

Port of Garibaldi Strategic Business & Capital Facilities Plan



March 2021 Update

Port of Garibaldi Strategic Business Plan

2020 Revision
2017 Revision

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2010 Version

This plan was developed by the Port of Garibaldi with funding assistance from the Oregon Business Development Department. For more information about the Port of Garibaldi, visit:

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Port of Garibaldi Strategic Business & Capital Facilities Plan
Record of Changes

Revision #	Date	Summary	Entered by
1	Aug 2017	2017 review and revision.	MTS
2	Feb 2020	Add Appendix C – F, PoG Resolution 2020-02	MTS
3	March 2021	Updated PoG Capital Facilities Plan by Commission Motion	MTS
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Chapter I: Introduction

A. Purpose of the Strategic Business Plan

This Strategic Business Plan (SBP) is intended to meet the Oregon Business Development Department's SBP requirements. Oregon Administrative Rule (OAR 123, Division 25) administers the Port Planning and Marketing Fund. All ports formed under ORS 777 must adopt an SBP within one year of the state adopting its statewide SBP to be eligible for project funding. The plan is also designed to be a flexible guideline for the Port Commissioners to use to make sound fiscal policy and planning decisions. This plan has been prepared to meet the following Port of Garibaldi needs. Please see **Appendix A** for a map of the Port's District.

1. Establish a revised mission, vision, goals and implementation strategies.
2. Provide a plan to develop and enhance the economic diversity of the Port of Garibaldi district.
3. Provide a strategy for retaining existing business and attracting new business and industry to enhance local economic diversification efforts.
4. Inventory existing Port facilities/properties and potential locations of interest for future Port investment in real property and/or capital infrastructure for new economic development.
5. Adopt a prioritized Capital Facilities Plan and feasible funding strategy.
6. Provide the community and potential customers a clear understanding of the Port's mission, as well as its functions and purpose.
7. Comply with OAR 123-0025, which requires that the Port prepare and adopt a strategic business plan prior to request state funding for planned improvements.

B. Current Mission, Vision, and Goals

The existing mission, vision and goals was developed within the Port of Garibaldi's 2010 Strategic Plan. These statements are updated in Chapter IV, Strategic Business Plan.

Mission - The Port of Garibaldi exists to maximize business and recreational opportunities within its district.

Vision - The Port of Garibaldi forms strategic business and recreational relationships to maximize productivity for business and facility usage within its district, while maintaining its authentic fishing port character.

Capital Facilities Goal - Assure adequate capital facilities are developed and maintained to serve commerce and recreational opportunities and support jobs within the port district.

Management Goal - Pursue ongoing success in meeting the Port's mission and vision through successful management of organizational and physical resources.

Financial Goal - Enable the Port to meet its mission through financial stability.

Environmental Goal - Ensure continuous environmental stewardship of the land and water resources through development and operations of facilities under the Port's control.

Marketing Goal - Market the Port's services and assets to local tax payers, tourists and potential tenants.

Planning for the Future Goal - During all planning and development the Port will endeavor to look to the past, assess the current situation, and envision the future. Planning and development must provide opportunities that will benefit today's businesses, while expanding the possibilities for the next generation.

C. Plan Review and Update

This plan was reviewed and updated by the Port of Garibaldi Board of Commissioners and Staff by reviewing existing trends and policies. Input was solicited from the community and stakeholders via public workshops, questioners, and informal interviews. The process included the following major tasks and schedule.

- ▶ **Existing Plan review and Port Property walkthrough** - April & May 2017
 - ✓ Review existing Port of Garibaldi Strategic Business Plan.
 - ✓ Conduct walkthrough of port properties and facilities.
- ▶ **Port Commission/Public Workshop No 1** -June 2017
 - ✓ Review findings, policies and project priorities
 - ✓ Solicit public feedback
- ▶ **Port Commission/Public Workshop No 2** - July 2017
 - ✓ Initial review of Revision Rough Draft
 - ✓ Discuss recommended changes
 - ✓ Solicit public feedback
- ▶ **Port Commission Workshop** - July-August 2017
 - ✓ Review of proposal final draft Strategic Business Plan and Capital Facilities Plan
- ▶ **Port Commission Adoption-Ready Plan** - August 2017

Chapter II: History, Existing Conditions & Trends

This chapter provides a brief overview of the Port's background, key historic events, and general development trends within the Port District.

A. Port of Garibaldi History

Oregon became a state in 1859, and gave title to all shore lands of navigable waters, except those already legally sold or granted to private owners by the federal government, to regulate navigation. The state authorized public Port districts to own and manage state harbors and ports. Port districts gained the authority to provide space for shipping facilities, purchase and develop industrial sites, levy taxes, and sell bonds to promote and protect port commerce.

Port districts' governing powers are vested in port commissions, consisting of three to five commissioners who may delegate day-to-day operating authority to a port manager or executive director. The Port of Garibaldi has five Port Commissioners; each elected at-large to 4-year terms by Port district constituents. Terms are staggered so a new commissioner is elected every two years. State law sets dollar limits for port commissioner compensation for each day spent in attendance at official meetings of the district board of port commissioners and in performance of district services. Port of Garibaldi commissioners presently receive no compensation.

The Port of Garibaldi was formed as the Port of Bay City in 1910. The Port has historically served as a timber port and fishing village. It has managed through a century of changing commerce, including the rise and decline of the timber industry, which benefitted from creation of the Tillamook Bay jetties for shipping, then suffered through the Tillamook Burn starting in the 1930s. The fishing industry picked up where timber left off, only to face recent declines in a heightened regulatory climate.

The Port originally formed to bond half of the cost of constructing the Tillamook Bay North jetty. At that time, the Corps of Engineers did not feel the jetties were needed, but agreed to pay half of the cost to install the North jetty, beginning in 1914. Beach erosion at both Barview and Bay Ocean to the south destroyed structures and homes throughout the 1920's.

The South jetty was not funded until 1931 and construction did not start until 1971, because initial funds were diverted to shore up and extend the North jetty.

Large timber companies from the Midwest had arrived and set up mills, requiring the jetty to safely ship logs to market. Unfortunately, the mills began to close after the 1938 Tillamook Burn, causing significant job losses. Due to the fires, siltation and a rising cost for dredging, the Bay City channel became "unfunded", and the Port was eventually relocated north to Garibaldi after World War II.

The Port of Garibaldi has historically focused on job creation through development of its resources, support for business opportunities, collaboration and partnerships, and community relations. Its efforts are now focused on retention of fisheries, and diversification into new venues and business activities supportive of its fishing and seafood industries. Some of the Port's key historic events are included in **Table 1**.

Table 1. Historic Port Events 1900’s to 2000’s

Decade	Port of Garibaldi Historic Events
1900’s	<ul style="list-style-type: none"> ▪ Early activities focus on Bay City, established by Winfield S. Cone in 1883
1910’s	<ul style="list-style-type: none"> ▪ Port of Bay City formed to help Port of Tillamook Bay bond 1/2 North jetty cost ▪ North Jetty constructed 1914 to 1917 at 5,400’; 429,000 tons of stone; \$766,000
1920’s	<ul style="list-style-type: none"> ▪ Erosion at Barview and Bay Ocean destroys Natatorium and many homes ▪ Height of timber industry production; shipping over Tillamook bar increases ▪ North jetty shored up with 500 added tons of stone in 1921
1930’s	<ul style="list-style-type: none"> ▪ South jetty funds diverted to 300’ North jetty extension (320,000 tons) in 1931 ▪ Tillamook Burn series of four fires begins in 1933 (and again in 1939; 1945; 1951) ▪ Garibaldi mill operated by Hammond-Tillamook Lumber Company closes (1934)
1940’s	<ul style="list-style-type: none"> ▪ Sause Bros. Ocean Towing Co. founded in 1947, expanding to off-shore work
1950’s	<ul style="list-style-type: none"> ▪ Bay Ocean community cut off from mainland due to 1952 breach in spit ▪ Significant dredging in 1958 around the boat basin expands Port’s operation ▪ 1959 State Centennial news includes local building of Morning Star II, commemorating the 1880s boat that first shipped goods from Tillamook Bay
1960’s	<ul style="list-style-type: none"> ▪ South Jetty begins due to focused efforts by the Port of Bay City
1970’s	<ul style="list-style-type: none"> ▪ Both jetties are complete, and Port’s Commercial Avenue businesses more secure ▪ Timber industry decline replaced with new opportunities in shrimp industry ▪ Closed Oregon-Washington mill property developed as marina and RV park
1980’s	<ul style="list-style-type: none"> ▪ Charter business takes off, with Troller Charters employing 8 boats by 1989
1990’s	<ul style="list-style-type: none"> ▪ New era in Port commerce and management; renamed to Port of Garibaldi
2000’s	<ul style="list-style-type: none"> ▪ 2003 tragic sinking of the Taki Too is the worst bar accident in recent history ▪ 2009 Capping and repairs to Tillamook Bay’s North Jetty made by USACE
2010’s	<ul style="list-style-type: none"> ▪ Port completes multiphase re-habilitation of commercial wharf and infrastructure funded by

B. Area Economy

This section includes a brief summary of current demographic and market trends impacting the Port of Garibaldi.

B.1 Population Trends

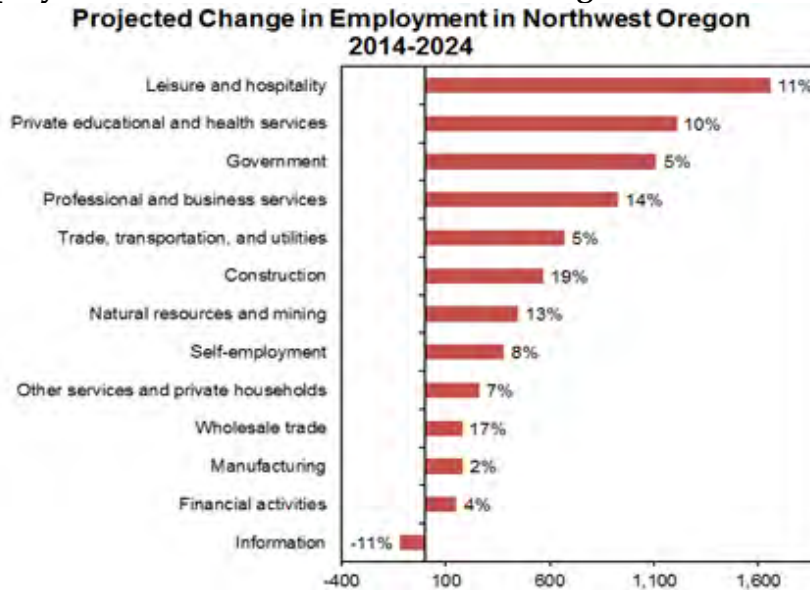
As indicated in **Table 2**, the population in the North Coast Region continues to be forecasted to continue to increase in the future. In recent years, Tillamook County has been undergoing a resurgence in economic development and revitalization. However, the lack of adequate and affordable housing in the County has made it difficult to attract and retain a suitable workforce to properly support the growing tourism and seafood industries.

Table 2. Historical & Forecast Populations for Tillamook County and its Sub-Areas
Average Annual Growth Rate (AAGR)

	Historical			Forecast				
	2000	2010	AAGR (2000-2010)	2017	2035	2067	AAGR (2017-2035)	AAGR (2035-2067)
Tillamook County	24,262	25,250	0.4%	26,071	28,879	32,747	0.6%	0.4%
Bay City UGB	1,209	1,358	1.2%	1,418	1,727	2,174	1.1%	0.7%
Garibaldi UGB	915	783	-1.5%	795	863	967	0.5%	0.4%
Manzanita UGB	712	827	1.5%	884	1,156	1,567	1.5%	1.0%
Nehalem UGB	873	1,120	2.5%	1,247	1,687	2,176	1.7%	0.8%
Rockaway Beach UGB	1,475	1,510	0.2%	1,565	1,814	2,208	0.8%	0.6%
Tillamook UGB	5,226	5,605	0.7%	5,570	6,311	7,110	0.7%	0.4%
Wheeler UGB	391	420	0.7%	409	474	539	0.8%	0.4%
Outside UGBs	13,461	13,627	0.1%	14,184	14,846	16,006	0.3%	0.2%

Sources: U.S. Census Bureau, 2000 and 2010 Censuses; Forecast by Population Research Center (PRC).

Table 3. Employment Growth Forecasts for NW Oregon* 2014 to 2024



Source: Oregon Employment Department.

*NW Oregon includes Tillamook, Clatsop and Columbia Counties.

B.2 Employment Trends

Northwest Oregon is expected to add 7,450 jobs between 2014 and 2024, according to 2016 projections from the Oregon Employment Department for Benton, Clatsop, Columbia, Lincoln, and Tillamook counties. This represents a 7 percent increase in employment over 10 years. The anticipated growth stems from private-sector gains of 5,960 jobs (8%) and growth of 1,110 jobs (5%) in government. As illustrated in **Table 3**, the Oregon Employment Department also predicts;

“There will be job opportunities in almost all of the broad industry groups; all except the information industry are expected to add jobs by 2024. The region's leisure and hospitality sector – which consists of accommodation (lodging), food services, and entertainment firms – is projected to add the most jobs (1,660), followed by the private educational and health services sector (1,210). Employment in leisure and hospitality is ahead of its pre-recession levels in all the Northwest counties except Lincoln County, and is growing well. Northwest Oregon's construction industry, continuing its recovery from massive recession job losses, is projected to grow at the fastest rate of any industry (19%, or 570 jobs). Wholesale trade is expected to have the second-fastest growth (17%), but it probably won't contribute that many jobs (180) since it is a smaller industry. Government will see slower growth at 5 percent. Federal government is expected to shed a few jobs. State and local governments are limited by their funding. One important change for the region is that Oregon State University's employment will change to being counted in local government in 2016 instead of state government. For these projections, however, it is being counted in state government only in order to simplify interpreting the data. Information (-11%) is the only major industry sector expected to shed jobs over the decade. It is forecast to lose 120 jobs over 10 years.”

Missing from the projections is the recent resurgence of the local seafood industry. With the recent and planned upgrades to the Port of Garibaldi's commercial wharf and related infrastructure new seafood business are locating establishing operations in the Port. These new businesses combined with existing business are projected to create an increase in the local employment opportunities. However affordable and adequate housing remains a potential hindrance in filling these jobs.

C. Target Markets

The Port of Garibaldi will continue to seek opportunities to grow, support, and develop markets that are deemed by the Board of Commissioners and Staff to be in the best interest of the Port, the Port District, and region. These markets include but are not limited to Commercial fishing, recreational fishing, eco-tourism, tourism, retail, lumber, seafood processing, hospitality, services, charter fishing/tours, and others. Priority to water front development will be given to water dependent sectors.

Any opportunities for the acquisition of land for the propose of expansion of Port capital assets and development in support of the Port's Mission, Vision & Goals will be pursued and considered.

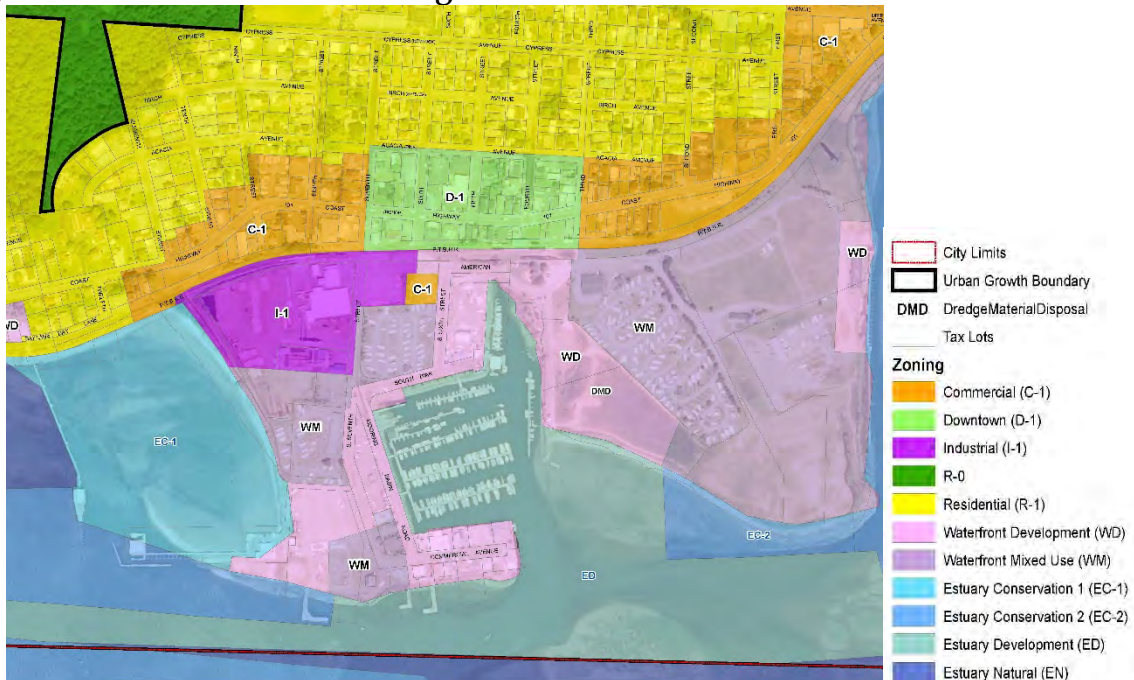
Chapter III: Policy Context & Situational Analysis

A. City, County, State and Federal Policies

A.1 City of Garibaldi Waterfront Zoning

As shown in **Figure 1**, the Port waterfront is primarily zoned Waterfront Development (WD), Waterfront Mixed Use (WM), Commercial (C-1), Industrial (I-1), and Dredge Material Disposal Site (DMD). These zones support several activities as permitted or conditional uses as outlined in City of Garibaldi Municipal Code (GMC), Sections 18.25, 18.30, 18.35, 18.40, and 18.45. Above mentioned sections of GMC included in **Appendix A**.

Figure 1. Port of Garibaldi Zoning



1. “Water-dependent” means a use or activity that can be carried out only on, in, or adjacent to water areas because the use requires access to the water body for waterborne transportation recreation, energy production or source of water;
2. “Water-related” means uses and activities that do not require direct water access (are not water-dependent), but which
 - a. Provide goods and/or services that are directly associated with other water-dependent uses (supplying materials to, or using products of, water-dependent use); and
 - b. If not located near water, would experience a public loss of quality in the goods and services offered (evaluation of public loss or quality shall involve a subjective consideration of economic, social and environmental consequences on the use).

As the Port considers the need to diversify the local economy and implement the Strategic Business Plan, additional consideration may be needed to complete one or both of the following:

- 1 Explore the potential for zone district use changes for the zones where target industries and business development strategies require further flexibility in zoning, consistent with the Port’s mission and Oregon land use laws.
- 2 Consider rezoning to meet specific development strategies; including consideration for a balance in existing zoned acreage (i.e. justified zone area “swap”)

A.2 Tillamook County, Rockaway and Bay City Zoning

The Port of Garibaldi Strategic Business Plan focuses on development opportunities within its District, which includes the cities of Rockaway and Bay City, and unincorporated portions of Tillamook County. The Port waterfront areas within the City of Garibaldi and City of Bay City presents the most viable economic development opportunities primarily due to port land holdings and extensive water-dependent and water-related use zones that support waterborne economic activities.

There are no such water-dependent zoning provisions in Rockaway Beach, with its residential and commercial core and beach access. Tillamook County and the City of Bay City share the Tillamook Bay, and include water-dependent and estuary-protective zoning provisions. For example, Pacific Seafood operates Pacific Oyster – a long-established and growing oyster farm industry with restaurant located on the Bay City pier that is supported by the “ED” Estuary Development zone (Bay City Zoning Code Section 1.910). See also Tillamook County’s “WDD” Water-Dependent Development zone (Code Section 3.050).

The Port is very supportive of appropriate economic development activities within its district. Because the Port can best leverage job growth and economic opportunity within Garibaldi, this section focuses on the local City of Garibaldi zoning as a matter of strategic emphasis. While specific development projects are not identified outside of Garibaldi, additional zoning diligence is nonetheless encouraged to further support the development of economic development opportunities outside of Garibaldi and within the Port’s District. Appropriate levels of coordination, involvement, partnership and synergy between the Port, its communities and the county are reflected within this plan, including future sections on management, marketing and environmental plan components.

A.3 State of Oregon

The state’s policy structure has a significant impact in shaping the future of the Port – including planning, zoning, environmental protection, and economic development, among others. The state’s regulations influence development, fisheries, alternative energy, as well as port management and finance functions. This plan underscores areas of alignment with the state’s policy structure, and discusses areas of concern over the state’s policy direction.

Statewide Planning Goals

The Port’s plan is most influenced by several of Oregon’s 19 statewide planning goals:

Goal 9 Economic Development

Oregon requires local jurisdictions to maintain a 20-year supply of employment lands suitable to meet the needs of local business and industry likely to locate during this period. For the Port of Garibaldi, this Strategic Business Plan establishes a need for 13 to 28 acres of employment lands to meet forecast growth. The City of Garibaldi’s Goal 9 findings indicate a total of 50 acres available within its Urban Growth Boundary (2006 at page 26).

Goal 12 Transportation

The state requires local jurisdictions to complete transportation system plans (TSPs). The City of Garibaldi’s Transportation System Plan identifies several streets that serve the Port’s marina and commercial properties as being under its jurisdiction and

maintenance. The TSP recommends a new signal at the intersection of Highway 101 and 7th Street, which is also recommended within this plan.

The Port also owns and manages several wharfs and docks that support marine access and transport, including the Commercial Avenue Wharf, the Cargo Dock adjacent south of the Port offices, the Coast Guard pier, and the public pier and boathouse located west of the marina.

Goal 16 Water Dependent Use

This statewide goal is designed to protect Coastal Estuaries. The City of Garibaldi Comprehensive Plan (2008 at pages 30-33) contains findings for an Exception to this statewide goal to support a boat basin expansion. This plan gives a Fishing and Marina Analysis and supports the boat basin expansion as a top priority, subject to an economic opportunity analysis to be completed in the short term. The land use exception outlined within the City’s comprehensive plan is adopted by the Port as part of this strategic business plan.

Oregon Statewide Port Strategic Plan

The Port of Garibaldi is addressing recommendations of the recently adopted Oregon Statewide Port Strategic Plan. This is among the first round of local port plans to be developed under the state’s program. The only major point of clarification is a request by the Port of Garibaldi to allow its sub-plan components (Capital Facilities, Management, Financial, Environmental and Marketing) to be updated biannually to match its proposed two-year budget cycle.

Marine Reserves

The State of Oregon is involved in an ongoing process of designating a system of marine reserves in its Territorial Sea. This process was initiated by the Ocean Policy Advisory Council (OPAC), a mandated advisory body providing policy advice to the Governor. OPAC worked through 2007 and 2008 to develop possible marine reserve sites along the Oregon Coast. In 2009 the legislature adopted House Bill 3013 which directed the Oregon Department of Fish and Wildlife (ODFW) in consultation with others, to develop a work program and implement the recommendations of OPAC.

The recommendations of OPAC through an ODFW work plan to address the following requirements:

- 1) Adopting rules to establish, study monitor, evaluate and enforce pilot marine reserve at Otter Rock and a pilot marine reserve and a marine protected area at Redfish Rocks;
- 2) Studying and evaluating potential marine reserves at Cape Falcon, Cascade Head and Cape Perpetua; and
- 3) Supporting the development of a marine reserve proposal at Cape Arago-Seven Devils.

The Port of Garibaldi’s commercial fishing fleet would be impacted by the Cape Falcon Marine Reserve on the north and the Cascade Head Marine Reserve to the south, as well as any future north coast marine reserves. The Port has worked with local governments, ODFW, OPAC and others to better understand marine reserves and their potential impacts on the fishing and fisheries. The Port Commission adopted Resolution No. 2007-04 on

September 12, 2007 opposing marine reserves. The Port remains active in this discussion and extremely concerned about any further impacts or threats to an already heavily regulated fishing industry.

A.4 Federal Policies

Federal policies focused on generating alternative energy opportunities, and US Coast Guard concerns over Tillamook Bar safety offer the most significant impacts and opportunities for the Port of Garibaldi.

Coast Guard Regulations

The Port has a long history in housing and cooperating with the US Coast Guard (USCG). USCG restrictions and closures of the Tillamook Bay can have a negative impact on all vessel traffic and cause financial hardship on the commercial and recreational stakeholders in the Port. The Port has been working with Federal agencies and elected officials to ensure adequate US Army Corps of Engineers funding for repairs and regular maintenance of the Tillamook Bay jetties and bar to minimize the number of closures and restrictions.

B. Partnerships and Political Context

The Port of Garibaldi has many strategic partners with which to collaborate to manage its assets and meet its goals effectively. **Table 4** gives the Port’s role within each organization and lists some key issues. The Port strives to maintain positive relationships with its partners.

Table 4. Port Organizational Partners

Port Partners	Role and Key Issues
Garibaldi Urban Renewal Agency (GURA)	Commissioner represents port as permanent board member
Columbia Pacific Economic Development District (ColPac)	One elected commissioner representing all three county port districts appointed by County Commission: Manager currently alternate
Northwest Area Commission on Transportation (NWACT)	One elected commissioner representing all three county port districts appointed by County Commission: Commissioner currently voting member
Northwest Oregon Economic Alliance (NOEA)	County Commission appoints three members; Commissioner currently serves as at-large appointment on board
Oregon Coastal Zone Management Association (OCZMA)	Commissioner represents port as general member
Pacific Northwest Waterways Association (PNWA)	Commissioner represents port as general member, manager is alternate
Oregon Public Ports Authority (OPPA)	Manager represents port as general member
Economic Development Council of Tillamook County (EDCTC)	Commissioner(s) represents port as general member (and alternate)
Special Districts Association of Oregon (SDAO)	Manager represents port as general member
Pacific Coast Congress of Harbormasters and Port Managers (PCCHPM)	Port staff is a member of professional organization

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Oregon Association of Municipal Recorders (OAMR)	Port staff is a member of professional organization
Fishermen Advisory Council of Tillamook County (FACT)	Commissioner serves individually as general member
Northwest Oregon Housing Authority (NOHA)	Manager serves individually as board member
Oregon State University Sea Grant	Commissioner serves individually as board member
Tillamook County Futures Council	Three commissioners serve individually as general members
Garibaldi Tourism Commission	Manager serves individually as board member
Tillamook Intergovernmental Development Entity (TIDE)	Commissioner regularly attends meetings
City of Garibaldi	Partner on transportation, land use and revitalization; seek to add Commercial Ave. wharf reconstruction to Transportation System Plan.
City of Bay City	Partner to assist ongoing expansion of Pacific Oyster; feasibility of public boat launch
City of Rockaway Beach	Partner to support tourism; consider beach impacts of jetties

C. Local and Regional Plans

The Port of Garibaldi is involved with and impacted by key local and regional economic and environmental plans that help it to address its mission. **Table 5** lists the most significant local and regional efforts which require coordination for the Port to implement its strategic business plan.

Table 5. Port-Related Plans

Local Plans	Relevance to Port SBP
City of Garibaldi Transportation System Plan	Transport goods and services; recommends new signal at Highway 101/7 th St. Lobby Commercial Ave. wharf inclusion for funding
City of Garibaldi Comprehensive Plan, Goal 9	Lists local economic opportunities and buildable lands
Garibaldi Urban Renewal Plan	Plan includes transportation and urban revitalization projects, such as Garibaldi Plaza, which is part of the Port’s SBP
Garibaldi Tenth Street Plan	10 th Street at Highway 101 plan to improve roadway, pedestrian, parking and adjacent mixed-use development - improves access from City to waterfront
Downtown Garibaldi Master Plan	Plan focuses on Garibaldi Plaza at 301 Garibaldi Avenue, including streetscape, pedestrian improvements on land owned by the ports of Tillamook Bay and Garibaldi, City of Garibaldi and the old mill site owner.
Long Form Fishing Community Profile, Garibaldi, Oregon	Importance and economics of fishing industry to the local economy

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ColPac/NOEA Comprehensive Economic Development Strategy	List project priorities. Important to seek Commercial Ave. wharf inclusion for funding
Regional Plans	Relevance to Port SBP
County Commissioners Annual Earmark Prioritization	Extensive regional input; with Tillamook Bay jetties prioritized No 1. for more than a decade
Tillamook County Transportation System Plan	Supports regional transportation improvements
Tillamook County Water Trail	Recreational and ecotourism opportunities are supported by the Port's SBP
Tillamook Bay National Estuary Project	Watershed and estuary management plan informs the Port's SBP environmental goals and a healthy estuary supports fishing and aquaculture (i.e. oyster industry)

D. Strengths, Weaknesses, Opportunities and Threats

The Port of Garibaldi Commission and Staff utilized property inspections, public input, capital improvement planning, and their local knowledge and experience of the Port's infrastructure to update the Port's Strengths, Weaknesses, Opportunities, and threats analysis. The outreach and review component included soliciting for public input at public meetings and comments received from stakeholders to Commissioners and Staff.

D1. Port's Strengths

- Great harbor town location and facilities
- Strong commission, staff, city, and agency relations
- Diverse business, industry, commercial, and recreational mix
- Sound financial planning and management
- Authenticity and character as a working port
- Stewardship of natural resources
- Adequate water supply to support industrial growth
- Proximity to Portland and Pacific Ocean access
- Increased security measures including patrols and cameras
- New business developments
- Recent and planned improvements to Port infrastructure

D2. Port's Weaknesses:

- Aging Infrastructure
- Lack of enforcement capabilities
- Some improvements are cost prohibitive
- Overlap in responsibilities of Port, City, County
- Dwindling land surplus due to increased development of existing land

- Community image – clean-up and better signage needed
- Exposure to Natural Hazards
- Lack of coordinated marketing efforts
- Increased environmental regulations making development of waterside and submerged lands difficult

D3. Port's Opportunities

- Livability and Affordable business climate
- Boat Basin expansion – market for more and larger recreational boat slips
- Fisheries and Seafood (i.e. Oyster business and boutique canneries)
- Visitor and recreation (attractors, restaurants, museum and tour train)
- Increased visibility through gateways, signage and way finding
- Partnerships with other government agencies, private sector, and non-profit organizations for Economic Development projects and infrastructure funding (i.e. co-sponsoring grants, cost sharing, and lobbying efforts)
- Assist in community clean up, economic development, and improvement projects
- Continue Infrastructure improvements
- Seek new and expand current revenue streams
- Emerging niche markets, such as aquaculture, education, ecotourism
- Diversify and expand local industries and remain open minded to new opportunities for new markets.
- Seek opportunities to expand or restore services the Port deem critical to local industries such as cold storage, ice production, etc.

D4. Port's Threats

- Existing zoning limitations
- Jetty repairs, dredging needs, and continued maintenance
- Threats to recreational and commercial fishing industries (i.e. over regulation, marine reserves, weather, navigational hazards, jetty condition, Coast Guard funding cuts)
- Water and sewer costs
- Maintenance costs
- Socioeconomic impact/profile of District
- Liability issues/aging infrastructure
- Challenging financial resources
- Exposure to Natural Hazards

E. Critical Issues

The Port of Garibaldi has significant opportunities that rely upon continued facility improvements. Funding for reconstruction of the South Jetty is the top regional project and requires funding from the US Army Corps of Engineers (USACE). At the local level, the Port's most critical project need is stabilization and upgrading to the transportation infrastructure.

E.1 Demand Summary

The market study completed for the Port's strategic business plan indicates specific target markets and land demand needs that can be captured by the Port of Garibaldi in the future.

Targeted Commercial and Industrial Development Program

- Marina Supplies and Services (4,000 to 9,000 square feet, plus additional slips)
- Food Processing and Industrial (54,000 to 166,000 square feet)
- Retail & Entertainment (10,000 to 48,000 square feet)
- Services (24,000 to 106,000 square feet)
- Lodging (9,000 to 46,000 square feet, or 22 to 115 rooms)
- Government (6,000 to 36,000 square feet)

The anticipated level of development is expected to require between 13 and 28 net buildable acres over the 20-year planning horizon (2010-2030).

The actual amount and timing of new development will of course vary from year to year. It should be noted that the wide range in light industrial and government space needs reflects current uncertainty regarding the Port's ability to accommodate new light industrial development in the waterfront study area, and uncertainly regarding local, state and federal space needs.

E.2 District Needs

The Port District includes the cities of Garibaldi, Rockaway Beach and Bay City, and significant portions of unincorporated Tillamook County. While this Strategic Business Plan focuses on development potential and job creation in Garibaldi, there are significant synergies between the district's three communities, the Tillamook Bay and the forests of Tillamook County worth noting.

City of Garibaldi – The Port's physical and economic base depends on the Commercial Avenue Wharf, which must be rebuilt to accommodate future business and job growth potential for the economy of the entire district.

City of Rockaway Beach – A few miles north, Rockaway Beach offers beach access to the Pacific Ocean and extensive housing opportunities for residents as well as vacationers.

City of Bay City – Located several miles south of Garibaldi, Bay City includes a commercial wharf that houses Pacific Oyster (a growth industry) and a restaurant. The community is seeking a new boat launch, and offers both housing and commercial space within the district.

Tillamook Bay – The Tillamook Bay is the closest harbor to Portland, and a critical natural resource within the Port’s district. Coordination with the USACE on jetty reconstruction and dredging is critical and ongoing. Additional coordination with the Tillamook Bay National Estuary Partnership is important for resource protection and enhancement projects such as the Miami River rehabilitation, and the Tillamook Water Trail system.

Tillamook County – Areas of coordination between the Port and the County that must continue with respect to economic development, land use/zoning, resource management (forest and bay), and emerging trends in aquaculture, wave energy and key policy issues such as marine reserves.

E.3 Risk Assessment

The Port of Garibaldi is at a critical point in its history, and will face significant risks in successfully implementing its mission and vision. These include physical, economic and political risks as outlined in **Table 6**.

Table 6. Port Risks

Top Project Priorities	Physical Risks	Economic Risks	Political Risks
Commercial Avenue Connectivity to Highway 101	Mooring Basin Rd and 7 th St face stability issues due to seawall underpinning	May impact ability to transport product from Commercial Wharf to markets.	Local reaction to funding mechanisms and project costs
Boat Basin sediment and surge protection wall	Requires additional in-water construction in tsunami zone	Costs of additional dredging, permitting, and construction	Public concerns over perceived environmental impacts.
Waterfront Development	New development on bay front within tsunami zone	Primarily private investment with limited port funds to assist with access and/or permitting	Project has strong local support; Port risk may increase with further partnership ideas

Chapter V: Strategic Business Plan

This chapter provides an updated Strategic Business Plan to help guide the Port's activities under the five categories outlined in the state's model port business plan pursuant to OAR 123- 025: 1) Capital Facilities; 2) Management; 3) Financial; 4) Environmental; and 5) Marketing. Key components of the Strategic Business Plan are designed to collectively address the top "action plan" projects as prioritized by the Port of Garibaldi Capital Facilities Plan (Capital Improvement List) **Appendix B**.

A. Mission, Vision & Goals

Mission: The Port of Garibaldi exists to maximize business and recreational opportunities within its district.

Vision: The Port of Garibaldi forms strategic business and recreational relationships to maximize productivity for business and facility usage within its district, while maintaining its authentic fishing port character.

Capital Facilities Goal: Assure adequate capital facilities are developed and maintained to serve commerce and recreational opportunities and support jobs within the port district.

Management Goal: Pursue ongoing success in meeting the Port's mission and vision through successful management of organizational and physical resources.

Financial Goal: Enable the Port to meet its mission through financial stability.

Environmental Goal: Ensure continuous environmental stewardship of the land and water resources through development and operations of facilities under the Port's control.

Marketing Goal: Market the Port's services and assets to local tax payers, tourists and potential tenants.

B. Capital Facilities Plan

Goal 1. Develop and maintain adequate infrastructure to support attractive development and future employment opportunities

Policy: The Port will develop and maintain a Capital Facilities Plan to identify and prioritize capital improvement and maintenance project needs.

Strategy 1. Develop infrastructure and provide annual maintenance according to the Port's Capital Facilities Plan.

Strategy 2. Lobby the USACE for increased levels of water access and safe passage via jetty maintenance and harbor dredging.

Strategy 3. Balance improvements to ensure ongoing maintenance, while also developing new infrastructure to leverage private investment and jobs.

Strategy 4. Develop and implement user friendly design guidelines that reflect the

Port's vision through the character of facades, signage and other amenities.

Strategy 5. Increase ADA accessibility throughout Port.

Strategy 6. Ensure existing and new attractions for Port tenants, users and visitors, including family activities within the community and on Port property to lengthen visits and enhance the local quality of life.

Strategy 7. Develop and implement effective hazard mitigation initiatives, projects, and activities to reduce hazards to life, businesses, property, and environmental systems through the Port.

B.1 Visual Assessment of Port Facilities

The Port Staff and Board of Commissioners conducted visual review and inventory of the Port's existing facilities as part of the plan update process (see **Appendix D**). The primary infrastructure findings included:

- ▶ **Water**
 - ✓ Adequate supply; but storage capacity is limited
 - ✓ Complicated system and aging pipes
- ▶ **Sanitary Sewer**
 - ✓ Extensive pumping system serves the Port area
 - ✓ Pipe condition and high infiltration is a concern
 - ✓ Limited treatment options
 - ✓ No pre-treatment system
- ▶ **Storm Sewer**
 - ✓ Limited conveyance system; outfalls to bay and marina
 - ✓ Limited storm water treatment facilities
- ▶ **Seawalls and Jetties**
 - ✓ Major structural issues – Commercial Street wharf
 - ✓ Footings undermined along Mooring Basin Road
 - ✓ Unstable rip-rap along Biak Avenue and boat basin
- ▶ **Roadways**
 - ✓ Pedestrian and bicycle safety issues to resolve
 - ✓ Lack of sidewalks and other pedestrian connections
 - ✓ Some roadways are located partly outside of rights-of-way
 - ✓ TSP calls for a signal at Seventh Street and Highway 101
 - ✓ Railroad crossing very close to major intersection
 - ✓ Limited ADA access

Figure 2. Potential Garibaldi Trail System

► **Parks**

- ✓ Existing parks have been upgraded, however more green space opportunities for public access need to be pursued.
- ✓ Limited or no ADA access
- ✓ Pedestrian improvements began in 2014 and will continue in the years to come.
- ✓ Potential trail System needs to be finalized and organized (Figure 2)



Key: red (City) yellow (Port) blue (private)

B.2 Commercial Avenue Wharf

Commercial wharf and Avenue reconstruction projects have been completed between 2014 and 2016. The Port will continue to make minor improvements to the infrastructure and facilitate private industry development of available sites for commercial seafood activity including landing, processing, and retail sales.

B.3 Capital Facilities Plan Capital Facilities Projects

The Port of Garibaldi will annually review and update the Capital Facilities Plan (**Appendix B**). The Capital Facilities Plan shows the top prioritized capital facilities projects needed to support growth, modernization, safety, and well-being of the Port and its stakeholders.

B.4 Capital Facilities Plan Project Evaluation

Capital Facilities Plan (CFP) projects will be evaluated using several factors to determine the overall feasibility and timing of individual capital improvements. The factors to be considered include:

1. **Project Benefit** – The Port will identify benefiting parties from new capital improvements, and strive to align potential benefits with potential costs. Examples include a road or water line or pump station (trunk line) improvement in a city, where there may be local city, local private, and Port benefits. In such cases, the Port will consider LIDs, and/or latecomer fees to determine how benefits and costs can be assigned.
2. **Project Cost** – The expected capital cost of the project will be estimated for planning/design and construction phases. Cost estimates will take into account anticipated funding sources (see below).

3. **Ownership** – Ownership will be evaluated prior to beginning the project. The Port will consider the long-term operating and maintenance of the project. If the Port is to retain ownership, then a capital and maintenance plan will be completed prior to financing the project. The Port will also determine if it will grant or dedicate the project to another entity upon completion, prior to beginning construction of the project.
4. **Legal Requirements** – The Port will abide by all federal, state and local mandates as new CIP projects and activities are pursued.
5. **Public Health and Safety** – The Port will consider public health and safety impacts for all projects and activities. The impacts, if any, will be identified and mitigated, as appropriate.
6. **Environmental Issues** – Environmental issues will be evaluated for new development projects through the Oregon Department of Environmental Quality and Division of State Lands processes. Projects with adverse environmental impacts may be undertaken when appropriate mitigation measures are implemented.
7. **Economies of Scale** – The Port will consider the costs and benefits of combining related projects on Port and non-Port developments, if cost savings are beneficial.
8. **Project Timing** – The overall timing of project construction (start and end dates) will consider optimal times for project bidding, site work, and other factors.
9. **Public Input** – The Port will seek public input on capital projects and consider public input carefully when deciding on project planning, design and prioritization.
10. **Funding Sources** – The Port will continue to pursue local, state, and federal grant funding to leverage limited tax revenues. The Port will also utilize government loan programs that offer competitive terms. A financial analysis will be completed on all projects to identify appropriate sources and uses of funds.

C. Management Plan

Goal 1. Develop successful organizational and physical resource management techniques to support commerce and recreational activities.

Policy: The Port will identify, pursue and support target businesses most suited to locate on Port property.

- Strategy 1.** Develop standard lease documents that encourage best use of Port properties, and to convey pre-screening/expectations; terms and rates.
- Strategy 2.** Pursue land use flexibility and rezoning efforts as needed for WD and WM zones consistent with the Port’s vision, city zoning, and state law.
- Strategy 3.** Pursue opportunities for expansion of Port property through land acquisition and/or through partnerships with other government organization or the private sector.

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

Policy: The Port of Garibaldi shall provide appropriate training opportunities to enable ongoing professional development of its staff and Commissioners.

Strategy 1. Plan and budget for periodic training opportunities including those provided by the Special District Association of Oregon (SDAO) to allow the Port Commissioners and staff to gain knowledge relevant to their positions.

Strategy 2. Encourage commissioner and staff participation in professional organizations including the Pacific Northwest Waterways Association, Oregon Public Port Association, Northwest Area Commission on Transportation and Special District Association of Oregon (SDAO).

Goal 3. Integrate and foster the use of planning to guide the Port.

Policy: The Port of Garibaldi supports strategic planning as a tool to gauge progress toward successful management of resources, assets and financial needs.

Strategy 1. Support and actively encourage economic development, redevelopment and revitalization properties located adjacent to the Port property in Garibaldi and Bay City that are consistent with the vision and character of the region.

Strategy 2. Complete a Boat Basin Breakwater/Seawall Feasibility study, and supportable design and development of a barrier to mitigate sediment deposit and storm damage to the Port's boat basin and mooring infrastructure.

Strategy 3. Consider a biannual budget and strategic plan element update schedule, with a review of annual activities in off years.

Goal 4. Be a visible leader and improve strategic government, constituent and private business developer relationships.

Policy: Port staff and commission members shall participate in inter-governmental forums related to target industry development.

Strategy 1. Continue to work with local, state, and federal agencies to support jetty repairs, maintenance, and improvements to insure the safety of all mariners and enhance the economic vitality of the Port and region.

Strategy 2. Continue to support, assist, and encourage diversify and adaptability in current and future business to insure the Port's resiliency to changing markets and a fluctuating economy.

D. Financial Plan

Goal 1. Maintain the Port's financial stability and ensure its ability to perform its current mission and long-term vision.

Policy: Improve accounting practices, reliable cash flows, and seek additional income-generating activities.

- Strategy 1.** Track business unit activity (moorings, RV Park, Event site, property management, administration)
- Strategy 2.** Identify and adopt accounting policies.
- Strategy 3.** Consider biannual budgeting.
- Strategy 4.** Identify and reserve funds for depreciation and capital asset replacement.
- Strategy 5.** Track standard financial ratios biannually with past Port of Garibaldi financials and comparable port districts in Oregon.
- Strategy 6.** Evaluate assets and any capital improvement costs to determine where reliable new revenue may be generated.

D.1 Definitions

The following definitions apply to this element of the Strategic Business Plan.

- **Capital Budgets and Purchases** include expenditures for physical assets, which are utilized over a period of several years and subsequently depreciated over its useful life. Examples include major construction projects, buildings, equipment, etc.
- **Cash** is the exchange of payment or cash equivalent that can readily be converted into cash.
- **Non-Operating Expenses** include the costs and miscellaneous fees not directly related to the Port's operations.
- **Non-Operating Revenues** include the revenues generated from sources other than the use of Port facilities, such as property tax receipts, interest earnings, and finance charges.
- **Operating Expenses** reflect Port expenditures for daily activities of Port operations, such as direct costs, administrative costs, and maintenance costs.
- **Operating Revenues** include income generated from activities by users of Port facilities.

D.2 Operating Budget Guidelines

The Port Commission will set a budget on a biannual basis. The Manager will make best efforts to work towards the goals of attaining sufficient operating revenues to cover operating expenses and all bond covenants on a biannual basis. Monthly financial reports on operations will be prepared by the Port Manager and provided to the Commission. At any quarterly review, should the Manager determine that there are significant differences in the actual financial performance of the Port compared to the budget, the Manager will immediately develop a plan to bring the operating budget back in line. This plan will be presented to the Commission for consideration and approval.

Property tax levies received by the Port will be expended in accordance with the following priorities:

1. Payment of interest on Port General Obligation Bonds;
2. Retiring General Obligation Bonds;
3. Payment of principal and interest on all other lease and debt obligations;
4. Support of Port operations and maintenance;
5. Capital expenditures as identified by the Port Commission;
6. Reserve Fund, and
7. Community Projects

D.3 Revenue Guidelines

The Port will strive to develop and maintain a diversified and stable stream of operating revenues and to shelter it from fluctuations in any one revenue source.

On any agreement or lease of Port's property, Port staff and/or the Port's contractor (as directed by the Port Commission) will conduct an adequate review of the prospective client's financial position and ability to pay the fees in accordance with the agreement.

The Port will adhere to the following guidelines:

- Require security from all Port tenants in accordance with ORS 777. Security should typically be in the form of a surety bond equal to one year's rent under the terms of the loan agreement. The Port will realize the security in the event of default by the Tenant. The Port Commission reserves the right to waive this requirement.
- The Port will charge fees and lease rates that will, at a minimum, be sufficient to cover all proportionate direct and indirect costs of operations associated with the use of that asset.
- When projected revenues from a project do not meet the minimum threshold over the life of a project, the staff will provide a report to the Commission outlining projected sources and uses of funds and net revenues, and the Commission shall decide whether to proceed with the project.
- The Port will attempt to use the certified real market value of leasable assets (land, buildings, and/or related infrastructure) as a starting point to establish appropriate pricing of services and leases. The asset will be revalued upon direction of the Port Commission and the pricing shall be adjusted as appropriate annually to avoid dramatic lease rate increases.

D.4 Cash Management and Investment Guidelines

The Port will adhere to the following cash management and investment guidelines:

- The Port Manager will review and immediately record all cash transactions.
- All Port funds will be deposited into the Port's depository account by the Office Manager and shall be invested in a manner that will maximize interest earnings.
- The Port will direct the Office Manager to make investments on the Port's behalf, in conformance with Investment Guidelines as stated within the laws of the State of Oregon.

- All directives on investments by the Port Office Manager will be made with maturities that assure adequate resources for payment of all warrants submitted to the Treasurer on a monthly basis without premature liquidation of temporary investments.
- The Port will collect all receivables in a manner that will provide timely receipt of funds owed to the Port. When a receivable is deemed uncollectible, the receivable will be referred to a designated collection agency for collection. A reserve shall be recorded annually on the Port's balance sheet for the estimated amount of uncollectible receivables.
- The Manager should open and review all bank statements before they are entered by the Port's bookkeeper.

D.5 Cash Reserve Guidelines

The Port will strive to maintain sufficient cash reserves and adhere to the following guidelines:

- Maintain a cash balance sufficient to pay an average of three months of operating expenses. If cash reserves fall to levels insufficient to meet these future obligations, the Manager will take action to raise the level of cash or decrease expenditures through changes in operations.
- Maintain a sufficient fund balance necessary to meet all debt covenants and obligations.
- If the Port cannot comply with these cash flow guidelines, a detailed plan to increase the cash flow will be prepared by the Manager, and submitted to the Commission. The Plan should address means and methods for raising revenues, reducing expenses, restructuring debt, or a combination of these activities.

D.6 Debt Guidelines

The Port will strive to maintain its finances in a manner which will generate cash flows from all sources (before capital projects and long-term debt service payments) sufficient to provide cash to cover all debt covenants required by outstanding bond issues, loans, and adequate rates of return to the Port. The Port will adhere to the following debt guidelines:

- The Port will not borrow on a short-term basis to cover routine operations and maintenance.
- Short-term borrowing (less than 1 year) obligations will not be considered as a financing option unless a detailed plan for repayment of the borrowing is presented by the Manager to the Port Commission for approval, prior to the issuance of debt.
- Debt terms/payments should not exceed the anticipated useful life of an improvement.
- The Manager will attempt to maintain or improve the Port's General Obligation Bond rating.
- The Port may utilize General Obligation bonding to finance only those capital improvements and long-term assets which have been determined to be essential to the maintenance of, or improvements to, the Port's infrastructure, or for the purchase of land and buildings that do not have revenue sources sufficient to support the repayment of debt.

- Generally, debt shall only be used to finance specific improvements that can generate operating cash flows sufficient to service the debt. The means of repayment must be reasonably certain prior to debt being issued. All repayment schedules must be submitted to the Port Commission for review and approval.
- The Port may issue revenue-supported bonds or take on other forms of long-term debt to finance public improvements that can be shown to be self-liquidating. Financial feasibility studies should be presented for each project to show evidence of the self- liquidating nature of the project.

D.7 Capital Budget Guidelines

The Port will prepare a multi-year Capital Facilities Plan (CFP) with indexed (ENR CCI) cost estimates that will be updated biannually. The Port will strive to meet the following guidelines:

- Efforts will be made to make capital investments based on the details of the CFP. When Port staff or the Commission determines that a project not included in the CFP is of sufficient urgency to be proposed for completion in the current fiscal biennium, the Commission may approve proceeding with the project and may amend the CFP, after detailed review of the project.
- Capital improvements will be funded by non-operating revenues, operating revenues, debt, and/or grants.
- The Port will maintain its physical assets at a level adequate to protect the Port’s capital investments and to minimize future maintenance and replacement costs.
- A detailed maintenance schedule should be developed and updated, and sufficient levels of funding for maintenance will be included in the Port’s annual (or biannual) budget.

E. Financial Capacity

The year ending June 30, 2016 budget adopted by the Port of Garibaldi Commissioners is a balanced budget represented in table and charts below. Revenues during 2016 included \$653,099 in operating revenues and \$2,054,897 in non-operating revenues, or \$2,707,996 in combined revenues. Expenditures during 2016 included \$825,701 in operating expenses and \$232,781 in depreciation (change in net asset value) or \$1,058,482 in combined expenses, as indicated in **Table 7**.

Table 7. Port of Garibaldi Revenues and Expense Trends, 2013-2016

<i>Operating Revenue</i>	2013	2014	2015	2016
Moorage	\$ 227,208	\$ 259,539	\$ 277,803	\$ 261,943
Land Leases	234,774	195,962	203,668	217,068
RV Park User Fees	153,099	154,491	73,575	110,996
Launching Fees	59,774	57,638	63,229	63,122
Total Operating Revenue	674,855	667,630	618,275	653,099
<i>Operating Expenses</i>				
Auditing and filing fee	7,050	6,050	13,230	7,200

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Depreciation	140,887	140,098	133,744	232,781
Dues	26,455	20,337	31,588	27,959
Insurance, general	36,966	39,669	39,176	58,314
Insurance, health	73,038	68,536	52,776	34,602
Legal fees	2,222	2,331	1,736	1,511
Maintenance	76,947	52,396	46,707	82,076
Miscellaneous	4,979	19,255	20,494	18,391
Office expense	16,762	17,994	21,147	23,110
Outside services				
Payroll taxes	23,255	22,877	30,643	35,901
Pension	39,428	36,077	14,219	52,565
Professional Fees	4,819	46,957	4,291	2,595
Promotion and publications	944	6,143	9,659	3,305
Salaries and wages	255,682	306,603	298,137	355,130
Travel	18,681	9,548	3,330	15,829
Utilities	117,866	119,350	108,224	107,213
Total Operating Expenses	846,161	914,221	829,101	1,058,482
Operating loss	(171,306)	(246,591)	(210,826)	(405,383)
Nonoperating revenues (expenses)				
Land sales and other tax distributions	120,486	145,361	111,030	106,430
Property taxes	195,545	200,215	204,439	213,084
Interest income	298	342	360	167
Grant revenue	62,702	3,658,330	1,027,701	1,739,299
Miscellaneous income	73,152	62,321	15,667	42,978
Interest expense	(83,002)	(34,125)	(46,190)	(47,061)
Pension Credit			57,777	
Gain (Loss) on sale of assets			(1,428)	
Total nonoperating revenues (expense)	369,181	4,032,444	1,369,356	2,054,897
Change in net assets	197,875	3,785,853	1,158,530	1,649,514
Total net assets, beginning of year	1,870,708	2,068,579	5,734,719	7,028,597
Total net assets, end of year	\$ 2,068,583	\$ 5,854,432	\$ 6,893,249	\$ 8,678,111

The Port had maintained its net asset value at between \$1.9 million and \$2.2 million over the 2006-2009-time period. During the period of 2013-2015 the Port, through grant funds, revitalized its wharf and RV park drastically changing its net assets, as indicated in **Table 8**.

Table 8. Port of Garibaldi Assets and Liabilities Trends, 2013-2016

ASSETS	2013	2014	2015	2016
Current Assets				
Cash and Investments	\$ 471,376	\$ 581,601	\$ 382,249	\$ 168,285
Receivables	16,519	9,238	14,636	
Grants Receivable		744,447	141,569	
Property Taxes	16,992	15,390	13,733	
Other		35,899	38,842	
Interfund Receivables			184,585	322,176
Prepaid expenses	32,522	34,101	34,101	26,584

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<i>Total current assets</i>		<u>1,384,777</u>	<u>770,873</u>	<u>517,045</u>
<i>Noncurrent assets</i>				
Net assets, net of accumulated depreciation	<u>2,561,738</u>	<u>6,627,768</u>	<u>1,147,287</u>	8,504,861
Capital assets, not being depreciated			<u>6,827,167</u>	<u>1,283,448</u>
Net Pension asset			<u>62,033</u>	
<i>Total Assets</i>	3,099,147	8,012,54	8,807,360	10,305,354
LIABILITIES				
<i>Current Liabilities</i>				
Accounts Payable	\$ 21,351	\$ 416,220	\$ 120,924	\$
Accrued payroll and benefits/expenses	1,301		31,453	
Book Overdraft		471,339		
Compensated Absences Payable	15,840	23,950	32,919	
Deferred revenue	94,438	378,882	99,385	
Current portion of long-term debt	<u>56,848</u>	40,722	73,200	80,073
Interfund payable			<u>184,585</u>	<u>322,176</u>
Other liabilities	<u>7,560</u>	1,301	<u>12,071</u>	
<i>Total current liabilities</i>	<u>197,338</u>	<u>1,341,275</u>	<u>526,186</u>	<u>402,249</u>
<i>Noncurrent liabilities</i>				
Long-term debt (net of current portion)	<u>833,226</u>	<u>816,838</u>	<u>1,283,321</u>	<u>1,224,994</u>
<i>Total liabilities</i>		<u>2,158,113</u>	<u>1,809,507</u>	<u>1,627,243</u>
NET ASSETS				
Invested in capital assets, net of related depreciation and debt	1,671,664	5,770,20	6,617,933	8,483,242
Unrestricted	396,919	84,224	(420,430)	194,869
<i>Total Net Assets</i>	\$ 2,068,853	\$ 5,854,432	\$ 6,197,503	\$ 8,678,111

- **Leases:** The Port’s lease revenues decreased significantly due to the Commercial wharf revitalization project. The Port currently has 28 lease accounts with tenants of port-owned facilities and land, not including the crab pot lot area. Lease revenues generated 40% of the Port’s operating revenues during 2016, or \$217,068 in annual revenue. The top seven leaseholders including NW Hardwood, Pacific Oyster, Tillamook Bay Estuary Partnership, Pacific Garibaldi Inc. (Pacific Seafood Co.), Harbor View Motel & RV Park, Big Tuna Marine, LLC, Tillamook Bay Seafoods LLC and Garibaldi Landing Fishermen generated over half of the Port’s annual lease income in 2016.
- **Landing Revenues:** Moorage and launching fees (landing revenues) generated a combined total of \$325,065 in operating revenue for the Port in 2016.
- **Other Revenue:** Non-operating revenues for the Port are primarily derived from property taxes and occasional land sales or other tax distributions. Property tax revenues generated \$213,084 in non-operating revenue for the Port in 2016, up 5 percent from 2015.
- **Current and Potential Levy:** According to the Tillamook County assessor for the 2009/2010 tax year, the total real market value (RMV) of all land and real property in the Port district was \$1,192,784,203, and the assessed value (AV) of land and real property was \$701,458,186. The amount of estimated net property tax levied in the Port district was \$183,563.94, which equates to an average tax rate of \$0.26 cents per \$1,000 AV. Although the numbers above are from the 2009/2010 tax year a thorough survey of

Tillamook County tax records for the Port district will need to be done.

- **Indebtedness – Limitation:** Per ORS 77.410 the Port of Garibaldi may, when authorized by electors within the district, borrow money and sell and dispose of bonds, which has constituted 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 (taxing powers of ports). 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 from the facilities constructed from the process of the bonds. The amount of bonds outstanding shall never exceed in 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. In case of the Port of Garibaldi, the estimated total maximum GO debt amount as of November 1, 2016 is provided in **Table 9**.

Table 9. Estimated GO Debt Capacity Port of Garibaldi s of November 1, 2016

	Amount
Total Real Market Value of Property within Port District	\$1,192,784,203
Estimated Taxable Value of RMV*	\$1,013,866,573
Maximum GO Debt Limitation (@2.5% of Taxable RMV)	\$25,346,664
Less: Amount of Outstanding GO Debt (as of Nov. 1, 2016)	\$0
Equals: Remaining GO Debt Capacity per voter approval	\$25,346,664

* Note, estimated at 85% of total RMV.

Source: Tillamook County Assessor.

In addition to these limitations on total GO debt capacity, the Port of Garibaldi is limited in the amount of GO Bonds that may be issued during the course of a year (per ORS 777.430). The taxing powers of ports may not exceed one-fourth of one percent (0.0025) of the real market value of property computed in accordance with ORS 308.207. For illustrative purposes, if we assume the similar amount of estimated taxable real market value shown in Table 9 for the Garibaldi Port District (\$1.0 billion), this statute would limit the amount of new GO bond issuance during a one-year period to not exceed approximately \$2.5 million.

F. Port District Financing

The Port of Garibaldi has six general types of funding opportunities: general obligation bonds, revenue bonds, establishment of local improvement (LID) or industrial development (ULID) districts, Garibaldi Urban Renewal TIF, and State/Federal grant financing.

- **General Obligation Bonds:** The Port can issue general obligation bonds (GO Bonds) which are backed by the assessed value of property within the district.
- **Revenue Bonds:** Revenue bonds are payable solely from Port operating revenues. Revenue bonds and warrants can be issued without voter authorization as long as they comply with statutory limits and the capacity of a Port to manage the debt service from operational revenue streams. With the Port of Garibaldi’s limited revenue streams, it is unlikely revenue bonds are a viable source of funding for capital projects, except for new infrastructure, such as the potential boat basin expansion.

Port of Garibaldi Strategic Business Plan

- **LID:** Ports have the statutory authority to establish local improvement districts or within their Port District and levy special assessments on the benefited property to pay for improvements. These are payable in annual payments for up to 30 years. LIDs are generally used for capital improvement projects that benefit numerous large tenants and/or private property owners. The formation of LID districts could be considered as a potential partial source of funding for strategic infrastructure improvements where there are direct benefits to multiple property owners.
- **GURA/EID:** At the discretion of the City of Garibaldi, there may be opportunities to utilize funding from the Garibaldi Urban Renewal Agency (GURA) or a newly created Economic Improvement Districts (EID) that can generate funding for eligible economic development improvements. In many cases, GURA funds are combined with other local funding sources (e.g., LIDs) to leverage non-local grants or loans.
- **Bank Loans:** The Port has utilized private bank loans to make strategic capital facility upgrades in the past. Given the Port of Garibaldi's limited operating revenues, bank loans would only be viable for smaller budget improvements that promise rapid return on the investment. State loan funds available to the Port from Business Oregon currently include the Port Revolving Fund, Special Public Works Fund, and the Oregon Bond Bank. The Port Revolving Funds are typically for projects under \$1.0 million in size, and limits total outstanding debt for applicants to \$3 million. Special Public Works funds are available on a competitive basis to public jurisdictions and ports can fund projects up to \$3.0 million in size, but require well-secured loan guarantees from the applicants. Oregon Bond Bank funds are rarely used for Port improvements, but are available if the project is well secured and other funding alternatives are not available.
- **Grant Financing:** Grants offer the greatest potential for the capital improvement projects and initiatives that the Port of Garibaldi is considering. The Port can leverage local dollars as a match for this type of financing. The following grant programs for which the Port of Garibaldi can consider are typically very competitive.
 1. US Army Corps of Engineers (USACE) has two programs that may be useful depending on the type of project: Section 103 (Small Beach Protection Projects) and Section 107 (Small Navigation Projects).
 2. Farmers Home Administration (FmHA) programs may be sought for non-recreational public improvements.
 3. EDA, HUD, CDBG, EPA and USDA Rural Development grant opportunities.

G. Environmental Plan

Goal 1. Partner with City of Garibaldi, City of Bay City, City of Rockaway Beach, Tillamook Bay National Estuary Partnership, State and Federal Agencies, and stakeholders to meet environmental regulations for the Port's existing operations and future developments.

Policy: The Port shall work to maintain statutory environmental compliance for all operations on its property.

Port of Garibaldi Strategic Business Plan

- Strategy 1.** Work with local industry, property owners, Department of State Lands, and Department of Environmental Quality to help facilitate the issuance and maintenance of 900-J waste discharge permits.
- Strategy 2.** Share resources, funds, and opportunities toward common goals and projects, as appropriate.
- Strategy 3.** Work with local partners to promote water trails, estuary enhancements, and eco-tourism opportunities.
- Strategy 4.** Participate in regulatory efforts to minimize impacts to local industry while being realistic environmental stewards.
- Strategy 5.** Continue to implement, enforce, review, and update Environmental Best Management Practices for the port and Oregon Clean Marina guidelines. Support and enforce all applicable local, state, and federal environmental laws, policies, and regulations.

H. Marketing Plan

Goal 1. Market the Port District; its assets, opportunities, innovations and communities

Policy: The Port shall work to implement marketing materials that focus on Port district and local community assets, resources, job opportunities, and land availability.

- Strategy 1.** Increase the Port's visibility and access with improved Highway 101 signage, 7th Street streetscape enhancements, and a future Highway 101/7th Street signal.
- Strategy 2.** Partner with local tourism entities, such as the, Visit Garibaldi, Tillamook Coast Tourism, District Communities, Oregon Coast Scenic Railroad, local stakeholders, Tillamook County Transient Lodging Tax (TLT) Grant Program, and Oregon State to promote tourism, commerce, and economic development.
- Strategy 3.** Partner with District and local stakeholders to grow branding and marketing opportunities that are mutually beneficial to the Port District and Tillamook County.
- Strategy 4.** Develop new "attractors" for visitors (plaza/restaurant/pub)
- Strategy 5.** Create marketing materials (brochures, websites, etc.) for three identified markets: 1). Local Constituents; 2). Tourism; and 3). Potential Tenants.

I. Disaster Mitigation and Preparedness

Goal 1. Become more resilient to disasters.

Policy: The Port shall work to develop and maintain plans, programs, and practices that will increase the Port's ability to increase resiliency to natural and human made disasters.

- Strategy 1.** Insure all future development is in strict compliance with current building code with regards to wind loads, earthquake standards, and other applicable resiliency and mitigation practices and standards.

Port of Garibaldi Strategic Business Plan

- Strategy 2.** Seek funding opportunities the retrofit existing facilities and construct new structures to meet current hazard mitigation standards.
- Strategy 3.** Partner with the City of Garibaldi and the City of Bay City to incorporate their existing Emergency Operations Plans into the Port’s planning.
- Strategy 4.** Develop a restoration of services plan to guide the Port district during post disaster recovery.
- Strategy 5.** Maintain active partnership as a contributing member of the Tillamook County Natural Hazards Mitigation Plan.

Chapter VI: PLAN IMPLEMENTATION

A. Plan Adoption and Update Process

The Port of Garibaldi is presented for review and adoption by the Port Commission, with review and acceptance by the Oregon Business Development Department. Once adopted, the Port may request Oregon Ports Planning and Marketing funds for projects within the SBP. The plan may be amended to accommodate changing conditions and new opportunities, and must be updated every 10-years, with a (year 5) mid-point review. The state’s SBP template suggests annual updated for the Port sub-plans but also promotes flexibility. The Port of Garibaldi is interested in adopting a biannual budget process, and is requesting the state accept updates to sub-plans every two-years to match the Port’s proposed budget cycle.

B. Implementation Action Plan

The projects listed in the Port of Garibaldi Capital Facilities Plan (Capital Improvement List) **Appendix B** represent a summary action plan to help the Port of Garibaldi the strategic business plan based on specific goals and will be reviewed and updated annually.

C. Port Development Projects – A Future Scenario

With the completion of phase 1 and 2 to the commercial wharf project, **Figures 3 & 4** illustrate the current short-term/ mid-term improvement concepts improve access, pedestrian safety, green space enhancement, business development/growth opportunities, ADA accessibility, and maximization of parking. These concepts are further detailed in the Port of Garibaldi Vision Plan.

Figure 3 Mooring Basin Drive Concepts



Figure 4 South West Area Improvement Concepts



OVERALL VISIONING DESIGN CONCEPTS

PORT OF GARIBALDI

GARIBALDI, OREGON

SEDER ARCHITECTURE + URBAN DESIGN LLC

JUNE 2017

Appendix A City of Garibaldi Municipal Code

Chapter 18.25 - COMMERCIAL ZONE (C-1)

Sections:

- 18.25.010 Purpose.
- 18.25.020 Uses permitted outright.
- 18.25.030 Conditional uses permitted.
- 18.25.040 Standards.

18.25.010 Purpose.

The C-1 zone is intended to allow certain additional uses not allowed along U.S. Highway 101 in the D-1 zone, and to maintain primary commercial uses such as stores, banks and offices beyond the limits of the downtown zone. Large land users and automobile-oriented drive-through uses are intended to be located in the commercial zone. [Ord. 321 § 2, 2014; Ord. 290 § 3(3.030), 2006.]

18.25.020 Uses permitted outright.

In a C-1 zone, the following uses and their accessory uses are permitted outright, subject to the standards of GMC 18.25.040:

- A. Primary retail activities, such as shops or stores engaged in the sale of retail merchandise, except establishments selling automobiles, manufactured dwellings or other large merchandise.
- B. Consumer services such as banks, barber and beauty shops, repair shops, printing shops, laundries.
- C. Eating and drinking establishments with no more than incidental alcohol service, including those that provide outdoor seating.
- D. Indoor amusement activities and bowling alleys.
- E. Business, government and professional offices.
- F. Residential uses may be permitted within the commercial zone only when approved as part of a mixed use development. Mixed use developments may include housing above nonresidential uses (e.g., apartment lofts above offices), or housing side-by-side with nonresidential uses. All mixed use developments shall comply with the following standards:
 - 1. No more than 50 percent of the ground floor space on each lot or parcel may be used for housing. A greater percentage may be approved for housing as part of a master planned development when the master plan provides for development of more than one lot/parcel, and the overall percentage of ground floor space does not exceed 50 percent residential use for the entire site.
- G. Motels, hotels and tourist housing.
- H. Churches, libraries or community meeting halls.
- I. Health facilities such as clinics, nursing homes.
- J. Arts and crafts studios or galleries.
- K. Bus depot.
- L. Parks and publicly owned recreation areas.
- M. Family daycare center and daycare center.

- N. Single-family residences established prior to July 1, 1996, and in a dwelling unit or structure originally permitted and constructed for that use.
- O. Accessory structures.
- P. Certain transportation facilities as defined in GMC 18.05.030, specifically:
 - 1. Normal operation and maintenance of transportation facilities;
 - 2. Installation of transportation improvements within the existing right-of-way;
 - 3. Projects identified in the adopted transportation system plan not requiring future land use review and approval;
 - 4. Landscaping as part of a transportation facility; and
 - 5. Emergency transportation facility measures.
- Q. Street or road construction as part of an approved subdivision or partition.
- R. Car wash.
- S. Attended fueling stations established prior to July 1, 2007.
- T. Special Events. As used in this section, “special event” means a community-oriented and endorsed gathering or celebration intended for recreation, entertainment, fundraising, or other similar purposes. Special events are allowed when:
 - 1. The special event is limited to no more than seven days per calendar year; and
 - 2. The special event organizer obtains approval from the Oregon Liquor Control Commission to serve alcohol at the event and otherwise meets all lawful requirements for alcohol sales and consumption outdoors; and
 - 3. The special event organizer obtains the written permission of the city manager authorizing the outdoor sale and consumption of alcohol at the event. [Ord. 321 §§ 3 – 7, 2014; Ord. 319 § 1, 2013; Ord. 290 § 3(3.030(1)), 2006.]

18.25.030 Conditional uses permitted.

In a C-1 zone, the following conditional uses and accessory uses are permitted, subject to the requirements of GMC 18.25.040 and Chapter 18.185 GMC:

- A. Service or fueling stations, car lots, lumber yards, manufactured dwellings dealerships, public or private parking facilities, boat dealers, farm equipment dealers, nurseries, and other uses where outdoor sales and storage are associated with the use.
- B. Cabinet or woodworking shops, plumbing, heating, electrical, paint or other contractor storage, repair or sales shops.
- C. Wholesale warehouse or distribution establishments.
- D. Tire retreading, welding or machine shops.
- E. Recreational vehicle parks.
- F. Mini-storage establishments.
- G. Duplex, triplex or multifamily dwellings, subject to GMC 18.110.010.
- H. Telecommunication facilities.
- I. Certain transportation facilities as defined in GMC 18.05.030, specifically:
 - 1. Transportation projects that are not designated improvements in the transportation system plan; and
 - 2. Transportation projects that are not designed and constructed as part of an approved subdivision or partition.
- J. Residential uses converted from commercial uses.
- K. Eating and drinking establishments with more than incidental alcohol service. [Ord. 321 §§ 8 – 10, 2014; Ord. 290 § 3(3.030(2)), 2006.]

18.25.040 Standards.

In a C-1 zone, the following standards shall apply:

A. Minimum lot size: none.

B. Yards and Setbacks. For residential uses, the requirements shall be the same as in the R-1 zone. The minimum yard depth for portions of the property abutting a residential zone will be 15 feet. The Uniform Fire Protection Code shall govern adjacent commercial uses. The minimum setback requirements for commercial structures shall be established by applicable building codes.

C. Building Height. Maximum building height shall be 30 feet. Maximum building height allowed outright shall be 30 feet. Any building exceeding 30 feet in height shall be reviewed following the standards and procedures for conditional uses under Chapter 18.185 GMC.

D. Outdoor sales and service areas not requiring conditional use approval shall be approved by the planning commission. Such areas shall not exceed 400 square feet. The planning commission may require that such areas be enclosed by fencing or landscaping where appropriate.

E. All uses shall meet the parking and sign requirements of this title.

F. The minimum lot size for a triplex shall be 10,000 square feet. The minimum lot size for multifamily dwellings (four dwelling units or more) shall be 10,000 for the first three units and 1,500 for each unit thereafter. The planning commission may allow up to 50 percent additional dwelling units (up to 39 dwelling units per acre) for senior citizen or adult disabled housing.

G. There shall be no minimum yard requirements for housing developments in the C-1 zone. Senior citizens and/or adult disabled housing shall provide a minimum of 10 percent of the lot area in maintained landscaping. Family-oriented housing developments shall provide a minimum of 20 percent of the lot area in maintained landscaping. In addition, such developments shall provide a fenced playground which, in the view of the planning commission, is capable of serving the number of projected children. [Ord. 321 §§ 11 – 14, 2014; Ord. 290 § 3(3.030(3)), 2006.]

Chapter 18.30 - GENERAL INDUSTRIAL ZONE (I-1)

Sections:

18.30.010 Purpose.

18.30.020 Uses permitted outright.

18.30.030 Conditional uses permitted.

18.30.040 Standards.

18.30.010 Purpose.

The purpose of the general industrial zone is to provide sites for industrial activities requiring large land areas, and which have generally greater impacts on the community, and which may be incompatible with other uses. Proximity to highway and railroad transportation is considered important. [Ord. 290 § 3(3.040), 2006.]

18.30.020 Uses permitted outright.

In the I-1 zone, the following uses are permitted, subject to the standards of GMC

18.30.040:

- A. Fabrication, production, processing, assembling, packaging or treatment of materials, goods, food stuffs and other semi-finished or finished products from semi-finished or raw materials.
- B. Storage or distribution services or facilities, including terminals, warehouses, storage buildings and yards, contractors' establishments, ready mix plants or similar uses.
- C. Research and development laboratories, including experimental, testing and processing facilities.
- D. Welding or heavy repair services.
- E. Temporary or interim uses which do not preclude the use of the property for more intensive industrial uses.
- F. Public utility structure.
- G. Mini-storage establishments (see definitions, GMC 18.05.030).
- H. Certain transportation facilities as defined in GMC 18.05.030, specifically:
 - 1. Normal operation and maintenance of transportation facilities;
 - 2. Installation of transportation improvements within the existing right-of-way;
 - 3. Projects identified in the adopted transportation system plan not requiring future land use review and approval;
 - 4. Landscaping as part of a transportation facility;
 - 5. Emergency transportation facility measures;
 - 6. Street or road construction as part of an approved subdivision or partition. [Ord. 290 § 3(3.040(1)), 2006.]

18.30.030 Conditional uses permitted.

In the I-1 zone, the following uses are permitted, subject to requirements of GMC 18.30.040 and Chapter 18.185 GMC:

- A. Automobile wrecking yard.
 - B. Telecommunication facilities.
 - C. Certain transportation facilities as defined in GMC 18.05.030, specifically:
 - 1. Transportation projects that are not designated improvements in the transportation system plan; and
 - 2. Transportation projects that are not designed and constructed as part of an approved subdivision or partition. [Ord. 290 § 3(3.040(2)), 2006.]
- 18.30.040 Standards.

In an I-1 zone, the following standards shall apply:

- A. Lot size: no minimum lot size.
- B. Yards and Setbacks. Industrial uses abutting a WD-1 or WD-2 zone shall be set back from the adjoining zone a minimum of 10 feet.*
- C. Buffers and Landscaping. Industrial uses shall establish a sight-obscuring fence or hedge around outdoor storage areas where such storage areas abut a WD-1 or WD-2 zone.*
- D. Building Height. Maximum building height shall be 30 feet.
- E. All uses shall meet the noise, air quality and water quality requirements of the State Department of Environmental Quality (DEQ).
- F. All uses shall meet the parking and sign requirements of this title.
- G. Estuary and shoreland standards contained in Chapter 18.160 GMC shall apply. [Ord. 290 § 3(3.040(3)), 2006.]

* Code reviser's note: Ordinance 319 replaced the WD-1 and WD-2 zones with the WD and WM zones, respectively.

Chapter 18.35 - WATER-DEPENDENT DEVELOPMENT ZONE (WD)

Sections:

- 18.35.010 Purpose.
- 18.35.020 Uses permitted outright.
- 18.35.030 Conditional uses permitted.
- 18.35.040 Standards.

18.35.010 Purpose.

The WD zone is intended to provide an area in which primarily water-dependent and water-related uses are located for the support of the marine industry. Uses which are not water dependent but which are subordinate and incidental to allowed water-dependent and water-related uses may also be allowed, subject to special standards that are intended to maintain the viability of the marine industry. [Ord. 319 § 15, 2013; Ord. 290 § 3(3.050), 2006.]

18.35.020 Uses permitted outright.

In a WD zone, the following uses and their accessory structures are permitted, subject to the standards and criteria of GMC 18.35.040:

- A. Low-intensity recreation, such as viewpoints or fishing areas.
- B. Navigational aids.
- C. Maintenance and repair of existing structures and facilities.
- D. Water-dependent industrial uses, including but not limited to:
 - 1. Land-based portions or piers, wharves, and other terminal and transfer facilities for passengers or waterborne commerce such as fish, shellfish, timber or timber products, metal and port activities associated with such facilities;
 - 2. Water intake and discharge facilities;
 - 3. Facilities for the extraction of minerals, aggregate, petroleum, natural gas, earth products or geothermal resources (as defined by ORS 533.10(4)) which require access to water during the extraction procedure;
 - 4. Water access structure or facilities which require access to a water body as part of the manufacture, assembly, fabrication or repair of marine equipment, due to the size or nature of the craft or equipment;
 - 5. Seafood receiving and processing facilities;
 - 6. Other water-dependent industrial uses.
- E. Water-dependent commercial uses, including but not limited to:
 - 1. Commercial marinas, docks and moorages and support facilities;
 - 2. Other water-dependent commercial uses.
- F. Water-dependent recreational facilities including private docks, moorages and waterfront parks.
- G. Water-dependent portions of aquaculture facilities.
- H. Structural shoreline stabilization.
- I. Landfalls and access corridors for submerged cable, sewer line, waterline or other pipeline crossing.
- J. New dike construction, if required for a water-dependent use.

- K. A temporary use that involves minimal capital investment and no permanent structure, for a period not to exceed one year.
- L. Certain transportation facilities as defined in GMC 18.05.030, specifically:
 - 1. Normal operation and maintenance of transportation facilities;
 - 2. Installation of transportation improvements within the existing right-of-way;
 - 3. Projects identified in the adopted transportation system plan not requiring future land use review and approval;
 - 4. Landscaping as part of a transportation facility;
 - 5. Emergency transportation facility measures;
 - 6. Street or road construction as part of an approved subdivision or partition.
- M. Utility infrastructure such as water lines, sewer lines, phone lines, electrical lines, cable television lines, and other communications lines. This also includes non-habitable vaults and structures necessary to facilitate these types of infrastructure. [Ord. 319 § 15, 2013; Ord. 290 § 3(3.050(1)), 2006.]

18.35.030 Conditional uses permitted.

In a WD zone, the following uses and their accessory structures are permitted, subject to the provisions of Chapter 18.185 GMC and GMC 18.35.040:

- A. Water-related industrial uses, including but not limited to:
 - 1. Warehousing and/or other storage areas for marine equipment or waterborne commerce;
 - 2. Sorting, storage and handling of logs or lumber in conjunction with a shipping facility or a processing facility which utilizes water transport of logs;
 - 3. Other water-related industrial uses.
- B. Water-related commercial uses, including but not limited to:
 - 1. Seafood retail or wholesale outlets;
 - 2. Marine craft or marine equipment sales establishments;
 - 3. Sport fish cleaning, smoking or canning establishments;
 - 4. Charter fishing offices;
 - 5. Retail trade establishments providing primarily products necessary for the commercial and recreational fishing industry, such as ice, bait, tackle, nautical charts, gasoline or similar products;
 - 6. Restaurants which provide a view of the waterfront and which are in conjunction with another water-dependent or water-related commercial use, such as a seafood processing plant or a charter office;
 - 7. Other water-related uses.
- C. Non-water-dependent or water-related commercial uses in conjunction with an operating water-dependent or water-related use, subject to the special conditional use standards of GMC 18.185.040(B).
- D. Dredge material disposal.
- E. Mitigation, restoration, creation or enhancement.
- F. Certain transportation facilities as defined in GMC 18.05.030, specifically:
 - 1. Transportation projects that are not designated improvements in the transportation system plan; and
 - 2. Transportation projects that are not designed and constructed as part of an approved subdivision or partition. [Ord. 319 § 15, 2013; Ord. 290 § 3(3.050(2)), 2006.]

18.35.040 Standards.

In the WD zone, the following standards shall apply:

- A. Lot Size. The minimum lot size shall be the area necessary to support the proposed use, including sufficient land for parking, off-loading, ingress and egress, and storage of materials.
- B. Yards and Setbacks. Industrial uses abutting the WM zone shall be set back from the adjoining zone a minimum of 15 feet.
- C. Buffers and Landscaping. Industrial uses shall establish a sight-obscuring fence or hedge around outdoor storage areas where such storage areas abut the WM zone.
- D. Estuary shoreland standards contained in Chapter 18.160 GMC shall apply.
- E. Determination of Water-Dependent and Water-Related Uses. In determining whether a use is water-dependent or water-related, the following definitions shall be applied:
 - 1. "Water-dependent" means a use or activity which can be carried out only on, in, or adjacent to water areas because the use requires access to the water body for waterborne transportation, recreation, energy production or source of water;
 - 2. "Water-related" means uses and activities that do not require direct water access (are not water-dependent), but which:
 - a. Provide goods and/or services that are directly associated with other water-dependent uses (supplying materials to, or using products of, water-dependent use); and
 - b. If not located near the water, would experience a public loss of quality in the goods and services offered (evaluation of public loss of quality shall involve a subjective consideration of economic, social and environmental consequences of the use).
- F. Building Height. Maximum building height shall be 30 feet. Any building exceeding 30 feet in height shall be reviewed following the standards and procedures for conditional uses under Chapter 18.185 GMC.
- G. Agency Notification. The following agencies shall be notified of proposed conditional uses and activities in the WD zone:
 - 1. The Oregon Department of Fish and Wildlife;
 - 2. Oregon Division of State Lands;
 - 3. Oregon Department of Land Conservation and Development;
 - 4. Oregon Wildlife Service;
 - 5. National Marine Fisheries;
 - 6. Environmental Protection Agency;
 - 7. U.S. Army Corps of Engineers; and
 - 8. The Port of Garibaldi. [Ord. 319 § 15, 2013; Ord. 290 § 3(3.050(3)), 2006.]

Chapter 18.40 - WATERFRONT MIXED-USE ZONE (WM)

Sections:

- 18.40.010 Purpose.
- 18.40.020 Uses permitted outright.
- 18.40.030 Conditional uses permitted.
- 18.40.040 Standards.

18.40.010 Purpose.

The WM zone is intended to provide a location for water-dependent, water-related and compatible non-water-related uses in a waterfront setting. Development may include a variety of mixed uses including residential uses when their location and design does not preclude or interfere with water-dependent uses on nearby and surrounding lands. The WM zone includes lands which are less suitable for water-dependent uses than those in the WD zone and which are not required to be protected for water-dependent uses. Such lands may include shoreland areas with limited or no access to navigable water or which adjoin estuarine areas unsuitable for development. [Ord. 319 § 16, 2013; Ord. 290 § 3(3.060), 2006.]

18.40.020 Uses permitted outright.

In the WM zone, the following uses are permitted, subject to the standards of GMC 18.40.040:

- A. Uses that provide support or backup for those uses permitted outright in a WD zone such as parking lots, boat and trailer storage areas, commercial fishing gear storage, accessory structures for port operations and maintenance.
- B. Shipping and port activity.
- C. Water-related industrial or commercial uses such as boat manufacture, repair, and sales, charter fishing office, tackle shop, marine equipment sales, seafood market.
- D. Non-water-related commercial uses such as retail sales establishment, professional office, personal services establishment, gift shop, art gallery.
- E. Restaurant, tavern, or other eating and drinking establishment.
- F. Commercial aquarium or water park.
- G. Public park or recreation area.
- H. Certain transportation facilities as defined in GMC 18.05.030, specifically:
 - 1. Normal operation and maintenance of transportation facilities;
 - 2. Installation of transportation improvements within the existing right-of-way;
 - 3. Projects identified in the adopted transportation system plan not requiring future land use review and approval;
 - 4. Landscaping as part of a transportation facility;
 - 5. Emergency transportation facility measures;
 - 6. Street or road construction as part of an approved subdivision or partition.
- I. Residential uses may be permitted within the WM zone when approved as part of a mixed-use development, multifamily development or planned unit development. Mixed-use developments may include housing above nonresidential uses (e.g., apartment lofts above offices), or housing side-by-side with nonresidential uses. All mixed-use developments shall comply with the following standards:
 - 1. No more than 50 percent of the ground floor space on each lot or parcel may be used for housing. A greater percentage may be approved for housing as part of a master planned development when the master plan provides for development of more than one lot/parcel, and the overall percentage of ground floor space does not exceed 50 percent residential use for the entire site.
 - 2. The maximum allowable density shall not exceed one dwelling for each 3,500 square feet of land area. [Ord. 319 § 16, 2013; Ord. 304 Art. IV(1), 2008; Ord. 290 § 3(3.060(1)), 2006.]

18.40.030 Conditional uses permitted.*

In the WM zone, the following uses are permitted, subject to the provisions of Chapter 18.185 GMC and GMC 18.40.040:

- A. Hotels or motels.
- B. Multifamily developments.
- C. Support activities and uses in conjunction with marine industry and/or water-related recreation, including but not limited to:
 - 1. Recreation vehicle parking areas and campgrounds;
 - 2. Parking lots;
 - 3. Other accessory structures related to and in support of the operation of marine industrial and marine recreational uses.
- D. Light industrial food or beverage processing use such as a bakery, brewery, distillery.
- E. Indoor amusement such as bowling alley, movie theater, or other entertainment establishment.
- F. Dredge material disposal.
- G. Wetlands mitigation, restoration, creation or enhancement.
- H. Public utility structures.
- I. Planned unit developments in accordance with Chapter 18.205 GMC.
- J. Certain transportation facilities as defined in GMC 18.05.030, specifically:
 - 1. Transportation projects that are not designated improvements in the transportation system plan; and
 - 2. Transportation projects that are not designed and constructed as part of an approved subdivision or partition. [Ord. 319 § 16, 2013; Ord. 290 § 3(3.060(2)), 2006.]

* Code reviser's note: At the request of the city, subsection K of this section, as adopted by Ordinance 319, has not been codified.

18.40.040 Standards.

In the WM zone, the following standards shall apply:

- A. Lot Size. The minimum lot size shall be the area necessary to support the proposed use, including sufficient area for parking, loading, ingress and egress, and storage of materials. Residential density for multifamily, mixed-use or planned unit developments shall not exceed one dwelling unit for each 3,500 square feet of land area.
- B. Yards and Setbacks. Industrial and commercial uses shall be set back a minimum of 10 feet from abutting nonindustrial and noncommercial uses.
- C. Buffers and Landscaping. Industrial uses shall establish a sight-obscuring fence or hedge around outdoor storage areas.
- D. Estuary and shoreland standards contained in Chapter 18.160 GMC shall apply.
- E. Building Height. Maximum building height shall be 30 feet. Any building exceeding 30 feet in height shall be reviewed following the standards and procedures for conditional uses under Chapter 18.185 GMC.
- F. Determination of Water-Dependent and Water-Related Uses. The city shall, when considering a new use or expanded use, make a finding that the use is water-dependent or water-related if it conforms with the following definitions:
 - 1. "Water-dependent" means a use or activity which can be carried out only on, in, or adjacent to a water area because the use requires access to the water body for waterborne transportation, recreation, energy production, or source of water;

2. “Water-related” means uses and activities that do not require direct water access (are not water-dependent), but which:
- a. Provide goods and/or services that are directly associated with other water-dependent uses (supplying materials to, or using products of, water-dependent uses); and
 - b. If not located near the water, would experience a public loss of quality in the goods and services offered (evaluation of public loss of quality shall involve a subjective consideration of economic, social and environmental consequences of the use). [Ord. 319 § 16, 2013; Ord. 290 § 3(3.060(3)), 2006.]

Chapter 18.45 - DREDGE MATERIAL DISPOSAL (DMD) SITE PROTECTION OVERLAY ZONE

Sections:

- 18.45.010 Purpose.
- 18.45.020 Designation of dredge material disposal sites.
- 18.45.030 Uses permitted in a DMD zone.
- 18.45.040 Determination of preemptive uses.
- 18.45.050 Removal of dredged material disposal site designation.
- 18.45.060 Agency notification.

18.45.010 Purpose.

It is the intent of this overlay zone to designate dredged material disposal sites in the city with respect to present and expected water-dependent development and navigational access requirements and to protect these sites for dredge material operations. [Ord. 290 § 3(3.070), 2006.]

18.45.020 Designation of dredge material disposal sites.

The DMD overlay zone shall be designated on Garibaldi land use and zoning maps and shall conform to the dimensions of the priority DMD site(s) specified in the Tillamook County dredge material disposal plan as being acceptable for dredge material disposal. Subsequent revisions to the Tillamook County dredge material disposal plan shall be recorded by an amendment to the land use and zoning map. [Ord. 290 § 3(3.070(1)), 2006.]

18.45.030 Uses permitted in a DMD zone.

Dredge material disposal is a permitted use in the DMD zone. In addition, only those uses and activities allowed in the underlying zone that do not preempt the site's future use for dredge material disposal are allowed. (Refer to GMC 18.45.040.) Such uses and activities are subject to the requirements of the underlying zone. [Ord. 290 § 3(3.070(2)), 2006.]

18.45.040 Determination of preemptive uses.

Incompatible or preemptive uses of the dredge material disposal sites are:

- A. Uses requiring substantial structural or capital improvements (e.g., construction of permanent buildings).
- B. Uses that require extensive alteration of the topography of the site, thereby reducing the potential usable volume of the dredged material disposal area (e.g., extensive site grading, elevation by placement of fill materials other than dredged spoils).

C. Uses that include changes made to the site that would prevent expeditious use of the site for dredge material disposal. Such uses would delay deposition of dredged materials on the site beyond the period of time commonly required to obtain the necessary federal, state and local dredging and spoil disposal permits (approximately 90 days). [Ord. 290 § 3(3.070(3)), 2006.]

18.45.050 Removal of dredged material disposal site designation.

Sites may be removed by an amendment to the comprehensive plan and zoning ordinance in the following situations:

A. After a dredged material disposal site has been filled to capacity and is no longer available for additional dredged material disposal.

B. Removal of a dredged material disposal site designation before a site has been filled to capacity only if:

1. Provision is made for a replacement dredged material disposal site of suitable characteristics; or

2. The dredging need, for which the Priority I site was initially designated for dredged material disposal, is withdrawn or reevaluated. [Ord. 290 § 3(3.070(4)), 2006.]

18.45.060 Agency notification.

The following agencies shall be notified of proposed uses and activities in the DMD overlay zone:

A. The Oregon Department of Fish and Wildlife;

B. Oregon Division of State Lands;

C. Oregon Department of Land Conservation and Development;

D. Oregon Department of Economic Development;

E. U.S. Fish and Wildlife Service;

F. Environmental Protection Agency;

G. U.S. Army Corps of Engineers; and

H. The Port of Garibaldi. [Ord. 290 § 3(3.070(5)), 2006.]

Appendix B: Port of Garibaldi Capital Facilities Plan

Port of Garibaldi Capital Facilities Plan (Capital Improvement List)								
	Consumer Cost Index (as of ...		February 2014)	9,681				
	March 2021 Update							
COMMISSION APPROVED CIL PRIORITY PROJECTS								
	South Jetty Engineering/Repair							3/8/2017
	POG Harbor Dredging							3/8/2017
	Repair of Harbor Seawall/Underpinning of Mooring Basin Road/Commercial Ave							3/8/2017
	Bayview Trail Project							2/10/2021
	Port Shop Replacement							2/10/2021
	Piers End Wharf							2/10/2021
	Old Mill Property Acquisition							
1. PUBLIC PARKS AND OPEN SPACE								
Prio ri ty	Project	Orig. ENR CCI Index	Origi nal Cost Estim ate	EN R CC I In de x	Curre nt Cost	Refer ence docu ment	Adopt ed	
	North/South Jetty Repair		\$75,000,000					
2	Kayak Launches	9,176	\$121,258	9,681	\$127,933	POG PP#4	4/11/2012	
3	Trail signing, paving, 10 th to 12 th Sts.	7,518	\$86,500	9,681	\$111,388	Parks SDC	1/17/2006	
3	Bay View Scenic Trail Rehab	9,176	\$691,670	9,681	\$729,749	POG PP#6	4/11/2012	

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3	Bay Lane Park	9,176	\$286,626	9,681	\$302,406	POG PP#1	4/11/ 2012
3	Commercial Ave. Wharf Park	9,176	\$246,676	9,681	\$260,255	POG PP#1	4/11/ 2012
3	USCG Memorial	9,176	\$201,617	9,681	\$212,717	POG PP#3	4/11/ 2012
1	Widen American Way, stripe and ADA ramps	7,518	\$115,400	9,681	\$148,603	Parks SDC	1/17/ 2006
3	Biak Riprap Maintenance (E-dock Seawall)	8,950	\$80,000	9,681	\$86,535	SBP	11/1/ 2010
2	Biak St. Overlook	8,950	\$150,000	9,681	\$162,253	KFO O	2/1/2 006
3	Gateway Improvements between US101 & Port of Garibaldi at 7th	7,518	\$57,500	9,681	\$74,044	Parks SDC	1/17/ 2006
1	Old Mill Property Acquisition	9,116	\$5,000,000	9,681	\$5,309,955		
3	Property acquisition for parks	7,518	\$50,000	9,681	\$64,386	Parks SDC	1/17/ 2006
T1	Widen S. 7th St. for bike lane	7,518	\$202,000	9,681	\$260,120	Parks SDC	1/17/ 2006
	SUBTOTAL				\$5,708,505		

2. STREET, CURB, SIDEWALK IMPROVEMENTS

Priority	Project	Orig. ENR CCI Index	Original Cost Estimate	ENR CCI Index	Current Cost	Reference document	Adopted
1	Mooring Basin Road Seawall	8,950	1,375,800	9,681	\$1,488,187	SBP	11/1/ 2010
1	Provide Crosswalks on S. American Ave. at 6th and 7th Sts	7,518	\$16,650	9,681	\$21,441	TSP	10/27/ 2003
O1	Sidewalk on S. 7th St. from US101 to existing	7,518	\$33,300	9,681	\$42,881	TSP	10/27/ 2003
1	S. American Ave. ADA Ramps at 6th & 7th Sts.	7,518	\$16,650	9,681	\$21,441	TSP	10/27/ 2003
3	US101 & 7th St. Signal	8,950	\$600,000	9,681	\$649,013	SBP	11/1/ 2010
1	US101 & 7th St. Reconstruction	7,518	\$222,000	9,681	\$285,875	TSP	10/27/ 2003

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3	Expand Port Sidewalks	7,518	\$83,250	9,681	\$107,203	TSP	10/27/2003
3	Sidewalk Improvements through Port			9,681		GUR A	8/21/2006
3	Asphalt Sealing Behind fishing cleaning station on JCW	9,400	\$5,500	9,681	\$5,664	STAF F	2/1/2013
	SUBTOTAL				\$1,047,755		
3. PUBLIC UTILITIES							
Pri o r i t y	Project	Orig. ENR CCI Index	Orig i n a l C o s t E s t i m a t e	EN R C C I I n d e x	Curre n t C o s t	Refer e n c e d o c u m e n t	Adopt e d
2	Improve Port street lights	7,518	\$111,000	9,681	\$142,937	TSP	10/27/2003
3	Access/utility delivery to Old Mill site	8,950	\$40,000	9,681	\$43,268	SBP	11/1/2010
3	Extension of non-electricity lines to end of JCW						
	Water line on JCW						
	Widening of JCW						
	SUBTOTAL				\$43,268		
4. STREETScape AND NEIGHBORHOOD BEAUTIFICATION							
Pri o r i t y	Project	Orig. ENR CCI Index	Orig i n a l C o s t E s t i m a t e	EN R C C I I n d e x	Curre n t C o s t	Refer e n c e d o c u m e n t	Adopt e d/ Comp l e t e d
2	Landscaping around Public Bathrooms			9,681		GUR A	8/21/2006
2	Interpretative Signage			9,681		GUR A	8/21/2006
2	Native Plant Restoration			9,681		GUR A	8/21/2006
3	Addition of public art			9,681		GUR A	8/21/2006

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3	Gateway Sign Lighting	9,400	\$10,000	9,681	\$10,299	STAFF	2/1/2013
O1	Gateway enhancement from US101					BUDGET	6/1/2010
	Old ticket machine area						
	SUBTOTAL				\$10,299		
5. PEDESTRIAN, BICYCLE, AND TRANSIT IMPROVEMENTS							
Priority	Project	Orig. ENR CCI Index	Original Cost Estimate	ENR CCI Index	Current Cost	Reference document	Adopted
R3	Railroad Pedestrian Barriers			9,681		GUR A	8/21/2006
2	Improved signage			9,681		GUR A	8/21/2006
	SUBTOTAL				\$0		
6. PUBLIC BUILDINGS AND FACILITIES							
Priority	Project	Orig. ENR CCI Index	Original Cost Estimate	ENR CCI Index	Current Cost	Reference document	Adopted
PUBLIC PARKING							
2	Parking Feasibility Study	7,518	\$2,500	9,681	\$3,219	TSP	10/27/2003
2	Pave lots in Port area	7,518	\$50,000	9,681	\$64,386	TSP	10/27/2003
2	Large Recreational Vehicle/Boat Trailer Lot	7,518	\$16,650	9,681	\$21,441	TSP	10/27/2003
2	Seal Parking Lots					BUDGET	7/1/2010
N/A	Clean and Rerock crab pot storage						
N/A	Seal Parking Lots along Jerry Creasy Way	7,518	\$16,650	9,681	\$21,441	BUDGET	7/1/2010
3	Expand Trailer Parking/Truck						
	Replace Roof on Response Room		\$5,000				

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OTHER PUBLIC FACILITIES								
3	Pier's End Boathouse Restoration	8,950	\$84,200	9,681	\$91,078	STAF F	10/4/ 2010	
1	Tenant Improvements	8,660	\$15,000	9,681	\$16,769	BUD GET	7/1/2 010	
3	Pier's End Pier Widening	9,176	\$914,095	9,681	\$964,419	POG PP#7	4/11/ 2012	
R1	Railroad Crossing Development			9,681				
N/ A	Hardwood Mill Lot Storm Drainage	9,268	\$70,000					
	New Port Shop		\$400,000					
1	New Shop Expansion	8,660	\$70,000	9,681	\$78,254	STAF F	7/1/2 010	
3	JCW Restroom wind screen							
N/ A	Fishcleaning Station Lighting							
N/ A	Hayes Oyster Drive Boardwalk	8,660	\$86,773	9,681	\$97,004	INSU R	10/15 /2012	
LEASED BUILDINGS OWNED BY PORT								
N/ A	607 Garibaldi Ave. (Garibaldi Charters)	9,666	\$57,537	9,681	\$57,627	INSU R	10/15 /2013	
3	103 S. Seventh St. #A/B	9,666	\$235,539	9,681	\$235,907	INSU R	10/15 /2013	
N/ A	606 S. Biak Ave. (Deli)	9,666	\$111,650	9,681	\$111,825	INSU R	10/15 /2013	
N/ A	306 S. Seventh St. (Ambulance Garage)	9,666	\$87,934	9,681	\$88,071	INSU R	10/15 /2013	
N/ A	500 S. Biak Ave. (Boathouse)	9,666	\$249,692	9,681	\$250,082	INSU R	10/15 /2013	
N/ A	613 Commercial Ave. (TEP)	9,666	\$299,630	9,681	\$300,098	INSU R	10/15 /2013	
3	1209 Bay Lane	9,666	\$496,647	9,681	\$497,423	INSU R	10/15 /2013	
	SUBTOTAL				\$2,899,044			
7. MARINA FACILITIES								

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Priority	Project	Orig. ENR CCI Index	Original Cost Estimate	ENR CCI Index	Current Cost	Reference document	Adopted
1	Cargo Dock Rehabilitation	8,660	15,000	9,681	\$16,769	BUDGET	7/1/2010
N/A	Charter Dock Fingers Replacement					BUDGET	7/1/2010
3	Development of new boat basin	7,870	10,636,800	9,681	\$13,084,629	BSM	3/5/2007
3	Power of E-Dock			9,681			
3	Upgrade Power on Transient Dock to 30 amp			9,681			
3	Upgrade Water on G-Dock			9,681			
	Harbor Dredging		\$500,000				
	Main Dock Disconnect		8,250		\$8,250		
	SUBTOTAL				\$13,109,648		
8. RECREATIONAL VEHICLE PARK							
Priority	Project	Orig. ENR CCI Index	Original Cost Estimate	ENR CCI Index	Current Cost	Reference document	Adopted
1	Landscaping/Other		\$15,000	9,681			
	SUBTOTAL				\$0		
9. VEHICLES AND EQUIPMENT							
Priority	Project	Orig. ENR CCI Index	Original Cost Estimate	ENR CCI Index	Current Cost	Reference document	Adopted

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3	Uniloader (jointly owned with city)	9,176	\$15,000	9,681	\$15,826	BUDGET	3/7/2012
1	Floating Head #1	9,176	\$65,000	9,681	\$68,578	INSUR	
2	Floating Head #2	9,176	\$85,000	9,681	\$89,680	INSUR	
3	Lawn Mower (jointly owned with city)	9,176	\$6,000	9,681	\$6,330	DAVE	
3	22' Boston Whaler w/out engine	9,268	\$5,000	9,681	\$5,223	DAVE	
N/A	New 40hp motor	9,268	\$5,000	9,681	\$5,223	DAVE	
1	New 200hp motor	9,268	\$13,000	9,681	\$13,579	DAVE	
N/A	Launch Machine					QUOTE	11/9/2011
3	1997 Ford (OUT OF COMMISSION)	9,268	\$8,000	9,681	\$8,357	INSUR	
	2018 Ford F150						
N/A	2014 Ford F350 dump truck/1991 Chevrolet dump truck						7/1/2013
	SUBTOTAL				\$212,796		
COMPLETED PROJECTS							
2	Lumberman's Park improvement	9,176	\$523,918	9,681	\$552,762	POG PP#5	4/11/2012
--	Recreational Vehicle park acquisition					Sales \$\$	8/1/2011
T1	S. Commercial Ave. ROW Improvement (inc. utilities)	9,351	\$940,993	9,681	\$974,212	WHARF	9/8/2012
T/O 1	S. 7th St. from US101 to Biak St. sidewalk/trees	8,950	\$75,000	9,681	\$81,127	SBP	11/1/2010
2	electricity to end of JCW	9,176	\$13,000	9,681	\$13,716	QUOTE	4/23/2012
1	Commercial Ave. Wharf Improvement	9,351	\$5,624,650	9,681	\$5,823,212	WHARF	9/8/2012
1	Security Cameras	9,268	\$4,000	9,681	\$4,178	BUDGET	3/7/2012
3	Office Repairs/Expansion	8,660	\$10,000	9,681	\$11,179	BUDGET	7/1/2010
N/A	Shop Efficiency (oil heater)					BUDGET	7/1/2011

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N/A	Ductless HVAC System for Office	8,660	\$13,000	9,681	\$14,533	BUDGET	2/1/2013
3	New 500 gallon water oil box and containment						
1	Replace Transient Dock Gangway	9,176	17,000	9,681	\$17,936	BUDGET	3/7/2012
N/A	Launch Boarding Float	9666	\$90,000	9,681	\$90,141	OSMB	6/1/2013
N/A	Fence and Fix Public Crabbing Dock (TEP)						
N/A	Utility (water, sewer, electricity) Upgrades	9,176	\$100,000	9,681	\$105,505	HLB OTA K	6/15/2013
N/A	Bathroom/Laundry/Shower/Office	9,400	\$100,000	9,681	\$102,991	HLB OTA K	6/15/2013
T1	Stripe Crosswalks on Biak Ave. (redevelop island)	7,518	\$8,000	9,681	\$10,302	TSP	10/27/2003
N/A	Network Copy/Printer						
1	Dredging Reserve	9,176	350,000	9,681	\$369,269	BUDGET	3/7/2012
N/A	Pump Out Station					BUDGET	7/1/2011
	SUMMARY TOTAL						
1	PUBLIC PARKS AND OPEN SPACES				\$5,708,505		
2	STREET, CURB, SIDEWALK IMPROVEMENTS				\$1,047,755		
3	PUBLIC UTILITIES				\$43,268		
4	STREETSCAPE AND NEIGHBORHOOD BEAUTIFICATION				\$10,299		
5	PEDESTRIAN, BICYCLE, AND TRANSIT IMPROVEMENT				\$0		
6	PUBLIC BUILDINGS AND FACILITIES				\$2,899,044		
7	MARINA FACILITIES				\$13,109,648		

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8	RECREATIONAL VEHICLE PARK				\$0		
9	VEHICLES & EQUIPMENT				\$212,796		
	TOTAL				\$23,031,315		
10	REBUILD SOUTH JETTY				\$30,000,000		
	TOTAL				\$53,031,315		
NO							
TES							
	TSP - City of Garibaldi Transportation System Plan						
	BSM - Consulting Engineering Report						
	HHPR - Consulting Engineering Report						
	STAFF - Staff Report						
	BUDGET - Budget Process Document						
	SBP - Strategic Business Plan						
	Parks SDC - City of Garibaldi System Development Charge List						
	KFOO - 1000 Friends of Oregon Report						
	GURA - Garibaldi Urban Renewal Plan						
	POGPP - Port Parks Plan (adopted 4/2012)						
	WHARF - HHPR Wharf Bid Document development (Sept. 2012)						
	1-High Priority						
	2-Medium Priority						
	3-Low Priority						

Appendix C: Commercial Fisheries of Tillamook County Economic Impact Report

See Commercial Fisheries of Tillamook County Economic Impact Report available in Port office or at www.Portofgaribaldi.org or at <https://ecotrust.org/wp-content/uploads/Commercial-Fisheries-of-Tillamook-County2-final.pdf>

Appendix D: Market Feasibility Study

See Market Feasibility Study available in Port office or at www.Portofgaribaldi.org

Appendix E: Tillamook Housing Study

See Tillamook Housing Study available in Port office or at www.Portofgaribaldi.org or at <https://www.careinc.org/housing-task-force>

Appendix F: Conceptual Business Plan for Old Mill Site

See Conceptual Business Plan for Old Mill Site available in Port office or at www.Portofgaribaldi.org