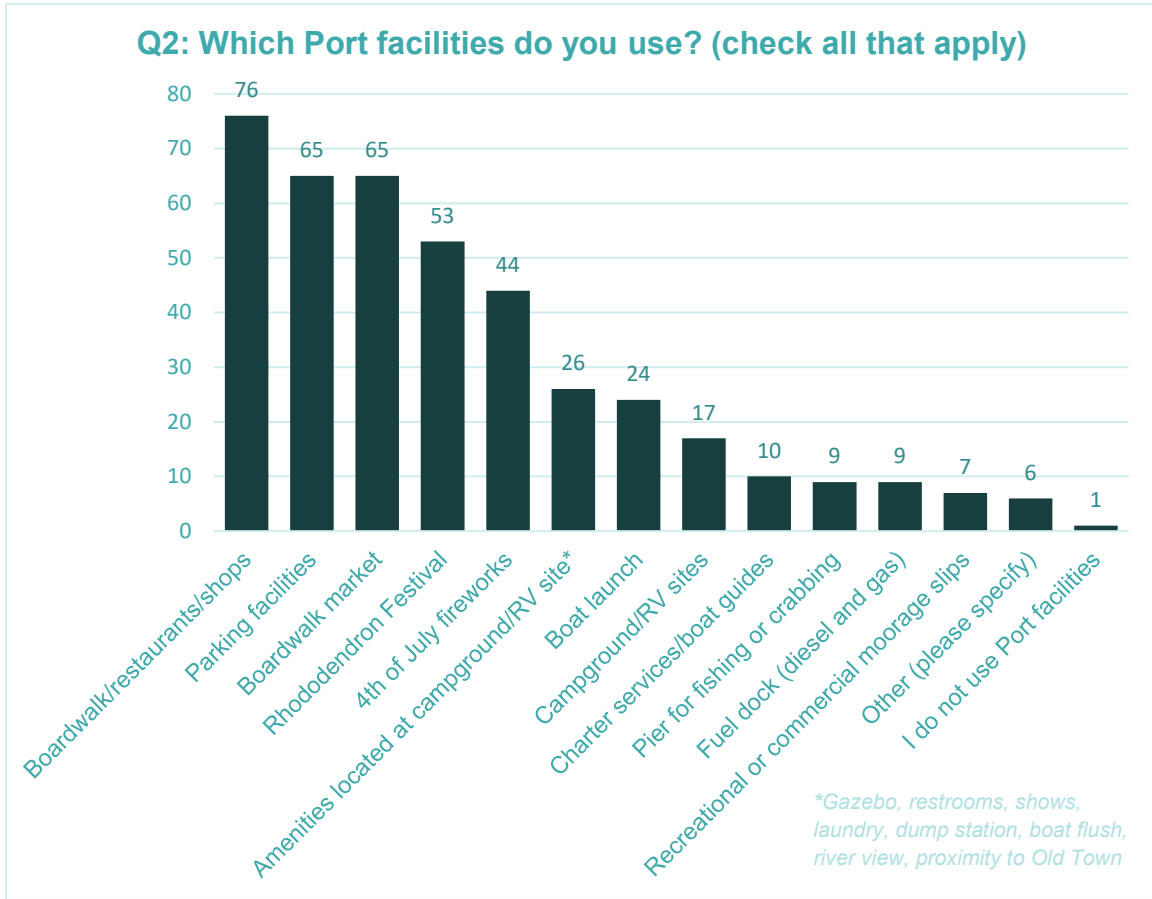
The survey was available online through SurveyMonkey from April 23 through May 31, 2021. LCOG initially sent the survey link to a survey contact list that included local businesses. Focus Group and interview contacts were asked to share the link with other interested parties and also encouraged to take the survey themselves if they were unable to attend a focus group or schedule an interview. Port staff provided a link to the survey on their website, promoted the survey via social media, and posted a flier with a link to the survey in and around the Port’s campground spaces.

Eighty individuals responded to the survey. The survey contained 13 questions; verbatim responses to questions one through 12 are below, with “don’t know” responses removed for brevity. Though the survey was anonymous, Question 13 asked respondents to provide contact information if they were interested in staying informed about the project. Thirty-three respondents provided a contact email address and have been added to a listserv to receive progress updates on the Strategic Business Plan. Contact information is omitted from this report to protect the privacy of respondents. It is important to note that this survey does not reflect a statistically significant sample of the Florence community.



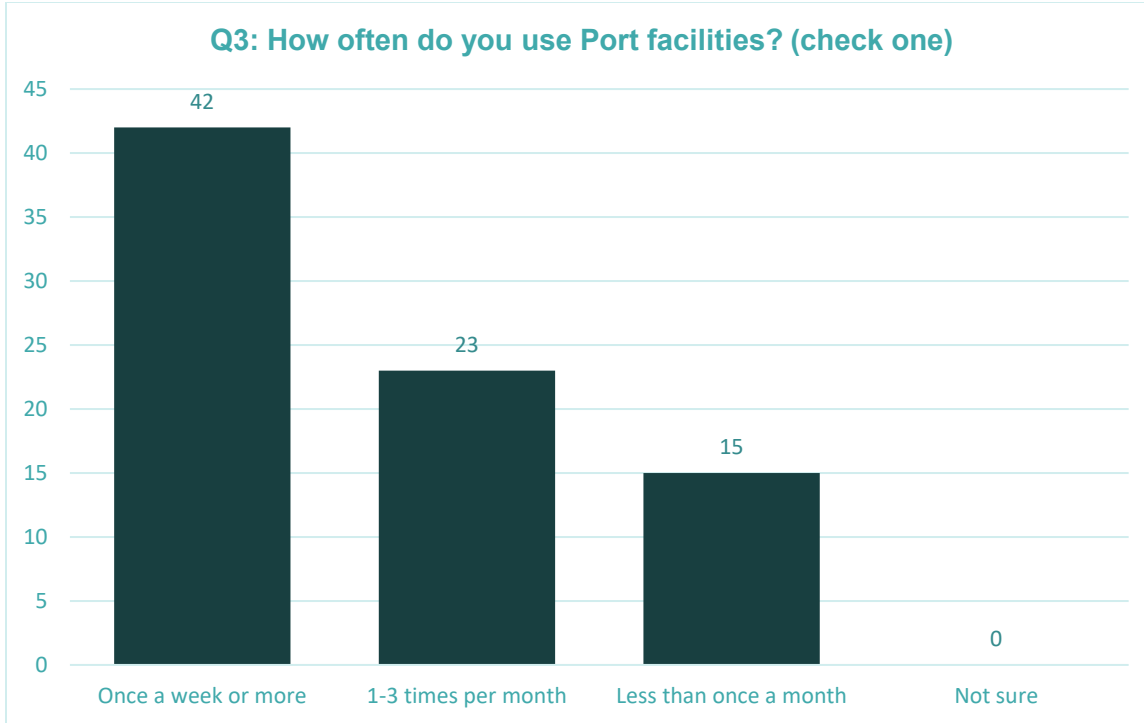
Q1 “Other” responses

- _____ I live in Lane County, but outside Florence City Limits. Have a Florence mailing address.
- _____ I live there 3 months out of the year and operate my fishing guide business
- _____ Nonprofit leader
- _____ Both a full-time resident and a business owner (couldn't check multiple answers).
- _____ We camp at the port of Siuslaw



Q2 “Other” responses

- Bridgeport Mkt
- I am a employee at the Port of Siuslaw
- The Port Green for walking with my dog
- Earth Day
- S artist and creator of Coastal Life Thru My Lens and Siuslaw River Bridge, I am in all of these general areas on a regular basis
- Siuslaw river trails for shore walking and viewing



Q4: What would encourage you to use Port facilities more often?

- Higher level of security
- Businesses that would be built on the property adjacent to the Port Campground.
- Extension of the sidewalk ending at the campsites east, tying it into a trail below the new revetment. Also, on the taxlot to the north, encouraging the use of the nature trail and eventual connection with a larger trail network.
- Less bumper to bumper rv parking. We live in a time where cramming as many people into a limited space for the sake of revenue is not as desirable as creating a space that respects the surroundings as well as the characteristics of the community.
- Farmers Market, craft vendors, dinner or lunch cruise
- Markets, entertainment
- more parking better weather :-)
- Getting the weekend market back. I loved the produce as well as all of the things that were made by the different crafters.
- More covered sitting area. Better esthetically. Land scapping looks like Arizona not lush green NW.
- More booths at the weekend market on the boardwalk.
- Boat Tours
- More public events through out the facility.
- Bring back the Florence Boardwalk Market!!!
- Promotion of local fisherman.
- An ice house.
- New to the area. I will definitely use the facilities and area more once the Covid situation is more under control (globally).
- More seating
- more activities and businesses that would draw me to that area
- If there were more dedicated walkways or trails from other locations in town.
- Playground on the boardwalk, upkeep to high touch surfaces,
- More variety, more outdoor and indoor markets

Q4: What would encourage you to use Port facilities more often?

More art, more events coordinated with community groups, parklets, rentable space knowledge, less scary and needs to be more approachable. Looks like only people who rent space or boat are allowed. The estuary trail partnership with the city etc. looks like it's going to be awesome. I would like to see more educational things describing our ecological area, perhaps partnering with the tribes or SeaQuest for things?

Nothing it's perfect

If the fruit/veggie market was back.

Weather

The boardwalk and the grassy area is really nice with the view of the boats and river. I would be there more often if local vendors were there more often. It's something to do. I like looking at their wares and buying unique things handmade or local grown stuff.

nothing

More activities available

I would like to tie up a boat down there for my visitors to use but was told there are no slips available.

Participation in watershed restoration activities

More seating with a view of the harbor...

Facilities to encourage families to linger, more seating, structures for children to play on/climb, interpretive signs/information.

Good weather free concerts on the green

More seating on the boardwalk and a covered area on the grass, plus a restroom.

Friendlier people.

A viewing/fishing dock. EV stations. Higher maintenance.

Kayak launch

Like it the way it is so nothing in particular

Day use options: Exercise stations, hiking path, playground, picnic tables, reservable picnic shelters, restrooms. Electric vehicle charging stations for our visitors.

Closing off Bay St and providing some kind of rickshaw bicycle shuttle to the parking lots.

A playground for children near the boardwalk.

Expanded boat launch

More boardwalk amenities like a gazebo or park benches and trees.

More time here

I'm down there all the time, and once I move my business downtown I will use port facilities 5+ days per week. Although I wish we had the boardwalk market as I severely miss supporting our local vendors and seeing friends and neighbors

Extended Boardwalk.

I'm sickened that the Boardwalk market is not returning. It was a weekly event for me and I've become friends with many of the vendors. I understand the Port did not renew the lease because of Covid concerns. This makes no sense, out in open space and most all vaccinated. Please bring it back!

Nothing, actually. I think the area is always clean and inviting,

cheaper fuel

If the Boardwalk Market was open.

Bring back the Florence Boardwalk Market!!!!!!!!!!

Having the Boardwalk Market

The Boardwalk being more interesting. A community walkway to the east of the boat launch.

more seating outside, less wind

It would be nice to see the guide fees be used to make a dock for the guides with their own cleaning station.

Sure would be nice to more big boats moored at the Port.

I would get down to the docks a lot safer if the floating mechanisms were repaired. Due to a surgery I'm recovering from, I haven't been down there in several weeks, however, it was very uneven footing the last time I was.

Helpful camp host

More recreational opportunities, like public trails. Better use of boardwalk area for community events.

Q4: What would encourage you to use Port facilities more often?

Greater public access to docks and waterfront.
More free time
N/A Already utilized on a daily basis.
Permanent bathroom
seems to have everything i use
I use the Port facilities about as much as I am inclined to at this point. The only thing that may change that is if I were to purchase a boat at some point in the future.
Tent camping sites open
Nicer bathrooms, safer location
Nicer weather
More tourism-based attractions and events.

Q5: What do you see as the primary role of the Port of Siuslaw?

Providing port services. Allowing recreational access to river and ocean
Encouraging economic development.
Commerce
Protect the natural environment within port boundaries. Manage access of port properties. Encourage safe and responsible use of port assets. Get those slips rented! Maintain property. Get rid of that scotch broom. Fiscal responsibility without being greedy. Referring to the rv sites.
To maintain area and allow activities
Maintenance, management and policing of Port properties and facilities.
Maintain facilities, preserve and protect environment
Managing the docks, boat launch, campground, installing appropriate part time vendors all seasons
Develop and Equip River access as a catalyst for local economic growth I.
Providing a safe and respectable environment for locals and visitors.
Making the facility a safe and clean place to visit.
To manage the port
Economic development and protecting and improving Port assets.
Currently only recreational boating and fishing.
Public access to the Siuslaw River area and focal point for downtown Florence activities.
Boats
Economic development and recreation
Tourism
Probably boat and slip and campground management
Central meeting gathering place for community
Right now? Well a bunch of men who want to keep their slip prices low.
Keeping it perfect
Provide a safe, clean and attractive environment which will draw more tourists and promote commercial fishing commerce
Commercial, business, recreation interdependent.
It should be catering to the needs of fishermen and boat owners. Maintaining the docks and boat launches is essential. I cannot fathom why getting a new ice plant was abandoned. That seems to me like it should have been a priority.
A place to launch boats
Support fishing industry
Recreational activities
Promoting tourism by adding value for visitors...more walks, access to estuary, nice restrooms at the west end of the tourist area, more overflow parking with walking access to all areas from Exploding whale, around to hwy 126.
Provide safe, clean facilities for boaters and campers

Q5: What do you see as the primary role of the Port of Siuslaw?
To serve the residents and visitors to the area by providing safe and desirable facilities while practicing sustainable actions that allow for the betterment of the watershed
To both draw visitors and allow residents a place to walk and shop.
Safety
Support moorage for boats, recreation for both locals and visitors which encourages the overall Florence economy.
Port
Beauty and commerce.
Stewardship of the waterfront environment, concern for historical values, preservation of historic prosperities, development and maintenance of tourism/recreation amenities.
Recreation
Boating facility / marina. Gateway for Florence / Old Town. Port parking is an important part of Old Town
To balance public recreation use with economic opportunity for business.
Maintaining fishing docks and access to the ocean and river.
Responsible for maintaining port property and stewardship for the public use and community growth of the properties.
Manage port/ramp
Serving taxpayers by bringing revenues up to exceed expenses. This has been a problem with the Port running a money losing operation for far too long draining the equity of taxpayers.
Business and community fellowship
Economic development in Western Lane County
It used to be community but now without the market, I don't know.
To encourage visitors and residents to utilize the facilities. Also that this area of town is a safe place to be. I think this survey might have been better publicized. Some folks have things to say and don't know where to voice their opinions.
facilitate business
To operate and maintain the Port
A convenient, central location for residents and visitors to enjoy the best local restaurants, shops and galleries. And of course, providing the location for these businesses to operate and offer their services/goods/hospitality to all the community.
To make recreation and business opportunities available to citizens of Florence, including encouragement of tourist trade.
Providing activities for the community
Supporting recreational fishing and the moorage of boats and fishing vessels.
Making Port property available for recreation near and on the river, such as trails, kyak docking, etc. Boardwalk space for community uses.
To provide recreational and commercial amenities and opportunities
Provide beautiful, useful facilities for campers, recreational boaters, locals, and tourists.
To oversee, maintain, and improve as needed, the facilities and safety of all who come and go and enjoy our beautiful port.
Tourism and fishin/crabbing
I see it as the keeper of the marina and campground. We'd like to see the port take more of a role in economic and community development throughout the region.
Economic development.
Harbor and surrounding area maintained and accessible
Open to the public while keeping the waterways and Port Property safe, clean and affordable.
You are doing a great job of it now
recreation
recreation, promote the economy of Florence
To create, and promote economic growth for the city of Florence and its businesses through properly and appropriately managing Port resources.
Maintaining port infrastructure and administering services

Q5: What do you see as the primary role of the Port of Siuslaw?

Providing access to River, ocean, as well as camping, events and festivals
 Camping and shopping at the market or local shops.
 recreation, tourism infrastructure.

Q6: What do you think the Port does best?

Everything, it just keeps getting better
 The Boardwalk, light poles, and docks
 Managing access to river for sports fishermen
 Having this survey
 Provide amenities for river activities
 Keeping the docks in good repair
 Big parking lot
 I like the clean up going on, we have lots of tourists who really enjoy the port
 Boating and camping facilities.
 Facility improvements as well as up keep to the facility.
 Rent the green area to the Boardwalk market
 Maintaining docking facilities, campground, and boat launch.
 Clean
 Maintenance
 Can't think of anything
 Clean
 Working with the City for Rhody Days.
 The port is clean and well taken care of
 Port expansion
 Clean, cooperative with local agendas.
 I do not know because I haven't paid attention. I don't watch their meetings, etc. I know I like that they have upgraded their campground. That's going to raise fees but maintenance and improvements are a good thing.
 upgrading
 Seems fairly well maintained
 Caters to boats but provides no place for boat hauling rigs and not enough camping area. Could have a shuttle in from a remote parking area. We have electronics now but are operating with 1950 technology. Parkers could check in on line for shuttle rides.
 Maintaining facilities in good condition.
 Provide access for recreational boating
 It's always clean.
 It's an enjoyable space
 Attracts locals and visitors to appreciate Florence's beauty.
 Provides space and recreation access
 Applaud the upgrading of the camp ground and all that is done to maintain the port as picturesque and attractive to tourists.
 Open space in Old Town.
 Great campground and services for river recreation.
 Provide camping spots. The docks are too haphazard and the fish cleaning isn't nice enough. I don't even fish.
 Clean safe space for fishing, crabbing, mooring boats.
 Boating services and camping services
 Cleanliness and safety
 Maintains Port and Campground.
 Camp ground.

Q6: What do you think the Port does best?

It's always clean and picked up. When I've used the restroom, it's also clean. I'm the wife of a member of STEP group and the work they've done there is super. the cleaning station is a great help to the fishermen. Now if there some fish to catch!
parking
Excellent maintenance and upkeep of the entire Port
Maintains its beauty.
Keeps the waterfront area clean and monitors boating and fishing opportunities.
campground
You're getting along, which is nice. Keeping your eyes on maintenance and camping expansion is good.
Friendly staff, recent upgrades of camping areas were a must
I really like the way they are constantly improving the facilities. Also, the people who work there are friendly and capable.
Since Dave Huntington has been on board so many good changes and improvements have been made. 2020 was a challenge for all of them and I was impressed with every difficult decision that was made and carried out. I am therefore confident that they will make wise decisions for the future The RV park has been hugely successful while the mooring business seems to be dwindling. That makes me sad as a photographer, but perhaps that is really the best way to go.
RV park
Maintains the marina and campground.
Provides fishing-related services and facilities.
No answer yet . If the port is responsible for the RV park I think the upgrade is a good thing . Being an X commercial fisherman living in boat harbors I like to see docks, floats maintained and safe places to be .
Safety, cleanliness, well manicured landscape and grounds.
Good facilities with good Fiscal management.
Boardwalk, campground
keeps a clean facility, and upgrades often
recreation opportunities
Provide a nice RV park.
Facilities seem to be well-managed and maintained
super nice and helpful people
Camping. It could use some more shops in the waterfront area.

Q7: What do you think the Port could improve?

Remove the spoils pit and increase rv sites. Increase soeedbumps and signage. Limit access to campground to customers only
Communication and development of their properties. Bring back an ice machine!
Advocating for the environment. Make an rv park that has some visual appeal if you can't find a better way to create revenue than catering to polluting fossil fuel burning transients who are here to exploit our natural resources.
listening to area residents suggestions
Policing of parking areas
Add some parking, and clearly mark the "boat trailer only" spaces
Bringing back the weekend market by the boardwalk
More docks, less expensive long term fees for boats, music in the grass, add a restroom with showers East of the Campground For bicycle and motorcycle campers plus set up a doughnut & coffee kiosk for early risers.
Bulkhead replacement through out Harbor St. parking lot as well as Campground. Wi-Fi through out the Campground and east and west marinas.
Bring the Boardwalk market back

Q7: What do you think the Port could improve?
Public awareness of Port.
Dredging the river and around the docks to entice commercial fishing and crabbing.
Seating
more signage and notifications in the public media
Appealing to a more diverse population -- not just older citizens and campers
See earlier response. Remove those gates that lock at night just because one drunk guy complained too much. Crabbing education/activities? More summer entertainment
More markets
All the things. More community engagement and perhaps educational activities? This is a gold Mine for ecotourism!!!!
Nothing
Attract commercial fishery's
Covered Year Round Market.
Get an ice plant for commercial fishermen & charter boats. We want to encourage the industry to want to be here.
Add charging stations in the parking lot. Add more benches and a water fountain along the boardwalk.
Nature walks on the east side of Florence, nature guides, etc. rental kayaks , etc. along the North Fork area. Enrichment of the experiences. Fishing is more minor revenue. Get added revenue from tourists!
Make any development activities more sustainable, get rid of scotch broom too.
More restrooms for walking residents. More benches for our older folk
Entertainment on the green way....
Campground improvements are great to increase port income.
More beauty, more natural features, more art
Higher standards for maintaining the port's environment and historic values to enhance understanding the area's past.
A play structure could make it more family friendly
Day use options, disaster preparedness and public education.
Consider the needs of families and children. It's not just for men.
Playground/park at the boardwalk for local families and tourists.
Making the boat launch larger, enforcing dock time limit rules
Fiscal management and not subsidizing boat moorings.
Bringing back the boardwalk market and having more events like that
Update property and development plan.
BRING BACK THE BOARDWALK MARKET!
I'm not sure. I don't fish, but the facilities within that area seem quite adequate. I do wonder about the place where boats are loaded and unloaded. Sometimes it seems very unorganized and confusing.
wifi on the docks for private security camera
some of the docks and have more parking during fishing season
The Port should allow the Boardwalk Market to be open. Indoor businesses are open! Why not the outdoor boardwalk market vendors? Many local artisans are dependent on the market to earn a living, it draws more people to the community, gets more locals out of the house, increases revenue for the city and other businesses as well! And it is great for everyone's mental health!!! Please give all who participate a reason to look forward to this season again and purpose for artists to continue creating and sharing with the world. There is no harm and you can post and enforce the usual social distancing rules. PLEASE!!! For our everyone in our community and for everyone who visits our beautiful city. Thank you.
Bring back the Florence Boardwalk Market!!!!!! It was a thriving artisan market that encouraged tourism and offered local artisans and opportunity to sell their wares. The excuse of COVID given to close this season is bogus, as open air markets are the safest venue for shopping that currently exists. The Port arbitrarily closing the market caused economic hardship for all vendors.
Watering the grass instead of the rocks in the parking lot
Use of the boardwalk property. Partnering with other community organizations in the use of the boardwalk.

Q7: What do you think the Port could improve?

Keep away from discussion of building on the green area by the Boardwalk, or about building more in the Old Town.

As stated before, adding a dock and cleaning station for guides would be ideal. Our guide fee should include a parking/boat launch pass as well like at Winchester bay

They're doing well...just keep upgrading the facilities.

I don't know that is a priority but personally I would love to see the rest of the RV park grassy, like the original side. It makes a huge difference visibly but I understand that would require caretaking. Other than that, I think the floating docks as I mentioned before

Moorage

Create more public activity opportunities - trails along the river, develop/publicize non-motorized boat trail up the river to Mapleton. Do more upriver. Use the boardwalk area as more of a community gathering space with events for local residents.

Take advantage of the many economic and community development programs and funding that are open to port districts; actively collaborate in the community; work for the benefit of ALL residents of the Port of Siuslaw District.

Trash litter in parking areas.

Continue current direction

Increased boat moorage; live aboard pleasure craft

moorage , docks are in need of repair

Create and develop facilities that would make Florence a destination attraction, not just a tourist stop for more people.

Continue campsite and boardwalk improvements. Bring in more events for locals (when safe to do so). Collaborate on community projects with other organizations.

Security, homeless just walk onto property

More local shops on the waterfront. Allowing side by sides to use roads to access the nearby dunes.

Friendliness, approachability.

Q8: What opportunities should the Port explore?

Increasing rv park, increasing moorage.

The Siuslaw Estuary Trail connection and anything that would bring more fresh caught fish to this town.

Protecting our natural resources

Bringing back farmers market, the one that used to be there, not sure of the name, possibly extending to a winter market. family picnics with local entertainment by school kids drama groups, CROW, etc.

Entertainment in the park and boardwalk

River tours for tourists as well as locals -- both directions (to Mapleton and the bar), with historical narrative, maybe drop some crab pots along the way

Maybe another boat launch. It can get really hectic when everyone wants to put in and take out all at the same time

If you dont know by now your not informed. Use the river to promote economic endeavors. Not just truisms.

Grants through out the region.

Bringing the Boardwalk market back

Pretty hard in this current environment. Infrastructure protection from rising sea's, re-hab of existing buildings, alternate energy solutions, maintaining and improving fisheries. Endless possibilities.

Inviting more commercial traffic which would impact the local restaurants, shops, fueling facilities, etc.

Tiny houses on water to rent

Enhanced camping and usage of the floodplain

Bring in an Oregon based brewery

Playground somewhere near the boardwalk! Enticing better vendors

Outdoor fairs

Q8: What opportunities should the Port explore?
More local things and art, perhaps rentals of bikes, kayaks, water safety stuff with coast guard that isn't focused on fisherman people only, how to be stewards of our local watershed (perfect partnership with the Siuslaw watershed), etc... electric vehicle plug ins, learn how to fish, crab classes, etc
Covered Year Round Market
Placing and maintaining a public restroom, a garbage can and a post with doggie waste collection bags near the boardwalk/ parking lot. There are far too few places for the public to relieve themselves and having those amenities there should would cut down on people just doing it where ever.
Attracting cruise lines
Free music on the green in the summer on Saturday evenings with people encouraged to bring picnic suppers, wine and lawn chairs.
Tourism is the meat of the future, not fishing. Encourage everything tourist and change/add services to enhance the experience.
Green tourism
Ways to promote small business to tourist. Affordable options for very small city licensed businesses like my own (Florence Pet sitting Service). I am a Chamber of Commerce member but the sponsorships are out of my price range. Maybe a table dedicated to business card during the open air market days on the port.
Weekly summer crafters, food vendors and entertainment
I've lived in Florence for 20 years and most of that property off Kingwood ("industrial park") is still vacant. Need more encouragement for development.
Summer music on the green
EV charging stations, murals, art, more outside seating in natural settings, a fountain.
Promote tourism, natural and historical recreational attractiveness.
Play structure
More day use activities as mentioned as well as stream protection, environmental stewardship, renewable energy resources (solar, ev charging stations, recycling stations).
A children's museum that explains the history and future of the river. Better use of the boardwalk area with power, solar, and wind breaks.
Building a playground/park on the boardwalk.
Inside Boat storage
More community events
Sale of development of 40 acre lot. Start boardwalk extension and plan for any development of boardwalk site north of parking lot or commitment to open space.
Boardwalk market return.
Ice machines for commercial fishing
Bring back the Florence Boardwalk Market!!!!
Bringing back the Boardwalk market as it brings in alot of travelers from outside the area which benefits the community.
Maybe a partial wind shelter on the boardwalk site. Also as mentioned above, a walking path along the south side of the property.
Recreation. Protection of the river, wetlands, air, etc.
Getting bigger boats into the marina.
Oh, if I had been ready for this survey I would have researched more. I'm sure there are many areas but there are people far more knowledge than myself to give you good suggestions.
Activities, restrooms
Recreational and economic development
Economic and community development projects within the District, e.g. redevelopment of the Murphy mill site on 126.
Ways to entice more of the commercial fishing business to use the port . Harbors are usually a magnet for tourism.
Encourage small boat site-seeing tour up and down river. Am aware such an enterprise has been tried on a short term basis and proven unsuccessful, however given the right business plan and port support, could possibly succeed.

Q8: What opportunities should the Port explore?

Continue developing more rv spaces. Maybe rent to commercial businesses
Provide residence slips with portable dump station
food carts
house boats
Using Port resources that create more business opportunities, help provide affordable housing options for seasonal workers, and create more regular events like fishing competitions.
Continue campsite improvements
Expansion of facilities
A large gazebo with fire pit in the center for campers to visit. More local little shops.
event, music, art, opportunities.

Q9: In your opinion what are the top 3 strategic projects or initiatives that the Port should prioritize?

1 st	2 nd	3 rd
Remove spoils pit	Plant trees and improve landscaping	Add speedbumps and nighttime security
Develop Port properties	Sell real estate near City's Recycling facility	Communicate more effective with stakeholders
Local seafood	Viable industry	Estuary Trail
Maintain what you have	Acknowledge climate change and how it will affect the port areas	Parking
farmers market	activities	provide plenty of trash containers
Market by the boardwalk	Extra boat launch	Bring back the 4th of July fireworks!!!
Identify and coordinate regional producers	Help asses capabilities for those producers to export to new markets.	Serves a local transport hub for imports eastward through 126
Restroom	More docks	Advertising
Bulkhead replacement	Wi-Fi upgrades	Campground Restrooms
Bring the Boardwalk market back	More evening events on the lawn	Live musicians on the boardwalk
Infrastructure	Promotion of local fisheries	Rising seas
Dredging river channel and docks.	Build an ice house or ice facility of some sort.	Work with the city for the above projects.
Add benches to boardwalk	Tables to eat takeout	Expand season for market booths
Camping	second boat launch	crabbing/fishing dock
Brewery	Park/playground for kids	Longer boardwalk for walking
Playground	Cleaning/painting high touch surfaces	Community involvement
Outdoor fairs and markets		
Ecotourism with educational stuff for locals and tourists- great area for \$ and partnerships	Cut the good ole boys club stuff and be more inclusive of other ideas	Estuary trail with art and stewardship education
Just keep it clean		
Young adult nightspot	Adequate sized Dance Floor Live Music	

Q9: In your opinion what are the top 3 strategic projects or initiatives that the Port should prioritize?		
Maintenance of existing amenities	Getting an ice plant	Putting in a nice restroom for general public
Attracting cruise lines	Deeping bar	attracting summer vegetable vendors
More activities	More benches and water fountains	EV charging stations
Tourism, nature trails	Camping....more RV spaces	River recreation, history enrichment. Story of Natives who lived here and pioneers
Scotch broom control	Plant diverse native species on the waterfront	Permeable surfacing
More public seating	Picnic tables	Summer Saturday market
Continued campground development as this is a good source of income, both directly to the port and indirectly to the city	Develop more facilities to encourage time spent at port property	Get rid of "industrial park"
Concerts on the green	Food trucks	Craft fairs
EV charging stations	Art of all kinds	Natural setting seating
Maintenance and physical improvements.	Environmental standards that protect and preserve.	
Support fishing	Play structure for families	Maintain the open space for all to enjoy
Utilizing an environmental lens for all projects/initiatives, to include adding recycling, and water way protection.	Provide more opportunities for day-use activities.	EV charging stations
Improved fishing docks	Children's museum and/or park for children	Better services for events on the boardwalk
Grow the boardwalk area for the community, like a playground/park	Encouraging local commercial fishing	Continued improvements at the campground
Fiscal Management	Capital Improvements	Public Education of Port Services and Capabilities
Community events	Boat ramp updates/cleanup	Support of small businesses
Boardwalk expansion	Campground beautification and amenity development	Plan for commercial use of Blue Warehouse space
Boardwalk market	Concerts	Support local artists
Better area to launch boats.	Not that important, but how about repainting the fish on display at ODFG	
commercial fishing	charter fishing	Ice Machine
Increase business during tourist season with open Boardwalk Market	How about a family/kids area with a playground?	Maintain natural beauty and cleanliness, great job!
Boardwalk Market	Boating and fishing	Encourage new business opportunities in the buildings it owns.
Ice machine for fishing	development with community partners of the boardwalk	walking path to the south side of the port property going east
Recreation	Fishing	Environment

Q9: In your opinion what are the top 3 strategic projects or initiatives that the Port should prioritize?

Guide dock and cleaning station	Larger/better parking for larger boat trailers	Better bathroom for the public. Right now they only have porta potties
Continue to upgrade the campground facilities.	Provide walking trails along the waterfront around the campground and along the shoreline or border.	Allow places like Novelli's to expand outdoor seating.
Enhanced recreation opportunities	Beautification of the space (more green space in campground, improvements/expansion of boardwalk)	More opportunities for community development
Economic development, District-wide	Community development	Developing active partnerships
Discourage homelessness in the parking areas (overnight camping)	Complete the trail estuary project.	Evening security to discourage vandalism, noise during late night hours.
Public restroom	More rv space	Brewery or Commercial business
Residential boat moorage	Increase Boardwalk Farmers Market presence	
bulkhead repair	boat launch upgrade	more boat trailer parking
improve r v spaces	dredging	boat slip repair and maintainance
Use resources to bring more visitors and businesses to Florence.	Divest itself of non-performing, or under-performing assets that can be developed to meet some of the city's affordable housing needs.	Acquire and utilize riverfront properties which are providing no benefit to the city and its plans like the old Lotus restaurant along Bay Street.
Campsite improvements	Attract more people to the boardwalk area with activities	Collaborate with other organizations
Cleanup derelict boats	Improve overall beauty of facility	Increase recreational marina for summer
More stores	Access from port to dunes on the road for side by sides.	Covered sidewalks so more people visit during winter.
Kayak/paddle board launches	On-going events	

Q10: If not otherwise noted above, what initiatives would you like the Port to take on or emphasize? Should any current initiatives or projects be discontinued?

Install european style housboats/canalboats to get more customers and provide housing

Fix the rv

Stop trying to build condos as Short term solution. Novillies had the right idea. Using our port for commerce. May they rest in peace. That was the future. Using the port to bring in regional products

Marketing with other agencies and publications to bring more people and fishermen to our upgraded facility.

Bring the Boardwalk market back!!!

More emphasis on boating and commercial fishing/crabbing from the city and not just tourism and retirees.

Less focus on RVs and campers; more focus on projects for residents to use the port area

Please get a damn playground AND GET RID OF THAT DANGEROUS RUSTY BOAT FOR KIDS TO CLIMB ON

Q10: If not otherwise noted above, what initiatives would you like the Port to take on or emphasize? Should any current initiatives or projects be discontinued?

Your website sucks, hard to use, out of date info and hard to navigate, sorry not sorry, welcome to 1995 everyone!
Good Work!
Idk, I suppose it would be nice to have one of those old folks keep in shape, playground like facilities. You know where there are stations and you try to balance on the wobble board or walk a beam, or do a chin up. However, that is something a city park could do instead. The same is true for a swing set, monkey bars and a slide for kids. The city could find a place for more pocket parks.
Would like to see the quality of the vendors at the boardwalk market improved to include more local artists and fresh produce, and less touristy cheap souvenir type stuff.
Lots of trash cans and cleanliness messaging and public restrooms where needed, not where we can afford it. We can't afford NOT to have plenty of trash containers and bathrooms. Our lands and waters are getting trashed.
Overall, I think the port is doing a good job!
I'm unaware of current initiatives or projects that are already underway, but maybe a school program that studies the water in the port would inspire young people in science and attention and care for their immediate environment. This could make Florence look like it cares at least a little bit about its youth, instead of only the tourists and retirees. Also, more art. Lots of art. Natural spaces and art. Some of the school's children could participate in its creation, thus instilling civic pride and community building while, who knows, inspiring them to stay when they get old enough to move away.
Uncertain without further information...thank you for asking though. I would like to better understand your mission.
Bringing back the weekend market @ the Port
Do not build on the grassy area of the boardwalk. Do not build in the parking lot. KEEP THE RIVER VIEW. We're killing ourselves building up on the river and destroying what makes people want to visit here.
My main event that I am missing is the boardwalk market. I feel that has been a huge staple to our community and I do not understand why we can't have it when there is ample space
Continue focus on Old Town and expansion and connection of Old Town with Quince Street development adjacent to Florence Events Center
Free fishing days.
I will just reiterate, please allow the Boardwalk Market to open! Thank you for the opportunity to participate in this survey.
No building on the Boardwalk or green area.
My friends and I really enjoyed the fireworks when they were launched from a barge in the river. Great viewing from all over the area.
Get involved with estuary trail and recreation center projects
Stop wasting money on estuary.
more events
Camping could be a little cheaper.

Q11: Are there certain goods or services that you think are missing in the Florence area today?

Fresh Bread and a Steakhouse
Ice machine for a fishing fleet
Absolutely: fresh caught fish at our local restaurants and markets.
Local picnic areas in town. I do not have pets, but I read where people are not able to find emergency pet care after hours.
Entertainment especially for kids on weekends
recycling education history
More reasonably priced housing for the elderly and disabled
Lieasure ship travel. Air travel, vtol.

Q11: Are there certain goods or services that you think are missing in the Florence area today?

We desperately need an AFFORDABLE shoe store in town. We also need to think of the young people. They need a place to hang out, play video games, something indoors.

Upgraded restaurants; no more Hispanic or fast food Restaurants, music venues, public swimming pool, reasonably priced housing and rentals, a real brew pub similar to McMennimans, etc.

Yes, all of the vendors of the Boardwalk Market

Mediterranean food would be nice.

Sorry but because of Covid, I have been delayed in exploring more of this lovely community and getting more involved. I did partake in the mobile-farmer's market and that was a wonderful thing. I would like to see homelessness dealt with (somehow-!) to better address the concerns (blight, crime) of residents. Overall, I think Florence is a charming area with excellent amenities and I look forward to becoming a part of and contributing to this community. Thank you.

tour boats, fresh seafood bar, and a raised platform for viewing.

Brewery from more established Oregon business. Also a park/playground/picnic area to utilize.

Seafaring activities, like Newport has, better shopping, more activities for kids/teens/families

More festivals

Some of these questions don't seem very well thought out for someone jumping in to help provide feed back. Is this meaning how the port can help be a piece of the puzzle? I want you all to succeed and be apart of the community more without being so mysterious and good ole boy clubby. There are so many opportunities!!!!

A KFC would be nice

Healthy food

Shoe store

Still not a place to buy a decent pair of dress slacks for a man or boy. I can't even find proper office attire for myself. Don't say Fred Meyer has it. They don't.

yes

Rental of small craft and river guides. Nature paths.

Ecotourism facilities, kayaking designed areas

Benefits directed to local residents. Equal treatment of locals vs tourists

Musical entertainment, food booths....

More to attract children and young people. And allow dogs in city parks (I realize this is something the port has no control over, just a pet peeve of mine.)

Free concerts on the green

Natural food stores

Dry cleaning. Enough EV stations. Can rethink Bay Street for more outside dining. Shuttles to alleviate parking and facilitate pedestrian movement.

FAMILY activities beyond ATVs on the Dunes

Safe boating/water recreation, fishing/crabbing lessons/rentals. Community-wide emergency preparedness training/drills.

A children's museum. Connectivity between the river & rest of Florence, which we were supposed to have but was canned as soon as 101 was done. The Port should fight for that.

Inside Boat Storage

Community center with pool, rock climbing wall, etc

Brew Pub, more retail down apartment up commercial development.

Music

Might be nice if we had more parking in Olde Town. Also, I'd like to see a traffic light at the corner of 101 and Munsel Lake Road.

local seafood

Spiritually based businesses

Artisan markets that encourage tourism.

Oh Yes! The things I go to Eugene to buy--bulk organic food store, bakery with whole wheat fresh breads and pastries; healthy foods and drinks.

A place like Englands marine sure would be nice in Florence!

Q11: Are there certain goods or services that you think are missing in the Florence area today?

Recreation in town
Direct public access to the waterfront.
Maybe a small commercial fishing supply store with items also that tourists are attract to . I drive to Coos bay and Newport to shop at Englund commercial fishing supply. They carry better gear , clothing, boots for outdoors people.
River tours.
Enough employees to operate the businesses which provide the goods and services to an increasing retirement-based population.
Indoor recreation activities, take-out food/grocery/drugstore options in Old Town
Too many to name
A coffee shop on the waterfront and more little shops and restaurants.
Scenic nature boat rides, whale watching tours, generally being more inclusive for outdoor recreation and offering more guided experiences.

Q12: Is there anything else you'd like to add?

The people at the port are wonderful and its exciting to see the continued improvement to the facility
I am aware there is a city sponsored farmers market once a week, however I really would like to see the vendor who was at the boardwalk about 2 years ago, possible name Quail Ridge, but not sure. they had great products, were very pleasant and reasonably priced. They were there on the weekends and would not be too much competition to the city market and both could survive ok.
This is one of the most poorly written surveys I've seen. To get useful data, you need to provide a LOT more direction, examples, and details to which we can respond
A better, less social and more newsworthy Siuslaw News. What happened to our weekly crime report? It's essential that our citizens know what is going on in our individual neighborhoods and the city in general. Our city fathers and Chamber of Commerce probably had the paper ditch the section to make Florence look pristine. People need to know of our warts as well as the beauty of our city. The World Newspaper even puts names on the warrants issued, DUI's and those involved with serious criminal acts; that is something that The Siuslaw News never did!
Please bring the Florence Boardwalk Market back
Strategic Plans can become quite divisive. The right consultant is most important.
Playground, I can't say it enough
Thank you for doing this out reach, this wasn't very well advertised. You should advertise this more and always ask on ways to improve and participate:)
Nice Port!
You guys have a beautiful boardwalk, I just wish it were longer.
If it's an idea we already tried but makes sense in a tourism future, try it again.
We have a beautiful bayfront and port area. I appreciate everything that keeps it that way.
Thanks for offering this survey.
It would behoove this town to take on progressive environmental sustainability ideas, much more natural spaces and art, and integrating the local youth in the production of such things, as opposed to focusing so much on tourists, bikers, and elderly retirees who seem to be eternally in a bad mood. There's plenty here for tourism's draw- the groundwork is set and it's the coast so that's already covered. But the youth's needs seem to be low on the list, and who are you going to get to do the work to cater to these tourists and scowling elderly? It's them. Furthermore, I've noticed there's a community college here. It's like a ghost town in there. The infrastructure is right there already and it appears to be wasted. This town could use some job skills training programs and furthering local education so that the community has vibrant citizens with critical thinking skills. Creative, intelligent people sustain, innovate, and invest in their communities.
Stop living in the past.
Thanks for asking for input via this survey.
None. Thank you for your hard work!

Q12: Is there anything else you'd like to add?

Port reputation is improving and I have found the Port easy to work with!

I'd like to ask the Port to consider how many people they have put out if work!

Just that I love living here and even though I can't vote on items pertaining to Florence, I do have opinions. Some of which are none of my business. Like a traffic light at the corner of 101 and Munsel Lake Road! Yikes, I said this twice. Sorry!

Thanks for including the community in your process!

This is a beautiful city. I've been here since 1979, so I've seen the change. Let's not get too developed?

Thank you for continuing to work so hard on making the Port a welcoming place. We love walking our dogs there and showing off the whole area to our visitors.

I have not answered the last several questions because I'm really not qualified to say. But if something comes to me that I feel is valuable I'll be glad to pass it on later.

Thank you!

Seems like the port is doing a good job from what I see . But like everything you need to get a close look .

The Port Manager and Commissioners are doing a great job in providing a beautiful and safe Port we can all enjoy. Their efforts are truly appreciated.

Love this area. Don't change it too much

port has been continuing to upgrade the facilities

Tearing out the warehouse areas for more campsites seems to have been a good move. I'd love to see beautification of the area - I love the green space and trees in the older area of the campsites (the circle). Wish there could be trees or vegetation in the newer areas.