

Appendix A. Community Engagement

For the Strategic Business Plan (SBP) process, Points Consulting (PC) conducted several on-site visits to the Port of Coos Bay, interviewed Port Commissioners and community stakeholders, and conducted a community survey. Our efforts to interview community stakeholders included meetings with several community groups in the area directly impacted by Port operations, along with local residents with expert knowledge.

During our visit in May 2025, PC toured the Coos Bay area and inventoried Port assets, learning about the Port's historical interactions with the community and identifying the opportunities and liabilities associated with each asset. In August 2025, our team met with important groups of stakeholders, hosted a public open house event (with an estimated 120-150 attendees), and presented at the public Port Commission meeting to share the planning process with the community. Following the public open house event, we hosted a second event at the Marina Complex focusing on Charleston stakeholders.

Our final on-site presence in September 2025 included a second presentation and work session at the public Port Commission meeting. The commissioners participated in SWOT and goals & objectives activities to guide the planning process. Interviews and activities with Port Commissioners, economic development professionals, and community stakeholders were invaluable in informing our understanding for this SBP update.

Stakeholder Interviews

South Coast Development Council (SCDC)

The Executive Director of SCDC highlighted Oregon's over-regulation, workforce challenges, and lack of coordinated regional efforts, especially in comparison to states like Texas, where they previously worked. Throughout our conversation, they emphasized the bay area's superior quality of life but noted gaps in services, workforce education, and industry diversification. To support economic development, SCDC has pursued entrepreneurship grants, coworking spaces, and partnerships with drone companies, though limited resources have constrained further expansion.

The Executive Director explained that resistance to projects such as the PCIP stems from a broader resistance to change, limited local engagement, and the area's history of underdevelopment. Collaboration with Tribes, the Port, and other agencies remains a work in progress. Recent initiatives, however (such as economic development tours and mutual support letters for grants) show promise. The Executive Director also stressed the need for stronger communication and collaboration among all regional organizations.



Business Oregon

In a conversation with the Coos Bay area's Regional Development Office (RDO) from Business Oregon, PC discussed several economic trends and opportunities. The RDO highlighted the region's historical economic struggles, particularly in Curry County, which has experienced long-term decline due to limited industry diversification following the timber and fishing booms of the 1980s.

Regarding regional projects, the RDO views the PCIP as a chance to spark a "blue economy" and create jobs through Port revitalization and expanded maritime activity. Infrastructure limitations, such as inadequate docks, remain a challenge. While cities have made progress in economic development, risks persist, and the region continues to rely heavily on retirees and tourism.

PC also learned that regulatory burdens and competition from other states hinder business attraction, despite the bay area's advantages (including abundant land, outdoor amenities, and growing interest from renewable energy companies). The region also has potential for housing and workforce growth but continues to face critical needs such as family-oriented amenities and a cohesive Port strategy.

Charleston Advisory Committee

The Advisory Committee representative PC spoke with is a volunteer at the marine science center and is actively involved in several local initiatives, including Charleston Fishing Families, disaster relief, and community recreation. During our interview, the representative emphasized the importance of holding regular meetings between the Port and the Marina Commission to better understand the needs of local fisherman, noting that a member of their own family is a commercial fisherman.

Topics discussed regarding the Port's interaction with and support for Charleston included improving Shipyard facilities, providing stronger financial support for fisherman, and maintaining Marina infrastructure. The representative also expressed concern that the Port may not always prioritize the needs of Charleston stakeholders and emphasized the importance of balancing environmental sustainability with the creation of quality jobs that support local families.

Port Commission President

In a conversation with the President of the Port Commissioners, PC discussed challenges the Port has faced due to unfinished projects from the previous SBP. Many of these were large-scale initiatives, which has led to an increased emphasis on addressing smaller, more visible community needs. The President also noted a positive shift toward greater transparency and public input following years of limited communication under prior leadership.



Importantly for this SBP, the Port intends to prioritize projects in light of limited legislative funding and is seeking partnerships to generate jobs and expand economic opportunities. Key concerns raised included the lack of affordable housing, challenges with workforce retention, and an over-reliance on tourism. The Port was also described as needing honest evaluations, improved long-term planning, and renewed public trust.

Port Commission Vice President

In a conversation with the Port Commission Vice President, PC discussed the importance of shrimp and crab fishing, international trade, and the challenges posed by tariffs. The Commissioner emphasized the need to invest in Charleston's infrastructure to support the fishing industry. He also highlighted the rail system as a key asset for the Port, along with Terminal One, which he identified as critical for future industrial growth.

The Vice President noted that finding strategic partners to develop Port properties will be important for long-term growth. He views the PCIP as a potential source of valuable jobs for the bay area. However, he expressed caution about selling Port-owned properties. Despite the high maintenance costs of the swing bridge, the Commissioner supports retaining that asset and others like it.

Port Commission Treasurer

In our conversation with the Treasurer of the Port Commission, we discussed both the history and current dynamics shaping the Port's direction. The Commissioner noted that much of the Port's long-term vision still traces back to efforts from a former governor's administration to replace the region's declining natural resource economy with new forms of employment. This legacy of large, "silver bullet" projects has created tension between remaining consistent and addressing the community's evolving sentiment. The Commissioner also acknowledged that public trust in the Port remains fragile, and for good reason because the Port doesn't have all the information to answer all of the community's questions at the time of our assessment.

We also discussed Coos Bay's economic struggles, such as the hospital's financial distress and lack of investment in Charleston. He cautioned that the Port's debt and limited resources constrain its ability to fund other capital improvements. The Commission Treasurer is open to creating more community advisory committees to tap into local expertise, but said roles needed to be clearly defined for success. Overall, the need for continued transparency and local benefit was a key aspect of our discussion, especially if the PCIP is to move forward successfully.

Port Commission Secretary

With a background in journalism and government affairs, this Commissioner emphasized the need to revitalize Charleston Marina's infrastructure, drawing on



insights from past strategic plans. They also expressed support for exploring public-private partnerships (PPPs) and indicated openness to selling certain properties, while continuing to analyze key facilities (such as the Coos Bay Rail Line [CBRL]) for long-term sustainability.

Concerns raised during the conversation included deferred maintenance across multiple properties, lack of follow-through on major developments, staff capacity challenges, and underutilized assets. The Commissioner suggested expanding community engagement through targeted outreach (particularly to maritime, tourism, and Tribal stakeholders). Ultimately, they stressed the importance of developing a clear plan for high-risk properties such as Terminal One and preparing alternative strategies in the event that projects like the PCIP do not succeed.

Port Commission Member

This Port Commissioner emphasized the need for a realistic and flexible Port plan. The plan should adapt to changing circumstances and capitalize on existing assets. They also highlighted the importance of revitalizing the CBRL and Terminal One.

The Commissioner expressed concern about the Port's debt, limitations in dredging capacity, and the potential loss of strategic infrastructure such as the swing bridge. All of these are critical to long-term competitiveness. PC also discussed the feasibility of the PCIP due to tariffs and market uncertainty, though the Commissioner acknowledged that the project may be essential for the Port's survival. Finally, they urged smarter investment and planning to avoid losing ground to other coastal ports and to sustain the viability of local industries such as seafood and timber.

City of Coos Bay – City Manager

PC discussed a range of topics with the Coos Bay City Manager, including efforts to stabilize the City's financial health and improve organizational efficiency amid staffing shortages and regulatory challenges. The City Manager highlighted major initiatives, including a 400-unit housing development, an urban growth boundary (UGB) expansion, and strengthened partnerships with the Port through feasibility studies and tourism development.

The City Manager views the PCIP as a major opportunity but emphasized the need to balance environmental concerns and community benefits, such as job creation, educational advancement, and infrastructure improvements. Key constraints identified include limited land availability, regulatory barriers, a shortage of skilled labor, and the City's geographic isolation. The City Manager also stressed the need for actionable, community-supported strategies to build momentum and help residents better understand the Port's value and potential.



Bay Area Chamber of Commerce

The Executive Director of the Bay Area Chamber of Commerce expressed strong support for the PCIP, noting both legislators and local businesses are eager to see the project advance. Workforce development emerged as a major concern, particularly in trades such as welding and electrical work. The Executive Director emphasized the need for stronger coordination to align training programs with project phases.

PC learned that the Chamber remains active in member engagement through events while also focusing on business attraction, improved energy options, and support for local entrepreneurs. Identified community gaps include housing, childcare, and limited health care options, though there is growing optimism around potential partnerships with Bay Area Hospital. The Executive Director also stressed the importance of balancing environmental concerns, continuing youth engagement in business, and strengthening the overall business climate to encourage long-term investment in the region.

City of Coos Bay – Mayor

During this conversation, PC learned of the mayor’s decades-long involvement in the local community, which makes him uniquely qualified to speak on both community dynamics and the Port’s historical role. He highlighted a history of collaboration as well as occasional friction with the Port, particularly under past leadership and regarding conflicting interests over the rail line and rail yard. Tourism, housing, and economic development are key priorities for the mayor, who noted successes such as increased lodging tax revenues, alongside ongoing challenges like limited housing availability and health care worker retention.

The mayor views the Port as a critical yet underutilized partner with the potential to support redevelopment, attract new industries, and improve regional connectivity through initiatives like the PCIP and potential rail-to-trail projects. Overall, he expressed optimism about future growth (particularly through tourism and better use of local assets). He emphasized that cooperation and strategic planning are essential to fully realize the region’s potential.

Ko Kwel Casino and City of Coos Bay Council Member

With deep ties to the Coquille Tribe and regional tourism, the Director of Sales & Events at the Ko Kwel Casino emphasized their commitment to thoughtful development, collaborative planning, and the need for improved communication. Frustrations centered around past Port leadership and siloed local efforts. In contrast, they shared a vision that supports both industry and livability, including tourism, waterfront access, and housing. While somewhat skeptical of the PCIP (given prior experience with the Jordan Cove LNG project) they remain open to discussion, provided that transparency and community benefits are prioritized.



Regarding Tribal engagement, they underscored the importance of formal and respectful outreach, suggesting communication with Tribal leadership should be handled deliberately and directly by Port leadership. They also noted that a past lack of recognition for Tribal contributions has strained relationships. While progress has been made more recently, sensitivity to cultural and environmental concerns remains critical for meaningful collaboration.

Oregon's Adventure Coast, Coos Bay–North Bend–Charleston Visitor Convention Bureau

Serving in their role since 2017, the Executive Director of the Visitor and Convention Bureau oversees tourism promotion for the region using lodging tax revenues and leads major marketing campaigns aimed at attracting visitors (particularly from Portland, California, and more recently, Denver). The Executive Director highlighted the bay area's appeal, including its undeveloped beaches, outdoor recreation, and cultural attractions. They also noted challenges such as underfunded organizations in Charleston and the need for improved Marina services and hospitality infrastructure.

Regarding the Port, the Executive Director described it as a vital yet underleveraged asset for regional tourism and economic development. They expressed cautious optimism about the PCIP project, provided it is environmentally responsible and balanced with protections for the bay. Ongoing regional needs include job creation, additional housing, expanded retail, and more skilled trades. These are all essential to support future growth and capitalize on increasing visitor interest.

League of Women Voters, Coos County

During our visits to Coos Bay, we met with a group of residents organized within the League of Women Voters (LWV) of Coos County. These folks are seasoned veterans of the research community and possess unique local and expert knowledge. The LWV has generally been skeptical of Port operations, especially in the last three years regarding the agreements surrounding the PCIP. In general, they feel the Port has plenty to improve upon when it comes to due diligence when they are approached with opportunities for large projects. The group also explained that there are not enough feedback mechanisms for the Port to receive and respond to comments from the general public.

Despite many complaints of the Port's recent projects and operations, the LWV understands the Port is an important engine for community growth and sustainability. The group expressed particular interest in the reinvestment in Charleston, greater attention and investment in the local maritime industries, and community/project advisory groups. They were also one of many groups to share the Port has made great improvements in transparency with new leadership.



Rogue Climate

One group we engaged with during the SBP process was Rogue Climate. The organization aims to organize for clean energy, sustainable jobs, and a healthy environment among Southern Oregon communities. Many members of younger generations are involved with Rogue Climate, providing an opportunity to reach community stakeholders across the age distribution.

Our conversations with Rogue Climate were mostly centered around engaging with the SBP process, where we advocated for taking our community survey, attending the public open house hosted in August, and attending Port Commission meetings where we presented materials and conducted workshops. A group of Rogue Climate members were able to provide input on the SWOT analysis through participation in our public open house as well.

Tribal Engagement

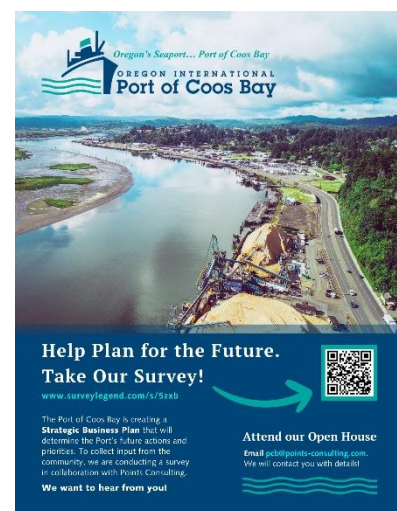
Our team made several efforts to engage with the local Tribes, including the Coquille Indian Tribe and the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians (CTCLUSI). With the aim of creating a connection between the Port's new leadership and Tribal leadership, we emailed department heads of the Coquille Indian Tribe to set up a meeting for their input on the SBP. Ultimately, we were unable to meet with the Coquille Indian Tribe. Additionally, we interviewed the Director of Sales and Events at the Ko Kwel Casino, who was also a Coos Bay City Council Member.

We also made efforts to establish a connection with CTCLUSI. We similarly emailed department heads at the Tribe and eventually made a connection with a Tribal member during the public open house. After this connection, we were able to meet with the Chair of Economic Development at CTCLUSI and shared information and contact information with the Port of Coos Bay.

Community Survey

The PC project team conducted an electronic survey of Coos Bay area residents from May 22, 2025, through August 27, 2025. We collected a total of 900 surveys which were open to all respondents in Coos County but targeted at those within the Port District. The survey included a mix of fixed-response questions (e.g., multiple-choice and scaled responses) and open-ended questions for residents to share their opinions.

To maximize participation, we widely promoted the survey both online and offline through flyers, email, social media, interviews, and a public open house. The



Community Survey Flyer, 2025.



Port also supported survey promotion through its website and social media sites. The PC team used thematic coding to categorize open-ended responses into similar groups.

For quality assurance, we identified and removed suspicious responses (e.g., surveys completed too quickly, unusual location reports, or irrelevant inputs). We also excluded responses if the respondent indicated they did not live in one of the relevant geographic areas. Additionally, we meticulously reviewed open-ended responses to ensure uniqueness and prevent duplicate or verbatim submissions.

The response rate for the survey was approximately 4.3% of the adult population of the Cities of Coos Bay and North Bend combined. Given this response rate, we can be confident that the survey results reflect the actual sentiments of the Coos Bay community within a margin of error of 3.2% in either direction.

Survey Analysis

Of our 900 qualified responses, the majority (52.2%) came from residents of the City of Coos Bay (Figure A.1). North Bend accounted for the second-largest share with 23.7%, while 19.8% of survey takers reported residing elsewhere in Coos County.

Regarding employment status, 46.9% of respondents indicated they are retired. This was the most common response (Figure A.2). While 31.9% reported being employed full-time, an additional 14.4% identified as self-employed or business owners. Combined, these categories suggest that 46.3% of respondents are fully employed, roughly equivalent to the share who reported being retired. Another 4.3% indicated they are employed part-time.

On average, survey respondents are familiar with the Port of Coos Bay and its operations. When asked how familiar survey takers are with the Port, 52.2% selected “Familiar” or “Very familiar” (Figure A.4), and an additional 37.2% reported being “Somewhat familiar.” In total, 89.4% of respondents are at least “Somewhat familiar,” while only 10.5% reported being “Not super familiar” or “Not at all familiar.”

Respondents also generally believe the Port is important to the regional economy. A strong majority (71.9%) feel the Port is “Very important” to the economy (Figure A.5), and 91.2% believe it is at least “Moderately important.” Only 2.2% stated the Port is “Not important.”

Although most respondents view the Port as important, they are less satisfied with its properties and operations. The Coos Bay Rail Line (CBRL) received the highest dissatisfaction rating, as 57.4% of respondents reported they are “Dissatisfied” or “Very dissatisfied” with it (Figure A.6). Dissatisfaction was also high for “Other properties/operations” (55.8%) and the PCIP (50.6%). Charleston recorded the highest



satisfaction levels, as 31.5% of respondents reported they are “Satisfied” or “Very satisfied.”

When asked where the Port has the most positive impact, respondents most often selected Charleston and the fishing/maritime industry (Figure A.7). Specifically, 498 respondents identified the Port’s operation and maintenance of the Marina as a positive economic impact, and 449 cited its support of the fishing/maritime industry. Another 375 respondents pointed to the Port’s operation and maintenance of the CBRL as a positive contribution. The option “No positive impacts” was the least selected response, which is a favorable sign of community perception.

PC asked survey takers if they would support further commercial or industrial development on Port-owned land (Figure A.9). A majority (55.4%) said “Yes,” while only 18.7% selected “No.” Overall, this suggests that the community is generally supportive of development to create more job opportunities. Another 12.1% responded “It depends,” with the most common theme in open-ended responses being that environmental considerations would strongly influence their level of support or opposition (Figure A.9).

When asked which types of Port investments they would most support, respondents prioritized (1) Charleston, (2) the CBRL, and (3) the PCIP (Figure A.10). The top individual response was “Dock improvements/shipyard infrastructure,” selected by 526 respondents. “Rail improvements” ranked second with 416 responses, followed by “Port terminal upgrades/development” with 388. Other options included “Mixed-use,” “Workforce housing,” “Building redevelopment,” “Retail commercial,” and “Other.” Among those who chose “Other,” the most common theme was support for tourism and recreational investments (Figure A.11).

Tourism is an important industry in coastal Oregon counties and is growing in Coos Bay. To better understand community perspectives on this sector, the survey included several tourism-related questions. When asked whether the Port should “increase public access to the waterfront for recreation,” the most common response was “Strongly agree,” with 340 votes (Figure A.12). In a follow-up question about which public and recreational activities the Port should consider, the top responses were fishing piers (543 votes), boating access (505), and walking trails (489)(Figure A.13). Among those who selected “Other,” popular themes included ecotourism and “Rails to Trails” (Figure A.14).

Economic development is a core mission of the Port. When asked which sectors or industries the Port should attract or support, respondents most often selected agriculture, forestry, fishing/maritime, and transportation/warehousing (Figure A.15). Shipping and marine industries, as well as environmental restoration, were also popular write-in responses (Figure A.16). In terms of workforce needs, respondents identified



skilled trades and community/personal service workers as the occupations most needed by both businesses and the community (Figure A.17).

The biggest factors respondents identified as hindering economic growth in the community were housing affordability and accessibility, outmigration of young workers, and the loss of key industries (Figure A.18). Among “Other” responses, health and social issues were the most common themes cited as barriers to growth (Figure A.19). When asked about goods or services missing in the Coos Bay community, top responses included clothing and apparel, outdoor recreation equipment and services, and value-added agriculture (Figure A.20). In open-ended responses to this question, health and wellness emerged as the most common theme (Figure A.21).

Environmental considerations are particularly important to residents of the Coos Bay community. When asked to what extent the Port of Coos Bay’s efforts to reduce environmental impacts were effective, the majority of respondents (60.9%) selected “Neutral” or “Don’t know” (Figure A.22). Among those more familiar with the Port’s efforts, 21.6% rated them “Poorly” or “Very poorly,” compared with 17.5% who rated them “Well” or “Very well.”

Respondents who viewed the Port’s environmental efforts negatively most often called for avoiding an intermodal port, protecting habitats and ecosystems, and reducing dredging (Figure A.22). Regarding the preservation of history, culture, and tribal presence in Coos Bay, 36.9% of respondents said it was “Very important” to include in the Port’s plans, while only 9.4% said it was not important (Figure A.23).

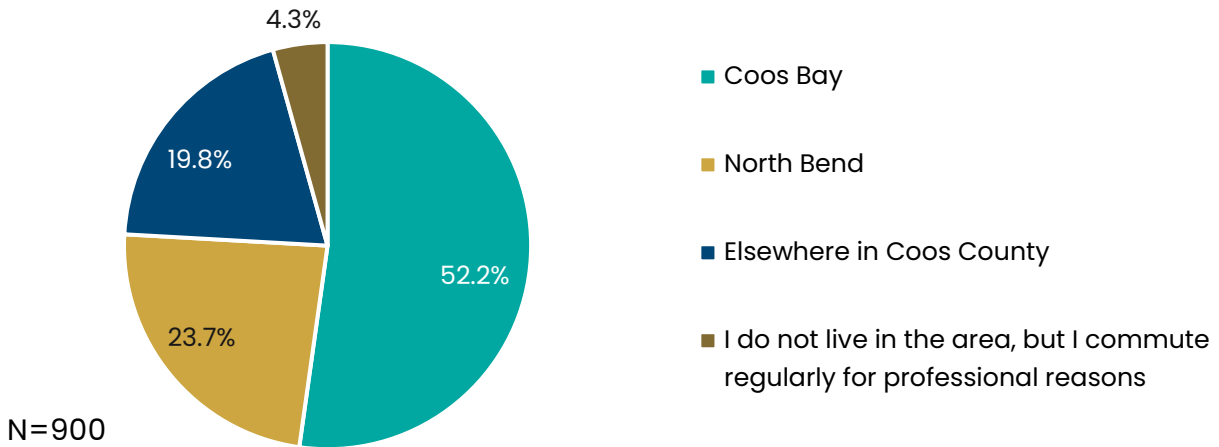
Emergency preparedness was another area of uncertainty. About half of respondents (50.4%) said they were unsure about the Port’s emergency response plans, selecting “Don’t know” or “Maybe/somewhat” (Figure A.24). Earthquakes and tsunamis were identified as the top emergency concerns (Figure A.25).

At the end of the survey, PC invited respondents to provide additional feedback on the Port and its operations. Two of the most common themes were the need for new businesses and industries, alongside opposition to the PCIP (Figure A.27). Other frequently mentioned themes included the importance of tourism, the desire for investment in Charleston and existing industries, and the need for living-wage jobs. Figure A.28 through Figure A.30 provide a demographic breakdown of survey respondents.



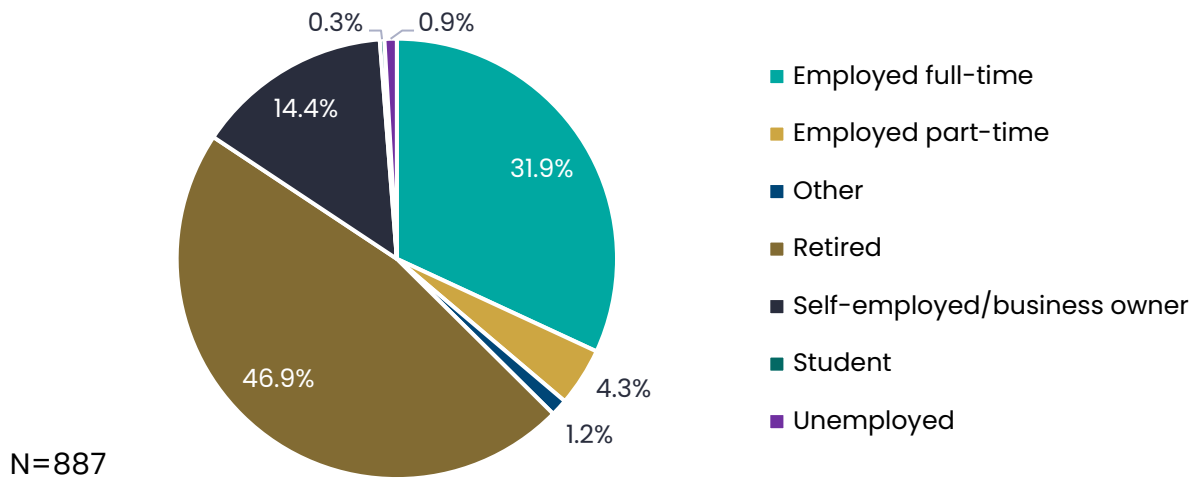
Response Results

Figure A.1: Where in the Coos Bay area do you reside?



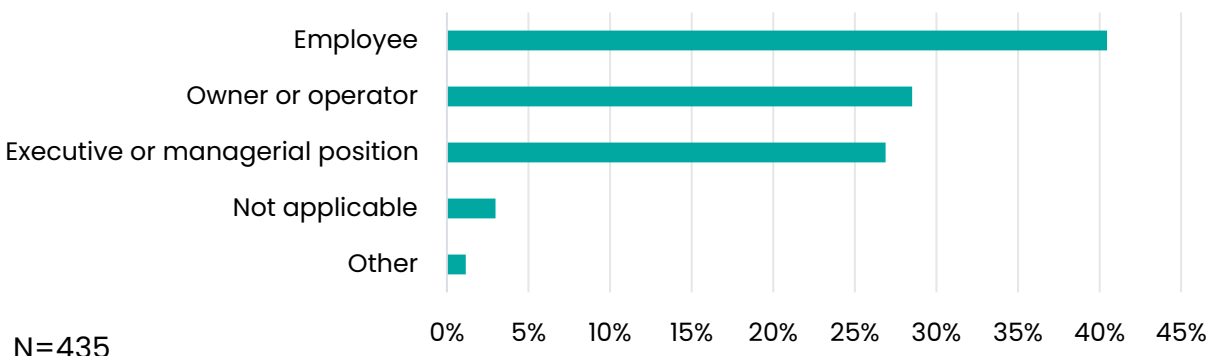
Source: Points Consulting, 2025

Figure A.2: What is your employment status?



Source: Points Consulting, 2025

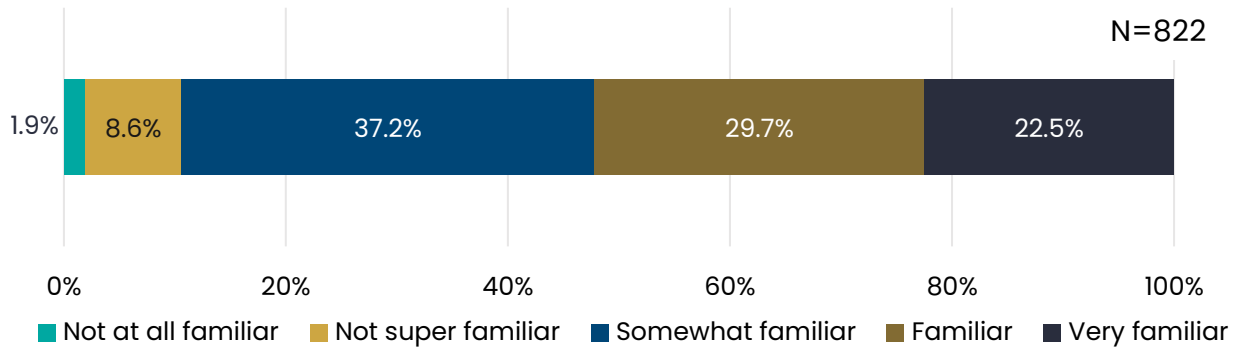
Figure A.3: If you are employed or own a business, what is your role?



Source: Points Consulting, 2025

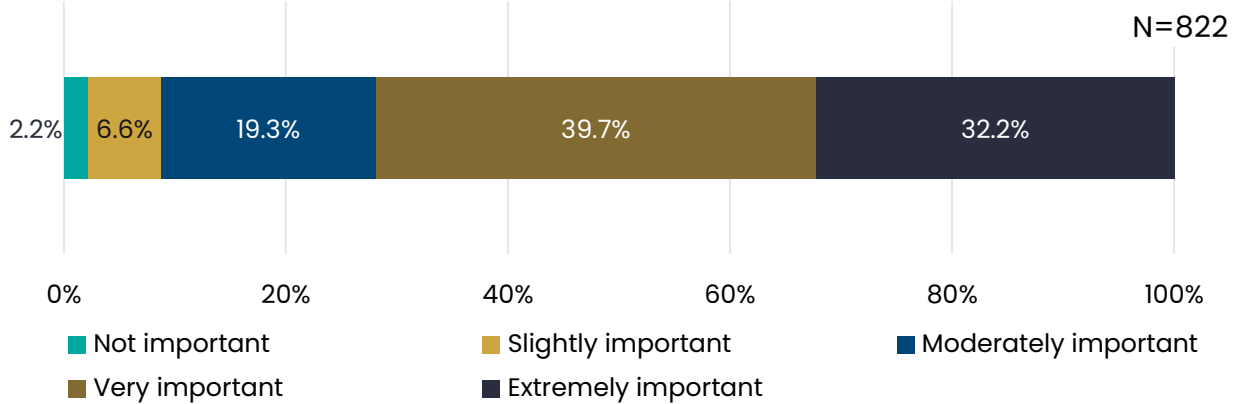


Figure A.4: How familiar are you with the Port of Coos Bay?



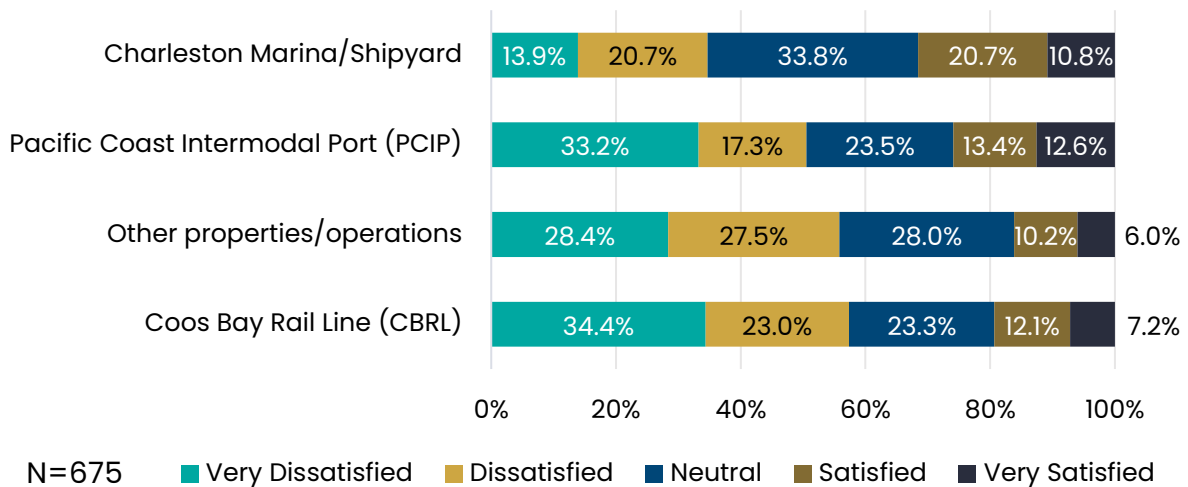
Source: Points Consulting, 2025

Figure A.5: In your opinion, how important is the Port of Coos Bay to the regional economy?



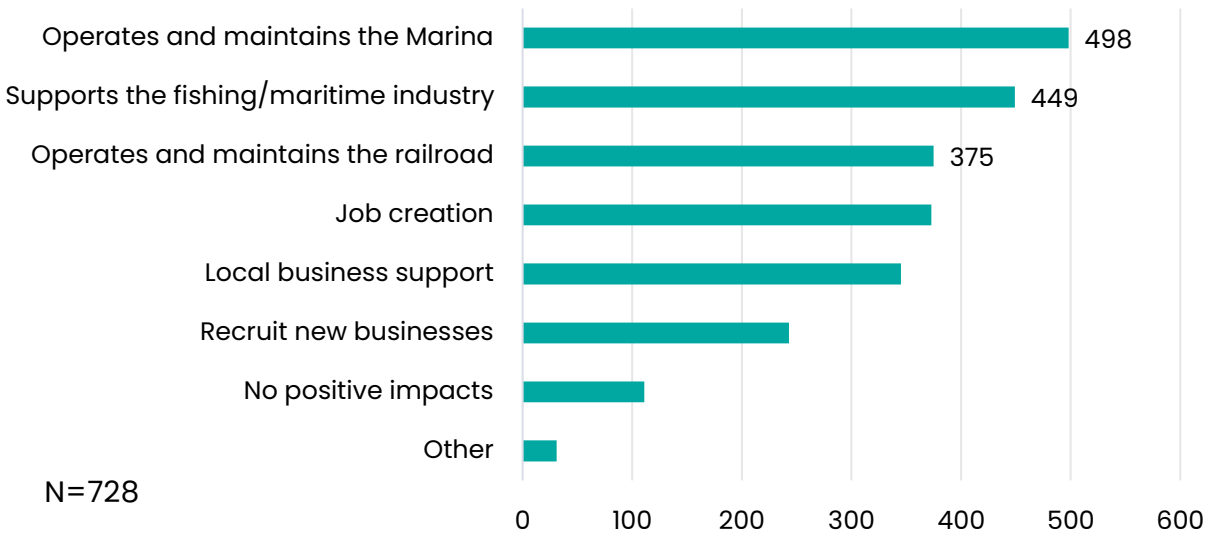
Source: Points Consulting, 2025

Figure A.6: How satisfied are you with current Port properties and operations?



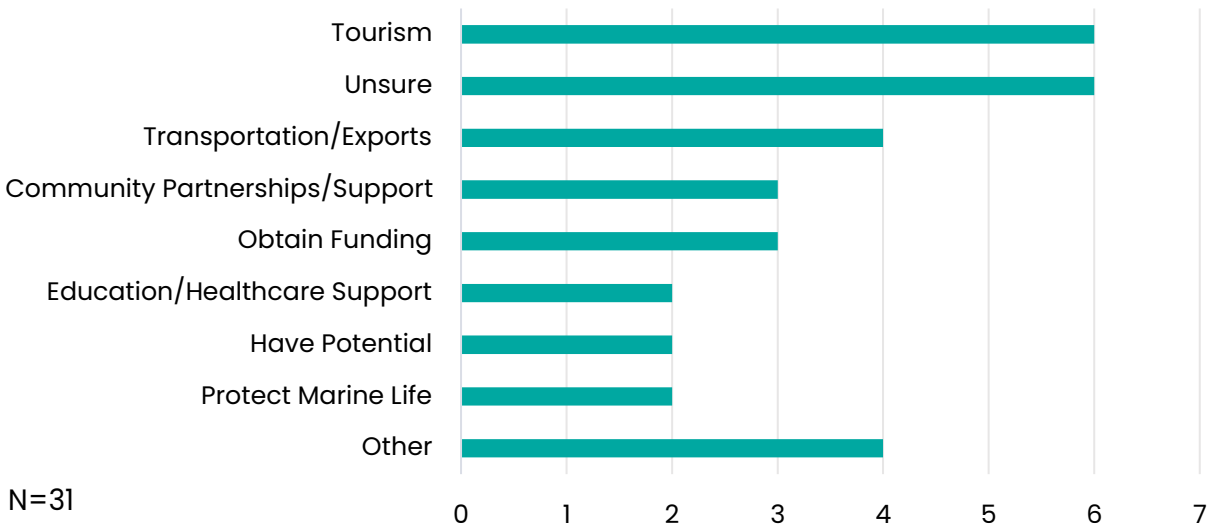
Source: Points Consulting, 2025

Figure A.7: What does the Port of Coos Bay do to positively impact the economy?



Source: Points Consulting, 2025

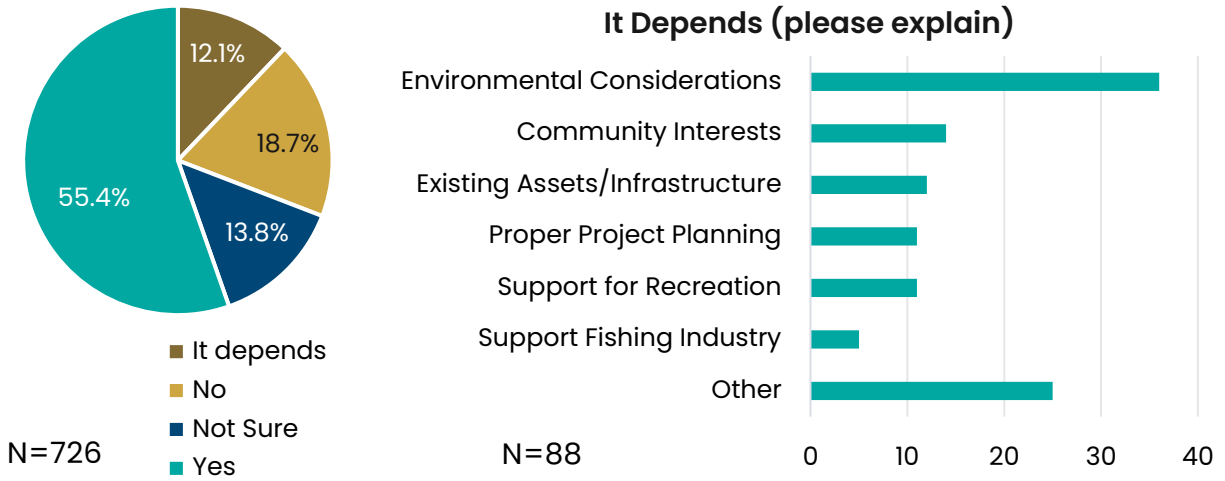
Figure A.8: What does the Port of Coos Bay do to positively impact the economy? (Other)



Source: Points Consulting, 2025

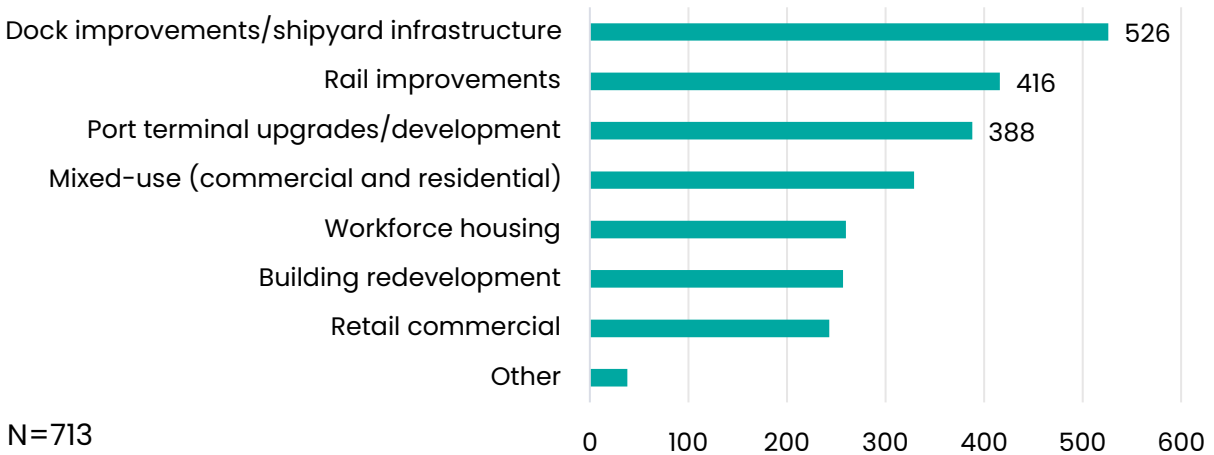


Figure A.9: Do you support further commercial or industrial development on port-owned land?



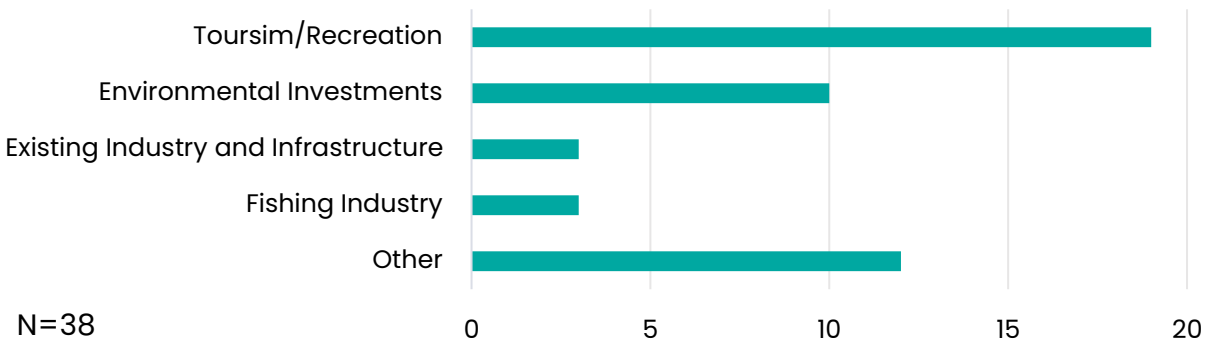
Source: Points Consulting, 2025

Figure A.10: Which Port investments would you most support?



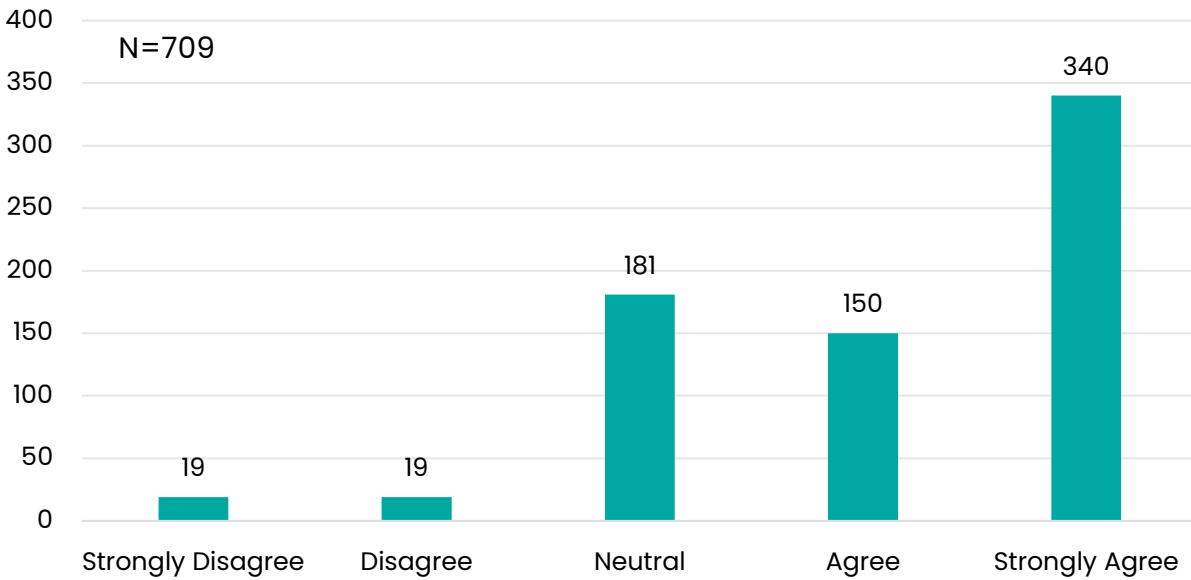
Source: Points Consulting, 2025

Figure A.11: Which Port investments would you most support? (Other)



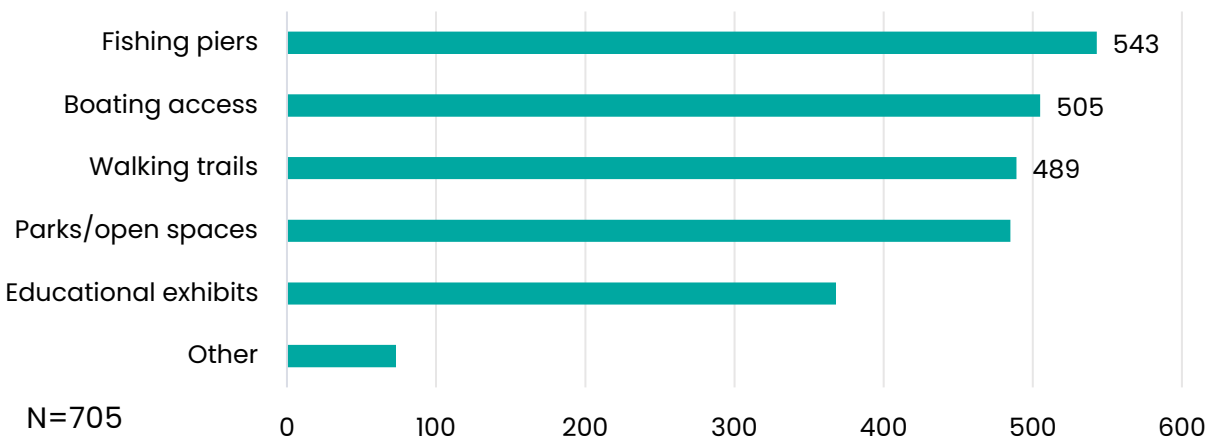
Source: Points Consulting, 2025

Figure A.12: The Port should increase public access to the waterfront for recreation. Agree or disagree?



Source: Points Consulting, 2025

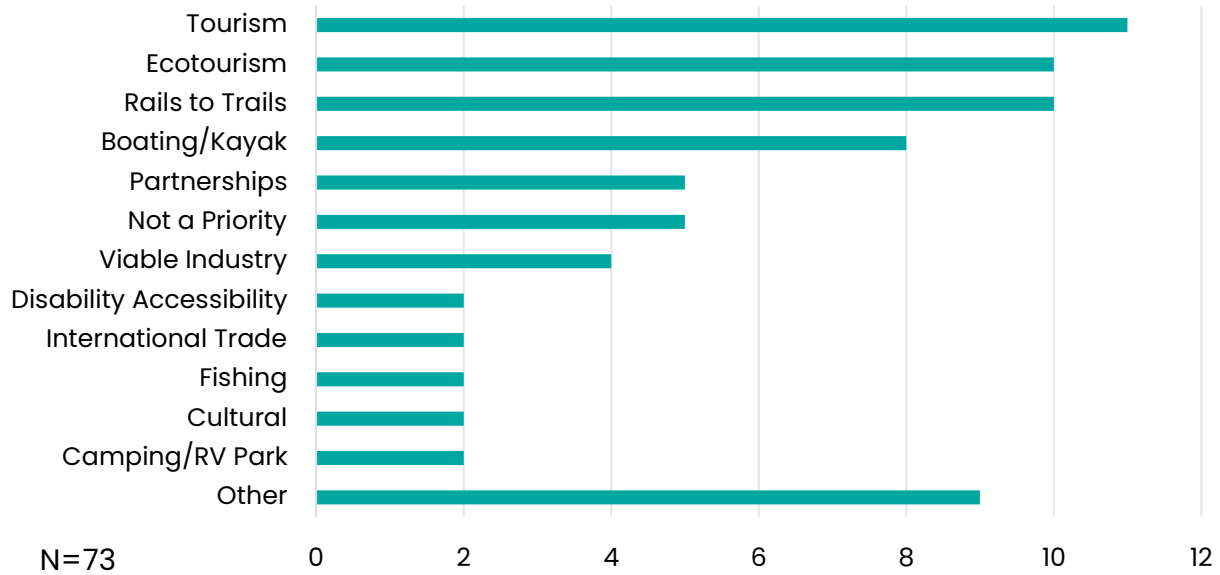
Figure A.13: Which public and recreational activities should the Port consider?



Source: Points Consulting, 2025

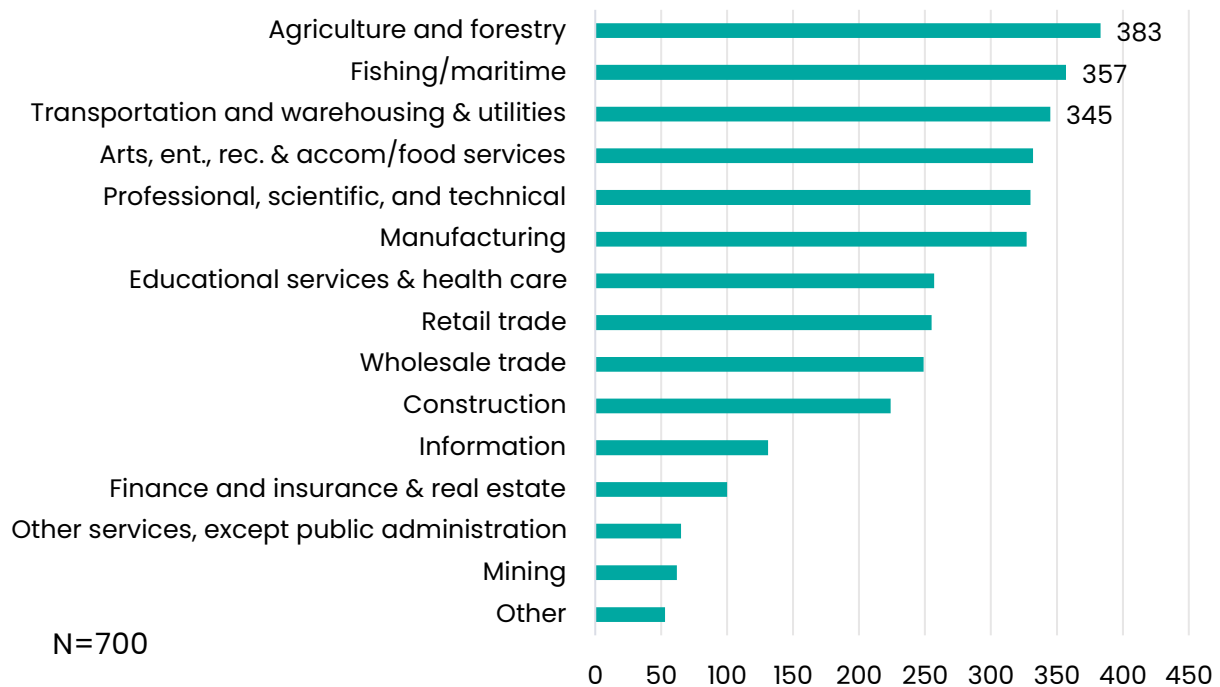


Figure A.14: Which public and recreational activities should the Port consider? (Other)



Source: Points Consulting, 2025

Figure A.15: What sectors or industries should the Port of Coos Bay attract or support?²²

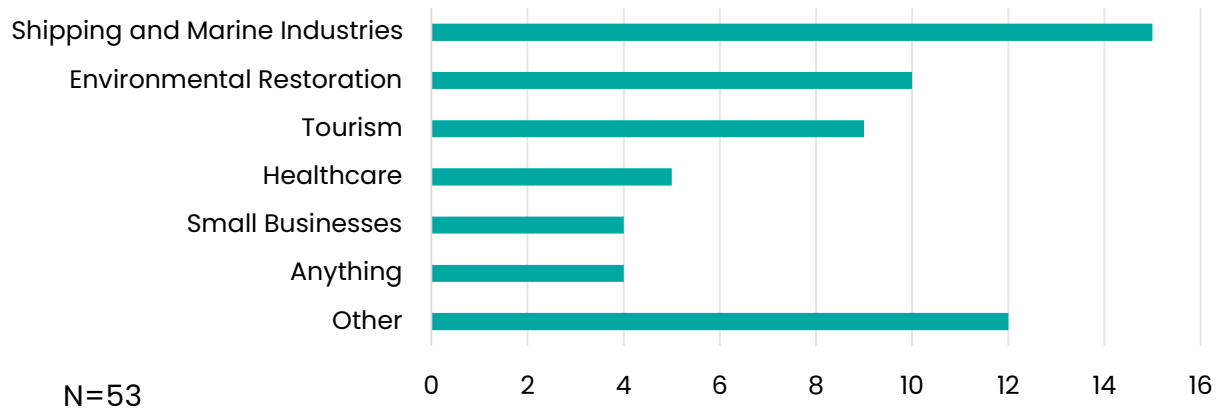


Source: Points Consulting, 2025

²² Initially, “agriculture and forestry”, Fishing/maritime”, and “mining”, were classified as “Agriculture, forestry, fishing and hunting, & mining”. This change was made after the first week of survey collections.

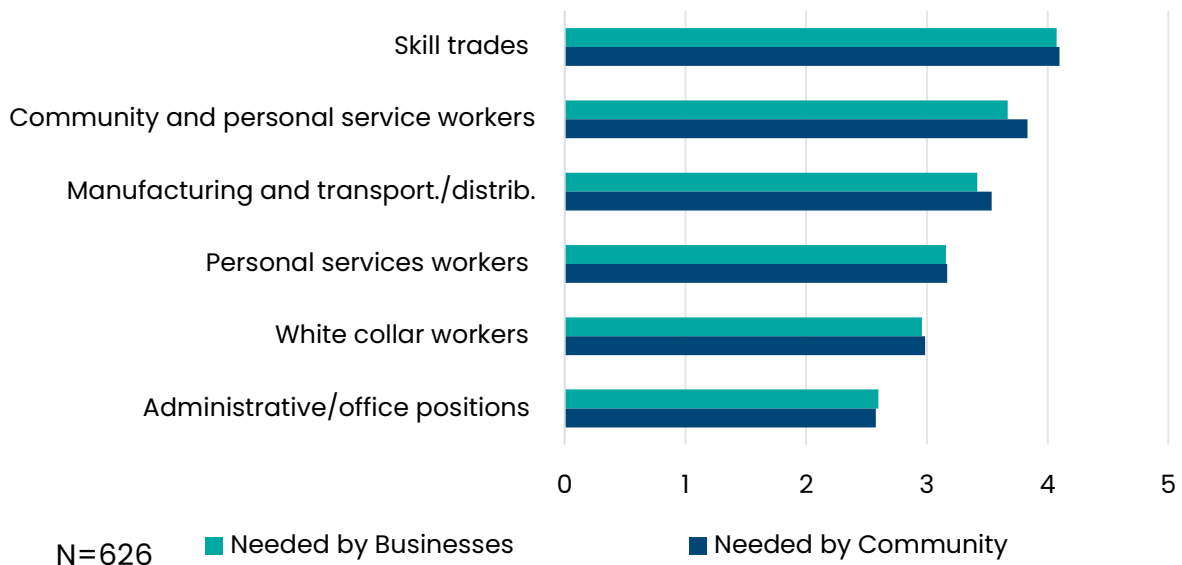


Figure A.16: What sectors or industries should the Port of Coos Bay attract or support? (Other)



Source: Points Consulting, 2025

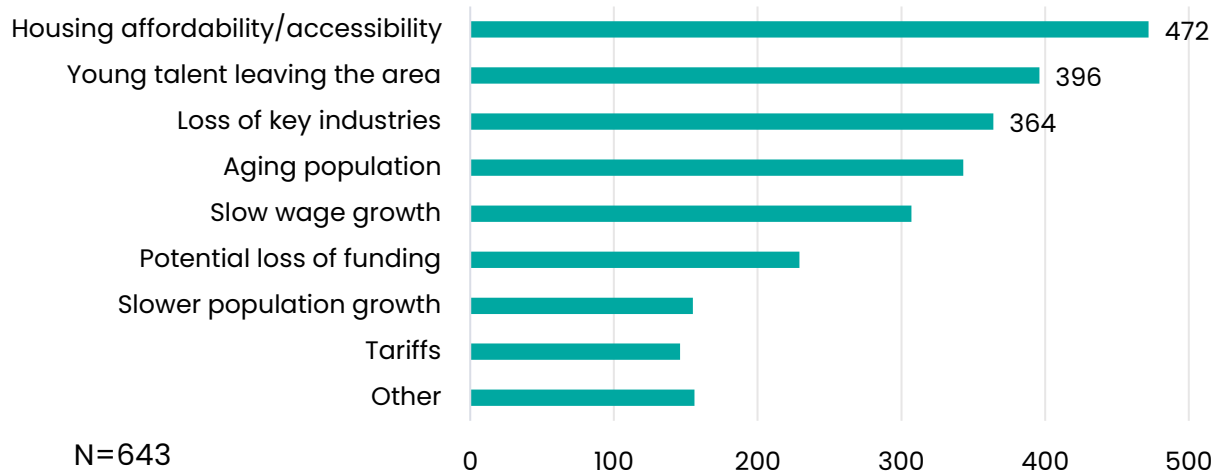
Figure A.17: What kind of jobs are needed by businesses in the region? How needed is each type of job to serve the Coos Bay community?



Source: Points Consulting, 2025

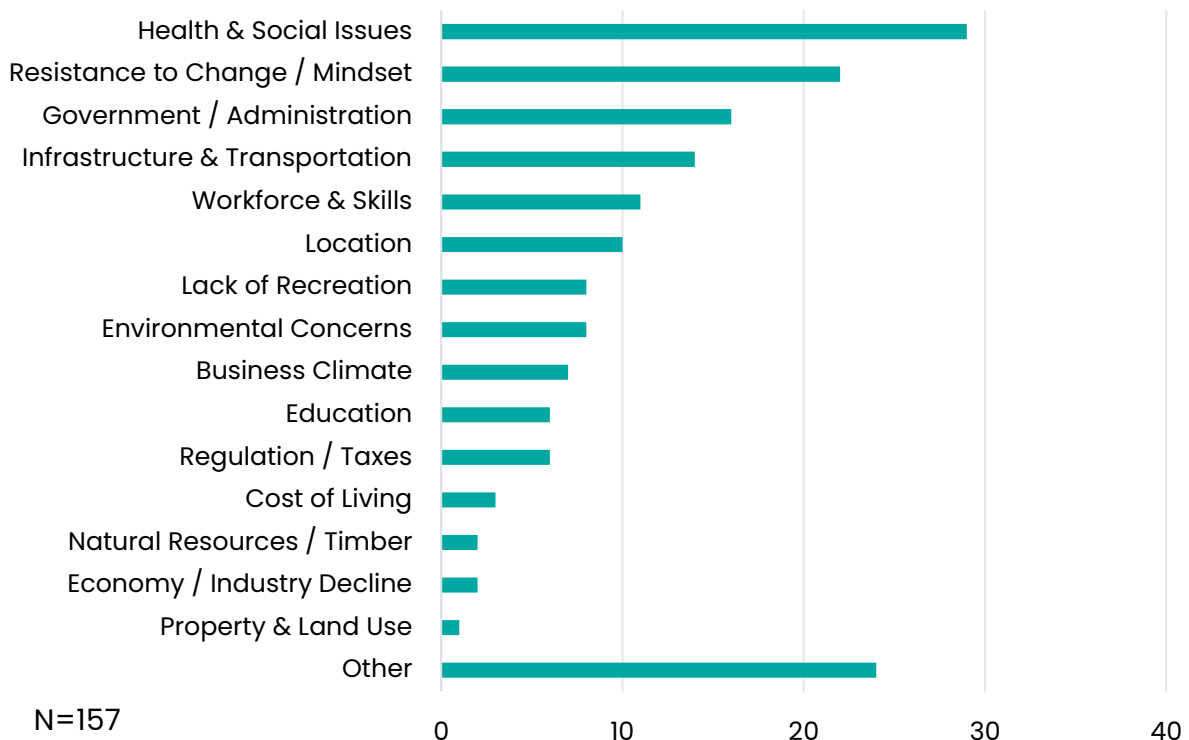


Figure A.18: Please select the greatest barriers hindering economic growth in the Coos Bay community



Source: Points Consulting, 2025

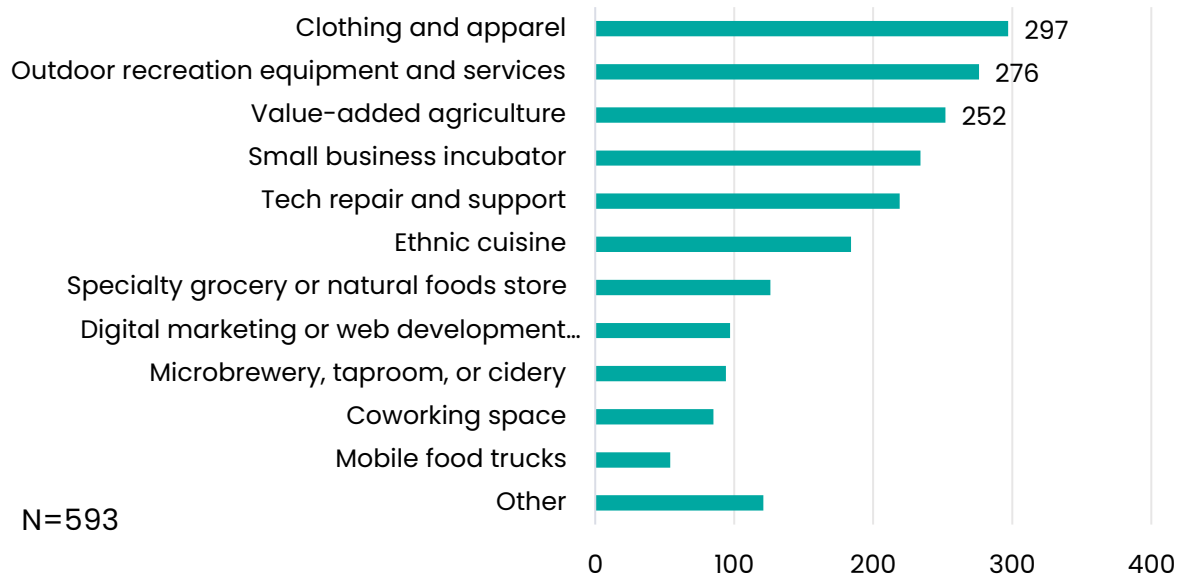
Figure A.19: Please select the greatest barriers hindering economic growth in the Coos Bay community: (Other)



Source: Points Consulting, 2025

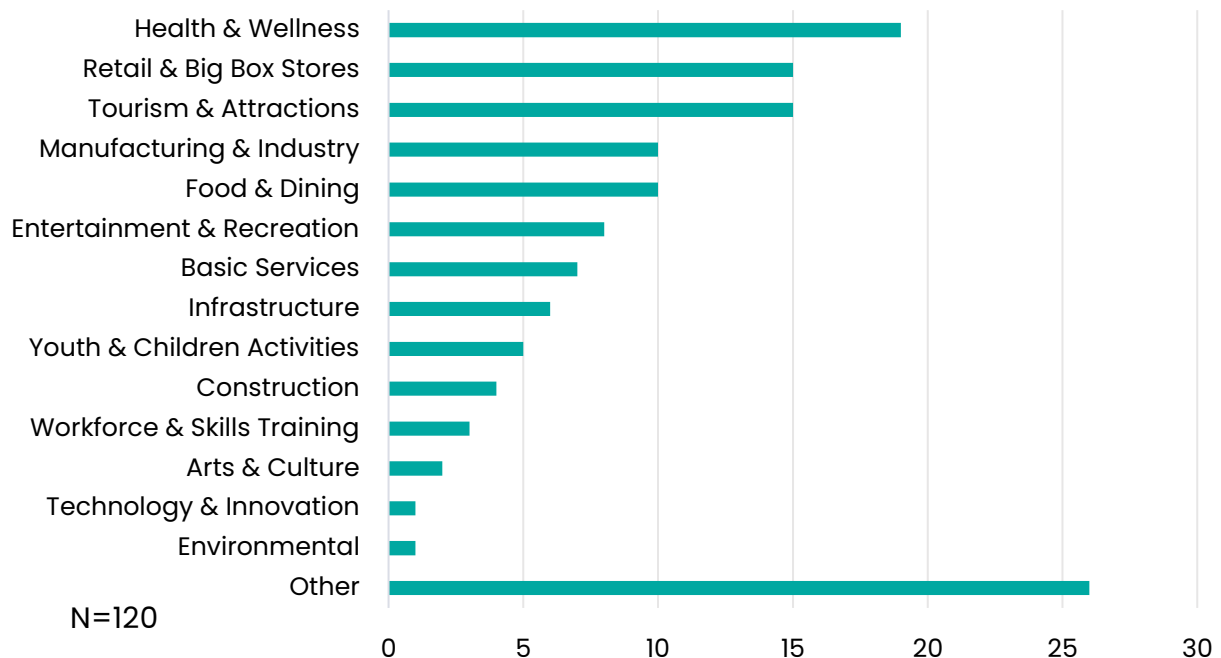


Figure A.20: Are there any specific goods or services that are missing in Coos Bay that you think could be successful?²³



Source: Points Consulting, 2025

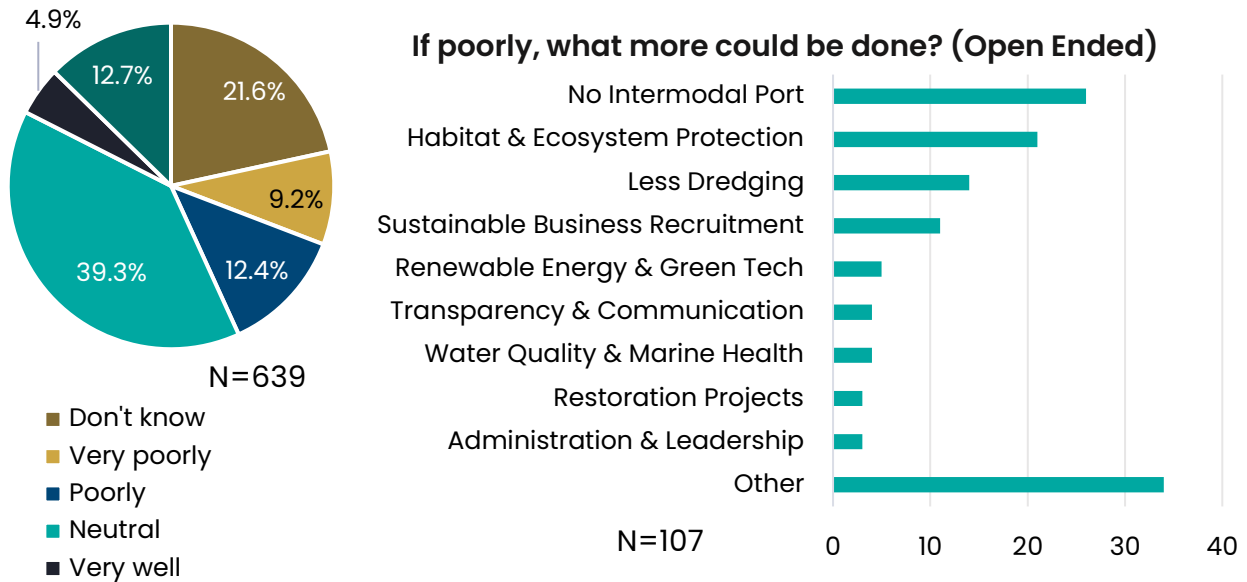
Figure A.21: Are there any specific goods or services that are missing in Coos Bay that you think could be successful? (Other)



Source: Points Consulting, 2025

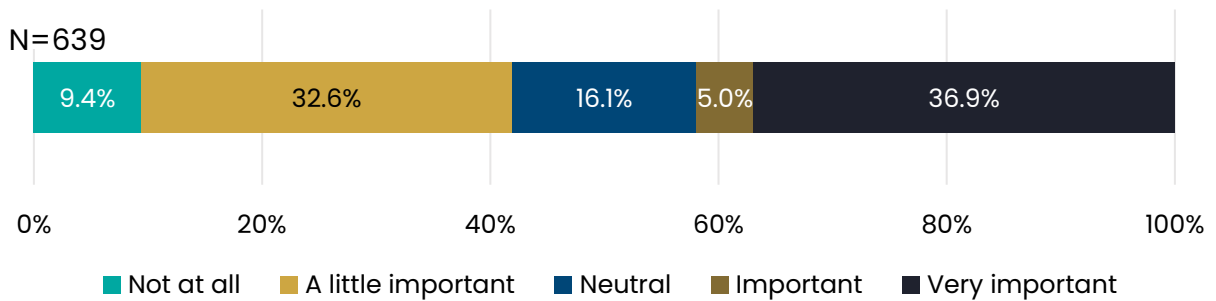
²³ Full text of "Digital marketing or web development..." was printed as "Digital marketing or web development services" in survey.

Figure A.22: To what extent are the Port of Coos Bay's efforts to reduce their environmental impact working?



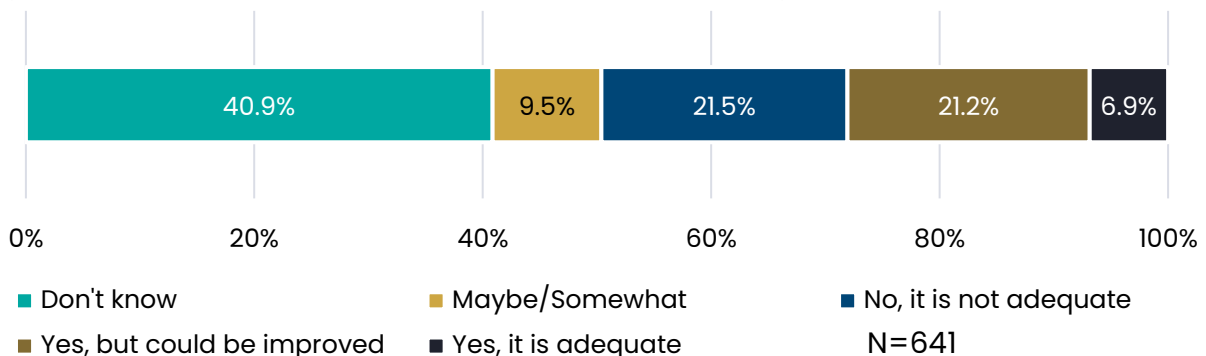
Source: Points Consulting, 2025

Figure A.23: How important should preserving the history, culture, and tribal presence of Coos Bay be to the Port of Coos Bay's plans?



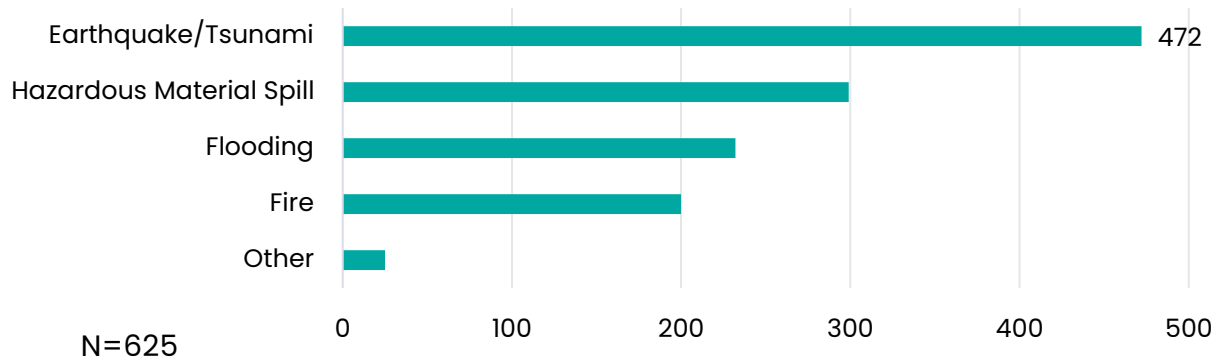
Source: Points Consulting, 2025

Figure A.24: Do you believe the Port has adequate emergency response plans in place?



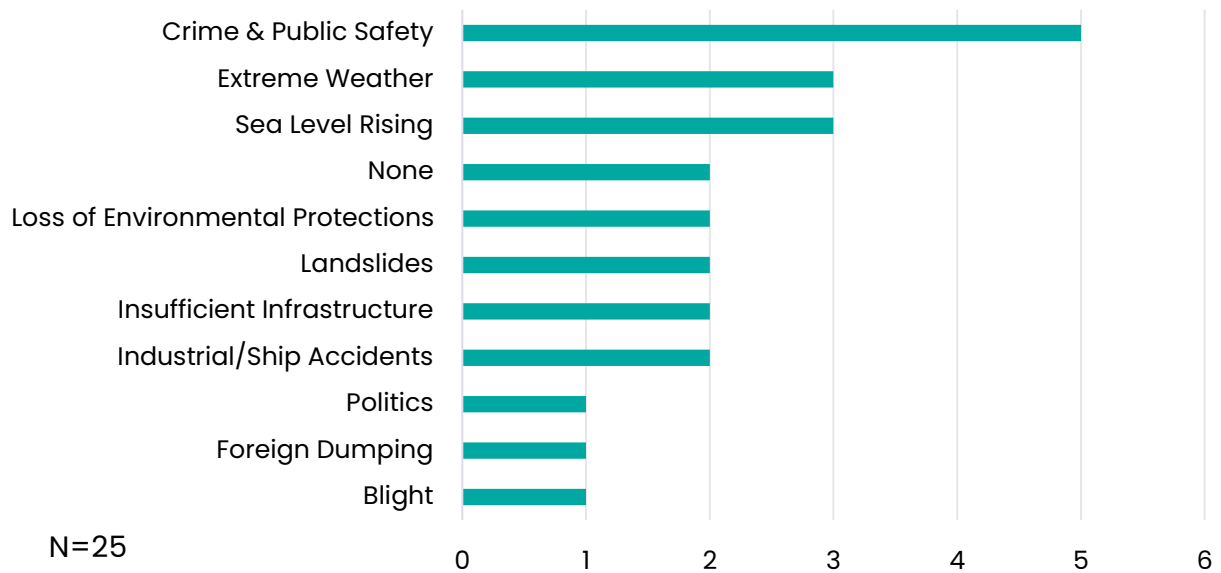
Source: Points Consulting, 2025

Figure A.25: What types of emergency situations in the area (or related to the port) concern you the most?



Source: Points Consulting, 2025

Figure A.26: What types of emergency situations in the area (or related to the port) concern you the most? (Other)



Source: Points Consulting, 2025

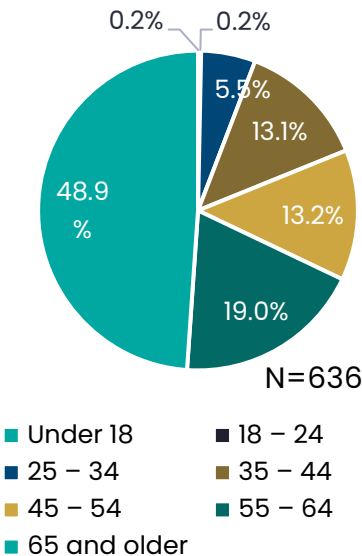


Figure A.27: Please share any additional comments as it relates to business and economic development in the Coos Bay area:



Source: Points Consulting, 2025

Figure A.28: What is your age?



Source: Points Consulting, 2025

Figure A.29: How long have you been in the Coos Bay region?

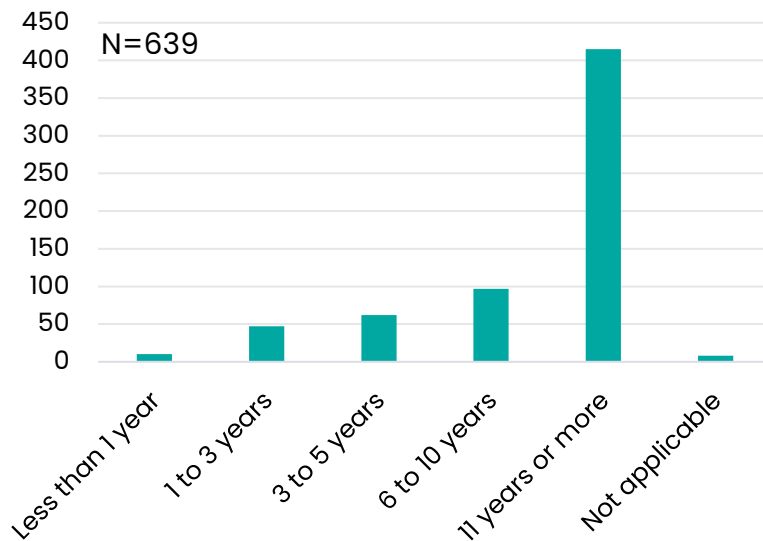


Figure A.30: What is your race/ethnicity?

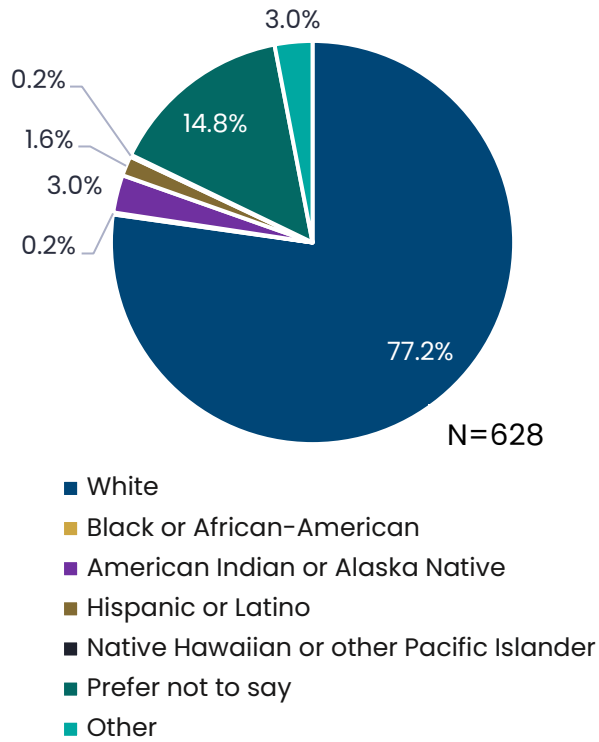
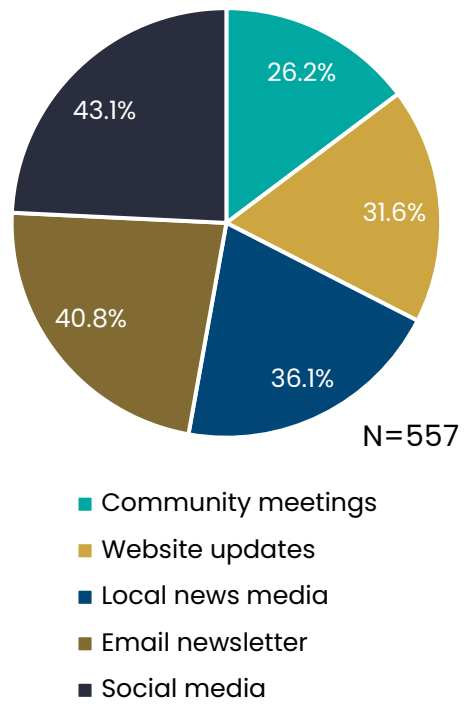


Figure A.31: How would you prefer to receive updates from the Port?



Source: Points Consulting, 2025

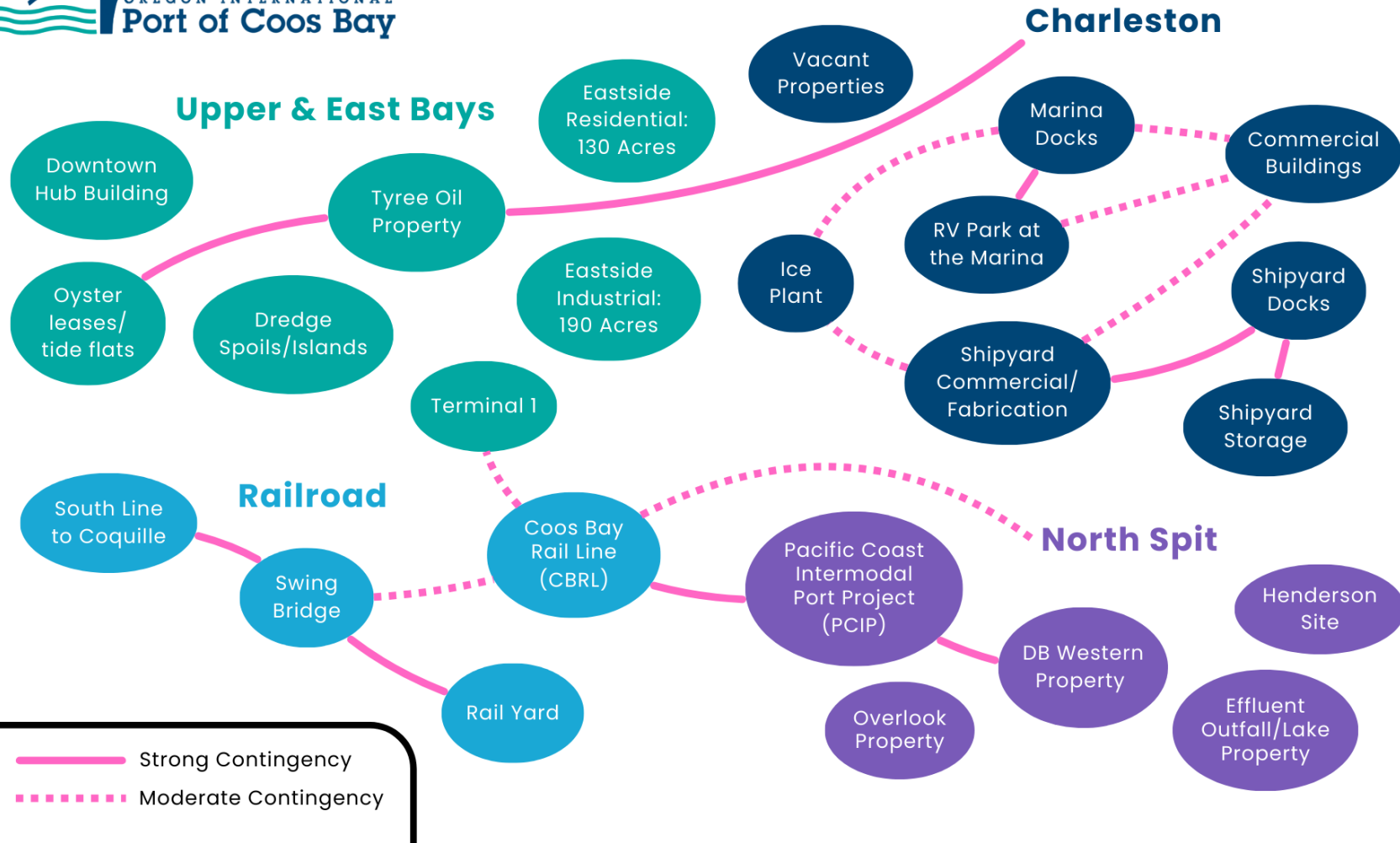


Additional Engagement Materials
Asset Planning Flow Map



ASSET CONTINGENCY MAP

OREGON INTERNATIONAL
Port of Coos Bay





ASSET PLANNING WORKSHEET

OREGON INTERNATIONAL
Port of Coos Bay

Please rate your perceptions of the following factors for each Port asset.

Charleston

Shipyard Commercial/Fabrication

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

Commercial Retail/Storefront at the Marina

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

Shipyard Docks

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

Docks at the Marina

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

RV Park at the Marina

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

Shipyard Storage

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

Ice Plant

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve Sell it Maintain
 Repurpose Lease
 Continue as is Donate

Comment: _____

Vacant Properties

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve Sell it Maintain
 Repurpose Lease
 Continue as is Donate

Comment: _____

Rail Line

CBRL (Coos Bay Rail Line)

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve Sell it Maintain
 Repurpose Lease
 Continue as is Donate

Comment: _____

Swing Bridge

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

Rail Yard

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

South Line to Coquille

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

Upper Bay/East Bay

Tyree Oil Property

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Sell it
- Maintain
- Repurpose
- Lease
- Continue as is
- Donate

Comment: _____

Downtown Hub Building

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Sell it
- Maintain
- Repurpose
- Lease
- Continue as is
- Donate

Comment: _____

Terminal 1

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Sell it
- Maintain
- Repurpose
- Lease
- Continue as is
- Donate

Comment: _____

Oyster Leases/tide flats

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

Eastside Residential: 130 Acres

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

Eastside Industrial: 190 Acres

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

Dredge Spoils/Islands

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve Sell it Maintain
 Repurpose Lease
 Continue as is Donate

Comment: _____

North Spit

Pacific Coast Intermodal Port Project

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve Sell it Maintain
 Repurpose Lease
 Continue as is Donate

Comment: _____

DB Western Property

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve Sell it Maintain
 Repurpose Lease
 Continue as is Donate

Comment: _____

Henderson Site

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

Effluent Outfall/Lake Property

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

Overlook Property

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Comment: _____

Other Assets

Other: _____

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Comment: _____

Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Other: _____

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Comment: _____

Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Other: _____

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

- Upgrade or Improve
- Repurpose
- Continue as is
- Sell it
- Lease
- Donate
- Maintain

Current Revenue

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



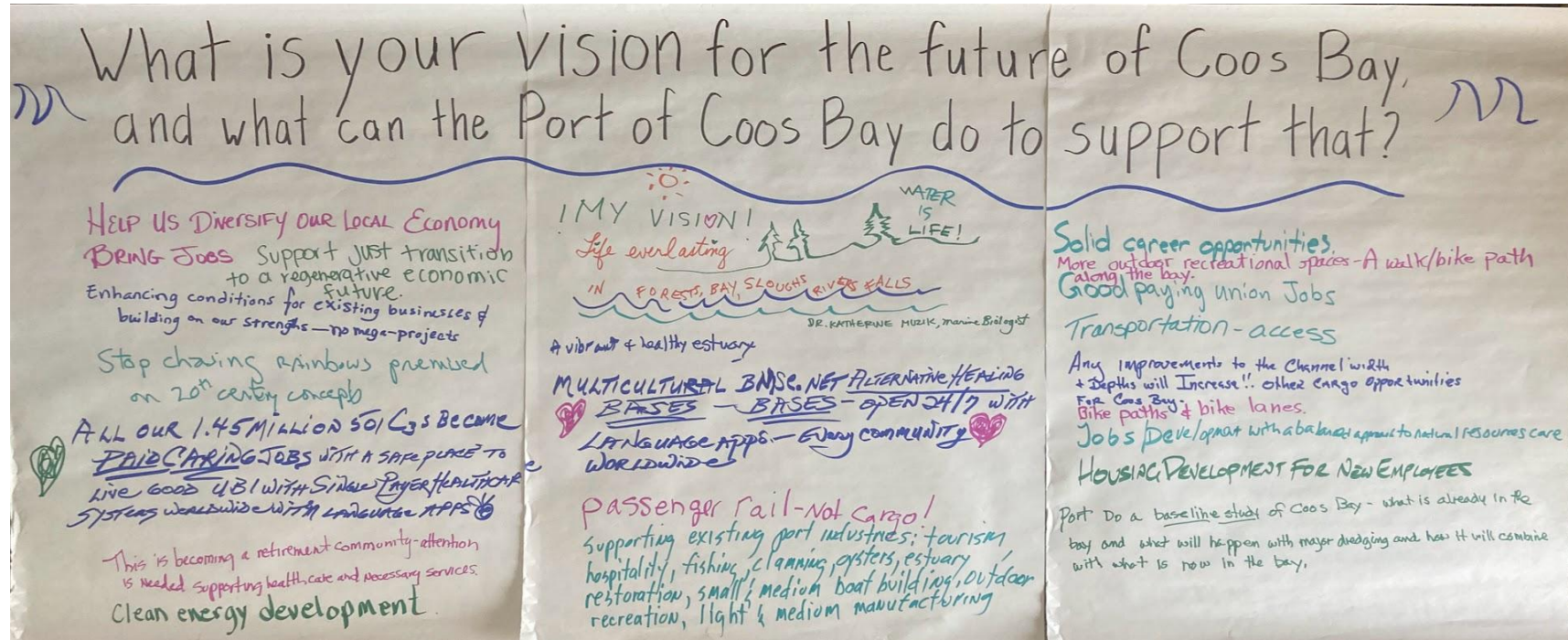
Comment: _____

Current Liability

\$ \$\$ \$\$\$ \$\$\$\$ \$\$\$\$\$



Townhall SWOT & Vision sheets



Strengths:

Where does the Port Excel?

It doesn't. ~~It~~ has failed for years.

This [↑] Agreed.

Vision

No strengths, Charleston port
Not as well run as other Oregon ports.

Rail failing infrastructure ✓✓

New Leadership is communicative!
gets a lot of federal +
State funding



Weaknesses:

Where do the Port struggle?

Tariffs are reducing trade in other ports.

What to do with the dredging spoils

Very little/minor stewardship of Estuary

Transparency

Communication *

The PCIP is based on flawed economic assumptions — dredging would do huge damage without the promise of business success

Better to invest such huge funds
2.3 Billion PCIP in our local hospital ✓

Does the local science sources: Q.M.B., S.S.N.E.R.R., C.W.A.

Housing? Where will New workers Live?

WHAT ABOUT HOUSING — NOT HANDCUFFS — HR 4182

Inter governmental collaboration
Think through a "rail only" port

Water + air pollution

Noise pollution in neighborhoods

Mining 32 million cubic yards of sand and bedrock out of the estuary



Opportunities:

What opportunities for growth does the Port have from their Strengths?



Use purchasing power to ~~then~~ restore connected former tide lands *

WORKFORCE! JOBS

Family housing.
No "man camps!"

||
||

Develop owned real estate
for maximum local econ. benefit

MORE JOBS

Protecting the environment.
Enhancing Charleston Marina world facilitate
commercial, recreational fishing & tourism

Living wage jobs
Return to global stage

Petition CHARTER ORG - CARES ACT - pay people TO CARE -
LEGISLATION CARES ACT - stop welfare system

How about spending that \$100 million
of state taxpayer money on the existing
industries at the Port and for infrastructure?

Most newer Ports are automated - how will AI and
Robotics reduce jobs here.

What we really need here is help for the hospital and local
Support to recruit Doctors and Nurses.



Threats:



What harm could come through weaknesses?

Invasive species on large ships from Asia

Release of years of toxic dumping into the bay-

* Degradation of commercial, sport, & recreational fisheries
Continued downward spiral of Port assets,

& Coos Bay's reputation for business
Green crabs need to be mitigated

Fishing (CRABBOG)

Pollution + Congestion

Threats to our estuary - our
This! incubator for fish, crabs, shellfish, & more.

↳ Once dredged, there is no going back. This should be the
last thing done. **Agreed!**

Quality of life for Empire residents - air pollution, noise pollution, light
pollution, water pollution.

There must be a plan to return the N Spit to what it looked like
before this project if/when it fails.

Reducing capacity to deal w/ flooding
if the trains and ships haul Oil, gas, and coal will

Be contributing to Global Warming.

International market volatility

Reducing carbon sequestration capability

The ~~RR~~ to Eugene is a disaster waiting to happen.
railroad



Townhall RSVP List

- Jeff Adkins
- James Allister
- Rick Amadek
- Ashley Audycki
- Janet Ayres
- Will Ayres
- Tracy Baldwin-Pierce
- Jessica Morales Bane
- Daniel Baumann
- Anne Bellomy
- Christina Bloom
- H A Bok
- Barbara Brewer
- Becky Bryant
- Kat Burgess
- Jolene Krossman
- Michelle Caldera
- Melva Campbell
- Eric Clough
- Mark Collins
- Carla Courtney
- Chris Cranford
- Carl Darwin
- Josh Davis
- Ray Dewire
- Paul Doyle
- Nick Edwards
- Joan Emm
- Donald Ford
- Susan Foreman
- Karen Forsyth
- Chris Frazier
- Pat Goll
- Janice Langlinais
- Alistair Gray
- Stephanie Hadley
- Elise Hamner
- Isla Hanley
- David Hanley
- Gregg Harvey
- Hugo Hernandez
- Lois Von Hippel
- Jan Hodder
- Susan Hopkins
- Kathy Hornstuen
- Daniel Jordan
- Stephanie Kilmer
- Spencer Kinross
- Abby Knipp
- Paul Ley



Full List of Interviewees

- South Coast Development Council (SCDC)
- Charleston Advisory Committee
- Port Commission Secretary
- Business Oregon
- Port Commission President
- Port Commission Vice President
- Bay Area Chamber of Commerce
- Coos Bay City Manager
- Port Commission Member
- Ko Kwel Casino, Coos Bay City Council
- City of Coos Bay Mayor
- Coos Bay-North Bend-Charleston Visitor and Convention Bureau
- Bandon Dunes Foundation
- Travel Southern Oregon Coast
- Englund Marine
- Clausen Oysters
- Rogue Climate
- League of Women Voters Coos County
- Pacific Coast Intermodal Port Project Executive Director
- Giddings Boat Works
- Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians, Economic Development
- Port Commission Treasurer

