



2025 Strategic Business Plan



For: The Oregon International
Port of Coos Bay

NOVEMBER 2025

Facilitated by:



POINTS
CONSULTING

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1. Executive Summary & Introduction

Oregon International Port of Coos Bay contracted with Points Consulting (PC) in May 2025 to produce an updated Strategic Business Plan (SBP) to guide the Port's goals and investments for the future. The plan is intended to meet the requirements of the State of Oregon and provide guidance for the Port Commissioners and staff. Per the requirements of OAR 123-025-0016, ports in Oregon are required to complete an SBP every 10 years, which must meet the standards and requirements laid out in the Statewide Ports Strategic Business Plan.

The Port of Coos Bay is one of only two international ports in Oregon, making the Port uniquely positioned to impact both the state's economy and the regional economy of Oregon's South Coast. Operating in Coos County, the region is highlighted by its maritime identity and aspirations for diverse economic development opportunities that coexist with the bay's unique and diverse ecosystem. Though the Coos County economy has contracted in recent years, the Port sees many opportunities to activate community and economic development projects with a positive return-on-investment for the community.

Due to its real estate assets in Charleston, the North Spit, the Coos Bay Rail Line, and the Upper & East Bay, Port staff serve the community in many different functions. This Strategic Business Plan (SBP) represents the port's new leadership's desire to be transparent and collaborative while casting a ten-year vision for economic development.



The Strategic Direction & Action Plan is the most important component of the SBP, charting the Port's direction for the next ten years. Many of the district's needs are addressed within the Goals and Objectives section. Here, the plan addresses many areas of the Port's operation, including property, financials, and management. Each goal has associated objectives that can be used as smaller actions used to reach the overarching goals. In short, these Goals & Objectives include:

Community Engagement

In the process of facilitating this Strategic Business Plan, the Port requested a thorough community engagement effort to ensure abundant collection of public input. From May 2025 through October 2025, our team visited Coos Bay three times, conducted 24 interviews of individuals and groups of stakeholders, and hosted a public open house with an estimated 120-150 attendees. Broader engagement included a community survey in which 900 qualified responses were collected amounting to a 4%+ response rate of the adult population at the time of our survey.

Property Goals

- Goal 1: Set priorities for involvement in regional economic development
- Goal 2: Solidify involvement in tourism and recreation industries
- Goal 3: Revitalize Charleston, including the Marina and Shipyard to support maritime industries

Financial Goals

- Goal 1: Prioritize spending on most critical infrastructure components
- Goal 2: Improve communication of financial data

Management Goals

- Goal 1: Continue advancing policies of openness and transparency while developing more channels for community engagement

Environmental & Emergency Response Goals

- Goal 1: Improve understanding of potential environmental impacts of and on Port activities
- Goal 2: Improve emergency response preparedness and enhance communication to the community



Marketing Goals

- Goal 1: Continue growth of public transparency and communicate new opportunities to the community
- Goal 2: Improve communication and coordination with regional and Tribal governments

Pacific Coast Intermodal Port Goals

- Goal 1: Shed light on remaining timeline and plan for the PCIP
- Goal 2: Capitalize on federal and state funding efforts for regional economic development

The fully detailed Strategic Direction & Action Plan can be found in the body of the report [here](#).

Capital Improvements Plan

The Capital Improvements Plan is another important aspect of the SBP. The plan is critical to Port actions, as it prioritizes assets and infrastructure components for the Port to address. This piece is intended to serve this purpose for the first five to six years of the 20-year planning horizon.

Our team coordinated with Port staff and the Port Commission to establish suggested actions related to Port assets. The Capital Improvements Plan includes many current critical issues impacting the Port's inventory of properties. Port staff and Commissioners may need to revise these opinions in light of changes to economic opportunities and fortunes in the future. Current perspectives of Port Commissioners are summarized below.

Charleston Assets

- Docks at the Marina: Maintain OR Upgrade/Improve
- Commercial and retail storefront at the Marina: Maintain OR Upgrade/Improve
- RV Park at the Marina: Maintain OR Upgrade/Improve
- Shipyard commercial and fabrication: Upgrade/Improve
- Shipyard docks: Upgrade/Improve
- Shipyard storage: Maintain OR Repurpose
- Vacant properties: Divest

Through the community survey, we found that 72% of respondents feel the Port is "Very important" or "Extremely important" to the regional economy, 55% of respondents support further commercial or industrial development on Port-owned land, and investments in Charleston were most supported, followed by the CBRL and the PCIP.



Railroad Assets

- Coos Bay Rail Line: Upgrade/Improve
- Rail yard: Divest

North Spit Assets

- Pacific Coast Intermodal Port Project: Continue as is
- Effluent outfall/lake property: Maintain OR Continue as is

Upper & East Bay Assets

- Tyree Oil property: Divest
- Downtown Hub Building: Maintain OR Continue as is
- Terminal One: Divest
- Eastside Residential property: Divest
- Eastside Industrial property: Divest

The fully detailed Capital Improvements Plan can be found in the body of the report [here](#).



Financial Profile

The Strategic Direction & Action Plan and the Capital Improvements Plan were directly informed by our on-site qualitative analysis, along with hard quantitative data. Overall, the Port is in a relatively healthy position in terms of finances, operating near break even in its general fund over the last ten budget years. Our analysis of financial data included risk analysis, and the Port is beginning to face mounting debt and interest payments. Principal debt payments have increased fourfold since the 2015/16 budget year, rising from \$160,000 to over \$800,000 expected in the 2025/26 budget year.

Additionally, interest debt payments have increased tenfold in the same time, rising from \$60,000 to over \$600,000 in the 2025/26 budget year. Continued infrastructure maintenance and rehabilitation of the CBRL has been a consistent problem as well, with the Port spending over \$154 million since the 2015/16 budget year.

Socio-economic Profile

The economic profile of the Port District included overall demand analysis and existing markets. In general, the Coos County economy has stagnated. The County lags behind the State of Oregon and the nation in terms of employment growth, with total employment remaining below pre-pandemic levels, as of 2023. Healthcare & Social Assistance (13%), Retail Trade (13%), and Accommodation & Food Services (11%) represent the top employing sectors in Coos County. Meanwhile, jobs within Agriculture, Forestry, Fishing, & Hunting are five times more concentrated relative to the U.S.



When considering specific industries with 100 workers or more, the fastest growing industries over the last decade are Residential Building Construction (+70%), Automotive Repair & Maintenance (+49%), and Home Health Care Services (+44%). Investments here could be beneficial as they each represent growing demand in the District. International trade represents a key element of the regional economy as well, where \$270 million worth of cargo was exported from Coos Bay in 2022, up from less than \$100 million in 2003. Tourism is an industry of growing importance to Coos County, and one that could be further capitalized on where approximately \$1,170 dollars in local tax revenue is generated per worker in the County (which is lower than three of the other six Oregon coastal counties).

The demographic profile of the District provides insight into some challenges of the region. Overall, the area is slowing in terms of population growth with Coos Bay (-1%), North Bend (+5%), and Coos County (+2%). All three have lagged behind Oregon and the U.S. since 2010. By 2045, the state (Portland State University's Population Research Center) forecasts North Bend to grow slowly, but for Coos Bay and Coos County to stagnate and even decline in population. Furthermore, Coos County has a greater share of older residents (aged 65+) and a lower share of prime working-age residents (aged 25 to 54) than both the state and nation.



Introduction

Process Overview

As part of this SBP, PC performed extensive regional research, conducted interviews and hosted workshops with Port Commissioners and staff, reviewed socioeconomic data, analyzed the Port's assets, and carried out several modes of community outreach to complete this plan. Community outreach included public meetings, a community survey, and one-on-one interviews with key personnel.

To avoid confusion, PC defines a few terms below:

- The Port or The Port of Coos Bay refers to the organization, Oregon International Port of Coos Bay.
- The Port District or the Port Tax District refers to the area within Coos County that pays taxes to the Port.
- The Port vicinity refers to the area in which the Port has historically developed, operated, and sold properties.

Port History

The Port of Coos Bay was founded as a port district in 1909 and was reorganized in 1912 as a formal district with the authority to levy taxes. It is one of three port districts in Coos County and is the largest district of the three. Within the Port's boundaries lies the Coos Bay harbor, which has played a critical role in the region's development. The harbor serves as a multimodal connection point for shipping wood products produced by regional mills. Though smaller than it once was, the timber industry remains an important source of employment in the region.

The Port functions both as a facilitator of the harbor's maritime industry and as an economic development and transportation advocacy organization. It promotes marine and industrial growth throughout southwest Oregon and the state overall, as well as economic activity in national and international markets.¹ The Port provides a wide range of facilities and infrastructure that support the regional economy. Among these is the Charleston Marina Complex, which serves various maritime market segments and includes the Charleston Ice Dock, the Charleston Boatyard, the Charleston Marina RV Park, and a U.S. Coast Guard installation.

In 2010, the Port acquired the Coos Bay Rail Line, which connects Coos, western Douglas, and western Lane counties to the North American freight rail system. Since 2018, the Port has served not only as the owner but also the operator of the line. The rail system offers

¹ "About the Port," Oregon International Port of Coos Bay, accessed July 2, 2025, <https://www.portofcoosbay.com/about-the-port>.



a more cost-effective option for transporting goods and is especially important to the region's forest products industry. The Port also owns several marine industrial sites and, as the non-federal sponsor, helps maintain the federal navigation channel, ensuring access to private marine terminals.

Now, as Oregon's Gateway and through its designation as a state Port, the Port of Coos Bay is uniquely positioned to influence the local economy. Through its involvement in regional economic development, the Port implements dynamic programs aimed at generating new industrial operations in the bay area. In this role, the Port supports the continued growth and development of Oregon's south coast.

Mission & Vision

The Port updated its mission and vision as part of the strategic planning process. The 2025 mission and vision are shown below, along with the new [Strategic Direction & Action Plan](#) in the following section.

Our Mission

Promoting sustainable development that enhances southwest Oregon and the State in the international economy.

Our Vision

The Coos Bay area is growing, driven by the Oregon International Port of Coos Bay's public managed investments in multi-modal transit, maritime industries, and tourism. Long-term planning and improvements for the Port's Charleston facilities, Coos Bay Rail Line, and Marine Operations drive both private-sector and public agency investments in the seafood industry, recreational tourism, research, and education. Oregon's bay area is prospering from a healthy ecosystem, a diversified regional economy, and growing employment opportunities.

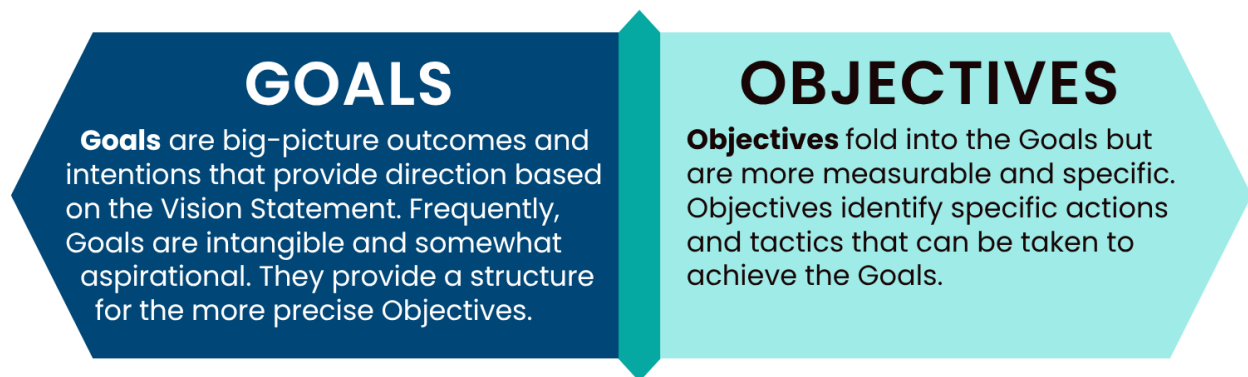


2. Strategic Direction & Action Plan

The Strategic Direction & Action Plan is the most critical aspect of a Strategic Business Plan (SBP). It accounts for the socioeconomic, community, and external factors uncovered during the SWOT analysis and aligns those factors with specific goals and objectives that Port leaders can address. These goals and objectives are consistent with the Port's vision for economic prosperity. Ideally, over the next five to 10 years, the Port will be able to return to these goals and objectives in order to measure the performance of the Port. At its core, the Strategic Direction & Action Plan answers the two fundamental questions:

- "Where do we want to go as a Port?" and
- "How are we going to get there?"

There are two layers to the Strategic Direction & Action Plan:



The Port may continuously review and amend these goals and objectives over the next five years, as needed.

To visualize how to prioritize, link successful projects, and systematically pursue funding, objectives were given a timeframe for action. Figure 2.1 serves as a key for the timeframes, providing an estimate of how and when each objective may take place. The Port may review and amend this timeline and choose to begin objectives prior to the time estimate in the key.

Figure 2.1 Action Plan Timeline Key



Source: Points Consulting & Port Commission, 2025



Property Goals

The SBP property goals may involve further marine, industrial, commercial, and recreational involvement. We believe the Port should focus on regional economic development, the tourism and recreation industries, and revitalization of its Charleston properties. Table 2.1 reports the full Goals & Objectives for Port property.

Goal 1: Set priorities for involvement in regional economic development

Promoting a diversified and healthy regional economy is at the heart of the Port's mission and vision. Whether through addressing local housing needs, supporting local industries, or selling properties to the private sector, the Port has great potential to make meaningful impacts for the regional economy. Other strategies should be considered as well, such as mitigation banking or complementing growing industries (Table 3.9 of the full plan).

Goal 2: Solidify involvement in tourism and recreation industries

Aside from supporting overall regional economic development, tourism and recreation are key industries for coastal counties. The industries are already established clusters in Coos County and are growing as well. The Port should collaborate with other regional organizations to support the industries and take advantage of them as Lincoln and Tillamook Counties have done (Table 3.17 of the full plan) to support other local objectives.

Goal 3: Revitalize Charleston, including the Marina and Shipyard to support maritime industries

The Charleston Marina (and the Charleston community itself) is at a tipping point. If the area improves, all local businesses will benefit. If it does not improve, the area is at risk of slowly sliding down a path toward dilapidation and vacancy. While potential financial benefits from the PCIP down the road would be helpful, Charleston is the core of the local maritime industries supporting many local workers and businesses and is in need of investment.

Table 2.1: Property Goals & Objectives

Objective	Actors	Timeframe
Goal 1: Set priorities for involvement in regional economic development		
1.1: Determine strategic use of mitigation banking for selected properties	Port of Coos Bay	Long-term
1.2: Pursue methods of industry diversification outside of wood products industries (with assistance of South Coast Development Council and Business Oregon)	Port of Coos Bay; SCDC; Business Oregon	Mid-term



1.3: Determine how to contribute to community workforce housing needs (either using existing property or by partnering with other local entities)	Port of Coos Bay; City of Coos Bay; City of North Bend; local housing groups	Mid-term
1.4: Identify potential properties to sell	Port of Coos Bay	Short-term
1.5: Identify advantageous properties for potential purchase or partnership	Port of Coos Bay	Long-term
Goal 2: Solidify involvement in tourism & recreation industries		
2.1: Improve recreational assets on Port properties, particularly trails, boat launches, and public docks	Port of Coos Bay	Long-term
2.2: Increase collaboration/partnership with the Bandon Dunes Foundation, Coos Bay-North Bend-Charleston Visitor & Convention Bureau (VCB), and Travel Southern Oregon Coast (TSOC)	Port of Coos Bay; Bandon Dunes Foundation; the VCB; TSOC	Short-term
2.3: Consider sitting on a tourism board to increase engagement in the tourism and recreation industry	Port of Coos Bay (research tourism boards)	Long-term
Goal 3: Revitalize Charleston, including the Marina and Shipyard to support maritime industries		
3.1: Convene stakeholders to identify mission, vision, values, and leadership for Marina-related activities	Port of Coos Bay; Charleston Advisory Committee; Charleston Fishing Families; Charleston residents; local commercial fisherman; Shipyard operators; Marina business operators	Short-term
3.2: Identify local champions for taking pride of ownership over existing facilities that the Port can partner with during clean up and improvement process	Port of Coos Bay; Charleston residents; Marina business operators; Shipyard operators	Mid-term
3.3: List all maintenance and repair issues with expected cost of replacement and potential demolition, use as a basis for prioritizing grant funding requests, financial plans, legislative requests, and loans	Port of Coos Bay; Charleston Stakeholders	Mid-term



3.4: Once vision and priorities list is determined, hire an internal or outsourced grant writer to assist with funding requests	Port of Coos Bay	Mid-term
3.5: Estimate total cost of removal for abandoned ships in the shipyard and create long-term plan for removal of future derelict ships	Port of Coos Bay	Long-term
3.6: Once funding is secured, work on a Master Plan for long-term design of the Charleston Marina	Port of Coos Bay; Charleston Advisory Committee	Mid-term
3.7: Conduct independent rate analysis for slip fees, moorage fees, and ice costs	Port of Coos Bay	Short-term
3.8: Improve hours and availability of staff at Port office and ice plant	Port of Coos Bay	Mid-term
3.9: Observe facilities and study strategies of nearby ports with recently updated docks (e.g. Port of Bandon or Port of Umpqua)	Port of Coos Bay	Long-term
3.10: Recruit appropriate retail, commercial, and food service businesses to vacant commercial properties at the Marina	Port of Coos Bay	Long-term
3.11: Coordinate with Coos County, City of Coos Bay, and the DLCD related to Charleston's best interests for future UGB expansion of the City of Coos Bay	Port of Coos Bay; Coos County; City of Coos Bay; Charleston Stakeholders	Long-term
3.12: Coordinate with Charleston Master Plan to create Shipyard Revitalization/Reinvestment Plan	Port of Coos Bay: Charleston Advisory Committee; Shipyard Operators	Mid-term

Source: Points Consulting, Port Staff, & Port Commission, 2025

Financial Goals

The SBP financial goals may focus on property acquisition, debt management, or reserves. To maximize financial stability, the Port should prioritize its most critical infrastructure components and improve the communication of its financial data. Table 2.2 reports the full Goals & Objectives for the Port's financial situation.



Goal 1: Prioritize spending on most critical infrastructure components

In addition to the SBP, a second core aspect recommended by statewide guidance for Port planning is the Capital Facilities Plan. This plan would describe the needed improvements to the Port's land, buildings, facilities, and equipment for the next 10–20 years, including full cost estimates and potential funding sources. To commission this plan would provide greater detail and enhance Port decision making with regard to the Port's current inventory of assets.

Goal 2: Improve communication of financial data

Meanwhile, the Port's current practice of reporting larger projects and funding opportunities in the Special Project Fund may create some confusion regarding publicly available budgets. As of the last three budget years (Figures 2.5 and 2.6 of the full plan), the Special Project Fund has the vast majority of Port funding and expenses towards projects. Shifting these funds to which areas of Port activities they are supporting (Charleston, CBRL, etc.) improves communication with the public and may better show just how costly Port operations are.

Table 2.2: Financial Goals & Objectives

Objective	Actors	Timeframe
Goal 1: Prioritize spending on most critical infrastructure components		
1.1: Conduct official Capital Facilities Plan per Oregon Statewide Port guidance to put all assets to the highest and best use for the regional economy, including potential divestment	Port of Coos Bay	Short-term
1.2: Obtain maintenance/replacement estimates from professional trades people on most critical assets	Port of Coos Bay	Mid-term
1.3: Conduct pro forma analysis of selected properties on assumptions of keeping, selling, or leasing out	Port of Coos Bay	Mid-term
1.4: Act on decisions of in-depth financial/pro forma analyses	Port of Coos Bay	Mid-term
1.5: Analyze contract duration and negotiate with the State of Oregon for higher fees to managing statewide dredging projects	Port of Coos Bay	Short-term
Goal 2: Improve communication of financial data		
2.1: Revise financial statements to disaggregate special projects and overhead into more appropriate buckets, such as Charleston Operations or the CBRL (or distribute on a pro rata basis)	Port of Coos Bay	Mid-term
2.2: Separate sources and uses of grant funds to demonstrate priorities for pursuit or uses of grant funds and to isolate unrestricted funds	Port of Coos Bay	Long-term

Source: Points Consulting, Port Staff, & Port Commission, 2025



Management Goals

The SBP management goals may touch on issues of policy and procedure, staffing, or board development. The Port should also focus on continuing its values of openness and transparency. Table 2.3 reports the full Goals & Objectives for Port management.

Goal 1: Continue advancing priorities of openness and transparency while developing more channels for community engagement

Advancing the Port's priorities of openness and transparency will increase the public's trust in the Port and its activities. More channels for community engagement will also further this goal and therefore goes hand in hand. Part of the Port's mission and vision is to serve the community of its district, and more ways to collect feedback can help the Port do this effectively.

Table 2.3: Management Goals & Objectives

Objective	Actors	Timeframe
Goal 1: Continue advancing priorities of openness and transparency while developing more channels for community engagement		
1.1: Determine areas of interest to be addressed by additional advisory committees that align with requirements of ORS 285A.660	Port of Coos Bay	Short-term
1.2: Formulate meeting and communication process and policies for new advisory committees	Port of Coos Bay; Advisory Committees	Short-term
1.3: Ensure clear communication of biennial report to the Legislative Assembly (per ORS 777.937)	Port of Coos Bay	Mid-term
1.4: Conduct staff learning trips to other Ports according to an appropriate comparison set that are dealing with similar management challenges	Port of Coos Bay	Long-term
1.5: Identify areas of Port Operation that could best utilize increased staff capacity if funds were available	Port of Coos Bay; Advisory Committees	Mid-term
1.6: Conduct staff skills inventory and determine if more roles are needed to optimize Port operation impact and execute goals	Port of Coos Bay	Mid-term
1.7: Design commissioner subgroups into particular areas of interest so commissioners can collaborate in the best interest of the community and the Port	Port of Coos Bay	Long-term

Source: Points Consulting, Port Staff, & Port Commission, 2025



Environmental & Emergency Preparedness Goals

The Port of Coos Bay benefits many residents in Coos County through economic and recreational opportunities. To maximize these benefits, the Port has the responsibility to consider the environment in its operations. This consideration also includes response preparedness to unique emergencies that may occur. For these reasons, the Port should improve its understanding of the environment and improve its emergency response preparedness. Table 2.4 reports the full Goals & Objectives for environmental and emergency response.

Goal 1: Improve understanding of potential environmental impacts on and of Port activities

There are many blue economy (or maritime) jobs in the Port District. These include commercial fisherman but also several experts in marine science and research. For this reason, the Port should spend time to improve its understanding of how its operations may impact the environment. Unique geographic characteristics also make the Port susceptible to environmental challenges, and thus should be investigated as well.

Goal 2: Improve emergency response preparedness and enhance communication to the community

The Port participates in the Harbor Safety Committee and the governor's office has been interested in greater action from the Port on this front. Additionally, the Port has several properties and economic interests in ensuring the community and its staff are prepared in the case of a potential coastal emergency. Funding may also be available to the Port to address these issues.

Table 2.4: Environmental & Emergency Preparedness Goals & Objectives

Objective	Actors	Timeframe
Goal 1: Improve understanding of potential environmental impacts on and of Port activities		
1.1: Enlist expertise of local and statewide environmental experts on advisory committees	Port of Coos Bay; Advisory Committees	Short-term
1.2: Improve understanding of potential environmental partnerships to mitigate or improve the health of Coos Bay	Port of Coos Bay; Potential Appropriate Advisory Committee	Mid-term
1.3: Identify funding opportunities related to environmental sustainability to complement local industry	Port of Coos Bay; Potential Appropriate Advisory Committee	Long-term
Goal 2: Improve emergency response preparedness and enhance communication to the community		
2.1: Adopt an official emergency response plan, including tsunami evacuation routes and focusing on areas such as the North Spit and Charleston	Port of Coos Bay; Coos County; Regional Coast Guard	Mid-term



2.2: Coordinate or take the lead on an emergency management plan for a Cascadia Subduction Event	Port of Coos Bay; Coos County; City of Coos Bay; City of North Bend; Regional Coast Guard	Long-term
2.3: Identify funding opportunities with state legislature related to emergency management and preparedness	Port of Coos Bay	Mid-term
2.4: Analyze potential economic and social impact of sea level rise and develop contingency plans for highly impacted areas	Port of Coos Bay; Potential Appropriate Advisory Committee	Long-term

Source: Points Consulting, Port Staff, & Port Commission, 2025

Marketing Goals

The SBP marketing goals may include the promotion or communication of the Port's SBP in general, particularly related to its Strategic Direction & Action Plan and Capital Improvements Plan. Promoting its public transparency and improving communication with other regional governments should be included for the Port moving forward. Table 2.5 below reports the full Goals & Objectives for marketing.

Goal 1: Continue growth of public transparency and communicate new opportunities to the community

In conjunction with Objective 1.1 in [Management Goal 1](#), the Port should openly advertise its new advisory committees. In addition to gaining public interest, it also shows the Port is making an effort to improve public transparency.

Goal 2: Improve communication and coordination with regional and Tribal governments

Ensuring collaboration with regional governments can benefit the Port and the community in many ways. The Port would benefit by gaining new partners for future projects and the community would then benefit from those projects. Offering the presence of Port staff and making an effort to present regular updates is the first step in creating stronger partnerships.

Table 2.5: Marketing Goals & Objectives

Objective	Actors	Timeframe
Goal 1: Continue growth of public transparency and communicate new opportunities to the community		
1.1: Advertise positions for new advisory committees	Port of Coos Bay	Short-term
1.2: Host quarterly open house meetings with staff and commissioners	Port of Coos Bay	Mid-term
1.3: Work with commercial realtor to advertise vacancies at Port properties for lease	Port of Coos Bay	Mid-term



1.4: Adopt a default position of sharing as much information as possible	Port of Coos Bay	Short-term
Goal 2: Improve communication and coordination with regional and Tribal governments		
2.1: Provide quarterly updates on Port financials and activities at City Council meetings (Coos Bay and North Bend), County Commissioners meetings, and Tribal Council meetings	Port of Coos Bay; regional governments	Mid-term
2.2: Offer presence of Port Commissioners or staff at public meetings of CTCLUSI and the Coquille Indian Tribe	Port of Coos Bay	Short-term
2.3: Increase collaboration and partnership with Southwestern Oregon Community College (SWOCC) for regional workforce development initiatives	Port of Coos Bay; SWOCC	Mid-term
2.4: Schedule or coordinate meetings for discussions of regional needs and collaboration opportunities with other local port districts	Port of Coos Bay; Port of Bandon; Port of Umpqua	Long-term

Source: Points Consulting, Port Staff, & Port Commission, 2025

Pacific Coast Intermodal Port Goals

While the PCIP is not necessarily an avenue of Port operations, the project is large enough that it requires some designated goals (more info [here](#)). More specifically, there has been a noted information gap between the Port, its private partner, and the community on the project, and an effort should be made to close the gap. Additionally, the Port should do further research on how else to benefit from the federal and state funding for the project. Table 2.6 reports the full Goals & Objectives for the Port related to the PCIP.

Goal 1: Shed light on remaining timeline and plan for the PCIP

Even though the full cost and potential benefits have not yet been released, the timeline for when such information will be ready or available should be clarified. Key studies (e.g. the official economic impact assessment) should also be published when completed. It should also be understood that timelines can change due to conditions outside of the Port's control as the PCIP is a public-private partnership. But the Port should make an effort to keep the public in the loop as these inevitabilities arise to ensure transparency.

Goal 2: Capitalize on federal and state funding efforts for regional economic development

Due to the large amount of public dollars that have been committed to the PCIP, the Port now bears some responsibility to see the project through to the best of its ability. If the project is successful, it could catalyze further investment in the region and spark



revitalization and new employment opportunities. In the meantime, the Port should also look towards how else it can benefit from the ongoing project work.

Table 2.6: PCIP Goals & Objectives

Objective	Actors	Timeframe
Goal 1: Shed light on remaining timeline and plan for the PCIP		
1.1: Clarify remaining capital requirements and differentiate between public and private responsibilities	Port of Coos Bay; Northpoint Development	Short-term
1.2: Identify potential funding sources for remaining capital requirements and whether they are public or private sources	Port of Coos Bay; Northpoint Development	Short-term
1.3: Clarify economic impact of the PCIP and provide published estimates to the community	Port of Coos Bay	Short-term
Goal 2: Capitalize on federal and state funding efforts for regional economic development		
2.1: Activate the PCIP project	Port of Coos Bay; Northpoint Development	Long-term
2.2: Develop process and policies related to notification and contract awards to ensure highest opportunity for capture of economic impact within Coos County	Port of Coos Bay; Coos County	Mid-term
2.3: Research spinoff industries for the PCIP, including complementary and alternative uses for North Spit properties or adjusting staff focus	Port of Coos Bay; SCDC; CCD; Business Oregon	Short-term

Source: Points Consulting, Port Staff, & Port Commission, 2025



3. Capital Improvements Plan

According to the 2010 Statewide Port Strategic Business Plan and Statewide Port planning guidance, the Capital Improvements Plan is meant to be the first five to six years of the longer-term Capital Facilities Plan (10–20 years long). In Objective 1.1 of [Financial Goal 1](#), we recommend that the Port complete a full Capital Facilities Plan in addition to our Capital Improvements plan.

Our team has developed this plan to align with the [Property Goals & Objectives](#) and responses from the Port Commission on the Asset Planning Worksheet (completed September 2025). This plan should be reviewed annually as part of the Port’s regular budget process. Table 3.1 through Table 3.5 report the suggested capital improvements by the Port Commission on Port assets by asset group (Charleston, Railroad, North Spit, Upper & East Bay).

Table 3.1: Charleston Capital Improvements

Asset	Current Suggested Action by Commission	Priority	Rationale
Docks at the marina	Maintain OR Upgrade/Improve	High	The Charleston Marina is an essential piece of the regional economy, supporting the local maritime industry. The Port has a responsibility to ensure the function of the Marina, and the current docks are in need of repairs.
Commercial/retail storefront at the marina	Maintain OR Upgrade/Improve	Mid	There are currently several buildings in the commercial/retail storefront at the Charleston Marina that are vacant and unused. With the traffic of maritime workers, improved buildings with business tenants could perform well. Charleston also offers recreational opportunities for families and visitors. The Marina could benefit from maintenance or improvements here.
RV Park at the marina	Maintain OR Upgrade/Improve	Low	The RV Park presents the opportunity to capitalize on tourism and outdoor recreation opportunities in Charleston and the Coos County region. Improvements could make the property more attractive to visitors and would thus produce revenue for the Port. However, the RV park is fully functional as it currently stands.



Shipyard commercial/fabrication	Upgrade/Improve	High	The single most requested improvement to the Shipyard is a full replacement of the Marine Ways to pull and push ships. A new Marine Ways would allow the Shipyard operators to produce and work on larger ships, potentially expanding their market share. A June 2025 quote for this replacement amounted to approximately \$3 million or more.
Shipyard docks	Upgrade/Improve	Mid	The work docks are similarly in need of repairs. Some portions of the Shipyard work docks present physical hazard as well. Replacement or improvements would allow Shipyard operators to expand their capacity. A quote in the recent past for the Port estimated a cost of \$2.5 million for the improvement.
Shipyard storage	Maintain OR Repurpose	Mid	At the time of our assessment, the Port indicated there are between 25 to 30 derelict vessels in the storage area of the Shipyard. Removal and dismantlement of these ships could cost between \$125,000 to \$300,000. Removal and dismantlement would allow much of this land to be repurposed.
Vacant properties	Divest	Low	The Port currently owns two fully vacant properties in Charleston. The properties are located away from the Marina in Coos County commercial zoning. Divesting of these properties to a private actor could bring development and contribute to revitalization.

Source: Points Consulting, Port Staff, & Port Commission, 2025



Table 3.2: Railroad Capital Improvements

Asset	Current Suggested Action by Commission	Priority	Rationale
Coos Bay Rail Line	Upgrade/Improve	High	The CBRL is of paramount importance to the PCIP. For this key reason, the railroad should be improved to facilitate development and economic benefits that follow. As of 2025, over \$1 billion is expected to be needed to rehabilitate and improve the CBRL.
Rail Yard	Divest	Low	The Port's current rail yard is located in the East Bay area and is south of the Swing Bridge. Because the Swing Bridge is out of commission (which is likely to continue in the long term), the Port needs a new rail yard north of the Swing Bridge. The current rail yard property could be sold or leased to a private actor and put to more efficient use for the community.

Source: Points Consulting, Port Staff, & Port Commission, 2025

Table 3.3: North Spit Capital Improvements

Asset	Current Suggested Action by Commission	Priority	Rationale
Pacific Coast Intermodal Port Project	Continue as is	High	Tens to hundreds of millions of State and Federal dollars have been committed to this project thus far. Additionally, the project does have the potential to produce further economic development through indirect and induced impacts. The Port should see this project through.
Effluent Outfall/Lake Property	Maintain OR Continue as is	Low	This property on the North Spit hosts a wastewater pond from previous ownership. The Port does not currently have responsibilities for maintenance, and cost estimates for maintenance have not been produced. Further research and discussions will be needed and continuing as is seems the best action at this point.



Overlook Property	Divest	Low	The Overlook Property is located on the North Spit, west of Roseburg Forest Products. The Property has several trails and outdoor recreation opportunities that have not been maintained in years. Located in industrial zoning, the property could be sold to a private actor to spin off of the PCIP.
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Source: Points Consulting, Port Staff, & Port Commission, 2025

Table 3.4: Upper & East Bay Capital Improvements

Asset	Current Suggested Action by Commission	Priority	Rationale
Tyree Oil Property	Divest	Low	Tyree Oil current leases their property from the Port in the Upper Bay area. The Port could benefit from cash flow produced by fully selling the property to Tyree Oil, who may prefer to own the property for long-term stability.
Downtown Hub Building	Maintain OR Continue as is	Mid	The Hub Building acts as the Port's current headquarters. However, there is maintenance work that is needed. For the '25/'26 budget year, the Port budgeted \$10,000 for HVAC repairs and \$15,000 for roof repairs. Continuing with this maintenance work ensures continued use and stability for future tenants. The Port currently benefits from owning the building as opposed to renting its space, so at least the Port ought to continue as is.
Terminal One	Divest	High	Terminal One is in a prime location for light industrial activity. The property is the location of the previous Georgia Pacific wood chip mill. The Port could divest of the property to reduce its large inventory, reduce its risk for future mitigation activity, and put the property in the hands of a private actor to ensure it is put to use for economic development.



Eastside Residential	Divest	Mid	The Port's Eastside Residential property is approximately 130 acres in total, though some are likely to be restricted by wetlands. The property has potential to address some local housing shortages while providing outdoor recreation opportunities for future residents. The Port does not have the staff capacity to manage development of the property, and divesting would provide cash flow and see the property put to residential use, rather than potential.
Eastside Industrial	Divest	Low	The Eastside Industrial property is around 190 acres but is also partially restricted by wetlands. Selling the property to a private actor could see the property developed and produce jobs for the community. Additionally, the Port would benefit from reducing its inventory to refocus its limited staff capacity.

Source: Points Consulting, Port Staff, & Port Commission, 2025

There were a handful of Port assets in which the Port Commission was not largely in consensus on. Those assets are reported in Table 3.5. Further deliberations will be required to identify which action should be taken with each asset below.

Table 3.5: Port Assets Requiring Further Deliberation

Property Group	Asset	Priority
Charleston	Ice Plant	Mid
Railroad	Swing Bridge	Mid
Railroad	South Line to Coquille	Mid
North Spit	Henderson Site	Low
North Spit	DB Western Property & T Dock	Mid
Upper & East Bay	Oyster Leases/Tide Flats	Low
Upper & East Bay	Dredge Spoils/Islands	Low

Source: Points Consulting, Port Staff, & Port Commission, 2025



4. Port Overview

The facilities, resources, and policies of the Port of Coos Bay are integral to its operations. This section describes the Port's main facilities and assets. We include their locations, access points, and the policies that govern their use. Financial and market conditions also heavily influence when and how the Port makes strategic decisions for the good of the region, and these factors will be discussed as well.

Port Location and Access

Coos Bay harbor is a major deep-draft coastal harbor, with hundreds of millions of dollars in imports and exports crossing the bar annually. This makes it one of the busiest seaports in Oregon. Experienced recreational and commercial maritime workers, a safe entrance bar, and a short 15-mile navigation channel ensure that inbound and outbound cargo moves efficiently through local terminals.

Just off U.S. Highway 101, Trans Pacific Parkway provides access to the Port's facilities and land on the North Spit of Lower Coos Bay. This is where most of the Port's property by acreage is located. These North Spit properties are also served by the Coos Bay Rail Line (CBRL), which interchanges with the Union Pacific Railroad in Eugene, Oregon, making it a strong asset for regional operators to ship goods to and from Oregon's bay area.

South of the North Spit, just across the channel from the North Jetty, lie the Charleston Marina and the Port's Shipyard. Access to these facilities is principally via Oregon Route 540, a state highway running from North Bend to Cape Arago State Park. From the north, visitors and users can reach Oregon Route 540 by traveling south on U.S. Highway 101, crossing McCullough Memorial Bridge, and transitioning to Cape Arago Highway/Route 540 in the City of North Bend.

The Port's Upper Bay properties, including the Hub Building, which hosts the Port offices, are accessible via U.S. Highway 101, traveling south from North Bend to the City of Coos Bay. At the interchange of U.S. Highway 101 and Oregon Route 241, Mullen Road provides access to the Port's Terminal One property (the site of potential industrial redevelopment). Oregon Route 241 also serves as the main access route to the Port's vacant residential and industrial properties in Eastside.

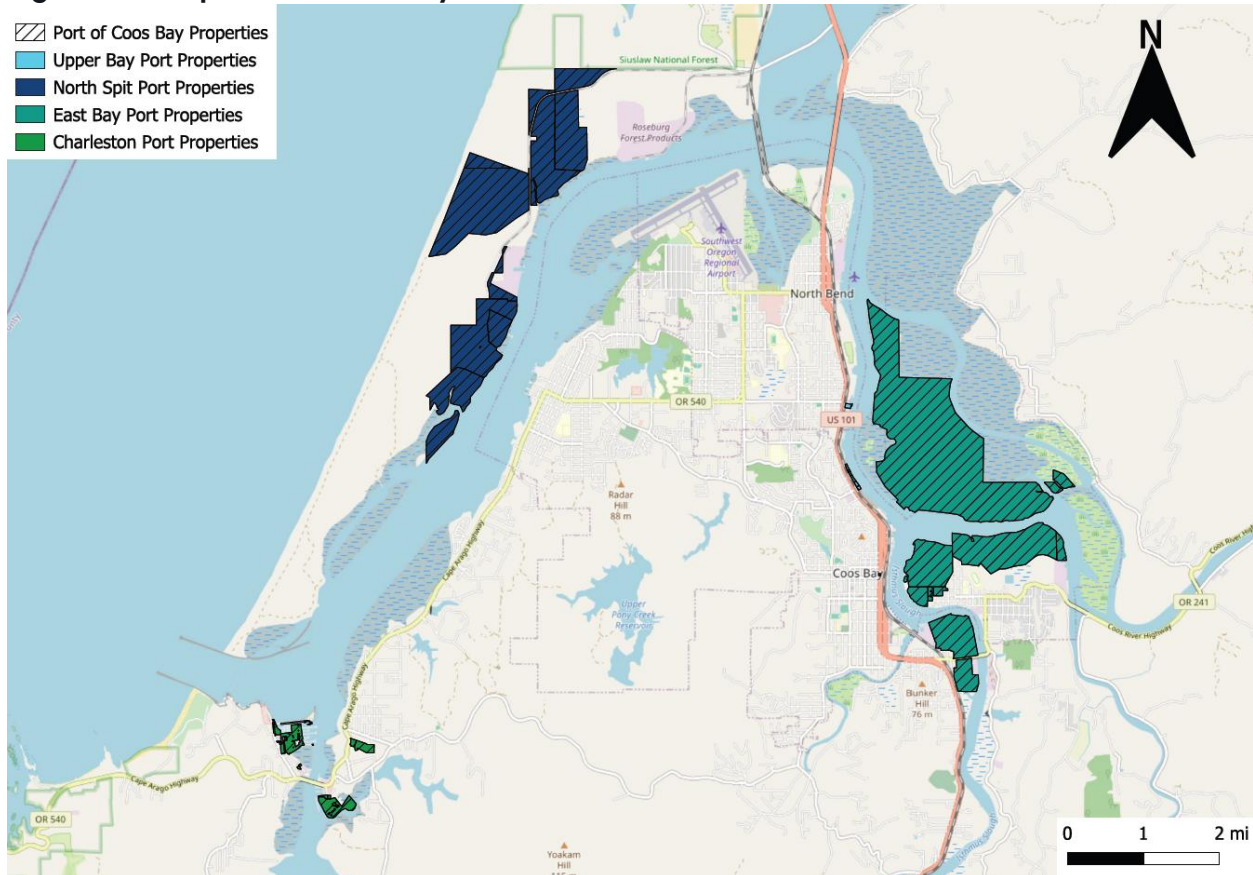
Port Facilities

The Port of Coos Bay's asset inventory is substantial, totaling just over 2,500 acres in Coos Bay. About 925 acres consist of rights to areas in the slough for dredge material disposal. In addition to its main offices in the City of Coos Bay, the Port owns property in the unincorporated community of Charleston, residential and industrial properties in



Eastside, and approximately 1,000 acres of land on the North Spit (Figure 4.1). The Port also owns and operates the [Coos Bay Rail Line](#), which stretches from Coquille to Eugene.

Figure 4.1: Map of Full Inventory of Port Facilities and Assets



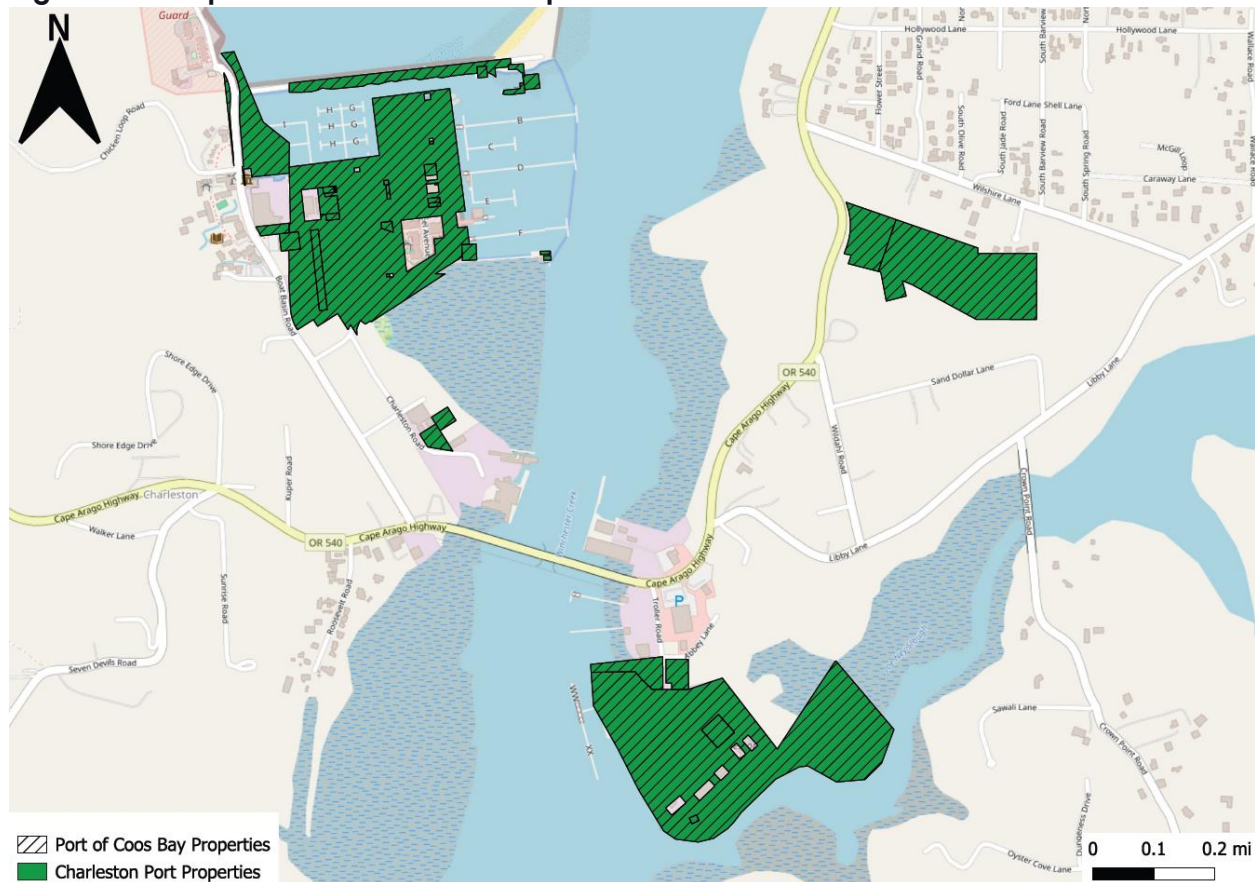
Source: Coos County GIS Data, Port of Coos Bay, 2015 Strategic Business Plan

Charleston

Although the Charleston area accounts for the smallest share by acreage of Port land among the four main asset categories, it plays an important role in supporting the commercial fishing and maritime industry on the Oregon Coast. The Port's Charleston Marina Complex and Shipyard (shown on the southernmost side of Figure 4.2) are both located here. Table 4.1 lists each parcel in the Port's Charleston inventory, along with a description of its current use.



Figure 4.2: Map of Charleston Port Properties



Source: Coos County GIS Data, Port of Coos Bay, 2015 Strategic Business Plan

Table 4.1: Charleston Port Properties by Parcel

Tax Lot Number	Acres	Property Description
26S14W02AC-323Z1	<0.1	Commercial Buildings
26S14W02AC-308Z1	<0.1	Marina and RV Park
26S14W02AC-301Z1	<0.1	Commercial Buildings
26S14W02AC-327Z1	<0.1	Commercial Buildings
26S14W02AC-310Z1	<0.1	Commercial Buildings
26S14W02AC-205Z	<0.1	Ice Plant and Public Buying Dock
26S14W02AC-204Z	<0.1	Ice Plant and Public Buying Dock
26S14W02AC-307Z1	<0.1	Commercial Buildings
26S14W02AC-320Z	<0.1	Commercial Buildings
26S14W12BB-608Z1	0.1	Boatyard, Docks
26S14W02AC-306Z1	0.1	Commercial Buildings
26S14W02AC-314Z1	0.1	Commercial Buildings
26S14W02AC-203Z	0.1	Commercial Buildings
26S14W02AC-321Z1	0.1	Commercial Buildings
26S14W02AC-309Z2	0.1	Commercial Buildings



26S14W02AC-103Z	0.1	Breakwater
26S14W02AC-302Z	0.1	Commercial Buildings
26S14W02AC-101Z1	0.2	Breakwater
26S14W02AC-102Z1	0.2	Breakwater
26S14W02DB-800	0.3	Vacant Property
26S14W02BD-201Z1	0.3	Commercial Buildings
26S14W02AC-315Z1	0.4	Commercial Buildings
26S14W02DB-700	0.4	Vacant Property
26S14W12BB-603Z1	0.5	Boatyard, Docks
26S14W02AC-317Z1	0.6	Marina Storage Units
26S14W12BB-300	0.6	Storage Yards
26S14W12BB-500	0.9	Storage Yards
26S14W01BC-5600	2.6	Barview Upland Dredge Material Disposal Site
26S14W02BD-200	2.7	Marina and RV Park
26S14W01CA-400	8.7	Barview Upland Dredge Material Disposal Site
26S14W02AC-300	23.8	Marina and RV Park
26S14W12BB-600	25.0	Shipyard, Docks
Acreage Total	67.9	-

Source: Coos County GIS Data, Port of Coos Bay, 2015 Strategic Business Plan

Marina Complex

The marina complex consists of three main parts:

- Docks
- RV park
- Commercial buildings

The B, C, D, E, F, G, H, and I docks are mooring docks, where local and commercial fishermen pay Port-established rates to dock their vessels. Just south of these docks is the



Port-owned and operated ice plant, where commercial fishermen purchase ice at Port-set rates to keep their catch fresh before returning to the docks for flash-freezing. Fishermen from across the Oregon Coast purchase ice here, as the Port's rates are often more competitive than those of private ice plants at other marinas.



The Port's Marina RV Park, located west of docks B–F and south of docks G–I, includes about 75 RV sites and a community center used by locals for events. Storage units for rent are also located west of the main grounds.

Adjacent to docks B–F are several commercial lots. Recent tenants have included a restaurant and a small bait and tackle shop, though vacancies are common. These buildings are currently in disrepair and in need of rehabilitation or redevelopment. This commercial area not only provides rental revenue for the Port but also serves residents and workers in Charleston. With investment in improvements and redevelopment, the docks, RV park, and commercial buildings offer significant opportunities for the Port.

Shipyard

The Charleston Shipyard serves three main purposes:

- Vessel storage,
- Vessel dismantling
- Vessel repair & fabrication.

As stewards of Coos Bay harbor, the Port is responsible for hauling away ships abandoned in the bay or at Marina docks. These vessels are transferred to the Shipyard for storage and eventual dismantling. However, if ships contain lead paint or other toxic materials, the Port must complete an environmental review before dismantlement, creating delays and resulting in many abandoned vessels being stored on-site. Short- and long-term work areas, along with work docks, are available for use by private vessels as well.

An adjacent point to the Marina and the shipyard is the State Dredge. The Port operates the dredge for other ports; during peak season, Charleston Marina



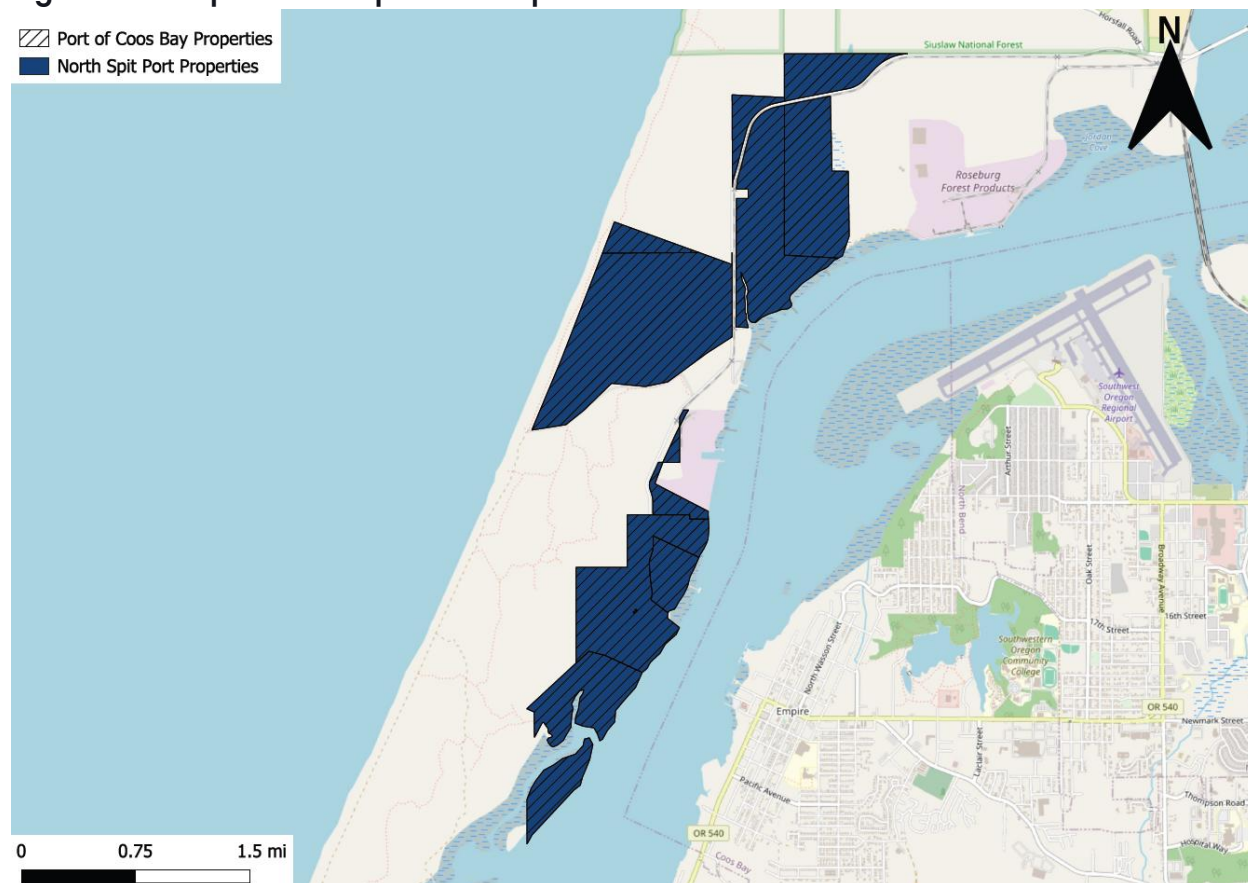
staff leave their posts to operate it. This requires the Port to hire temporary workers to maintain Marina operations (a recurring point of contention).

Possibly the most critical function of the Shipyard is repair and fabrication. Several buildings in the Shipyard are leased to private operators who provide repair services for commercial fishermen and other maritime users, as well as fabricate vessels for a variety of maritime purposes.

North Spit

Discounting the East Bay parcel used for dredge material deposition, the North Spit contains the bulk of the Port's property in terms of acreage (Figure 4.3). Covering just over 1,000 acres, most of the North Spit property is vacant, with the exception of the D.B. Western lease. Table 4.2 reports each Port property on the North Spit by tax lot number and acreage, along with property descriptions. Additionally, the southernmost Port-owned parcels on the North Spit (across the bay from Empire) are the proposed site of the [Pacific Coast Intermodal Port Project](#) (PCIP).

Figure 4.3: Map of North Spit Port Properties



Source: Coos County GIS Data, Port of Coos Bay, 2015 Strategic Business Plan



Table 4.2: North Spit Port Properties by Parcel

Tax Lot Number	Acres	Property Description
25S13W07-102	0.8	Vacant
25S13W07-107	3.9	Vacant
25S13W18-202	17.3	Vacant Land
25S13W06-101	22.1	Vacant Land
25S13W18-105Z1	44.6	D.B. Western Lease
25S13W19-200	102.8	In-Water, Mudflats, and Shoreline
25S13W18-100	160.2	Out-of-Service Aquaculture Facility, Sand Dunes, In-Water, Proposed PCIP
25S13W05-300	182.2	Vacant Land
25S13W00-200	191.6	Vacant Land
25S13W07-101	298.0	Vacant Land
Acreage Total	1,023.7	-

Source: Coos County GIS Data, Port of Coos Bay, 2015 Strategic Business Plan

Pacific Coast Intermodal Port Project

Around three and a half years ago, the Port Commission made the decision to pursue an intermodal port-to-rail terminal. In May 2022, that decision was formalized when the Port entered into a public-private partnership (PPP) lease agreement with NorthPoint Development.²



The project was initiated as part of the Port's responsibility to serve as a driver of regional economic development, with the goal of attracting hundreds of millions of dollars in investment and creating family-wage jobs for the local economy.

The port terminal is designed to be fully electric, moving cargo containers directly from barges onto the Port's Coos Bay Rail Line. Once transitioned to rail cars, the cargo would travel north to the line's connection with the Union Pacific Railroad in Eugene. By being

² "Port of Coos Bay Announces Lease Execution with NorthPoint Development for the Future Pacific Coast Intermodal Port (PCIP), Oregon International Port of Coos Bay, May 24, 2022, <https://www.portofcoosbay.com/port-of-coos-bay-announces-lease-execution-with-northpoint-development-for-the-future-pacific-coast-intermodal-port-pcip>.



fully electric and shifting freight from trucks to rail, the project is intended not only to support economic development but also to reduce carbon emissions.

More recently, the Port has begun to see major investments from state and federal partners take shape. In October 2024, the Port secured \$25 million in INFRA grant funding for the project. This was its first major grant success.³ Later that same month, the Port announced an additional \$29 million in federal CRISI funding, a critical step toward making necessary infrastructure upgrades to the CBRL for the PCIP project.⁴ The next significant milestone came when the Oregon State Legislature approved \$100 million in bond funding for the PCIP.⁵ Needless to say, the Port has secured substantial support for this project so far.

As for bringing the project to fruition, the PCIP still has a long way to go. The total cost is currently estimated at around \$2.3 billion. This covers planning, design, and construction.⁶ In addition, a rigorous review and permitting process will be required, involving both federal and state agencies. Within the next two years from the time of our assessment, the project is expected to enter the National Environmental Policy Act (NEPA) review process. Following the NEPA review and accompanying public engagement,



Source: <https://www.dredgingtoday.com/2023/08/28/dredging-part-of-the-pacific-coast-intermodal-port-project>.

³ "Port of Coos Bay Secures \$25 million INFRA Grant for Pacific Coast Intermodal Port Project," Oregon International Port of Coos Bay, October 17, 2024, <https://www.portofcoosbay.com/port-of-coos-bay-secures-25-million-infra-grant-for-pacific-coast-intermodal-port-project>.

⁴ "Building the Future of Freight: \$29M Federal CRISI Grant Invests in Port of Coos Bay," Oregon International Port of Coos Bay, October 28, 2024, <https://www.portofcoosbay.com/building-the-future-of-freight-29m-federal-crisi-grant-invests-in-port-of-coos-bay>.

⁵ "Oregon Legislature Approves \$100 Million in Bonding Support for Pacific Coast Intermodal Port Project," Oregon International Port of Coos Bay, June 30, 2025, <https://www.portofcoosbay.com/oregon-legislature-approves-100-million-in-bonding-support-for-pacific-coast-intermodal-port-project>.

⁶ "About the Pacific Coast Intermodal Port," Pacific Coast Intermodal Port, accessed August 13, 2025, <https://pcipproject.com/about-pcip>.



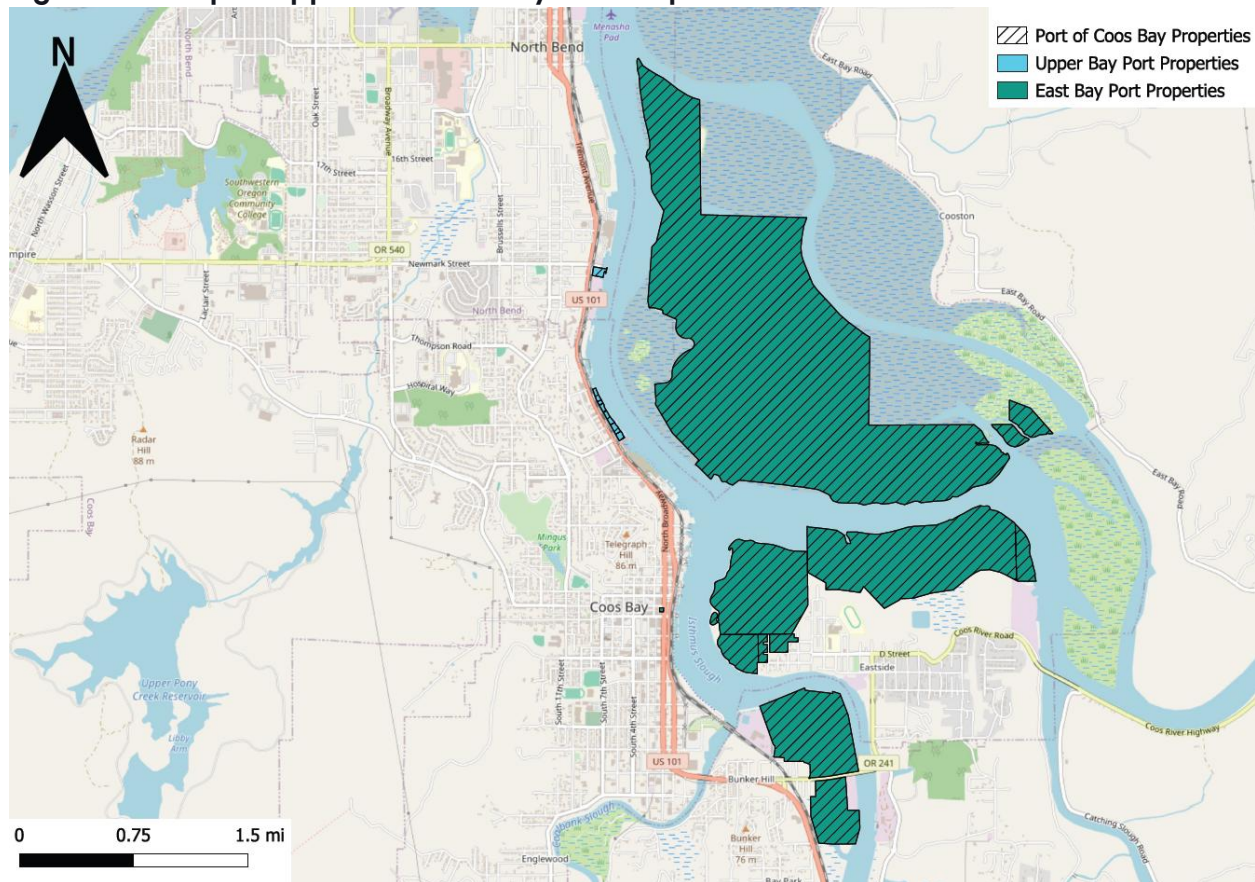
construction is projected to begin in roughly three years. With agencies such as the U.S. Army Corps of Engineers (USACE) and U.S. Environmental Protection Agency (EPA) involved, the project still faces a number of significant hurdles.

Upper & East Bay

The Port owns several small properties in the Upper Bay area, including the Tyree Oil property, Orcas Dock, and Dolphin Terminals along U.S. Highway 101 (Figure 4.4). In the East Bay area, the Port's holdings include substantial vacant residential and industrial land, representing significant opportunities for future development. Table 4.3 and Table 4.4 list the respective properties owned by the Port in the Upper and East Bay areas, which together total about 480 acres (excluding the dredge deposit site).



Figure 4.4: Map of Upper and East Bay Port Properties



Source: Coos County GIS Data, Port of Coos Bay, 2015 Strategic Business Plan

Table 4.3: Upper Bay Port Properties by Parcel

Tax Lot Number	Acres	Property Description
25S13W22DD-5201Z1	0.1	Citrus Dock
25S13W22DD-5200	0.5	Citrus Dock
25S13W26BB-101Z1	0.6	Orcas Dock
25S13W22DD-5100	0.6	Citrus Dock
25S13W26BB-100	0.8	Orcas Dock
25S13W22DD-6600	0.8	Dolphin Terminals
25S13W22AD-200	1.6	Tyree Oil
Acreage Total	5.2	-

Source: Coos County GIS Data, Port of Coos Bay, 2015 Strategic Business Plan

Table 4.4: East Bay Port Properties by Parcel

Tax Lot Number	Acres	Property Description
25S13W26CD-4200	0.2	Hub Building/Port Offices
25S13W35AA-600	2.7	Vacant Land
25S13W35AA-500	5.8	Vacant Land
25S12W30-1000	9.3	Vacant Land



25S13W35AB-100	18.5	Vacant Land and Eastside Boat Launch
25S13W36-1000	39.2	Terminal One
25S13W35-400	94.8	Terminal One
25S13W26D-100	119.0	Vacant Land
25S13W25-100	192.5	Vacant Land
25S13W00-300	923.8	Vacant/Dredge Disposal
Acreage Total	1,405.7	-

Source: Coos County GIS Data, Port of Coos Bay, 2015 Strategic Business Plan

Terminal One

Terminal One (formerly the Georgia Pacific (GP) wood chip terminal) was once used to load and barge wood chips through the bay to international markets. The site has been vacant for some time, but it remains highly suitable for redevelopment. Covering nearly 135 acres of industrial land already served by water and power, the site presents a strong opportunity to attract an industrial or commercial business that could help expand and diversify the local economy.



Eastside Properties

The Eastside properties are located just south of the Port's dredge deposit area in the community of Eastside. One parcel, totaling just over 190 acres, is zoned for industrial use. The Millicoma Marsh Trail also passes through this property. Besides this trail, the property is entirely vacant and would require full site development before it could be utilized. Despite this, the property holds potential to expand the region's economic base.



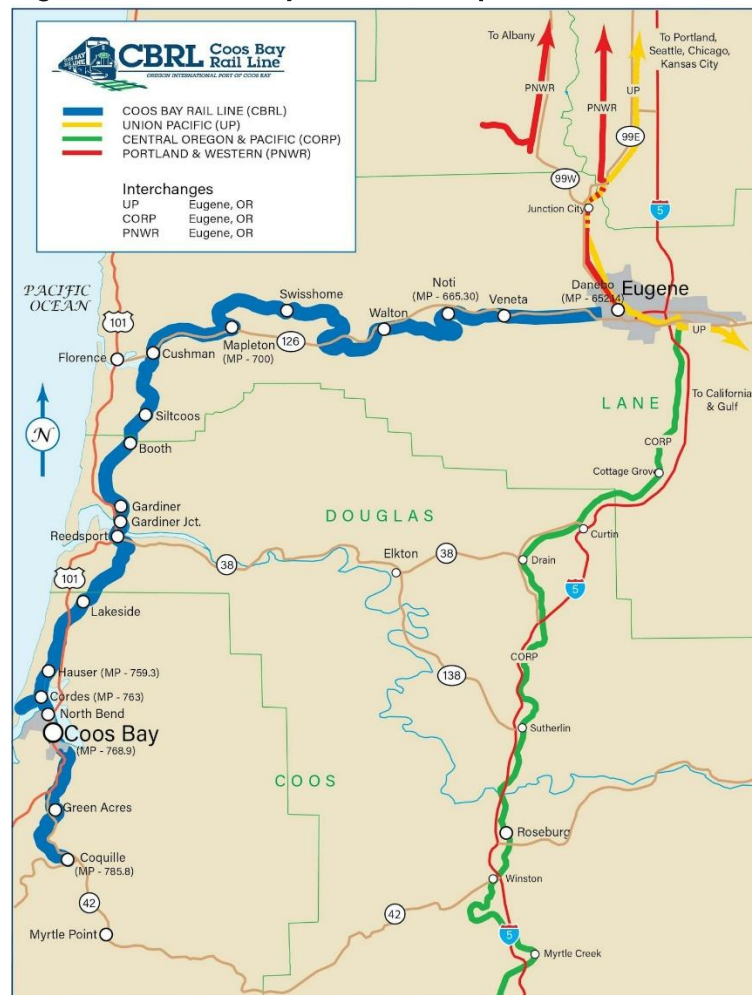
Additionally, the Port owns two parcels totaling approximately 130 acres within Coos Bay city limits. These properties present opportunities for strategic partnerships, particularly since the City of Coos Bay recently rezoned the land from commercial to residential to support housing development. While site work and planning remain necessary, the



properties have significant potential to accommodate new housing and help address the local housing shortage.

Coos Bay Rail Line

Figure 4.5: Coos Bay Rail Line Map



Source: Portofcoosbay.com/about-the-railroad

In 2009–10, the Port of Coos Bay acquired the CBRL for \$16.6 million, using a combination of state loan funds and reallocations from the Coos Bay Rail Bridge repair fund. The Port reopened the line in 2011, and it now transports approximately \$460 million worth of freight in and out of the region each year.⁷ The CBRL's 134 miles of rail are operated by 20 direct employees and serve 12 customers. Inbound and outbound cargo consists of wood products, fertilizer, and organic dairy feed.

Despite repeated Port successes in securing repair funding, the CBRL remains in need of serious infrastructure upgrades and rehabilitation. The CBRL is critical to the success of the PCIP. If the project gets delayed or fails, contingency planning for this Port asset will be essential. There is also risk that the cost of

ongoing repairs and upgrades could outpace the revenue generated from operations. This would place continued strain on Port finances.

Port Policies

Just as it is important to outline the economic opportunities of the Port, it is equally necessary to acknowledge its constraints and responsibilities in business operations. As a taxing district, the Port's obligations and limitations are clearly defined in Oregon

⁷ "About the Railroad," Oregon International Port of Coos Bay, accessed August 13, 2025, <https://www.portofcoosbay.com/about-the-railroad>.



Revised Statutes (ORS) Chapter 777. This chapter provides guidance on the goals and responsibilities of ports across the state.

While not all provisions in ORS 777 are directly relevant to this Strategic Business Plan (SBP), those pertaining to taxation and borrowing authority, allowable activities, and the roles of Port Commissioners are especially worth highlighting. ORS 777 serves as the primary policy document for the Port of Coos Bay in these areas. This summary is not intended to be exhaustive but instead highlights key provisions that directly relate to the Port's current operations and opportunities.

Required and Allowable Port Activities

- The Port may operate and maintain a marina and other recreational facilities, including the management and improvement of bays, rivers, and harbors within its jurisdiction. Facilities constructed in these spaces may be sold or leased to private or public entities.
- The Port may employ staff as it deems necessary and convenient, and it has the authority to determine appropriate compensation for those employees.
- The Port may acquire real and personal property, conditional on receiving an appraisal of fair market value (FMV) from a state-certified appraiser. This includes the ability to purchase property on a "contractual basis" (such as a mortgage), so long as the term does not exceed 20 years.
- The Port has the authority to lease and sell buildings, improvements, personal property and associated lands. Permitted uses specifically outline in statute include "research and development parks" and "sports, recreation, convention, and trade show facilities."

Port Commissioners

- The Port is to be governed by five Commissioners, each serving a four-year term. A Commissioner's seat may be vacated if they fail to attend four or more consecutive Port Commissioner meetings.
- The Commission includes a president, vice president, treasurer, and secretary, who are responsible for filing annual reports to the board, per ORS 777.140 (2).
- Port Commissioners must meet at least once per month, with additional special meetings held as necessary. All materials related to Port business are considered public records, except those discussed in executive session.

Taxation, Bonds, and Borrowing

- Ports may borrow money and issue bonds. With respect to taxes, ports may "assess, levy, and collect taxes" on taxable real and personal property situated within the Port District. Further details on the financial opportunities and constraints of ports are difficult to summarize. For more information, refer to ORS 777.4, included in Appendix A of this plan.



Staff/Professional Development

According to ORS 777, each Oregon port is to be governed by five Port Commissioners. The commissioners have a term of office of four years. The Port Commissioners meet at least monthly and may have additional special meetings. Additionally, the Port Commissioners must have a president, vice president, treasurer, and secretary. All Commissioners for the Port of Coos Bay are listed in this section, along with their positions.

Port Resources & Financial Condition

To assess the Port's resources and their financial condition, our team analyzed the Port's budget and audit reports, along with Coos County assessor data. A detailed inventory of Port assets and facilities is provided [above](#). Detailed tables of historical and current Port budgets are included in [Appendix B](#).

Regarding the Port's financial conditions and resources, our team examined budget reports from the 2015/16 budget year through the 2025/26 budget year.⁸ Data from 2015/16 through 2023/24 reflect actual costs and revenues experienced by the Port of Coos Bay, while data for 2024/25 and 2025/26 represent adopted budget estimates, as audit reports for those years have not yet been prepared. In the following charts, the grey bars indicate budgeted estimates rather than actual cost and revenue data.

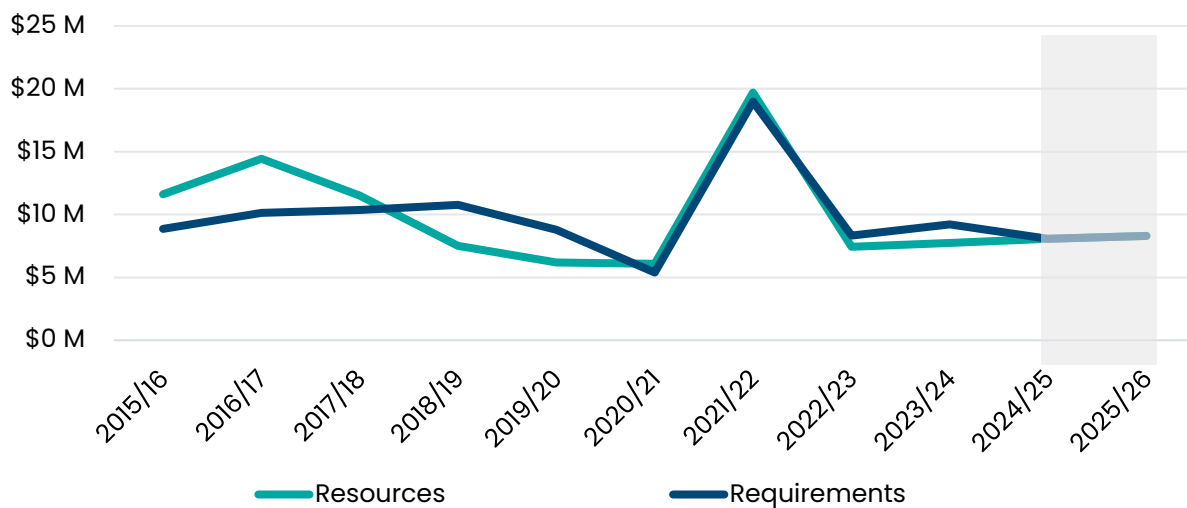
Figure 4.6 presents the total resources and requirements from the Port's General Fund. Within this fund, revenues are recorded as resources and costs as requirements. Port operations included in the General Fund are Administration, Charleston Operations, CBRL Infrastructure Maintenance and Rehabilitation, Port Operations, Port Development (discontinued as a specified business line after 2021/22), Business Development/External Affairs (discontinued as a specified business line in the 2025/26 budget), and Dredge Operations.

As shown, the Port has remained relatively stable financially, with total requirements exceeding total resources in only four fiscal years: 2018/19, 2019/20, 2022/23, and 2023/24. From 2015/16 through 2023/24, the Port generated a total operating surplus of \$1.3 million. The resource surplus for 2024/25 and 2025/26 is \$0, as these years represent budgeted estimates rather than actual results.

⁸ "Oregon International Port of Coos Bay Budget & Audit Reports," Oregon International Port of Coos Bay, accessed August 25, 2025, <https://www.portofcoosbay.com/oregon-international-port-of-coos-bay-budget-audit-reports>.



Figure 4.6: Port of Coos Bay General Fund Total Resources and Requirements



Source: Oregon International Port of Coos Bay Budget & Audit Reports

Figure 4.7 presents the total resources and requirements for the Port’s Special Projects Fund. This fund records the Port of Coos Bay’s largest financial transactions. In cumulative terms, the Port has recorded more than twice the resources and requirements in the Special Projects Fund compared to the General Fund. Resources in this fund (typically large grants and loans) are reserved for specific projects, such as major CBRL maintenance, channel modification, or the PCIP. Since the 2017/18 fiscal year, grants and loans funding these projects have matched the associated costs exactly.

In terms of cost, CBRL projects represent the largest share, with more than \$154 million recorded as rail special projects. The next-largest line item is general Port Operations, which reflects larger development projects. Special projects in Charleston have totaled about \$13 million over the past eight years, including the two most recent budgeted years.

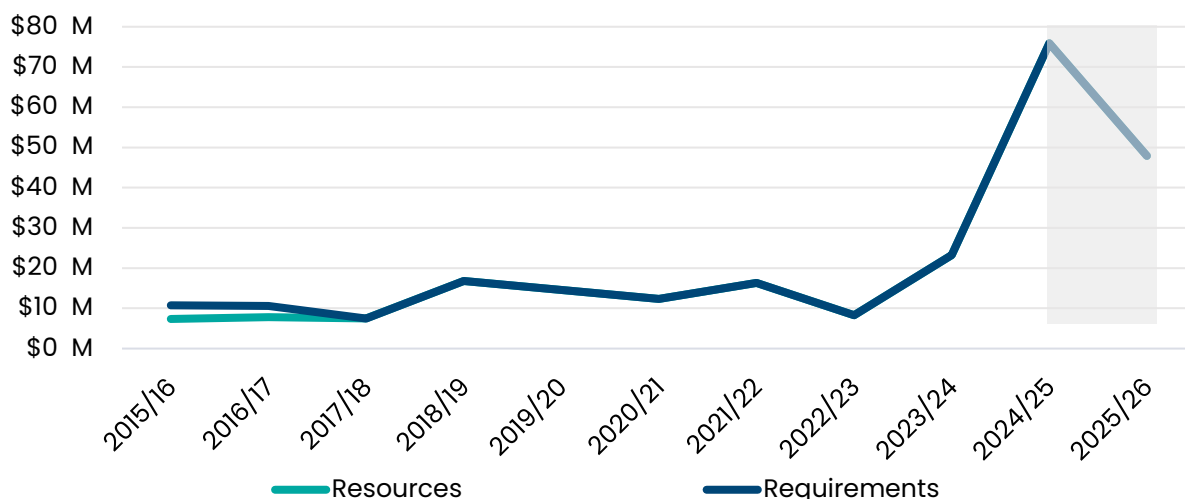
Although these projects involve significant expenditures, they are fully financed through loans and grants. However, debt service obligations have been substantial. Over the past 10 years, the Port has paid approximately \$22 million in principal and interest. Moreover, annual debt service has risen in recent years: from 2015/16 through 2020/21, the Port averaged about \$540,000 per year, while from 2022/23 through 2025/26, average annual payments are projected to exceed \$1.3 million. This is more than double the previous six-year average.

Beginning in 2023/24, funding through the Special Projects Fund increased nearly tenfold (from around \$10 million in prior years to more than \$70 million in 2024/25). This surge is due largely to the PCIP, for which the Port signed a lease agreement with its



private partner in 2022/23. In connection with this project, the Port will receive multiple federal grants over the next three years, including the Consolidated Rail Infrastructure and Safety Improvements (CRISI) grant, the Infrastructure for Rebuilding America (INFRA) grant, and the Port Infrastructure Development Program (PIDP) grant. Together, these three grants will total \$89 million across the two most recent budget years.

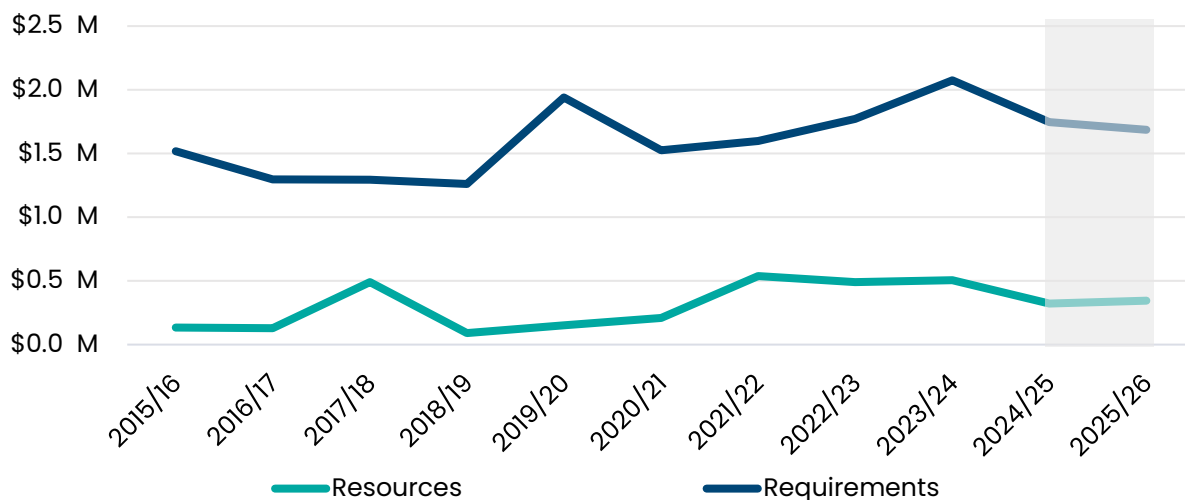
Figure 4.7: Port of Coos Bay Special Project Fund Total Resources and Requirements



Source: Oregon International Port of Coos Bay Budget & Audit Reports

Figure 4.8 presents the total resources and requirements for the Port’s administration team. This business line primarily consists of staff salaries and benefits. Administrative activities have contributed to a negative resource surplus of approximately \$14.3 million.

Figure 4.8: Port of Coos Bay Administration Resources and Requirements

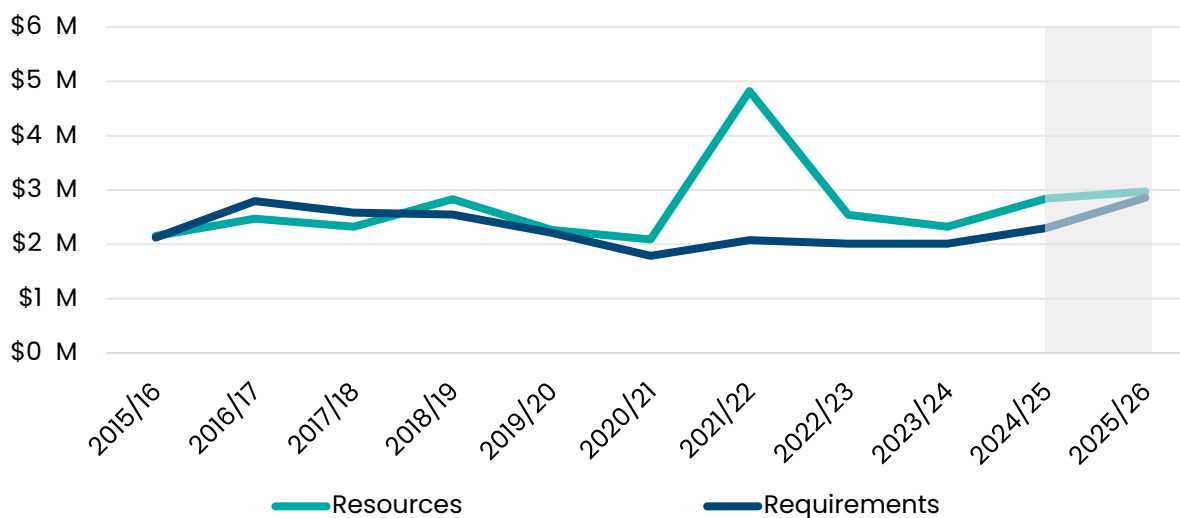


Source: Oregon International Port of Coos Bay Budget & Audit Reports



Figure 4.9 displays the Port's resources and requirements for its Charleston operations. Excluding loans and grants for special projects, the Port operates at a surplus in Charleston. In 2021/22, the Port received a \$1.6 million loan directly tied to Charleston operations. Even with this loan, several revenue sources (such as building leases, ice sales, propane sales, and moorage) recorded higher gains than in prior years. That same year, the Port also collected a \$700,000 insurance claim related to Charleston operations.

Figure 4.9: Port of Coos Bay Charleston Operations Resources and Requirements

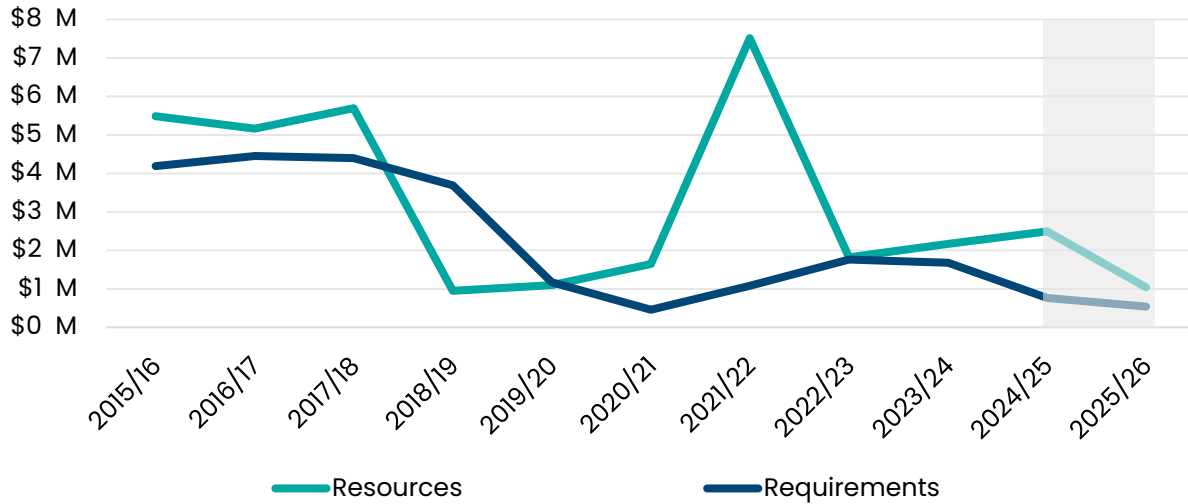


Source: Oregon International Port of Coos Bay Budget & Audit Reports

Figure 4.10 illustrates the resources and requirements associated with the CBRL regarding infrastructure maintenance and rehabilitation. As with Charleston, excluding loans and grants for special rail projects, the Port maintains the CBRL at a net positive, despite requirements exceeding resources in 2018/19 and 2019/20. In 2021/22, the Port received a \$5.9 million loan related to CBRL maintenance and rehabilitation. This contributed to a visible increase in resources. For the 2024/25 and 2025/26 budget years, the Port anticipates a positive resource surplus from its CBRL maintenance.



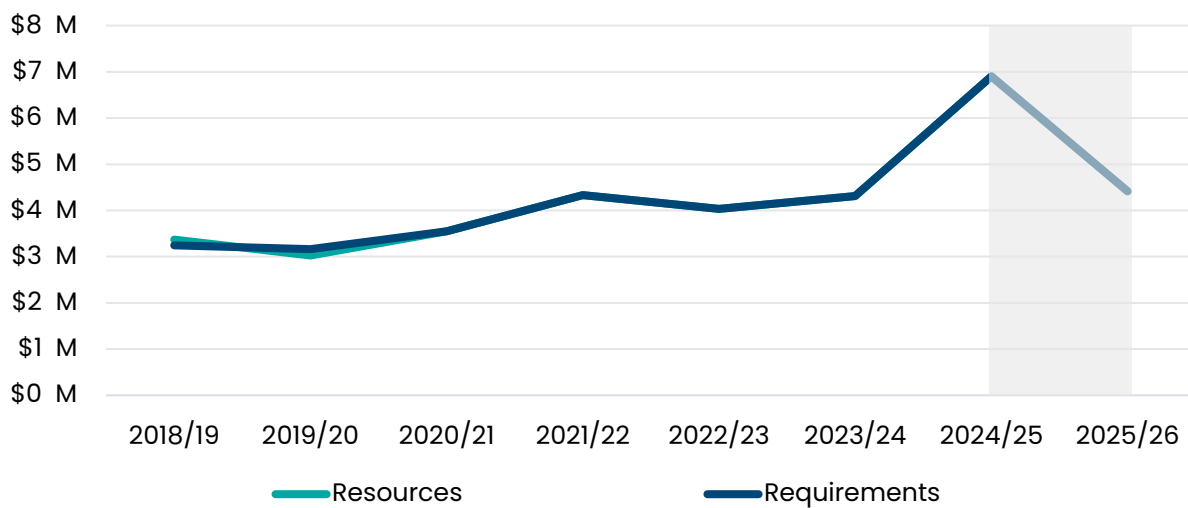
Figure 4.10: Coos Bay Rail Line Infrastructure Resources and Requirements



Source: Oregon International Port of Coos Bay Budget & Audit Reports

Figure 4.11 shows the resources and requirements associated with the operation of the CBRL. The CBRL operations budget is in a separate budget group because the rail line is operated as a separate entity, but still owned by the Port. Budget reports for the CBRL did not include data prior to the 2018/19 budget year. As shown, the rail line has operated at breakeven since the 2020/21 budget year, including the 2024/25 and 2025/26 budget years which are budgeted estimates. In the first two years with actual data reported, CBRL operations had a resource surplus in 2018/19 and a resource shortage of approximately equivalent value in 2019/20.

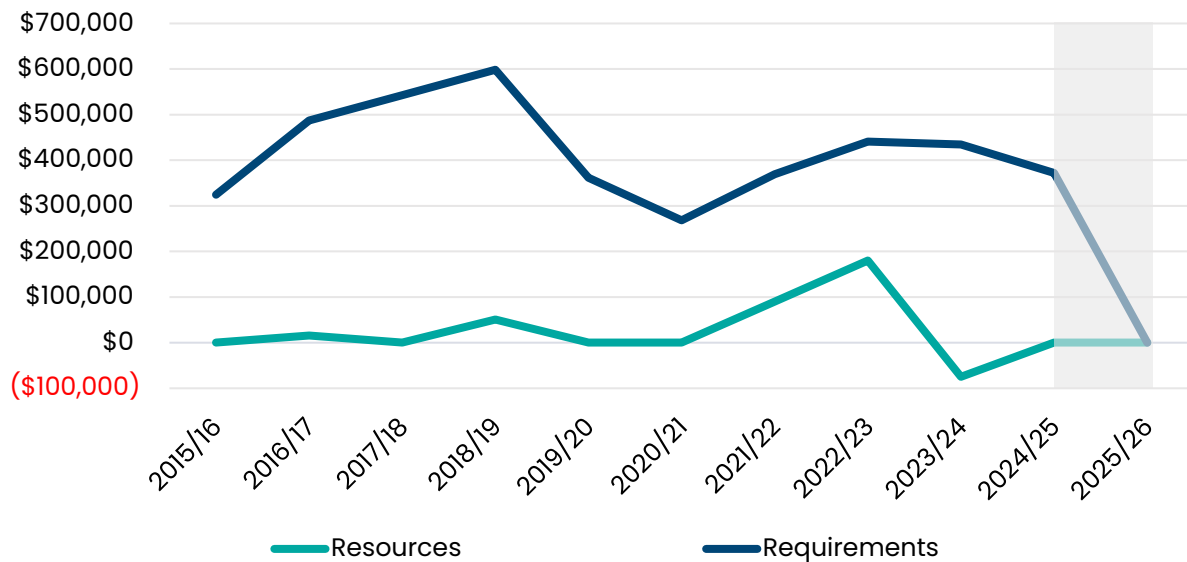
Figure 4.11: Coos Bay Rail Line Operations Resources and Requirements



Source: Coos Bay Rail Line, Inc. Budget & Audit Reports

Figure 4.12 shows the resources and requirements of the Port's Business Development/External Affairs department. Like Administration, this department is dominated by staff costs and does not directly generate revenue. As a result, it has produced a cumulative deficit over the past 10 years. Beginning with the 2025/26 budget, the department is being absorbed into other functions and no longer appears as a separate budget line item.

Figure 4.12: Port of Coos Bay Business Development/External Affairs Resources and Requirements

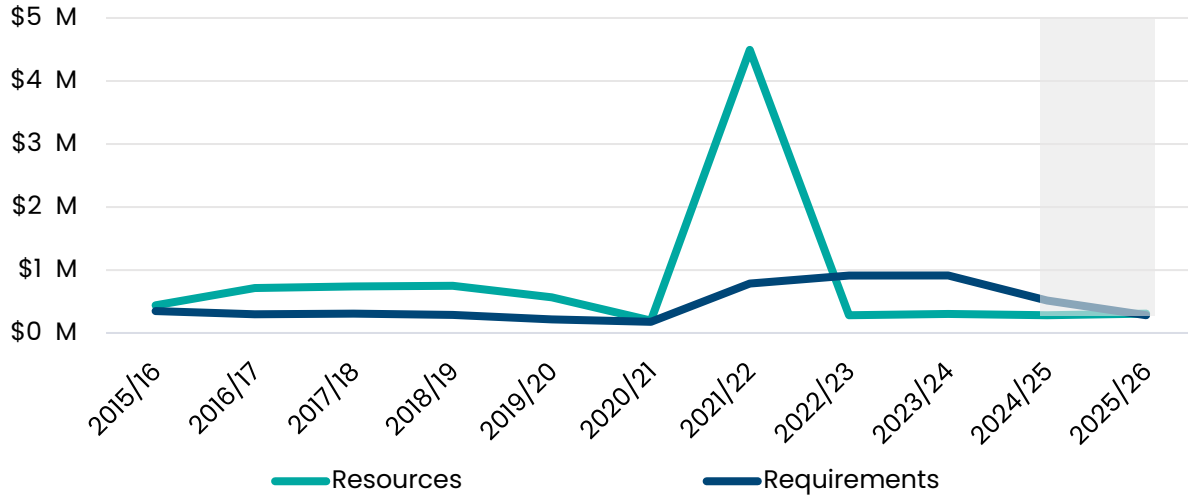


Source: Oregon International Port of Coos Bay Budget & Audit Reports

Figure 4.13 shows the resources and requirements for Port Operations at the Port of Coos Bay. From 2015/16 through 2021/22, resources consistently exceeded requirements. A notable increase occurred in 2021/22, driven by a \$4 million grant received that year. However, in 2022/23 and 2023/24, requirements exceeded resources. While the 2024/25 budget projected requirements to exceed resources again, the Port now expects resources to cover requirements in 2025/26.



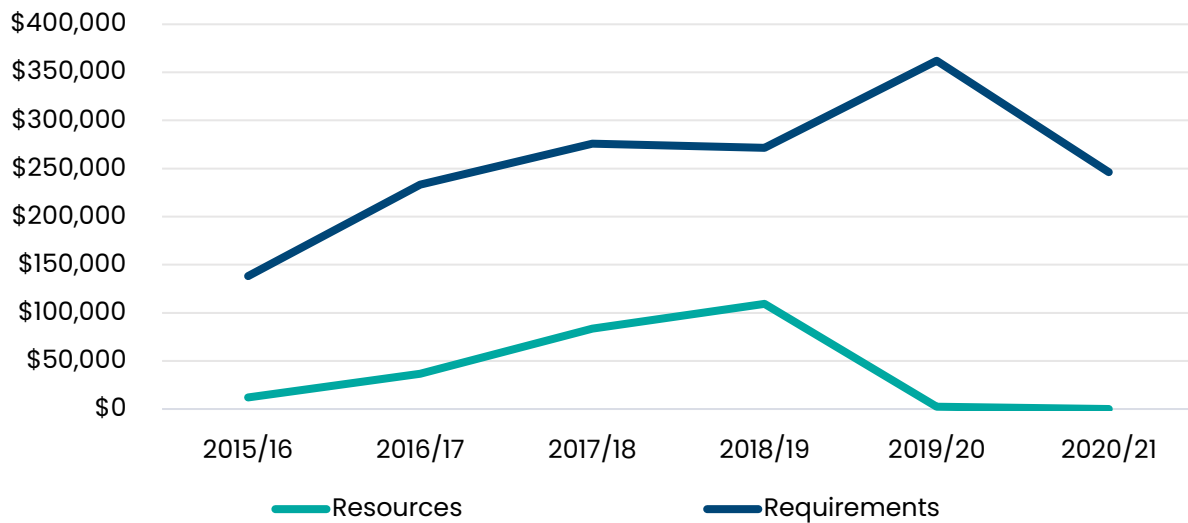
Figure 4.13: Port of Coos Bay Port Operations Resources and Requirements



Source: Oregon International Port of Coos Bay Budget & Audit Reports

Figure 4.14 shows the resources and requirements for the Port's Port Development department. This department is characterized by higher requirements than revenues. Notably, in 2017/18 and 2018/19, all resources for this department consisted of grants. Since the 2021/22 budget, the department has been absorbed into another budget line.

Figure 4.14: Port of Coos Bay Port Development Resources and Requirements

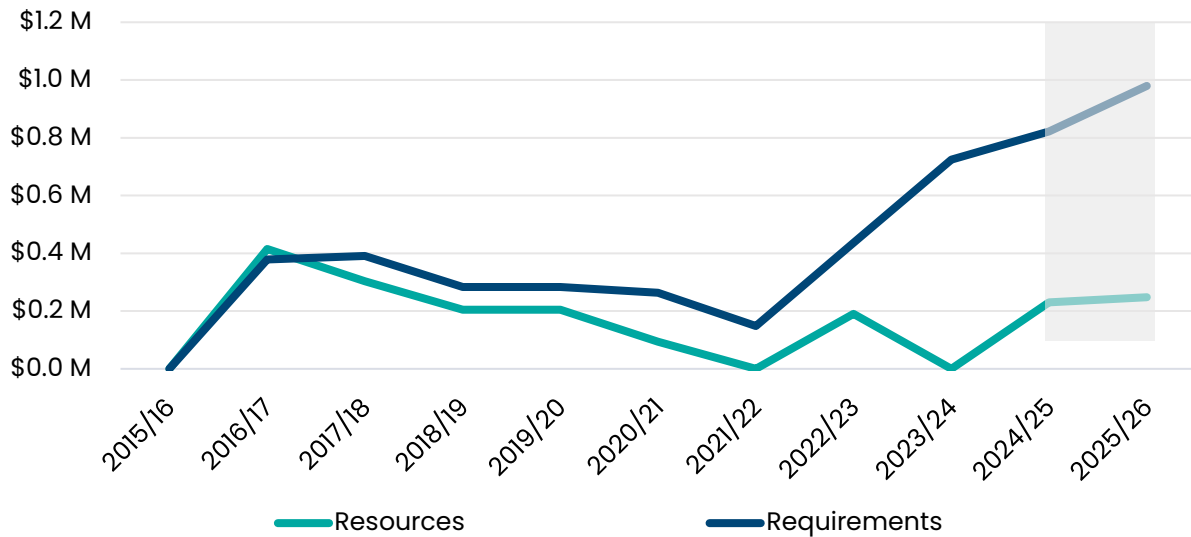


Source: Oregon International Port of Coos Bay Budget & Audit Reports

The Port of Coos Bay operates the Oregon State dredge, which requires dredging not only for its own marina but also for other port districts along the coast. In recent years, this has created staffing challenges. Dredging at other ports often coincides with peak traffic periods at the Port of Coos Bay's Marina Complex.

Beginning in 2017/18, the Port began experiencing higher requirements for operating the state dredge than available resources (Figure 4.15). Since 2022/23, the cost of operating the dredge has been increasing at a faster rate than the resources allocated for it.

Figure 4.15: Port of Coos Bay Dredging Projects Resources and Requirements



Source: Oregon International Port of Coos Bay Budget & Audit Reports

Port Commission & Leadership

Port Commissioners



Kyle Stevens
– President



Nick Edwards
– Vice President

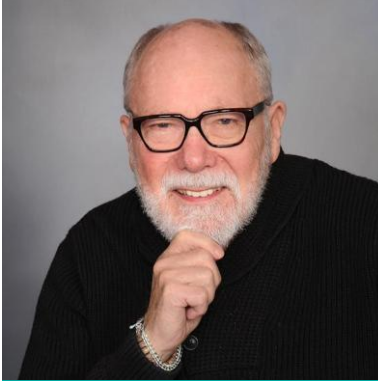


Kyle ViksneHill
– Treasurer





Elise Hamner
– Secretary



Arnie Roblan
– Commissioner

Port Leadership



Lanelle Comstock
– Chief Executive Officer



Brian Early
– CBRL General Manager



Rick Adamek
– Director of Asset Management



Ray Dwire
– Marina Manager



Megan Richardson
– Director of Finance & Accounting



Matt Friesen
– Director of External Affairs



Strategic Partners

The following list reports important regional and local strategic partners for the Port of Coos Bay. Maintaining and strengthening strategic partnerships will be an integral part of the Port's future to ensure community sustainability and economic development. Increased communication and collaboration with these regional actors will only benefit the Coos Bay community.

- Bandon Dunes Foundation
- City of Coos Bay
- City of North Bend
- Coos County
- Douglas County
- Lane County
- CCD Business Development Corporation (CCD)
- South Coast Development Council (SCDC)
- Bay Area Chamber of Commerce
- Southern Oregon Coast Regional Housing
- Coos Bay-North Bend-Charleston Visitor and Convention Bureau (VCB)
- Oregon Department of Fish and Wildlife
- Business Oregon and the Infrastructure Finance Authority (IFA)
- Oregon State Marine Board (OSMB)
- Oregon Public Ports Association
- Port tenants
- Oregon Board of Maritime Pilots
- Oregon Department of Transportation (ODOT) and the ODOT Rail Division
- Oregon Rail Users League
- South West Area Commission on Transportation and the Lane Area Commission on Transportation
- Oregon Freight Advisory Committee
- South Slough National Estuarine Research Reserve
- Oregon Institute of Marine Biology of the University of Oregon
- Charleston Merchants Association
- Pacific Coast Shellfish Growers Association
- Oregon Coastal Caucus
- U.S. Army Corps of Engineers (USACE)
- State regulatory agencies
- Federal regulatory agencies
- Local school districts
- Southwestern Oregon Community College (SWOCC)
- Travel Southwest Oregon Coast (TSOC)



- Coquille Indian Tribe
- Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians (CTCLUSI)
- Regional Solutions Team
- Southern Oregon Workforce Investment Board (SOWIB)



5. Defining the Problem

In the following sections, we will tie together the Port's development efforts and the economic needs and opportunities of the region. This includes defining potential problems due to demographic trends, workforce trends, and economic market trends as well. However, problems also provide opportunities for growth which can be found in industry trends, international trade markets, and regional tourism efforts.

Demographic Profile

Trends in Population Growth

Population growth generally signals a growing economy and increased demand for resources and industries in a region.

The cities of Coos Bay and North Bend make up a large part of the Port of Coos Bay's District and have populations of almost 16,000 and 10,000, respectively (Table 5.1). However, the population of Coos Bay has declined 0.5% since 2010, while North Bend has grown 5.4% over the same period. Both cities experienced much smaller growth rates than the United States and Oregon, which grew 9.4% and 12.7%, respectively. Coos County also had a much smaller growth rate, increasing just 2.4%.

Table 5.1: Population Change, 2010–2023

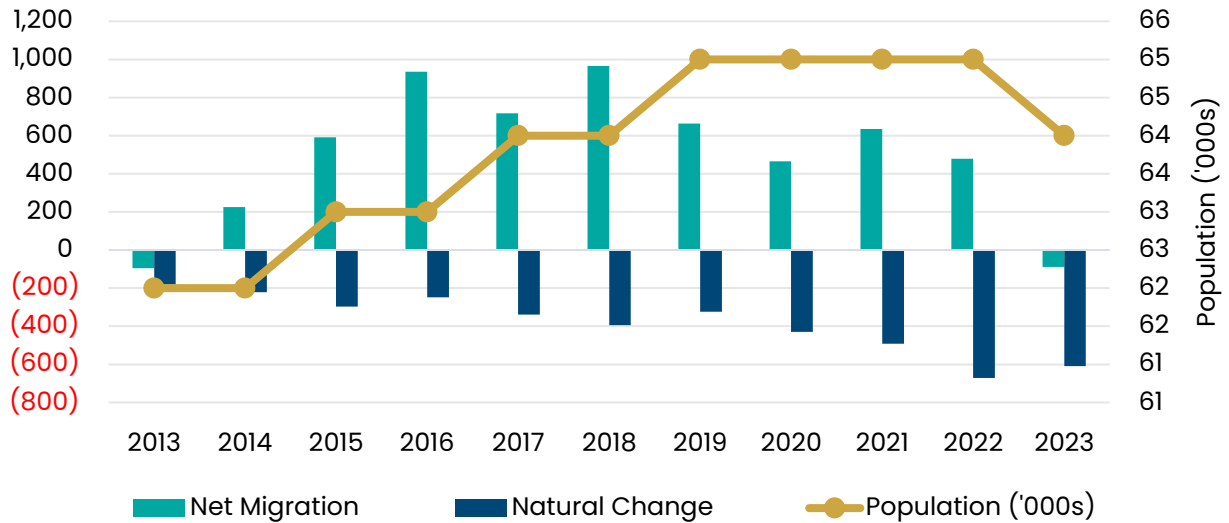
Area	2010 Population	2023 Population	Numerical Change	% Change
Coos Bay	15,944	15,867	(77)	(0.5%)
North Bend	9,710	10,231	521	5.4%
Coos County	63,319	64,832	1,513	2.4%
Oregon	3.8M	4.2M	476,789	12.7%
United States	304.0M	332.4M	28.4M	9.4%

Source: U.S. Census Bureau, 2010 and 2023 5-Year Estimates, Table DP05

Population change is driven by three factors: births, deaths, and migration. Figure 5.1 and Figure 5.2 illustrate the influence of these factors on the population over the last decade. In Coos County, the natural change (births minus deaths) has negatively influenced the growth rate while net migration has positively influenced the population growth of the County.



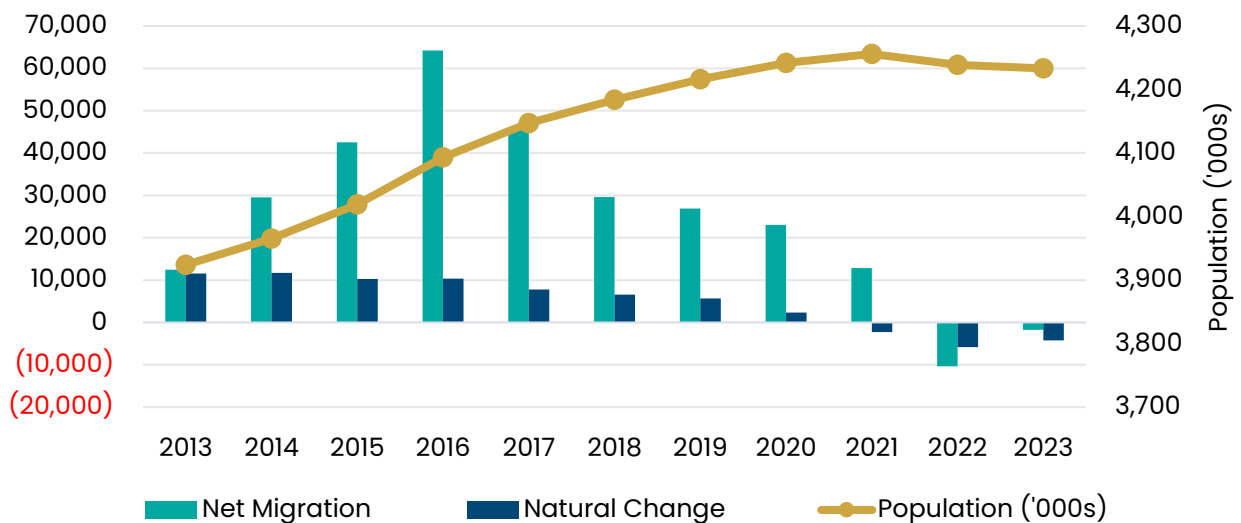
Figure 5.1: Sources of Population Change, Coos County, 2013–2023⁹



Source: U.S. Census Bureau, Population Estimates Program, 2010–2020 and 2020–2023

In Oregon, both migration and natural population change contributed to population growth until 2021, when growth began to slow (Figure 5.2).

Figure 5.2: Sources of Population Change, Oregon, 2013–2023

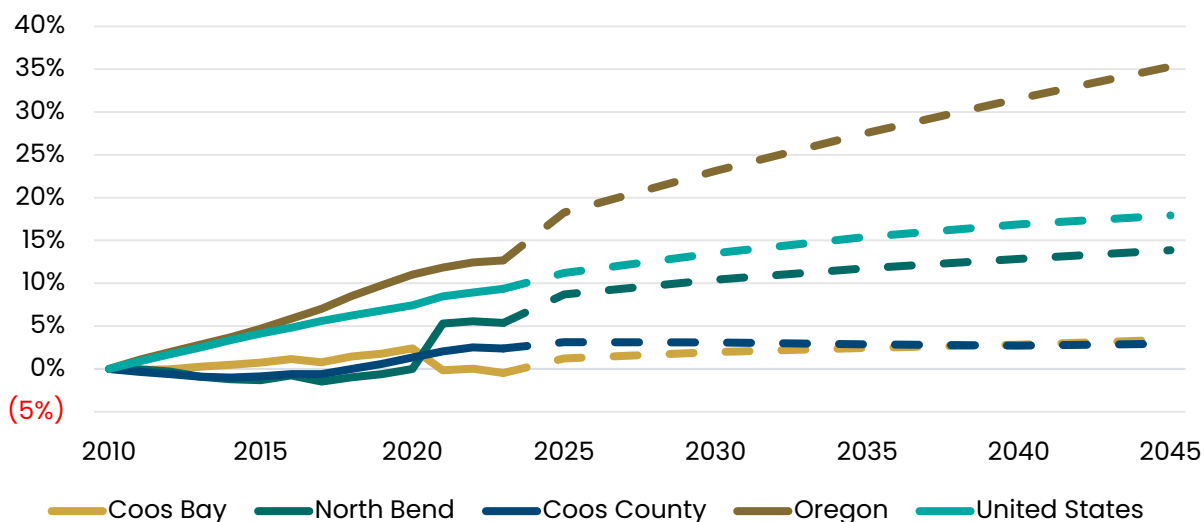


Source: U.S. Census Bureau, Population Estimates Program, 2010–2020 and 2020–2023

⁹ For Figure 5.1 and Figure 5.2, PC used the U.S. Census Bureau's Population Estimates Program. Every 10 years when the Census Bureau carries out the decennial Census, the datasets for this program are "re-benchmarked." This may result in a visual break in the population estimates from 2020 to 2021.

Data from Portland State University, shown in Figure 5.3, projects a continuation of these trends. Coos Bay and Coos County are expected to maintain very low but positive growth rates from 2025 to 2045, while North Bend is forecasted to grow at a significantly higher rate (though still below the growth rates of Oregon and the United States).

Figure 5.3: Population Projections, 2010–2045¹⁰



Source: Portland State University, Population Research Center, and U.S. Census Bureau, 2023

One reason for the low growth rate in Coos Bay is the age distribution of the population. As shown in Figure 5.4, Coos Bay and North Bend tend to have a higher percentage of residents over the age of 55 than Oregon or the United States. Coos County has an even greater share of older residents, with 16.6% of the population between ages of 65 and 74. This is five percentage points above Oregon.

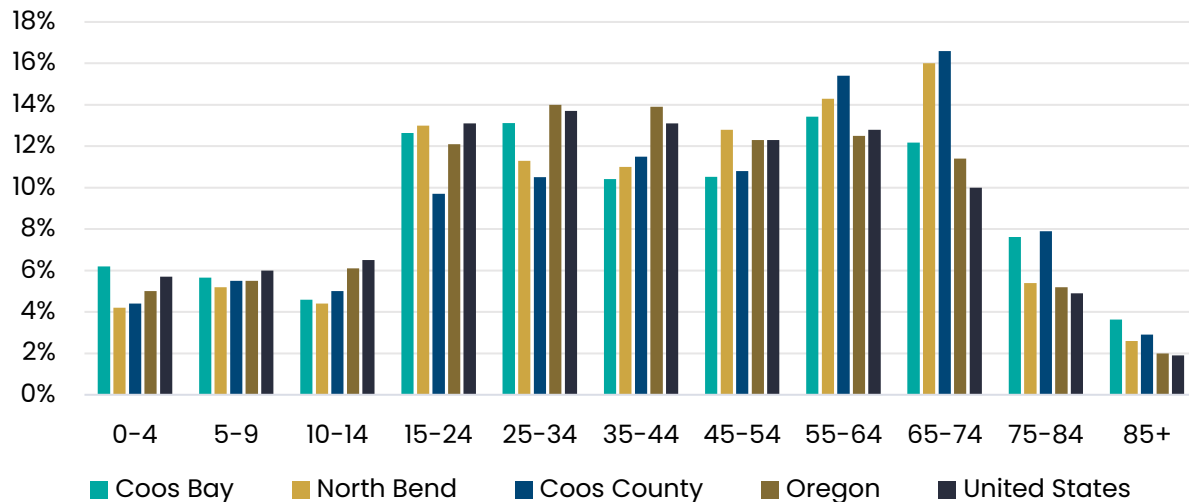
On the younger end of the spectrum, Coos County lags behind both the state and national averages in the share of residents under the age of 25. However, the City of Coos Bay has a slightly higher proportion of residents under 25 than Coos County and is roughly comparable to state and national levels.

Residents in the prime working-age years (25 to 54), who make up the largest group of the region's labor force, constitute about one-third of the population in Coos Bay (34.0%) and North Bend (35.3%). These figures are about five percentage points lower than Oregon (40.2%) and the United States (39.1%).

¹⁰ Dotted line represents forecasted population values.



Figure 5.4: Population by Age Comparison, 2023



Source: U.S. Census Bureau 2023 5-Year Estimates, Table DP05

Ethnicity

Regional diversity in backgrounds, races, and ethnicities can influence various social and economic dynamics. Table 5.2 shows the race and ethnicity distribution for Coos Bay, North Bend, Coos County, Oregon, and the United States.

Coos County and Coos Bay are notably less diverse than Oregon and the nation, with White residents comprising 82.6% of the population. This is about 10 percentage points higher than the state average and 24 percentage points higher than the national average. The second largest group in Coos Bay is residents of Hispanic origin, who make up 8.7% of the population. North Bend is slightly more diverse, with White residents accounting for 77.0% of the population.

Table 5.2: Race and Ethnicity Comparison, 2023

Race/Ethnicity	Coos Bay	North Bend	Coos County	Oregon	U.S.
White alone	82.6%	77.0%	83.0%	72.3%	58.2%
Hispanic Origin	8.7%	9.2%	7.0%	14.3%	19.0%
Black or African American alone	0.6%	0.8%	0.4%	1.8%	12.0%
American Indian & Alaska Native alone	0.8%	2.4%	1.7%	0.7%	0.5%
Asian alone	1.5%	4.2%	1.1%	4.4%	5.7%
Native Hawaiian & Other Pacific Islander alone	0.0%	0.0%	0.0%	0.4%	0.2%
Some Other Race alone	0.3%	0.0%	0.3%	0.5%	0.5%
Two or More Races	5.5%	6.5%	6.5%	5.6%	3.9%

Source: U.S. Census Bureau, 2023 5-Year Estimates, Table DP05

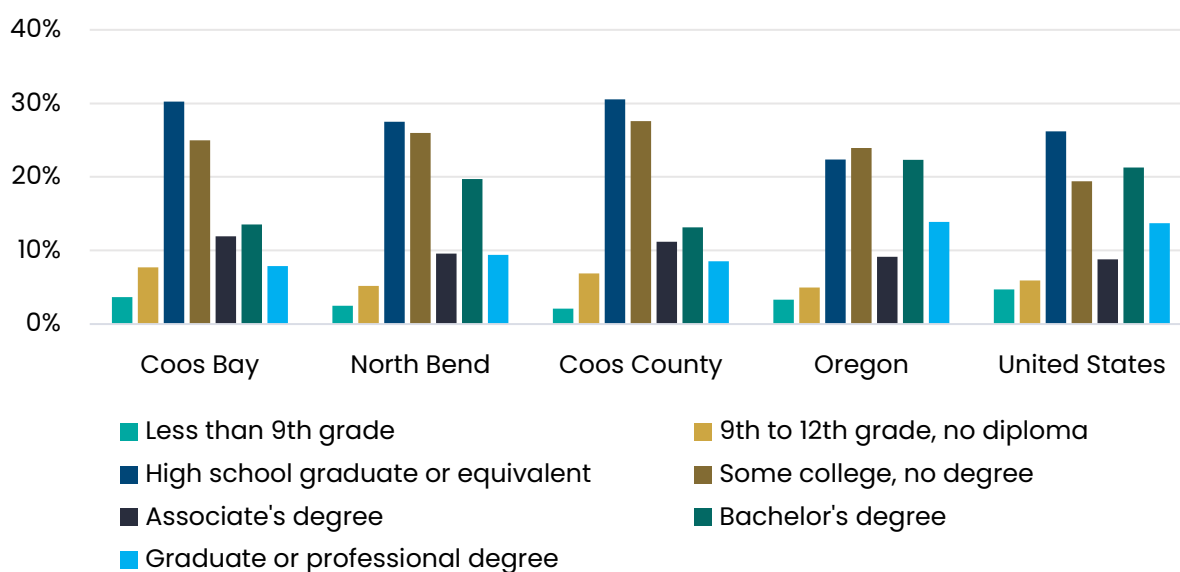
Education

Coos Bay and Coos County have significantly lower percentages of residents with a bachelor's degree or higher. In Coos Bay, only 13.5% of residents hold a bachelor's degree, compared to 22.3% in Oregon and 21.3% nationally (Figure 5.5). North Bend is more comparable to the national average, with 19.7% of residents holding a bachelor's degree.

There is a higher concentration of residents with associate's degrees in both Coos Bay and Coos County (11.9% and 11.2%, respectively) than in Oregon (9.2%) or the United States (8.8%). The region also has higher rates of residents with some college but no degree, as well as those with only a high school diploma.

A few local institutions help improve access to higher education. Southwestern Oregon Community College (SWOCC), located in Coos Bay, offers associate's degrees and career pathway certificates.¹¹ Access to these programs may help explain the large share of residents with some college but no degree, as they provide a way to gain workforce-relevant skills without completing a full bachelor's degree. In addition, the University of Oregon operates a marine laboratory (the Oregon Institute of Marine Biology) on the coast in Charleston.

Figure 5.5: Educational Attainment, Population 25+, 2023



Source: U.S. Census Bureau, 2023 5-Year Estimates, Table S1501

¹¹ Staff writers, "Southwestern Oregon Community College Overview," *US News & World Report*, accessed June 2, 2025, <https://www.usnews.com/education/community-colleges/southwestern-oregon-community-college-CC08236>.

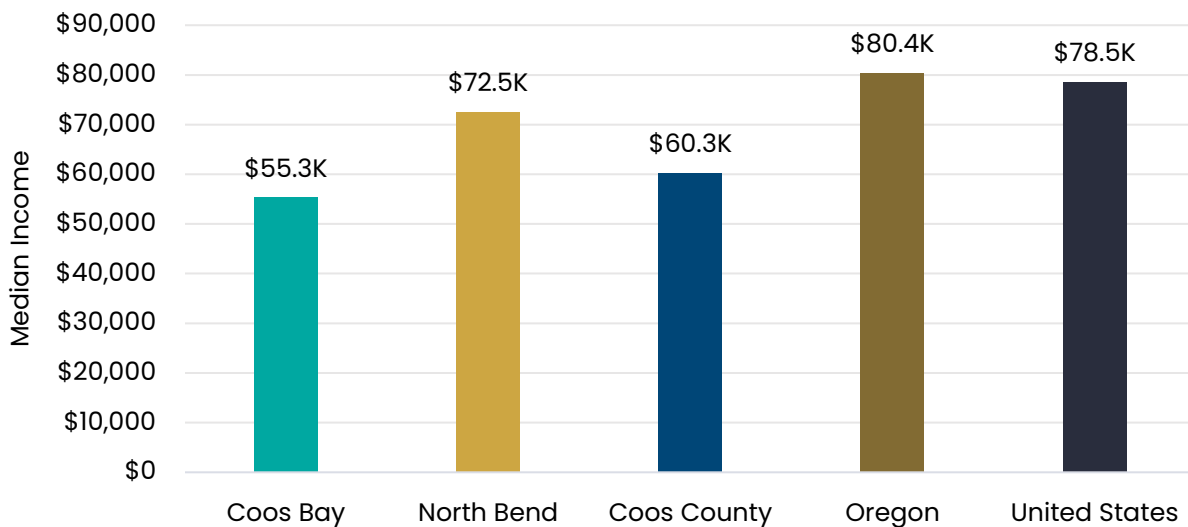


Income

Household income levels play a significant role in the economic development of a region. They reflect the current state of the regional economy and signal what types of jobs are available (or may be needed) to drive further economic development.

Coos Bay has a median household income of approximately \$55K, which is well below both the national and state averages of around \$80K (Figure 5.6). North Bend's median income is much closer to those benchmarks at \$72.5K, while Coos County as a whole has a median household income of about \$60K.

Figure 5.6: Median Household Income, 2023



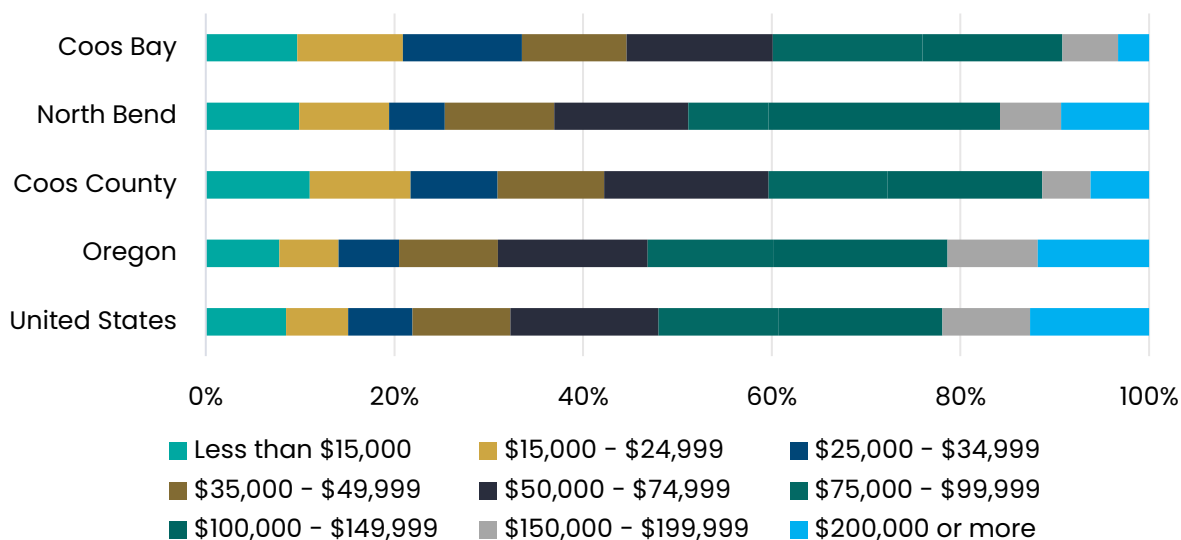
Source: U.S. Census Bureau, 2023 5-Year Estimates Table S1901

Figure 5.7 illustrates the distribution of income in Coos Bay, North Bend, and Coos County compared to the state and nation. Coos Bay and Coos County have much larger shares of residents earning less than \$35K and significantly fewer residents earning more than \$150K.

North Bend, by contrast, has a greater share of residents in the higher income brackets compared to both Coos Bay and Coos County. Roughly 40% of North Bend households earn over \$100,000. This is roughly equal to the share of households in Oregon or the United States.



Figure 5.7: Distribution of Household Income, 2023

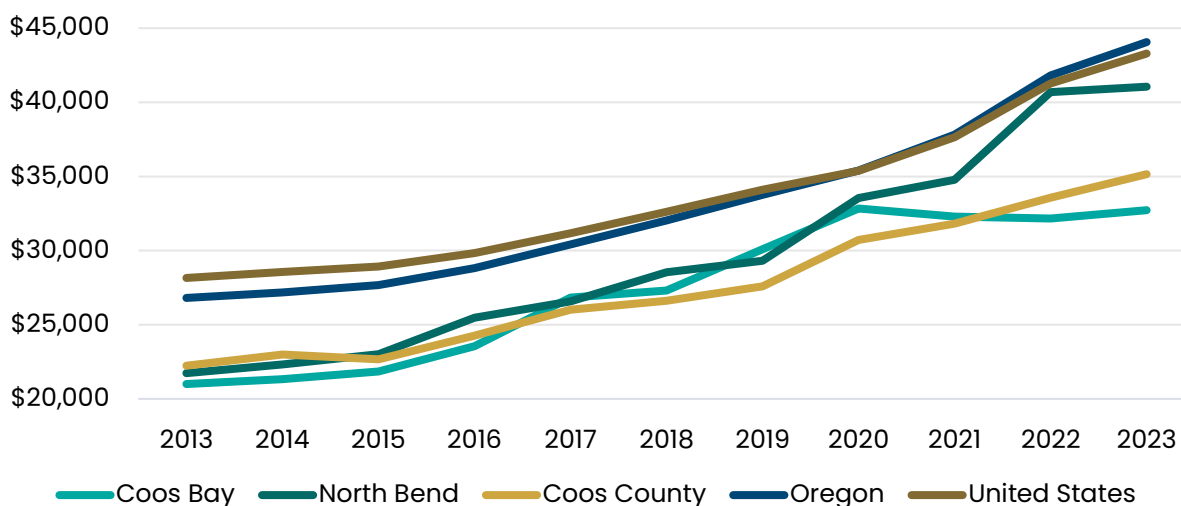


Source: U.S. Census Bureau, 2023 5-Year Estimates, Table S1901

Per capita income measures the average income per person within a given region and is a useful metric for comparing wealth and assessing economic well-being. As shown in Figure 5.8, per capita income increased steadily from 2013 to 2020 across all regions. At that point, growth in Coos Bay stagnated, and Coos County experienced a noticeable slowdown.

North Bend's per capita income continued to rise until 2022 but has also stagnated since then. This regional slowdown may signal the need for renewed economic investment or strategies to reinvigorate income growth.

Figure 5.8: Per Capita Income, 2013–2023



Source: U.S. Census Bureau, 2013–2023, 5-Year Estimates, Table B19301



Poverty

Residents living in poverty face significant financial constraints that limit their ability to spend at average levels. When a substantial portion of a population is financially constrained, the broader local economy can also be affected.

Coos Bay, North Bend, and Coos County Report a higher poverty rates than Oregon and the United States (Table 5.3). Among them, the City of Coos Bay has the lowest poverty rate at 14.2%, followed by North Bend at 15.5% and Coos County at 15.6%

Table 5.3: Population in Poverty, 2023

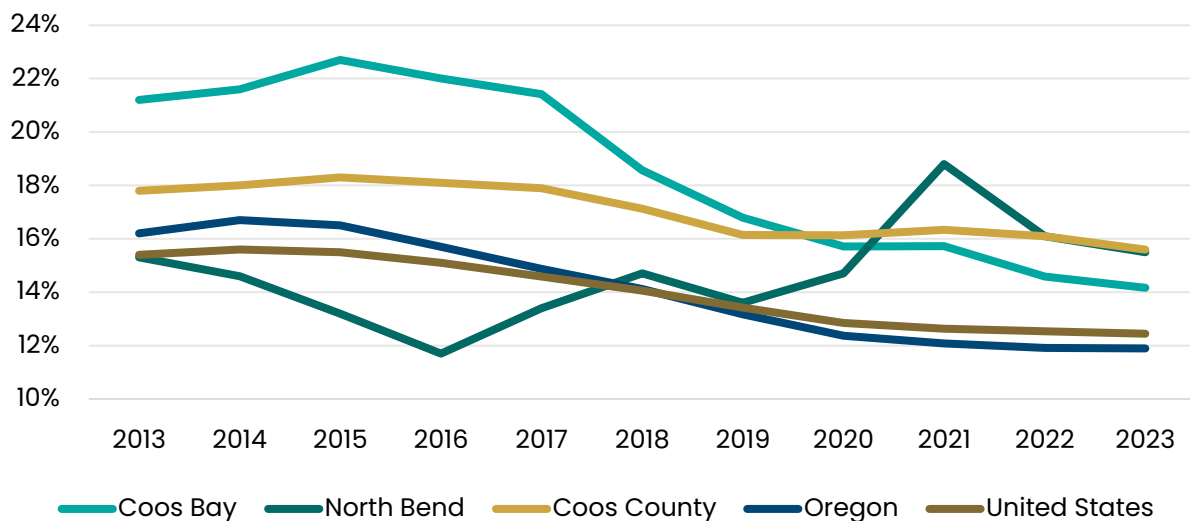
Area	Number of People in Poverty	Percent of People in Poverty
Coos Bay	2,205	14.2%
North Bend	1,570	15.5%
Coos County	9,935	15.6%
Oregon	0.5M	11.9%
United States	40.4M	12.4%

Source: U.S. Census Bureau, 2023, 5-Year Estimates, Table S1701

Figure 5.9 shows that poverty rates have declined significantly since 2013 in the United States, Oregon, Coos County, and especially Coos Bay. In 2013 Coos Bay's poverty rate was about 6 percentage points higher than the national rate. By 2023, that gap had narrowed to just under 2 percentage points.

North Bend's poverty rate declined between 2013 and 2016, then rose to a peak in 2021 before falling to align with Coos County's rate.

Figure 5.9: Percentage of the Population in Poverty, 2013–2023



Source: U.S. Census Bureau, 2013–2023 5-Year Estimates, Table S1701

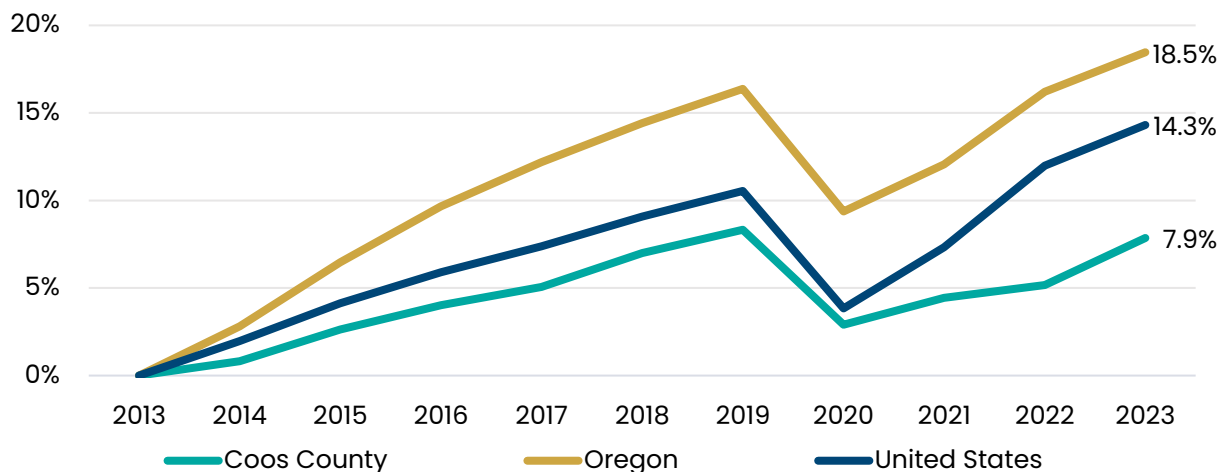


Economic Profile

Labor Force, Earnings, and Establishments

The growth of the labor force and establishment of new businesses in a region are essential for economic development and can be predictors of other areas of growth in the region. Figure 5.10–Figure 5.13 display employment, establishment, and wage growth rates in Coos County, Oregon, and the United States. Across all geographies, employment growth slowed significantly in 2020 during the COVID pandemic. However, Coos County has experienced the slowest rebound in growth rates since then.

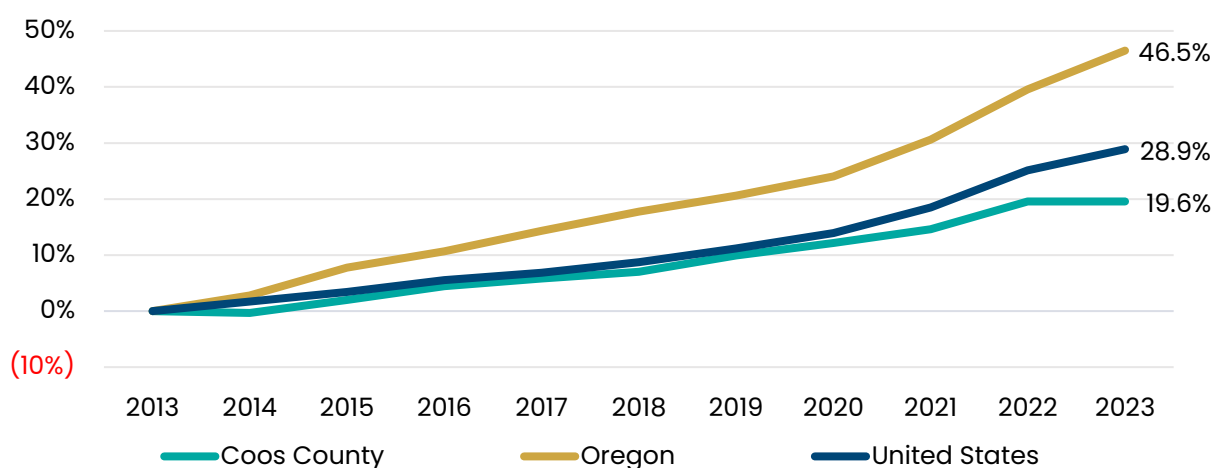
Figure 5.10: Cumulative Annual Growth in Employment, 2013–2023



Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages

With respect to establishment growth, Coos County kept pace with the national growth rate until around 2021 but stagnated between 2022 and 2023 (Figure 5.11). Since 2013, Oregon has grown much faster than both Coos County and the national average.

Figure 5.11: Cumulative Annual Growth in Establishments, 2013–2023

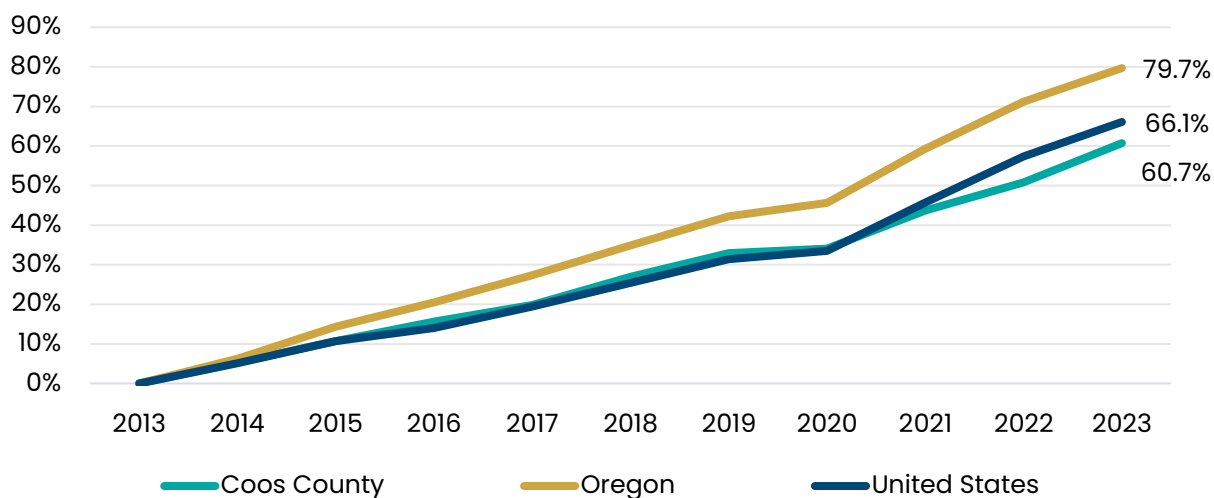


Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages



Wages have followed similar trends. Coos Bay has generally matched the national growth rate, with the exception of 2022 (Figure 5.12). Oregon's wages, however, have grown faster than the national average. Additionally, wages have significantly outpaced employment growth, indicating that the increase is not solely due to more people entering the workforce but also reflects higher earnings per worker.

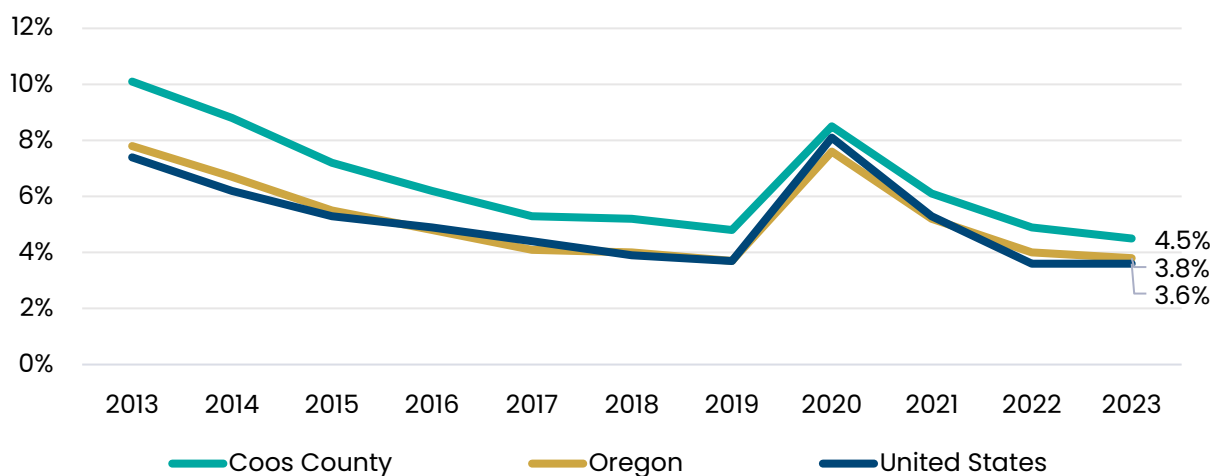
Figure 5.12: Cumulative Annual Growth in Total Wages, 2013–2023



Source: Bureau of Labor Statistics, *Quarterly Census of Employment and Wages*

Figure 5.13 shows the annual unemployment rate over the same period. Overall, unemployment has trended downwards since 2013, with a notable spike in 2020 due to the pandemic. Coos County has consistently had a slightly higher unemployment rate (about one percentage point above the state and national averages).

Figure 5.13: Annual Unemployment Rate, 2013–2023



Source: Bureau of Labor Statistics, *Local Area Unemployment Statistics and Current Population Survey*



Employment by Industry

Examining employment data by industry helps identify the employment clusters in a region. These clusters often require different regional amenities depending on factors such as income levels and the transient nature of the workforce. For instance, many health care workers follow rotating or traveling schedules, spending only a few weeks or months in one location. They may not need a long-term housing and may be less influenced by the availability of recreational amenities.

In contrast, local government employees typically prefer to live near their workplace and require permanent housing. Because they spend most of their time in the area, they are more likely to seek things like recreational amenities. Overall, employment by industry can shape economic development decisions in a region.

The three largest industries in Coos Bay are Health care & Social Assistance (13.3%), Retail Trade (12.7%), and Accommodation & Food Services (10.9%). Retail Trade and Accommodation & Food Services are both pieces of the tourism industry, which has been a recent focus of Coos Bay.

Location quotients (LQs) compare the relative concentration of industries in a region to the national average. For example, Manufacturing accounts for about 4.1% of employment in Coos Bay and has an LQ of 0.41. This indicates that Coos Bay's share of Manufacturing employment is roughly 41.0% of the national share, which is about 10%. As shown in Table 5.4, Agriculture, Forestry & Fishing has the highest LQ in Coos Bay at 5.64, followed by Arts, Entertainment & Recreation at 3.00. These high LQs indicate that these industries form significant employment clusters in Coos Bay compared to the national average.

Table 5.4: Employment by Industry in Coos Bay, 2024

Industry	% Employment	LQ
Agriculture, Forestry, Fishing & Hunting	6.2%	5.64
Mining, Quarrying, & Oil & Gas	0.0%	0.00
Construction	3.8%	0.55
Manufacturing	4.1%	0.41
Wholesale Trade	1.6%	0.80
Retail Trade	12.7%	1.21
Transportation & Warehousing	3.1%	0.61
Utilities	0.1%	0.11
Information	2.6%	1.30
Finance & Insurance	2.7%	0.56
Real Estate & Rental & Leasing	1.7%	0.94
Professional, Scientific & Technical	3.5%	0.42
Management of Companies & Enterprises	0.0%	0.00



Administrative & Support & Waste Management & Remediation Services	7.9%	1.84
Educational Services	8.8%	0.97
Health Care & Social Assistance	13.3%	0.94
Arts, Entertainment & Recreation	6.9%	3.00
Accommodation & Food Services	10.9%	1.60
Other Services (except Public Administration)	4.9%	1.07
Public Administration	5.2%	1.04

Source: Esri Business Analyst, 2024

Table 5.5 compares Coos Bay and North Bend's employment by industry to that of Coos County and Oregon. Notably, Coos County has a high concentration of employment in the Arts, Entertainment & Recreation sector (7.1%) compared to Oregon (2.3%). In contrast, the concentration of employment in the Professional, Scientific & Technical sector in Coos County is about half that of Oregon, and even lower in Coos Bay and North Bend.

Table 5.5: Employment by Industry Comparison, 2024

Industry	Coos Bay	North Bend	Coos County	Oregon
Agriculture, Forestry, Fishing & Hunting	6.2%	3.4%	6.3%	2.5%
Mining, Quarrying, & Oil & Gas	0.0%	0.0%	0.1%	0.1%
Construction	3.8%	6.9%	5.9%	6.8%
Manufacturing	4.1%	3.7%	5.6%	10.6%
Wholesale Trade	1.6%	1.9%	1.0%	1.9%
Retail Trade	12.7%	11.9%	12.1%	11.6%
Transportation & Warehousing	3.1%	2.7%	3.7%	3.7%
Utilities	0.1%	0.1%	0.3%	0.7%
Information	2.6%	1.4%	2.4%	1.6%
Finance & Insurance	2.7%	1.9%	2.2%	3.6%
Real Estate & Rental & Leasing	1.7%	2.0%	1.4%	2.0%
Professional, Scientific & Technical	3.5%	3.1%	4.3%	8.3%
Management of Companies	0.0%	0.0%	0.0%	0.2%
Administrative & Support & Waste Management & Remediation Services	7.9%	5.9%	5.7%	4.0%
Educational Services	8.8%	7.0%	8.7%	8.5%
Health Care & Social Assistance	13.3%	13.8%	12.8%	14.6%
Arts, Entertainment & Recreation	6.9%	8.0%	7.1%	2.3%
Accommodation & Food Services	10.9%	10.5%	9.7%	7.5%
Other Services (except Public Administration)	4.9%	4.5%	4.6%	4.5%
Public Administration	5.2%	11.1%	6.1%	4.8%

Source: Esri Business Analyst, 2024

Table 5.6 presents employment by occupation, detailing the types of roles workers hold within industries, such as management, sales or administrative positions. In Coos Bay the largest occupational group is Food Preparation & Serving (11.6%) followed by Office & Administrative Support (10.1%). In contrast, the largest occupation is North Bend is Management (10.4%) followed closely by Food Preparation & Serving (10.3%).

Table 5.6: Employment by Occupation Comparison, 2024

Occupation	Coos Bay	North Bay	Coos County	Oregon
Management	6.3%	10.4%	8.7%	12.7%
Business & Financial	2.7%	2.3%	2.8%	6.0%
Computer & Mathematical	1.9%	1.1%	1.0%	4.3%
Architecture & Engineering	2.2%	1.0%	1.7%	3.0%
Life, Physical & Social Sciences	1.4%	0.2%	1.4%	1.3%
Community & Social Service	2.4%	7.7%	3.0%	2.1%
Legal	1.1%	1.1%	0.9%	1.1%
Education, Training & Library	7.3%	8.0%	6.9%	5.8%
Arts, Design & Entertainment	3.5%	3.7%	3.0%	2.7%
Health care Practitioner	3.2%	6.3%	4.4%	6.1%
Sales & Sales Related	7.4%	8.7%	8.4%	8.1%
Office & Administrative Support	10.1%	6.3%	8.6%	9.6%
Farming, Fishing & Forestry	4.2%	1.8%	3.6%	1.1%
Construction & Extraction	3.6%	5.8%	5.6%	4.6%
Installation, Maintenance & Repair	2.5%	1.3%	2.5%	2.7%
Production	4.5%	3.0%	4.4%	4.5%
Transportation & Material Moving	8.0%	5.7%	7.2%	6.9%
Health care Support	6.4%	3.4%	6.1%	4.1%
Protective Service	2.6%	3.8%	2.4%	1.7%
Food Preparation & Serving	11.6%	10.3%	9.1%	6.1%
Building Maintenance	3.4%	4.2%	4.5%	3.1%
Personal Care & Service	3.5%	3.9%	4.1%	2.5%

Source: Esri Business Analyst, 2024

Industry Trends

In addition to identifying the existing clusters shown [above](#), industry trends also provide insight into which industries are growing, declining, or have matured. Rapidly growing Industries often represent strong opportunities for investment, as the potential for return is typically higher. In contrast, declining industries may pose a liability, as continued investment in shrinking sectors is less likely to yield a return.

This analysis examines employment trends over the last 10 years using the North American Industry Classification System (NAICS). NAICS organizes economic activity into a structured hierarchy based on the type of work performed by businesses. Sectors are broad groupings classified by two-digit codes, while industries represent more



detailed categories within those sectors, using three-, four-, five-, or six-digit codes. For this analysis, PC focuses on two-digit sector trends and selected four-digit industry trends.

The following data are all at the county level rather than the local level. Counties are widely regarded as accurate geographic boundaries for regional economies and also provide more precise data as larger population numbers produce larger sample sizes and lower margins of error in data sampling. Additionally, county level data was more widely available than local level data for our analysis. Coos County is a good measure for the local economy relevant to the Port because the bay area is the most concentrated area of the County. So, Coos County estimates will be weighted towards the bay area in terms of estimates. Coos County data may also provide insight to industries in the County overall that the Port could look to invest in to enhance the regional economy.

Employment trends for each sector in Coos County over the past decade are reported in Table 5.7. The five fastest-growing sectors by percentage change are:

- Arts, Entertainment, & Recreation (+166.2%)
- Construction (+48.3%)
- Real Estate & Rental & Leasing (+29.5%)
- Wholesale Trade (+26.4%)
- Accommodation & Food Services (+20.9%)

Notably, two of the top five sectors (Arts, Entertainment & Recreation and Accommodation & Food Services) are typically associated with tourism. This suggests a potential opportunity for the Port to align with and support sectors that are already driving local growth.

By contrast, Educational Services (+3.8%), Retail Trade (+0.6%), and Utilities (-1.6%) represent relatively mature sectors. These have shown little change, neither growing nor declining more than 5% over the past decade. This indicates an employment base that is stable but not growing.

Three sectors have experienced steep declines:

- Manufacturing (-12.4%)
- Agriculture, Forestry, Fishing, & Hunting (-24.4%)
- Information (-28.4%)

Both Manufacturing and Agriculture, Forestry, Fishing, & Hunting have each lost more than 200 jobs over the past decade. While these sectors still employ a relatively large number of workers, they may require substantial investment to be revitalized, or they may represent areas for potential divestment due to sustained decline.



Table 5.7: Sector-Level Employment Trends, Coos County, 2014–2024

NAICS Sector	2014 Emp	2024 Emp	Change	% Change
Arts, Entertainment, & Recreation	157	418	261	166.2%
Construction	770	1,142	372	48.3%
Real Estate and Rental & Leasing	220	285	65	29.5%
Wholesale Trade	345	436	91	26.4%
Accommodation & Food Services	2,711	3,277	566	20.9%
Professional, Scientific, & Technical Services	434	481	47	10.8%
Health Care & Social Assistance	4,525	4,987	462	10.2%
Public Administration	1,357	1,460	103	7.6%
Finance & Insurance	465	497	32	6.9%
Management of Companies & Enterprises	149	158	9	6.0%
Educational Services	1,405	1,459	54	3.8%
Retail Trade	2,911	2,928	17	0.6%
Utilities	125	123	(2)	(1.6%)
Transportation & Warehousing	955	916	(39)	(4.1%)
Administrative & Support & Waste Management and Remediation Services	1,640	1,528	(112)	(6.8%)
Mining, Quarrying, & Oil & Gas Extraction	28	26	(2)	(7.1%)
Other Services (except Public Administration)	670	613	(57)	(8.5%)
Manufacturing	1,701	1,490	(211)	(12.4%)
Agriculture, Forestry, Fishing & Hunting	960	726	(234)	(24.4%)
Information	229	164	(65)	(28.4%)

Source: Data Tactical Group, 2025

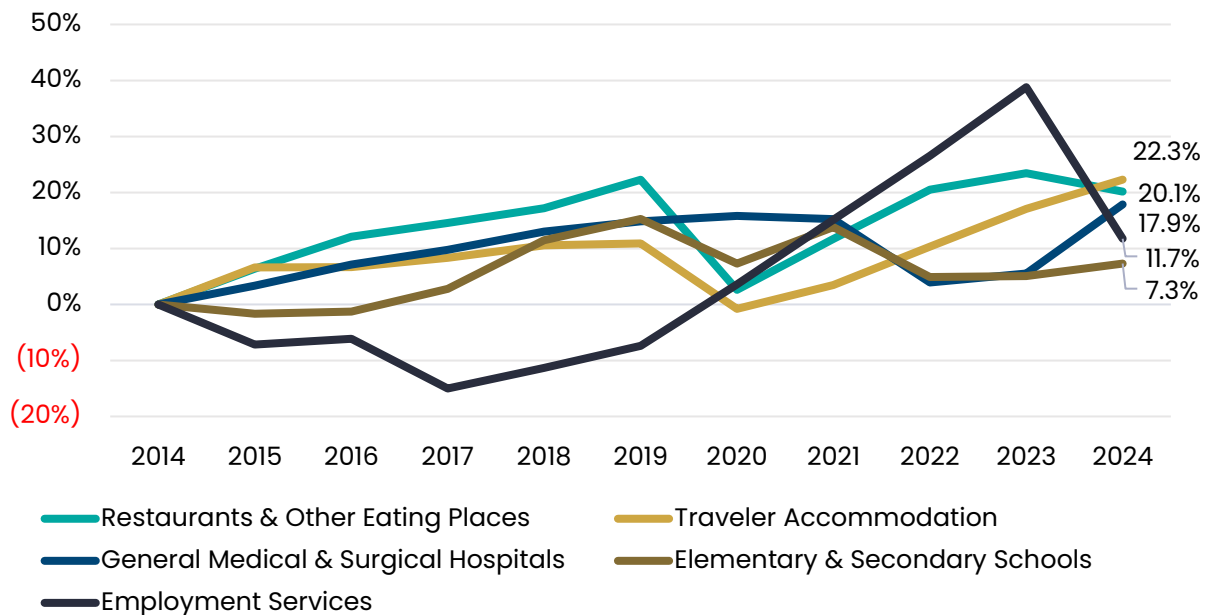
As reported in Table 5.8, the five largest four-digit industries in Coos County by employment are:

- Restaurants & Other Eating Places
- Traveler Accommodation
- General Medical & Surgical Hospitals
- Elementary & Secondary Schools
- Employment Services

Growth trends for these top five industries over the last 10 years are illustrated in Figure 5.14. Four of the five industries experienced steady growth until the COVID-19 pandemic in 2020. Since then, recovery has been slow. Of the five, only Traveler Accommodation and General Medical & Surgical Hospitals have returned to (or surpassed) their pre-pandemic employment levels.



Figure 5.14: Employment Trends of the Five Largest Industries, Coos County, 2014–2024



Source: Data Tactical Group, 2025

Of the top 15 industries by 2024 employment, three have experienced declines over the past 10 years:

- Warehouse Clubs, Supercenters, & Other General Merchandise Retailers (-1.5%)
- Sawmills & Wood Preservation (-15.4%)
- Logging (-40.0%)

Employment losses in Sawmills & Wood Preservation and Logging are likely linked to the closure of the former Georgia Pacific mill, and a now Port-owned asset in Terminal One. However, these industries have also seen broader declines across Oregon due to increasingly stringent environmental regulations.¹²

The fastest-growing industry among the top 15 is Residential Building Construction (+70.3%). National demand for more housing likely contributes to this growth, along with regional factors such as a new 400-unit development in Coos Bay.¹³ Ongoing housing shortages will contribute to continued growth in this sector, especially if the Port is able to develop its 100+ acres of residentially zoned land in Eastside.

¹² "Land Use Compatibility Statement," Oregon Department of Environmental Quality, Accessed September 30, 2025, <https://www.oregon.gov/deq/permits/pages/lucs.aspx?utm>.

¹³ "Largest housing development project with 400 new homes to be built in Coos County," Lexi Ryan, KCBY 11, November 26, 2024, <https://kcb11.com/news/local/largest-housing-development-project-with-400-new-homes-to-be-built-in-coos-county>.



Table 5.8: Top 15 Industries by 2024 Employment, Coos County, 2014–2024

Industry	Workers '14	Workers '24	Change	% Change
Restaurants & Other Eating Places	1,297	1,558	261	20.1%
Traveler Accommodation	1,270	1,553	283	22.3%
General Medical & Surgical Hospitals	1,232	1,452	220	17.9%
Elementary & Secondary Schools	1,081	1,160	79	7.3%
Employment Services	946	1,057	111	11.7%
Individual & Family Services	938	954	16	1.7%
Executive, Legislative, & Other General Government Support	752	875	123	16.4%
Grocery & Convenience Retailers	634	741	107	16.9%
Offices of Physicians	496	640	144	29.0%
Warehouse Clubs, Supercenters, & Other General Merchandise Retailers	618	609	(9)	(1.5%)
Sawmills & Wood Preservation	441	373	(68)	(15.4%)
Continuing Care Retirement Communities & Assisted Living Facilities for the Elderly	261	345	84	32.2%
Veneer, Plywood, & Engineered Wood Product Manufacturing	310	311	1	0.3%
Logging	515	309	(206)	(40.0%)
Residential Building Construction	165	281	116	70.3%

Source: Data Tactical Group, 2025

Table 5.9–Table 5.11 show the fastest-growing industries, matured industries, and fastest-declining industries in Coos County over the past 10 years.¹⁴

Fastest growing industries:

- Residential Building Construction (+70.3%)
- Automotive Repair & Maintenance (+49.0%)
- Home Health Care Services (+44.4%)

Three most “mature” industries (sectors with minimal growth or some decline):

- Veneer, Plywood, & Engineered Wood Product Manufacturing (+0.3%)
- Warehouse Clubs, Supercenters & Other General Merchandise Retailers (–1.5%)
- Individual & Family Services (+1.7%)

Fastest-declining industries:

- Business Support Services (–90.3%)
- Private Households (–76.4%)
- Electronics & Appliance Retailers (–68.8%)

¹⁴ Of industries with 100 workers or more.



Table 5.9: Top 10 Fastest Growing Industries, Coos County, 2014–2024

Industry	Workers '14	Workers '24	Change	% Change
Residential Building Construction	165	281	116	70.3%
Automotive Repair & Maintenance	102	152	50	49.0%
Home Health Care Services	178	257	79	44.4%
Offices of Other Health Practitioners	193	261	68	35.2%
Building Equipment Contractors	165	219	54	32.7%
Continuing Care Retirement Communities & Assisted Living Facilities for the Elderly	261	345	84	32.2%
Architectural, Engineering, & Related Services	100	131	31	31.0%
Offices of Physicians	496	640	144	29.0%
Automotive Parts, Accessories, & Tire Retailers	118	149	31	26.3%
Highway, Street, & Bridge Construction	188	235	47	25.0%

Source: Data Tactical Group, 2025

Table 5.10: Mature Industries in Coos County, 10-Year Employment Change, 2014–2024

Industry Name	Workers '14	Workers '24	Change	% Change
Management of Companies & Enterprises	149	158	9	6.0%
Postal Service	101	107	6	5.9%
Grocery & Related Product Merchant Wholesalers	111	117	6	5.4%
Services to Buildings & Dwellings	198	204	6	3.0%
Individual & Family Services	938	954	16	1.7%
Veneer, Plywood, & Engineered Wood Product Manufacturing	310	311	1	0.3%
Warehouse Clubs, Supercenters & Other General Merchandise Retailers	618	609	(9)	(1.5%)
Offices of Dentists	187	179	(8)	(4.3%)

Source: Data Tactical Group, 2025

Table 5.11: Top 10 Fastest Declining Industries, Coos County, 2014–2024

Industry Name	Workers '14	Workers '24	Change	% Change
Business Support Services	279	27	(252)	(90.3%)
Private Households	123	29	(94)	(76.4%)
Electronics & Appliance Retailers	112	35	(77)	(68.8%)
Junior Colleges	302	105	(197)	(65.2%)
Specialized Freight Trucking	197	89	(108)	(54.8%)
Department Stores	222	122	(100)	(45.0%)
Logging	515	309	(206)	(40.0%)
Vocational Rehabilitation Services	233	152	(81)	(34.8%)



Nursing Care Facilities (Skilled Nursing Facilities)	359	261	(98)	(27.3%)
Seafood Product Preparation & Packaging	252	192	(60)	(23.8%)

Source: Data Tactical Group, 2025

Top Employers

Table 5.12 reports the 16 largest employers in the South Coast region of Oregon. All businesses and organizations represent potential partners or industries the Port of Coos Bay could seek to complement or augment. The Bay Area Hospital is the largest employer in the region with over 1,000 employees, followed by the Coquille Indian Tribe and Bandon Dunes Golf Resort with 800 and 795 employees respectively.¹⁵

Table 5.12: Top Employers on the South Coast

Rank	Business/Organization	Employees	Location
1	Bay Area Hospital	1,094	Coos Bay
2	Coquille Indian Tribe	800	Coos Bay
3	Bandon Dunes Golf Resort	795	Bandon
4	Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians (CTCLUSI)	562	Florence/Coos Bay
5	South Coast Lumber Company	500+	Brookings
6	North Bend School District	485	North Bend
7	North Bend Medical Center	450	North Bend
8	Southwestern Oregon Community College (SWOCC)	403	Coos Bay/Brookings
9	U.S. Coast Guard	382	Florence, Winchester Bay, North Bend, Coos Bay, Brookings
10	Wal-Mart	362	Coos Bay
11	McKay's Markets	354	Bandon, Brookings, Coos Bay, Coquille, Gold Beach, Lakeside, Myrtle Point, Reedsport
12	Coos Bay School District	350	Coos Bay
13	Coos County (Government)	340	Coquille
14	Roseburg (Forest Products)	320	North Bend, Coquille
15	Southport Lumber	240	Coos Bay
16	Coquille Valley Hospital	200	Coquille

Source: South Coast Development Council, 2025

¹⁵ "Top Employers," South Coast Development Council, Accessed September 29, 2025, <https://scdcinc.org/data/top-employers/>.



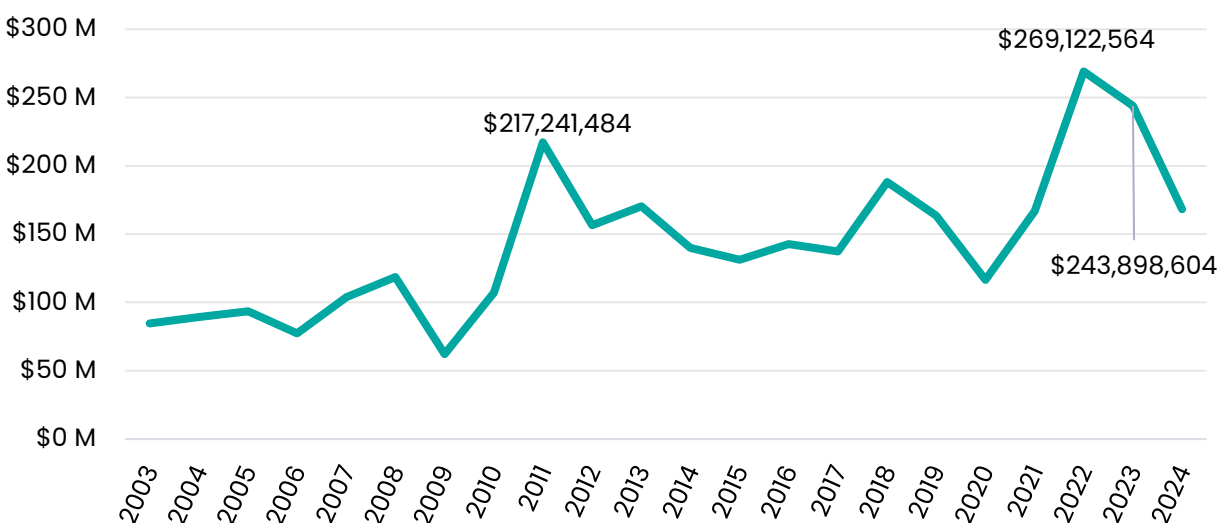
Trade

In the post–World War II era, international trade has been a foundational component of the global economy. Trade between countries can take two forms (exports and imports) depending on the perspective. Exporting involves producing and sending goods and services to another country. Importing involves purchasing goods and services from abroad and bringing them into a business or individual’s home country. Although the United States does not export as much as it once did, it continues to import significant volumes. As a coastal port, the Port of Coos Bay (and the surrounding regional economy) is well positioned to take advantage of both exports and imports.

Exports

As noted, the United States is no longer a major export powerhouse. Despite this, the total value of exports from the Coos Bay harbor (as reported by U.S.A. Trade Online) increased from approximately \$85 million in 2003 to a peak of nearly \$270 million in 2022 (Figure 5.15). While the total value of exports in 2024 was closer to \$168 million, exports from Coos Bay have still nearly doubled over the past 20 years.

Figure 5.15: Total Value of Exports from the Port of Coos Bay, 2003–2024



Source: U.S.A. Trade Online

Table 5.13 shows the total value of exports from Coos Bay harbor compared to the overall value of exports for Oregon, the Columbia-Snake trade district, and the Port of Portland. Both the Port of Coos Bay and the Port of Portland are included in the Columbia-Snake district, which also encompasses other ports and trade entities. The full list includes:

- Astoria, OR
- Boise, ID
- Coos Bay, OR



- Kalama, WA
- Kingsley Field Klamath Falls, OR
- Longview, WA
- Medford-Jackson County Airport, OR
- Newport, OR
- Portland International Airport, OR
- Portland, OR
- Vancouver, WA

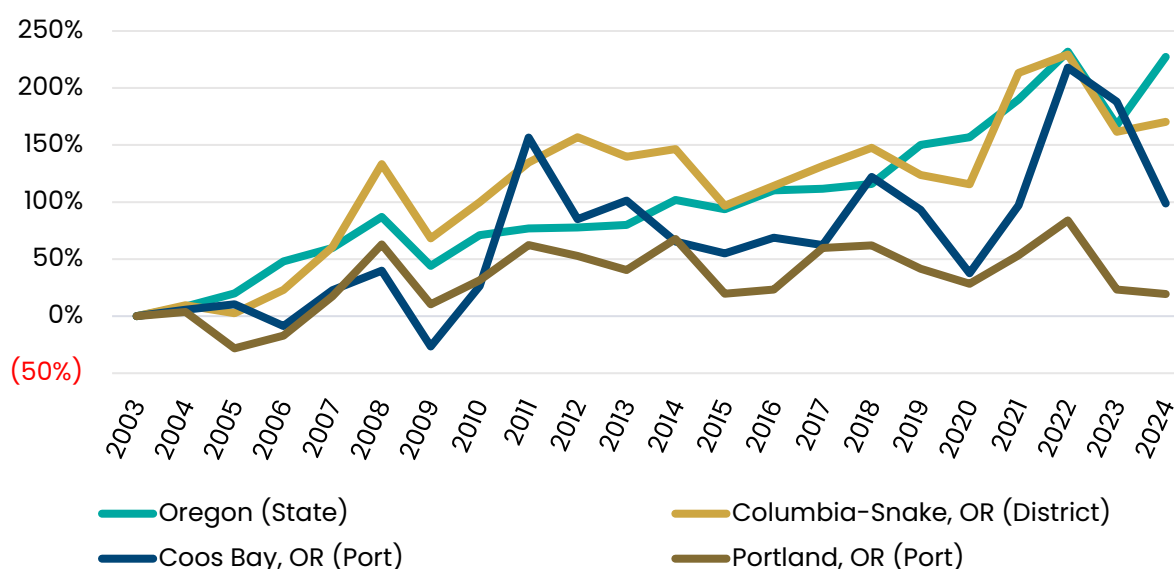
Table 5.13: Total Exports Value by Region, 2004–2024

Region	2004	2009	2014	2019	2024
Oregon (State)	\$11,214M	\$14,907M	\$20,889M	\$25,880M	\$33,860M
Columbia-Snake, OR (District)	\$6,279M	\$10,330M	\$15,143M	\$13,754M	\$16,602M
Portland, OR (Port)	\$3,268M	\$3,473M	\$5,283M	\$4,458M	\$3,759M
Coos Bay, OR (Port)	\$89M	\$62M	\$140M	\$164M	\$168M

Source: U.S.A. Trade Online

As of 2024, the value of exports out of the Coos Bay harbor has grown by 98.7%, compared to 227.3% in Oregon and 170.2% in the Columbia-Snake district (Figure 5.16). For the Port of Portland, export values have increased by only 19.4% and have actually stagnated or declined since around 2008. While export values through the Port of Portland have plateaued, they have continued to grow across the Columbia-Snake district and the Oregon overall. This trend represents an opportunity for the Port of Coos Bay to capitalize on growing demand in the district and state, particularly as the largest port in the district, Portland, is unable to match this growth.

Figure 5.16: Cumulative Growth of Total Exports Value, Comparison, 2003–2024

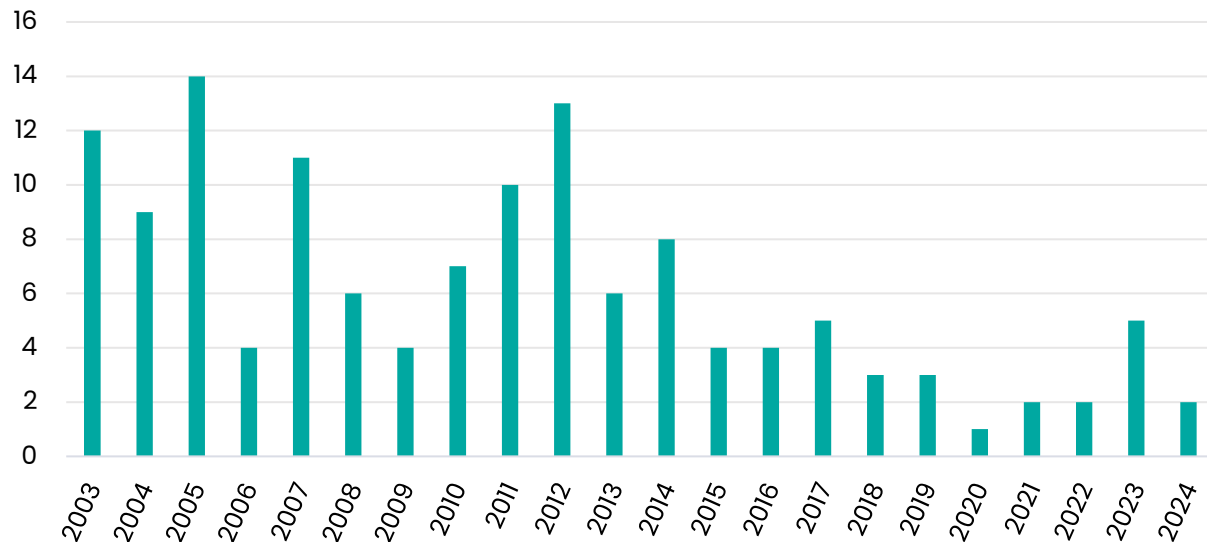


Source: U.S.A. Trade Online



While the total value of exports from Coos Bay harbor has grown over the past 20 years, Figure 5.17 shows that the composition of the export economy has changed. From 2003 through 2013, the number of export commodity groups averaged about 8.8, but from 2014 through 2024, this number more than halved to just 3.5.¹⁶ This trend reflects an increasingly undiversified export economy, relying largely on a single type of product for value. Although total export value has increased, the reduction in commodity groups suggests that fewer types of jobs are available in the regional economy.

Figure 5.17: Total Number of Export Commodity Groups from Coos Bay, 2003–2024



Source: U.S.A. Trade Online

Table 5.14 shows while commodity group 44: Wood and Articles of Wood has dominated the value of exports since 2003, other high-value commodity groups have vanished from Coos Bay export activity. These commodity groups include 88: Aircraft, Spacecraft & parts thereof, 84: Nuclear Reactors, Boilers, Machinery, Etc., and 27: Mineral Fuel, Oil, Etc.

From 2021 through 2024, Wood and Articles of Wood accounted for 99.3% of total export value, while the previously high-value commodity groups each contributed 0.0%. This represents a lost opportunity to generate well-paying jobs in industries producing these goods. The data further underscore that Coos Bay's export economy is undiversified, highlighting a potential area for future growth.

¹⁶ The total number of high-level commodity groups available is 99. A full list of commodity groups is available in [Appendix D](#).



Table 5.14: Commodity Group Share of Total Exports Value from Coos Bay, 2003–2024

Commodity Group	% of Total Exports Value, '03–'24	% of Total Exports Value, '14–'24	% of Total Exports Value, '21–'24
44 Wood & Articles Of Wood; Wood Charcoal	98.5%	99.2%	99.3%
88 Aircraft, Spacecraft & Parts Thereof	0.5%	0.5%	0.0%
26 Ores, Slag & Ash	0.3%	0.3%	0.7%
39 Plastics & Articles Thereof	0.3%	0.0%	0.0%
27 Mineral Fuel, Oil Etc.; Bitumin Subst; Mineral Wax	0.1%	0.0%	0.0%
87 Vehicles, Except Railway Or Tramway & Parts Etc.	0.1%	0.0%	0.0%
84 Nuclear Reactors, Boilers, Machinery Etc.; Parts	0.1%	<0.1%	0.0%

Source: U.S.A. Trade Online

Imports

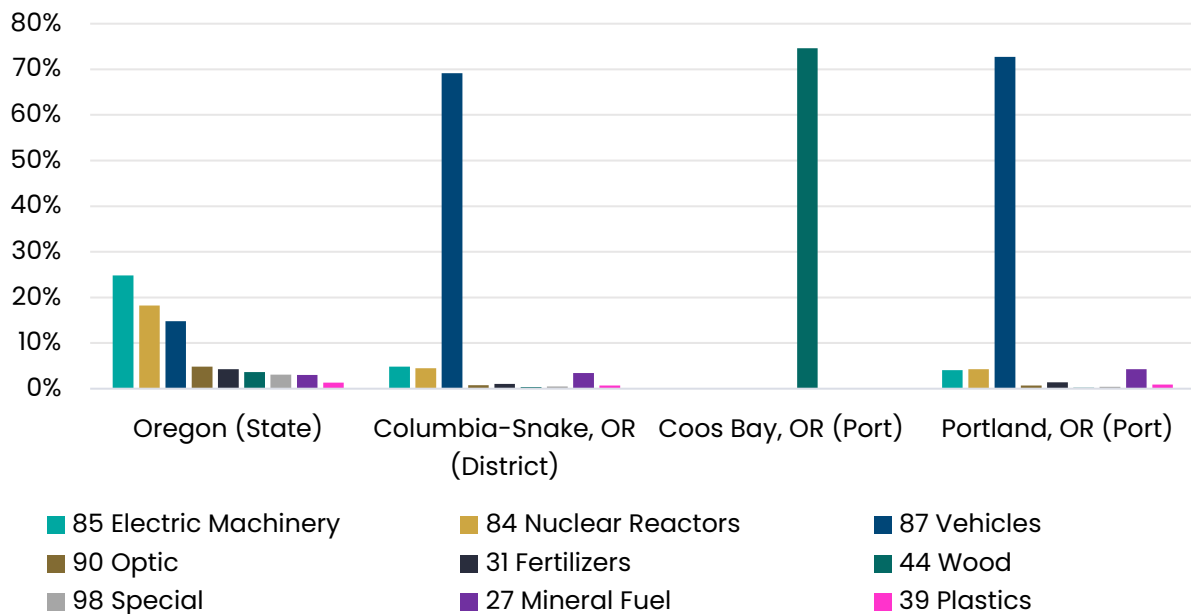
Imports represent the other side of the coin. They are goods or intermediate products brought into the country to be sold, used, or assembled into final goods. Figure 5.18 shows the top nine import commodity groups at the state level and their share of total import values in each region. In Oregon, commodity group 85: Electric Machinery, Etc., accounts for the largest share of import value, at 24.8%.

The pattern differs in the Columbia–Snake district and the Port of Portland, where commodity group 87: Vehicles accounts for the majority of import value (69.1% and 72.7%, respectively). In contrast, Coos Bay harbor imports almost none of the top nine commodity groups for Oregon, except for 44: Wood & Articles of Wood, which makes up 74.6% of its import value.

The commodity groups shown in Figure 5.18 represent potential opportunities for the Port of Coos Bay, as there is already demand for these goods in Oregon and the Columbia–Snake district. Attracting businesses that use these commodities could be a promising strategy for regional economic development.



Figure 5.18: State of Oregon Commodity Group Shares of Total Import Value, 2022–2024



Source: U.S.A. Trade Online

In addition to the figure above, Table 5.15 shows the undiversified nature of Coos Bay's regional economy, where only three commodity groups are imported:

- 44 Wood & Articles Of Wood; Wood Charcoal
- 25 Salt; Sulfur; Earth & Stone; Lime & Cement Plaster
- 73 Articles Of Iron Or Steel

The table shows the total import value of each commodity group over the past three years, compared to the Port of Portland and the Columbia-Snake district.

Table 5.15: Port of Coos Bay Import Commodity Groups by Value, 2022–2024

Row Labels	Coos Bay, OR (Port)	Portland, OR (Port)	Columbia-Snake, OR (District)
44 Wood And Articles Of Wood; Wood Charcoal	\$69,366,466	\$64,635,689	\$144,947,444
25 Salt; Sulfur; Earth & Stone; Lime & Cement Plaster	\$23,622,064	\$161,313,205	\$246,269,494
73 Articles Of Iron Or Steel	\$2,251	\$249,334,081	\$591,842,583

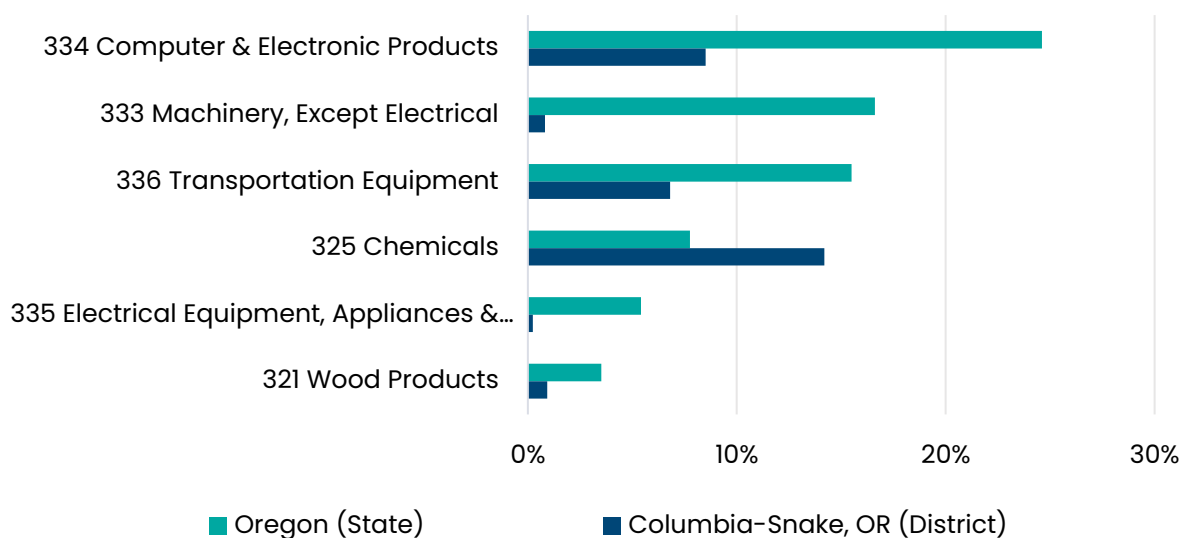
Source: U.S.A. Trade Online

U.S.A. Trade Online also provides export and import values at the state and district levels using North American Industry Classification System (NAICS) codes, rather than HS goods-based codes. NAICS organizes economic activity into a structured hierarchy based on the type of work performed by businesses. Two-digit sectors represent broad

categories of similar economic activity, while three-, four-, five-, and six-digit industries provide progressively more detailed classifications focused on specific business operations.

Figure 5.19 shows the top three-digit industries in Oregon by import value. Businesses in Computer & Electronic Products, Machinery (except Electrical), and Transportation Equipment account for the largest shares of import value in the state. These industries are also represented to varying degrees in the Columbia–Snake district. Each industry represents an opportunity for the Port of Coos Bay to support business and industry recruitment. There is already demand for importing these products into Oregon. Locating businesses closer to where they import products or parts can save time and money and provide a meaningful economic incentive.

Figure 5.19: Three-Digit NAICS Import Industries, % of Total Import Value, 2022–2024



Source: U.S.A. Trade Online

Table 5.16 presents the top 10 industries importing to the state of Oregon by total import value, along with the import value these industries contribute to the Columbia–Snake district. Notably, all of the top 10 industries are within the manufacturing sector (NAICS 31–33).¹⁷ Whether the imports are final goods sold by manufacturers or intermediate parts for assembly, each industry represents an opportunity for the Port of Coos Bay. Manufacturing jobs in the United States are generally well-paying, and the Port has industrial and commercial land that could be leveraged to attract these businesses.

¹⁷ “2022 NAICS,” North American Industry Classification System, United States Census Bureau, accessed August 8, 2025, <https://www.census.gov/naics/?58967?yearbck=2022>.



Table 5.16: Top 10 Three-Digit NAICS Import Industries, Total Import value, 2022–2024

Industry	Oregon (State)	Columbia-Snake, OR (District)
334 Computer & Electronic Products	\$18,812,962,533	\$4,499,077,423
333 Machinery, Except Electrical	\$12,697,129,113	\$429,526,352
336 Transportation Equipment	\$11,840,229,965	\$3,605,213,991
325 Chemicals	\$5,926,579,506	\$7,510,577,156
335 Electrical Equipment, Appliances & Components	\$4,143,324,366	\$128,708,146
321 Wood Products	\$2,691,271,595	\$492,923,417
324 Petroleum & Coal Products	\$2,017,022,663	\$1,176,371,042
315 Apparel & Accessories	\$1,953,915,599	\$8,317,838
311 Food & Kindred Products	\$1,816,622,602	\$589,079,954
326 Plastics & Rubber Products	\$1,796,851,112	\$32,170,755

Source: U.S.A. Trade Online

Tourism

The Coos Bay–North Bend–Charleston area is known to tourists as Oregon’s Adventure Coast. Visitors are drawn to a wide range of activities, including ocean-based recreation such as kayaking, scuba diving, and surfing, as well as world-class fishing, crabbing, and clamming. The region is also home to the iconic Oregon Dunes, numerous hiking and biking trails, and a scenic boardwalk. These attractions all highlight the area’s extensive outdoor recreation opportunities.¹⁸

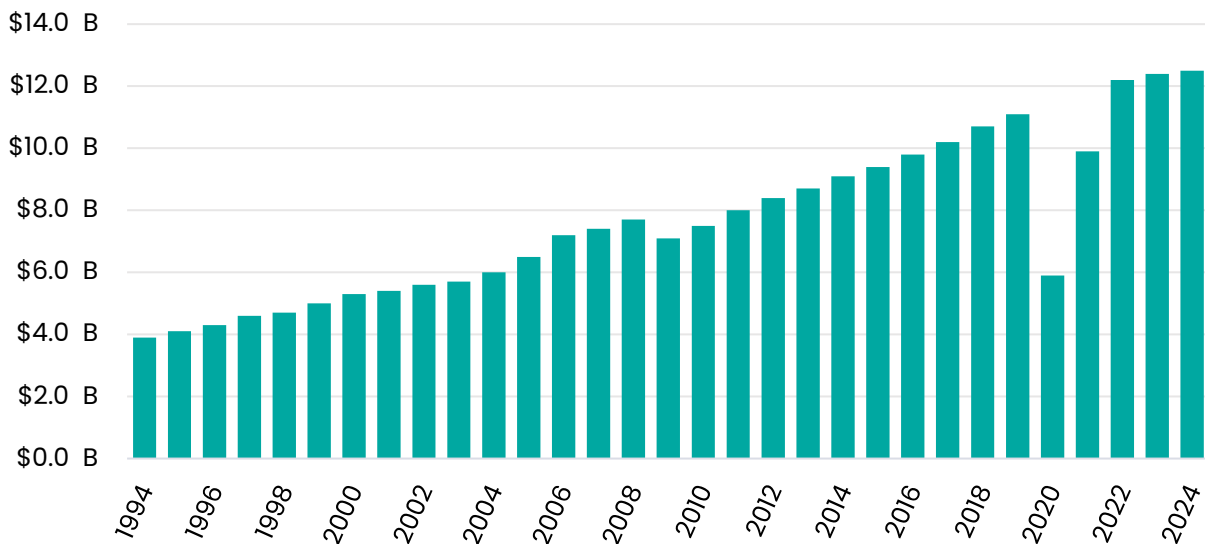
Tourism is a major component of Coos County’s economy. The two largest industries by employment (Restaurants & Other Eating Places and Traveler Accommodation) are both tourism related, as shown in Table 5.8.

Tourism has been growing rapidly across Oregon in the past two decades. As shown in Figure 5.20, visitor spending increased from \$6.0 billion in 2004 to \$12.5 billion in 2024, more than doubling over the period.

¹⁸ Oregon’s Adventure Coast, accessed June 30, 2025, <https://www.oregonsadventurecoast.com/>.



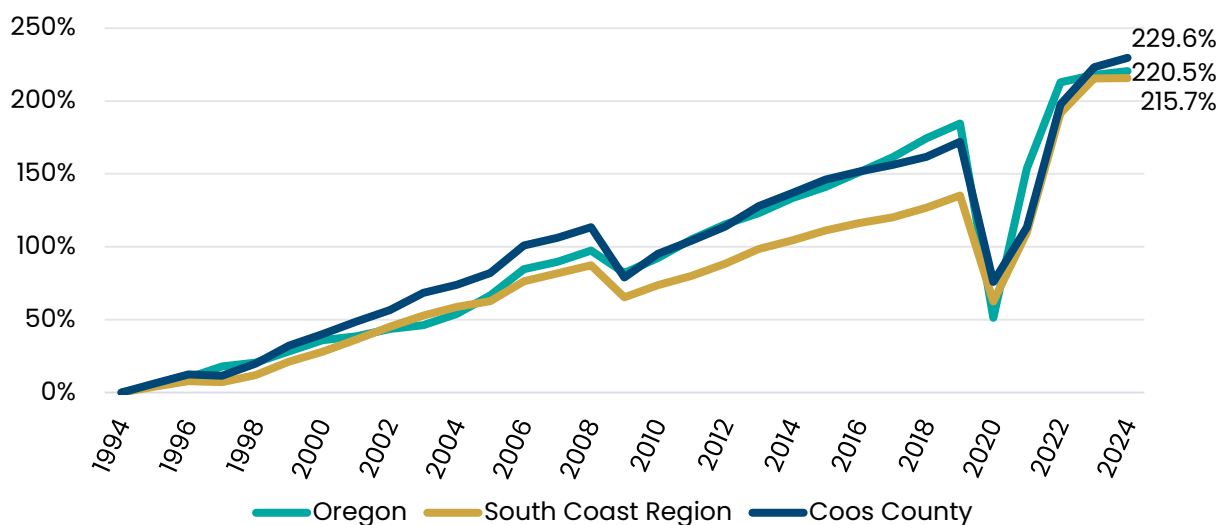
Figure 5.20: Oregon Visitor Spending, 1994–2024



Source: Travel Oregon

The South Coast Region and Coos County have followed similar trends to the state of Oregon in visitor spending growth (Figure 5.21). All three regions have experienced increases of over 200% in the past 30 years, with declines occurring only during the Great Recession in 2008, and the COVID-19 pandemic in 2020.

Figure 5.21: Visitor Spending Cumulative Annual Growth Rate, 1994–2024

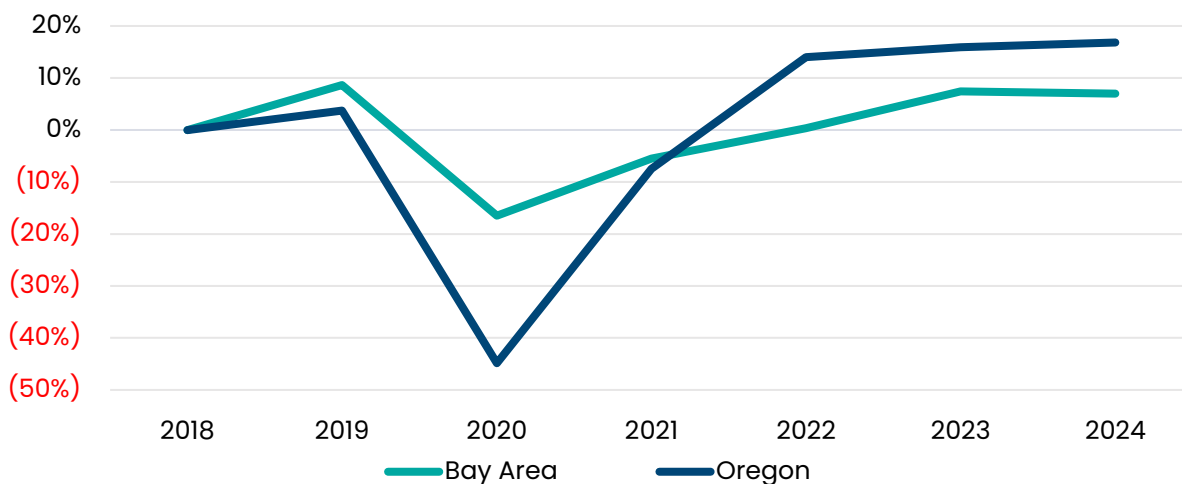


Source: Travel Oregon

In the bay area, the majority of visitor spending (67.4%) is concentrated in Accommodation & Food Services. Compared to the state overall, the Adventure Coast experienced a smaller decline in visitor spending during 2020. However, its recovery has

been slower, and while growth has resumed, it has remained modest in recent years (Figure 5.22).

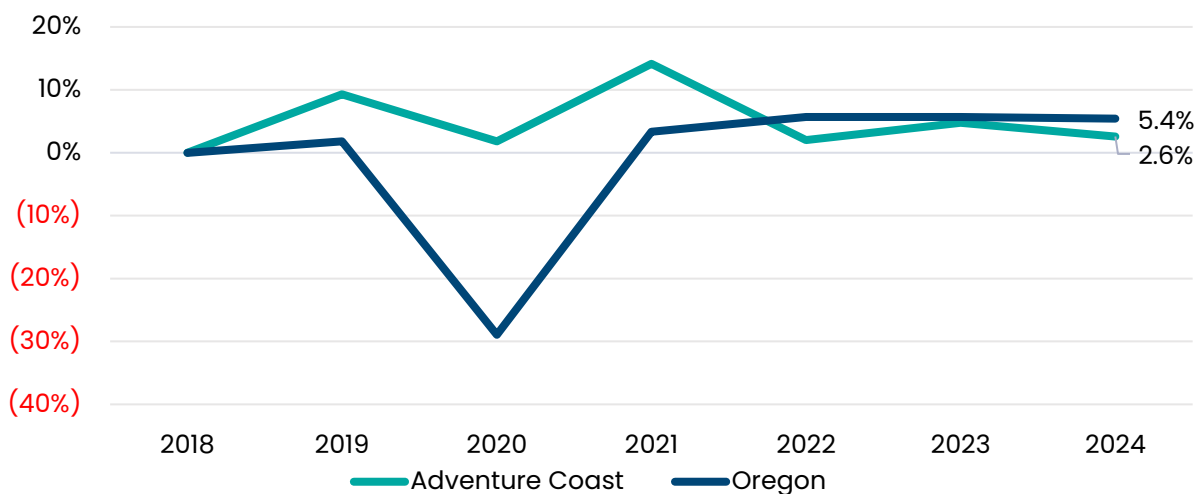
Figure 5.22: Cumulative Annual Growth of Visitor Spending, 2018–2024



Source: Oregon's Adventure Coast, Travel Oregon

Figure 5.23 illustrates recent visitor trends to the Adventure Coast. The number of Person Nights (defined as the total nights spent by visitors in Coos Bay, North Bend, and Charleston) increased from 817.1K in 2018 to 838.2K in 2024. However, the trend has fluctuated, peaking at 932.6K Person Nights in 2021. The data also indicate that the Adventure Coast was relatively insulated from the effects of the COVID-19 pandemic and avoided the significant decline experienced statewide in 2020. This resilience was likely due to the region's abundance of open space and its relative remoteness compared to urban areas.

Figure 5.23: Overnight Visitor Volume Cumulative Annual Growth, 2018–2024

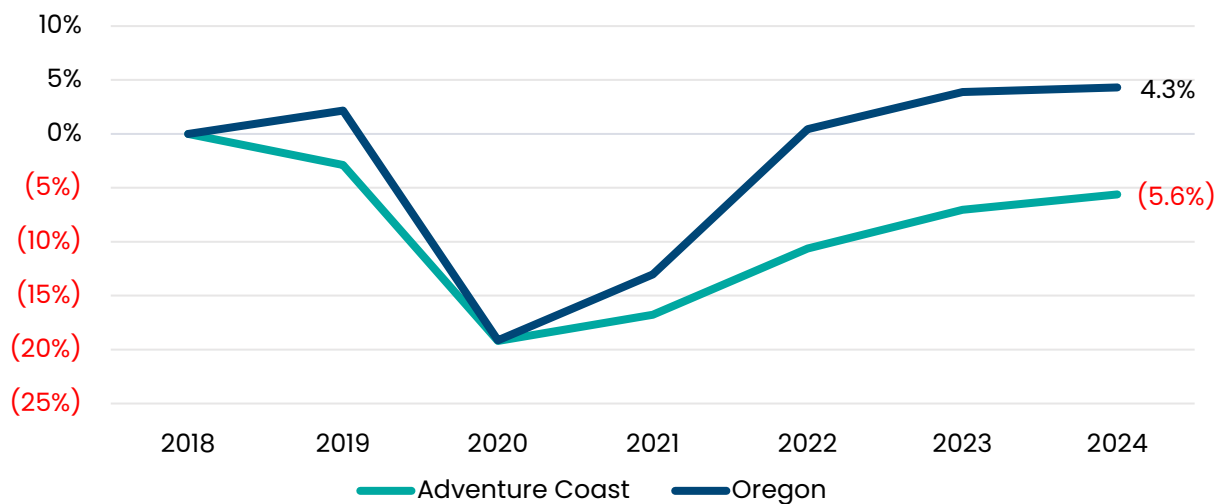


Source: Oregon's Adventure Coast, Travel Oregon



Figure 5.24 shows trends in tourism-related employment in the region. Employment declined nearly 20% in 2020 due to COVID-19 restrictions but has since rebounded and approached pre-pandemic levels. In comparison, Oregon’s tourism employment also fell by 20% in 2020. However, recovery was faster, with pre-pandemic employment levels fully regained by 2023.

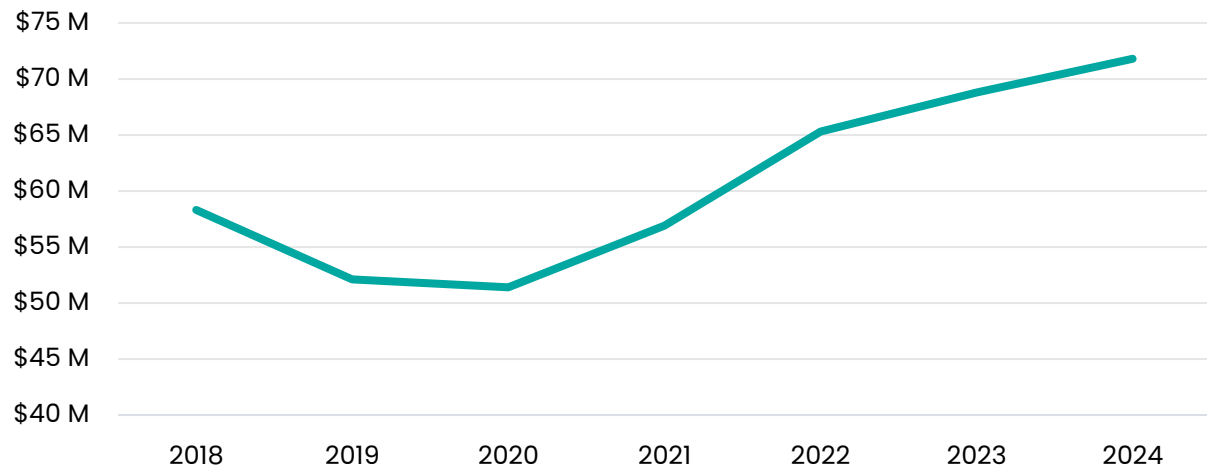
Figure 5.24: Tourism Employment Cumulative Annual Growth Rate, 2018–2024



Source: Oregon’s Adventure Coast, Travel Oregon

Since 2020, the employee earnings generated by travel-related spending in the Coos Bay, North Bend, and Charleston region have increased from \$51 million to \$72 million (Figure 5.25). This represents a 40% increase over four years. This growth has outpaced the increase in tourism-related employment, which rose only 17% between 2020 and 2024.

Figure 5.25: Earnings Generated by Travel Spending, Bay Area Region, 2018–2024



Source: Oregon’s Adventure Coast

Travel Oregon conducted an economic impact analysis on the impact of travel in Oregon, providing a useful comparison of Coos County with other coastal counties. Table 5.17 presents the impact of travel spending on Coos County and six other coastal counties. Coos County ranks near the middle in terms of travel spending, travel-related employment and total tax revenue. The four counties at the lower end of the spectrum are within \$120 million of each other, while the top four counties span more than \$1 billion in travel spending (Coos County reports \$348.4 million and Lane County leads at \$1,371.6 million). This difference in travel spending is reflected in tax revenue: Lane County generates \$20.7 million in local tax revenue from travel, compared with just \$4.4 million for Coos County.

Table 5.17: Economic Impacts of Tourism in Coastal Counties, 2024

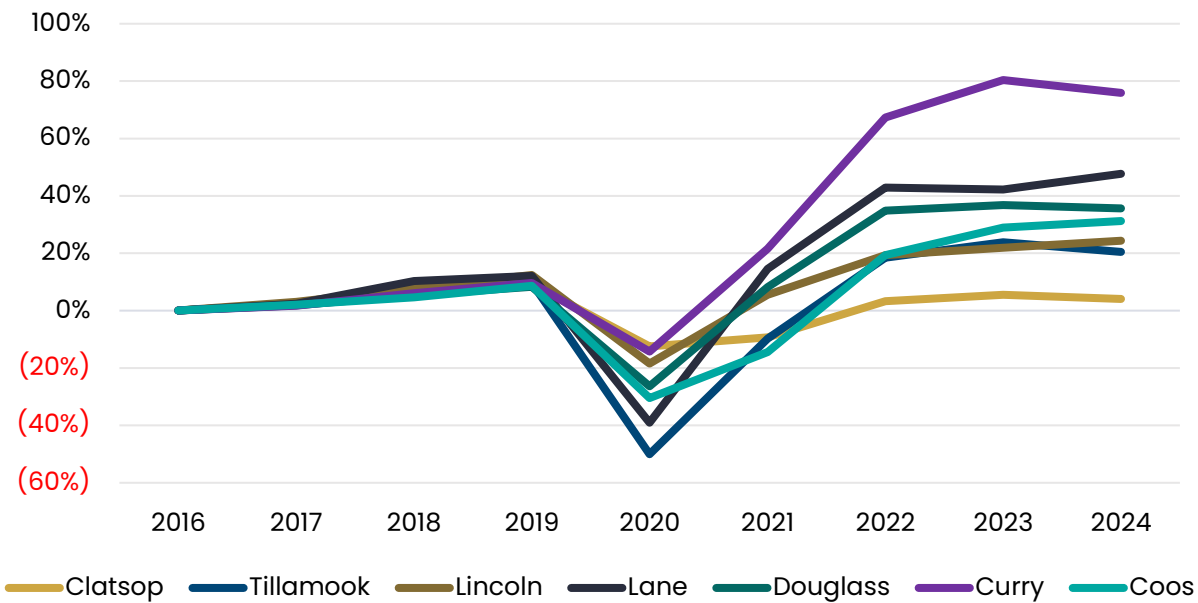
County	Total Travel Spending	Employment	Total tax revenue	Local tax revenue	Local Tax Revenue Per Worker
Lane	\$1,371.6M	10,470	\$52.9M	\$20.7M	\$1,980
Lincoln	\$712.7M	7,850	\$41.8M	\$19.1M	\$2,430
Clatsop	\$573.0M	7,270	\$32.4M	\$12.9M	\$1,770
Coos	\$348.4M	3,770	\$15.4M	\$4.4M	\$1,170
Douglas	\$316.2M	3,590	\$11.9M	\$2.2M	\$610
Tillamook	\$273.9M	2,080	\$14.3M	\$6.9M	\$3,320
Curry	\$229.3M	2,310	\$7.6M	\$1.5M	\$650

Source: Travel Oregon, *The Economic Impact of Travel in Oregon, 2025*

Figure 5.26 illustrates travel growth from 2016 to 2024. Using percent change allows for a level comparison across counties, showing how each has grown relative to the others. Coos County again ranks in the middle among coastal counties in terms of travel spending growth since 2016. All counties follow a similar trend, with a sharp decline in 2020 during the COVID-19 pandemic, followed by a relatively quick rebound in subsequent years. Notably, Douglas and Curry counties (neighbors of Coos County with overall lower travel spending) have outpaced Coos County in recovery since 2020.



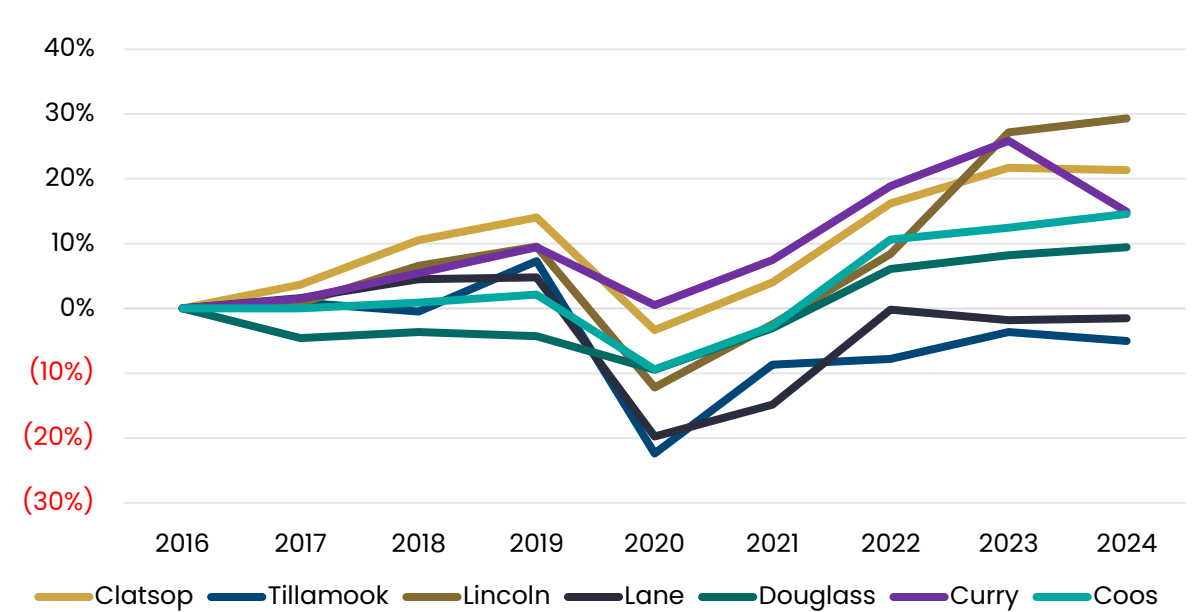
Figure 5.26: Travel Spending Cumulative Annual Growth, 2016–2024



Source: Travel Oregon, *The Economic Impact of Travel in Oregon*, 2025

Employment, as illustrated in Figure 5.27, has followed a similar trend with all counties experiencing a sharp decline due to the COVID pandemic in 2020, followed by a subsequent recovery. Coos County ranks in the middle (fourth) among these counties with Lincoln County showing the fastest growth, followed by Clatsop and Curry counties.

Figure 5.27: Employment Cumulative Annual Growth, 2016–2024



Source: Travel Oregon, *The Economic Impact of Travel in Oregon*, 2025



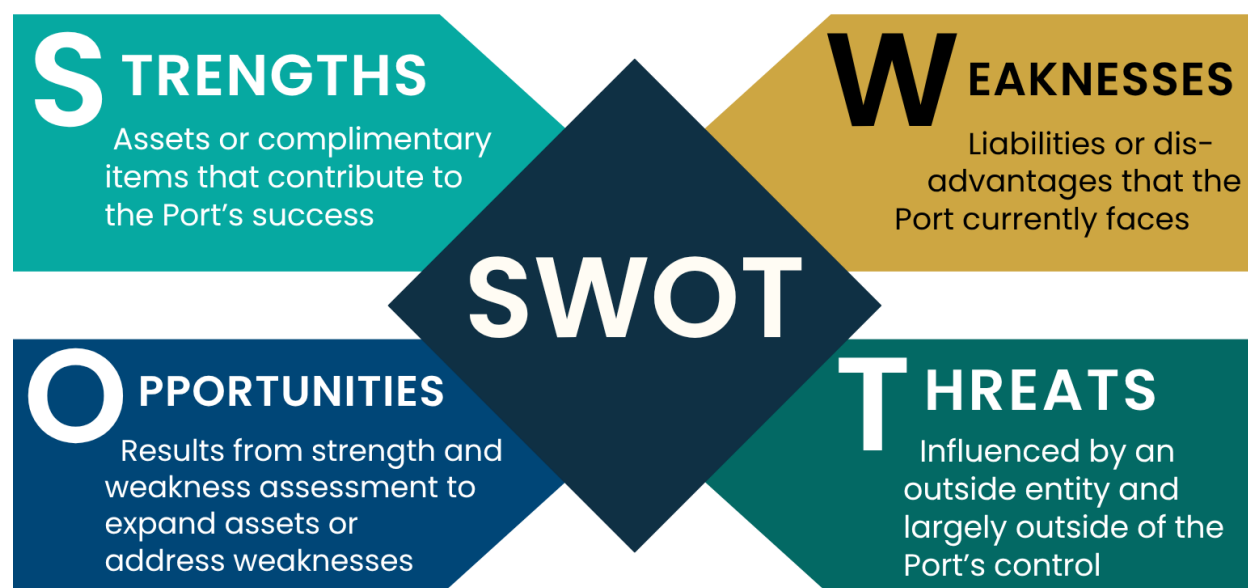
6. SWOT Analysis

A strengths, weaknesses, opportunities, and threats (SWOT) analysis is a strategic planning tool which helps businesses, organizations, and other entities understand their unique competitive advantages within the marketplace. The project team, along with the guidance of the Port of Coos Bay Commissioners, determined the Port's current situation and identified meaningful SWOT components.

A few caveats are necessary as an introduction to the SWOT. Firstly, the Port exists in a socioeconomic context that includes Coos Bay, North Bend, Coos County, and various other communities in the bay area. Although this plan is focused on the Port particularly, the Port is affected by certain economic factors that are outside of its control. Hence, the SWOT includes some issues that are more descriptive of Coos Bay or Coos County than the Port itself.

As a leading economic development organization for the region, the Port can influence many of these issues. But some are clearly outside of its purview (e.g., road and street improvements). Secondly, please note that it is possible for the same or similar issue to appear within more than one SWOT category, if different dimensions of that issue qualify according to the SWOT criteria.

Our project team reviewed all aspects of the Port, including financial operations, real property assets, regional collaborators, the local environment, and more. We honed the list below throughout the course of the project as we gained additional information from Port staff, Port Commissioners, local stakeholders, and our community survey. The following are definitions of the SWOT components:



STRENGTHS

- One of the largest deep-draft coastal harbors on the West Coast (deepest between San Francisco Bay and the Puget Sound)
- One of only two Oregon International Ports
- New Port leadership with a reputation for transparency
- A diverse board with deep ties to the community
- Charleston Marina and Shipyard
- Existence of commercial fishing fleet, seafood processing industry, and ice plant operations
- Ownership and operation of the Coos Bay Rail Line (CBRL)
- Ownership of several developable properties
- Outdoor/recreational amenities of the region
- Proximity to the Southwest Oregon Regional Airport
- Support from State and National leaders
- Proximity to Bandon Dunes and Pacific Dunes golf courses
- Unique local fishing, crabbing, shrimping, and clamming opportunities
- Recently installed ice plant at Charleston Marina
- Proximity to Southwest Oregon Community College (SWOCC)
- Collaborative regional organizations in economic development and housing
- Presence of local healthcare facilities (North Bend Medical Center, Bay Area Hospital, and CTCLUSI Tribal Clinic)
- Superior quality of life in the Coos Bay–North Bend area
- Environmental education and preservation assets: Oregon Institute of Marine Biology, South Slough National Estuarine Research Reserve, and the Charleston Marine Life Center
- Long-term business tenants in Charleston and the Upper Bay
- Engaged community supporting Port operations and success
- Healthy estuary and siltation in the channel due to Watershed Association engagement
- Federal improvements to the North Jetty



WEAKNESSES

- Financial burden of aging infrastructure and operating costs of the CBRL
- Limited staff levels and budget
- Limited awareness of distinctions between project-specific funding and general funds
- Lack of available funding for the region related to maritime activities
- Relative geographic remoteness from I-5 corridor
- Region's reliance on retiree and tourist spending
- Age of infrastructure throughout all assets
- Challenging financial conditions of Coos County
- Limited opportunities for higher-paying jobs
- Limited availability of skilled trades workers
- Challenging housing market for middle- and low-income residents
- Residual perception of the Port's prior lack of collaboration and communication
- Historically, limited collaboration with other regional organizations
- Declining railroad business
- Relatively challenging regulatory environment within the state of Oregon
- Lack of public understanding of costs to maintain port infrastructure
- Appointment of Port Commissioners from the Governor, rather than local voters
- Relatively low amenities at existing Charleston RV park
- Seasonal capacity challenges due to responsibility for operating the state of Oregon's dredge
- Focus on large-scale initiatives in recent years has diverted attention from existing properties
- Lasting taste of Jordan Cove failure



OPPORTUNITIES

- Potential development of deep-water multi-modal facility (i.e., Pacific Coast Internodal Port or PCIP)
- Receipt of nearly \$150 million in Federal and State grants in association with PCIP development
- 61,000+ acres of offshore wind area (WEAs) in the federal government's Coos Bay WEA
- Room for growth in partnership with regional partners (such as City of Coos Bay, City of North Bend, Coquille Indian Tribe, and Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians [CTCLUSI])
- Potential to increase tourism spending to align with other Oregon coastal communities
- Opportunity for advocacy and increased marketing of commercial fishing fleet impact
- Potential for re-envisioned use of southern railroad corridor to Coquille
- Opportunity for value-added agriculture based on existing natural resources
- Potential legislative funding for the Port's international trade activities aligned with State goals
- Opportunity for Shipyard revitalization and reinvestment
- Redevelopment-ready industrial property in Terminal One
- Ability to address local housing shortages through potential development of Eastside residential property
- The potential for business recruitment at the commercial and retail storefront at the Charleston Marina
- Ownership of approximately 1,000 acres of land on the North Spit
- Vacant residential and industrial property in Eastside (approximately 320 acres)
- Potential for mixed-use redevelopment of existing buildings at Charleston Marina (commercial, retail, and residential)



THREATS

- Potential negative effect of tariffs on overseas trade of seafood and wood products
- Regulatory environment in Oregon results in difficulty developing Port-owned properties
- Narrowing of commodities exported from the Port over time to primarily wood-based products
- Previous lack of planning for maintenance and development of port infrastructure
- Larger economic development projects present risks of pollution in the bay, impacting water quality for fisheries
- Potential difficulty recruiting private businesses/industries due to regulatory environment
- Potential for State and Federal funding priorities to change over time
- Existing industry resistant to new industry entering the community
- Potential human and economic effects of Cascadia Subduction Zone (CSZ) event over the next several decades
- Resistance to change by some citizen groups
- Some general organized advocacy against Port operations, specifically regarding environmental impact and taxation
- Port staff and financial resources spread too thin to meet the needs of all Port-owned properties
- Expectation to deliver to many groups on a limited budget
- Ongoing dredging need for port infrastructure
- Over-reliance on the tourism industry could result in further wage decreases and increased housing challenges
- Aging population and limited in-migration of full-time residents
- Potential compromise of CBRL due to age and condition of Swing Span Bridge
- Potential for deterioration to critical marine habitats (such as eelgrass)
- Risk that large-scale commercial development could compromise strength of commercial and recreational fishing industries
- Increasing energy costs and sometimes limited energy availability
- Increasing politicization and polarization of all issues



7. Policy Context

Port-led, local, and regional planning efforts inform the policy context in which the Port of Coos Bay operates. This section reviews potential environmental issues, statewide planning goals, and other local and regional plans relevant to the Port. These plans provide insight into regional goals and objectives. They may reveal opportunities for the Port to further support strategic partners and regional leaders in supporting economic development and community sustainability.

Threshold Statement

The Oregon International Port of Coos Bay 2025 Strategic Plan has been prepared with funding from OECDD and follows the template provided by OECDD. The Port is committed to adhering to its governance policies and this Strategic Plan. As part of the annual budgeting process, the Port will update its five-year capital plan, along with its goals and objectives, each year. Sitting Commissioners have completed board training and have agreed on procedures for handling conflict-of-interest issues, as well as to follow best practices and fiduciary responsibilities as defined above. The Strategic Plan is designed to be flexible and allows for unanticipated business opportunities that support the Port's economic development or revenue enhancement goals.

Statewide Port Strategic Plan Recommendations

In June 2010, the Oregon State Legislature released a background brief on Oregon Ports.¹⁹ This brief is an important document in State planning efforts regarding the 23 public port districts in Oregon. Specifically, the document established how the state should engage with its ports, including coordinated investment, planning, and infrastructure support. The brief also identified core capabilities and consistent challenges facing ports, such as financing constraints and infrastructure gaps.

The role of Oregon's public ports was also addressed. Most notably, the port districts are to play an active role in economic development by creating and maintaining industrial and commercial infrastructure in surrounding areas, owning and developing industrial and commercial parks, and attracting jobs and private investment. This third point is especially beneficial to rural areas where industrial infrastructure might not otherwise be developed. The brief also noted that several Oregon ports operate air terminals and railroads in addition to marine facilities, the latter being an important area of operation for the Port of Coos Bay.

¹⁹ Oregon State Legislature, *Background Brief on Oregon Ports* (Salem, Oregon: Oregon State Legislature, June 2010), <https://www.oregonlegislature.gov/lpro/Publications/2010OregonPorts.pdf>.



Ports are also a primary link in connecting Oregon seafood products to domestic and international markets. Tourism is another industry noted in the brief in which ports play an important role, as they support recreational fishing and leisure boating. The areas identified in the 2010 legislative background brief are all areas that our SBP will pay close attention to in determining both short-term and long-term goals for the Port.

Environmental Issues

The Port of Coos Bay is committed to being a responsible environmental steward through the sustainable economic development of the region. Port activities have both direct and indirect effects on the environment, and Port staff are committed to minimizing their impact while educating and empowering employees to make more environmentally responsible life choices.

Port staff make every effort to adhere to laws and regulations pertaining to Port operations and the community. They aim to exceed required levels of compliance wherever feasible. This strategy has begun to take shape through environmentally preferable purchasing decisions and company-wide recycling programs. As a result, environmental responsibility has become an integral part of the Port's operating philosophy.

Environmental Goals and Policy

The Port's goals include managing operations and facilities in an environmentally responsible manner. The Board adopted green policies in 2009, and the Port maintains both "Clean Marina" and "Clean Boatyard" certifications from the Oregon State Marine Board (OSMB). It also implements the OSMB's best environmental practices at the Charleston Marina and Boatyard. The following goals, policies, and strategies (originally set in the 2015 SBP) support the Port's continued commitment to sound environmental stewardship.

Goal: Continue to operate Port facilities consistent with established best management practices, including Clean Marina and Clean Boatyard programs.

Policy 1: Review and, as necessary, update green policies and best management practices annually to ensure compliance with current environmental regulations and to balance economic development opportunities with regional sustainability.

- Work with local representatives to address environmental concerns and engage community input as needed for special projects.
- Share resources, funds, and opportunities with local and regional partners, as appropriate, to achieve common environmental goals and projects.

Policy 2: Maintain Clean Marina and Clean Boatyard certifications through OSMB.



Environmental Priorities

The Port has identified six environmental priorities: waste management, water conservation, air quality, energy efficiency, purchasing supplies, and community engagement.

Coos Bay Estuary Management Plan

Coos Bay, North Bend, and Coos County have created and updated the Coos Bay Estuary Management Plan (CBEMP) in compliance with Oregon's Statewide Planning Goal 16. The plan strives to balance natural resource, conservation, and development needs within the Coos Bay Estuary and designates appropriate areas for various existing and future uses. It includes maps and guidance to identify the management unit designation for each parcel of land, along with guidelines and policies for development within each designated unit in and around the estuary.

The management unit classifications identified in the CBEMP are:

- Natural Aquatic (NA)
- Conservation Aquatic (CA)
- Development Aquatic (DA)
- Natural Shorelands (NS)
- Conservation Shorelands (CS)
- Rural Shorelands (RS)
- Development Shorelands (D)
- Water-Dependent Development Shorelands (WD)
- Urban Development (UD)
- Urban Water-Dependent (UW)

Statewide Planning Goals

The Port's Strategic Business Plan (SBP) has been developed to align with the statewide planning goals as required by the state. The following goals are most relevant to the Port's planning efforts.

Statewide Planning Goal 9 – Economic Development

To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's citizens.

The State of Oregon requires local jurisdictions to maintain a 20-year supply of employment lands suitable to meet the needs of existing businesses and industries likely to relocate to the area during the planning horizon. The Coos-Curry-Douglas Business Development Corporation (CCD) is the federally recognized and funded economic development district for the three-county region.



In June 2022, CCD completed an Economic Recovery Initiative (ERI) resiliency plan for the region. The plan identified three main gaps in the regional entrepreneurial system: access to communication networks, financial resource identification, and business acumen technical training and support. While the Port does not directly engage with these aspects of economic development, it partners with organizations that do. Through current and future partnerships, the Port may help close these gaps in the regional economy.

More recently, CCD prepared a comprehensive economic development strategy (CEDS) for 2024–2029. The CEDS action plan identifies four main goals:

- Support efforts to improve the regional economy through partnerships and regional collaboration
- Reduce barriers and obstacles to economic development and living wage job growth
- Support infrastructure assistance to communities
- Maintain and promote vibrant, livable communities

The Port of Coos Bay actively participates in the first goal by improving its own partnerships and regional collaboration with organizations in Coos County. The Port is also working to promote living wage job growth through its ownership of industrial and commercial land. Infrastructure remains a critical component of Port operations, including the Coos Bay Rail Line and the Charleston Marina.

Through this strategic planning process, PC identified further competitive advantages that distinguish the Port of Coos Bay from other ports and position it to grow and support regional economic development. Specific advantages are detailed in the [SWOT analysis](#) and specific projects supporting Goal 9 are described in the [Capital Improvements Plan](#) section.

Statewide Planning Goal 12 – Transportation

To provide and encourage a safe, convenient, and economic transportation system.

The State of Oregon requires all cities and counties to develop a Transportation System Plan (TSP) to support this goal. The cities of Coos Bay and North Bend, along with Coos County, each maintain a TSP. These plans include the Port-owned and operated Coos Bay Rail Line and the Port's maritime activities. The Port handles 1.5 million tons of cargo annually through the Coos Bay harbor. Both the Charleston Marina and the Coos Bay Rail Line are integral components of the Port District's transportation system. Continued maintenance and improvements to these facilities will be critical for sustaining a safe, efficient, and economically viable transportation system in the region.



Statewide Planning Goal 17 – Water Dependent Use

To conserve, protect, where appropriate, develop and where appropriate restore the resources and benefits of all coastal shorelands, recognizing their value for protection and maintenance of water quality, fish and wildlife habitat, water-dependent uses, economic resources and recreation and aesthetics. The management of these shorelands shall be compatible with the characteristics of the adjacent coastal waters; and

To reduce the hazard to human life and property, and the adverse effects upon water quality and fish and wildlife habitat, resulting from the use and enjoyment of Oregon's coastal shorelands.

This SBP identifies facility and infrastructure improvements related to water-dependent uses. The Port manages and maintains these uses in Charleston, the North Spit, the East Bay, and the Upper Bay. The identified improvements are discussed in the [Capital Improvements Plan](#). All proposed and implemented improvements must demonstrate compliance with Goal 17 policies.

Other Local & Regional Plans

City of Coos Bay Comprehensive Plan

The City of Coos Bay's Comprehensive Plan was originally developed for 1987–2000 and has been updated multiple times, most recently in April 2025. The Comprehensive Plan addresses the history of Coos Bay, the physical environment, ecology, cultural environment, and land use, along with a discussion of key problems, planning issues, and goals. It identifies seven target industries for economic development:

- Water-dependent industries and enterprises
- Industries that do not require access to Interstate 5
- Businesses relating to outdoor recreation
- Wood products and commercial fishing industries
- Solar and metal fabrication
- Technology industries reliant on proximity to fiber-optic infrastructure
- Tourism

This SBP examines the current industry composition of Coos Bay in the [Economic Profile](#) and focuses specifically on [Trade](#) and [Tourism](#) within the same section.

While wood products and water-dependent industries have declined over the past few decades, tourism is highlighted in the Comprehensive Plan as a key opportunity. The plan acknowledges a regional shift in perception, from one centered on industry to one that values recreational and tourism-related assets.



Parks, Recreation, and Cultural Facilities Plan (2023–2033)

The Facilities Plan details existing paths (including the Coos Bay Boardwalk, John Topits Park Trail, Sawmill and Tribal Trail, and Mingus Park Trail) as well as historical and cultural facilities such as the Preway, Firefighters Memorial, Coos Art Museum, Egyptian Theater, Marshfield Sun Printing Museum, and Coos Bay Library. Community feedback emphasizes renovating and maintaining existing facilities, addressing public safety concerns (e.g., illegal camping and vandalism), supporting trail connectivity, and expanding the Boardwalk. The Facilities Plan's goals are to enhance existing facilities, develop citywide branding, pursue sustainable funding sources, and build or strengthen partnerships for implementation.

Some facilities, such as the Coos Bay Boardwalk, are or could be supported by the Port or through use of Port-owned lands. This SBP also considers community feedback on potential developments the Port could undertake to support these facilities.

Coos Bay Rail Line 2014 Economic Impact Study

The Coos Bay Rail Line's (CBRL's) first full year under Port ownership was 2012, and many economic benefits have resulted since then. CBR customers saved \$2.2 million in transportation costs in 2014.

Construction alone has had a considerable economic impact on the area. Construction investments totaled \$3.1 million in 2014, following substantial investments in previous years, and generated 24 jobs that year.

Operations in 2014 supported 14 direct CBRL jobs with \$838,000 in compensation, while purchases from vendors grew to \$2.7 million. Total employment supported by CBRL was 40 jobs, with an additional 2.1 jobs from direct or induced effects. The rail line generated \$337,000 in state and local taxes (across tri-counties) and \$456,000 statewide. It also led to savings in road maintenance costs and reduced collision-related expenses.

The Port raised over \$31 million for repairs to CBRL infrastructure. Economic benefits include support for local industry through lower transportation costs, with the Southwest region of the United States being the largest market for cargo.

Understanding the Impacts of Port assets and operations such as the CBRL is crucial when implementing an SBP. There are many, sometimes subtle, links between Port assets and their effects on the local economy. To establish this understanding, PC conducted a workshop with the commissioners to map the links and contingencies between port assets ensuring that recommended actions planned for these linkages.



CCD CEDS 2024–2029

Coos, Curry, and Douglas Counties all have aging populations, most likely due to a lack of family-wage jobs in the area. The Comprehensive Economic Development Strategy (CEDS) identifies increasing the high-technology sector in the study area as a key focus in the state, as the number of such jobs is much lower compared with the rest of Oregon.

The CEDS's SWOT analysis highlights the region's strengths as natural amenities, emerging tourism, community pride, transportation connections, and the natural shipping harbor. Weaknesses include a lack of affordable housing, inadequate infrastructure, poor workforce development, lack of collaboration, and low wages. Opportunities involve increasing affordable housing, attracting and retaining the workforce, improving infrastructure, promoting tourism, and increasing emergency planning awareness. Threats include environmental constraints, rural infrastructure challenges, workforce challenges, housing issues, and limited capital. Housing is identified as the largest weakness. The SWOT in chapter 6 of this SBP identifies many of these same elements as well as more that relate directly to the Port.

The action plan includes goals to improve the regional economy through partnerships and collaboration, reduce barriers to economic development and living-wage job growth, support infrastructure assistance to communities, and maintain and promote vibrant, livable communities.

Economic Benefits and Needs of Oregon Public Ports

This document highlights the significant economic role of Oregon's public ports. The Ports of Portland, Coos Bay, and Astoria function as gateways in Oregon. While only the Port of Portland and the Port of Coos Bay are Oregon's international ports, the Port of Astoria is still an important gateway to the Columbia River system. Of the gateway ports, the Port of Portland is the largest, with 84% of Oregon's waterborne trade passing through it in 2020.

Overall, Oregon port activities support over 106,799 jobs, \$7.1 billion in labor income, \$10 billion in value-added impacts, and \$19 billion in total economic output, with the Port of Portland accounting for the majority of these jobs. Ports contribute 5.6% of Oregon's employment (1 in 20 jobs), and including indirect/induced effects, support 220,000 jobs (1 in 10 jobs). Most ports (73%) reported growth over the past five years, with the Port of Coos Bay experiencing substantial growth.

The largest needs for ports are planned capital improvements, new buildings and facilities, and wastewater systems. The Port of Coos Bay directly supports 110 jobs, with a



total of 230 jobs including indirect and induced effects.²⁰ Wages at ports are generally higher than the overall state average.

Oregon Freight Plan

The vision of the Oregon Freight Plan is to achieve a reliable, safe, and efficient freight system by 2045 that enhances quality of life and encourages business growth. Oregon is estimated to be the 10th to 15th most trade-dependent state, with freight volume predicted to grow 64% and freight value 92% from 2017 to 2050. Freight is a very important aspect of the Oregon economy. This SBP analyzes the impacts of trade in the Port of Coos Bay region in the [Trade](#) section.

Different transportation regions are identified by Area Commissions on Transportation (ACTs). Coos County is included in the South West ACT along with Douglas and Curry counties. Table 7.1 below shows what types of goods will be exported (production shares by commodity group) along with forecasted changes in the South West ACT through 2040.

Table 7.2 shows what types of goods were imported to the area in 2019 and the forecasted changes for 2040.

Table 7.1: South West Area Commission on Transportation Production Shares by Commodity Group, 2019–2040 by Value

Commodity Group	Commodity Share 2019	20-Year CAGR	Commodity Share 2040
Food or Kindred Products	28.0%	1.2%	26.0%
Other/Miscellaneous	25.0%	1.7%	26.0%
Forest or Wood Products	17.0%	(0.5%)	11.0%
Petroleum, Coal, Chemicals	13.0%	3.4%	19.0%
Machinery, Instruments, Transportation Equipment, Metals	13.0%	2.3%	15.0%
Pulp or Paper Products	2.0%	0.1%	1.0%
Clay, Minerals, Stone	3.0%	1.2%	2.0%
Total	100.0%	1.4%	100.0%

Source: Oregon Freight Plan 2023

²⁰ Direct effects are immediate economy activity, such as workers employed and wages paid by the organization. Indirect effects are additional workers and wages supported by business-to-business activity. Induced effects originate from changes in household spending (or spending multipliers) impacting economic output. Sources include “industry located on Port property” which may explain higher than expected direct employment estimates.



Table 7.2: South West Area Commission on Transportation Consumption Shares by Commodity Group, 2019–2040 by Value

Commodity Group	Commodity Share 2019	20-Year CAGR	Commodity Share 2040
Machinery, Instruments, Transportation Equipment, Metals	28.0%	2.0%	28.0%
Other/Miscellaneous	25.0%	3.2%	32.0%
Food or Kindred Products	16.0%	1.6%	15.0%
Petroleum, Coal, Chemicals	16.0%	1.8%	15.0%
Forest or Wood Products	8.0%	0.9%	7.0%
Clay, Minerals, Stone	4.0%	(1.9%)	2.0%
Pulp or Paper Products	2.0%	(1.2%)	1.0%
Total	100.0%	1.7%	100.0%

Source: Oregon Freight Plan 2023

City of Coos Bay Housing Needs Analysis (2020)

This analysis found that future housing needs for the next 20 years can be appropriately met using existing city land and current zoning designations. The Urban Growth Boundary (UGB) does not need to be changed, nor is there a need for increased density of housing on residential land. While this housing needs analysis found that the UGB did not need to be expanded for residential reasons, there is a current initiative to expand the current boundary.²¹ The initiative may be tied to the need for developable industrial land if there is an insufficient amount available.

Demand for homeownership is outpacing supply, and future housing demand is expected to remain high, particularly at mid- and high-income levels. A total of 604 new rental and ownership units will be needed by 2040 to meet this demand. The City of Coos Bay approved a new manufactured home development in 2020, resulting in a projected 61.2% of new housing being manufactured homes, 28% single-family homes, and 11% duplex through four-plex units. These developments are anticipated to require only 79.2 acres of new residential land out of the 480 acres available.

This Housing Needs Analysis is relevant to our SBP, as residential development is a potential option for some Port-owned land in the bay area. Residential development is also considered a driver of economic development.

²¹ "City & County Collaborate on UGB – Mayor's Message," Joe Benetti, City of Coos Bay News, May 30, 2025, <https://www.coosbayor.gov/Home/Components/News/News/1788/222>.



Charleston Harbor Master Plan Update

This Master Plan provides insight into the uses of Charleston Harbor and the value it brings to the Port of Coos Bay and the surrounding region. Understanding these uses, along with the Port's other assets and operations, helps contextualize the Port's needs in this SBP.

The Charleston Harbor has three main operation areas: the Marina, Shipyard, and RV Park. The Marina provides services and infrastructure annually to over 200 locally based commercial and recreational fishing vessels, as well as hundreds of visiting vessels. About 25% of total harvest value from Oregon's ocean fisheries comes from Charleston.

The Shipyard offers storage for equipment and vessels and hosts three service providers that perform year-round repair, maintenance, and construction for commercial fishing fleets.

The Charleston Marina RV Park has space for 100 RVs, plus three family-sized yurts and two tent sites, along with numerous visitor amenities.



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

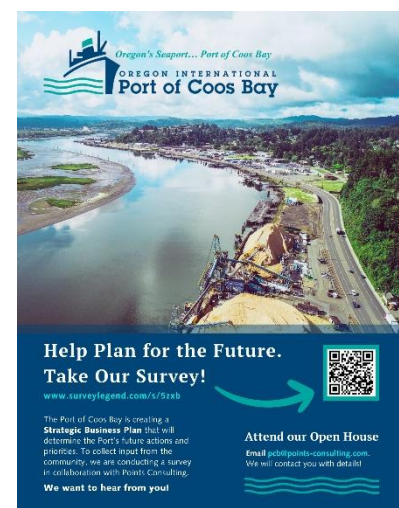
Our team made several efforts to engage with the local Tribes, including the Coquille Indian Tribe and the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians (CTCLUSI). With the aim of creating a connection between the Port's new leadership and Tribal leadership, we emailed department heads 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.”

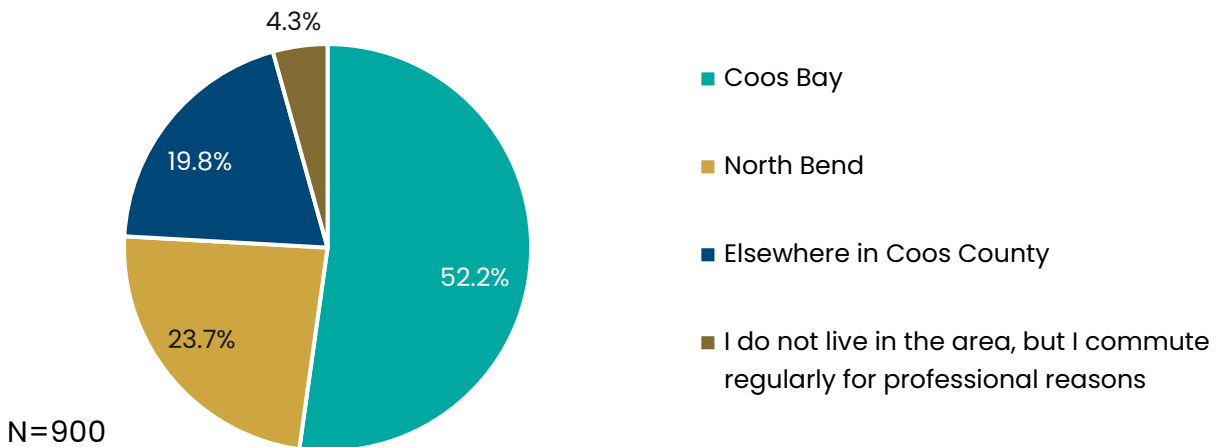
Respondents who viewed the Port’s environmental efforts negatively most often called for avoiding an intermodal port, protecting habitats and ecosystems, and reducing dredging (Figure A.22). Regarding the preservation of history, culture, and tribal presence in Coos Bay, 36.9% of respondents said it 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.

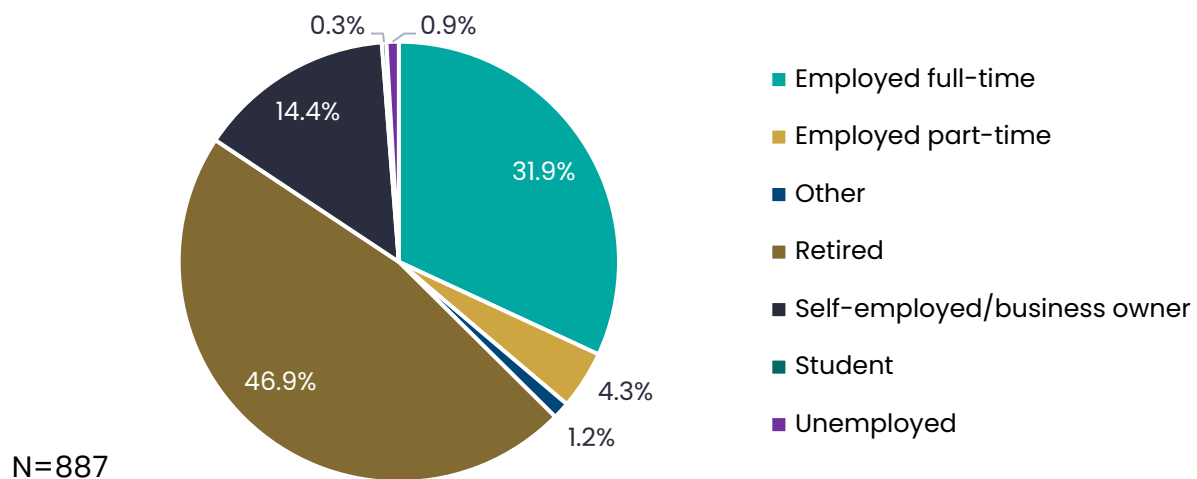
Response Results

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



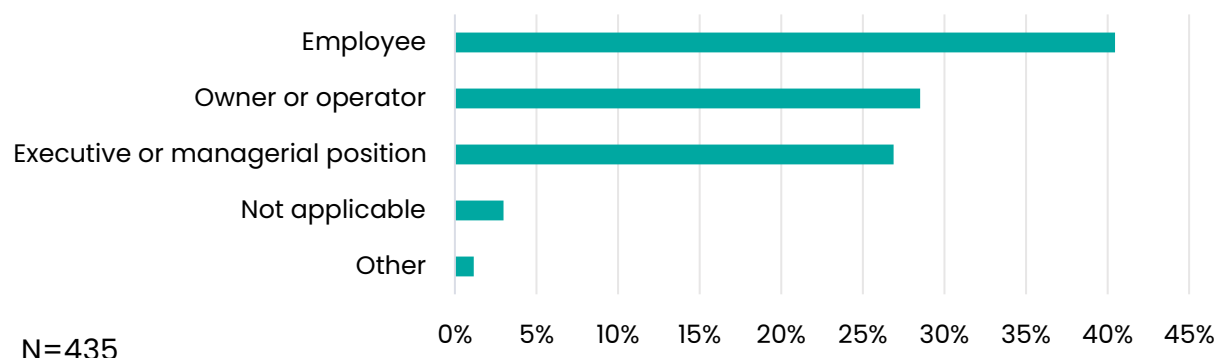
Source: Points Consulting, 2025

Figure A.2: What is your employment status?



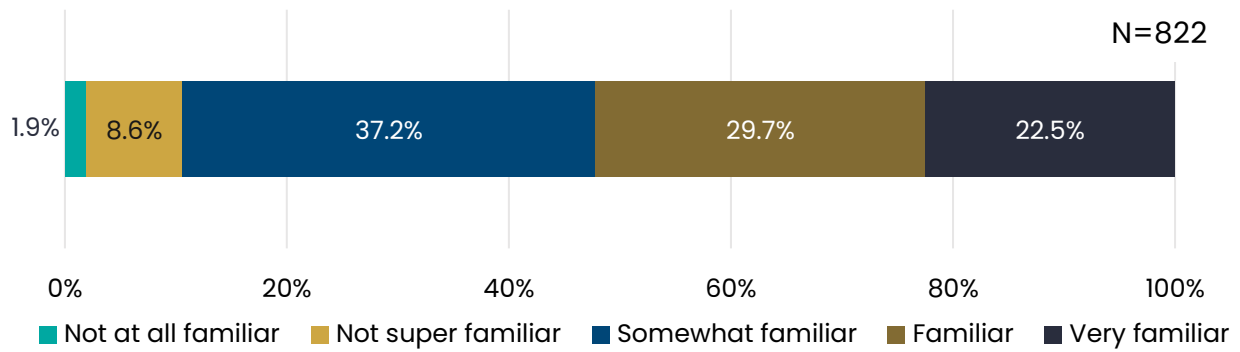
Source: Points Consulting, 2025

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



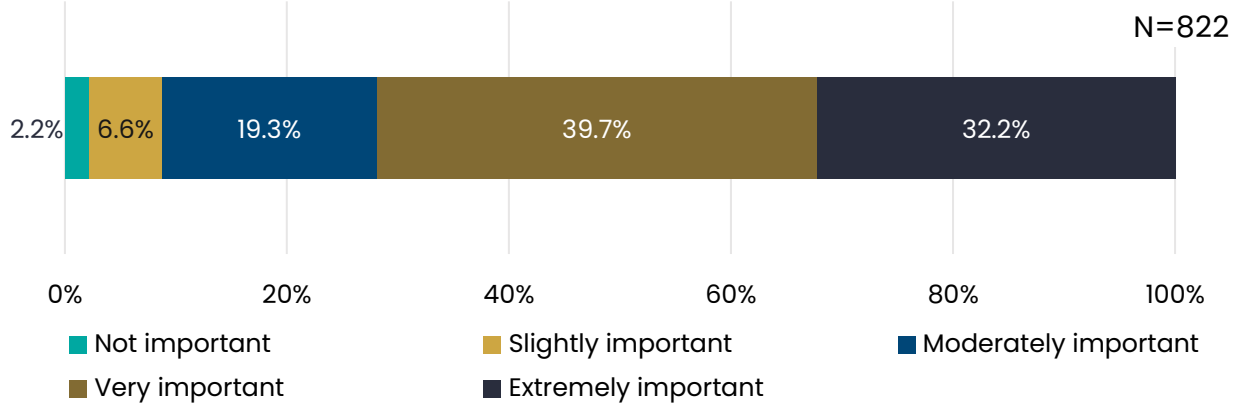
Source: Points Consulting, 2025

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



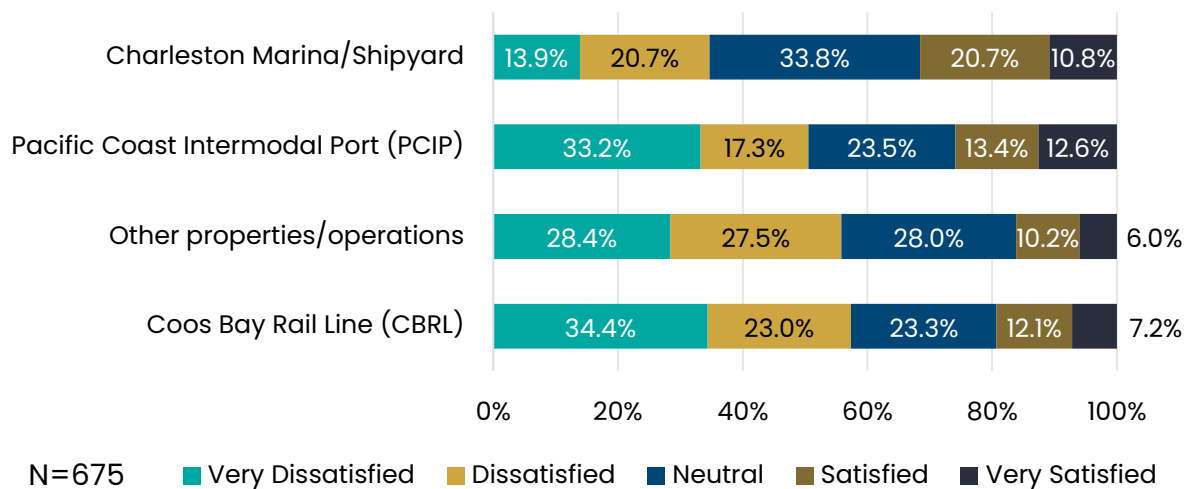
Source: Points Consulting, 2025

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



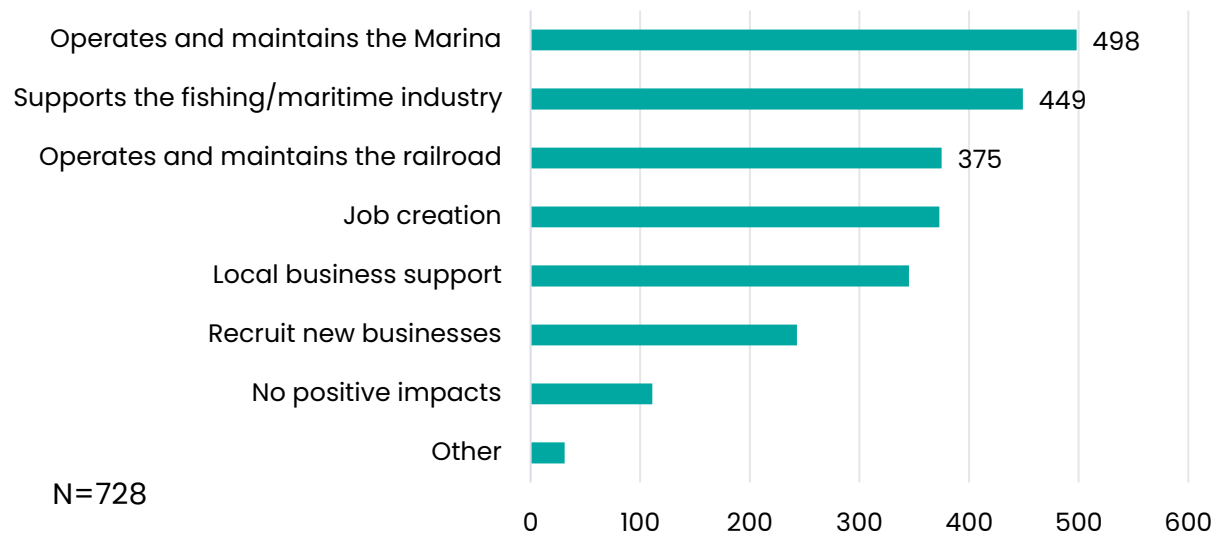
Source: Points Consulting, 2025

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



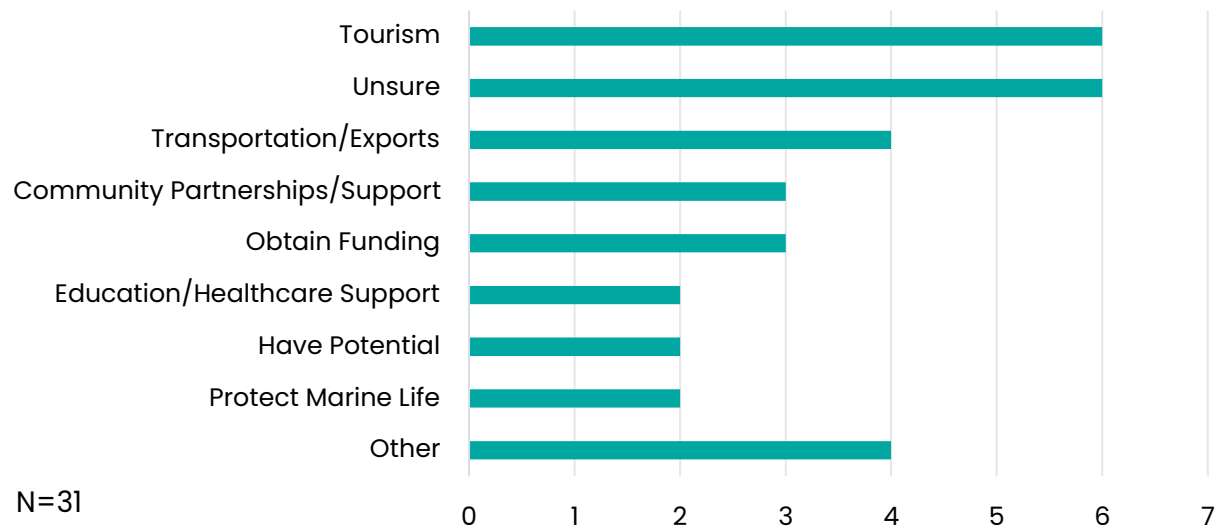
Source: Points Consulting, 2025

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



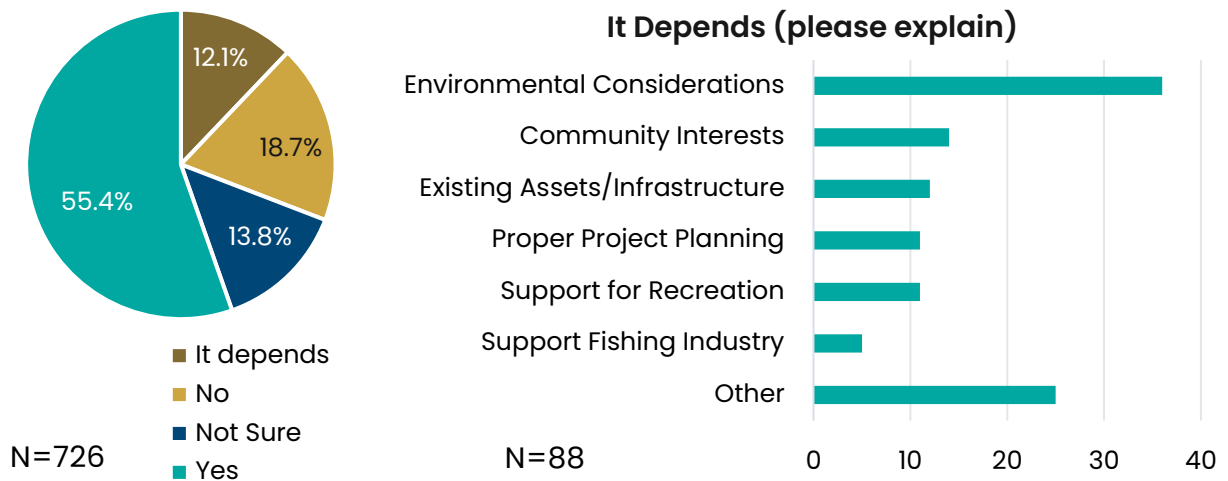
Source: Points Consulting, 2025

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



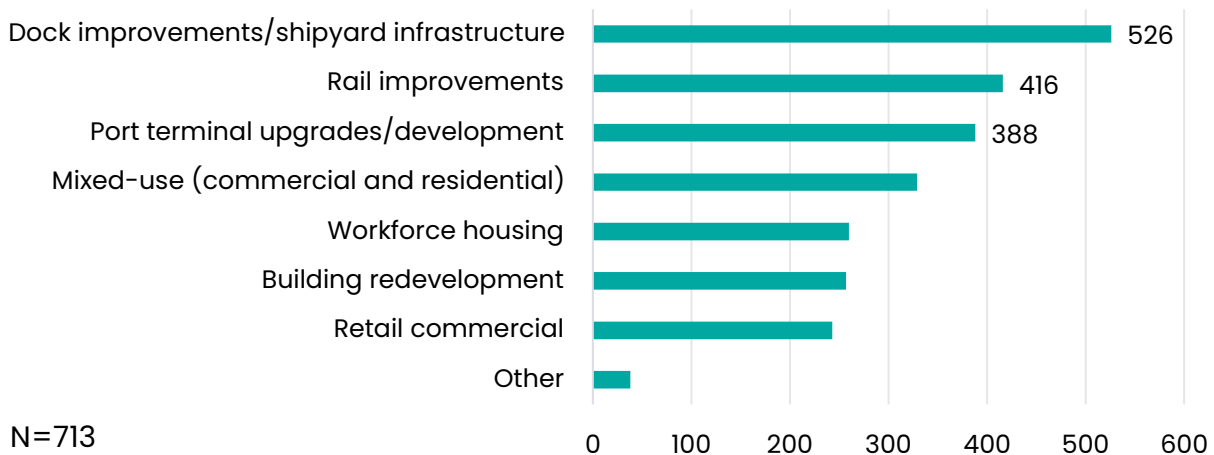
Source: Points Consulting, 2025

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



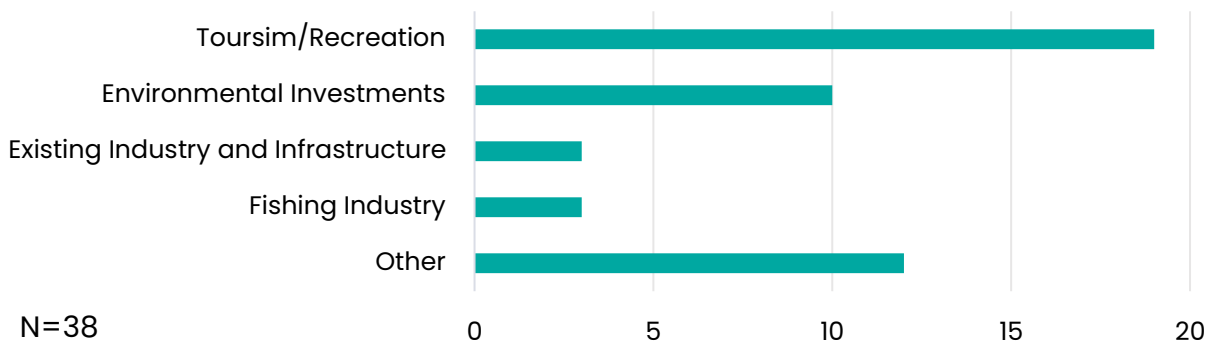
Source: Points Consulting, 2025

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



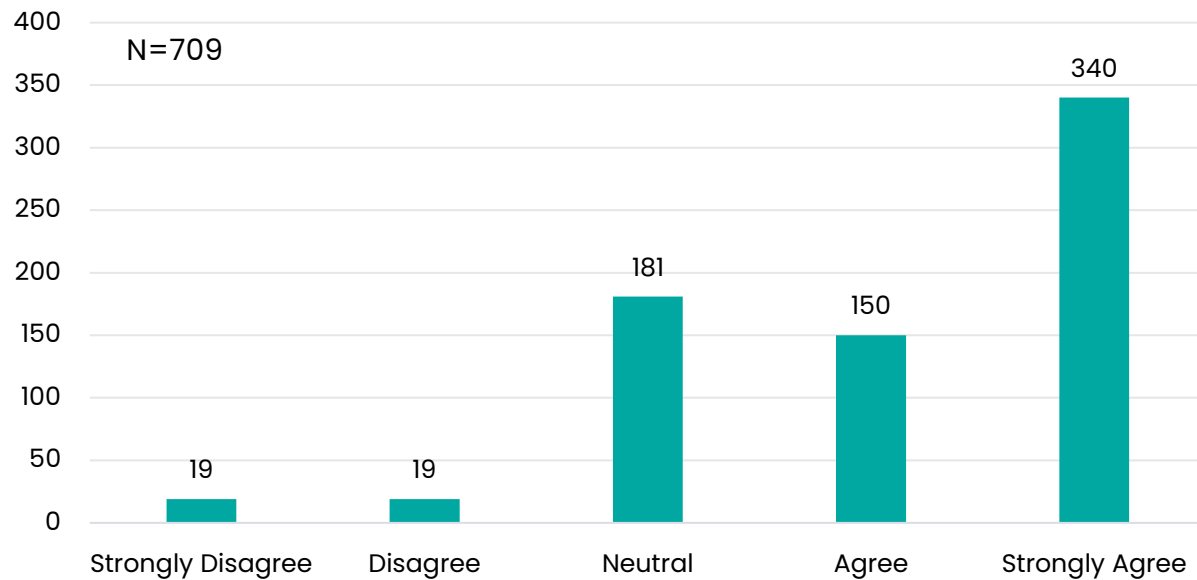
Source: Points Consulting, 2025

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



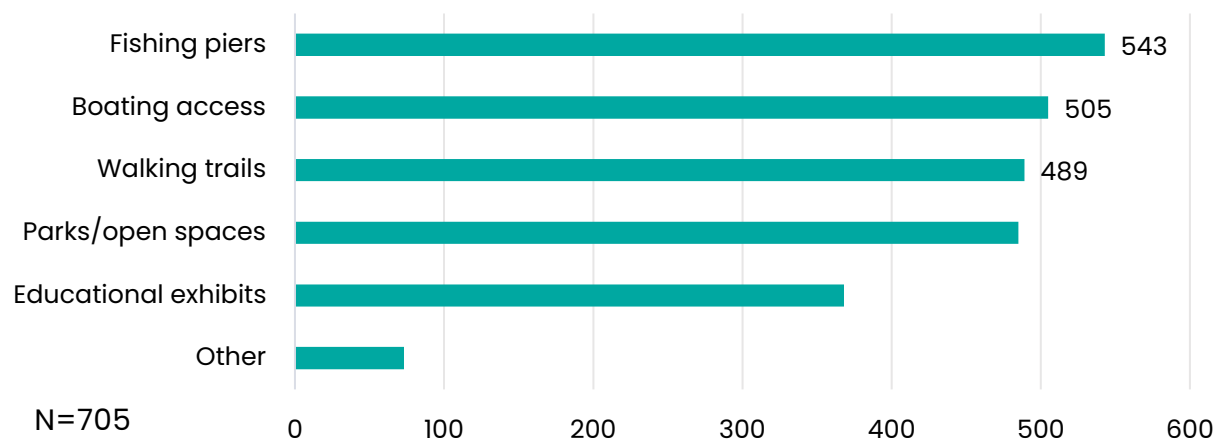
Source: Points Consulting, 2025

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



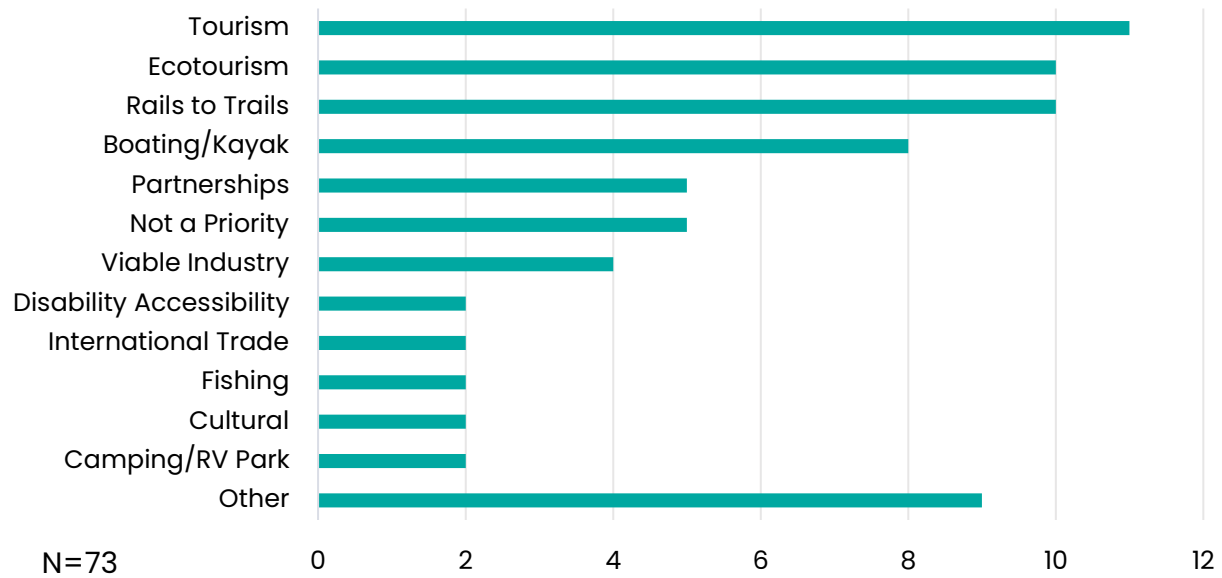
Source: Points Consulting, 2025

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



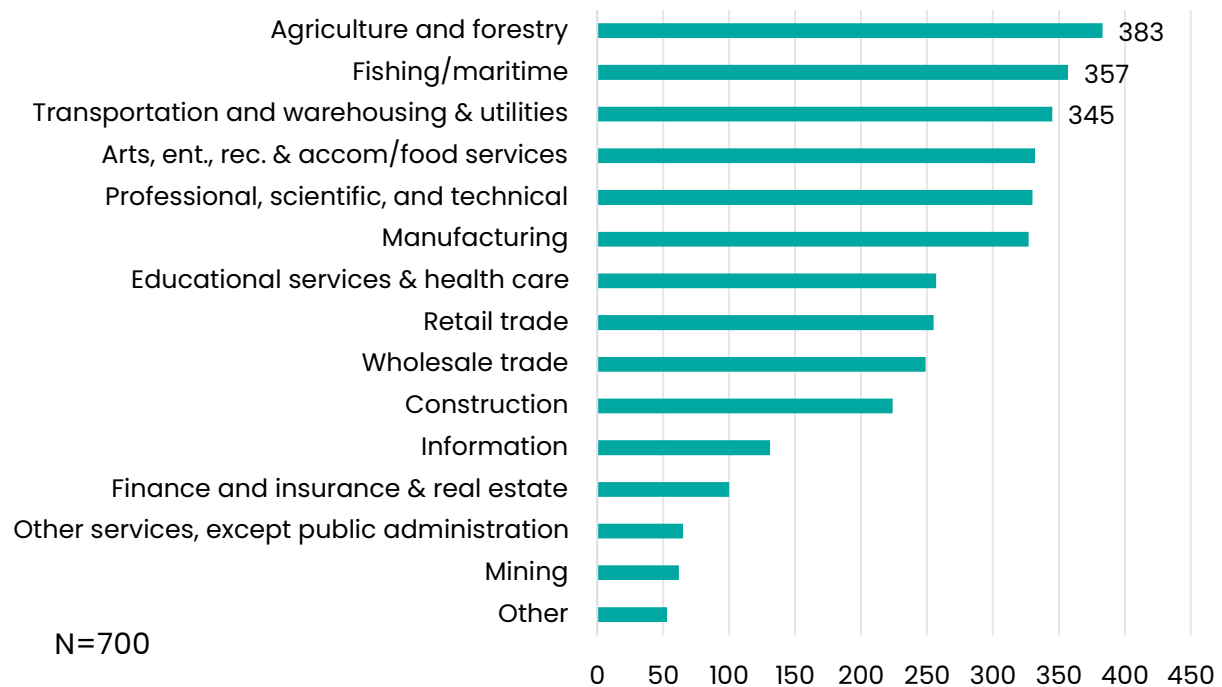
Source: Points Consulting, 2025

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



Source: Points Consulting, 2025

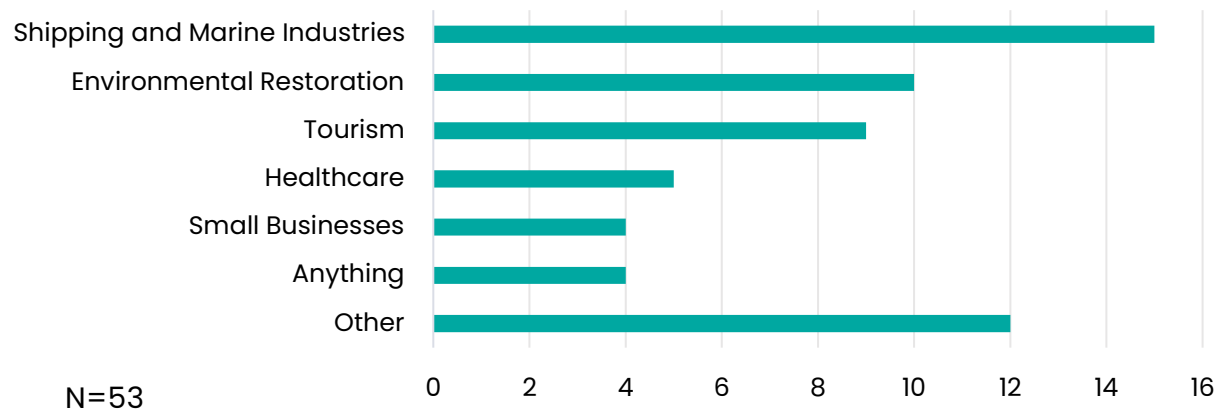
Figure A.15: What sectors or industries should the Port of Coos Bay attract or support?²²



Source: Points Consulting, 2025

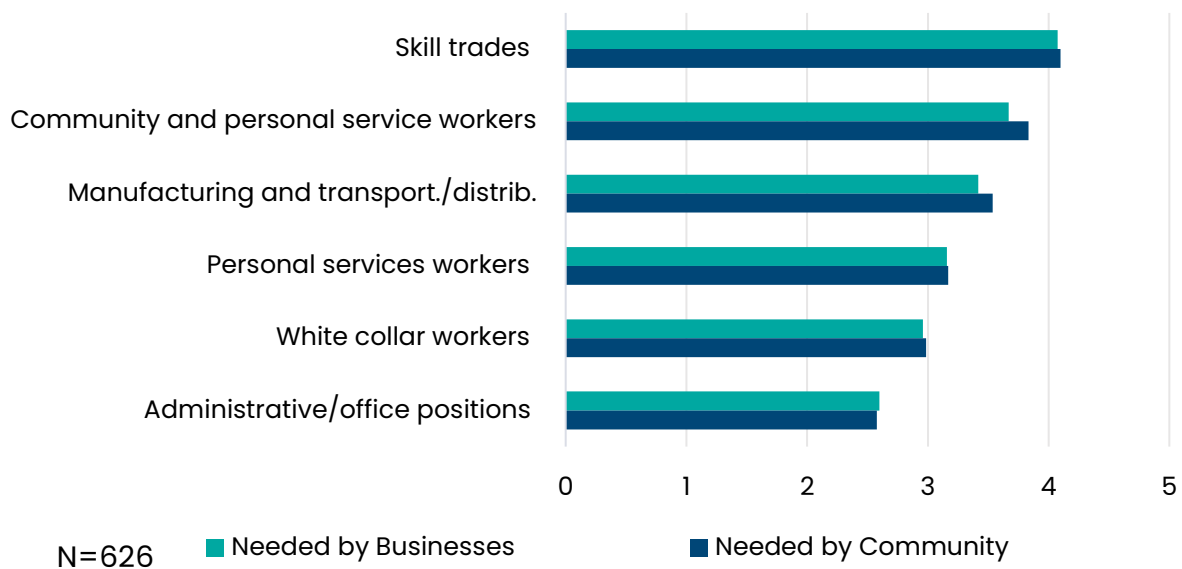
²² Initially, "agriculture and forestry", Fishing/maritime", and "mining", were classified as "Agriculture, forestry, fishing and hunting, & mining". This change was made after the first week of survey collections.

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



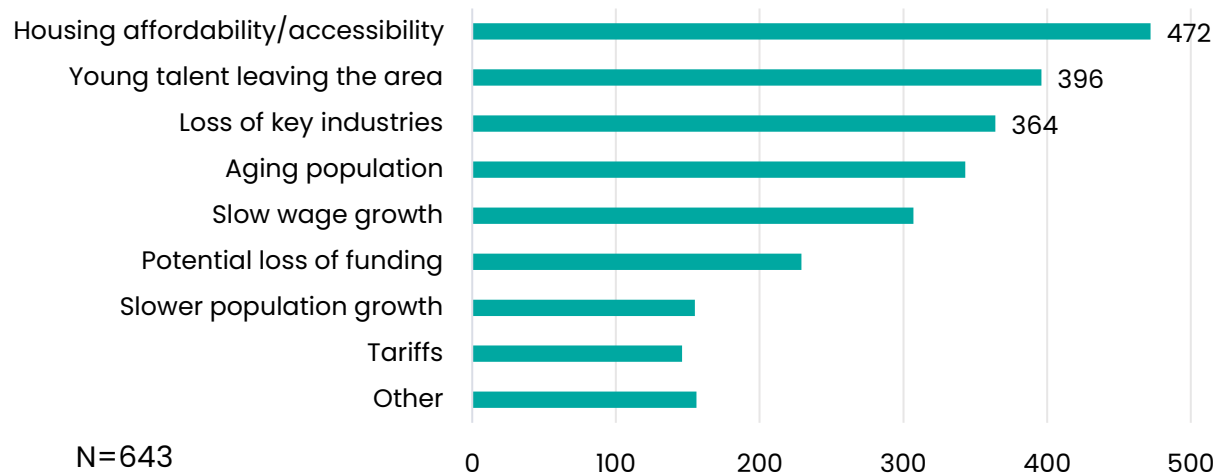
Source: Points Consulting, 2025

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?



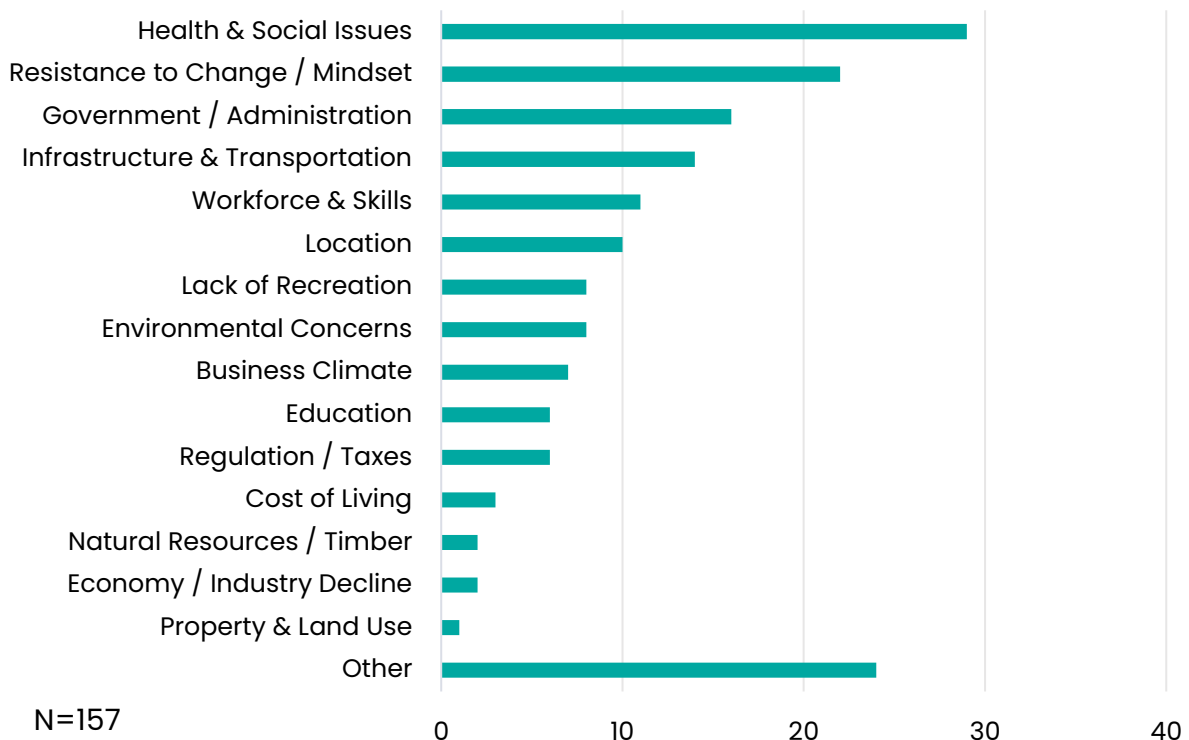
Source: Points Consulting, 2025

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



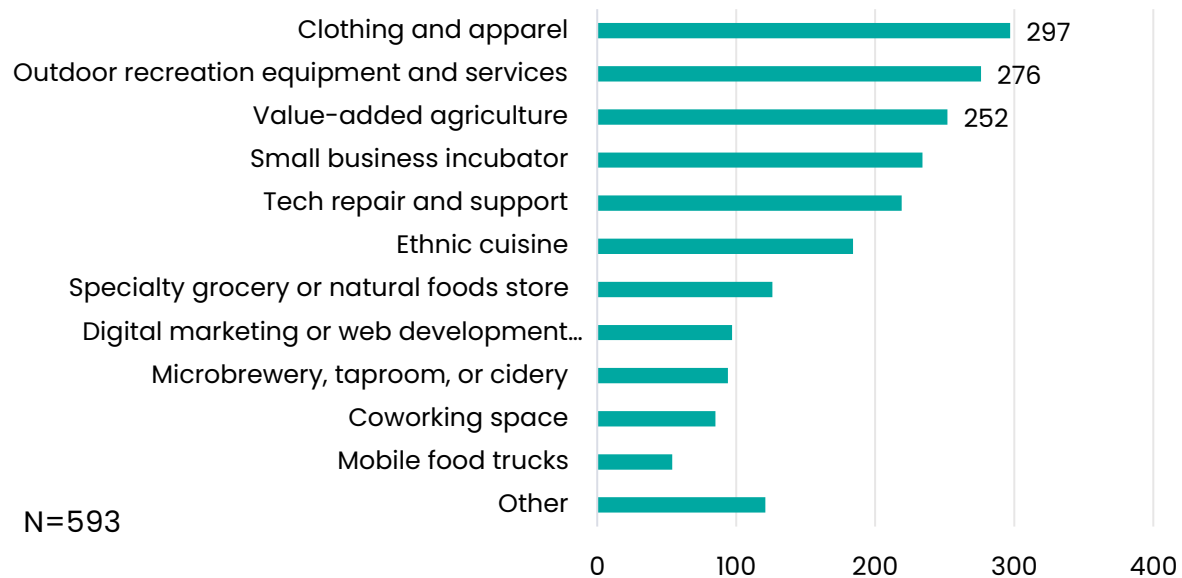
Source: Points Consulting, 2025

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



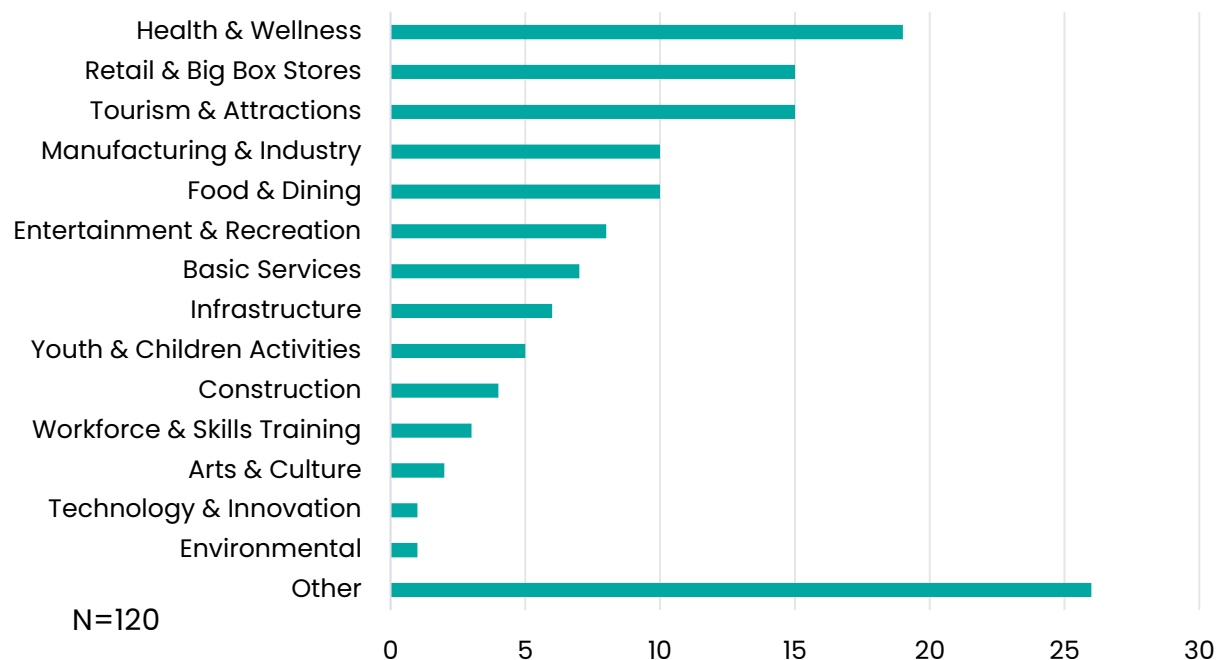
Source: Points Consulting, 2025

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)

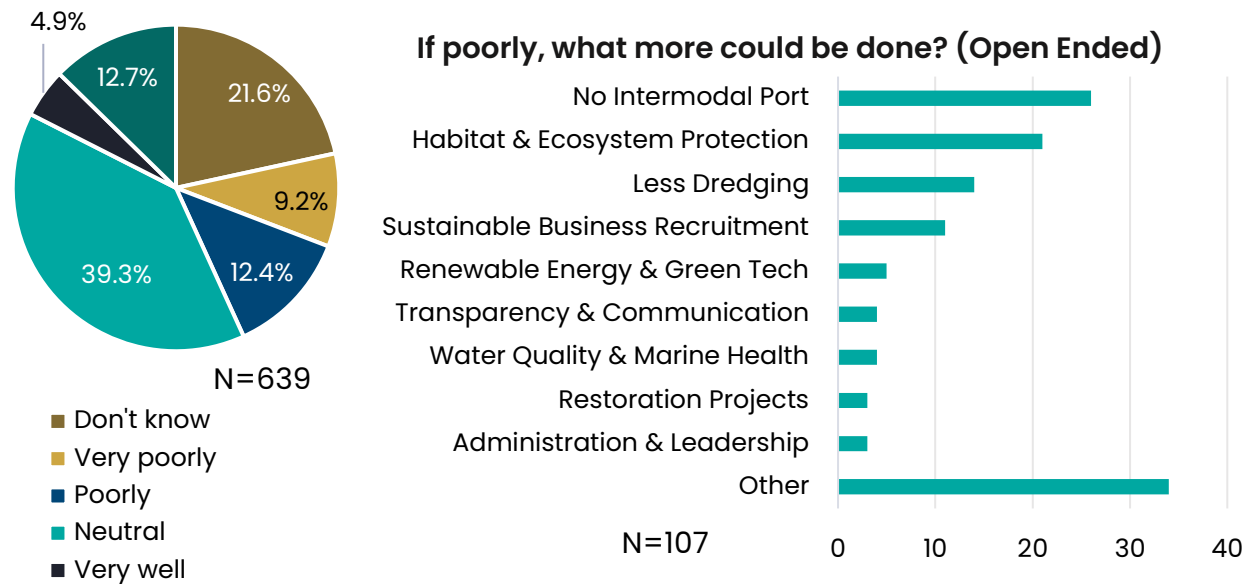


Source: Points Consulting, 2025

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

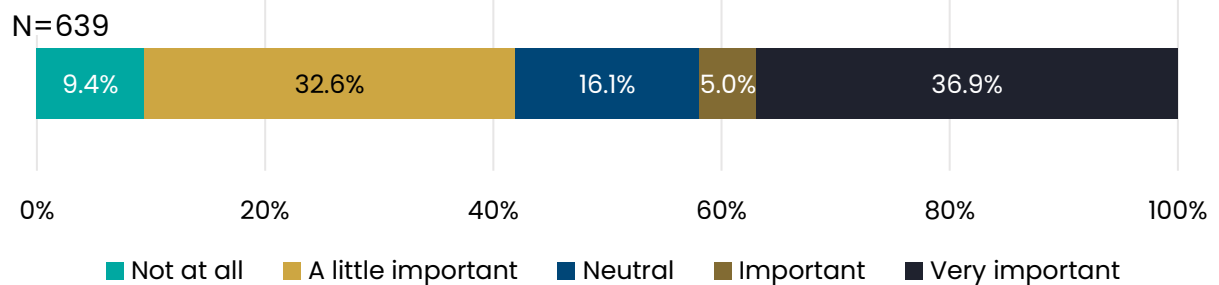


Figure A.22: To what extent are the Port of Coos Bay's efforts to reduce their environmental impact working?



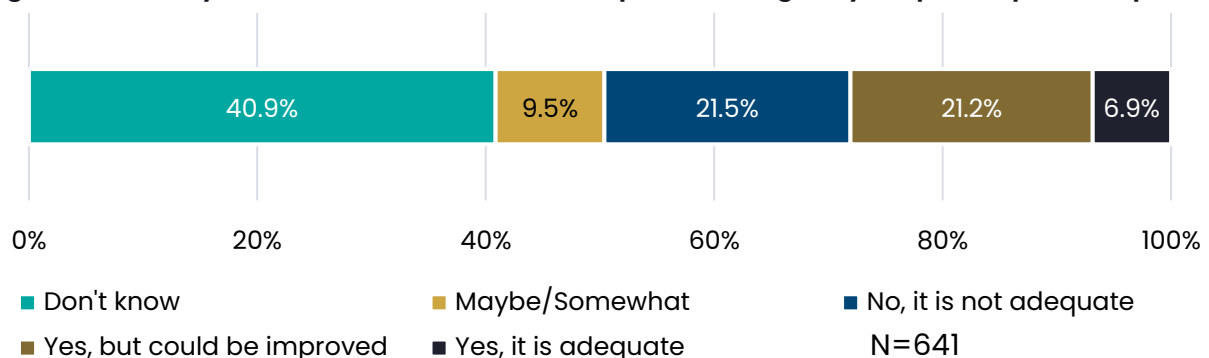
Source: Points Consulting, 2025

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?



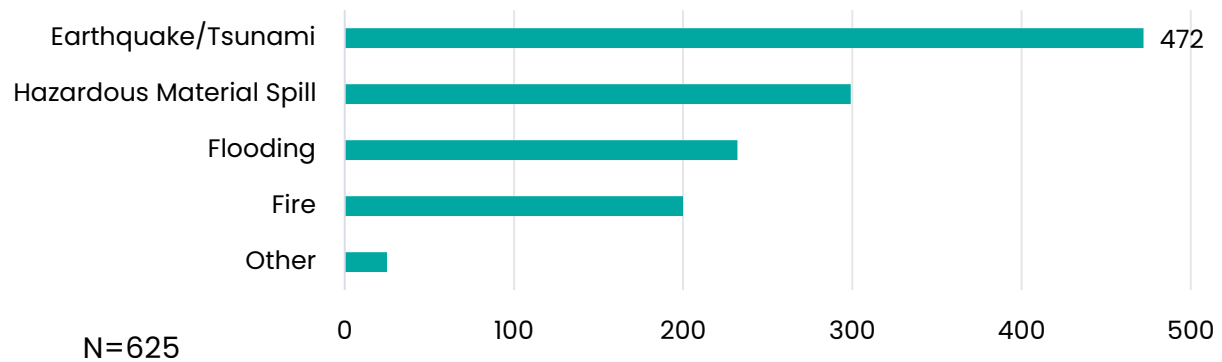
Source: Points Consulting, 2025

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



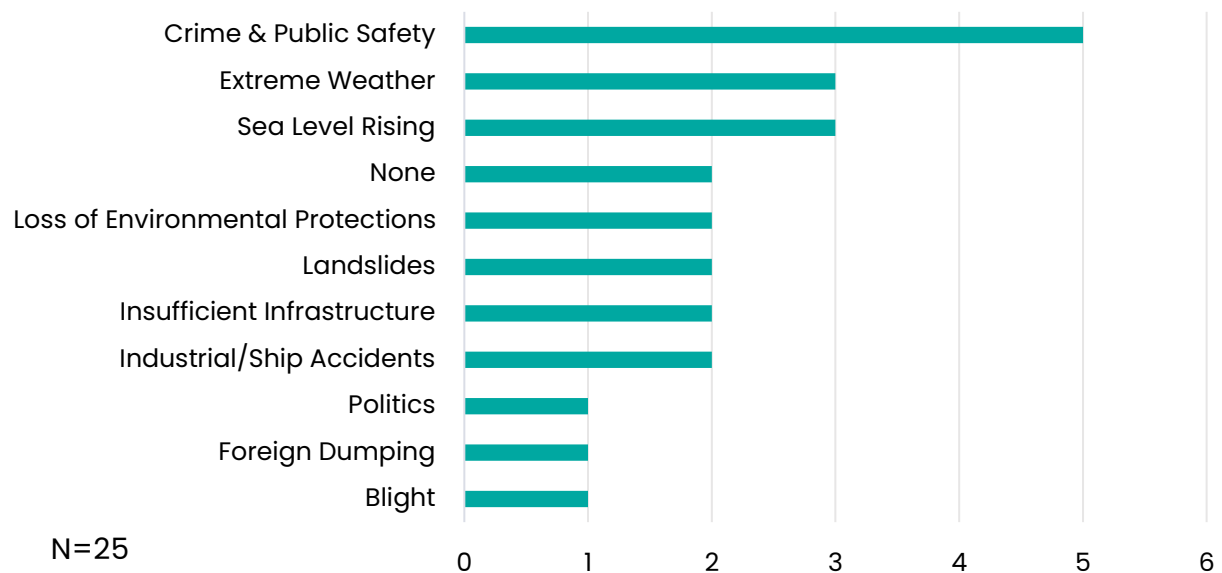
Source: Points Consulting, 2025

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)



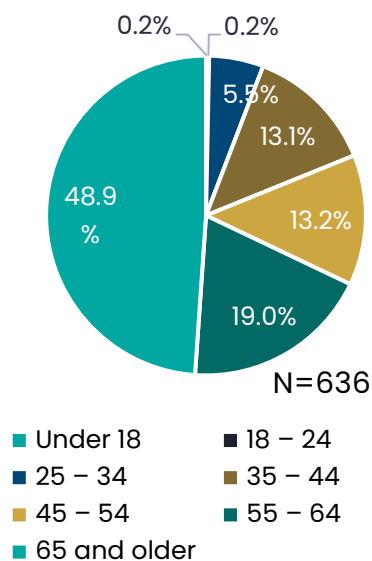
Source: Points Consulting, 2025

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?

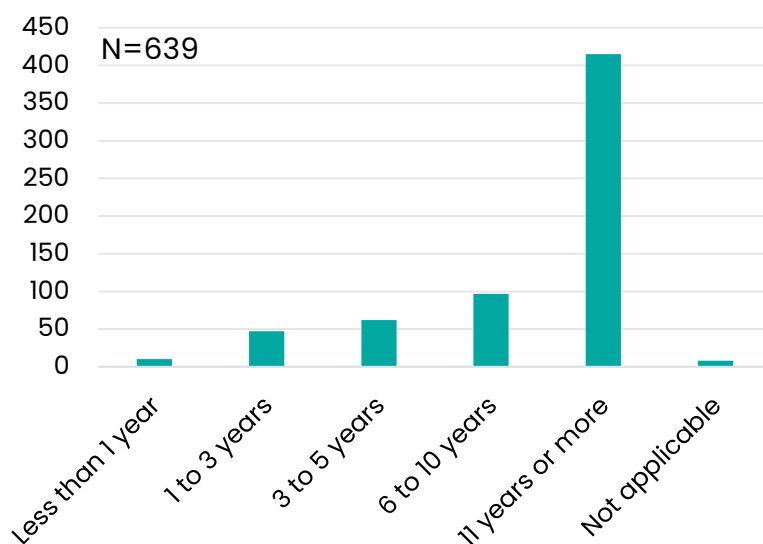


Figure A.30: What is your race/ethnicity?

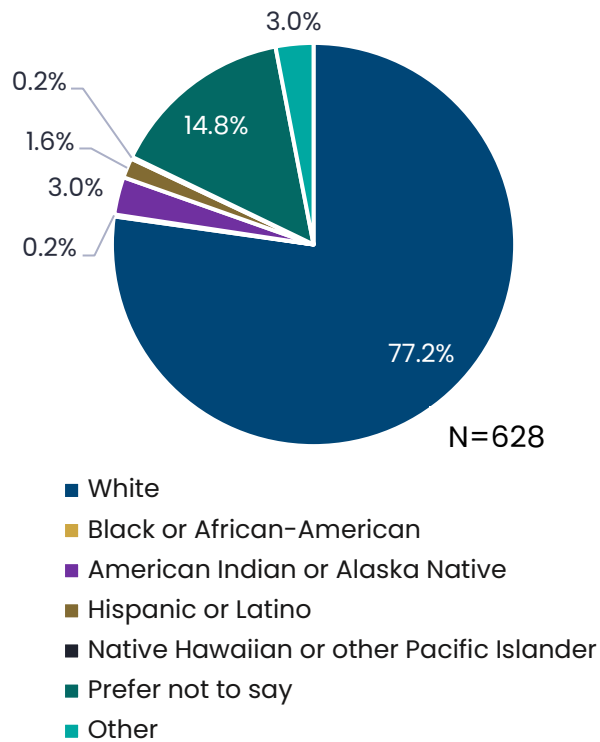
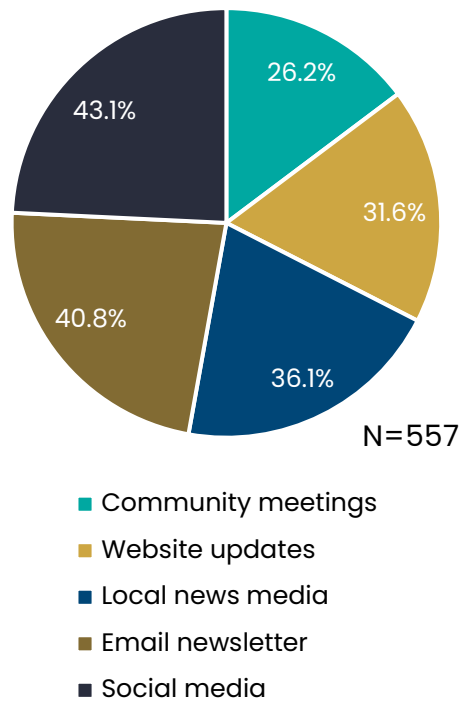


Figure A.31: How would you prefer to receive updates from the Port?

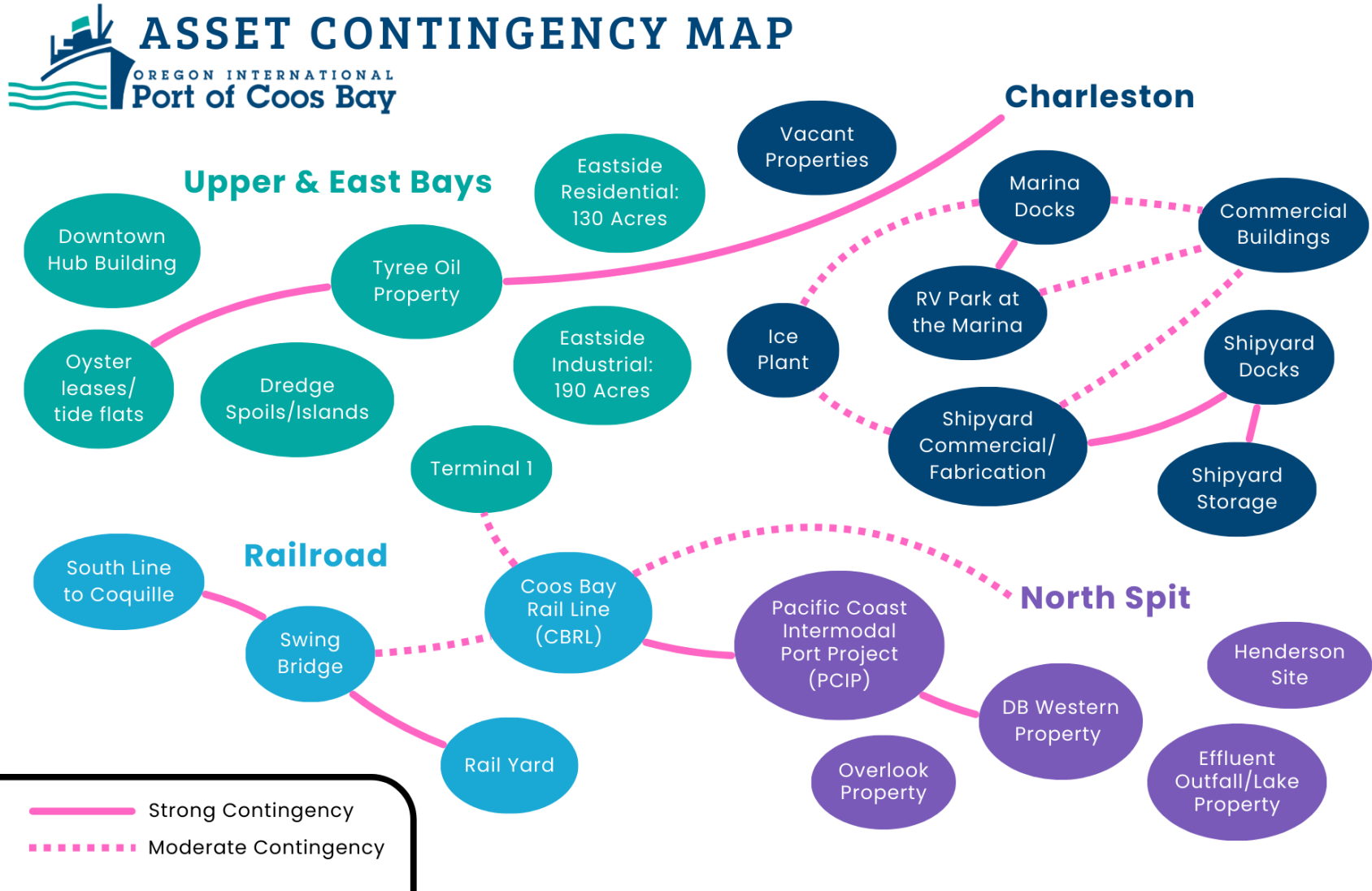


Source: Points Consulting, 2025



Additional Engagement Materials

Asset Planning Flow Map





ASSET 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



Action

☐ Upgrade or Improve

☐ Repurpose

☐ Continue as is

☐ Sell it

☐ Lease

☐ Donate

☐ Maintain

Current Revenue

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



Current Liability

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



Comment: _____

Commercial Retail/Storefront at the Marina

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

☐ Upgrade or Improve

☐ Repurpose

☐ Continue as is

☐ Sell it

☐ Lease

☐ Donate

☐ Maintain

Current Revenue

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



Current Liability

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



Comment: _____

Shipyard Docks

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

☐ Upgrade or Improve

☐ Repurpose

☐ Continue as is

☐ Sell it

☐ Lease

☐ Donate

☐ Maintain

Current Revenue

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



Current Liability

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



Comment: _____

Docks at the Marina

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:

RV Park at the Marina

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:

Shipyard Storage

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:

Ice Plant

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: _____

Vacant Properties

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 Line

CBRL (Coos Bay Rail Line)

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: _____

Swing Bridge

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

☐ Upgrade or Improve

☐ Repurpose

☐ Continue as is

☐ Sell it

☐ Lease

☐ Donate

☐ Maintain

Comment: _____

Current Revenue

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



Current Liability

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



Rail Yard

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

☐ Upgrade or Improve

☐ Repurpose

☐ Continue as is

☐ Sell it

☐ Lease

☐ Donate

☐ Maintain

Comment: _____

Current Revenue

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



Current Liability

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



South Line to Coquille

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

☐ Upgrade or Improve

☐ Repurpose

☐ Continue as is

☐ Sell it

☐ Lease

☐ Donate

☐ Maintain

Comment: _____

Current Revenue

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



Current Liability

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



Upper Bay/East Bay

Tyree Oil Property

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

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

Current Revenue

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



Current Liability

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



Comment: _____

Downtown Hub Building

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

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

Current Revenue

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



Current Liability

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



Comment: _____

Terminal 1

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

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

Current Revenue

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



Current Liability

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



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

- | | | |
|---|----------------------------------|-----------------------------------|
| <input type="checkbox"/> Upgrade or Improve | <input type="checkbox"/> Sell it | <input type="checkbox"/> Maintain |
| <input type="checkbox"/> Repurpose | <input type="checkbox"/> Lease | |
| <input type="checkbox"/> Continue as is | <input type="checkbox"/> Donate | |

Comment: _____

North Spit

Pacific Coast Intermodal Port Project

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

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



Current Liability

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



Action

- | | | |
|---|----------------------------------|-----------------------------------|
| <input type="checkbox"/> Upgrade or Improve | <input type="checkbox"/> Sell it | <input type="checkbox"/> Maintain |
| <input type="checkbox"/> Repurpose | <input type="checkbox"/> Lease | |
| <input type="checkbox"/> Continue as is | <input type="checkbox"/> Donate | |

Comment: _____

DB Western Property

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

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



Current Liability

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



Action

- | | | |
|---|----------------------------------|-----------------------------------|
| <input type="checkbox"/> Upgrade or Improve | <input type="checkbox"/> Sell it | <input type="checkbox"/> Maintain |
| <input type="checkbox"/> Repurpose | <input type="checkbox"/> Lease | |
| <input type="checkbox"/> Continue as is | <input type="checkbox"/> Donate | |

Comment: _____

Henderson Site

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

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



Current Liability

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



Action

- | | | |
|---|----------------------------------|-----------------------------------|
| <input type="checkbox"/> Upgrade or Improve | <input type="checkbox"/> Sell it | <input type="checkbox"/> Maintain |
| <input type="checkbox"/> Repurpose | <input type="checkbox"/> Lease | |
| <input type="checkbox"/> Continue as is | <input type="checkbox"/> Donate | |

Comment: _____

Effluent Outfall/Lake Property

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

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



Current Liability

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



Action

- | | | |
|---|----------------------------------|-----------------------------------|
| <input type="checkbox"/> Upgrade or Improve | <input type="checkbox"/> Sell it | <input type="checkbox"/> Maintain |
| <input type="checkbox"/> Repurpose | <input type="checkbox"/> Lease | |
| <input type="checkbox"/> Continue as is | <input type="checkbox"/> Donate | |

Comment: _____

Overlook Property

Necessity

Low Moderate High



Opportunity

Low Moderate High



Current Revenue

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



Current Liability

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



Action

- | | | |
|---|----------------------------------|-----------------------------------|
| <input type="checkbox"/> Upgrade or Improve | <input type="checkbox"/> Sell it | <input type="checkbox"/> Maintain |
| <input type="checkbox"/> Repurpose | <input type="checkbox"/> Lease | |
| <input type="checkbox"/> Continue as is | <input type="checkbox"/> Donate | |

Comment: _____

Other Assets

Other: _____

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

- | | | |
|---|----------------------------------|-----------------------------------|
| <input type="checkbox"/> Upgrade or Improve | <input type="checkbox"/> Sell it | <input type="checkbox"/> Maintain |
| <input type="checkbox"/> Repurpose | <input type="checkbox"/> Lease | |
| <input type="checkbox"/> Continue as is | <input type="checkbox"/> Donate | |

Current Revenue

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



Current Liability

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



Comment: _____

Other: _____

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

- | | | |
|---|----------------------------------|-----------------------------------|
| <input type="checkbox"/> Upgrade or Improve | <input type="checkbox"/> Sell it | <input type="checkbox"/> Maintain |
| <input type="checkbox"/> Repurpose | <input type="checkbox"/> Lease | |
| <input type="checkbox"/> Continue as is | <input type="checkbox"/> Donate | |

Current Revenue

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



Current Liability

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



Comment: _____

Other: _____

Necessity

Low Moderate High



Opportunity

Low Moderate High



Action

- | | | |
|---|----------------------------------|-----------------------------------|
| <input type="checkbox"/> Upgrade or Improve | <input type="checkbox"/> Sell it | <input type="checkbox"/> Maintain |
| <input type="checkbox"/> Repurpose | <input type="checkbox"/> Lease | |
| <input type="checkbox"/> Continue as is | <input type="checkbox"/> Donate | |

Current Revenue

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



Current Liability

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



Comment: _____

Townhall SWOT & Vision sheets

What is your vision for the future of Coos Bay, and what can the Port of Coos Bay do to support that?

HELP US DIVERSIFY OUR LOCAL Economy
BRING JOBS Support + just transition to a regenerative economic future.
 Enhancing conditions for existing businesses & building on our strengths — no mega-projects
 Stop chasing rainbows premised on 20th century concepts
 ALL OUR 1.45 MILLION SOLICITS BECOME **PAID CARING JOBS** WITH A SAFE PLACE TO LIVE GOOD UBI WITH SINGLES PAYER HEALTHCARE SYSTEMS WORLDWIDE WITH LANGUAGE APPS
 This is becoming a retirement community — attention is needed supporting health, care and necessary services.
 Clean energy development

! MY VISION !
 Life everlasting
 IN FORESTS, BAY, SLOUGHS, RIVERS & FALLS
 WATER IS LIFE!
 DR. KATHERINE HURK, Marine Biologist
 A vibrant & healthy estuary
MULTICULTURAL BMSC.NET ALTERNATIVE HEALING BASES — BASES — OPEN 24/7 WITH LANGUAGE APPS — EVERY COMMUNITY WORLDWIDE

PASSENGER rail — NOT CARGO!
 Supporting existing port industries: tourism, hospitality, fishing, clamming, oysters, estuary restoration, small/medium boat building, outdoor recreation, light & medium manufacturing

Solid career opportunities
 More outdoor recreational spaces — A walk/bike path along the bay.
 Good paying union jobs
 Transportation — access
 Any improvements to the Channel with depths will increase!! other cargo opportunities for Coos Bay
 Bike paths & bike lanes.
 Jobs develop with a balanced approach to natural resources care
HOUSING DEVELOPMENT FOR NEW EMPLOYEES
 Port: Do a baseline study of Coos Bay — what is already in the bay and what will happen with major dredging and how it will combine with what is new in the bay.



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

Intergovernmental 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 would facilitate
commercial, recreational fishing & tourism

Living wage jobs

Return to global stage

Petition CHARTER.ORG - PAY PEOPLE TO CARE -
LEGISLATION CARES ACT - STOP WAREHOUSE 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
incubator for fish, crabs, shellfish, & more.

This! 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



Appendix B. Oregon International Port of Coos Bay 2025/26 Approved Budget

Table B.1: Miscellaneous General Fund Resources and Requirements

Description	2022/23 Actual Resources	2023/24 Actual	2024/25 Budgeted	2025/26 Budgeted
Net working capital (accrual basis)	-	-	-	-
Previously levied taxes estimated to be received	\$51,946	\$51,725	\$50,000	\$50,000
Property Taxes - Current Year	\$1,967,920	\$1,999,391	\$2,048,854	\$2,077,532
Interest	\$98,992	\$54,648	\$40,565	\$28,347
Transferred IN, from other funds	-	\$402,572	-	\$1,482,090
Total	\$2,118,858	\$2,508,336	\$2,139,419	\$3,637,969
Requirements				
Principal	\$786,010	\$830,846	\$785,396	\$818,236
Interest	\$435,565	\$660,329	\$567,741	\$619,164
Special Payments	\$220,479	\$322,740	-	-
Total Requirements - Not Allocated	\$1,442,054	\$1,813,915	\$1,381,146	\$2,917,619
Total	\$2,884,108	\$3,627,830	\$2,734,283	\$4,355,019

Source: OIPCB Budget Document 2025-26, Approved

Table B.2: Administration Resources and Requirements

Description	2022/23 Actual Resources	2023/24 Actual	2024/25 Budgeted	2025/26 Budgeted
CCURA Administration Fee	\$12,000	\$15,000	\$15,000	\$15,000
Other Income	\$269,912	\$257,258	\$11,550	\$11,800
Misc Grants	-	-	\$50,000	\$50,000
Building Leases	\$138,261	\$121,361	\$171,859	\$191,942
Property Agreements	-	-	-	-
Note Repayment	\$68,680	\$70,769	\$72,922	\$75,140
Loans Received	-	\$32,454	-	-
Insurance Reimbursement	\$1,250	\$8,537	-	-
Total	\$490,103	\$505,379	\$321,331	\$343,882
Requirements				
Salaries	\$803,359	\$957,381	\$758,449	\$611,650
Overtime & Relief	\$13	\$47	-	-
FICA - Payroll Taxes	\$54,118	\$63,957	\$51,481	\$45,564
Retirement Benefits	\$204,666	\$234,239	\$201,913	\$184,045
Health Insurance	\$123,051	\$151,362	\$109,966	\$83,065



Workers' Compensation Insurance	\$2,222	(\$3,341)	\$2,995	\$4,244
Unemployment Insurance	\$14,031	\$17,172	\$11,906	\$7,227
Term Life & Long Term Disability Insurance	\$5,676	\$6,050	\$5,677	\$1,050
Merit	-	-	-	-
Allocations	-	-	(\$2,458)	(\$23,373)
Staff Training & Development	\$10,737	\$15,036	\$8,150	\$8,150
Staff Travel	\$9,566	\$4,676	\$9,500	\$5,150
Office Supplies	\$11,707	\$10,487	\$7,360	\$5,300
IT Supplies	\$12,142	\$3,109	\$7,000	\$10,000
Postage & Courier Services	\$4,465	\$2,802	\$4,000	\$3,500
Membership / Subscriptions	-	\$99	-	\$21,243
Marketing & Advertising	-	-	\$500	\$1,000
Office Lease	-	-	-	-
Office Equipment Lease	\$1,993	\$1,847	\$1,847	\$1,847
IT Software Subscription/Licenses	\$159,116	\$204,050	\$124,480	\$149,132
Commission Expense	\$3,004	\$378	\$7,680	\$3,640
Telephone	\$13,117	\$14,925	\$11,660	\$7,240
Internet	\$7,395	\$7,549	\$7,796	\$3,700
Cable	-	-	-	-
Electricity	\$14,122	\$13,608	\$15,560	\$16,008
Water/Sewer	\$2,407	\$2,705	\$3,000	\$3,000
Garbage	\$3,404	\$3,711	\$3,720	\$4,000
Temporary/Contract Help	-	-	-	-
Janitorial Services	\$17,973	\$12,124	\$13,700	\$12,500
Payroll Services	\$9,276	\$8,527	\$9,000	\$8,210
Legal Advertising	\$1,168	\$1,096	\$2,000	\$1,500
Legal Services	\$46,710	\$81,439	\$100,000	\$100,000
Auditing	\$66,950	\$66,600	\$75,000	\$75,000
Consulting Services	\$10,770	\$146	\$75,920	\$65,920
Recruiting Services	\$2,373	-	-	-
Legislative Support	-	-	-	\$169,300
Community Affairs	-	-	-	\$2,500
Awards & Recognition	\$3,985	\$3,975	\$7,950	\$740
Insurance	\$30,300	\$32,496	\$33,528	\$39,320
Vehicle Lease	\$232	-	-	-
Fuel	\$3,630	-	-	-
Clothing	-	-	-	-
Office Equipment Repairs & Maintenance	\$2,924	\$2,642	\$4,500	\$3,000



Repair & Maintenance - Buildings	\$66,260	\$11,849	\$18,240	\$11,200
Repair & Maintenance - Vehicles	\$603	\$52	-	-
Miscellaneous Merchant & Banking Fees	\$38,104	\$36,309	\$15,000	\$15,000
Insurance Claims	\$10,287	\$2,002	-	-
Grant Expenses	-	\$103,302	-	-
Capital Outlays	-	-	\$38,500	\$25,000
Total	\$1,771,856	\$2,074,408	\$1,745,520	\$1,685,572

Source: OIPCB Budget Document 2025-26, Approved

Table B.3: Charleston Operations Resources and Requirements

Description	2022/23 Actual Resources	2023/24 Actual	2024/25 Budgeted	2025/26 Budgeted
Building Leases	\$311,823	\$259,540	\$353,693	\$240,427
Property Agreements	-	-	-	\$4,800
Environmental Surcharge	\$41,964	\$46,217	\$42,793	\$45,700
Utility Revenue	\$360	\$248	-	\$4,800
Other	\$148,672	\$79,760	\$270,959	\$109,700
Lodging Tax	\$146	\$638	-	-
Ice Sales	\$206,391	\$234,189	\$200,000	\$265,000
Propane Sales	\$15,108	\$8,833	\$10,560	\$5,765
MAP grant	-	\$10,300	\$5,000	\$7,500
Other Grants	\$80,000	-	-	\$480,000
Annual Moorage	\$530,103	\$552,477	\$726,185	\$567,000
Monthly Moorage	\$175,064	\$154,583	\$220,000	\$181,000
Transient Moorage	\$97,648	\$151,024	\$121,000	\$127,000
Launch Ramp	\$41,789	\$43,649	\$48,246	\$56,640
Storage Unit	\$199,194	\$215,756	\$235,620	\$241,642
Storage Yard	\$78,883	\$49,572	\$56,072	\$54,000
Storage Long Term (SY)	\$113,923	\$131,934	\$140,360	\$140,000
Storage Short Term (SY)	\$56,984	\$50,880	\$48,639	\$65,000
Work Dock	\$35,690	\$64,553	\$51,617	\$65,000
Boat Wash	\$223	\$245	\$1,000	\$200
Space Rents	\$381,830	\$365,356	\$358,027	\$338,060
Cable TV & Internet	-	-	-	-
Boat Lifts	\$58,258	\$43,689	\$53,350	\$61,647
Insurance Claim	\$65,470	-	-	-
Loans Received	-	-	-	-
Bad Debt Expense	(\$97,316)	(\$137,349)	(\$102,000)	(\$90,000)
Total	\$2,542,207	\$2,326,094	\$2,841,121	\$2,970,881



Requirements				
Salaries	\$377,868	\$486,142	\$794,647	\$807,195
Overtime & Relief	\$15,003	\$10,175	\$19,060	\$15,049
FICA – Payroll Taxes	\$29,789	\$37,396	\$62,249	\$62,902
Retirement Benefits	\$78,440	\$116,833	\$232,210	\$247,551
Health Insurance	\$110,209	\$163,454	\$255,361	\$272,175
Workers' Compensation Insurance	\$46,816	\$39,817	\$54,126	\$19,983
Unemployment Insurance	\$11,523	\$14,769	\$23,066	\$13,950
Term Life & Long Term Disability Insurance	\$3,377	\$4,474	\$7,364	\$2,425
Allocations	-	-	(\$114,851)	(\$250,298)
Staff Training & Development	-	\$217	\$1,300	\$870
Staff Travel	\$846	\$497	\$2,735	\$775
Office Supplies	\$2,166	\$2,030	\$534	\$1,050
IT Supplies	-	\$43	-	-
Postage & Courier Services	\$123	\$200	\$150	\$66
Marketing & Sales	-	-	-	-
Software Subscriptions	-	-	\$51,744	\$52,494
Office Equipment & Repairs	-	-	\$600	\$600
Telephone	\$8,907	\$9,152	\$10,380	\$7,140
Internet/Cable TV	\$34,170	\$34,468	\$35,564	\$25,922
Electricity	\$244,796	\$258,804	\$283,040	\$346,571
Laundry (propane)	\$2,080	\$1,397	\$2,000	\$2,000
Water/Sewer	\$100,578	\$118,692	\$100,862	\$119,500
Garbage Sanitation/Hazardous Material	\$84,953	\$93,917	\$107,961	\$136,890
Derelict Vessel Disposal	\$114,693	\$6,079	\$50,000	\$100,000
Environmental Mitigation/Monitoring	\$3,229	\$1,968	\$3,500	\$3,500
Temporary/Contract Help	-	\$7,840	\$15,600	\$13,000
Vending Machine Services	\$2,962	\$1,500	\$1,900	\$1,140
Legal Advertising	\$1,024	\$1,196	\$3,000	\$1,500
Legal Services	-	-	-	-
Consulting Services/Contract Services	\$81,226	\$8,449	\$4,170	\$7,210
Insurance	\$102,434	\$116,676	\$136,672	\$153,437
Small Equipment & Tools	\$12,614	\$15,885	\$20,550	\$5,250
Safety/Hazard Materials	\$367	\$646	\$1,000	\$6,600
Signage	-	\$350	\$500	\$500
Clothing	\$2,524	\$1,674	\$6,525	\$3,500
Janitorial	\$10,981	\$9,378	\$10,500	\$7,500



Operational Supplies	\$20,794	\$37,310	\$22,000	\$20,222
Equipment Rental	\$3,190	\$2,302	\$24,000	-
Vehicle Lease	-	-	-	-
Fuel	\$18,622	\$16,858	\$18,700	\$13,000
Propane (retail)	\$12,943	\$5,878	\$5,000	\$5,000
Retail Items	-	\$62	-	-
Repairs & Maintenance - Equipment	\$82,566	\$114,158	\$59,000	\$35,600
Repairs & Maintenance - Vehicles/Boats	\$37,503	\$7,242	\$17,500	\$5,500
Repairs & Maintenance - Buildings	\$57,195	\$38,691	\$26,000	\$3,000
Repairs & Maintenance - Land Improvements	\$3,971	\$8,374	\$29,000	\$4,000
Repairs & Maintenance - Docks	\$21,133	\$51,586	\$132,900	\$10,000
Marina Dredging	\$124,730	\$150,000	\$310,000	\$450,000
Waterway Leases/Permits	\$36,898	\$35,293	\$45,800	\$44,436
Other Expenses	\$40,990	\$11,068	\$12,000	\$12,000
Merchant Fees	-	-	\$35,000	\$35,000
Contingency	-	-	-	-
Capital Outlay	-	-	-	-
Capital Outlay - Buildings	\$7,519	\$33,493	\$260,000	\$30,000
Capital Outlay - Dock	\$50,000	\$162,633	\$120,000	\$20,000
Capital Outlay - Land Improvements	-	\$16,425	-	-
Capital Outlay - Machinery & Equipment	\$9,100	\$48,363	-	-
Capital Outlay - Mobile Equipment	-	-	-	-
Total	\$2,010,852	\$2,303,854	\$3,300,919	\$2,875,705

Source: OIPCB Budget Document 2025-26, Approved

Table B.4: Railroad Operations Resources and Requirements

Description	2022/23 Actual	2023/24 Actual	2024/25 Budgeted	2025/26 Budgeted
Resources				
Operations Revenue (Current Year - Net)	\$350,173	\$309,450	\$460,343	-
Tax Credits	\$681,255	\$752,379	\$315,000	\$332,000
Miscellaneous	\$24,195	\$469,040	\$893,944	-
Property Agreements	\$313,869	\$293,964	\$366,000	\$332,000
Rail Surcharge	\$376,597	\$344,052	\$456,146	\$374,844
Grants	-	-	-	-
Loans Received	-	-	-	-



Green Hill Fees (Matches to Debt)	-	-	-	-
Insurance Claim	\$76,058	-	-	-
Bad Debt Expense	-	-	-	-
Total	\$1,822,147	\$2,168,885	\$2,491,433	\$1,038,844
Requirements				
Salaries	-	-	-	-
Overtime & Relief	-	-	-	-
FICA - Payroll Taxes	-	-	-	-
Retirement Benefits	-	-	-	-
Health Insurance	-	-	-	-
Workers' Compensation Insurance	-	-	-	-
Unemployment Insurance	-	-	-	-
Term Life & Long Term Disability Insurance	-	-	-	-
Staff Training & Development	-	-	-	-
Staff Travel	-	-	-	-
Membership & Dues	-	-	-	-
Legal Services	-	-	-	-
Office Supplies & Misc	-	-	-	-
I. T. Supplies	-	-	-	-
Insurance	\$39,560	\$68,860	\$83,416	\$64,764
Professional Services	\$169,764	\$220,686	\$75,000	\$70,000
Operational Supplies	-	-	-	-
Management Services	-	-	-	-
Rail Operations Service Fee	-	-	-	-
Equipment Rental / Vehicle Lease	-	\$47	-	-
Fuel	-	-	-	-
Hazardous Material Disposal	-	-	-	-
Signage	-	-	\$2,300	-
Repairs & Maintenance - Equipment	-	-	-	-
Repairs & Maintenance - Bridges	\$1,318,190	\$811,783	\$450,000	\$325,946
Repairs & Maintenance - Track & Tunnel	\$76,911	\$150,599	\$150,000	\$75,000
Repairs & Maintenance - Vehicles	-	\$1,066	-	-
Repairs & Maintenance - Locomotive	-	-	-	-
Repairs & Maintenance - Crossing Signals	-	-	-	-



Insurance Claims	\$104,841	-	-	-
Capital Outlay	\$49,425	\$429,419	-	-
Total	\$1,758,691	\$1,682,460	\$760,716	\$535,710

Source: OIPCB Budget Document 2025-26, Approved

Table B.5: Port Operations Resources and Requirements

Description	2022/23 Actual	2023/24 Actual	2024/25 Budgeted	2025/26 Budgeted
Resources				
Building Leases	\$155,385	\$146,039	\$137,685	\$133,007
Property Agreements	\$112,760	\$110,505	\$111,096	\$173,808
Project Management Fees	-	-	-	-
Other Grants	-	-	\$5,000	-
Insurance Claim	-	-	-	-
Other	\$15,000	\$45,001	\$26,071	-
Total	\$283,145	\$301,545	\$279,852	\$306,815
Requirements				
Salaries	\$499,200	\$526,181	\$244,797	\$102,720
Overtime & Relief	\$171	\$541	-	-
FICA - Payroll Taxes	\$37,242	\$39,793	\$18,727	\$7,858
Retirement Benefits	\$111,635	\$131,986	\$68,812	\$30,908
Health Insurance	\$95,384	\$93,909	\$17,939	\$19,026
Workers' Compensation Insurance	\$1,889	\$1,591	\$1,147	\$709
Unemployment Insurance	\$10,835	\$12,643	\$3,683	\$1,171
Term Life & Long Term Disability Insurance	\$4,092	\$4,174	\$1,793	\$150
Allocations	-	-	-	(\$5,589)
Staff Training & Development	-	\$13	-	-
Staff Travel	\$475	\$1,205	\$4,750	\$600
Operational / Safety Supplies	\$12,205	\$4,158	\$11,000	-
Utilities & Environmental Mitigation	\$24,235	\$23,267	\$30,500	\$23,300
Telephone	\$30	-	-	-
Contract Labor	\$9,372	-	\$5,000	-
Legal Advertising	\$468	-	\$750	\$750
Consulting Services/Contracted Services	\$35,519	\$2,938	\$12,500	\$4,900
Insurance	\$39,035	\$54,208	\$66,310	\$74,280
Clothing	\$1,905	\$3,150	\$500	-
Repairs & Maintenance - Buildings	\$11,819	\$202	\$2,500	\$2,500
Repairs & Maintenance - Land	\$201	\$462	\$1,000	\$1,000



Repairs & Maintenance – Docks	\$51	-	\$1,500	\$1,500
Repairs & Maintenance – Equipment	\$8	\$4,435	\$2,100	\$2,000
Repairs & Maintenance – Vehicles	-	\$330	-	-
Waterway Leases	\$2,256	\$3,107	\$3,000	\$3,000
Permits	\$3,475	\$1,883	\$4,000	\$3,000
Vehicle Lease	-	-	-	-
Fuel	\$129	\$349	\$300	-
Property Tax Expense	\$73	-	-	-
Banking Fees	\$7,590	\$2,152	\$10,000	\$10,000
Total	\$909,294	\$912,677	\$512,608	\$283,783

Source: OIPCB Budget Document 2025–26, Approved

Table B.6: Dredge Fund Resources and Requirements

Description	2022/23 Actual	2023/24 Actual	2024/25 Budgeted	2025/26 Budgeted
Resources				
Oregon FuelTax Allocation	\$204,614	\$361,645	\$452,877	\$275,000
Mobilization	-	-	\$138,779	\$186,281
Dredge Operations	\$190,709	-	\$230,053	\$248,360
Bad Debt Expense	-	-	-	-
Insurance Reimbursement	-	-	-	-
Net Working Capital	-	-	-	-
Other State Funds	-	-	-	\$269,967
Other	\$17,614	\$21,484	-	-
Total	\$412,937	\$383,129	\$821,709	\$979,608
Requirements				
Allocations	-	-	\$136,458	\$279,259
Salaries	\$61,532	\$6,201	-	-
Overtime & Relief	\$10,142	\$119	-	-
FICA – Payroll Taxes	\$5,395	\$482	-	-
Retirement Benefits	\$12,704	\$1,684	-	-
Health Insurance	\$6,066	\$1,943	-	-
Workers' Compensation Insurance	\$3	\$2	-	-
Unemployment Insurance	\$1,947	\$206	-	-
Term Life & Long Term Disability Insurance	\$190	\$41	-	-
Training	\$4,000	-	-	\$31,500
Travel	-	-	\$52,586	\$86,950
Office Expenses	\$626	\$6,095	\$720	\$1,320
Professional Services	\$64,161	\$40,118	-	\$90,000



Operational Supplies	\$122,861	\$1,481	\$2,100	\$43,200
Repair & Maintenance	\$76,480	\$196,319	\$411,135	\$287,630
Insurance	\$59,727	\$67,501	\$77,635	\$83,350
Fuel	\$9,470	\$160	\$58,400	\$63,400
Audit	-	-	-	-
Other	\$1,054	\$402,572	\$82,675	-
Insurance Claims	-	-	-	-
Equipment	-	-	-	-
Vessels	-	-	-	-
Contracted Help	-	-	-	\$13,000
Total	\$436,358	\$724,924	\$821,709	\$979,609

Source: OIPCB Budget Document 2025-26, Approved

Table B.7: Special Project Fund Resources and Requirements

Description	2022/23 Actual	2023/24 Actual	2024/25 Budgeted	2025/26 Budgeted
Resources				
Project Management Fees	-	-	-	-
ConnectOregon	\$152,690	\$142,344	\$280,000	\$375,000
Channel Modification Project	\$2,654,890	\$6,772,177	\$6,338,350	\$15,000,000
Federal: CRISI	-	-	-	\$14,875,808
Federal: INFRA	-	-	-	\$12,509,375
Other Grants	-	-	-	\$3,620,765
Loans Received (BUILD Match)	-	-	\$4,708,509	\$1,500,000
Federal: Build Grant	\$5,360,762	\$16,351,237	\$2,923,900	-
Federal: PIDP Grant	-	-	\$61,643,750	-
Charleston Project Loans	-	-	-	-
Insurance Reimbursement	-	-	-	-
Total	\$8,168,342	\$23,265,758	\$75,894,509	\$47,880,948
Requirements				
Administration; Materials & Service; Professional Services	\$4,575	\$31,425	-	-
Charleston Ops; Materials & Service; Professional Services	-	-	\$280,000	-
Port Ops; Materials & Service; Professional Services	\$2,064,402	\$4,931,703	\$6,338,350	\$26,527,952
Rail; Materials & Service; Professional Services	\$7,609	\$214,462	\$61,643,750	\$16,883,906
Charleston Ops; Materials & Service; Insurance Reimb	-	-	-	-
Administration; Capital Outlay; Buildings	-	-	-	-
Charleston Ops; Capital Outlay; Other	-	-	-	-

Charleston Ops; Capital Outlay; Legal	-	-	-	-
Charleston Ops; Capital Outlay; Buildings	-	-	-	-
Charleston Ops; Capital Outlay; Docks	-	-	-	-
Charleston Ops; Capital Outlay; Machinery & Equipment	-	-	-	-
Charleston Ops; Capital Outlay; Land Improvements	-	-	-	-
Port Ops; Capital Outlay; Buildings	-	-	-	-
Port Ops; Capital Outlay; Docks	-	-	-	\$1,500,000
Port Ops; Capital Outlay; Machinery & Equipment	-	-	-	-
Port Ops; Capital Outlay; Engineering	-	-	-	-
Port Ops; Capital Outlay; Permit & Environmental	-	-	-	-
Rail; Capital Outlay; Other	-	-	-	-
Rail; Capital Outlay; Tunnels	-	-	-	-
Rail; Capital Outlay; Bridges	\$6,677,917	\$10,458,795	\$7,632,409	\$1,500,000
Rail; Capital Outlay; Track	-	\$9,743,810	-	-
Rail; Capital Outlay; Machinery & Equipment	\$34,595	-	-	-
Rail; Capital Outlay; Legal	-	-	-	-
Rail; Capital Outlay; Engineering	\$80,977	\$2,230	-	-
Rail; Capital Outlay; Permit & Environmental	-	-	-	-
Rail; Capital Outlay; Consulting Services	-	-	-	-
Port Ops; Transfer to General Fund	-	-	-	\$625,469
Rail; Transfer to General Fund	-	-	-	\$843,621
Total	\$8,870,075	\$25,382,425	\$75,894,509	\$47,880,948

Source: OIPCB Budget Document 2025-26, Approved



Appendix C. ORS 777

Oregon Revised Statutes (ORS) Chapter 777 — Ports Generally 2023²⁴

Ports

Definitions

777.005 Definitions for ORS 777.005 to 777.725 and 777.915 to 777.953. As used in ORS 777.005 to 777.725 and 777.915 to 777.953, unless the context requires otherwise:

- (1) “Board” means the board of commissioners of a port.
- (2) “County” means the county in which the port, or the greater portion of the area of the port, is located.
- (3) “County board” means the county court or the board of county commissioners of the county.
- (4) “County clerk” means the county clerk of the county.
- (5) “Port” means a port formed pursuant to ORS 777.010 and 777.050.
- (6) “Owner” or “landowner” means the record owner of real property or the vendee of a recorded contract of purchase of real property, if any, to the exclusion of the vendor. [Amended by 1971 c.728 §1; 1983 c.83 §109; 2003 c.802 §148]

Organization of Ports

777.010 Areas that may be included in port. (1) Ports may be formed in the manner provided in this section and ORS 777.050.

(2) A proposed port may include all the territory in one county. However, where a petition is filed for formation of a port, the territorial limits of which do not include the county as a whole, the limits proposed by the petition shall not extend beyond the natural watershed of any drainage basin whose waters flow into another bay, estuary or river navigable from the sea situate within the county. [Amended by 1959 c.602 §1; 1963 c.209 §1; 1967 c.342 §1; 1971 c.727 §182; 1971 c.728 §2; 2003 c.802 §149]

777.015 [Amended by 1967 c.342 §2; repealed by 1971 c.727 §203]

777.020 [Amended by 1959 c.602 §2; 1963 c.252 §1; repealed by 1971 c.727 §203]

777.022 [1959 c.602 §4; 1963 c.252 §2; repealed by 1971 c.727 §203 and by 1971 c.728 §138]

777.025 [Amended by 1967 c.342 §3; repealed by 1971 c.647 §149 and by 1971 c.728 §138]

²⁴Oregon Revised Statutes, ch. 777 (2023), accessed July 2025, https://www.oregonlegislature.gov/bills_laws/ors/ors777.html.



777.030 [Amended by 1959 c.57 §1; 1963 c.252 §3; repealed by 1971 c.647 §149]

777.035 [Amended by 1967 c.342 §4; repealed by 1971 c.727 §203]

777.040 [Amended by 1959 c.602 §5; repealed by 1971 c.727 §203]

777.045 [Repealed by 1971 c.647 §149 and by 1971 c.727 §203]

777.050 Operation and effect of proclamation; general corporate powers and capacity. From the date of the formation order, the port specified in the order shall:

(1) Have perpetual succession.

(2) Have, and may exercise and carry out, the corporate powers and objects declared by ORS 777.005 to 777.725 and 777.915 to 777.953.

(3) Make all contracts, hold, receive and dispose of real and personal property, and do all other acts and things which may be requisite, necessary or convenient in carrying out the objects of the corporation or exercising the powers conferred upon it.

(4) Sue and be sued, plead and be impleaded in all actions, suits or proceedings brought by or against it. [Amended by 1971 c.727 §184; 1971 c.728 §10]

777.055 [Repealed by 1971 c.728 §138]

777.060 [Amended by 1963 c.268 §18; repealed by 1971 c.727 §203]

Facilities for World Maritime Trade

777.065 Development of port facilities at certain ports as state economic goal; state agencies to assist ports. The Legislative Assembly recognizes that assistance and encouragement of enhanced world trade opportunities are an important function of the state, and that development of new and expanded overseas markets for commodities exported from the ports of this state has great potential for diversifying and improving the economic base of the state. Therefore, development and improvement of port facilities suitable for use in world maritime trade at the Ports of Umatilla, Morrow, Arlington, The Dalles, Hood River and Cascade Locks and the development of deepwater port facilities at Astoria, Coos Bay, Newport, Portland and St. Helens is declared to be a state economic goal of high priority. All agencies of the State of Oregon are directed to assist in promptly achieving the creation of such facilities by processing applications for necessary permits in an expeditious manner and by assisting the ports involved with available financial assistance or services when necessary. [1981 c.879 §6; 1993 c.106 §1]

Note: 777.065 was enacted into law by the Legislative Assembly but was not added to or made a part of ORS chapter 777 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.



Port Powers and Functions; Port Commissioners

777.080 Application of special district election laws to ports. (1) ORS chapter 255 governs the following:

(a) The nomination and election of district commissioners.

(b) The conduct of district elections.

(2) The electors of the district may exercise the powers of the initiative and referendum regarding a district measure, in accordance with ORS 255.135 to 255.205. [1983 c.350 §325]

777.090 Agreements between ports; allocation of expenses and revenues. A port may enter into agreements with other ports to exercise jointly all powers granted to any of the agreeing ports. The agreement may authorize joint acquisition of real property or other interests in land and may provide for the allocation among the agreeing ports of expenses incurred or revenues received in the performance of the agreement. [1981 c.879 §10]

Note: 777.090 to 777.100 were enacted into law by the Legislative Assembly but were not added to or made a part of ORS chapter 777 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

777.095 Agreement between Port of Astoria and State Land Board concerning deepwater port facility at Tongue Point; division of revenue; board's share credited to Common School Fund. Any agreement between the Port of Astoria, individually or in conjunction with another port, pursuant to ORS 777.090, and the State Land Board shall specify a division between the parties of all net revenues accruing from the management of the deepwater port facility at Tongue Point. The State Land Board's share of the net revenues shall be transferred to the Department of State Lands and credited to the Common School Fund. [1981 c.879 §9]

Note: See note under 777.090.

777.100 Annual report to legislative committees concerning agreements made under ORS 777.090. Annually, the directors of any agreeing ports and the Director of the Department of State Lands shall report to appropriate legislative committees the nature of all agreements made under ORS 777.090 and accomplishments thereunder. [1981 c.879 §11; 2007 c.354 §26]

Note: See note under 777.090.

777.105 Bay, river and harbor improvement. A port may improve bays, rivers and harbors within its limits and between its limits and the sea for the width and length and to the depth the port considers necessary or convenient for the use of shipping and as



the means at its disposal will allow. It may construct the canals, basins and waterways necessary or convenient for the use of shipping or the extension of the commerce of the port. [Amended by 1971 c.728 §12]

777.108 Agreements between two or more ports. Two or more ports may enter agreements, to exercise jointly all powers granted to each of the agreeing ports individually. In the exercise of such powers ports may acquire jointly all lands, rights in real property, leases or easements necessary for their purposes. However, ports so acting jointly shall not acquire real property or rights in any other port without the consent of such port. [1961 c.367 §2; 1971 c.728 §13]

777.110 Contracts with federal government. A port may:

(1) Contract with the federal government to do all or part of the work of making or maintaining, or both, a depth of water in the bays, harbors or rivers as determined by the federal government; and

(2) Receive therefor compensation as agreed between the federal government and the port. [Amended by 1971 c.728 §14]

777.112 Contracts or intergovernmental agreements between ports and others. (1) A port may enter into intergovernmental agreements under ORS chapter 190 for any purpose permitted under that chapter.

(2) Any port may enter into a contract with any person or into an intergovernmental agreement under ORS chapter 190 for the use and control of water for promoting erosion control, pollution control or otherwise protecting, maintaining and enhancing waters within the boundaries of the port district.

(3) Expenses incurred or revenues received in the performance of a contract or agreement entered into under subsections (1) and (2) of this section shall be allocated among the parties as the contract or agreement shall provide. [1961 c.367 §3; 1971 c.691 §1; 1971 c.728 §139; 2003 c.802 §150; 2017 c.84 §1]

777.113 Port assistance to public bodies within port boundaries. Consistent with the purposes, functions and powers granted to it by law, a port may provide research or technical assistance for the planning, promotion or implementation of commercial, industrial or economic development projects upon request by any public body as defined in ORS 174.109 within the boundaries of the port. [1977 c.209 §2; 2003 c.802 §151]

Note: 777.113 was added to and made a part of ORS chapter 777 by legislative action but was not added to any smaller series therein. See Preface to Oregon Revised Statutes for further explanation.

777.115 [Repealed by 1971 c.728 §16 (777.116 enacted in lieu of 777.115)]



777.116 Port may acquire real and personal property; appraisal by state certified appraiser required; purchase contract limited. (1) A port may acquire, by condemnation or other lawful method, hold, use, enjoy and convey, lease or otherwise dispose of real and personal property, or any interest therein, necessary or convenient in carrying out its powers. Condemnation proceedings shall be conducted as provided by ORS chapter 35.

(2)(a) A port may not purchase real property unless the port first obtains an appraisal of the fair market value of the property from a state certified appraiser who is disinterested in the transaction and independent of the port.

(b) If the appraisal obtained under paragraph (a) of this subsection concludes that the value of the property exceeds \$2,000,000, then the port must obtain an additional appraisal of the fair market value of the property before purchasing the property. The appraiser who conducts the additional appraisal must be a state certified appraiser but need not be disinterested in the transaction or independent of the port.

(c) Nothing in this subsection requires the port to purchase the real property at the appraised value.

(d) The appraisals obtained under this section may not be admitted as evidence in any condemnation proceeding.

(3) A port may purchase real or personal property upon a contractual basis when the period of time allowed for payment under the contract does not exceed 20 years.

(4) As used in this section, "state certified appraiser" has the meaning given that term in ORS 674.010. [1971 c.728 §17 (enacted in lieu of 777.115, 777.185 and 777.187); 1973 c.127 §2; 1975 c.43 §1; 1979 c.17 §1; 1991 c.5 §45; 1993 c.201 §1; 2017 c.86 §1]

777.120 Port's authority over harbors, wharf lines and navigation. (1) To the full extent the State of Oregon might exercise control or grant to ports the right to exercise control, a port has full control of all bays, rivers and harbors within its limits, and between its limits and the sea. As convenient, requisite or necessary or in the best interests of the maritime shipping and commercial interests of the port, a port may, within its limits:

(a) Make, change or abolish wharf lines in bays, rivers and harbors.

(b) By ordinance make, modify or abolish regulations for the use of navigation, or for the placing of obstructions in or the removal of obstructions from bays, rivers and harbors.

(2) A port shall have the authority to engage in the control and prevention of river and stream bank erosion, and the prevention of damage from floodwater and sediment, and to make, establish, change, modify or abolish such rules and regulations to preserve natural resources and prevent estuary and stream pollution within the boundaries of the district. [Amended by 1971 c.268 §20; 1971 c.691 §2; 1971 c.728 §140]



777.125 Ports may maintain tug and pilotage service; charges; port's liability limited; salvage claims. (1) A port may establish, maintain and operate a tugboat and pilotage service in the port and between the port and the sea. To provide such service, it may purchase, lease, control and operate tugboats and pilot boats and collect charges from vessels employing such tugs for towage or pilotage services.

(2) The charges for towage and pilotage shall be fixed by the board and filed in the records of the port. A port is entitled to a lien upon a vessel for any sums due the port for piloting or towing such vessel. The master and owner of such vessel shall, in addition, be jointly and severally liable to the port for the sums due.

(3) If a vessel or cargo, while being towed by a vessel owned or operated by a port or while under the charge of a pilot employee thereof, suffers injury or loss by reason of the fault of the tug, or the negligence or incompetency of the pilot, the port shall not be liable for any loss or injury thereof in excess of \$5,000.

(4) A port may claim and collect salvage for services rendered to vessels in distress in the same manner as a natural person. [Amended by 1971 c.728 §20]

777.130 [Amended by 1963 c.219 §1; 1963 c.365 §1; 1965 c.445 §1; 1967 c.416 §2; 1969 c.497 §1; repealed by 1971 c.728 §21 (777.195 to 777.258 enacted in lieu of 777.130)]

777.132 Authority of ports to distribute water; construct and maintain marina and recreation facilities. (1) A port may distribute water for domestic purposes, industrial purposes, irrigation purposes or for the purposes of recharging ground water basins or reservoirs within or without the port.

(2) A port may construct, improve, maintain and operate public marina or other recreation facilities. Such facilities may include campgrounds or parks which the port may operate and maintain or lease to public or private organizations or persons for operation and maintenance. [1969 c.497 §3; 1971 c.728 §29; 1973 c.127 §1; 1974 c.39 §1; 1987 c.103 §1]

Note: 777.132 was added to and made a part of ORS chapter 777 by legislative action but was not added to any smaller series therein. See Preface to Oregon Revised Statutes for further explanation.

777.133 Coordination with other ports. (1) The Legislative Assembly finds and declares that:

(a) Oregon public ports were created to preserve public ownership of public resources, giving local governments the ability and statutory authority to support economic development for the benefit of the public;

(b) Oregon public ports are vital links in the transportation and economic infrastructure of this state and perform critical services that support and facilitate movement of cargo and passengers within this state and in commerce worldwide;



(c) Oregon public ports that carry out or seek to carry out operations that involve moving cargo or passengers are a vital part of the economy and trade infrastructure of this state; and

(d) Enabling Oregon public ports to coordinate, reach agreements on and implement actions with members of the Northwest Marine Terminal Association and other public ports within and outside this state with respect to matters within each public port's authority is an important public purpose.

(2) The Legislative Assembly declares that the policy of this state and the intent of this section is, notwithstanding the applicability of the antitrust laws of this state or the United States, to displace competition under the state action doctrine to the extent specified in subsection (3) of this section.

(3) A public cargo or passenger port located in this state and any other public port, including a member of the Northwest Marine Terminal Association, may coordinate, reach agreements on and implement any action that is within the public port's authority, including actions to specify:

(a) Rates and charges that each public port will assess;

(b) Rules, practices and procedures that each public port will implement with respect to cargo and passenger service operations;

(c) Planning, development, management, marketing, operations and uses of public port facilities; and

(d) Other matters that relate to cargo and passenger service operations at public ports. [2023 c.164 §2]

Note: 777.133 was added to and made a part of ORS chapter 777 by legislative action but was not added to any smaller series therein. See Preface to Oregon Revised Statutes for further explanation.

777.135 Board of port commissioners; qualifications; appointment; term; first meeting; election; vacancies. (1) The power and authority given a port is vested in and shall be exercised by a board of five commissioners, each of whom shall be an elector registered in the port.

(2) Within 10 days after the formation of the port, the Governor shall appoint the first board of five commissioners, each of whom shall be an elector registered in the port.

(3) The commissioners shall meet at a place within the port, designated by the Governor, on the fifth day after their appointment and shall organize as a board, first making and subscribing to an oath of office. The term of office of each commissioner shall be determined by lot at the first meeting of the board. The terms of two of the commissioners expire June 30 next following the first regular district election, and the terms of the remaining three commissioners expire June 30 next following the second next regular district election.



(4) At the first regular district election following the appointment of the first board, two commissioners shall be elected. At the second regular district election following the appointment of the first board, three commissioners shall be elected.

(5) Except as provided in subsection (3) of this section, the term of commissioner is four years.

(6) The term of a commissioner shall expire when the commissioner is absent from four or more consecutive regular meetings of the board of port commissioners and the board declares the position vacant. The vacancy shall be filled as provided by ORS 198.320. [Amended by 1967 c.185 §1; 1971 c.647 §136; 1971 c.727 §§185,200; 1971 c.728 §30; 1973 c.796 §74; 1983 c.83 §110; 1983 c.350 §318; 1995 c.705 §1]

777.137 Designation of position numbers for commissioners. (1) Each office of commissioner of the board of a port shall be designated by number as Position No. 1, Position No. 2, and so forth.

(2) The secretary of a port shall assign a position number to each office on the board. The number so assigned shall be certified by the secretary to the commissioner in office holding that position. The secretary shall file a copy of the certification with the elections officer for the district. [1969 c.297 §2; 1971 c.728 §31; 1983 c.350 §319]

777.140 Board meetings; board officers; rules; public records. (1) A board shall meet at a place within the port as it may from time to time determine. A board shall hold at least one regular meeting in each month on a day to be fixed by it, and may hold special meetings as provided by its rules.

(2) A board shall choose from its number a president, vice president, treasurer and secretary, who shall hold their offices until the next election of officers and who shall have the powers and perform the duties usual in such cases. Annual reports shall be made by the president, vice president, treasurer and secretary and filed with the board.

(3) All proceedings of a board shall be entered in the records of the board. All books, maps, plans, documents, vouchers, reports and other papers and records pertaining to the business of the port shall be public records. [Amended by 1971 c.728 §32]

777.145 [Repealed by 1969 c.345 §20]

777.150 Port employees; compensation. A port may employ engineers, superintendents, mechanics, clerks or other persons as it may find requisite, necessary or convenient and fix their rates of compensation. [Amended by 1967 c.412 §1; 1971 c.403 §16; 1971 c.728 §36]

777.155 Division of ports into subdistricts. Upon a petition of the electors filed with the board within 10 days after the date of a boundary or name change order a board shall subdivide the port. Such a petition shall be signed by electors registered in the



district equal in number to at least 25 percent of the electors who voted at the last port election. The board by resolution shall divide the port into five subdistricts approximately equal in population. Not later than the 10th day after the resolution is adopted, the secretary of the board shall file a certified copy of the resolution with the county clerk of each county in which the district is located. [Amended by 1963 c.268 §19; 1967 c.498 §3; 1971 c.727 §186; 1971 c.728 §37; 1983 c.83 §111; 1983 c.350 §320]

777.160 Representation by subdistricts; terms of commissioners after subdistricting. (1) At the first regular district election after the effective date of the division of a port into subdistricts under ORS 777.155 or 777.326, one commissioner shall be elected from each subdistrict. Thereafter election of commissioners shall be by subdistrict and by the electors in each such subdistrict.

(2) The terms of office of the incumbent commissioners of a port that is subdivided as provided by ORS 777.155 or 777.326 terminate on June 30 following the first regular district election after the effective date of the division of the port into subdistricts.

(3) The two commissioners who receive the greatest number of votes cast at the election under subsection (1) of this section shall hold office for the term of four years beginning July 1 following the election. The three commissioners who receive the lesser number of votes cast at the election shall hold office for the term of two years beginning July 1 following the election. [Amended by 1963 c.268 §20; 1967 c.498 §4; 1971 c.727 §187; 1971 c.728 §38; 1973 c.796 §75; 1983 c.350 §321]

777.165 Vacancies. Notwithstanding ORS 198.320, the Governor may fill vacancies on the board of any port by appointment when the vacancies exist as a result of the failure to nominate and elect board members as provided in ORS 777.080, 777.135 and 777.160. The appointees shall be electors registered in the port. If the port is divided into subdistricts under ORS 777.155 or 777.326, the appointees shall be electors registered in the subdistrict represented by the vacant position. The terms of the appointees shall be determined by lot at a meeting of the board held within five days after the appointment. However, the term of an appointee shall expire on June 30 next following the succeeding regular district election at which a successor is elected. The terms of the appointees shall be arranged with the terms of the other members so that the terms of not more than three commissioners expire on June 30 next following any regular district election. [Amended by 1969 c.669 §18; 1971 c.728 §39; 1981 c.173 §53; 1983 c.83 §112; 1983 c.350 §322]

777.170 [Amended by 1971 c.728 §40; 1975 c.647 §51; repealed by 1981 c.173 §54 (777.171 enacted in lieu of 777.170)]

777.171 [1981 c.173 §55 (enacted in lieu of 777.170); repealed by 1983 c.350 §331a]



777.175 [Repealed by 1971 c.728 §138]

777.180 Powers of ports created by special laws. All ports created prior to April 17, 1920, under any special law of the Legislative Assembly of this state shall, in addition to the powers they possessed on that date, have all the powers possessed by ports under the general laws of this state, except the power to borrow money and issue bonds under ORS 777.410 and 777.415. [Amended by 1971 c.728 §41]

777.185 [Amended by 1963 c.327 §1; 1971 c.545 §1; repealed by 1971 c.728 §16 (777.116 enacted in lieu of 777.185)]

777.187 [1967 c.186 §2; repealed by 1971 c.728 §16 (777.116 enacted in lieu of 777.187)]

777.190 Ordinances for policing or regulating of port property. A port may by ordinance in accordance with ORS 198.510 to 198.600 make, modify or abolish regulations to provide for the policing, control, regulation and management of property owned, operated, maintained or controlled by the port. A port, for the purpose of enforcing such ordinances, may appoint peace officers who shall have the same authority, for the purpose of the enforcement of the ordinances, as other peace officers. [1955 c.699 §§2,3,4; 1959 c.255 §1; 1971 c.268 §21; 1971 c.728 §42]

777.195 Port may engage in certain water commerce-related activities. A port may, for hire:

(1) Acquire, charter, own, lease, rent, dispose of, maintain and operate towboats, barges and other watercraft for the transportation of all kinds of merchandise, freight and commercial or recreational passengers, and engage generally in maritime trade and commerce, within or without the boundaries of this state.

(2) Own, acquire, construct, operate and maintain railroad terminal grounds and yards; and construct, operate and maintain such line or lines of railroad, with necessary sidetrack, turnouts, switches and connection and arrangements with other common carriers, as may facilitate water commerce between common carriers and points within the port; and carry and transport freight and passengers and move passenger trains over the lines.

(3) Acquire, own, lease, rent, operate, maintain and dispose of unit trains and related facilities for the transportation of bulk commodities to facilities within the port from locations within or without the port. [1971 c.728 §22 (enacted in lieu of 777.130); 1979 c.109 §1; 1981 c.879 §2; 2001 c.883 §39f]

777.205 [1963 c.209 §3; repealed by 1971 c.727 §203]

777.210 Port may engage in certain port management activities. A port may:



(1) Establish, operate and maintain water transportation lines in any of the navigable waters of this state and waters tributary thereto, any portion of which may touch the boundaries of the port.

(2) Engage generally in the business of buying and selling coal, fuel oil and all kinds of fuel for watercraft of all kinds.

(3) Acquire, construct, maintain and operate sea walls, jetties, piers, wharves, docks, boat landings, warehouses, storehouses, elevators, grain bins, terminal icing plants, facilities for processing agricultural, fish or meat products, bunkers, oil tanks, ferries, canals, locks, tidal basins, bridges, subways, tramways, cableways, conveyors, power plants, power transmission lines, administration buildings and fishing terminals, and modern appliances and buildings for the economical handling, packing, storing and transportation of freight and handling of passenger traffic with full power to lease and sell the same, together with the lands upon which they are situated, whether held by the port in its governmental capacity or not.

(4) For the public convenience and the convenience of its shipping and commercial interests, may improve all or any portion of the waterfront of its harbors, rivers and waterways.

(5) Enlarge its tidal area, and construct, excavate and dredge canals and channels connecting its waterways with one another or with other waterways and the sea.

(6) Acquire, construct, maintain and operate airports anywhere within the port.

(7) Acquire, construct, maintain, operate, support, promote and invest in facilities and related activities for the propagation of fish in accordance with the commercial fishing laws.

(8) Acquire, construct, maintain and operate facilities for constructing, repairing or maintaining any type of watercraft. [1971 c.728 §23 (enacted in lieu of 777.130); 1979 c.407 §3; 2017 c.165 §1]

777.215 [1963 c.209 §4; repealed by 1971 c.727 §203]

777.220 Port may collect certain fees from port users. A port may collect from vessels using any port facility, wharfage, dockage and drydockage; and collect from owners or consignees of goods passing over the docks and warehouses, wharfage and storage charges for goods so handled. [1971 c.728 §24 (enacted in lieu of 777.130)]

777.225 [1963 c.209 §5; repealed by 1971 c.727 §203]

777.230 Port may generate electric power; sale of power limited to utilities and federal agency; use of natural gas as fuel for generating facilities. (1) A port may:

(a) Design, erect, complete, operate and maintain all necessary hydroelectric, steam-generating, electric, oil, gasoline or other power-producing plants or systems, for the purpose of generating electrical current for lighting and power purposes.



(b) Acquire rights of way for the placing of transmission lines over which to carry the electrical energy required between the points of origin or production and the locations where such power may be carried for distribution, and sell, lease and dispose of same.

(2) This section does not authorize a port to enter into the business of supplying electric energy or services, or other power service, to municipalities or to the public, or for any purpose other than the construction or operation of docks, terminals, elevators or other shipping facilities, or in any of the work ports are authorized by law to engage in.

(3) Notwithstanding subsections (1) and (2) of this section, a port may construct, acquire, own or operate, by itself or with other public or private entities, electrical generating plants, electric distribution facilities and related fuel supply and steam generation and distribution facilities. However, the electric output of such plants or systems shall not be sold or delivered, directly or indirectly, to any person or other entity located within this state other than:

(a) An electric utility as defined in ORS 758.505; or

(b) The Bonneville Power Administration.

(4) The related fuel supply facilities of a port shall be constructed and operated for the sole purpose of furnishing fuel to the generating plants or systems owned by the port by itself or with other public or private entities.

(5) Except as provided in subsection (6) of this section, natural gas used to fuel the generation of electricity or energy by any port as described in subsection (3) of this section shall be purchased from or transported by an entity, if any, that is a public utility as defined in ORS 757.005 and approved by the Public Utility Commission under ORS 758.400 to 758.475 to distribute natural gas in the service territory in which the port is located.

(6) The rate charged a port by the public utility shall be the rate found to be reasonable by the Public Utility Commission under ORS 757.230. When reviewing the rate, the Public Utility Commission shall also determine the cost of alternatives to natural gas service from the public utility. For the purposes of this subsection, the cost of alternatives to natural gas service from the public utility is the cost incurred by a person other than a port without consideration of governmental entitlements that are available to a port but not to private persons. If the rate acceptable to the public utility and found to be reasonable by the Public Utility Commission is greater than such cost of alternatives, the port may pursue other alternatives for natural gas service. [1971 c.728 §25 (enacted in lieu of 777.130); 1985 c.773 §4; 1991 c.253 §1]

777.240 Port may advertise and promote facilities, commerce and activities. A port may advertise and promote facilities and commerce of the port, activities of the port and activities of others using port facilities, through public and trade media, exhibits, fairs, trade fairs and trade tours, either alone or in cooperation with others or through



associations or organizations having similar interests. [1971 c.728 §26 (enacted in lieu of 777.130); 2017 c.85 §1]

777.250 Port powers with respect to development and use of its lands; industrial or research and development parks; sports, recreation, convention, trade show facilities.

(1) A port may construct buildings or other improvements and acquire personal properties including but not limited to machinery and equipment considered necessary whether or not now in existence or under construction, suitable for use by any industry for the manufacturing, refining, processing or assembling of any agricultural, mining or other products or by any commercial enterprise in storing, warehousing, distributing or selling or servicing any products of agriculture, mining or industry or by any profit or nonprofit enterprise for research and development. The port has full power to lease and sell the buildings, improvements and personal property, together with the lands upon which they are situated, whether held by the port in its governmental capacity or not.

(2) In addition, a port may:

(a) Acquire and develop land, or develop land already owned, as the site for an industrial or research and development park, including as a part of such development provisions for water, sewage, drainage, roads, transportation, power, communication or other similar facilities which are incidental to the development of the site;

(b) Develop the site pursuant to a comprehensive plan in a manner compatible with other uses in the area in which the industrial or research and development park is located and adopt regulations necessary to implement the plan;

(c) Lease, sublease or sell tracts of land within an industrial or research and development park as building sites to any industry or commercial enterprise or profit or nonprofit enterprise described by this subsection; and

(d) Charge and collect fees for services made available within the industrial or research and development park.

(3) A port may acquire, construct, maintain or operate sports, recreation, convention and trade show facilities.

(4) For revenue bonding purposes under ORS 777.560 to 777.590, projects undertaken under this section shall be classified as either:

(a) Sales, if the port is to sell outright or by conditional sale its interest in the property, or, if by contract the port's title to the property is retained for a limited term only;

(b) Leases, if the port is only to rent, lease, sublease or charge a user fee for the property with the intention of retaining title to, or possession of, the property for its future benefit and use; or



(c) Loans, if the port is to lend the proceeds of such revenue bonds and has no ownership interest in the property. [1971 c.728 §27 (enacted in lieu of 777.130); 1979 c.109 §2; 1979 c.407 §1a; 1983 c.459 §15; 1987 c.103 §2; 1997 c.171 §22]

777.255 [Repealed by 1963 c.268 §21]

777.258 General powers of port in promotion of certain interests. A port may, in general, do such other acts and things, not mentioned by ORS 777.195 to 777.258, as tend to promote the maritime shipping, aviation and commercial interests of the port. [1971 c.728 §28 (enacted in lieu of 777.130)]

777.260 [Repealed by 1963 c.268 §21]

777.262 Port dredging activities; legislative findings and purpose. (1) The Legislative Assembly finds:

(a) That recent changes in federal law authorize the United States Army Corps of Engineers to require ports and other local communities to provide a portion of the costs of dredging harbors and channels near those communities;

(b) That port districts and communities in this state cannot afford to pay the costs necessary to continue the dredging activities that are essential to keep the major harbors and waterways navigable for larger vessels in maritime trade; and

(c) That the State of Oregon must therefore pay for the dredging activities when ports cannot, or this state must tolerate the loss of maritime trade and commerce that will inevitably result from the halt of dredging activities.

(2) Therefore, it is the purpose of this section and one purpose of ORS 777.267 to provide a method of financing all or part of the nonfederal portion of the costs of dredging activities that constitute new federally authorized navigation improvements in the ports of this state when those ports are unable to finance the activities. [1989 c.1020 §1; 2013 c.621 §3]

Note: 777.262 and 777.267 were enacted into law by the Legislative Assembly but were not added to or made a part of ORS chapter 777 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

777.265 [Repealed by 1963 c.268 §21]

777.267 Marine Navigation Improvement Fund. (1) The Marine Navigation Improvement Fund is established in the State Treasury, separate and distinct from the General Fund. Interest earned by the Marine Navigation Improvement Fund shall be credited to the fund. The moneys in the fund and interest earnings on the moneys in the fund are continuously appropriated to the Oregon Business Development Department for the Oregon Infrastructure Finance Authority for the purposes of:



(a) Paying a portion of the construction costs of dredging activities that constitute new federally authorized navigation improvement projects and are carried out in the harbors and channels on the Oregon coast and along the Columbia River when federal law or regulation requires a portion of the costs to be paid by nonfederal interests;

(b) Paying the study and construction costs of other new navigation improvement projects that directly support, or provide access to, a federally authorized navigation improvement project;

(c) Paying the study and construction costs of maintenance projects related to existing federally authorized navigation improvement projects; and

(d) Paying for portions of the cost of maintenance dredging projects undertaken with equipment owned by the State of Oregon at publicly owned ports and marinas.

(2) The Marine Navigation Improvement Fund established by this section consists of:

(a) Moneys appropriated or otherwise deposited into the fund by the Legislative Assembly;

(b) Repayment of loans made with moneys in the fund; and

(c) Bond proceeds deposited in the fund.

(3) Moneys in the fund shall be used primarily to make loans to ports for eligible projects. The authority may award a grant or provide other assistance from moneys in the fund to a port for an eligible project only if a loan is not feasible due to the financial hardship of the port or other special circumstances, as set forth in rules adopted by the department.

(4) Eligibility for assistance from the Marine Navigation Improvement Fund shall be limited to and funded, subject to the availability of funds, in the following order of priority:

(a) Maintenance projects related to existing federally authorized navigation improvement projects.

(b) Other new navigation improvement projects that directly support, or provide access to, a federally authorized navigation improvement project or a federally authorized navigation channel.

(c) New federally authorized navigation improvement projects.

(d) Payment of portions of the cost of maintenance dredging projects undertaken with equipment owned by the State of Oregon at publicly owned ports and marinas.

(5) The authority shall limit financial assistance for construction costs under subsection (1)(a) of this section to those projects that have completed all federally required studies.

(6) The authority shall limit financial assistance for construction costs under subsection (1)(b) of this section to projects sponsored by a port, as defined in ORS 777.005 or 778.005, that meet criteria developed by the authority.

(7) The authority shall limit financial assistance for study costs under subsection (1)(b) of this section to projects that meet criteria developed by the authority.



(8) The authority shall limit financial assistance for study and construction costs under subsection (1)(c) of this section to projects that meet criteria developed by the authority. [1989 c.1020 §2; 1991 c.461 §87; subsection (3) enacted as 1991 c.461 §88; 2001 c.570 §1; 2003 c.741 §13; 2009 c.830 §143; 2013 c.621 §4; 2017 c.750 §87]

Note: See note under 777.262.

777.270 [Amended by 1959 c.602 §6; repealed by 1963 c.268 §21]

777.271 Authority of rural ports to operate telecommunications facilities;

exceptions. (1) A rural port may construct, purchase, acquire, develop, finance, lease, license, handle, provide, add to, contract for, interconnect, alter, improve, repair, operate and maintain any telecommunications facilities within or without the port's limits for the port's own use.

(2) This section does not authorize a rural port to provide telecommunications services to end users.

(3) A rural port may not exercise powers of eminent domain to acquire telecommunications infrastructure or facilities or contractual rights to telecommunications infrastructure or facilities held by any other person or entity.

(4) As used in this section, "rural port" means a port that has a population of less than 750,000 within its territorial boundaries. [2015 c.164 §2]

777.272 [1959 c.602 §8; repealed by 1963 c.268 §21]

777.273 Authority of ports to operate pipelines; exceptions. (1) A port may own, acquire, construct, operate, improve and maintain pipelines and related facilities for the transportation of products and materials that promote the maritime shipping, aviation and commercial interests of the port.

(2) A port may enter into connection and other agreements with entities owning or operating pipelines and related facilities as may assist the port with regard to its authority described in this section.

(3) A port may acquire by purchase, gift or the exercise of the power of eminent domain rights of way for the placement of pipelines and related facilities.

(4) This section does not grant any additional authority to a port to own, purchase or sell the products and materials carried within the pipelines, but only grants authority over pipelines and related facilities used for transportation purposes.

(5) Except as otherwise specifically authorized by law, this section does not authorize a port to exercise authority over natural gas pipelines and related facilities, the transportation of natural gas or the acquisition of natural gas pipeline rights of way. [1991 c.367 §2]

777.275 [Repealed by 1963 c.268 §21]

(Columbia River Channel Deepening Project)

777.277 Definitions for ORS 777.277 to 777.287. As used in ORS 777.277 to 777.287:

(1) "Channel Deepening Account" means the account in the Marine Navigation Improvement Fund created by ORS 777.282.

(2) "Channel Deepening Debt Service Account" means the account in the Marine Navigation Improvement Fund created by ORS 777.282.

(3) "Channel deepening project" means a project to deepen the deep draft Columbia River navigation channel from an authorized depth of 40 feet.

(4) "Grant agreement" means the grant agreement described in ORS 777.284.

(5) "Oregon nonfederal share" means that portion of the cost of the channel deepening project that is allocable to the Oregon sponsors and that is not paid by the federal government, the State of Washington or the Washington sponsors.

(6) "Oregon sponsors" means the Port of St. Helens, the Port of Portland or any agency acting on behalf of the government of the State of Oregon as a financial contributor to the channel deepening project.

(7) "Primary sponsor" means the Port of Portland as representative of the Oregon sponsors.

(8) "Project cooperation agreement" means a written agreement between the United States Government and a nonfederal sponsor that requires the United States Government to construct, and the nonfederal sponsor to share in the cost of, a project authorized under the Water Resources Development Act or a similar Act of the United States Congress.

(9) "Washington sponsors" means the Port of Vancouver, the Port of Kalama, the Port of Woodland, the Port of Longview or any agency acting on behalf of the government of the State of Washington as a financial contributor to the channel deepening project. [1997 c.644 §1; 1997 c.612 §16; 2002 s.s.3 c.6 §20; 2003 c.741 §14; 2009 c.830 §144]

Note: 777.277 to 777.287 were enacted into law by the Legislative Assembly but were not added to or made a part of ORS chapter 777 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

777.279 [1997 c.644 §2; 2001 c.942 §8; repealed by 2003 c.741 §17]

777.280 [Repealed by 1963 c.268 §21]

777.282 Channel Deepening Account; Channel Deepening Debt Service Account; payments to primary sponsor. (1) The Channel Deepening Account is hereby created in the Marine Navigation Improvement Fund.

(2) Any earnings and interest earned on amounts in the Channel Deepening Account shall be credited to the Channel Deepening Account. The moneys in the Channel Deepening Account are continuously appropriated to the Oregon Business Development Department for the Oregon Infrastructure Finance Authority and shall be transferred by the authority to the primary sponsor pursuant to and upon the terms and conditions set forth in the grant agreement entered into under ORS 777.284 to pay the Oregon nonfederal share.

(3) The Channel Deepening Debt Service Account is hereby created in the Marine Navigation Improvement Fund.

(4) Any earnings and interest earned on amounts in the Channel Deepening Debt Service Account must be credited to the Channel Deepening Debt Service Account. The moneys in the Channel Deepening Debt Service Account are continuously appropriated to the Oregon Business Development Department for the Oregon Infrastructure Finance Authority for payment of bond-related costs for lottery bonds issued under ORS 285B.551 (5) and section 12, chapter 741, Oregon Laws 2003, and for lottery bonds issued for channel deepening under ORS 285B.551 (3) and section 6, chapter 942, Oregon Laws 2001.

(5) The restrictions on the use of moneys in the Marine Navigation Improvement Fund set forth in ORS 777.267 do not apply to moneys in the Channel Deepening Account or the Channel Deepening Debt Service Account. [1997 c.644 §3; 2001 c.942 §9; 2003 c.741 §15; 2009 c.830 §145]

Note: See note under 777.277.

777.284 Grant agreement with primary sponsor; request for issuance of lottery bonds. (1) The Director of the Oregon Business Development Department shall enter into, or modify, a grant agreement with the primary sponsor committing the Oregon Business Development Department to request that the State Treasurer issue lottery bonds as provided in ORS 285B.551 (3) and section 6, chapter 942, Oregon Laws 2001, to obtain lottery bond proceeds for deposit in the Channel Deepening Account for payment of the Oregon nonfederal share.

(2) The total amount paid to the primary sponsor pursuant to the grant agreement may not exceed the lesser of the amount of the Oregon nonfederal share or the total amount deposited in the Channel Deepening Account. The grant agreement:

(a) Shall specify a method for determining the total amount of the Oregon nonfederal share; and

(b) May not contain provisions or be construed or enforced in any manner that would cause the grant agreement to constitute a debt or liability of the state that violates section 7, Article XI of the Oregon Constitution. [1997 c.644 §4; 2001 c.942 §10; 2002 s.s.1 c.8 §3; 2003 c.741 §16; 2009 c.830 §146]



Note: See note under 777.277.

777.285 [Repealed by 1963 c.268 §21]

777.287 Agreements with federal agencies. The Oregon sponsors are each hereby authorized to enter into agreements with agencies of the United States for the channel deepening project and, notwithstanding any other provision of law, may each agree to be bound by any requirement imposed by an Act of the United States Congress as a condition of federal participation in the channel deepening project. [1997 c.644 §5]

Note: See note under 777.277.

777.289 [1997 c.644 §6; 2001 c.942 §11; repealed by 2003 c.741 §17]

777.290 [Repealed by 1963 c.268 §21]

777.295 [Repealed by 1963 c.268 §21]

777.300 [1963 c.268 §2; repealed by 1971 c.727 §203]

777.303 [1963 c.268 §3; repealed by 1971 c.727 §203]

777.305 [Repealed by 1963 c.268 §21]

777.307 [1963 c.268 §4; repealed by 1971 c.727 §203]

777.310 [Repealed by 1963 c.268 §21]

777.313 [1963 c.268 §5; repealed by 1971 c.727 §203]

777.315 [Repealed by 1963 c.268 §21]

777.317 [1963 c.268 §6; repealed by 1971 c.727 §203]

777.320 [Repealed by 1963 c.268 §21]

777.323 [1963 c.268 §7; repealed by 1971 c.727 §203]

777.325 [Amended by 1959 c.602 §9; repealed by 1963 c.268 §21]

Annexation

777.326 Special procedure for annexations increasing by one-half or more the area or assessed value of taxable property within the port. (1) This section applies when an annexation would increase the area of a port by one-half or more, or would increase the assessed value of taxable property within a port by one-half or more. An annexation



proposal subject to this section, if approved by the county board, shall be submitted to the electors at an election which shall be held at the same time as a primary election or general election.

(2) When the county board orders an election on the annexation proposal, the board shall adopt an order dividing or redividing the area of the port, including the territory annexed, into five subdistricts. The boundaries of the subdistricts shall be determined in accordance with ORS 777.155 and shall be described in the order calling the election on the proposed annexation.

(3) At the first regular district election following the effective date of the annexation, one commissioner from each of the five subdistricts established under subsection (2) of this section shall be elected. The terms of the incumbent commissioners shall terminate and the terms of the commissioners elected under this subsection shall commence as provided in ORS 777.160.

(4) If the annexation is approved, the order proclaiming the annexation shall also describe the boundaries of the subdistricts established as provided by subsection (2) of this section. [1967 c.498 §2; 1971 c.647 §140; 1971 c.727 §§188,201; 1971 c.728 §49; 1983 c.350 §323; 1987 c.267 §79; 1995 c.712 §111; 1997 c.541 §386]

777.327 [1959 c.602 §11; repealed by 1963 c.268 §21]

777.328 [1963 c.268 §8; repealed by 1971 c.727 §203]

777.330 [Repealed by 1963 c.268 §21]

777.333 [1963 c.268 §9; repealed by 1971 c.727 §203 and by 1971 c.728 §138]

777.335 [Repealed by 1963 c.268 §21]

777.337 [1963 c.268 §10; repealed by 1971 c.727 §203]

777.340 [Repealed by 1963 c.268 §21]

777.343 [1963 c.268 §11; repealed by 1971 c.727 §203]

777.345 [Repealed by 1963 c.268 §21]

777.347 Consent of Department of State Lands for state lands. The Department of State Lands is authorized to consent to annexation with respect to any land owned by the State of Oregon, under the jurisdiction of the department, which is located in the territory proposed to be annexed. [1963 c.268 §12; 1971 c.727 §189]

777.350 [Repealed by 1963 c.268 §21]



777.353 Annexation of enclave. When territory not part of another port or wholly belonging to the state or federal government is surrounded by the boundaries of a port, the board of the surrounding port may, by resolution, annex the territory to the port with or without the consent of any resident or owner of property within the territory and without submitting the proposed annexation to the electors for approval. [1963 c.268 §13; 1971 c.728 §52]

777.355 [Repealed by 1963 c.268 §21]

777.357 [1963 c.268 §14; repealed by 1971 c.727 §203]

777.360 [1963 c.268 §15; repealed by 1971 c.647 §149 and by 1971 c.727 §203 and by 1971 c.728 §138]

777.365 Name change of port; notice. A board may, within 60 days following an order of annexation, change the name of the port by order made at any regular meeting. Notice of the proposed change, including the new name, shall be given by publication in a newspaper of general circulation in the port once a week for three successive weeks prior to the meeting. [1963 c.268 §16; 1971 c.727 §190; 1971 c.728 §54]

777.370 [1963 c.268 §17; repealed by 1971 c.727 §203]

777.395 [1967 c.416 §3; 1971 c.728 §18; repealed by 1975 c.771 §33]

Port Fiscal Matters

777.405 Deposit and disbursement of moneys; financial records. (1) Money of a port shall be deposited in one or more banks designated by the board. Funds shall be withdrawn only when previously ordered by the board, upon a check signed and countersigned by such persons as may be authorized by resolution of the board.

(2) A receipt or voucher showing clearly the nature and items covered by each check drawn shall be kept on file. [Amended by 1971 c.728 §33; 1989 c.428 §1]

777.410 Ports may borrow money and issue bonds. (1)(a) For the purpose of carrying into effect any of the powers granted by ORS 777.105 to 777.258, a port may, when authorized so to do by the electors, borrow money and sell and dispose of bonds, which shall constitute a general obligation of the port and be secured by the port's full faith and credit. The bonds shall be secured by the taxing power of the port as provided in ORS 777.430 (2). In addition, the port may provide that the bonds shall be payable from and secured by a lien and pledge of all or any part of the revenues derived by the port from the facilities constructed from the proceeds of the bonds. Bonds outstanding at any one time shall never exceed in the aggregate two and one-half percent of the real



market value of all taxable property within the port, computed in accordance with ORS 308.207.

(b) A port may provide for the creation of special trust funds and may authorize the appointment of a trustee to administer such funds. A port may obligate itself to set aside and pay into a special trust fund any revenues pledged to the payment of bonds. A port, from available funds, may establish and fund debt service, operation and maintenance reserves.

(c) Proceeds from the sale of bonds may be used by a port to pay the costs incurred in issuing the bonds, to pay the costs of preliminary work incident to issuing and selling the bonds, including but not limited to planning, engineering, inspection, accounting, fiscal, legal, trustee and other similar expenses, to pay interest on the bonds for such time as the port may determine, but not exceeding six months beyond completion of the facilities financed with the bonds, and to establish reserves for debt service on the bonds.

(2) Without elector approval the board may, whenever it determines that an emergency exists, issue bonds, within the limitation provided by subsection (1) of this section, in an aggregate amount not exceeding \$100,000 in any period of 12 months. Bonds shall not be issued under this subsection to provide funds for the acquisition of land. Bonds issued under this subsection shall be issued and sold in accordance with subsection (3) of this section but shall mature in such length of time, not exceeding five years, as the board determines.

(3) All bonds issued under this section shall be issued as prescribed in ORS chapter 287A. [Amended by 1957 c.375 §1; 1963 c.9 §37; 1965 c.223 §1; 1971 c.728 §71; 1973 c.127 §3; 1977 c.698 §1; 1981 c.94 §52; 1981 c.289 §1; 1985 c.773 §2; 1991 c.459 §439; 2007 c.783 §223]

777.415 Resolution and election prerequisite to issuance of bonds. When it is proposed to borrow money or to sell and dispose of bonds as authorized by ORS 777.410 (1), a board shall first pass a resolution authorizing the borrowing of money and the issuance and sale of bonds. The resolution shall state the amount of money to be raised, the maximum rate of interest that the bonds will bear and the nature and terms of the bonds. The resolution also shall state the general purpose for which the moneys to be raised are to be used. The question of issuance of the bonds shall then be referred by the board to the electors of the port at a special election to be called for that purpose. The money raised shall be expended for no other purpose than that expressed in the resolution and the purpose shall be stated in the ballot title used in the election. A contract involving the expenditure of funds to be raised under ORS 777.410 (1) shall not be entered into by the board until the borrowing of the funds is approved by a majority of those voting on the question at the special election provided for by this section. [Amended by 1957 c.375 §2; 1971 c.647 §142; 1971 c.728 §72]



777.420 [Repealed by 1957 c.375 §3]

777.425 [Repealed by 1957 c.375 §3]

777.430 Taxing powers of ports. (1) In carrying out the purposes of ORS 777.005 to 777.725 and 777.915 to 777.953, a port may assess, levy and collect taxes upon all taxable real and personal property situated within the port, in an amount each year not to exceed one-fourth of one percent (0.0025) of the real market value of the property, computed in accordance with ORS 308.207.

(2) Each year a port may also assess, levy and collect a tax upon all such property in an amount sufficient to pay the yearly interest on general obligation bonds or other evidences of indebtedness theretofore issued by the port and then outstanding, together with any portion of the principal of general obligation bonds maturing within that year. The tax shall be applied only in payment of interest and principal of such bonds or indebtedness. However, the board may apply any other funds it may have toward such payments.

(3)(a) A port may assess, levy and collect a tax upon all taxable real and personal property situated within the port for the purpose of providing revenue to a city or county in which the port is located for law enforcement services provided by the city or county within the boundaries of the port.

(b) A tax described in this subsection may be levied only as prescribed under ORS 280.040 to 280.145.

(c) The transfer of moneys raised pursuant to this subsection to a city or county for funding law enforcement services of the city or county within the port is a public purpose for which a port levying a tax under this subsection has been organized. [Amended by 1963 c.9 §38; 1971 c.728 §73; 1991 c.459 §440; 2001 c.500 §1]

777.435 Levy, assessment and collection of taxes. (1) Taxes authorized by ORS 777.430 shall be levied in each year and returned to the county officer whose duty it is to extend the tax roll by the time required by law for city taxes to be levied and extended. The county officer whose duty it is to extend the county levy shall extend the levy of a port in the same manner as city taxes are extended.

(2) All taxes levied by a port become payable at the same time and shall be collected by the same officers as regular county taxes. The county officers collecting the taxes shall pay them to the treasurer of the port as provided by law. [Amended by 1971 c.728 §74]

777.437 Filing boundary change with county assessor and Department of Revenue. For purposes of ad valorem taxation, a boundary change must be filed in final approved form with the county assessor and the Department of Revenue as provided in ORS 308.225. [2001 c.138 §52]



777.440 Levy of special tax by county court upon default of port officers. If a port fails or refuses to levy the special tax provided by ORS 777.430 (2), within the time provided, in an amount sufficient to pay the interest accruing during the 12 months following October 1 next ensuing on bonds theretofore issued by the port and then outstanding, together with any portion of the principal of such bonds maturing within the 12 months, the county board of the county in which the port is located, shall levy at its July term immediately following such failure or refusal by the port, a tax on all the taxable real and personal property situated within the port, at a rate sufficient to pay such interest and principal. [Amended by 1971 c.728 §75]

777.445 Procedure subsequent to levy under ORS 777.440. (1) Taxes levied under ORS 777.440 by the county board shall be assessed and collected as if the levy had been made by the port itself.

(2) However, taxes thus levied by the county board shall not be paid to the treasurer of the port by the county officers collecting the tax, but shall be paid to the county treasurer to the credit of the port issuing the bonds to be used for the purpose provided by subsection (3) of this section.

(3) The county treasurer shall pay from the fund the interest on or maturing principal of any bond described by ORS 777.440 as it becomes due, and at such places as are designated in the bonds or interest coupons thereof, or upon the presentation at the county treasurer's office of the bonds or coupons, which must show the amount due and the number and series of the bond.

(4) All bonds or coupons thereof thus paid shall be immediately reported by the county treasurer to the port board.

(5) On October 1 of the next calendar year following the year of the levy by the county board, the county treasurer shall ascertain the exact amount of interest and principal payable and still remaining unpaid. The county treasurer shall retain from the fund an amount sufficient to pay such principal and interest and pay to the treasurer of the port any balance of the fund remaining after making such deduction. [Amended by 1971 c.728 §76]

777.447 Promissory notes authorized for port development purposes; limitations; form; payment. In addition to other powers granted a port, a port may, at any time, upon proper resolution adopted by the board, issue promissory notes to assist it in carrying out the powers granted the port under this chapter. The promissory notes shall not exceed a term of 10 years, shall be considered bonds for purposes of ORS chapter 287A and shall be issued as prescribed in ORS chapter 287A. A port may not have more than \$10 million in promissory notes outstanding at any one time and may not pledge or use tax-derived revenues to retire the notes. The notes shall be signed by the president and the treasurer of the port and shall state what assets and revenues of the



port shall be security for the notes and that the notes do not constitute a full faith and credit pledge of the port. No officer or employee of the port shall hold promissory notes under this section. Expenditure of note proceeds and payment on notes issued under this section shall first be properly budgeted in accordance with the Local Budget Law. [1979 c.119 §2; 1981 c.94 §53; 1993 c.97 §28; 1999 c.177 §1; 2007 c.783 §224; 2019 c.627 §1]

777.450 [Repealed by 1971 c.728 §138]

777.455 Authority to issue refunding bonds for specified purposes; amounts. A port may, in accordance with ORS 777.455 to 777.505, issue refunding bonds for the purpose of refunding and retiring all or any part of its outstanding bonds when the holders are willing to surrender such bonds. When judgment is taken against a port based on bonds and interest coupons issued by the port, refunding bonds may be issued to provide funds with which to pay such judgment. Such bonds may be issued, pursuant to an ordinance or resolution adopted by the board, without elector approval. Such bonds may be issued in the full amount of the outstanding bonds and any judgment on bonds and interest coupons less any sinking funds applicable thereto. The full faith and credit of the issuing port shall be pledged to the payment of the principal of and interest on each of such bonds. Debt limitations imposed by law do not apply to refunding bonds. [Amended by 1971 c.728 §77]

777.460 Refunding bonds; terms and conditions; bond call. (1) The refunding bonds shall bear interest at a rate determined by the board, payable semiannually, and shall be in such denominations and mature at such times as determined by the board, but the bonds must all mature not later than 30 years after their date of issue.

(2) The board may provide that the bonds are subject to call and redemption prior to maturity, in numerical order, in inverse numerical order or in the entire amount of the issue outstanding. The bonds may be called only on interest-paying dates.

(3) Before calling bonds containing optional provisions, the port shall publish a notice of call in one issue of a newspaper specializing in financial matters published in New York, New York, at least 30 days before such interest-paying date.

(4) Callable refunding bonds, at the option of the board, may be called and retired or may be refunded again in accordance with the terms of the bonds and the provisions of ORS 777.455 to 777.505.

(5) Both the principal of the bonds and the interest thereon, when due, shall be paid in lawful money of the United States at the office of the treasurer of the issuing port, or at the fiscal agency of the State of Oregon in the City and State of New York, at the option of the board. [Amended by 1971 c.728 §78; 1981 c.94 §54]

777.465 Disposition of refunding bonds. The refunding bonds may be exchanged par value for par value for the bonds they are issued to refund and may be issued and



delivered to a judgment creditor in the amount of the judgment, or the bonds may be advertised for sale and sold for not less than the par value thereof.

777.470 Levy of tax to meet principal and interest; amount required; disposition of proceeds of tax. Upon issuance of any refunding bonds the port board shall levy a tax sufficient to pay the principal and interest of such bonds at maturity. If the bonds are serial bonds the tax shall provide an amount of money sufficient to pay the next maturing installment of principal and the interest on the entire issue. If the bonds are issued as term bonds the tax shall be sufficient to raise an amount of money, which, if the same amount were raised each year thereafter for the life of the bonds, would produce a sum equal to the principal amount of the bonds so issued. The proceeds of taxes levied under this section shall be set aside when collected into a special fund and used for no other purpose than the payment of the bonds so issued. [Amended by 1971 c.728 §81]

777.475 Remedies of holders of refunding bonds on default. If there is a default in payment of principal or interest of bonds issued pursuant to ORS 777.455, the holders thereof shall be reinvested with and have all the remedies they would have had if they were holding obligations refunded by the issuance of such bonds. [Amended by 1971 c.728 §82]

777.480 Construction of ORS 777.455 to 777.505. The authority contained in ORS 777.455 to 777.505 is supplemental and in addition to all other powers granted to port districts to issue bonds. [Amended by 1971 c.728 §83]

777.485 Compromise and refunding agreements; contents; subsequent procedure; effect. (1) A board may enter into agreement with the holders of its outstanding indebtedness providing for compromise of the indebtedness and the refunding thereof by the issuance of bonds under ORS 777.455. An agreement may provide for the amount of refunding bonds to be issued, the interest rate the bonds are to bear, the dates of maturity of the bonds and the amount of money to be raised by taxes each year to pay the principal of and interest on the bonds. When an agreement is entered into, a port shall have complete authority to issue bonds in accordance therewith.

(2) The board may provide in the ordinance authorizing such refunding bonds:

(a) For setting aside a sinking or other fund into a special trust fund for payment of the bonds.

(b) For the pledging of taxes and other revenues directly to the payment of the principal of or interest on the bonds or to the sinking fund.

(c) For limitations on subsequent borrowings by the port either in the nature of permanent debt or temporary financing.



(d) For limitations on the amounts of appropriations in subsequent budgets for operating expenses.

(3) A port has all necessary authority to carry out the terms and conditions so included in any such ordinance. The validity of the refunding bonds, however, shall not be dependent upon nor affected by the validity or regularity of the ordinance provisions enumerated in subsection (2) of this section. [Amended by 1971 c.728 §84]

777.490 [Repealed by 1971 c.728 §138]

777.495 [Amended by 1965 c.223 §2; repealed by 1971 c.728 §138]

777.500 Advertisement of bonds; bids; rejection of bids; readvertisement; time of sale limited. (1) Refunding bonds shall be advertised for sale at least once each week for not less than two successive weeks in a newspaper of general circulation published within the port or, if there is no such newspaper, then in a newspaper published in the county in which the port is located.

(2) All bids for such bonds shall be in writing and be sealed and, unless the sale is made to the sinking fund of the particular port or to the State of Oregon, shall be accompanied by a certified check or a cashier's check upon a bank doing business in this state for an amount of not less than two percent of the par value of the bonds for which the bid is submitted. Bids shall be opened publicly at the time and place specified in the advertisement. The bonds shall be sold for cash.

(3) If the bids for the purchase of the bonds are not satisfactory, the board may reject any and all of the bids and may readvertise for bids in the manner provided by this section.

(4) The date of sale shall not precede by more than four months the first succeeding date upon which the bonds to be refunded thereby will mature or may be called, redeemed or otherwise retired. [Amended by 1971 c.728 §79; 1981 c.94 §55]

777.505 Delivery of bonds to purchaser; deposit of sale proceeds; redemption and retirement of refunded bonds. (1) Refunding bonds, upon payment therefor in cash, may be delivered to the purchaser thereof at any time after sale date, but not later than the date as of which the refunded bonds have been called for payment. The bonds shall be delivered at the place in the State of Oregon designated by the board in the notice of sale of the bonds.

(2) Proceeds of sale of the bonds equal to the total par value of the bonds refunded shall be deposited at the fiscal agency mentioned in ORS 777.460 in conformity with the laws relating to deposits of funds with the fiscal agency or, at the option of the issuing port, pursuant to ORS 295.001 to 295.108, in a special trust account to be used solely for the payment of the principal of the outstanding refunding bonds and for no other purpose.



(3) The outstanding refunded bonds shall be redeemed and retired as soon as possible after the date of sale of the refunding bonds issued in lieu thereof, but in no case shall such refunding bonds be invalidated by reason of the failure of the port to redeem or retire the refunded bonds. [Amended by 1967 c.451 §29; 1971 c.728 §80]

777.510 Port warrants; execution; contents. A port board may issue warrants drawn upon any officer designated the custodian of money belonging to or credited to the port. Warrants shall be signed by the treasurer and countersigned by the president of the port or in the absence or inability of the president to act, by the vice president. Warrants shall show upon their face the nature and extent of the obligation satisfied. They may be used in payment of any obligation of the port, including expenses of operation, payment of the principal amount of port bonds at their maturity and in payment of interest or interest coupons of the bonds at the time the interest becomes due and payable. [Amended by 1971 c.728 §34]

777.515 Payment of warrants; interest on warrants. (1) The treasurer of a port, or the treasurer of the county who is the legal custodian of funds belonging to or credited to a port, shall pay the warrants of the port when presented, if the treasurer has money in custody for the purpose of paying the obligation for which the warrant was given. The treasurer shall write on the face of the warrant the date of redemption and the treasurer's signature.

(2) If there are no funds in the custody of the port treasurer to pay the warrant when presented, the port treasurer shall indorse thereon "Not Paid for Want of Funds" and the date of presentment over the signature of the port treasurer. The warrant shall draw interest at the legal rate from the date of such indorsement. Thereafter, the county treasurer, upon presentment of the warrant, shall pay upon the warrant any funds which may come into the county treasurer's custody for the purpose of paying the obligation for which the warrant was issued and shall, over the signature of the county treasurer, indorse the amount of the payment upon the warrant with the date of the payment.

(3) However, a warrant drawn in payment of the principal or face amount of a port bond shall in no event draw interest in excess of the rate of interest expressed upon the face of the port bond, and the rate of such interest shall appear upon the face of the warrant. Interest on a warrant shall cease from the date of notice by publication in some newspaper printed or circulated in the county. Notice shall be given by the port treasurer authorized to redeem the warrant, stating that there are funds to redeem outstanding warrants. The treasurer shall give notice when the treasurer has \$10,000 belonging to the fund. [Amended by 1971 c.728 §35]

777.520 Special tax levy, rate, use of proceeds; bond sinking fund. (1) A port may assess, levy and collect each year in addition to other taxes which it is by law



authorized to levy, a special tax upon all taxable real and personal property situated within the port.

(2) Such annual levy shall not exceed one-tenth of one percent. The proceeds thereof shall be used only in the purchase on the open market of bonds of the port, at such prices, as the board determines.

(3) All funds collected from such levy shall be placed in a separate fund, designated the bond sinking fund, and shall be used exclusively for the purposes provided by this section as long as the principal of any bond of the port remains outstanding or unpaid. After the principal of all bonds of the port has been paid, the balance remaining in such fund may be transferred to any other fund as the board may direct. [Amended by 1971 c.728 §85]

777.525 [Repealed by 1971 c.728 §138]

777.530 Special assessments for local improvement; assessment ordinance; assessment districts. (1) When a port constructs or acquires a local improvement which the port is authorized to construct or acquire, the board of that port may levy special assessments against property within the port in proportion to the benefits such property will receive on account of the construction or acquisition of the local improvement. However, before proceeding to construct or acquire a local improvement for which special assessments will be levied, the board shall adopt an ordinance that:

(a) Describes the local improvement to be constructed or acquired and the part of the work to be undertaken immediately;

(b) Contains a preliminary estimate of the probable cost of the local improvement;

(c) Determines the manner of financing the local improvement. The board may provide that the cost of the construction or acquisition shall be paid in part by assessments against the property directly benefited and in part out of general funds, ad valorem tax levies, the proceeds of the sale of bonds, service charges or any combination of such sources. The determination of the board as to the proportion of cost allocation shall be based on its sound discretion;

(d) Describes one or more assessment districts containing the properties against which the cost of the local improvement will be assessed;

(e) Provides for the method of assessment, the recording of assessment liens on properties that are directly benefited and for the making of supplemental assessments and rebates;

(f) Contains provision for a notice to be mailed to each affected property owner announcing the intention of the board to construct or acquire a local improvement, to create one or more assessment districts and to assess benefited property for a part or all of the cost; and

(g) Provides for a hearing not sooner than 20 days after the mailing of the notices described in paragraph (f) of this subsection at which affected property owners may



appear to support or object to the proposed local improvement and assessment. The board shall consider such objections and may adopt, correct, modify or abandon the proposed local improvement or assessments.

(2) Special assessments in the port shall, so far as practicable, be apportioned within the port in accordance with the special and peculiar benefit each lot or parcel of land receives from the construction or acquisition of a local improvement.

(3) Special assessment districts authorized by this section may be established for, and limited to, financing the costs of planning and engineering required for the construction or acquisition of a local improvement.

(4) As used in this section, "local improvement" has the meaning given that term by ORS 223.001. [1989 c.644 §2; 1991 c.902 §117]

Note: 777.530 and 777.535 were added to and made a part of ORS chapter 777 by legislative action but were not added to any smaller series therein. See Preface to Oregon Revised Statutes for further explanation.

777.535 Installment payment of special assessment; limitation. The provisions of ORS 223.205 to 223.316 (Bancroft Bonding Act) and ORS 223.770 relating to the assessment of property benefited by public improvements and to the issuance of bonds and other obligations for the cost of such improvements, shall apply insofar as practicable and applicable in relation to the assessment by ports of the cost or any portion of the cost of improvements against the property benefited in accordance with ORS 777.530 and to the issuance of bonds and other obligations by the port. However, notwithstanding ORS 223.295, the limitation specified in ORS 777.410 (1)(a) on the amount of general obligation bonds outstanding at any one time applies to bonds and other obligations issued under this section. [1989 c.644 §3; 1991 c.902 §116; 1995 c.333 §21; 1997 c.249 §223]

Note: See note under 777.530.

777.560 Ports may issue and sell revenue bonds; use of proceeds. (1) For the purpose of carrying into effect any of the powers granted to ports, a port may issue and sell revenue bonds in accordance with ORS 777.560 to 777.590 without the necessity of obtaining the prior approval of the electors of the port. Proceeds from the sale of revenue bonds may be used by the port in its governmental capacity or loaned to private parties. The proceeds may be used to cover the costs incurred in issuing the bonds, and preliminary work incident to carrying out such purposes and powers, including but not limited to planning, engineering, inspection, accounting, fiscal, legal and trustee expenses, the cost of issuance of bonds, engraving, printing, advertising and other similar expenses, and to pay interest on the outstanding bonds issued for any project during the period of actual construction and for six months after the completion



thereof. Revenue bonds shall not be a general obligation of the port nor a charge upon the tax revenues of the port, nor a charge upon any other revenues or property of the port not specifically pledged thereto.

(2) In addition to the powers granted by subsection (1) of this section, a port may authorize and issue revenue bonds under ORS 287A.150. [1955 c.423 §2; 1959 c.337 §1; 1971 c.728 §86; 1993 c.97 §29; 2007 c.783 §225]

777.565 Resolution or ordinance authorizing revenue bonds and creating special trust fund. (1) Revenue bonds issued under ORS 777.560 (1) shall be authorized by resolution or ordinance of the board. The resolution or ordinance shall provide for the creation of a special trust fund, authorize the appointment of a trustee to administer the fund, and obligate the port to set aside and pay into the special trust fund all, or a portion, of its nontax-derived revenues not otherwise pledged or committed for other purposes for any activity authorized by ORS 777.105 to 777.258, other than an activity under ORS 777.250 (4)(a) or (c). For a facility or facilities designated under ORS 777.250 (4)(a) or (c), no revenues other than those derived from the particular facility or facilities to be financed by the sale of the particular issue of revenue bonds then being authorized shall be pledged. The board may, in addition, pledge for the payment of the principal and interest of any issue of such bonds any property of the port not pledged for other purposes. However, with respect to revenue bonds issued to finance a facility or facilities designated under ORS 777.250 (4)(a) or (c), the board, in addition, may only pledge or mortgage such facilities including buildings, improvements or properties, and any land acquired in connection with such facilities, for the benefit of the holders of revenue bonds issued therefor. Notice that action upon the bond resolution or ordinance will be taken at the designated meeting of the board shall be given for a period of not less than two consecutive weeks, prior to the meeting, by publication once each week in a newspaper of general circulation, published within the port or, if there be no such newspaper, in a newspaper of general circulation, published within the county.

(2) A special trust fund created by a resolution or ordinance adopted under subsection (1) of this section shall be used solely for payment of principal and interest due upon the revenue bonds issued and sold pursuant to ORS 777.560 (1), and to the payment of the costs and expenses enumerated in ORS 777.560.

(3) The resolution or ordinance may provide that if the money in the special trust fund is insufficient to pay the revenue bonds the bonds shall be payable out of any part or all of other nontax-derived revenues of the port. However, for a facility or facilities designated under ORS 777.250 (4)(a) or (c), no revenues other than those derived from the particular facility or facilities to be financed by the sale of the particular issue of revenue bonds then being authorized shall be pledged. When all bonds issued and sold pursuant to ORS 777.560 (1) and expenses thereof have been paid so that no charge remains upon the special fund, the board may, by resolution or ordinance, transfer any



balance remaining in the fund to its general fund, discharge the trustee and dissolve the special fund. The trustee authorized to administer the fund may, subject to approval of the board, invest and reinvest moneys in the special fund in securities in which the State of Oregon may by law invest.

(4) ORS 777.560 to 777.590 and the provisions of the resolution or ordinance authorizing a revenue bond issue constitute a contract with the holders of the bonds, and shall be enforceable by any owner or holder of the bonds. [1955 c.423 §3; 1959 c.337 §2; 1965 c.223 §3; 1967 c.621 §1; 1971 c.728 §87; 1979 c.407 §2; 1997 c.171 §23; 2007 c.783 §226]

777.570 Form of bonds. Revenue bonds issued under ORS 777.560 (1):

(1) Shall be negotiable instruments.

(2) Shall be issued under ORS chapter 287A, but the requirements of ORS 287A.150 do not apply.

(3) Shall contain a recital that principal and interest on the revenue bonds are payable solely out of revenues and property of the port pledged to the payment thereof by the ordinance of the board authorizing the issue of which the bonds are a part.

(4) May contain covenants of the port to protect and safeguard the security and rights of holders of such bonds and such other terms and conditions, in conformity with ORS 777.560 to 777.590, which the board determines are necessary or desirable to protect the port or increase the marketability of the bonds. [1955 c.423 §4; 1959 c.337 §3; 1965 c.223 §4; 1971 c.728 §141; 1971 c.778 §1; 1981 c.879 §3; 1997 c.171 §24; 2007 c.783 §227]

777.575 Sale of bonds. (1) The board may from time to time sell revenue bonds authorized pursuant to ORS 777.565, as provided by this section.

(2) Except as provided by subsections (3) and (4) of this section, the bonds shall be advertised for sale at least once each week for not less than two successive weeks in a newspaper of general circulation published within the port or, if there is no such newspaper, then in a newspaper published in the county. Bids shall be in writing and be sealed and, unless the bidder is the State of Oregon, accompanied by a certified check or a cashier's check upon a bank doing business in this state in an amount not less than two percent of the par value of the bonds. Bids shall be opened publicly at the time and place specified in the advertisement. If the bids are not satisfactory, the board may reject any and all bids and may readvertise for bids in the manner provided by this subsection.

(3) The board may sell any of the bonds to the federal government or any agency thereof at private sale without advertisement or calling for bids.

(4) Revenue bonds including revenue bonds to refund such bonds of a port may be sold to any person either at a public or private sale without advertisement or calling for bids as the board may in its sole discretion determine. [1955 c.423 §5; 1959 c.337 §4; 1965 c.223 §5; 1967 c.416 §1; 1971 c.728 §89; 1981 c.94 §56]



777.580 [1955 c.423 §6; 1959 c.337 §5; 1965 c.223 §6; repealed by 1971 c.728 §138]

777.585 Refunding revenue bonds. (1) A port may, without the necessity of authorization from the electors of the port, issue and sell its refunding revenue bonds for the purpose of redeeming revenue bonds which are outstanding or paying interest due thereon:

(a) At maturity pursuant to redemption provisions in the outstanding revenue bonds; or

(b) At any time before maturity if the holders of the outstanding revenue bonds consent or if the outstanding revenue bonds authorize redemption before maturity.

(2) ORS 777.560 to 777.590 apply to bonds authorized to be issued and sold under this section. [1955 c.423 §7; 1959 c.337 §6; 1965 c.223 §7; 1971 c.728 §90]

777.590 Authority to issue and sell revenue bonds; leasing property and pledging revenues. (1) ORS 777.560 to 777.590 are complete authority for the issuance and sale of revenue bonds and refunding revenue bonds. Any restrictions, limitations, conditions or procedure provided by other statutes relating to issuance and sale of bonds or other obligations do not apply to the issuance and sale of revenue bonds and refunding revenue bonds under ORS 777.560 to 777.590.

(2) The lease of any property of the port and the pledging of revenues therefrom to the payment of the costs and expenses enumerated by ORS 777.560, and to the payment of principal and interest on bonds issued and sold under ORS 777.560 to 777.590, shall be considered to further the public interest within the meaning of ORS 271.310. [1955 c.423 §8; 1959 c.337 §7; 1965 c.223 §8; 1971 c.728 §91; 2005 c.443 §27]

Note: Sections 1 and 2, chapter 423, Oregon Laws 2023, provide:

Sec. 1. Cancellation of certain taxes and interest. (1) Outstanding ad valorem property taxes, and interest on the taxes, assessed on real property, the ownership of which was transferred, from the federal government to a port district formed under ORS chapter 777, by the assessor of the county in which the real property is located, are hereby canceled.

(2) Ad valorem property taxes, and interest on the taxes, assessed on real property owned by a port without a working waterfront formed under ORS chapter 777, that have been outstanding since a date prior to January 1, 2012, are hereby canceled, provided the tax collector of the county in which the property is located has exhausted all remedies provided by law for collection of the taxes and interest. [2023 c.423 §1]

Sec. 2. Section 1 of this 2023 Act is repealed on January 2, 2025. [2023 c.423 §2]



Special Elections

777.605 Special elections. When a board desires to hold an election for the purpose of submitting to the electors of the port any measure that may lawfully be submitted to the electors, at any meeting called in accordance with its rules or the statutes governing the board, the board may adopt a resolution calling a special election. In the resolution the board may describe in general terms the measures which are to be submitted at the election. [Amended by 1971 c.728 §92; 1973 c.796 §76; 1975 c.647 §52; 1983 c.350 §326]

777.610 [Repealed by 1971 c.647 §149]

777.615 [Repealed by 1971 c.647 §149]

777.620 [Repealed by 1971 c.647 §149]

777.625 [Repealed by 1971 c.647 §149]

777.630 [1987 c.607 §10; renumbered 285.825 in 1991]

777.635 [1987 c.607 §11; 1989 c.908 §64; renumbered 285.827 in 1991]

777.640 [1987 c.607 §12; renumbered 285.830 in 1991]

777.645 [1987 c.607 §13; renumbered 285.833 in 1991]

777.650 [1987 c.607 §14; renumbered 285.835 in 1991]

777.655 [1987 c.607 §15; renumbered 285.837 in 1991]

777.660 [1987 c.607 §16; renumbered 285.840 in 1991]

777.665 [1987 c.607 §21; renumbered 285.843 in 1991]

Establishment of Water Transportation Lines

777.705 Definitions for ORS 777.705 to 777.725. As used in ORS 777.705 to 777.725, “bonus” or “bonuses” includes payment of funds for:

- (1) Chartering vessels;
- (2) Guaranteeing to vessels, transportation lines, companies or persons, cargo and tonnage, and guaranteeing to vessels, transportation lines, companies or persons against loss on account of delay in the Columbia River or Willamette River or at the Columbia River bar;
- (3) Absorption of charges for lightering, dredging, towage and pilotage of any vessels; or



(4) Fixing of pilotage and stevedoring charges, seamen's wages, fuel costs, supplies and other charges and expenses incident to maritime commerce, at such a rate as may place a port on a competitive basis in such matter with other ports. [Amended by 1971 c.728 §97]

777.710 Payment of bonus explained. The payment of a bonus authorized by ORS 777.715 and 777.720 includes the payment of sums necessary to make good the guarantee described by ORS 777.705. [Amended by 1971 c.728 §98]

777.715 Ports may pay bonuses in aid of water transportation and may charter vessels. (1) By the payment of bonuses to a person engaged or preparing to engage in the operation of water transportation lines, a port may:

(a) Aid in establishing water transportation lines between the port and any other domestic or foreign port or ports; and

(b) Aid in establishing water transportation lines on the interior rivers of this state, on the rivers between Washington and Oregon, or on the rivers of Washington and Idaho reached by navigation from Oregon's rivers.

(2) A port may charter vessels. [Amended by 1971 c.728 §99]

777.720 Discretion of board in making payment; contracts. A board may expend the money raised as authorized by ORS 777.725 in the form of a bonus or bonuses payable to the persons described by ORS 777.715. The money shall be expended in the manner and at such times as the board determines will result in the greatest benefit and advantage to the port and will best aid the establishment and continued operation of the water transportation lines. The board may contract as may be necessary to carry into effect the purposes of ORS 777.725. [Amended by 1971 c.728 §100]

777.725 Borrowing money to pay bonus; bond issues, amount, terms, interest, signature, approval by electors, name of bonds, sale. (1) For the purpose of ORS 777.705 to 777.725 and 777.915 to 777.953, a port may borrow money and sell and dispose of bonds. The bonds shall not, singly or in the aggregate, with previous debts and liabilities incurred and outstanding for such purposes, exceed one-fourth of one percent (0.0025) of the real market value of all taxable property within the port. The bonds shall be issued from time to time as the board may determine, and shall be of such denominations, run for such period of years and for such rate of interest as the board determines.

(2) Bonds shall not be issued unless authorized by the majority of the electors voting upon the question at an election called for that purpose.

(3) Every issue of bonds shall be in serial form so as to mature in numerical order in equal installments annually on and after five years from date. The bonds shall not bear interest exceeding in any event a net effective rate of seven percent per annum. The



bonds shall be signed on behalf of the port by its president and countersigned by its secretary. The bonds shall be so conditioned that the port shall agree, in consideration of the premises, to pay at a place therein named to the bearer or registered holder thereof the sum named therein at the maturity thereof in lawful money of the United States, with interest thereon in like lawful money at the rate per annum named therein, payable semiannually in accordance with the tenor and terms of interest coupons thereto attached.

(4) The bonds shall be known as water transportation bonds of the Port of (insert name of port), County of (insert name of county), State of Oregon, as the case may be.

(5) The bonds shall be sold for cash to the highest responsible bidder, upon sealed bids, after advertising; but the board may reject any and all bids tendered and proceed to readvertise when bids are not satisfactory. [Amended by 1967 c.293 §35; 1971 c.728 §101; 1991 c.459 §441]

777.727 [1985 c.775 §1; renumbered 285.850 in 1991]

777.729 [1985 c.775 §2; renumbered 285.853 in 1991]

777.732 [1985 c.775 §§3,6; 1987 c.607 §18; renumbered 285.857 in 1991]

777.735 [Repealed by 1971 c.647 §149 and by 1971 c.728 §138]

777.736 [1985 c.775 §5; renumbered 285.860 in 1991]

777.738 [1985 c.775 §7; renumbered 285.863 in 1991]

777.740 [Amended by 1971 c.647 §143; repealed by 1971 c.728 §138]

777.745 [Repealed by 1971 c.728 §138]

777.750 [Repealed by 1971 c.728 §138]

Export Trading Corporations

777.755 Legislative findings and policy. The Legislative Assembly hereby finds that:

(1) The geographical location of this state, its maritime resources, its skilled labor force and the availability of land for industrial and commercial development provide an opportunity for the citizens of this state to expand participation in and increase the benefits from international trade and commerce.

(2) The development and operation of international trade and commerce is in the public interest because that trade and commerce promotes the commerce of this state, creates and retains jobs and diversifies the economy of this state.

(3) Export trading corporations, encouraged by federal law, provide a means to develop and facilitate international trade and commerce and the export and import of



goods and services through this state by furnishing services necessary to international trade and by the purchase, sale and financing of goods and services.

(4) Export trading corporations can facilitate the expansion of total exports and imports and are an important mechanism for experimentation in the development of innovative international trade programs beneficial to local, state, regional and national economic needs.

(5) Export trading corporations can provide a means for meeting this state's need for well-developed export and import trade intermediaries and can achieve economies of scale and acquire expertise enabling them to export and import goods and services or provide export and import trade services at a reasonable cost to producers. [1983 c.200 §1]

777.760 Definitions for ORS 777.755 to 777.800. As used in ORS 777.755 to 777.800, unless the context requires otherwise:

(1) "Board" means the board of directors of an export trading corporation.

(2) "Commissioner" means a member of the board of commissioners of a port.

(3) "Commissioners of the port" means the board of commissioners of the port which formed the export trading corporation.

(4) "Export trading corporation" means a municipal corporation formed by a port under ORS 294.125, 294.316, 646.740 and 777.755 to 777.800.

(5) "Export trading project" means a transaction or arrangement for the purchase, sale, exchange or delivery of goods or services in international trade or commerce.

(6) "Port" means a municipal corporation formed under ORS 777.005 to 777.725, 777.915 to 777.953 and 777.990 or ORS chapter 778.

(7) "Services" includes, but is not limited to, architectural, automatic data processing, business, communications, consulting, engineering, financial, insurance, legal, management, product research and design, repair, training and transportation services. [1983 c.200 §2; 2007 c.804 §81]

777.763 Export trading corporation; formation by port; hearing; dissolution of corporation. (1) Any port may form an export trading corporation. Proceedings to form an export trading corporation shall be initiated by a resolution adopted by the commissioners of the port proposing the formation of an export trading corporation and fixing a time and place for a public hearing on the resolution. The hearing shall be held not less than 30 days after adoption of the resolution.

(2) Notice of the public hearing shall be published in one or more newspapers of general circulation within the port not less than 15 days prior to the date fixed for the public hearing.

(3) Any person may appear at the public hearing and present oral or written statements for or against the proposal to form an export trading corporation.



(4) After the public hearing, if the commissioners of the port determine the formation of an export trading corporation would promote the purposes of ORS 294.125, 294.316, 646.740 and 777.755 to 777.800, the board may by ordinance form an export trading corporation.

(5) An ordinance forming an export trading corporation shall include:

(a) The name of the export trading corporation.

(b) The names of the initial board of directors.

(c) The office address and the name and address of the initial registered agent.

(6) Unless a later date is specified, the ordinance shall take effect and the export trading corporation formed on the 30th day after enactment of the ordinance. The ordinance shall be subject to the powers of initiative and referendum vested in the electors of the port.

(7) A certified copy of the ordinance shall be filed with the Secretary of State.

(8) The port by ordinance may dissolve the export trading corporation. The ordinance shall include a plan for the dissolution and liquidation of the assets of the export trading corporation. Any surplus assets remaining after payment of the indebtedness of the export trading corporation shall be transferred to the port. [1983 c.200 §3]

777.765 Powers of export trading corporation. An export trading corporation shall constitute a municipal corporation of this state and a public body, corporate and politic, exercising public power. No part of the net earnings of an export trading corporation shall accrue to the benefit of a private person. An export trading corporation may:

(1) Develop, manage and operate export trading projects.

(2) Conduct market research, advertising and marketing, within and outside the boundaries of this state.

(3) Purchase or otherwise acquire, finance, hold, maintain, sell, lease or otherwise dispose of goods or services of every type or nature, within or outside the boundaries of this state.

(4) Acquire or provide communication, insurance, legal assistance, transportation, including trade documentation and freight forwarding, foreign exchange, letters of credit and other necessary or desirable services.

(5) Purchase or otherwise acquire, construct, operate, maintain, lease, rent and dispose of warehouses, elevators, terminals, buildings and other necessary or desirable facilities, within or outside the boundaries of this state.

(6) Enter into contracts, joint ventures, brokerage or other agreements with any person for the purchase, sale or distribution of goods or services, within or outside the boundaries of this state.



(7) Levy and collect rentals, commissions, fees, storage and other charges for use of facilities or services rendered.

(8) Apply for and accept financial, technical or other assistance from any person, including the federal, state, county or city government, or other municipal corporations.

(9) Enter into contracts with any governmental entity or municipal corporation.

(10) Do such other acts or things as may be necessary or convenient for the exercise of the powers granted by ORS 294.125, 294.316, 646.740 and 777.755 to 777.800. [1983 c.200 §10]

777.767 Authorized agreements. (1) An export trading corporation may enter into agreements which provide for the establishment of prices or rates, or which require a party to the agreement to sell, lease or purchase a commodity or service solely to or from the export trading corporation or to the persons designated in the agreement, when such agreements are entered into pursuant to export trade activities specified in a certificate issued to the corporation under 15 U.S.C. 4001 to 4021. This subsection is not intended to confer any immunity from federal antitrust laws beyond the immunity conferred by a certificate issued under 15 U.S.C. 4001 to 4021.

(2) When entering into agreements containing the provisions described in subsection (1) of this section, the export trading corporation shall be deemed to be performing a governmental function essential for the benefit of the people of this state and the development and diversification of the economy of this state.

(3) An export trading corporation and a port may enter into agreements for the port to provide accounting, clerical, technical, sales, promotional and other administrative services. The port shall be reimbursed not less than the actual cost for providing such services. [1983 c.200 §13]

777.770 Additional fiscal powers of export trading corporation. For the purpose of carrying into effect all or any of its powers, an export trading corporation may:

(1) Borrow money, evidence such borrowing with its promissory notes or other obligations of indebtedness, and pledge in whole or in part any of its assets or revenues not subject to prior liens or pledges.

(2) Issue and sell revenue bonds in the manner and upon the terms and conditions authorized by ORS 777.560 to 777.590.

(3) Purchase, negotiate and sell letters of credit, bills of lading, dock receipts, dock warrants, drafts and other documents of title as defined in ORS 71.2010 (2)(p). [1983 c.200 §11; 2009 c.181 §108]

777.773 Status of obligations of export trading corporation; prohibited investments. (1) An obligation of an export trading corporation, whether arising from the sale of revenue bonds or otherwise, shall not in any manner be a general obligation of the port, nor a charge upon any revenues or property of the port.



(2) An export trading corporation shall not acquire stock or other equity interest in any private corporation organized for profit. [1983 c.200 §12]

777.775 Status of export trading corporation; application of certain laws. (1) An export trading corporation is not a contracting agency for the purposes of ORS 279A.055, 279A.065, 279A.070, 279A.075, 279A.100, 279A.105, 279A.120, 279C.005, 279C.100 to 279C.125, 279C.300 to 279C.470 and 279C.570 and ORS chapter 279B, except ORS 279B.025, 279B.235, 279B.240, 279B.270, 279B.275 and 279B.280.

(2) An export trading corporation is not a public employer for the purposes of ORS chapters 238 and 238A. [1983 c.200 §16; 2003 c.733 §81; 2003 c.794 §331]

777.780 Board of directors; election; term; compensation; board officers. (1) The board of directors of the export trading corporation shall consist of three members. Only commissioners of the port shall be eligible to serve as members of the board of directors. The board of directors shall be elected by majority vote of the commissioners of the port.

(2) The initial board of directors shall consist of one director elected for a one-year term, one director elected for a two-year term and one director elected for a three-year term. Following election of the initial board, the term of office of a director is three years. A director shall serve until a successor is elected and qualified.

(3) Before the expiration of the term of a director, the commissioners of the port shall elect a successor. A director is eligible for reelection. In case of a vacancy for any cause, the commissioners of the port shall elect a person to serve for the unexpired term.

(4) The board shall choose from among its members by majority vote a president, vice president and secretary-treasurer to serve for such terms as the board may determine.

(5) Directors shall not be entitled to compensation for their services but shall be entitled to reimbursements for actual and necessary expenses incurred or paid in the performance of their duties as members of the board. [1983 c.200 §4]

777.783 Board meetings; rules; quorum. (1) The board may hold regular meetings at the time and place fixed by the rules of the board. A majority of the members of the board constitutes a quorum for the transaction of business.

(2) Special meetings may be held when called by the president of the board or by a majority of the members of the board in the manner prescribed by the rules of the board. [1983 c.200 §5]

777.785 Meetings of board to be open to public; executive sessions. (1) Except as provided in subsection (2) of this section, all meetings of the board shall be open to the public and all persons shall be permitted to attend any meeting.



(2) In addition to matters which may be considered in executive session under ORS 192.660, the board may also meet in executive session to:

(a) Consider preliminary negotiations for an export trading project involving financial or commercial information which the board in good faith determines should be kept confidential.

(b) Review the operation, modification, enlargement or abandonment of an export trading project involving financial or commercial information which the board in good faith determines should be kept confidential.

(3) In its discretion the board may allow representatives of the news media to attend executive sessions held under subsection (2)(a) and (b) of this section on such terms and conditions as the board may prescribe. [1983 c.200 §6]

777.787 Chief executive officer of export trading corporation; appointment; removal. (1) The board may appoint a chief executive officer who shall be responsible for the administration of the business affairs of an export trading corporation. The chief executive officer shall perform such duties as the board may prescribe.

(2) The chief executive officer shall hold office for an indefinite term and may be removed from office only by the affirmative vote of a majority of the board. Removal of a chief executive officer may be reconsidered by the board but is otherwise final and not subject to appeal. [1983 c.200 §7]

777.790 Employees of export trading corporation. (1) An export trading corporation may employ such persons within or outside the boundaries of this state as necessary or convenient to accomplish its purposes. In addition, an export trading corporation may appoint such agents, brokers or representatives, within or outside the boundaries of this state, as necessary or convenient to accomplish its purposes.

(2) The chief executive officer of an export trading corporation may employ, appoint, discipline or remove all employees, agents, brokers and representatives of an export trading corporation, and fix the compensation to be paid to such persons. [1983 c.200 §8]

777.793 Disclosure of commercial or financial information prohibited; exception. (1) Except as provided in subsection (2) of this section, no officer, agent or employee of an export trading corporation shall disclose commercial or financial information concerning an export trading project.

(2) Commercial or financial information may be disclosed:

(a) In a judicial proceeding when disclosure is ordered by a court of competent jurisdiction;

(b) With the consent of the persons whose interests are affected by disclosure;

(c) By an officer, agent or employee of an export trading corporation acting within the scope of employment, as prescribed by rules of the board; or



(d) When the board finds the information would not reasonably be considered confidential, the export trading corporation has not obliged itself in good faith not to disclose the information and disclosure is in the public interest. [1983 c.200 §9]

777.795 Right to inspect records of export trading corporation; certain records exempt from disclosure. (1) Except as provided in subsection (2) of this section, the written records of an export trading corporation shall be public records available for inspection under ORS 192.311 to 192.478.

(2) In addition to the exemptions set forth in ORS 192.338, 192.345 and 192.355, the following public records of an export trading corporation are exempt from disclosure:

(a) Information consisting of financial, commercial, sales, production, cost or similar business records of a private concern or enterprise which is not otherwise required to be disclosed by state or federal law.

(b) Trade secrets, as defined in ORS 192.345 (2). [1983 c.200 §14]

777.800 Annual report. An export trading corporation shall report annually to the port on the operations of the export trading corporation. A copy of the report shall be filed by the export trading corporation with the Secretary of State. [1983 c.200 §15]

777.805 [1969 c.599 §39; 1973 c.249 §78; 1975 c.371 §1; 1985 c.565 §120; 1989 c.908 §65; renumbered 285.805 in 1991]

777.810 [1969 c.599 §40; 1973 c.249 §79; 1975 c.371 §3; 1985 c.565 §121; renumbered 285.807 in 1991]

777.815 [1969 c.599 §42; 1969 c.599 §42a; repealed by 1973 c.249 §91]

777.817 [1987 c.607 §17; 1991 c.651 §22; renumbered 285.810 in 1991]

777.820 [1969 c.599 §43; repealed by 1973 c.249 §91]

777.825 [1969 c.599 §44; repealed by 1973 c.249 §91]

777.830 [1969 c.599 §45; 1973 c.249 §80; renumbered 285.813 in 1991]

777.835 [1969 c.599 §46; 1973 c.249 §81; 1975 c.371 §4; renumbered 285.815 in 1991]

777.840 [1969 c.599 §47; renumbered 285.817 in 1991]

777.845 [1969 c.599 §48; 1973 c.249 §82; renumbered 285.820 in 1991]

777.850 [1977 c.838 §3; 1985 c.565 §122; 1985 c.773 §3; 1989 c.908 §66; 1991 c.483 §1; renumbered 285.870 in 1991]

777.852 [1977 c.838 §4; 1989 c.908 §67; renumbered 285.873 in 1991]

777.854 [1977 c.838 §5; 1989 c.908 §68; renumbered 285.875 in 1991]

777.856 [1977 c.838 §6; renumbered 285.880 in 1991]

777.858 [1977 c.838 §7; 1979 c.182 §11; 1979 c.800 §1; 1989 c.645 §1; 1989 c.908 §69; renumbered 285.883 in 1991]

777.860 [1977 c.838 §8; 1979 c.800 §2; 1985 c.773 §1; 1989 c.645 §2; 1989 c.908 §70; 1991 c.483 §2; renumbered 285.885 in 1991]

777.862 [1977 c.838 §9; 1989 c.908 §71; renumbered 285.887 in 1991]

777.864 [1977 c.838 §10; 1989 c.908 §72; renumbered 285.890 in 1991]

777.866 [1977 c.838 §11; 1989 c.908 §73; renumbered 285.893 in 1991]

777.868 [1977 c.838 §12; 1989 c.908 §74; renumbered 285.895 in 1991]

777.870 [1977 c.838 §14; 1989 c.908 §75; renumbered 285.897 in 1991]

777.872 [1977 c.838 §15; 1989 c.908 §76; renumbered 285.900 in 1991]

777.874 [1977 c.838 §21; 1989 c.908 §77; renumbered 285.903 in 1991]

777.876 [1977 c.838 §27; 1989 c.908 §78; renumbered 285.905 in 1991]

777.878 [1977 c.838 §16; renumbered 285.907 in 1991]

777.880 [1977 c.838 §17; 1979 c.800 §3; 1989 c.908 §79; renumbered 285.910 in 1991]

777.882 [1977 c.838 §18; 1989 c.645 §3; 1989 c.908 §80; renumbered 285.913 in 1991]

777.884 [1977 c.838 §§20,24; 1979 c.416 §6; 1985 c.773 §5; 1989 c.908 §81; renumbered 285.915 in 1991]

777.886 [1977 c.838 §22; 1981 c.653 §6; 1989 c.908 §82; renumbered 285.917 in 1991]

777.888 [1977 c.838 §23; renumbered 285.920 in 1991]

777.890 [1977 c.838 §1; renumbered 777.910]

777.892 [1981 c.532 §2; 1989 c.908 §83; renumbered 285.923 in 1991]

777.894 [1981 c.532 §3; 1989 c.908 §84; renumbered 285.925 in 1991]

777.896 [1981 c.532 §4; renumbered 285.927 in 1991]

777.898 [1981 c.532 §5; renumbered 285.930 in 1991]

777.900 [1981 c.532 §6; renumbered 285.933 in 1991]

777.902 [1981 c.532 §7; renumbered 285.935 in 1991]

777.904 [1981 c.532 §8; renumbered 285.940 in 1991]

777.910 [Formerly 777.890; renumbered 285.943 in 1991]

Oregon International Port Of Coos Bay

Temporary provisions relating to borrowing for Coos Bay Channel Project

Note: Sections 13 and 14, chapter 746, Oregon Laws 2007, provide:

Sec. 13. (1) In addition to amounts authorized under ORS 286.505 to 286.545 (2005 Edition) or pursuant to ORS 286A.035, the State Treasurer, at the request of the Director of the Oregon Business Development Department, may issue lottery bonds pursuant to ORS 286A.560 to 286A.585:

(a) In an amount of up to \$5 million for payment of the expenses of the Coos Bay Channel Project; and

(b) In an additional amount to be estimated by the State Treasurer for payment of bond-related costs of the Oregon Department of Administrative Services, the Oregon Business Development Department and the State Treasurer.

(2) The director shall request that the State Treasurer issue the amount of bonds described in subsection (1)(a) of this section, at the request of the primary sponsor, to transfer in the biennium beginning July 1, 2007, up to \$5 million in net proceeds of lottery bonds to the Coos Bay Channel Fund established in section 15, chapter 746, Oregon Laws 2007, for distribution to the primary sponsor after the director finds that the primary sponsor has taken action pursuant to the grant agreement required in section 14, chapter 746, Oregon Laws 2007, that triggers the distribution of bond proceeds described in this subsection. [2007 c.746 §13; 2009 c.900 §1; 2013 c.754 §1; 2015 c.815 §3; 2019 c.671 §42; 2021 c.682 §54]

Sec. 14. (1) The Director of the Oregon Business Development Department shall enter into one or more grant agreements with the primary sponsor that require the Oregon Business Development Department to disburse, over the course of the project, an aggregate principal amount of \$5 million for payment of the expenses of the Coos Bay Channel Project, from the Coos Bay Channel Fund established pursuant to section 15, chapter 746, Oregon Laws 2007, to the primary sponsor. The department shall make disbursements from the fund as soon as bond proceeds are deposited in the fund.



(2) The one or more grant agreements must establish appropriate triggers for the distribution of bond proceeds described in section 13 (2), chapter 746, Oregon Laws 2007, based on appropriate measures of progress in completion of the project that are satisfactory to the director and consistent with prudent financial practices that reflect sound stewardship of public resources.

(3) The State of Oregon and its agencies and departments are not liable to the lenders, vendors or contractors of the Oregon sponsors for any action or omission under sections 11 to 15, chapter 746, Oregon Laws 2007.

(4) By receipt of any part of net proceeds of lottery bonds described in section 13, chapter 746, Oregon Laws 2007, the primary sponsor agrees to indemnify the state and its agencies and departments to the fullest extent permitted by law for liability the state or its agencies and departments might incur in connection with any borrowing by the primary sponsor for the project.

(5) The director and the primary sponsor shall modify the existing grant agreement as may be necessary to incorporate the amendments to this section and section 13, chapter 746, Oregon Laws 2007, by sections 1 and 2, chapter 754, Oregon Laws 2013. [2007 c.746 §14; 2009 c.900 §2; 2013 c.754 §2; 2015 c.815 §4; 2016 c.66 §14; 2019 c.671 §43; 2021 c.682 §55]

777.915 Definitions for ORS 777.915 to 777.953. As used in ORS 777.915 to 777.953, unless the context requires otherwise:

(1) “Board” means the board of commissioners of the Oregon International Port of Coos Bay.

(2) “Coos Bay rail line” means a railroad right-of-way, including spur lines, appurtenances, facilities and related property within the railroad right-of-way, that connects the station of Danebo in Lane County with the station of Coquille in Coos County.

(3) “Port” means the Oregon International Port of Coos Bay. [1987 c.565 §2; 2011 c.437 §1]

777.917 Oregon International Port of Coos Bay; applicability of statutes. (1) The Port of Coos Bay is hereby renamed the Oregon International Port of Coos Bay.

(2) Notwithstanding ORS 777.135 to 777.165, 777.410 and 777.415, ORS 777.915 to 777.953 apply to the Oregon International Port of Coos Bay. [1987 c.565 §§2a,3]

777.920 Board of port commissioners; powers. (1) The power and authority given to the Oregon International Port of Coos Bay is vested in and shall be exercised by a board of five commissioners. The board may exercise such powers, at regular or special meetings, as is usual and customary with similar bodies.

(2) The port may own, operate, repair and maintain the Coos Bay rail line. [1987 c.565 §4; 2011 c.437 §2]



777.923 Qualifications of port commissioners. (1) The board shall be composed of electors registered in the port.

(2) A person is eligible for appointment as a commissioner of the port who at the time of the appointment is a citizen of the United States and of the State of Oregon, and who has for one year immediately preceding appointment resided within the port. [1987 c.565 §5]

777.925 Appointment of port commissioners; term; vacancies. (1) Upon the expiration of the term of a commissioner, a successor shall be appointed by the Governor, subject to confirmation as provided by ORS 171.562 and 171.565. Except as provided in ORS 777.927 and 777.930, appointees, when confirmed, shall hold office for a term of four years and until their respective successors have been appointed, confirmed and qualified.

(2) If a vacancy occurs by death, resignation or disqualification of a commissioner, the vacancy shall be filled by appointment by the Governor for the unexpired term subject to confirmation as provided by subsection (1) of this section. [1987 c.565 §6]

777.927 Removal of port commissioner for malfeasance; statement of charges; notice; court hearing. If the Governor is at any time satisfied that a commissioner has been guilty of malfeasance in office, the Governor may file with the Secretary of State a written statement of the acts of the commissioner constituting the malfeasance. Thereupon the Secretary of State shall transmit a copy of the statement to the commissioner named and another copy to the clerk of the Circuit Court for Marion County. After the expiration of 10 days following the delivery of the statement to the commissioner a hearing shall be held before the court, of which hearing the commissioner is entitled to at least five days' notice. If upon the hearing the court determines that the commissioner has been guilty of malfeasance in office, written findings to that effect shall be made and filed by the court. Thereupon the commissioner shall be considered removed from office. The vacancy so created shall be filled as provided in ORS 777.925. [1987 c.565 §7]

777.930 Removal of port commissioner for lack of attendance; authorized leave of absence. (1) If a commissioner appointed under ORS 777.925 fails, without being excused by the remaining members of the board, to attend for a period of 60 days any of the regular or special meetings of the board regularly and duly called and held, that commissioner may be removed from office by the Governor.

(2) The board may grant a leave of absence not exceeding three months to a commissioner unable to attend meetings of the board by reason of illness or continued absence from the Oregon International Port of Coos Bay. [1987 c.565 §10]



777.933 Board meetings; rules; executive committee. (1) The board shall hold at least one regular meeting in each month on a day to be fixed by it, and may hold special meetings as provided by the rules of the board. At all regular and special meetings a majority of the commissioners then members of the board constitutes a quorum.

(2) The board may create an executive committee of which every commissioner shall be a member and of which a number less than a majority, as the board may determine, may constitute a quorum for the transaction of business. The committee may hold its meetings under such rules as the board may prescribe. However, the executive committee has no power except as a committee and only as expressly conferred upon it by the rules of the board. In no event shall the committee exercise the general powers of the board. The board has no power to appoint or delegate any part of its power or authority to any committee except the executive committee. [1987 c.565 §8]

777.935 Board officers. (1) The Governor shall designate one member of the board as president of the board, who shall hold that office until removed from it by the Governor. The president of the board shall have the powers and perform the duties usual to the office of president.

(2) The president of the board shall designate from the other members of the board a vice president, treasurer and secretary of the board, who shall hold those offices until removed from them by the president. Each officer shall have the powers and perform the duties usual to the respective offices. [1987 c.565 §9]

777.937 Board to report to Legislative Assembly. The board shall report to the Legislative Assembly of this state, biennially, everything done or performed by the board under this chapter. [1987 c.565 §11]

777.940 Power to issue general obligation bonds; limitation; dedication of revenues; use of proceeds. (1) For the purpose of carrying into effect any of the powers granted to the port, the port has the power to borrow money and to sell and dispose of bonds which shall constitute a general obligation of the port and be secured by the port's full faith and credit. Such bonds outstanding at one time shall never exceed in the aggregate one and three-fourths percent of the real market value of all taxable property within the limits of the port, computed in accordance with ORS 308.207. The bonds shall be secured by the taxing power of the port as provided in ORS 777.430 (2). In addition, the port may provide that the bonds shall be payable from and secured by a lien and pledge of all or any part of the revenues derived by the port from the facilities constructed from the proceeds of the bonds.

(2) The port may provide for the creation of special trust funds and may authorize the appointment of a trustee to administer the same and may obligate itself to set



aside and pay into a special trust fund any revenues pledged to the payment of the bonds. The port may establish and provide from available funds for the funding of debt service, operation and maintenance reserves.

(3) Proceeds from the sale of the bonds may also be used to pay the costs incurred in issuing the bonds, preliminary work incident to carrying out such powers, including but not limited to planning, engineering, inspection, accounting, fiscal, legal and trustee expenses and other similar expenses, and to pay interest on the bonds for such period as the port may determine, but not to exceed six months beyond completion of the facilities financed with the bonds, and to establish reserves for debt service on the bonds. [1987 c.565 §12; 1991 c.459 §442]

777.943 Issuance of bonds. Bonds authorized by ORS 777.940 shall be issued as prescribed in ORS chapter 287A. [1987 c.565 §13; 1997 c.171 §25; 2007 c.783 §228]

777.945 Certain uses of bond proceeds prohibited in absence of elector approval. Bonds shall not be issued by the port to provide funds for the establishment or operation of surface ship and air lines or for the payment of bonuses to either such line or lines without the approval of the electors of the port expressed at an election called and held within the port at which such question is submitted. [1987 c.565 §14]

777.947 Limitation on annual issuance and aggregate amount of bonds in absence of elector approval. (1) The total amount of general obligation bonds issued in any calendar year by the port without the approval of the electors of the port shall not exceed \$500,000.

(2) The aggregate outstanding principal amount of general obligation bonds issued by the port without the approval of the electors of the port shall not at any time exceed \$1.5 million.

(3) Nothing in this section applies to refunding bonds. [1987 c.565 §15]

777.950 Certain uses of proceeds of bonds issued without elector approval prohibited. Notwithstanding any other provision of law, proceeds from the sale of bonds issued by the port without the approval of the electors of the port under ORS 777.947, except for refunding bonds, shall be used only for construction, maintenance and repair of facilities and works necessary for industrial development within the port, construction, maintenance and repair of docks, piers, wharves, dredge and spoil sites and navigation aids and as matching moneys for state and federal grants for the purposes described in this section. [1987 c.565 §16]

777.953 Annexation; authority; procedure; effect. (1) The board, on its own motion, may initiate a proposal for annexation to the Oregon International Port of Coos Bay of territory that is not within the boundaries of another port organized under this chapter.



Annexed territory may be either wholly or partially within or outside the same county in which the Oregon International Port of Coos Bay is located. However, if the territory proposed to be annexed is outside Coos County, the territory must be situated entirely within the watershed of the Coos River and its tributaries. The proposal for annexation shall be made in a resolution adopted by the board.

(2) After adoption of a resolution proposing annexation of the territory described in subsection (1) of this section to the port, the board shall fix a day for a public hearing before the board at which time the electors of the port and of the affected territory may appear and be heard on the question of annexation.

(3) The board shall cause notice of the hearing to be published once each week for two successive weeks prior to the day of the hearing in a newspaper of general circulation in the county and shall cause notices of the hearing to be posted in four public places in the port for the same period.

(4) After the public hearing, the board shall file the resolution proposing annexation with the governing body of the county in which the territory proposed to be annexed is situated. The county governing body shall order an election to be held in the territory. The county governing body shall also order the board to hold an election within the boundaries of the port on the same day, both elections to be held for the purpose of submitting the proposed annexation to the electors. The board shall certify the results of the election to the county governing body. The order of annexation shall be entered by the county governing body when a majority of all the votes cast in the territory and the port are in favor of the annexation.

(5) After the date of entry of an order by the county governing body annexing territory to the port, the territory annexed shall become subject to the outstanding indebtedness, bonded or otherwise, of the port in like manner as the territory within the port.

(6) Except as necessary to implement the provisions of subsection (7) of this section, ORS 198.705 to 198.955 and 777.326 do not apply to an annexation proceeding conducted under this section.

(7)(a) Notwithstanding subsection (1) of this section, the board may annex territory within the area constituting the Coos Bay rail line or land planned and zoned for industrial uses that is contiguous to the Coos Bay rail line. In lieu of the procedures described in subsections (2) to (5) of this section, annexation of territory within the area of the Coos Bay rail line or land planned and zoned for industrial uses that is contiguous to the Coos Bay rail line shall proceed only at the request of the landowner, in accordance with the annexation procedures set forth in ORS 198.857.

(b) Notwithstanding ORS 198.720 (2), the Oregon International Port of Coos Bay may annex territory described in paragraph (a) of this subsection that is within the boundaries of another port. Annexation under this subsection does not withdraw the territory from the other port. [1987 c.565 §16a; 2007 c.804 §82; 2011 c.437 §3]



Penalties

777.990 Penalties. (1) Failure by a port treasurer, or county treasurer charged with the duties provided by ORS 777.515, to comply with the requirements of that section for a period of 10 days is a Class A violation.

(2) Subject to ORS 153.022, any person violating a regulation adopted by a port board under ORS 777.120 or 777.190 commits a Class A misdemeanor. [Amended by 1971 c.728 §102; 1999 c.1051 §226; 2011 c.597 §95]



Appendix D. Harmonized System (HS) Commodity Codes

Table D.1: Harmonized System Commodity Codes

Code #	Title
Live Animals; Animal Products	
1	Live animals
2	Meat and edible meat offal
3	Fish and crustaceans, mollusks, and other aquatic invertebrates
4	Dairy produce; birds eggs; natural honey; edible products of animal origin, not elsewhere specified or included
5	Products of animal origin, not elsewhere specified or included
Vegetable Products	
6	Live trees and other plants; bulbs, roots and the like; cut flowers and ornamental foliage
7	Edible vegetables and certain roots and tubers
8	Edible fruit and nuts; peel of citrus fruit or melons
9	Coffee, tea, maté and spices
10	Cereals
11	Products of the milling industry; malt; starches; inulin; wheat gluten
12	Oil seeds and oleaginous fruits; miscellaneous grains, seeds and fruits; industrial or medicinal plants; straw and fodder
13	Lac; gums, resins and other vegetable saps and extracts
14	Vegetable plaiting materials; vegetable products not elsewhere specified or included
Animal or Vegetable Fats and Oils	
15	Animal or vegetable fats and oils and their cleavage products prepared edible fats; animal or vegetable waxes
Prepared Foodstuffs	
16	Preparations of meat, of fish or of crustaceans, mollusks or other aquatic invertebrates
17	Sugars and sugar confectionery
18	Cocoa and cocoa preparations
19	Preparations of cereals, flour, starch or milk; bakers' wares
20	Preparations of vegetables, fruit, nuts or other parts of plants
21	Miscellaneous edible preparations
22	Beverages, spirits and vinegar
23	Residues and waste from the food industries; prepared animal feed
24	Tobacco and manufactured tobacco substitutes
Mineral Products	
25	Salt; sulfur; earths and stone; plastering materials, lime and cement
26	Ores, slag and ash
27	Mineral fuels, mineral oils and products of their distillation; bituminous substances; mineral waxes



Products of the Chemical or Allied Industries	
28	Inorganic chemicals; organic or inorganic compounds of precious metals, of rare-earth metals, of radioactive elements or of isotopes
29	Organic chemicals
30	Pharmaceutical products
31	Fertilizers
32	Tanning or dyeing extracts; dyes, pigments, paints, varnishes, putty and mastics
33	Essential oils and resinoids; perfumery, cosmetic or toilet preparations
34	Soap, organic surface-active agents, washing preparations, lubricating preparations, artificial waxes, prepared waxes, polishing or scouring preparations, candles and similar articles, modeling pastes, "dental waxes" and dental preparations with a basis of plaster
35	Albuminoidal substances; modified starches; glues; enzymes
36	Explosives; pyrotechnic products; matches; pyrophoric alloys; certain combustible preparations
37	Photographic or cinematographic goods
38	Miscellaneous chemical products
Plastics, Rubber, and Articles Thereof	
39	Plastics and articles thereof
40	Rubber and articles thereof
Raw Hides, Skins, Leather, Furskins, and Articles Thereof	
41	Raw hides and skins (other than furskins) and leather
42	Articles of leather; saddlery and harness; travel goods, handbags and similar containers; articles of animal gut (other than silkworm gut)
43	Furskins and artificial fur; manufactures thereof
Wood and Articles of Wood	
44	Wood and articles of wood; wood charcoal
45	Cork and articles of cork
46	Manufactures of straw, of esparto or of other plaiting materials; basketware and wickerwork
Pulp of Wood or of Other Fibrous Cellulosic Material	
47	Pulp of wood or of other fibrous cellulosic material; waste and scrap of paper or paperboard
48	Paper and paperboard; articles of paper pulp, of paper or of paperboard
49	Printed books, newspapers, pictures and other products of the printing industry; manuscripts, typescripts and plans
Textile and Textile Articles	
50	Silk
51	Wool, fine or coarse animal hair; horsehair yarn and woven fabric
52	Cotton
53	Other vegetable textile fibers; paper yarn and woven fabric of paper yarn
54	Man-made filaments
55	Man-made staple fibers



56	Wadding, felt and nonwovens; special yarns, twine, cordage, ropes and cables and articles thereof
57	Carpets and other textile floor coverings
58	Special woven fabrics; tufted textile fabrics; lace, tapestries; trimmings; embroidery
59	Impregnated, coated, covered or laminated textile fabrics; textile articles of a kind suitable for industrial use
60	Knitted or crocheted fabrics
61	Articles of apparel and clothing accessories, knitted or crocheted
62	Articles of apparel and clothing accessories, not knitted or crocheted
63	Other made up textile articles; sets; worn clothing and worn textile articles; rags
Footwear, Headgear, Umbrellas, etc.	
64	Footwear, gaiters and the like; parts of such articles
65	Headgear and parts thereof
66	Umbrellas, sun umbrellas, walking sticks, seatsticks, whips, riding-crops and parts thereof
67	Prepared feathers and down and articles made of feathers or of down; artificial flowers; articles of human hair
Articles of Stone, Plaster, Cement, Asbestos, etc.	
68	Articles of stone, plaster, cement, asbestos, mica or similar materials
69	Ceramic products
70	Glass and glassware
Natural or cultured Pearls, etc.	
71	Natural or cultured pearls, precious or semi-precious stones, precious metals, metals clad with precious metal and articles thereof; imitation jewelry; coin
Base Metals and Articles of Base Metal	
72	Iron and steel
73	Articles of iron or steel
74	Copper and articles thereof
75	Nickel and articles thereof
76	Aluminum and articles thereof
77	(Reserved for possible future use)
78	Lead and articles thereof
79	Zinc and articles thereof
80	Tin and articles thereof
81	Other base metals; cermets; articles thereof
82	Tools, implements, cutlery, spoons and forks, of base metal; parts thereof of base metal
83	Miscellaneous articles of base metal
Machinery and Mechanical Appliances, etc.	
84	Nuclear reactors, boilers, machinery and mechanical appliances; parts thereof



85	Electrical machinery and equipment and parts thereof; sound recorders and reproducers, television image and sound recorders and reproducers, and parts and accessories of such articles
Vehicles, Aircraft, Vessels, and Associated Transport Equipment	
86	Railway or tramway locomotives, rolling-stock and parts thereof; railway or tramway track fixtures and fittings and parts thereof; mechanical (including electro-mechanical) traffic signalling equipment of all kinds
87	Vehicles other than railway or tramway rolling stock, and parts and accessories thereof
88	Aircraft, spacecraft, and parts thereof
89	Ships, boats and floating structures
Optical, Photographic, Cinematographic, Measuring, etc. Instruments	
90	Optical, photographic, cinematographic, measuring, checking, precision, medical or surgical instruments and apparatus; parts and accessories thereof
91	Clocks and watches and parts thereof
92	Musical instruments; parts and accessories of such articles
Arms and Ammunition	
93	Arms and ammunition; parts and accessories thereof
Misc. Manufactured Articles	
94	Furniture; bedding, mattresses, mattress supports, cushions and similar stuffed furnishings; lamps and lighting fittings, not elsewhere specified or included; illuminated sign illuminated nameplates and the like; prefabricated buildings
95	Toys, games and sports requisites; parts and accessories thereof
96	Miscellaneous manufactured articles
Works of Art, etc.	
97	Works of art, collectors' pieces and antiques
Special Classification Provisions	
98	Special classification provisions
99	Temporary legislation; temporary modifications proclaimed pursuant to trade agreements legislation; additional import restrictions proclaimed pursuant to section 22 of the Agricultural Adjustment Act, as amended

Source: Harmonized Tariff Schedule

