



**The Port of Gold Beach
Strategic Business Plan**

July 1, 2010, to June 30, 2013

AIR - LAND - WATER

Port of Gold Beach
P.O. Box 1126
Gold Beach, Oregon 97444
541.247.6296

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Port Commissioners
updated 12/11

	Term Expires	Years Served
Milt Walker, President 24797 Pistol River Loop Gold Beach, Oregon 97444 541.247.7145 shurdw@yahoo.com	2015	14
Lawrence "Moe" Johnson, Vice-President Post Office Box 1714 Gold Beach, Oregon 97444 541.247.2691 sumoco@frontier.net	2015	7
Charles Riddle, Secretary Post Office Box 1730 Gold Beach, Oregon 97444 541.247.0995 charles.at.pogb@gmail.com	2015	5
Bill McNair Post Office Box 1011 Gold Beach, Oregon 97444 541.247.4571 jerrys@roquejets.com	2013	10
Larry Prestininzi Post Office Box 526 Gold Beach, Oregon 97444 541.247.0909 gldbch101@yahoo.com	2013	2

Port Manager

Errol Roberts
29891 Harbor Way
Post Office Box 1126
Gold Beach, Oregon 97444
541.247.6269
portmanager@portofgoldbeach.com

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I. Mission Statement

The Port of Gold Beach is entrusted with certain public assets, taxes, and authorities to be used for the good of the community.

The mission of the Port of Gold Beach is to:

- **Recognize, protect, and enhance the Rogue River** as a unique economic asset of the area, using it in ways that are best for the overall community;
- **Manage the upriver lands** for access by and use of the recreational public;
- **Develop and maintain a marine port** to support the ocean and river access needs of the community, both commercial and recreational users;
- **Develop and maintain an airport** to support the needs of the community, both commercial and recreational users
- **Develop and promote Port lands** to attract, enable, and support private businesses and public/private partnerships that create jobs and community income; and,
- **Support community and regional efforts to promote economic development** and employment while preserving the natural beauty that is an important part of our community.

II. History

- 6,600 BC The earliest record of human habitation at the mouth of the Rogue River
- 1542-43 The earliest approaches to the southern Oregon coast by the Spanish
- 1882 Jedediah Smith leads an expedition through the area
- 1877 The R.D. Hume hatchery was established on the Rogue River
- 1890 Ellensburg becomes Gold Beach and a wagon road was completed north to Curry County
- 1924 First electricity in Gold Beach
- 1927 Roosevelt Highway 101 completed
- 1932 Patterson Bridge completed
- 1935 Commercial fishing nets are banned on the Rogue River

Established in 1955, the Gold Beach Port District has grown to own and manage a diverse portfolio of interests in the Gold Beach area.

The original Cannery Building was constructed by Jerry Hull in 1972. The building was constructed when the ocean troll salmon fishing off the mouth of the Rogue River was at its peak.

In 1974, with the addition of shrimp and crab fisheries, the two-story full-scale seafood processing plant was constructed. The plant contained shrimp, crab, and salmon processing equipment. Between 1974 and 1984, the facility changed hands three times. From 1986 until the present, decreases in non-tribal troll fisheries had a negative effect on the plant's ability to operate profitably. In 1991, the cannery facility was sub-leased for sea urchin processing.

With the need to diversity from the fishing industry, the Port decided to renovate the Cannery. In March of 1998, the doors opened to a newly renovated cannery building.

Today, the Port's interests include the port, the airport, and Huntley Park.

III. Environmental Scan and Situational Analysis

Overview: Located at the mouth of the Rogue River, adjacent to U.S. Highway 101, in the county seat of Gold Beach for Curry County, the Port of Gold Beach is geographically well-positioned for commercial fishing enterprises and recreational ocean, river, land, and air access. Nonetheless, the County's population size limits the Port's role in commercial shipping trades, air passenger service, and cargo service. Similarly, region's market size, coupled with the presence of two other shallow-draft ports within Curry County (Port of Brookings-Harbor; Port of Port Orford), also contribute significantly to funding constraints.

Liabilities, Weaknesses, and Threats: The Port of Gold Beach, like most public ports, was created to develop and operate marine facilities for the benefit of the public and the economy. It was commonly assumed that port facilities would not generate enough revenue to cover all of the public benefits that ports produced, and for this reason, some public funding support – typically in the form of tax bases, grants, public loans, bonds, and direct appropriations – has been part of the Port of Gold Beach's funding base since its inception. In the 1990s, property tax limitations forced the Port into greater reliance on commercially-generated revenue, and local proposals to create an Urban Renewal District may further erode the Port of Gold Beach's property tax base.

With the exception of the Cannery building, most of the Port of Gold Beach's infrastructure was constructed forty-to-fifty years ago during an era in which materials technology had not advanced to today's standards with respect to durability in a marine environment. Years of exposure to wind, sand, salt, rain, and ocean spray has resulted in serious infrastructure degradation. At the same time, the costs of meeting regulatory requirements, addressing invasive species threats, and remediation and restoration of infrastructure degraded from previous decades by now-unacceptable practices, has risen dramatically. Security issues and Curry County's deleterious economy, have also significantly changed the context in which the Port operates.

Although Curry County evidenced a 68 percent growth in population between 1970 and 2009, employment growth has not kept pace. Of the population base, 26 percent are senior citizens aged 65 and older, which is a significant departure from state and national norms of 12.5 percent. For this reason,

non-labor income (i.e., income from dividends, interest, pensions, and retirement programs) is exceptionally high when compared to other markets, and as a result, average earnings per job are very low. In 2009, the per capita income in Curry County was \$29,184, which compares quite negatively to Oregon's mean of \$33,299, and a national mean of \$36,714. Unemployment in Curry County (July 2010) stood at 13.6 percent, which again compares unfavorably against Oregon statewide rates of 10.6 percent, and national rates of 9.5 percent.

The Port of Gold Beach is further disadvantaged by its small population of stakeholders, seemingly insignificant role in the State's economy, relative isolation, and geographic distance from Portland- and Salem-based decision-makers. For example, no shallow-draft port along southern Oregon's coastline has yet to benefit from competitive Tier II federal Boating Infrastructure Grants (BIG) that require coordination with the Oregon Marine Board, although multiple such grants, representing millions of dollars derived from a federal tax on recreational marine fuels, have been awarded in the Portland metropolitan area and to population-dense ports along the Columbia River.

Assets, Strengths, and Opportunities: Among the Port of Gold Beach's most strategic assets are its unique land holdings. Collectively, the Port owns some 600-to-800 noncontiguous acres of marine and upriver lands. Portions of the land that constitute the primary marine and port complex are under-utilized and ripe for commercial, administrative, or recreational development. The upriver lands vary in utility and value and were acquired through a local bond approved by the electorate for the singular purpose of ensuring and preserving recreational access to the Rogue River. Nonetheless, those land parcels that holds lesser utility value might represent a source of liquidity in the event that it became imperative to convert certain of these parcels to cash. Any such action, if forthcoming, would only occur consistent with the Port's adopted policies and ordinances governing the sale of real property.

The Port of Gold Beach is further characterized by exemplary and sagacious fiscal management practices. While deeply indebted only three years ago, the Port of Gold Beach currently maintains cash assets that are equal to a six-month operating reserve, and the Port is considered to be one of only three shallow-draft ports in Oregon that is financially solvent.

IV. Approach to Strategic Planning

The strategic issues, objectives, and strategies presented in this Strategic Business Plan are the critical few that significantly impact the ability of the Port of Gold Beach to achieve its mission, or call for the attention of senior management, or require significant resources to address.

The Port of Gold Beach's core business functions have been categorized into three classifications: Air (related to airport infrastructure and operations); Land (related to land holdings and their operations); and Water (related to principal port and maritime activities.) Strategic priorities have been established for each of the Port's core business functions.

In addition to these three business functions, there are other factors that *enable* the efficient operation of core business. These enabling functions include: financial viability; personnel and tools; enhanced security; customer and stakeholder relationships; and integrated environmental performance. Strategic priorities are also established for these enabling functions.

The Strategic Business Plan for the Port of Gold Beach is a dynamic, rather than static, document, subject to revision as needs and circumstances dictate. The Board of Commissioners for the Port of Gold Beach reserves the absolute right to add to, subtract from, revise or otherwise modify, or entirely abandon this Strategic Business Plan as the Board works to fulfill its stewardship and governance obligations.

V. Strategic Issues, Strategic Objectives, and Strategies

A. Strategic Priorities for Core Business: *Air*

Strategic Priority	Year 2010	Year 2011	Year 2012	Year 2013
Develop new hangar sites on northeast airport boundary, consistent with <i>Northeast Hangar Plan</i>			Implement	
Refurbish airport terminal building		Implement		
Complete paving entry to airport		Implement		
Move west perimeter of airport further west and create a paved roadway, thus laying the foundation for more development space		Plan	Secure Funding	Implement
Reconstruct new taxiway with lighting		Plan	Secure Funding	Implement
Pursue development of a GPS / instrument approach (and work with FAA to establish approach procedures during instrument flying conditions)		Plan	Secure Funding	Implement

B. Strategic Priorities for Core Business: *Land*

Strategic Priority	Year 2010	Year 2011	Year 2012	Year 2013
Develop comprehensive, internal, ten-year, stakeholder-vetted, land use plan	Asset map and appraisal	Determine optimal use	Stakeholder vetting	Implement
Develop marketing plan for Cannery building occupancy	Complete	Implement	Implement	Implement
Develop management plan for Huntley Park, inclusive of provisions for use by disabled persons, consistent with ADA		Complete	Implement	Implement
Develop South Jetty (parking, view shed, pedestrian trail, restroom)		Plan	Secure Funding	Implement
As appropriate, pursue grant funding through Oregon Economic Development, Oregon Tourism, Oregon Parks and Recreation, Oregon Marine Board, and others	Continuous	Continuous	Continuous	Continuous

C. Strategic Priorities for Core Business: Water

Strategic Priority	Year 2010	Year 2011	Year 2012	Year 2013
Lobby for dredging and jetty construction funds to maintain ingress and egress to ocean and river	Continuous	Continuous	Continuous	Continuous
Seek BIG, Tier I, Planning Grant from State Marine Board to improve and develop recreational boating infrastructure, including permanent dyke within boat basin for wave attenuation		Apply	Implement	
Seek competitive, federal, BIG, Tier II grant to implement recreational boating infrastructure, as per above			Apply	Implement
Offer site at Huntley Park to Oregon State Marine Board for construction of a boat launch	Plan	Implement		
Complete commercial high dock	Plan	As \$ Permit	As \$ Permit	As \$ Permit

D. Strategic Enabling Priorities: *Financial Viability*

Strategic Priority	Year 2010	Year 2011	Year 2012	Year 2013
As per Commission-adopted policy, begin each fiscal year with not less than \$75,000 in cash in the general fund	Continuous	Continuous	Continuous	Continuous
As per Commission-adopted policy, budget such that the general fund and grant-based capital improvement fund operate at neutral or positive cash-flow	Continuous	Continuous	Continuous	Continuous
Evaluate increasing the Port's debt load on a case-by-case basis, while targeting total debt service to be no more than 15 to 17 percent of the value of the anticipated general fund	Continuous	Continuous	Continuous	Continuous
Create micro-enterprises within Port District that generate revenue for Port District	Continuous	Continuous	Continuous	Continuous
Establish, and then implement, internal policies and procedures (with, as needed, access to a fiscal advisor or consultant) that: (a) forecast long-term maintenance costs for all current and new capital projects; and (b) determine, on a long term basis, how revenue for such costs will be secured	Draft Policy	Secure Consultant Final Policy	Implement	Implement
Engage a professional grant consultant for more aggressive grant seeking	Plan	Implement	Implement	Implement

E. Strategic Enabling Priorities: *Personnel and Tools*

Strategic Priority	Year 2010	Year 2011	Year 2012	Year 2013
Renovate or develop new Port office and conference space	Plan	Implement		
Refurbish current storage space; add additional storage space		Plan	Implement	
Reconstruct shop space for increased efficiency			Plan	Implement
Establish, and then implement, internal policies and procedures that: (a) forecast the manpower needed for long-term maintenance costs for all current and new capital projects; and (b) determine, on a long term basis, how revenue for such personnel costs will be secured	Draft Policy	Final Policy	Implement	Implement
Create a position for an Assistant or Deputy Port Manager, thereby creating a plan for the succession of the current Port Manager		Plan	Implement	

F. Strategic Enabling Priorities: *Enhanced Security*

Strategic Priority	Year 2010	Year 2011	Year 2012	Year 2013
Enhance marine security systems	As \$ Permit	As \$ Permit	As \$ Permit	As \$ Permit
Enhance aviation security systems	As \$ Permit	As \$ Permit	As \$ Permit	As \$ Permit
Contract for, hire, or organize volunteers to provide 24-hour seasonal security throughout core Port area	Plan	Implement	Implement	Implement
Public Security: Install lights in parking lots	Plan	Implement		
Public Security: Install lighting along walkways		Plan	Implement	

G. Strategic Enabling Priorities: *Environmental Performance*

Strategic Priority	Year 2010	Year 2011	Year 2012	Year 2013
Identify, and then develop, responsible methodologies for meeting DEQ requirements concerning fish carcasses	As \$ Permit	As \$ Permit	As \$ Permit	As \$ Permit
Develop boat wash and sanitation area(s) to address invasive species concerns	As \$ Permit	As \$ Permit	As \$ Permit	As \$ Permit
Develop comprehensive plans, policies, and procedures to implement a certified <i>Clean Marina</i> program	Plan	Implement	Implement	Sustain

H. Strategic Enabling Priorities: *Customer and Stakeholder Relationships*

Strategic Priority	Year 2010	Year 2011	Year 2012	Year 2013
Consistently work with, listen to, and remain responsive to concerned stakeholders whose interests are in commercial fishing, recreational fishing, recreational boating, small aircraft aviation, Rogue River access, camping, and waterfront recreation	Continuous	Continuous	Continuous	Continuous