

2019 Update



Port of Newport
Strategic Business Plan
Draft Plan



Community Open House 2

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*Thank you -
to the Port of Newport, its
stakeholders, and community
partners for sharing their time
and insight in the development
of this Strategic Business Plan.*



Agenda

Initial Findings:

- Stakeholder/community outreach (SWOT, stakeholder interviews, and Open House 1)
- Facilities Assessment
- Market Conditions

Draft Plan:

- Values, mission, vision
- Elements of an SBP
- Priority Projects
- Market Opportunities

Plan Update/Next Steps



Initial Outreach Findings

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

Strengths:

- Diversity of users
- Multiple revenue sources
- New facilities and infrastructure
- Room to grow

Weaknesses:

- Staff turnover
- Deferred maintenance
- Lack of new revenue sources
- No rail access
- Lack of development-ready land



Initial Outreach Findings

SWOT Analysis

Opportunities:

- Improve interagency partnerships
- Consider cargo at International Terminal balanced with fishing needs
- Business growth/development in various sectors
- Dock rehabilitations
- Proactive mitigation planning

Threats:

- Climate change/natural disasters
- Housing affordability
- Lack of dredge material disposal sites
- Lack of capacity for individual fish buyers at commercial marina



Initial Outreach Findings

Stakeholder Interviews and Open House 1

Key findings:

- Strong local and regional tourism
- Locational advantage for marine research and deployment
- Opportunities to pursue niche markets that are compatible with and do not displace current commercial fishing activities
- Key priorities: rebuild commercial docks, digitize fee system, and repair agency relationships



Initial Findings

Facilities Assessment

North Bay:

- Commercial Marina
- Docks 1, 3, 5, and 7
- Hoist Dock and Yard
- Swede's Dock
- Docks are in varying conditions
- Improvements and/or replacements are needed for all docks



Initial Findings

Facilities Assessment

South Beach:

- Recreational Marina
- Fishing Pier
- RV Park, Annex, and Dry Camp
- NOAA and OSU Facilities
- Oregon Coast Aquarium
- Rogue Brewery



Initial Findings

Facilities Assessment

International Terminal:

- 17-acre facility that provides berthing for deep-draft vessels
- Upland area includes paved storage yard and storage buildings available for lease
- Facilities are in good condition
- Drainage improvements are needed around storage buildings



Initial Findings

Market Conditions and Opportunities

Demographics:

- Lincoln County and Newport are growing at a slower rate than the state
- Population base in the Port District is growing older, working age residents are decreasing

Tourism and Recreation:

- Recreational-visitor industry is strong and Newport is well poised to capture growth
- The Alaska cruise market is growing
- Newport has an opportunity to attract small cruise ships as a port of call
- RV ownership and usage is growing



Initial Findings

Market Conditions and Opportunities

Commercial Fishing:

- Commercial fishing industry in Oregon is well managed and healthy
- Newport is one of the most important commercial fishing ports and is the largest homeport for fisheries employment on the Oregon coast
- Oregon's fishing industry has generally seen rising harvest values/volumes over the last 20 years
- Commercial fishing vessels have increased in size
- The International Terminal is a critical facility for larger fishing vessels
- Significant investment in the Commercial Marina is needed to meet the needs of the commercial fishing fleet



Initial Findings

Market Conditions and Opportunities

Marine Research and Education:

- Well-established industries in Newport; strong sector and growing
- Current facilities well poised to research emerging technologies in energy, aquaculture, and climate change

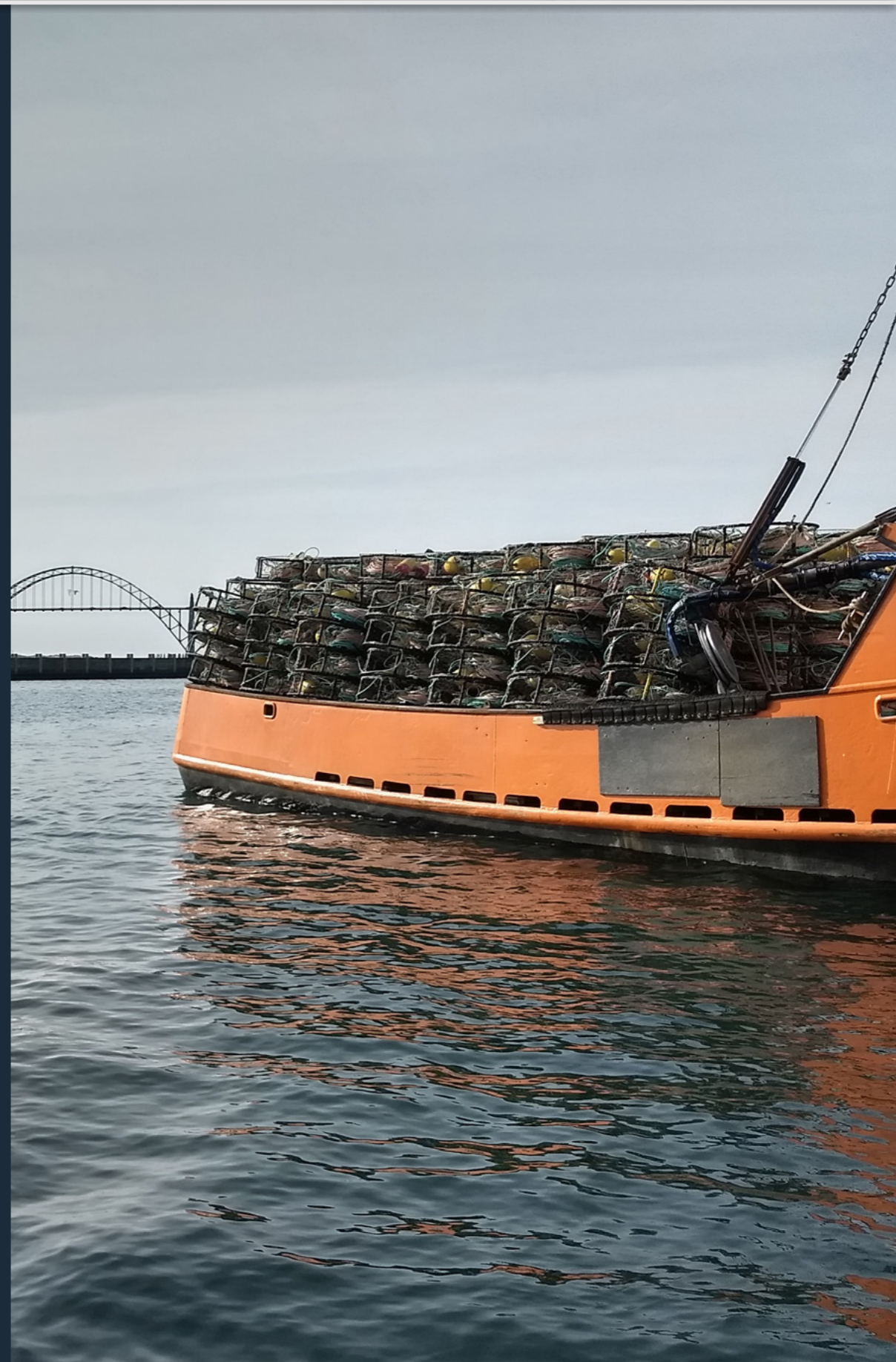


Initial Findings

Market Conditions and Opportunities

Marine Cargo:

- Potential marine cargoes for Newport: primarily local cargo
- Local cargo includes goods and commodities produced locally and shipped outbound, and inputs for local consumption or production
- Inland cargo (such as goods moving to and from the Willamette Valley) is less likely
- Several factors make local cargo more likely than inland cargo
- Local production (forest products and commercial fishing) represents the best marine cargo opportunity for the International Terminal
- The Port should consider wood product shipments (logs or woodchips) from the International Terminal



Initial Findings

Market Conditions and Opportunities

Marine Cargo Considerations:

- Will it generate positive net revenue for the Port?
- Can it coexist with existing revenue-generating uses (e.g., commercial fishing)?
- Will it work with the current channel depth and bridge air draft limitations?



Draft Strategic Business Plan

Elements

Capital Improvement Plan

Management Plan

Financial Plan (pending)

Environmental Plan

Marketing Plan

Implementation and Action Plan

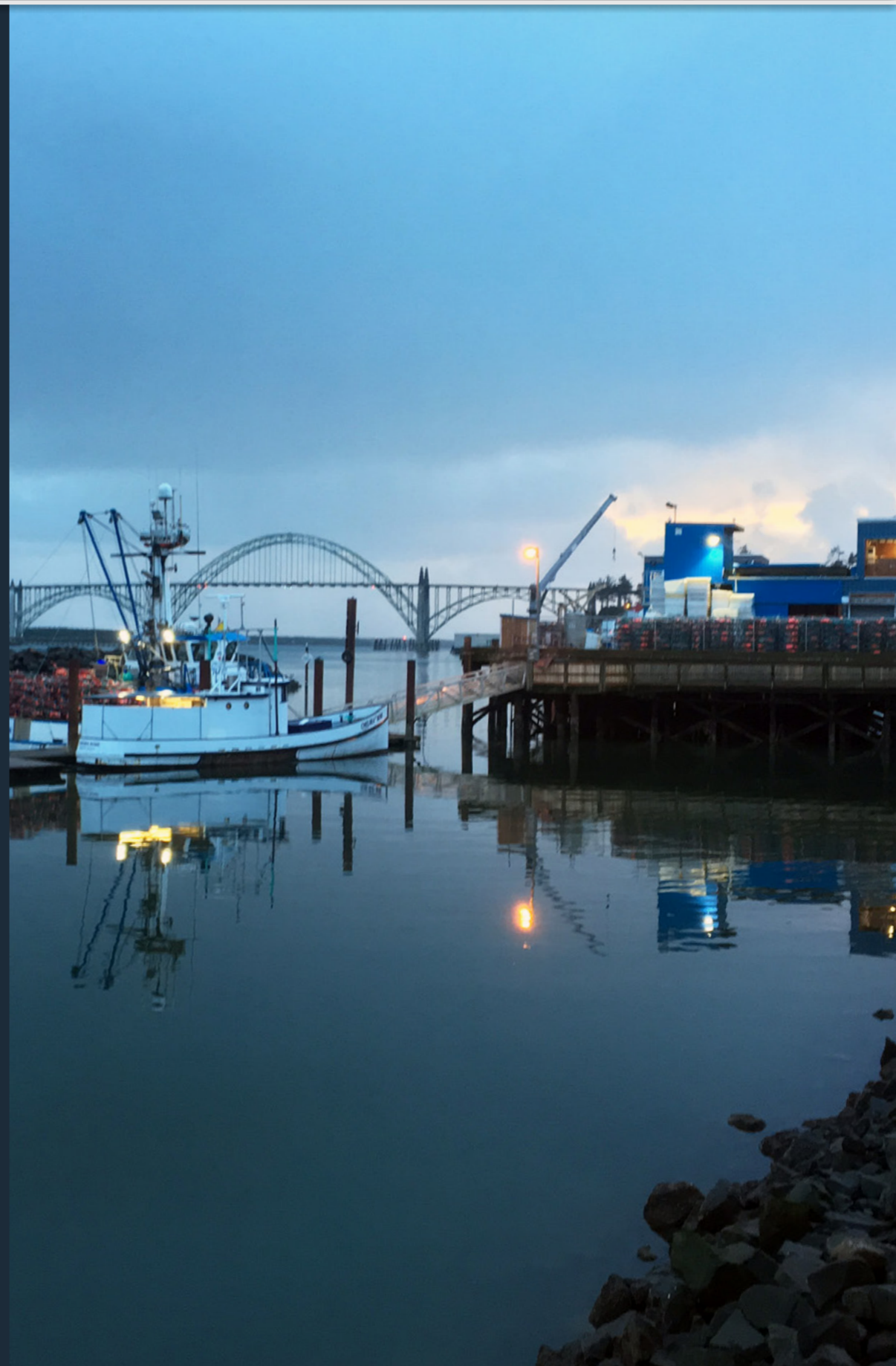


Draft Strategic Business Plan

Values, Mission, and Vision

Vision Statement:

The Port of Newport will serve as the foremost Oregon coast port for the commercial fishing, recreational fishing and tourism, and marine research support. We will fully utilize the International Terminal with fishing, waterborne commerce, and other uses. We will continue to protect and enhance the beauty and integrity of the natural environment, which is at the foundation of our working waterfront community.



Draft Strategic Business Plan

Goals

Capital Improvement Plan:

- Prioritizes Port investment in capital improvement projects
- Should be reviewed/updated annually as part of the Port's budget process



Draft Strategic Business Plan

Priority Projects

Port-wide:

- Develop a mitigation plan to offset impacts from dock improvement/replacement projects
- Foster strategic partnerships with key agencies/industries

North Bay:

- Commercial Marina Reconstruction
- Interim improvements to Docks 5 and 7

South Beach:

- RV Annex Improvement Plan
- Fishing Pier Improvements and Mitigation

International Terminal:

- Prepare an International Terminal Plan



Draft Strategic Business Plan

Goals

Management Plan:

- Develop a management plan that enables Port Commissioners and staff to achieve the Port's mission and prioritize economic development opportunities within the District
- Enhance the existing ability of the Port Commission and professional staff



Draft Strategic Business Plan

Goals

Environmental Plan:

- Operate Port facilities consistent with established best management practices and become a model for other Oregon ports
- Partner with the local agencies, businesses, and industries to study impacts from potential earthquakes, tsunamis, and rising sea level to local facilities and businesses

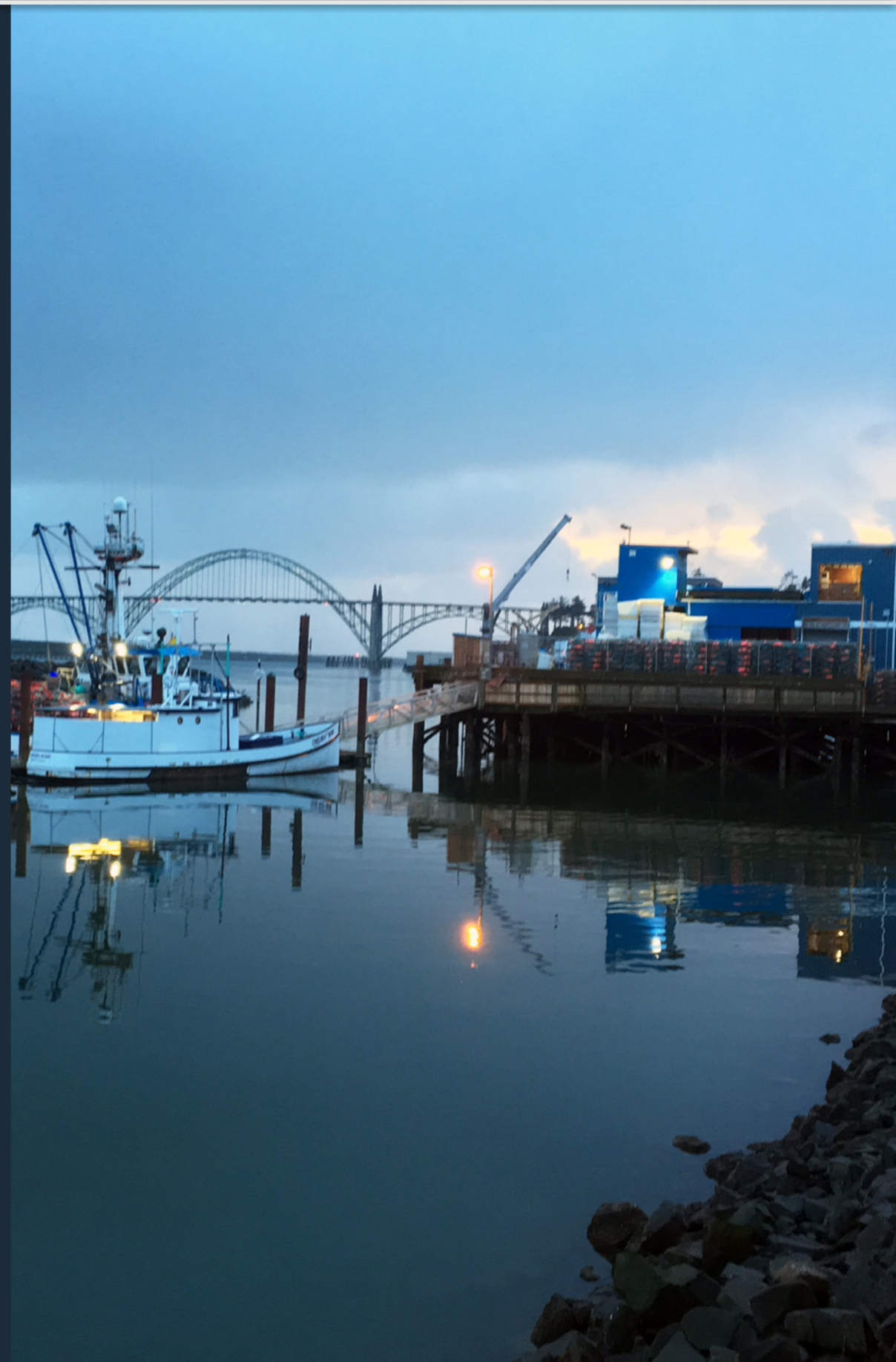


Draft Strategic Business Plan

Goals

Marketing Plan:

- Market the Port district, its services, assets, opportunities, innovations, and communities to local, regional, national, and international prospects and partners
- Build trust, transparency, and excitement within the local community



Draft Strategic Business Plan

Implementation and Action Plan:

- Implementing the Port's Strategic Business Plan will require ongoing efforts by the Port and other agencies to achieve the plan's planned capital, marketing, and maintenance project priorities



Plan Update

The plan may be amended to accommodate changing conditions and new opportunities and must be updated every five years, with annual reviews recommended for projects and capital costs.

Next Steps

- Public, stakeholder, and port commission comments
- Final Plan development and delivery based on public, stakeholder, and port commission comments
- Port Commission Plan Adoption in spring 2019
- Business Oregon review



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Thank you!

Questions?

