STRATEGIC BUSINESS PLAN SUMMARY

These industries are summarized below, including market trends, constraints, and opportunities for growth.

1. *COMMERCIAL FISHING*

Consolidation in the commercial fishing industry is expected to continue in the next five years and beyond. Newport must seek to retain the existing fleet and processors, as well as attract additional entrants. This will require updating/improving the facilities that the sector requires, such as moorage space, offloading docks and equipment, gear storage, upland support services, processing facilities, and logistic facilities, among others.

Independent seafood buyers represent a growing industry in Newport, and one that increases the need for transient moorage space with vehicle access. Four companies are currently in operation, and more are interested. These buyers purchase fish off the boats and use the Port’s hoists to unload from boats and load onto trucks. There is currently a lack of temporary moorage space and land alongside to accommodate them, and there is also a need for additional lift capacity.

1. *MARINE RESEARCH AND EDUCATION*
2. Offshore Energy. *“The Port has continued to work with offshore wave energy as they look into the transportation of cables and other items from our terminal related to the OSU project. The selected contractor hasn’t engaged with the Port much, but we expect some of the work will still funnel through our port. On the other hand, wind energy has been problematic for port users. The Port has provided comments to BOEM on possible conflicts to fisheries. “*
3. Aquaculture. *“In recent past the Port has entertained a couple possibilities with oyster and dulse.” We recently heard again of some interest in using our South Beach property for this type of business. We will see what will come of it.”*
4. *TOURISM AND RECREATION*
	1. Recreation Vehicle Camping

Combined, these four parks saw the number of overnight guests grow from 364,000 in 2011 to 438,000 in 2017, an increase of more than 20 percent. *“The Annex continue seeing a degradation and we will need to address the problem sooner. We started the process by advertising an RFP for the plan process. We are also reassessing the main RV park and may come up with a new 3-year plan to address long-term versus short-term in the next few months.”*

* 1. Recreational Boating

Between 2014 and 2017, the number of boats grew to nearly 166,000. There was an increased especially in the number of registered boats longer than 20 feet. *We continue with ongoing repairs on the recreation marina and also working on the plan to add an additional lane to the boating ramp. Derelict boats continue to be a problem, but the State is stepping in and adding some funds to be administer by DSL. We still don’t know how the plan will apply, but hopefully this will help address some of the problem. In general, we have been doing a better job in enforcing our regulations, which always makes it more challenging, as complaints arise during this time. We continue to work on addressing proper registration and conditions of the boats. We recently received some grants from Business Oregon to add a couple cleaning stations. They most likely will not be installed until Fall, but it should be helpful for future uses. I am sure that with summer around the corner, parking on the street will continue to be an issue, although with the City new regulation, that should minimize the amount of folks camping on the street by tent or RV.*

1. *MARINE CARGO*
	1. *Breakbulk*

Since the 1970s, most breakbulk cargo has been converted to containers. As a result of this shift, the breakbulk trade has become far more specialized, targeting certain high-volume commodities, such as logs, lumber, wood pulp, paper, fruit, lumber, and some steel products. West Coast foreign imports of breakbulk/neobulk cargo dropped by more than half between the peak year of 2004 and 2016. West Coast exports of breakbulks/neobulks are led by fruits and vegetables, pulp and paper, wood products, and rice. There is also a small amount of fish exported in breakbulk form. Exports of breakbulks/neobulks have grown substantially since 2000; however, volumes peaked from 2011 through 2013 and have dropped substantially since then.

**Challenges:** *“Lack of rail, deep water beyond -30’, infrastructure and general transportation continues to be a problem. We continue to work with possible projects related to wave energy. We also have a project coming up for Georgia Pacific.”*

* 1. *Logs*

Currently, Coos Bay and Astoria are the only ports in Oregon that handle log exports. A recent forecast projected that Pacific Northwest log exports are likely to grow slowly through 2035, assuming that Chinese demand continues to grow. The timber harvest in the Newport region is less than half of what it was during the mid-1960s but has seen growth since bottoming out in 1998. Lincoln County’s share of the regional harvest averaged 8.5 percent from 1962 to 2017. Log shippers have demonstrated interest in using the International Terminal to ship logs, and the Port should consider accommodating log shipments.

**Challenges:** *“The market for logs is still a bit weak as far as exporting goes. However, we have been working with a national company and recently have discussed the use of the terminal with a regional company We have been working with a couple forest industry tenants, but because of the lack of equipment we haven’t been able to bring them aboard. The port has once again submitted a grant request to MARAD to address grading and equipment for the operations at our 9 acres. We updated some of the information and hopefully had a better application this time. We should know more by Fall.”*

* 1. *Dry Bulk*

For the most part, the dry bulk commodities that move in and out through West Coast ports are transported to or from inland point by rail or by barge, with smaller volumes moving directly into or out of plant or moving by truck. Because the Port is not served by rail or by river barge, the Port is unlikely to attract a substantial volume of most dry bulk cargo. Woodchips are a major dry bulk cargo handled by ports in the Pacific Northwest. The Georgia-Pacific (G-P) mill in Toledo may represent a potential market for receiving woodchips through the International Terminal. The G-P mill has been in operation for approximately 60 years, and at one time, it received woodchips by barge, but now receives woodchips only via truck and rail. The International Terminal may be able to attract some of the G-P woodchips if the economics of the combination barge/truck move are competitive. The Port should consider approaching G-P to determine if this is feasible.

**Challenges:** “*We have not found opportunities for dry bulk yet. I once again spoke to Business Oregon about a possible grant to search for opportunities. We may be applying for that soon.”*

* 1. *Liquid Bulk*

**Challenges:** Newport does not have a large population base, and does not have industries that use or produce liquid bulks, the “*Port is unlikely to attract liquid bulk cargoes.”*

* 1. Containers

**Challenges:** Smaller ports face a number of issues attracting container trade due to trends toward larger ships in the trans-Pacific trade and the fact that port alliances control almost 90 percent of it. Because Newport lacks water depth, rail access, and a large population base, it is unlikely to play a significant role in West Coast container markets. *“Unfortunately, as explained by consultants, it is very unlikely this Port will ever be home for large amounts of containers, as we were just not built for it. We don’t have enough real estate to accommodate containers and the lack of rail and deep draft is pretty much a non-starter for this type of cargo.”*

Local production represents the best cargo opportunity for the International Terminal. The two main production industries in Lincoln County are forest products and commercial fishing. The output volume of the commercial fishing industry is probably too small to support shipping via water but may be sufficient to attract service from small breakbulk freighters.

The forest products industry represents an opportunity for the Port. Newport may be able to attract logs to the International Terminal, either for loading onto ship for export, or loading onto oceangoing barges for transport to another port for export, such as Astoria, Coos Bay, or Longview. As noted above, log shippers have demonstrated interest in using the International Terminal to ship logs.

The ability of Newport to attract cargo from farther inland, such as the Willamette Valley, is limited by a number of factors, including:

— Competition from other ports whose hinterlands overlap those of Newport. For example, for points north of Albany, Portland is closer than Newport and offers multiple shipping terminals. Similarly, points south of Eugene are closer to Coos Bay than Newport.

— Insufficient volumes of non-containerized cargo. The overwhelming majority of international cargo shipped from the Willamette Valley is containerized, and the remaining non-containerized volume is likely not sufficient to attract vessel service. In addition, the state of Oregon is also studying the potential to locate an intermodal terminal in the Willamette Valley to handle containerized international export and import cargo.

— Water depth in the Yaquina Bay shipping channel limits the size of ships that can use the International Terminal. Because smaller ships are less efficient than larger ones, this increases the ocean shipping costs.

Because of these limitations, inland cargoes do not represent as strong an opportunity for the Port as do forest products.

*“As mentioned above, we have been working with the forest industry, which is the most likely opportunity we will have here in Newport to attract cargo business. Once we have the proper equipment, we will know how well this will fit into the terminal.”*

1. OTHER MARKETS AND INDUSTRY OPPORTUNITIES
	1. Rogue
		1. There are approximately 500 feet of dock in front of the brewery that could be used for transient moorage.
		2. Potential opportunities that Rogue is considering include producing dulce and/or salt – some is used to produce gose, a fermented beer.

*We had discussions with the Oregon State Marine Board on upgrading the dock near the seawall at the same time we repair the seawall. However, the marina is in need of additional long term moorage spaces and not transient spaces. OSMB is unlikely to invest on long term moorage. We also discussed the issue with Business Oregon. We will continue to work in finding for this project.*

*We started our work on trying to address the seawall. Meanwhile, Rogue has continued to invest in their operations growing the business here in Newport. Rogue is still working on their wastewater system and may soon start construction.*

* 1. Cruise Ships
		1. Newport could attract cruise ships as a port of call during repositioning trips. The Alaska cruise market is based in Vancouver, BC, and in Seattle, Washington. At the beginning and the end of the Alaska cruise season, each vessel must be repositioned (moved) from or to its winter homeport, and these repositioning cruises present an opportunity for coastal ports such as Newport. Air draft under the Highway 101 bridge is a more important limitation. Most of the large cruise ships that operate in the Alaska market cannot pass under the bridge. Several smaller ships operate in that market, however, and they may present an opportunity for Newport. In order to explore this opportunity, the Port and the community should make contact with the industry group, Cruise the West, as well as with cruise directors from lines that operate small vessels.

*“The Port has made some contacts and evaluation of cruise opportunities. As stated on the Strategic Business Plan, the bridge clearance is the biggest challenge. For instance, most cruise ships that call on Astoria are over 184’, the Newport bridge has a clearance of 133’.*

*I made contact with American Cruise Lines during the PNWA conference as they provide services with small vessels. Unfortunately, most of their vessels serve the river. They are not ready to come to the Coast. We will continue to look at small cruise opportunities in the future. Because of COVID, we have not pursue this opportunity since it was last discussed.”*

**MANAGEMENT PLAN**

**Goal 1: Develop a management plan that enables Port Commissioners and staff to achieve the Port’s mission and prioritize economic development opportunities within the District.**

**Policy 1.1:** Prioritize projects and identify target businesses and potential partnership opportunities with public and private entities that will leverage Port resources.

1. Strategy 1.1.1: Annually review and update the capital facilities plan and develop a list of priority projects in conjunction with the budget development process. Strategy 1.1.2: Pursue partnership opportunities with private businesses to develop industrial/commercial facilities that meet market demand and provide greater economic development opportunities within the District.
2. Strategy 1.1.3: Integrate the strategic business plan as a planning tool and review its key projects and policies annually in conjunction with budget meetings.
3. Strategy 1.1.4: Expand the Port’s portfolio by targeting and pursuing new industries identified in the market analysis, such as seaweed and oyster cultivation, log exports, and attracting small cruise ships as a port of call.
4. *Strategy 1.1.5:* Incorporate the strategic business plan into the Port Commission’s decision making to ensure continued alignment with the Port’s mission and commitments to its funding partners, other agencies, its stakeholders, and the Port district.

*Status: “We have continued to evaluate our capital facilities during our budget on an annual basis. We have also updated our capital Improvement Plan to reflect our latest improvements completed and our future improvements needed. We have consistently been engaged with regional partners, associations and in regular discussions with funding partners to make sure our needs are in sync with those needs of the community.”*

**Policy 1.2:** Maintain and optimize marine assets.

1. *Strategy 1.2.1:* Develop a set of metrics to evaluate projects and properties, including underutilized and vacant properties.
2. *Strategy 1.2.2:* Lease marine facilities, but do not sell marine assets.
3. *Strategy 1.2.3:* Develop a mitigation plan to address impacts of capital projects and streamline future permitting.
4. *Strategy 1.2.4:* Develop an International Terminal Plan to study a mix of uses and opportunities, required transportation improvements, and the maximization of terminal space at the International Terminal.
5. *Strategy 1.2.5:* Develop a North Commercial area plan to develop and evaluate solutions to address service, infrastructure, capacity, and long-term financial sustainability issues.
6. *Strategy 1.2.6:* Develop additional business unit plans for Newport International Terminal, NOAA, and South Beach
7. *Strategy 1.2.7:* Adhere to and periodically update the Ports strategic business plan to determine priorities and provide for long-term efficiency and financial sustainability.

*We are continuing to work on our plans to improve, create and replace several of our assets. Most of those efforts can be found on the annual budget or on the Capital Improvement Plan. Our port just like many other ports have a lot of aging assets in need of replacement and that poses a big challenge when we are so dependent on grant funding. It is important to have plans in order to ask for infrastructure funding. Our goal is to complete all necessary plans, so we don’t lose opportunities during this major cycle of infrastructure funding.*

*Port Strategic Business Plans are typically updated every 5 years. We are planning on starting an update process within the next year.*

**Policy 1.3:** Port Commission members and staff will participate in inter-governmental forums related to target industry development.

1. *Strategy 1.3.1:* Sustain and leverage current partnerships for inter-governmental coordination needed to develop projects, even if the Port is not the lead agency.
2. *Strategy 1.3.2:* Maintain focus on the Port’s vision, mission, and target industries in the pursuit of partnership opportunities.
3. Policy 1.4: Maintain Port operations and pursuit of market opportunities through staff and management changes.
4. Strategy 1.4.1: Develop a staffing strategy and succession plan to account for employee turnover and future employment needs.

*Status: “The Port is currently a member of several boards within the Port District that target industries and opportunities to the area (i.e.: YBEF (Port GM is the current President), City of Newport Vision 2040, Economic Development Alliance of Lincoln County, Chamber, Oregon Coast Aquarium).*

*We have been working and have made improvements to our policies and ongoing issues with employee turnover and will continue addressing issues that arises in order to address such changes. We have been providing good training and increase our pay and benefits.”*

**Goal 2. Enhance the existing ability of the Port Commission and professional staff.**

**Policy 2.1:** The Port will provide appropriate training opportunities to enable ongoing professional development of Commissioners and staff.

1. *Strategy 2.1.1:* Plan and budget for periodic training opportunities to allow Port Commissioners and staff to gain knowledge relevant to their positions, as well as existing protocols and policies.
2. *Strategy 2.1.2:* Encourage Commissioner and staff participation in professional organizations (e.g., Pacific Northwest Waterways Association, Oregon Public Ports Association, Association of Pacific Ports, Special Districts Association of Oregon, and other entities).

*Status: “The Port has budgeted for training for Commissioners and staff on an annual basis. Those trainings include attending conferences, SDAO trainings and various other professional trainings needed for individual positions. We continuously encourage staff and commissioners to take appropriate trainings to better their skills.”*

***FINANCIAL PLAN***

***Goal 1: Develop a financial plan that enhances the Port’s long-term financial stability.***

***Policy 1.1:*** *Develop a long-term cash flow model that projects the Port’s anticipated financial performance in order to support and evaluate its strategic decisions.*

*Status: A model has been researched and data input will allow us to develop a 5-year financial plan. As accurate forecasts of future “projects” are developed, we will be able to develop an accurate cash flow. As we wrap up long outstanding items there will be sufficient time to complete this task. The Port has recently completed implementation of a new financial system. This new system will help us on the forecasting of revenue/expenditure trends. This has eliminated the need for many separate spreadsheets and data extracts/imports. The model will provide the Port will cash flows based on existing historical data and known upcoming changes. Meanwhile, we started some forecasting on a spreadsheet that has helped us look into the future. We are still working on some glitches, but overall, the system is mostly working as it should.”*

***Policy 1.2:*** *Develop a finance manual that assists Port financial management.*

1. *Strategy 1.2.1: Establish a set of investment and borrowing guidelines that define the expected rate of return of capital projects with all costs and economic benefits considered. Review the financial implications of capital improvement projects, prior to approval.*
2. *Strategy 1.2.2: Continue set-asides of cash reserves to fund the match portion of future grants. It is likely that the proposed capital improvement plan will require grant funding.*
3. *Strategy 1.2.3: Continually seek opportunities to refinance portions of the Port's long-term debt.*
4. *Strategy 1.2.4: Continue efforts to streamline accounting processes including elimination of duplicative processes in the accounting office (integrate computer hardware and accounting software).*
5. *Strategy 1.2.5: Review salaries and benefits for Port personnel.*

*Status: The Port has a beginning model of the investment plan. First Interstate Bank has offered to assist the Port with development of this model. The structure for capital reserves and proper accounting for financial reserves has been implemented. The Ports balance sheet identifies reserves as required by GASB, anyone can review the balance sheets to identify reserve amounts and accounts. As a maintenance project occur, that funds have been set aside for payment for a portion or all of the project will come the reserve account.*

*Port staff identified a potential opportunity to offer a better benefits package, this would lowered the maximum deductible from $5,000 to $2,500, reduces the out-of-pocket maximum and offers other benefits to staff, while keeping the cost within the budget of the Port.*

***Goal 2: Continue to improve and enhance the financial performance of each line of business.***

***Policy 2.1:*** *Improve the financial performance of the Commercial Marina. The Port is considering $18.7 million in capital improvements to the Commercial Marina. Efforts should be considered to improve its financial performance.*

1. *Strategy 2.1.1: Consider raising rates and/or reducing the rate discount for annual moorage at the Commercial Marina. Consider a moorage rate that increases progressively with boat length.*
2. *Strategy 2.1.2: Expenses have grown very rapidly at the Commercial Marina. Consider ways to increase reimbursement for expenses by assessing the cost for provision of services.*
3. *Strategy 2.1.3: Consider changing operations to improve net revenues, such as consolidating gear storage, in order to enable other lease activities.*
4. *Strategy 2.1.4: Consider establishing a modest parking charge for tenants.*
5. *Strategy 2.1.5: The accounting system at the Commercial Marina uses a different software system that is not fully integrated into the Port’s accounting system. Consider integrating the systems in the near future.*

*Status: The Port has been reviewing and progressively raising its rates to catch up with the cost of running the marina. We have also been evaluating all costs related to operations and services we provide to customers. We also made collections a priority. Since implementation, roughly 36 percent of Port customers were 90 days or more overdue, now that has dropped considerably. The new financial software will integrate all systems to create better efficiencies. The system will allow the Port to track collections more closely. Our financial department has done an excellent job in keeping track and following through in our collections.*

*The financial system has the potential to better determine the cost of different lines of Port business. This will allow the Port to evaluate prices as compared to costs. The new financial system will also allow automation, improving financial performance. The new financial system should allow for the entry of service tickets as the service occurs, for monthly inventory of lot storage to occur electronically and for the inventory of vessels to occur electronically increasing the financial performance of the Port.*

***Policy 2.2:*** *Continue to enhance the financial performance of South Beach facilities. The Port is considering $5.3 million in capital improvements at South Beach. Efforts should be considered to improve the financial performance to assure that net revenues are available to recapitalize the South Beach marina when required.*

1. *Strategy 2.2.1: Consider ways to improve the rate of return on leases (OSU and Oregon Aquarium) that were very generous ($1 per year).*
2. *Strategy 2.2.2: Consider reducing discounts or finding other ways to increase revenues from moorage at South Beach. Consider a moorage rate that increases progressively with boat length and/or reducing discounts for annual moorage.*
3. *Strategy 2.2.3: Consider increasing revenues by improving facilities at the R.V. Park Annex and Overflow lots; and consider providing higher end R.V. facilities as a part of development plans.*
4. *Strategy 2.2.2: Expenses have grown very rapidly at the Recreational Marina. Consider ways to increase reimbursement for expenses by assessing the cost for provision of services.*

*Status: Unfortunately, there is not much we can do on ongoing leases with OSU and the Aquarium. The focus of those leases were to bring opportunities to Newport and the Port did just that. The lease terms are long and until then we have to abide by the term of the leases. Meanwhile, we will just continue to work with those tenants as partners and mutual contributors to the community. We should start decreasing the annual discount on moorage and begin charging a fee for utilities, while also increasing minimally the rates in the marina. The Port reduced the discount for annual moorage holders in the South Beach Marina and began charging a utility fee to the liveaboards. The Recreational marina continues to be super busy during summer months and now through the Fall when most of the park is sold out. Plans to invest on the RV Park will be included in the coming budget, as we do believe those will contribute to revenue increases. Pricing for the Main RV Park may be at its maximum for now. There are no other reimbursable expenses we can foresee at the moment.*

*We have renegotiated some maintenance requirements under the Marina Store, which will help the Port’s financial requirements.*

***Policy 2.3:*** *Seek ways to improve the financial performance of Newport International Terminal. The Port has invested $26 million in capital improvements at the Terminal. The facility is in good condition and requires modest improvements (estimated at $497,000) during the next five years.*

1. *Strategy 2.3.1: Consider ways to attract and retain cargo operations (logs, wood chips etc.) under a plan that produces sufficient net revenue for the Port.*
2. *Strategy 2.3.2: Consider ways to attract and retain uses for the 9-acre unimproved area toward the road (gear storage, other operations).*
3. *Strategy 2.3.3: Seek ways to supplement and enhance efforts underway at the Rondys property.*
4. *Strategy 2.3.4: Consider raising rates for moorage by commercial fishing boats.*
5. *Strategy 2.3.4: Consider ways to increase reimbursement for expenses by assessing the cost for provision of services.*

*Status: We continue to entertain prospects from the forest industry, but need the proper equipment, which a grant has been recently applied. Conversations started again with Business Oregon on funding a marketing plan for NIT.*

***Policy 2.4:*** *Seek ways to assure the continued sound financial performance of the NOAA Facility. The lease for the facility is essentially a break-even enterprise.*

1. *Strategy 2.4.1: Review NOAA reserve calculations to ensure that operating revenues will cover long-term capital needs as well as short-term needs (dredging, repair, etc.).*

*Status: With the Refinancing of the Bonds, the NOAA facility is profitable, the additional revenues has been put aside for future use. We will soon start discussions with NOAA on the future of their lease. I started discussions with the City in efforts to help renegotiate NOAA’s lease when it expires in the next 10 years.*

***ENVIRONMENTAL PLAN***

*The Port’s goals include being environmentally responsible in the management of operations and facilities.*

*Sustainability is another of the Port’s governing values – maintaining and expanding facilities while not compromising local resources and the natural environment. The following goal, policies, and strategies are proposed to assist the Port in maintaining its commitment to sound environmental stewardship.*

***Goal 1: Operate Port facilities consistent with established best management practices.***

***Policy 1.1:*** *Establish green policies and best management practices to ensure compliance with current environmental regulations and balance economic development opportunities with regional sustainability.*

1. *Strategy 1.1.1: Work with local representatives to address environmental concerns and engage community input as needed for special projects.*
2. *Strategy 1.1.2: Share resources, funds, and opportunities with local and regional partners as appropriate to achieve common environmental goals and projects.*
3. *Strategy 1.1.3: Achieve “Clean Marina” and “Clean Shipyard” certifications from the OSMB.*
4. *Strategy 1.1.4: Develop a mitigation plan to address impacts of capital projects and streamline future permitting.*
5. *Strategy 1.1.5: Complete a risk assessment that forecasts the potential cost of negative environmental impacts and recommends risk mitigation and avoidance measures.*
6. *Strategy 1.16: Complete a comprehensive wetland mitigation strategy that identifies all wetlands on developable port property, as well as mitigation strategies (i.e., wetland enhancement, replacement, wetland bank) where avoidance is determined infeasible given site development programs.*

*Status: The Port has always work well with members of the environmental agencies and environmental groups. There has been no major violations that the Port had to address. The Port of Newport South Beach Marina is currently a Certified Clean Marina. Unfortunately, that does not apply to the Commercial Marina, as there is no such certification. We do not have a shipyard, therefore the “Clean Shipyard” comment does not apply to our Port. We have been working in developing mitigation plans as needed to address capital projects. Some of those along with risk assessment will be include in the plan process for each project as we are looking to budget for this incoming year. We have discussed banking some mitigations with some of the agencies. Although that may seem possible with some of the State agencies, that doesn’t seem to be the case with the federal agencies. We would like to create a more comprehensive plan for wetland mitigation. Unfortunately, that takes a bit of funding and it is a bit harder to do without a project attached. Fortunately, the wetland at NIT did not need mitigating.*

***Policy 1.2:*** *Consider the potential impacts of natural disasters and climate change on Port operations and facilities.*

1. *Strategy 1.2.1: Partner with local agencies, industries, and organizations to create a resiliency plan, studying impacts from potential earthquakes, tsunamis, and rising sea level to local facilities and businesses.*

*Status: We are always working with our partners, including the City, County, State, NOAA, OSU and other stakeholders for potential disasters. The Port has actually partnered on the purchase of the emergency storage boxes housed at the Safe Haven Hill in the event of a tsunami. The Department of Land Conservation and Development just started on a review of the Yaquina Bay Management Plan, which we have been invited to be on the steering committee. We will be working this month with OSU on Cascadia Subduction Zone earthquake and tsunami preparedness.*

***MARKETING PLAN***

*The following marketing goals and policies are intended to assist the Port in maintaining positive relationships with the community and its current users and tenants as the Port pursues economic development opportunities.*

***Goal 1: Market the Port District, its services, assets, opportunities, innovations, and communities in three focused areas: (1) promotion, protection, and expansion of existing Port tenants and users; (2) recruitment of international, national, and/or local industries to maximize use of Port facilities; and (3) exploration of tourism, recreation, research, and education opportunities.***

***Policy 1.1:*** *Develop marketing materials that focus on the Port District and local community assets, resources, job opportunities, and land availability.*

1. *Strategy 1.1.1: Work with Discover Newport to capture the rise in tourism by marketing local facilities and amenities to trades groups.*
2. *Strategy 1.1.2: Partner with CWEDD and the Economic Development Alliance of Lincoln County to promote the distinct advantages of the region and its assets, opportunities, and synergies in marketing efforts.*
3. *Strategy 1.1.3: Market directly to target industries and businesses that could locate in the Newport area and where demand exists.*
4. *Strategy 1.1.4: Identify opportunities to market the Port nationally and internationally.*

*Status: The Port has continued to work with Economic Development Alliance, the chamber and other partners to promote the region’s assets and opportunities. During COVID time things were a little slow. We will revamp those efforts on this coming year.*

***Goal 2: Build trust, transparency, and excitement within the local community.***

***Policy 2.1:*** *Develop public relations strategies that highlight the history of the Port, build community excitement and pride around the future of the Port, and establish a reliable communication mechanism between Port staff and Commissioners and the community.*

1. *Strategy 2.1.1: Host community events, such as barbeques, where the community can come and learn about the history of the Port and the projects that are underway or on the drawing board, and meet Port staff and Commissioners.*
2. *Strategy 2.1.2: Partner with local businesses to give joint tours of research, education, and recreational facilities.*
3. *Strategy 2.1.3: Establish a responsive single-point of contact, such as the marketing manager, for community inquiries, suggestions, or concerns.*

*Status: “We have continued working with Summit Communications on sharing our projects through Facebook, newspaper articles and newsletters.” We also have some listening sessions regarding the RV Park, South Beach Marina and the Public Fishing Pier.”*