
Port Orford Oregon

REVISION

May 15, 2001

**Strategic Plan for Community and Economic
Development**

DRAFT

Prepared by:

**City of Port Orford Planning Commission
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City of Port Orford

**Summary of Goals to Implement
Community and Economic Development**

Proposed by the City of Port Orford Planning Commission

DRAFT

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Background

This Summary of Goals to Implement Community and Economic Development may be used alone or in conjunction with the Port Orford Strategic Plan for Community and Economic Development (Strategic Plan), Revision of May 15, 2001 which provides the community profile, community vision, action agenda and Port Orford area goals. The Strategic Plan was developed in 1995-96 through the combined efforts of the Port Orford Community Response Team and Rural Development Initiatives, using a public involvement process, with participation from throughout the region. At the request of the Port Orford City Council, the Strategic Plan was reviewed and revised by the Port Orford Planning Commission in 2001 to reflect accomplishments and changing conditions in the community.

The information in this Summary of Goals to Implement Community and Economic Development was organized by the Port Orford Planning Commission who worked with Shoji Planning and Development to organize an outline document of goals that can be used to implement the Plan. The Port Orford Strategic Plan for Community and Economic Development, Revision of May 15, 2001 was used as the basis, and a number of stakeholders who were initially involved in the planning process in 1995-96 were contacted to gather updated information. The resulting Summary of Goals to Implement Community and Economic Development organized by the Planning Commission and Shoji Planning and Development is now being presented by the Port Orford Planning Commission to the Port Orford City Council in DRAFT form to be reviewed in a joint work session.

Purpose

The Summary is organized to assist the City of Port Orford in implementing strategies by defining the City's responsibilities and the community's goals for short and long term projects in the region. The Summary defines those areas where the City has full responsibility for carrying out programs and activities, and those areas where the City can provide support in response to grass roots efforts and/or to those entities charged with responsibility.

I. Long Range Goals of the City of Port Orford

Wastewater

- Develop an implementation plan to replace the City wastewater effluent drain field and complete sewer outfall replacement.
- Provide information regarding costs and benefits, and involve the public in the planning process.
- Obtain source(s) of funding.
- Implement the plan.
- Encourage public awareness of wastewater facilities and issues, and provide opportunities for the public tours of wastewater facilities.
- Take steps to reduce inflow and infiltration (I & I) into the City's system.
- Take steps to prevent sanitary sewer overflows (SSO's).
- Complete the mapping of the City wastewater system.

Municipal Water

- Develop alternate sources for municipal water:
 - Utilize Gold Run Creek.
 - Relocate Garrison Lake intake.
 - Municipal wells.
- Develop a program to encourage conservation efforts.
- Encourage public awareness of municipal water issues and provide opportunities for public tours of municipal water facilities.
- Complete the mapping of the city municipal water system.

Telecommunications

- Work with telecommunications providers to bring high speed Internet connections to the area.
- Develop and maintain a City of Port Orford web site on the Internet.

Public Education

- Provide educational materials concerning conservation.
- Promote recycling.

Development of Business and Industry

- Provide information about commercial and industrial sites to be utilized by the Curry Economic Development Alliance and others.

Physical Infrastructure

- Develop plans, and budget for capital improvements to maintain existing physical

infrastructure, and expand to meet future growth as needed.

Housing

- Promote repair and rehabilitation of housing stock by working in cooperation with SOCHOP (Southern Oregon Coast Housing Opportunities Partnership).
- Promote development of affordable family housing.

Public Safety

- Develop an emergency plan for the City of Port Orford.
- Maintain a professional City Police Department.
- Develop stable permanent funding for the Police Department.

Parks

- Carry out the Parks Master Plan.

II. Long Range Port Orford Area Community Goals

It is the City's intent to play a supportive role, working in conjunction with organizations and governmental agencies, and in response to grass roots efforts that are initiated within the community to enhance the community and its amenities.

- # Support a variety of efforts to improve the appearance of the City including but not limited to City cleanup efforts.
- # Provide street improvements including sidewalks, lighting and underground utilities.
- # Develop City walking paths/hiking trails through a plan that provides for connections with existing trails.
- # Support efforts to build a new community center to include group meeting rooms, smaller conference rooms, and kitchen/dining facilities suitable for small conferences, corporate retreats and other functions.
- # Support the development of small conference facilities as part of the community center and/or in conjunction with lodging/dining facilities.
- # Support efforts to build a new library at a suitable site in the City.
- # Support efforts to develop community AM, FM and TV stations in the area for local news and information programming that involves high school and Southwestern Oregon Community College students in programming, and provides training opportunities.
- # Encourage and expand quality child care.
- # Encourage the continued restoration efforts of local landmarks such as Cape Blanco Lighthouse, through the creation of a network including the Coast Guard Station and local community organizations.
- # Support partnerships and encourage collaboration to carry out community goals.
- # Involve youth in community projects and enhancement efforts.
- # Continue to support the utilization of a youth center.

- # Maintain community medical services and support services for families through the one-stop center.
 - Support access to preventive health services such as family planning, immunizations and control of infectious diseases.
 - Maintain access to medical care.
 - Maintain access to mental health care, and to alcohol and drug treatment.
- # Support installation of a NOAA National Weather Broadcast transmitter to provide accurate weather information and forecasts for the safety of local fishermen.
- # Support efforts to decrease child abuse rates in the Port Orford Area.
- # Support efforts to decrease local drug and alcohol problems within the region.

III. Business Development Goals of the Port Orford Area

It is the City's goal to provide support and assistance to entities charged with responsibility for business development of the greater Port Orford area and the South Coast region.

Stakeholders: Port Orford area businesses, Port Orford Chamber of Commerce, Curry Economic Development Alliance, Coos Curry Douglas Business Development Corporation, Port of Port Orford, Southwestern Oregon Community College Business Development Center, Oregon Economic and Community Development and others.

- # Attract and enhance sustainable natural resource, family wage cottage and other environmentally compatible industries with particular emphasis on information technology jobs.
- # Support the Port Authority in its development and utilization of assets within the Port District.
- # Promote growth of the year-round tourism industry.
- # Market and recruit business and industry.
- # Inventory existing businesses and sites to provide information necessary for business development.
- # Survey business needs.
- # Promote resources available to assist businesses.
- # Develop the Cape Blanco Airport for transportation, commerce and recreation.
- # Encourage development of assisted care facilities.
- # Promote use of the Port Orford Area Enterprise Zone to encourage business development.
- ~~—# Work to gain the designation of the Port Orford area as a Rural Empowerment Zone through _____ to assist in bringing additional grant funds to the region.—See Addendum at end of document.~~
- # Support the Port Orford Chamber of Commerce wild river tourism strategy.
- # Inventory cottage and subsistence industries to understand their needs including market voids (needs for products or services not available locally), growth potential and desires for assistance.

IV. Workforce Development/Educational Goals for the Port Orford Area

The City of Port Orford will support and encourage the efforts of organizations who coordinate activities to increase lifelong learning and training, and develop the workforce as appropriate, recognizing time, budget and manpower constraints of the City:

Stakeholders:

Southwestern Oregon Community College, South Coast Works - Region VII Workforce Investment Board, South Coast Educational Service District/School to Work, Port Orford/Langlois School District, South Coast Business Employment Corporation, Community and Human Services Self Sufficiency Programs, Port Orford/Langlois Library, Curry County Health Department, North Curry Families & Children's Center, Port Orford Chamber of Commerce, RSVP, Community and Human Services Self Sufficiency Program, Coos Curry Commission on Children & Families, Department Volunteer Program - Oregon Community and Human Services, civic organizations and parents.

Support Educational Achievement and Development of the Region's Workforce

- # Increase the number of free literacy tutors and the number of adults accessing free literacy tutors.
- # Increase local educational offerings for adults.
- # Inventory small business training needs.
- # Expand local training opportunities for businesses and entrepreneurs.
- # Encourage businesses to access and utilize training opportunities for workers.
- # Develop a resource of local experts to advise small business.
- # Promote programs to integrate youth with area business.
- # Increase the percentage of youth graduating from high school.
- # Encourage students to pursue education/training beyond high school.
- # Increase the percentage of third and fifth graders performing at and above the state average in reading.

*Support Programs and Activities that Educate and Prepare our Youth for the Future*

- # Involve adults to serve as youth mentors in a variety of activities.
- # Maintain freshman orientation.
- # Support student exposure to the real life world of work such as professional/technical education programs and school to work.
- # Develop a volunteer scholarship assistance committee.
- # Provide after school alternative education program access to Workforce Investment Learning Modules.
- # Involve more adults as volunteers in the schools.
- # Support activities that promote reading such as book exchange programs, utilizing older students as readers with younger students, and other related activities.
- # Support efforts to enhance parenting skills through information, support, and activities such as a mentoring program for parents.

Port Orford, Oregon

Strategic Plan for Community and Economic Development

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Port Orford Strategic Plan Revision 2000-2001

Introduction

In response to a growing awareness that changes in the local economy and population base were impacting the community's development, the residents of the Port Orford area initiated a strategic planning process from November 1995 through July 1996 which was updated in 2001. The plan places in one document the community's values and priorities and is planning guidance for the community and also state and federal agencies. It is not intended to replace, modify or supercede any ordinances or laws or the city's comprehensive plan. It was facilitated by Rural Development Initiatives, Inc., (RDI) a private non-profit organization founded by the Oregon State Legislature and the Oregon Economic Development Department to promote rural economic development in Oregon.

In October 1995, RDI completed a community assessment of the strengths, weaknesses, opportunities and threats (SWOT) for the Port Orford area. In the SWOT analysis, the current economic situation of Port Orford was examined and the groundwork laid for designing economic and community strategies for the future. Subsequently, RDI helped organize a Community Response Team (CRT). Over 30 people, representing a variety of business, government, and civic interests, contributed ideas and input to the process, designing community and economic development strategies for the community.

The Port Orford Strategic Plan for Community and Economic Development was originally developed in 1996 representing the combined efforts of the Port Orford Community Response Team, the RDI Strategic Planner and the RDI Community Development Coordinator. The City Council directed the Planning Commission to review the original Strategic Plan and revise it with respect to accomplishments of goals in the plan and changes in the community since 1996.

Strategic Planning Process

The Port Orford Community Response Team and RDI staff met monthly between fall of 1995 and summer of 1996 to design the strategic plan described in this document. At the fifth planning session in April the CRT began action planning and implementation work. In July 1996 the CRT began organizational development work, determining who would serve on the executive committee on an interim basis. During the spring, the CRT subcommittees began to meet on their own with assistance from RDI to formulate their action plans. Other members of the committee participated in the process by offering their ideas and support at various stages. At the first strategic

planning session where the vision for the Port Orford area was crafted, there were over 75 people participating.

The strategic planning process consisted of several steps designed to explore alternative development options, define goals for the future and develop a work plan to achieve these goals. The primary steps included:

- \$ Creation of a **vision statement**, a vivid picture of the community's desired future;
- \$ Establishment of specific **goals** to realize this vision by concentrating on the four building blocks of development: business development, infrastructure, quality of life and workforce development;
- \$ Development of **strategies** to reach these goals; and
- \$ Design of a practical **action agenda** to implement the strategies.

Implementation

The final product of the planning process is a detailed implementation program that reflects the commitment made by the Port Orford community to take action. The Port Orford CRT disbanded in 1998; therefore, the City Council shall form appropriate subcommittees and provide management oversight to implement the various elements of the plan.

Community Profile

Overview

The City of Port Orford sits nestled into a sweeping coastal cove on the southern Oregon coast on Highway 101. The town is surrounded by some of the most beautiful elements of the natural environment to be found in Oregon, from deep forests to pristine rivers, and from quiet beaches to freshwater lakes.

Natural resource industries of fishing, forestry and agriculture have been important since the community's founding in the 1850's. From its earliest days and up to the World War II, Port Orford was an important center for the manufacture and often export of forest products. While no major mills are in operation in the Port Orford area, forestry activities ranging from regeneration of timber stands to logging remain important sources of income for private property owners. The area is home of the Port Orford cedar, prized over the years for uses ranging from ship building to arrow shafts.

The Port of Port Orford is unique in that it offers direct ocean access, rather than requiring ships to cross a bar into a more protected harbor area. The port is a base of operation for 40 to 60 commercial fishing vessels and several seafood buying stations and processors. Crabbing and ground fisheries are active with several fish species being landed annually. While fisheries and forestry activities have diminished over the years, they have remained important sources of overall area wide economic activity and employment.

The exceptional qualities of Port Orford's natural environment together with its many visitor services and attractions make tourism a strong economic opportunity today and in the future. Access to coastal fishing and fishing on the Elk and Sixes Rivers, Cape Blanco and Port Orford Heads State Parks and a diverse base of entrepreneurs and artisans are just a few of the many area assets. Many Port Orford businesses benefit from pass-through tourism trade by virtue of the town's Highway 101 location.

The City of Port Orford is a rural community in Curry County with a population of 1,165 as counted in the 2000 U.S. Census. Compared to the entire state, a relatively high proportion of the population in the Port Orford area is age 65 of age or over (23%). The area also has a relatively high proportion of residents who are 45-64.

Growth in the town has been relatively modest, the community is experiencing some growth pressures. Most of the growth in the Port Orford area and Curry County is from in-migration to the area rather than as a natural increase (births exceeding deaths) of the population.

Port Orford offers a beautiful rural coastal setting, with a high quality of life. The community strives to maintain its small town atmosphere while being receptive to increased population growth and eager to capitalize on new economic opportunities.

Community Assessment

The original plan provided an assessment of Port Orford's strengths, weaknesses, opportunities and threats, (SWOT) for considering its economic future. Through personal interviews with representatives of a variety of business, government, and civic interests, RDI made a number of

preliminary observations and recommendations that it presented for review by the community. Highlights of the SWOT as amended by the Planning Commission are presented below:

Strengths:

- \$ Port Orford retains important elements of a natural resource based economy.
- \$ Port Orford=s coastal location makes tourism a natural business activity.
- \$ Retirees represent a significant source of clientele for retail and service businesses.
- \$ The community has constructed a Wayfinder which allows tourists and residents to enjoy a beautiful view of the ocean and coast.
- \$ The community has an active and diverse base of entrepreneurs and artisans.
- \$ Port Orford has vacant land available for industrial or commercial development.
- \$ A variety of resources for economic development are available and accessible.
- \$ The Port of Port Orford contributes to the local and regional economy.
- \$ The Port Orford/Langlois 2CJ School District is a rural leader in technology programs for students.
- \$ Mentorship is a concept being pursued to prepare the next generation.
- \$ Port Orford offers a quiet, small-town atmosphere and pristine setting.
- \$ Port Orford=s sewer system currently under design and repair for out flow to the ocean. When completed, will be adequate to serve existing and future needs.
- \$ Housing has been relatively affordable, land for development is available within *city and the* urban growth boundary.
- \$ Residents of all ages are involved in their community.
- \$ Local organization have a proven ability to pull together in collaborative efforts to provide service to area residents.
- \$ Highway 101 is being improved to accommodate additional travel.
- \$ Residents are environmentally aware and interested in maintaining and enhancing the natural environment.
- \$ Residents participate with a high degree of community support for its many vigorous volunteer civic organizations.
- \$ A new port dock has been constructed as a result of a voter approved levy.
- \$ A new police department has been partially funded as a result of a voter approved levy.
- \$ We are one of the few communities in the West with a wilderness area a few miles out of town. A million acres of federal forest with 300,000 acres of ancient unlogged forest begin near the city limits.
- \$ The community is one of the few rural communities in the US with access to two different public FM radio stations and Oregon public broadcast television.
- \$ The Point Orford Heritage Society operates a museum in a historic Coast Guard Station.

Weaknesses:

- \$ Distance from major markets presents challenges for businesses serving non-local customers.
- \$ Port Orford=s small population base does not support a full array of competitive retail and service businesses.
- \$ Infrastructure for business development is weak.
- \$ Port Orford is not known for any specific destination attractions.

- \$ Businesses express concerns over the difficulty of hiring employees who are motivated and posses good work habits.
- \$ A significant part of the adult workforce is relatively unskilled and under employed.
- \$ Available housing is in short supply and becoming less affordable.
- \$ Some commercial and residential areas suffer from deferred maintenance.
- \$ Except for school and church programs, youth activities are limited.
- \$ Alcohol and drug abuse by adults and youth is a community concern.
- \$ The community appears polarized over issues of growth and development.
- \$ Law enforcement services remain limited in the area.
- \$ Coastal weather is sometimes cited as a negative for local residents and visitors.
- \$ The loss of Garrison Lake as a secondary water source puts the reliability of the city water system at risk.
- \$ Recent sewer improvements have required dramatic rate increases.
- \$ Some local streets do not meet typical urban street standards.
- \$ Telecommunications infrastructure lags behind much of Oregon.
- \$ Recent storms have caused infrastructure problems and flooding of low lying areas due to the closing by the ocean of the outlet from Garrison Lake.
- \$ Highway 101 on the Oregon Coast is occasionally closed in winter by storms for periods of time causing economic problems.
- \$ The destruction of the city sewer system drainfield in 1998 by coastal erosion has resulted in a state imposed moratorium on sewer connections.

Opportunities:

- \$ Retirement industry.
- \$ Ecotourism.
- \$ Export oriented entrepreneurial ventures.
- \$ Commercial infill/town center.
- \$ New services or development at the Cape Blanco Airport.
- \$ Cooperative programs with Southwestern Oregon Community College.
- \$ Challenging all students with work experience.
- \$ The city=s UGB provides land for future residential use.
- \$ Infill commercial and residential development.
- \$ Community clean-up and aesthetic improvements.
- \$ Community facility and/or activities for youth.
- \$ Investment in telecommunications.
- \$ Development and recruitment of environmentally clean commercial and industrial business.

Threats:

- \$ Loss of diverse fisheries resources.
- \$ Over-dependence on retirees and loss of middle class families.
- \$ School funding reductions.
- \$ Loss of family wage jobs.
- \$ Lack of resources for a replacement sewer outfall.
- \$ Potential loss of funding for harbor dredging.

Community Vision

Overview

In 2000 and 2001 the Port Orford Planning Commission reviewed and provided recommendations to the City Council for updates to the Strategic Plan and this revised version of the comprehensive vision statement was approved by the City Council [*in* _____ 2001].

A Vision For Port Orford in 2015

As we look ahead to the community we want Port Orford to become by the year 2015, there is a clarity of purpose and of community. It is a far-reaching picture encompassing many aspects of life: from education to business; from recreation and culture to the quality of life for all of our citizens; from neighborhoods and our youth to the infrastructure of the community. That is the big overview. It is in the specifics, however, where our vision takes shape. This is how it looks.

Port Orford in the year 2015 is a community that is progressive, while at the same time maintaining its rich sense of history and culture. The community is environmentally aware and protects its view scape area and watershed. It has achieved a balance of economic growth and prosperity without major growth in population, enabling young people to stay and enjoy fulfilling work. It is a place where people are responsible and proud of themselves and of their town. It is a place that has maintained its small-town atmosphere, where there is active and productive participation in city government, and where people work out their differences in a friendly way. There is a cooperative attitude among the various interest groups in town, while differences among people are respected and valued.

Development occurs by filling open areas within the city, avoiding urban sprawl, and providing a balance of more small, healthy businesses which are supported proudly by local residents. Indeed, there are enough decent paying jobs so that the citizenry can support the local business community. Buildings in the commercial zone are attractive and meet zoning and building codes. The downtown area and local parks are clean and attractive, with lots of flowers, shrubs and trees. The business district is thriving. Once empty lots on Highway 101 are developed. Port Orford=s boundaries are well-defined and one can tell when one is entering or leaving town.

The community has attracted a diversity on non-polluting wood/natural resources businesses. In addition, a variety of entrepreneurship are prospering. For example, forestry product enterprises dealing in such commodities as lumber, barks and herbs. Small secondary wood product enterprises cluster in one location, including a pre-fabricated log cabin enterprise.

The Port continues to be a significant business resource and home to the successful sea urchin business. Local processing plants utilize all species of fish and provides year-round employment. The Port of Port Orford dock has opened offering additional space for business

expansion and development.

Many successful location-independent entrepreneurs, artists, small businesses (including consultants) have set up their studios and shops in the community. The Port Orford area is established as a center for artists and artisans working in many media. Numerous cottage industries have developed ranging from computer workers telecommuting from their homes to operations where value added goods are produced from local raw materials. Products such as greens, fish, mushrooms, and finished wood are shipped within the state, out of state and abroad. Local products are marketed over the Internet as well. A highly skilled workforce supports the needs of area businesses which, in turn, are able to offer family-wage incomes, enhancing Port Orford=s overall attractiveness.

Business growth has been supported in a fiscally responsible way, by a pro-business city government, which is both pro-small business and pro-environment without giving away long-term tax breaks. The enterprise zone offering a short-term tax incentive is utilized to generate additional stable jobs and wealth for the community. The infrastructure needed to support development has been added according to the community=s ability to pay, with less emphasis on acquiring federal grant money.

To support the growth of businesses and enhance transportation access, Port Orford has in place a usable first-rate airport with facilities for business and recreation. This has helped stimulate development of light industry, tourism and recreational flying businesses.

With a thriving business community, adequate transportation infrastructure in place and an active promotional campaign, Port Orford is attracting more people to the recreational and cultural opportunities available here. Garrison Lake has been restored for swimming, fishing and boating. The wetlands that make Port Orford unique are preserved and valued for aesthetics as well as flood control and drainage. The beaches are clean and accessible to all, and the coastline is protected, as are the forests and the quality of air. The forests are healthy and the salmon runs have been restored. Degraded streams and forest habitats have been restored.

A working gold mine has been restored as a tourist attraction, and the area has become the whale watching (and listening) capital of the west coast. In addition, the Coast Guard facility on the Heads has been redeveloped, together with a museum/interpretive center that also greets visitors at Port Orford Heads State Park. The town has historical information, numerous artists, shops and coffee houses, which help extend the tourist season beyond the summer months. All of these efforts have been undertaken to serve the people who live in the community, as well as those who visit the area.

In addition, a new library and a community center have been built, which hosts a variety of artistic endeavors. A community art center with studio space is now in operation. When visitors come to the community, they can stop in at a remodeled visitor center at Battle Rock Park.

The local educational system has a strong local control, the quality of schools attracts great

teachers who want to live in a beautiful place. In short, Port Orford-Langlois School District has the best small public school in the state, offering an excellent curriculum in high school and college degrees attainable locally, all of which bring more educational opportunities for both children and adults. Development of excellent technology programs at the high school and application of HB 3565 continues. College programs and training for underprivileged students have been instituted in the local area. There is continued emphasis on pre-school age 2+ for Aready to learn@ and training/education for parents of small children in Aready to learn@. Our quality schools instill in students good computer skills, work habits and create opportunity for business/student mentorships and apprenticeship. In addition, there is a state of the art library, with an expanded Southwestern Oregon Community College.

A strong commitment to area youth and senior citizens includes ample opportunity for interaction/sharing between young and old. This occurs through respect among members of groups of all ages. Community youth are also active in planning and governance of the city. Along with a gym, pool and parks, Port Orford boasts comfortable, affordable, safe places for teens, with music and other recreational activities. In addition, clothes/ music/book stores for youth shopping are available. All of these things help instill in the younger generation the desire to return to Port Orford and to get involved. Those who leave after high school for life in the city often want to return to raise their families and bring small or home businesses with them.

We are a ADark Sky@ community and attract astronomy oriented visitors as light pollution has been curtailed and the Milky Way can once again be seen from within the city limits.

A wetlands trail has been completed with tours and educational opportunities for visitors.

Port Orford=s strong sense of neighborhood and community provides a powerful incentive for retaining current residents and entices former ones to return. The town has attractive, clean residential areas, with a range of affordable housing. It is a place where pride in property means owners maintain their own property, and help their neighbors as well. Port Orford=s historic properties are well maintained and attractive. Many are listed on the National Register of Historic Places enhancing their appeal as cultural resources.

Port Orford 2015 is a place where all economic, social and age groups are able to live and exist side by side in an atmosphere of respect and community. There is a retirement center for assisted living and access to medical care. To sustain the community=s livability and growth requires a strong commitment to community values, to good neighborhoods, to a high quality of life, and to quality of education for youth.

Business Development Goal

Goal: Develop 100 family-wage jobs by the year 2006.

BUSINESS DEVELOPMENT STRATEGY 1:

Attract and enhance sustainable natural resource, family wage cottage and other environmentally compatible industries with particular emphasis on information technology.

Timeline:

Responsible Party: Business Development Subcommittee

Collaborators: Chamber of Commerce, CCD, Business Development Corp., local business owners

Resources Required: \$0

Success Indicators: A researched list

Action A: Inventory businesses in the Port Orford area (North Curry County) that are included in these categories.

Task 1: Check county business patterns,
Port Orford Chamber of Commerce,
County employment office,
City of Port Orford business licenses.

Action B: Survey businesses including small subsistence, natural resources, and cottage type to develop an understanding of their needs, desire for business assistance, growth potential and possible market voids (products or services not available locally).

Timeline:

Responsible Party: Business Development Committee

Collaborators: Chamber of Commerce; City of Port Orford; Workforce Quality Committee

Success Indicators: A researched list

Action C: Perform a needs assessment based on information from the groups on the inventory taken in Action B.

Timeline:

Responsible Party: Business Development Subcommittee

Collaborators:

Resources Required:

Success Indicators:

Action D: Develop a list/network of resource-based products and services and publicize to area businesses resources and information

Task 1: Gather information about available commercial and industrial sites.

Timeline:

Responsible Party:

Collaborators:

Resources Required:

Success Indicators:

Task 2: Develop an information bank about resources such as: Coos Curry Douglas Business Development Corp. Small Business Development Center, Southwestern Oregon Community College, local organizations such as, Arts Council, Rotary, Chamber of Commerce, newspapers, schools, churches, realtors

Action F: Develop a plan for assisting area businesses and attracting new business.

BUSINESS DEVELOPMENT STRATEGY 2:

Support the Port Authority in its development and utilization of assets within the Port District.

Action A: Coordinate with the Port Authority to develop a business strategy plan for new dock facility.

Timeline:

Responsible Party: Port, City

Collaborators: Chamber of Commerce

Resources Required:

Success Indicators: Finished Plan

BUSINESS DEVELOPMENT STRATEGY 3:

Support and develop year-round tourism, creating better business support and moving part-time workers to full-time family-wage jobs.

Action A: Develop a plan supporting Chamber of Commerce marketing efforts to promote the Port Orford area.

Timeline:

Responsible Party:

Collaborators: Chamber of Commerce, Business Development Subcommittee

Resources Required: Time

Success Indicators:

Action B: Encourage the continued restoration efforts of local landmarks, such as Cape

Blanco Lighthouse, through the creation of a network including the Coast Guard Station and local community organizations.

Timeline:

Responsible Party: Tourism Subcommittee, Business Development Subcommittee

Collaborators: BLM , P O Historical Society, State Parks, Coast Guard, SHPO, Indian Tribes, OEDD - Tourism Division

Resources Required: Time

Success Indicators: Coordinated network

Action C: Invite key stakeholders to project planning meetings.

BUSINESS DEVELOPMENT STRATEGY 4:

Develop Cape Blanco airport area for transportation, commerce, and recreation.

Action A: Develop a public awareness campaign about airport=s assets.

Action B: Develop local control of the airport with the airport owners.

Action C: Assess the infrastructure, capacity and capabilities of the airport.

Action D: Develop awareness of and promote recreational opportunities in the vicinity of the airport.

BUSINESS DEVELOPMENT STRATEGY 5:

Encourage development of assisted care facilities.

BUSINESS DEVELOPMENT STRATEGY 6:

Build a new community building at the site of the existing Community Building and American Legion Building. The building should include group meeting rooms, smaller conference rooms, and kitchen/dining facilities suitable for small conferences, corporate retreats and other suitable functions.

Action A: Develop a public awareness campaign about the advantages of having a small conference facility available in the city.

Action B: Seek a suitable design for a community building for the existing site.

Action C: Seek funding and support for the construction of a community building which will accommodate small conferences.

BUSINESS DEVELOPMENT STRATEGY 7:

Build a new library at a suitable site in the city.

Action A: Develop a public awareness campaign about the advantages of having a new library facility available in the city.

Action B: Seek a design for a library building at a suitable site.

Action C: The Library District Board should seek funding and support for the construction of a new library facility which will accommodate future growth in the area.

Workforce Development Goal:

Increase lifelong learning and training in the Port Orford area by 2001 2006 through a 50% increase in the following strategies.

WORKFORCE DEVELOPMENT STRATEGY 1:

Increase the percentage of adults participating in adult education and training.

Action A: Increase the number of adults accessing free literacy tutors.

Task 1: Revitalize the North Curry Literacy Council, increasing tutors

Timeline: Ongoing

Responsible Party:

Collaborators: North Curry Literacy Council, SWOCC

Subtask a: Call a meeting of the North Curry Literacy Council periodically.

Resources Required: \$0

Success Indicator: Number of trained tutors, number of students matched with tutors.

Task 2: Increase local educational offerings available to adults

Timeline: Ongoing

Responsible Party:

Collaborators: SWOCC, Workforce Quality Council, ESD, Schools, NCFCC, SCBEC, AFS Jobs Program

Resources Required: Number of SWOCC offerings and students, number of other educational offerings and participants, number of clients using Workforce Quality learning modules.

WORKFORCE DEVELOPMENT STRATEGY 2:

Increase the percentage of small businesses accessing training opportunities for their businesses and/or workers.

Justification: About one-third of the Port Orford area=s workforce is self-employed which is a larger number of self-employed people when compared to the county worforce in general. Providing training opportunities to small and emerging businesses will impact a significant portion of the workforce.

Action A: Expand training opportunities in the local areas.

Task 1: Inventory small business training needs.

Timeline: Ongoing

Responsible Party:

Collaborators: SWOCC, Workforce Quality Council, BDC, School to Work, Chamber of Commerce, City of Port Orford, NFCC

Resources Required:

Success Indicators: Number of local trainings/educational offerings, number of participants accessing training.

Task 2: Initiate and promote opportunities to meet local needs

Timeline: Ongoing

Responsible Party:

Collaborators:

Resources Required:

Success Indicators:

Action B: Develop a local resource of experts to advise small and emerging businesses.

Timeline: Ongoing

Responsible Party:

Collaborators: RSVP, Chamber of Commerce, SCORE

Resources Required:

Success Indicators: Number of consultants

Action C: Assist with South Coast Training Initiative for Entrepreneurs and Small Businesses.

Timeline: As needed

Responsible Party: Workforce Subcommittee

Collaborators: South Coast Workforce Quality Committee

Resources Required:

Success Indicators: 10 businesses accessing training through the South Coast Training Initiative

WORKFORCE DEVELOPMENT STRATEGY 3:

Increase the percentage of youth graduating from high school and pursuing education/training afterwards.

Justification: About one-fifth of the population, 25 years and older, in the Port Orford area have not completed highschool and fewer are college graduates. Raising the community=s expectation for educational achievement from childhood through adulthood is essential to developing the area=s present and future workforce.

Action A: Decrease the percentage of older students falling behind in school.

Justification: A majority of high school dropouts in the Port Orford area are one

year or more behind in credits at the time they leave school.

Task 1: Use older students as readers with younger students

Timeline: Port Orford pilot ongoing

Responsible Party: (Port Orford & Langlois Library)- training and activities for the readers

Resources Required: \$0

Collaborators: Parents, schools, social service agencies, volunteers, County Departments i.e. anyone who has contact with kids.

Success Indicator: Fewer high school dropouts, number of reading hours logged, number of students volunteering to read.

Task 2: Develop a mentor program for parents, including speakers one-time activities.

Timeline: Ongoing

Responsible Party:

Collaborators: Curry County Health Program, DHR Volunteer Program, SWOCC, volunteers, NCFCC

Resources Required:

Success Indicators: Number of mentors matched with students

Task 3: Develop freshman orientation

Timeline: Ongoing

Responsible Party: PHS

Collaborators: School, school counselor, Health Dept., AFS, SWOCC, DMV, CCCC Health Committee

Resources Required:

Success Indicators: Collaborative curriculum planned and implemented yearly

Action B: Increase student exposure to the real life world of work.

Task 1: Inventory by grade level current levels of exposure to real life work

Timeline: Ongoing

Responsible Party: PO/Langlois SD

Collaborators: Schools, School to Work, Workforce Quality Council,

Chamber of Commerce, businesses.

Resources Required:

Success Indicator: Current practices inventory completed.

Task 2: Develop a resource list and a strategy for introducing students to real life world of work.

Timeline: Ongoing

Responsible Party:

Collaborators: Schools. School to Work, Workforce Quality Council, Chamber of Commerce, businesses

Resources Required:

Success Indicator: Number of businesses interacting with schools

Task 3: Develop a volunteer scholarship assistance committee

Timeline: Ongoing

Responsible Party: PHS

Collaborators: School, school counselor, SWOCC,

Resources Required:

Success Indicator: Number of completed scholarship applications

Task 4: Access to Workforce Quality Learning Modules by the after school alternative education program

Timeline: Ongoing

Responsible Party: School inquiries

Collaborators: Schools, Workforce Quality Council

Resources Required:

Success Indicator:

WORKFORCE DEVELOPMENT STRATEGY 4:

Increase the percentage of third and fifth graders performing at and above the state average in reading.

Justification: Strong reading skills are essential to success both in school and in the workplace.

Action A: Strengthen bond between libraries and school.

Task 1: Expand workforce development committee to include schools and libraries.

Timeline: Ongoing

Responsible Party: Port Orford Library; Driftwood; Blanco

Collaborators: Port Orford Library, Langlois Library, Driftwood and Blanco schools

Resources Required:

Success Indicator: Improved reading scores; school and library people attend Workforce Development Committee meetings.

Task 2: Organize a read-a-thon.

Timeline: Ongoing

Responsible Party:

Collaborators: Local businesses and service groups, Friends of the Library booster clubs, schools, libraries, literacy councils, NCFCC

Resources Required:

Success Indicator: Many books for school libraries

Action C: Involve more adults as volunteers in the schools.

Task 1: Continue solicitation for volunteers

Timeline: Ongoing

Responsible Party:

Collaborators: Parents, seniors, businesses, professionals, RSVP

Resources Required:

Success Indicator: Number of volunteers, number of volunteer hours, number of mentors matched with students.

Task 2: Research other programs

Timeline: Ongoing

Responsible Party:

Collaborators: Oregon Literacy Council, DHR Volunteer Program.

Resources Required:

Success Indicator: Many books for school libraries

Action D: Establish a book exchange program in both elementary schools.

Task 1: Get a stock of starter books by encouraging parents and kids to donate their books to school when outgrown.

Timeline: Ongoing

Responsible Party: Bookmark, Friends of Library

Collaborators: Schools, Booster Clubs, Friends of Library, libraries, volunteers

Task 2: Establish a place for the exchange in each school

Resources Required:

Success Indicator: Program is up and running

Timeline: Ongoing

Responsible Party: Schools & volunteers.

Collaborators: Schools, Booster Clubs, Friends of Library, libraries, volunteers

Resources Required:

Success Indicator: Program is up and running

Infrastructure Goal 1

Complete the sewer outfall replacement project.

INFRASTRUCTURE STRATEGY 1

Develop an implementation plan for the project which includes the source of funding to complete the outfall.

Justification: The city needs to replace its failed sewage effluent drainfield as soon as possible.

Action A:

Task 1:

Timeline:

Responsible Party:

Collaborators:

Resources Required:

Success Indicator:

INFRASTRUCTURE STRATEGY 2

Develop and refine public presentation of plans emphasizing costs and benefits to rate payers.

Justification: The city needs to explain to the public what the possible options are for replacement of the failed drainfield and the costs and benefits of each option.

Action A:

Task 1:

Timeline:

Responsible Party:

Collaborators:

Resources Required:

Success Indicator:

Infrastructure Goal 2

Improve the quality, quantity and reliability of the City of Port Orford water supply. **INFRASTRUCTURE STRATEGY 1**

Explore alternate water sources for the water system.

Justification: The city needs to find reliable alternate water sources for its municipal water system.

Action A:

Task 1:

Timeline:

Responsible Party:

Collaborators:

Resources Required:

Success Indicator:

INFRASTRUCTURE STRATEGY 2

Develop alternate water sources such as Gold Run Creek, wells, encourage conservation, relocate Garrison Lake intake.

Justification: The city needs to develop an alternate water source or sources once the source has been identified.

Action A:

Task 1:

Timeline:

Responsible Party:

Collaborators:

Resources Required:

Success Indicator:

Infrastructure Goal 3

Improve Port Orford's communication infrastructure.

INFRASTRUCTURE STRATEGY 1

Develop a high speed internet access to northern Curry County.

Justification: A high speed internet connection is needed in the Port Orford area in order to allow citizens and businesses to effectively use the internet for world-wide communication.

Action A: Coordinate with telecommunications providers to install appropriate communication lines.

Timeline:

Responsible Parties: Infrastructure Subcommittee

Collaborators:

Budget:

Success Indicators:

INFRASTRUCTURE STRATEGY 2

Develop a community radio station.

Justification: Provide community with a local radio station that would broadcast local information and programming. Offers an opportunity to tie into local school programs, such as Certificate of Advanced Mastery (CAM) and workforce training for local youth interested in pursuing employment opportunities in broadcasting and media.

Action A: Form a subcommittee interested in pursuing and examining the feasibility, organization and establishment of a local radio station. Create an action plan to accomplish the strategy.

Timeline:

Responsible Parties: Infrastructure Subcommittee

Collaborators: Schools, SWOCC, Workforce Quality Subcommittee

Budget:

Success Indicators: Subcommittee formed and tasks agreed upon to implement strategy

Action B: Engage local schools and students to provide opportunities for students to assist with the planning, development and running of a local radio station.

Timeline:

Responsible Parties: Infrastructure Subcommittee

Collaborators: Business Development Subcommittee, Workforce Quality Subcommittee, Southcoast Workforce Quality Committee, local businesses

Resources Required:

Success Indicators: Local youth are engaged in the process.

INFRASTRUCTURE STRATEGY 3

Develop a community access cable channel.

Justification: Provide community with an ability to record and broadcast community meetings, such as PO City Council and School Board meetings, so residents can get accurate information and be involved in local issues. Provide high school students job training opportunities.

Action A: Present proposal to local cable provider to supply VCR for broadcast and to relocate AHEAD@ location.

Timeline:

Responsible Parties: Infrastructure Subcommittee

Collaborators: Workforce Subcommittee, Common Good organization

Budget:

Success Indicators:

Action B: Engage local schools and students to provide the opportunity for students to hone TV skills.

Timeline:

Responsible Party: Infrastructure Subcommittee

Collaborators: Workforce Subcommittee, Common Good organization

Resources Required:

Success Indicators:

INFRASTRUCTURE STRATEGY 4

Installation of a NOAA National Weather Broadcast transmitter for the benefit of commercial fishermen in the area.

Justification: Provide the community, especially fishermen, with accurate weather information and forecasts so they can operate more effectively and safely.

Action A: Form a subcommittee to contact NOAA regarding an additional transmitter in the Port Orford area.

Timeline:

Responsible Parties: Infrastructure Subcommittee
Collaborators:
Budget:
Success Indicators:

INFRASTRUCTURE STRATEGY 5

Develop an additional public radio station in the area for news and information programming.

Justification: Provide the community with an additional source of radio programming.

Action A: Form a subcommittee to contact the public radio providers regarding an additional transmitter in the Port Orford area.

Timeline:
Responsible Parties: Infrastructure Subcommittee
Collaborators:
Budget:
Success Indicators:

INFRASTRUCTURE STRATEGY 6

Improve the quality of the existing public radio reception in the Port Orford area.

Justification: Provide the community with a reliable source of radio programming.

Action A: Form a subcommittee to contact the public radio provider regarding improvement in the existing transmitters in the Port Orford area.

Timeline:
Responsible Parties: Infrastructure Subcommittee
Collaborators:
Budget:
Success Indicators:

INFRASTRUCTURE STRATEGY 7

Develop a City of Port Orford website on the internet.

Justification: Provide the community with a presence on the internet to convey information about the city and attractions of the area.

Action A: Form a subcommittee to contact either develop the website or contract to have the website developed and have it maintained once it is established.

Timeline:

Responsible Parties: Infrastructure Subcommittee
Collaborators:
Budget:
Success Indicators:

Quality of Life Goal 1

By the year 2006, the Port Orford business district will have an attractive, well planned public landscaping, with focus on native plants and will include public benches, windbreaks and lighting.

QUALITY OF LIFE STRATEGY 1

Create Cooperative Plan for a beautification project to include suggested definition of project area, overall architectural concept and landscape plan.

Justification: Improve the general appearance of the city by developing a cooperative city-wide plan for beautification projects.

Action A: Identify and meet with key stakeholders/information sources in the action planning process.

Stakeholder

Responsible Party

Arts Council
Telephone Co.
Youth Center
Chamber of Commerce
Seniors
Garden Club
CC Utilities
ODOT
Property & Business
owners on route
Schools

Timeline:

Responsible Parties:

Collaborators:

Resources Required:

Success Indicators:

Action B: Develop and conduct needs assessment tool or questionnaire to gain input from business and property owners on 101 and other key stakeholders.

Timeline:

Responsible Parties: Quality of Life Subcommittee

Collaborators: ODOT, Community organizations

Resources Required:

Success Indicators: Community acceptance

Action C: Inventory available resources (financial and technical assistance) for planning and implementation examples; CCD Business Development Corporation, ODOT.

QUALITY OF LIFE STRATEGY 2

Develop a city hiking trail plan showing the interconnections with existing trails.

Justification: Provide the community with a system of walking paths/hiking trails for pedestrians to be able to visit those parts of the city and surrounding area which are not served by streets, roads and sidewalks.

Action A: Form a subcommittee to inventory existing hiking trails within or adjacent to the city and develop a plan for new trails which interconnect with the existing trails to provide a trail network throughout the city.

Timeline:

Responsible Parties: Quality of Life Subcommittee

Collaborators:

Budget:

Success Indicators:

QUALITY OF LIFE STRATEGY 3

Enhance the Visitor Center to improve its effectiveness in communicating with tourists visiting the area.

Justification: The Visitor Center is located in Battle Rock Park which is a key site for conveying information to visitors to the city and surrounding area; however, the Visitor Center could be enhanced with exhibits and additional information to improve its effectiveness in communicating with tourists.

Action A: Form a subcommittee to work with the Visitor Center operators in enhancing the displays and information provided about the Port Orford area so that tourists will be inclined to spend time visiting the city.

Timeline:

Responsible Parties: Quality of Life Subcommittee

Collaborators:

Budget:

Success Indicators:

Quality of Life Goal 2

Decrease the local drug, alcohol and child abuse rates during the next five years so that the risk to Port Orford area youth from these factors is significantly reduced. Measures (from State of Oregon benchmarks) may include:



Percentages of students free of involvement with alcohol in the previous month (6th, 8th and 11th grades).



Percentages of students free of involvement with illicit drugs in the previous month (8th and 11th grades).



Percentages of students free of involvement with cigarettes in the previous month (6th, 8th and 11th grades).



Percentage of children (or number per 1,000) who have been abused or neglected under age 18.

QUALITY OF LIFE STRATEGY 1:

Continue to support the utilization of the youth center at the A frame building in Buffington Park.

Justification: Provide the community youth with a center at which they can spend time.

Action A:

Timeline:

Responsible Parties: Quality of Life Subcommittee

Collaborators:

Budget:

Success Indicators:

QUALITY OF LIFE STRATEGY 2:

Build youth self-esteem by encouraging visible, group projects such as community enhancement efforts, helping needy people, cleaning yards, etc.

Justification: Organize youth group projects which benefit the citizens of the community and which the community will acknowledge appreciation for once they are completed.

Action A:

Timeline:

Responsible Parties: Quality of Life Subcommittee

Collaborators:

Budget:

Success Indicators:

QUALITY OF LIFE STRATEGY 3:

Reactivate the adult mentoring program that exhibits positive adult lifestyles to our youth and demonstrates in action that we love them.

Justification: A mentoring program will aid community youth in adopting positive lifestyles and develop good relationships between youth and adults.

Action A:

Timeline:

Responsible Parties: Quality of Life Subcommittee

Collaborators:

Budget:

Success Indicators:

QUALITY OF LIFE STRATEGY 4:

Provide counseling, classes on teamwork and moral values and related subjects.

Justification: A counseling and education program for community youth would provide opportunities for young people to learn how to develop a positive life style as an adult.

Action A:

Timeline:

Responsible Parties: Quality of Life Subcommittee

Collaborators:

Budget:

Success Indicators:

Quality of Life Goal 3

Develop a plan to educate the public in voluntary water and energy conservation.

QUALITY OF LIFE STRATEGY 1:

Research possible sources for technical and financial help to implement a conservation plan.

Justification: A voluntary water and energy conservation education program would benefit the citizens and community as a whole by reducing costs related to the wasteful use of water and energy.

Action A:

Timeline:

Responsible Parties: Quality of Life Subcommittee

Collaborators:

Budget:

Success Indicators:

QUALITY OF LIFE STRATEGY 2:

Develop a plan to educate the public in recycling rather than discarding usable materials.

Justification: A local educational program in recycling would benefit the community by reducing local waste and possibly develop additional employment opportunities in reuse of usable materials.

Action A:

Timeline:

Responsible Parties: Quality of Life Subcommittee

Collaborators:

Budget:

Success Indicators:

APPENDIX

Included for Historical Purposes

Contacts and Resources

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Initial Port Orford, Strategic Planning Meeting 2, February 3, 1996




Strategic Issue Identification

Top issues identified by group:





Workforce Development

-  Adult literacy, math, computer skills development and expanded SWOCC programs and school and library - 10 votes
-  Techno/industrial employment development/highly skilled workforce - 9 votes
-  Support for cottage industries - 8 votes
-  Maintain blue-collar resource jobs - 5 votes






Physical Infrastructure

-  Insure land use planning considers the impacts on natural environment/views - 12 votes
-  Street improvements, sidewalks and lighting, underground utilities - 8 votes
-  Water system improvements - 7 votes

Business Development

-  New dock-user friendly-sports and commercial use - 9 votes
-  Cape Blanco Airport is an asset - could be developed to year-round/all-weather airport; possible ecotourism opportunity - 8 votes
-  Natural resources (sustainable) - ability to use squelched by environmental. Are they a resource or not? Achieve a balance between those who want to totally protect the environment vs the need to balance between both ends - 8 votes
-  Joint effort with state housing and economic development - affordable housing and high tech, environmentally clean industrial park - develop at the same time - 7 votes

Quality of Life

-  Teen center with game opportunities; youth activities/alternatives to sports-social opportunities and moral development; overcoming child/drug/alcohol abuse; need for education about basic morals: right from wrong - 16 votes
-  Improve sub-standard housing; occupancy code, trouble shoot and help - 10 votes
-  In-fill development (growth management) - 6 votes
-  Community cleanup - 4 votes
-  Address the spraying of herbicides in the community and its impacts - 4 votes

Port Orford Summary of Goals to Implement Community and Economic Development

Addendum (notes by Crystal Shoji)

The following suggested additions/deletions were suggested after the Planning Commission's final review:

- # *Add the section "Parks" to I. Long Range Goals of the City of Port Orford, page 4, stating the strategy to "Carry out the Parks Master Plan." This was suggested by the City Manager, and it has been added to the document.*
- # ~~Work to gain the designation of the Port Orford area as a Rural Empowerment Zone through _____ to assist in bringing additional grant funds to the region.~~
(Remove from page 6.) Ed McWade states that the Rural Empowerment Zone program is now defunct, and that if anything of this nature is initiated, it will be a different program. The Planning Commission had suggested that I look into this, and the strategy has now been crossed out in the draft document.
- # Support development of an incubator facility to provide entrepreneurial facilitation and to encourage and support cottage industries. *This is in the Goals and Strategies of the Curry County Strategic Plan that is currently underway. You may want to consider adding it to your plan. If so, add to page 5 or 6 under III. Business Development Goals.*
- # Support the development of a Boys and Girls Club to be housed in existing facilities. *This could be added to II. Long Range Port Orford Area Community Goals, pages 4 or 5. It was suggested by Judy Shay, Principal at Blanco School.*
- # Maintain freshman orientation. *(This is currently in the plan, page 7). Judy Shay, Principal at Blanco School suggested that this goal be removed, although the school plans to continue with freshman orientation. She stated that she is unsure as to why this has goal status in the plan because it is more detailed than most of the goals.*