

PACIFIC COAST INTERMODAL PORT (PCIP) PROJECT



PRE-SCOPING STAKEHOLDER ENGAGEMENT SUMMARY REPORT

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TABLE OF CONTENTS

| | |
|-------------------------------------------------------------------------|----|
| Introduction | 4 |
| Purpose and Goals..... | 4 |
| Methodology | 5 |
| Consultation Process Outcomes | 6 |
| Summary of Feedback..... | 7 |
| Stakeholder-Perceived Opportunities | 8 |
| Overview | 8 |
| Theme: Economic Growth and Job Creation | 8 |
| Theme: Infrastructure Development..... | 9 |
| Theme: Environmental and Energy Opportunities..... | 9 |
| Theme: Housing and Community Development | 10 |
| Theme: Community-Centered Investments | 10 |
| Stakeholder Concerns..... | 11 |
| Overview | 11 |
| Theme: Environmental and Ecological Risks..... | 11 |
| Theme: Housing and Social Challenges | 12 |
| Theme: Community Identity and Cultural Preservation | 13 |
| Theme: Economic Viability and Workforce Concerns | 13 |
| Theme: Transparency and Public Trust..... | 13 |
| Theme: Infrastructure and Safety Concerns | 14 |
| Feedback Specific to Uniquely Impacted Groups | 15 |
| Overview | 15 |
| Tribal Governments | 15 |
| Empire Neighborhood..... | 16 |
| Eugene-Area Neighborhoods..... | 16 |
| Rail Line Adjacent Communities (e.g., Reedsport, Mapleton, Veneta)..... | 17 |
| Ideas for Community Reinvestment Plan | 17 |
| Feedback Related to Community Engagement..... | 18 |
| Appendices | 20 |

APPENDIX A: List of Interviewees 21

APPENDIX B: List of Organizations Who Received Questionnaire 23

APPENDIX C: Community Member Questions Documented During Interviews 26

APPENDIX D: Letter from Community Coalition of Empire (CCE) 29

APPENDIX E: Interview Questions/Script 31

APPENDIX F: Online Questionnaire 33

APPENDIX G: Project Overview Handout 34

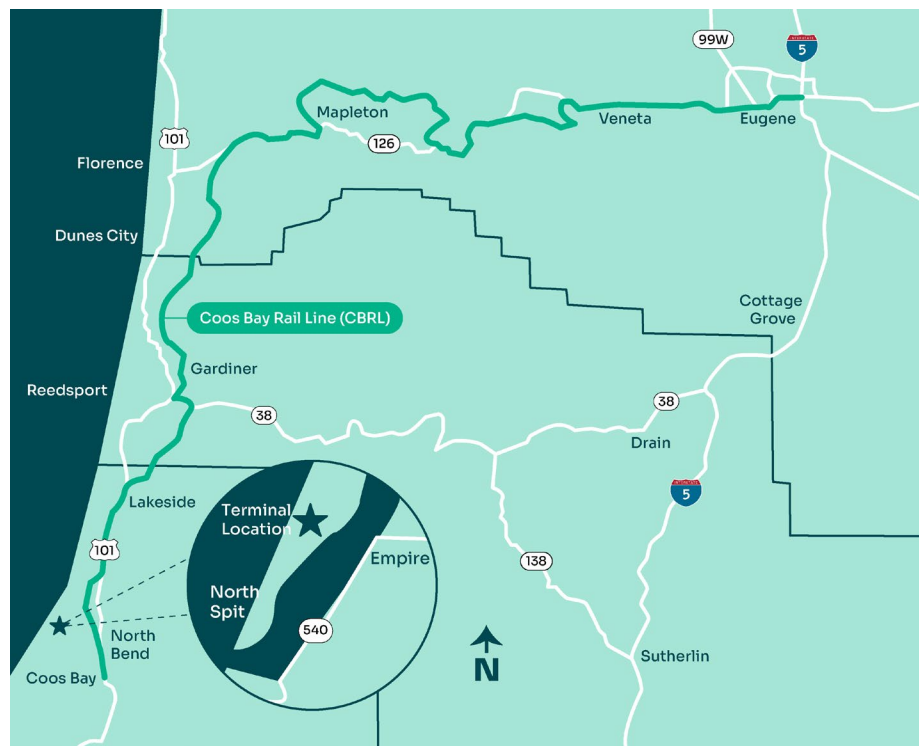
INTRODUCTION

The Pacific Coast Intermodal Port (PCIP) project, led by the Oregon International Port of Coos Bay (the Port), proposes the development of an intermodal shipping facility on Oregon's South Coast. The project is intended to address global trade needs by leveraging the region's geographic position and transportation infrastructure. Located on the North Spit of Coos Bay, the proposed facility would integrate rail infrastructure to support containerized cargo movement. Key aspects of the proposal include creating a modern terminal to facilitate goods movement, expanding the federal navigation channel to accommodate the increased size of container ships, and significant upgrades to rail infrastructure along the Coos Bay Rail Line.

The PCIP represents a significant undertaking for the region, with the potential to influence economic, social, and environmental dynamics. At the same time, the project has raised concerns about its environmental effects, impacts on local communities, and implications for cultural resources.

To better understand these complex factors, the Port hired JLA Public Involvement (JLA) to conduct

extensive stakeholder consultation early in the project development to gather a comprehensive range of perspectives on the project's potential benefits and impacts, as well as to understand community needs and desires related to ongoing public engagement.



Map of project area, including Coos Bay Rail Line (CBRL)

Purpose and Goals

The stakeholder consultation process during the pre-scoping phase of the PCIP project was designed to gather a wide range of perspectives from community members, Tribal governments, industry representatives, and other key stakeholders through stakeholder interviews and an online questionnaire. Information compiled during the process informs the Community

Engagement Plan for the upcoming National Environmental Policy Act (NEPA) process so that it addresses the priorities, concerns and insights of those most affected by the project.

The primary goals of the stakeholder consultation process were to:

- **Build awareness** of the PCIP project among a diverse set of stakeholders, including those who may be unfamiliar with the project or its potential impacts, through proactive and early outreach.
- **Gather meaningful input** from stakeholders and Tribal governments to identify key concerns, desired outcomes, and suggestions for mitigation, ensuring that the engagement process reflects the community's needs and priorities.
- **Establish trust and strengthen relationships** with stakeholders by engaging them early in the process, demonstrating a commitment to transparency, and ensuring their feedback informs project decisions.
- **Lay the groundwork for future engagement** by identifying preferred communication methods, participation barriers, and engagement opportunities to shape an inclusive and effective NEPA process.
- **Create a foundation for collaboration** by understanding stakeholders' perspectives and leveraging their input to design a thoughtful Community Engagement Plan that supports equitable, transparent, and meaningful public participation.

Methodology

Consultant support: In October 2024, JLA Public Involvement was hired as a third-party consultant to assist the Port with conducting the consultation and making recommendations as part of a Community Engagement Plan for the PCIP. In addition to providing capacity, working with a third-party consultant was valuable to ensuring an objective process and providing participants the opportunity to share feedback in an anonymized way. Outreach, interviews and surveying began in mid-October and concluded in early December.

Identifying stakeholders, an iterative approach: The process was designed to reach out to stakeholders in several rounds using a process called snowballing, which involves talking with an initial group and then additional groups based on recommendations from earlier conversations. The snowball approach allowed the team to expand engagement and involve community members and groups as recommended by others. Additionally, some participants assisted with outreach by leveraging existing relationships in the community, increasing project awareness and broadening outreach.

The Port provided an initial list, including stakeholders and organizations that had not been previously engaged for this project and those that were likely to have concerns regarding the project. Throughout engagement activities, the consultant team broadened the list by inviting

stakeholders to share their suggestions and recommendations for additional organizations and individuals to interview.

Note on constraints: The process of the snowball approach requires time to gain momentum in the beginning phase and between groups to provide room for outreach, introductions and scheduling. Due to the time constraints of this assessment and scheduling conflicts, the project team extended invitations to recommended contacts but didn't speak with all of them.

Stakeholder interviews: The interviews were conducted primarily in person either one-on-one or in small groups. The interviewees were asked a series of questions regarding their concerns, ideas or potential opportunities related to the project; their past experiences with similar processes; recommendations for community engagement and others in the community to connect with; and ideas or suggestions on solutions to overcoming identified barriers to participation. Interview participants were provided a project overview handout.

Online questionnaire: An online questionnaire was also made available and distributed to gather input from a broader set of stakeholders and/or those who were unable to participate in an interview during the timeframe. The questionnaire is included in Appendix F.

CONSULTATION PROCESS OUTCOMES

Between October 2024 and December 2024, JLA Public Involvement conducted outreach to nearly **200 individuals and/or organizations** to invite them to participate in an interview or complete an online questionnaire. JLA facilitated **63 interviews**, approximately one-hour each, representing **68 individuals or organizations** and collected input from an additional **35 community members** through the online questionnaire.

Groups engaged: Through these activities, the project team engaged with the following stakeholder groups*:

- Advisory Bodies
- Arts/Culture
- Aviation
- Commercial/Recreational Fishing
- Community Organizations
- Culturally Specific/Equity-Focused
- Economic Development
- Education
- Environmental
- Faith Community
- Government/Municipality
- Healthcare
- Housing
- Maritime
- Neighborhood Associations
- Project Site Neighbors
- Rail Line Adjacent
- Small Business
- Timber
- Tourism
- Transportation
- Workforce/Union

*Note: **Tribal Governments** are not categorized as stakeholders but as rights-holders due to their status as sovereign nations. Meetings with the Confederated Tribes of Coos, Lower

Umpqua, and Siuslaw (CTCLUSI) and the Coquille Tribe were conducted as part of this community engagement process and feedback is included in the summary.

A complete list of interview participants and recipients of the online questionnaire can be found in Appendices A and B.

Limitations to engagement: The project area is geographically large and encompasses a wide range of diverse interests, groups, and communities. The project team reached out to many people, including individuals and organizations identified by the Port and those recommended by interview participants. The project team made multiple efforts to connect with each contact. Despite this, some groups and stakeholders identified or recommended during the interview period could not be reached or engaged within the available timeframe. This challenge was identified early in the process; people are busy and community-based organizations in particular are dealing with competing demands and limited resources. To address this, those who could not be interviewed were provided with the online questionnaire as an alternative means to share their input. This consultation process highlighted that it takes time and thoughtful follow-up to conduct successful engagement.

SUMMARY OF FEEDBACK

Interviewees and questionnaire respondents shared their thoughts, concerns and ideas related to the project, including any benefits they felt could arise from the project. The feedback summarized here will inform the creation of the Community Engagement Plan to guide engagement throughout the forthcoming design, development, and NEPA Environmental Impact Statement (EIS) process.

This document organizes stakeholder feedback into five key sections:

- An overview of stakeholder-perceived **opportunities**
- Summary of **concerns** raised
- Input from **uniquely impacted groups**, including Tribal Nations, Empire neighborhood residents, and rail line communities, addressing their distinct priorities and challenges
- Initial list of **community reinvestment ideas** proposed by community members
- Recommendations for **continued community engagement**

Each section provides an overview of feedback heard, as well as an exploration of key themes. Direct quotes are highlighted in green callouts.

Drawing from input provided by over 100 stakeholders representing diverse interests and industries, this feedback offers a comprehensive foundation for informed planning and decision-making.

Stakeholder-Perceived Opportunities

Stakeholders identified a wide range of opportunities that the PCIP project could bring to the region.

Overview

Broadly shared sentiments highlight the potential for significant economic growth, including the creation of family-wage jobs and long-term employment opportunities that could address chronic underemployment in Coos Bay. Many stakeholders also see the project as a chance to increase tax funding to public services and spur much-needed housing development, with potential development ripple effects that could benefit small businesses and tourism. While most feedback emphasized these economic benefits, a smaller but meaningful subset of stakeholders noted potential opportunities such as renewable energy initiatives and environmental remediation projects that could maximize the project’s positive impact.

Theme: Economic Growth and Job Creation

Creation of Family-Wage Jobs:

- Many stakeholders see the project as a critical opportunity to address chronic unemployment and underemployment in the Coos Bay area by creating steady, high-paying jobs with livable wages and breaking cycles of generational poverty.
- They highlighted the potential for long-term employment to counteract decades of economic decline caused by the timber industry’s downturn, fostering intergenerational stability and encouraging families and youth to stay in the region.
- The creation of union jobs with good wages and benefits are seen as meaningful prospects to strengthen the local workforce and address the negative healthcare impacts stemming from limited access to employer-provided commercial healthcare plans.

“This is a way to regain our soul as a hardworking community.”

“We need something to keep people here.”

“Tourism doesn’t cut it.”

Economic Ripple Effects:

- Many noted that an increased population resulting from this project could attract major retail stores, restaurants and other businesses that require larger consumer bases to operate.
- The project could help alleviate local government financing strains by expanding the tax base. Expanded

“It will inspire hope.”

tax revenue could enable local governments to invest in long-term community improvements.

- The economic uplift generated by the project could spill over into sectors such as hospitality and tourism, creating additional job opportunities for local residents and enhancing the region’s overall economic diversity.

Small Businesses Development:

- Some stakeholders cited increased trade activity as creating additional opportunities for small businesses by providing direct export pathways to global markets.
- Local contractors, suppliers and other small enterprises could benefit from increased demand during the construction phase and ongoing operations, promoting further regional entrepreneurship.

Theme: Infrastructure Development

Transportation Improvements:

- Planned rail upgrades, including safer crossings, tunnel enhancements, and expanded track capacity are seen as positive investments in regional infrastructure and create added opportunities for rail employment and future transportation.
- Some indicated support for introducing future passenger rail service between Coos Bay and Eugene to reduce geographic isolation, which could be made possible as the result of rail line upgrades needed for this project.

Public Utility Upgrades:

- Investments in upgrading roads, utilities and water systems could ensure that the region is prepared for increased population growth while addressing existing deficiencies cited by many stakeholders.

“We need this drastically for the well-being of our County.”

Theme: Environmental and Energy Opportunities

Renewable Energy Initiatives:

- Some expressed a desire to create renewable energy solutions as part of this project, both to power port operations as well as locomotive fleets and ship vessels.
- Suggestions include investing in renewable fuels, creating an energy transmission corridor or exploring wastewater/bioproduct initiatives to address increased energy demands and enhance overall community resiliency.

Environmental Remediation:

- Some stakeholders expressed a desire for environmental remediation and habitat restoration to offset environmental impacts from this project.

- Suggestions included oyster recovery projects similar to the Olympia Oyster Restoration Project and Billion Oyster Project. Proactive efforts to address the health of the bay, including investing in oyster beds to filter water, are seen as an opportunity to preserve and improve the local ecosystem.

Theme: Housing and Community Development

Addressing Housing Shortages:

- Several interviewees felt large-scale housing developments spurred by this project could alleviate the current housing crisis, offering solutions for both new arrivals and long-term community members.
- Innovative models like community land trusts currently underway could ensure housing developments remain assets to the community rather than speculative investments.

Strengthening Public Services:

- Many noted that increased tax revenues generated by the project could fund the expansion of schools, healthcare facilities, and childcare services, benefiting both new arrivals and existing residents.
- Investments in mental health services and wraparound care for vulnerable populations (e.g., the unhoused) are seen as opportunities to enhance social equity.

Tourism Growth:

- Many indicated that improved infrastructure and enhanced community spaces could make Coos Bay more attractive for tourists, balancing industrial expansion with recreational development.

Theme: Community-Centered Investments

Project Agreements:

- Several interviewees proposed developing binding agreements to guarantee local hiring, workforce training, and funding for public amenities. These were seen as opportunities to address community needs while fostering economic and social benefits tied to the project.

Youth Workforce Development Opportunities:

- Some indicated training and apprenticeship programs tied to the project could create career pathways for younger generations, reducing out-migration and retaining talent in Coos Bay.

“Our #1 export is our kids.”

Stakeholder Concerns

The stakeholder feedback also revealed a wide spectrum of concerns, with some themes resonating across multiple groups.

Overview

Commonly cited apprehensions include the environmental risks associated with dredging, as well as the potential strain on already limited housing and public services due to population increases. Many participants also raised concerns about the project's transparency and questioned its long-term economic feasibility, reflecting skepticism rooted in past Port projects. Other feedback, while less frequent, underscored specific risks, such as noise and light pollution near the project site and safety concerns related to rail and shipping operations. These varied concerns underscore the need for robust planning and mitigation strategies to address both widespread and unique stakeholder priorities.

Theme: Environmental and Ecological Risks

Habitat Destruction:

- Some stakeholders expressed concerns about the potential destruction of critical ecosystems, including eelgrass beds, salmon nurseries, and oyster habitats, due to dredging. These ecosystems are vital for commercial fishing, biodiversity and recreational activities.
- It was also noted that channel deepening could disturb sediment, releasing toxins such as heavy metals and pollutants into the water. This could have negative effects on water quality and associated marine life, especially for local oysters.
- Loss of habitat could irreparably harm species that depend on these ecosystems, including threatened salmon populations and other marine species crucial to the local fishing industry.

"Dredging changes everything in the area—it must be minimized."

"The water belongs to us all."

Pollution Concerns:

- Several people raised concerns about expanded port operations and increased shipping traffic creating air and water pollution, which could affect public health, wildlife and the region's natural beauty.
- Concerns brought up included the potential for oil spills, invasive species introduced by international shipping, and contamination from port activities, which could negatively impact local fisheries and aquaculture, harming livelihoods that depend on these resources.

Climate Change Impacts:

- Some voiced concerns that the increased shipping associated with global trade expansion enabled by the new intermodal port would contribute to global carbon emissions, potentially offsetting the project’s intended climate benefits.
- Some stakeholders expressed skepticism about the proposed greenhouse gas reduction measures, worrying they may be insufficient or merely performative (i.e., "greenwashing").

Theme: Housing and Social Challenges

Housing Shortages and Displacement:

- Many people raised concerns about the influx of workers and their families during construction and operational phases which would likely exacerbate the existing housing crisis in Coos Bay, where affordable and long-term housing is already scarce.
- Rising demand could lead to higher rents and property values, displacing low-income residents and long-term community members who may no longer be able to afford to live in the area.
- Seasonal or temporary housing solutions, such as "man camps," are viewed with apprehension as they could strain local services and fail to meet the needs of families or permanent residents.

“Housing will be the issue that makes or breaks this project.”

Strained Public Services:

- Local healthcare systems, including the region’s only hospital, are already struggling with limited resources and staffing shortages. Many stakeholders note that the added population could overwhelm these systems, leading to longer wait times and reduced access to care.
- Educational facilities may face overcrowding, with schools potentially unable to accommodate an increase in students.
- Utilities—including water supply, sewage systems and waste management—are aging and under-resourced, potentially leading to service interruptions or costly upgrades that could burden taxpayers.

Social Equity and Vulnerable Populations:

- Stakeholders worry that the benefits of the project may disproportionately favor external contractors or wealthier newcomers, leaving vulnerable populations at a disadvantage. Without deliberate planning, the influx of workers could widen economic divides and create tensions within the community.

Theme: Community Identity and Cultural Preservation

Loss of Small-Town Character:

- Many stakeholders cherish Coos Bay’s natural beauty, recreational appeal, and quiet lifestyle. They fear further industrialization will erode these qualities, making the area less attractive to residents and tourists.
- Increased shipping activity, noise pollution and industrial growth could disrupt the region’s reputation as a peaceful, scenic destination.

“Growth would be great, but not at a cost.”

Cultural Resources:

- Tribal communities are particularly concerned about the potential disturbance of sacred lands, burial sites, and culturally significant areas, particularly on the North Spit.

“[The North Spit has been] a sacred spot since time immemorial.”

Theme: Economic Viability and Workforce Concerns

Uncertain Economic Feasibility:

- Stakeholders question whether the project’s economic projections, including trade volumes and job creation estimates, are realistic. Many noted the inherent volatility of the global shipping industry and a perceived inability to compete with other well-established ports.
- Automation trends in the shipping industry also raise concerns that many promised jobs may be replaced by technology, reducing the project’s long-term employment benefits.

Outsourcing of Jobs:

- Skepticism persists that specialized roles may go to external workers or contractors. Without robust workforce development programs, Coos Bay residents may lack the skills required for the high-value jobs created by the project.

Theme: Transparency and Public Trust

Lack of Transparency:

- Stakeholders cite a history of failed projects as contributing to community skepticism about whether this project will ever materialize.
- A historical lack of transparency under previous Port leadership has undermined public trust. Stakeholders also cite a lack of clear communication about the project’s economic feasibility and projected job creation.
- Stakeholders emphasize the need for independent studies and assessments to provide unbiased evaluations of the project’s true costs and benefits.

“Come to the table with data; don’t come with a sales pitch.”

Limited Community Involvement:

- Many residents feel excluded from decision-making processes and note the lack of input mechanisms to provide regular feedback on Port activities. Several expressed a desire to see the previous Port advisory committee reinstated.
- Some stakeholders felt that beginning community engagement at this stage of the process was either insincere or too late, perceiving the project as a “done deal.” They expressed frustration over the Port’s lack of an updated Strategic Plan and the absence of earlier efforts to gauge community preferences before committing to the project.

“Communication and transparency are vital; the public should be involved at every step.”

Concerns About Fast-Tracking:

- The expedited timeline for planning and permitting has raised fears that critical considerations, such as environmental impacts and community input, may be overlooked in favor of meeting deadlines.

Theme: Infrastructure and Safety Concerns

Aging and Overburdened Systems:

- Many raised concerns about outdated roads, bridges and utilities in Coos Bay which are at capacity and may not withstand the increased demands from population growth without significant and costly upgrades. Some stakeholders worry that the burden of these upgrades could fall on local taxpayers rather than being addressed through project funding.

Disaster Vulnerability:

- Some people noted the project’s location on the North Spit makes it particularly vulnerable to tsunami or Cascadia event raising concerns about the practicality of this investment.

Public Safety:

- A few stakeholders cite concerns about higher rates of crime, including theft, substance abuse, and other social issues, often associated with transient worker populations or “man camps.” Law enforcement and social services are not currently adequately resourced to handle these increased challenges.
- These stakeholders also expressed concerns about increased criminal activity, including cargo theft, smuggling, and human trafficking, often associated with large-scale port operations, and feel the potential increased workload on local and regional law enforcement agencies has not been adequately addressed.

Feedback Specific to Uniquely Impacted Groups

Certain groups shared feedback reflecting unique priorities and challenges shaped by their specific relationship to the PCIP project.

Overview

Tribal governments emphasized the protection of culturally significant sites and environmental stewardship. Empire neighborhood residents expressed concerns about their proximity to the project site, specifically regarding impacts on their viewscape and the potential effects on proposed waterfront development initiatives. Rail line communities and nearby neighborhoods expressed concerns about noise, light pollution and safety risks. Feedback from these uniquely impacted groups highlighted the need for targeted engagement, tailored mitigation strategies, and ongoing dialogue to address their distinct concerns and ensure equitable project outcomes.

Tribal Governments

Cultural Resources and Sacred Sites

- One of the most pressing concerns expressed by Tribal leadership is the potential disruption of culturally significant sites and ancestral lands, particularly those on or near the North Spit, which may be impacted by dredging activities and port operations. Tribes are concerned about the disturbance of burial sites, sacred areas, and cultural resources that are integral to their heritage and spiritual practices.

Environmental Protection and Stewardship

- Tribal concerns also extend to the environmental integrity of the Coos Bay estuary and surrounding ecosystems, which are essential for traditional practices like fishing, gathering and hunting. The dredging of the bay, expansion of the port, and potential pollution from increased industrial activity threaten to disrupt marine habitats, including eelgrass beds, salmon runs, and shellfish beds—all of which are vital to Tribal subsistence and commerce. Tribes stress the importance of comprehensive environmental mitigation plans that address these risks and ensure that Tribes are directly involved in the monitoring and management of impacted areas.

Tribal Consultation and Involvement

- Historically, many Tribes feel that their concerns have been marginalized during development of large infrastructure projects, including those in the region. There is a strong desire for inclusion in the planning, design and decision-making phases of the PCIP project. Tribal Governments will participate in the formal consultation process facilitated by the permitting agencies (e.g., United States Army Corps of Engineers) but expressed a desire for direct engagement outside of these formal channels.

Empire Neighborhood

Noise Pollution

- Empire residents are concerned about significant noise pollution associated with the shipping container facility including container loading and unloading, crane movements, and heavy machinery use. Dredging activities could further contribute to noise levels. Residents living near the facility fear that persistent noise disturbances will disrupt their quality of life, impacting sleep, daily activities, and overall well-being.

Light Pollution

- The shipping container facility's round-the-clock operations are expected to generate significant light pollution from floodlights and high-intensity lighting, potentially spilling into nearby residential areas and disrupting sleep patterns.
- Stakeholders are also concerned about the impact on wildlife, as artificial lighting could alter natural behaviors and ecosystems. Effective mitigation strategies are seen as crucial to reducing these effects on the community and environment.

Changes to Visual Landscape

- Neighbors living directly across the bay from the facility have expressed concerns about how the project will alter the visual landscape. The addition of industrial structures, such as cranes, storage facilities, and stacks of shipping containers, is expected to dominate the waterfront view, detracting from the area's natural beauty.
- Stakeholders worry that the development will potentially diminish property values and the overall area appeal.

Waterfront Investments

- Empire residents are concerned about the terminal and ship turning basin being located near the Hollering Place, an area targeted for waterfront planning* and investment by the City and the Community Coalition of Empire (CCE). Neighbors feel this placement could negate those investments and lead to significant community opposition.

**See Appendix D for letter from the Community Coalition of Empire and link to the Empire Area Blueprint*

Eugene-Area Neighborhoods

Environmental Impacts

- Increased rail activity through the Union Pacific railyard where the Coos Bay Rail Line terminates is expected to contribute to higher emissions of diesel particulates and other pollutants, impacting air quality for surrounding neighborhoods.
- Eugene neighbors highlighted the potential for increased noise from train operations, including loading, unloading, idling, and rail movements, which could disrupt nearby communities.

Traffic Disruptions

- Increased rail traffic through downtown Eugene could result in more frequent closures of at-grade rail crossings, causing delays for commuters and emergency vehicles.
- Eugene area neighbors are particularly concerned about the impact on heavily trafficked areas and critical intersections near the railyard.

Safety Concerns

- Higher rail traffic volumes heighten concerns about train derailments, spills, and other accidents, especially given the proximity of the railyard to residential areas and key infrastructure.
- Area neighbors emphasized the need for robust safety protocols and emergency response plans to address potential incidents.

Rail Line Adjacent Communities (e.g., Reedsport, Mapleton, Veneta)

Community Impacts

- Area residents are concerned that intensified rail operations could divide neighborhoods and create a sense of disconnection in areas bisected by the tracks.
- Communities are advocating for enhanced safety measures, including improved signaling systems and quiet zones, to minimize the risk of accidents and reduce noise pollution.

Traffic Disruptions

- More frequent and extended train crossings at at-grade intersections are expected to create delays for local commuters, school buses, and emergency vehicles.

Ideas for Community Reinvestment Plan

To address community needs and maximize the benefits of the project, some stakeholders suggested the following ideas to be considered as part of a community reinvestment plan that could result from this project.

Workforce Development and Education

- Establish workforce training programs, including high school and community college initiatives, to prepare the local labor force.
- Fund faculty positions at the local community college and provide equipment for new vocational training programs.

Housing Solutions

- Develop affordable housing for workers and their families, modeled after successful programs like Bandon Dunes Golf Course.

- Invest in brownfield redevelopment projects to expand housing availability.

Healthcare Access

- Establish satellite medical clinics near the project site with specialists trained in industrial injuries.
- Partner with local healthcare providers to expand services and improve access for workers and the community.

Infrastructure Improvements

- Invest in street paving and maintenance projects to address local infrastructure backlogs, such as North Bend’s \$70M maintenance needs.
- Fund the development of a wastewater facility to support seafood processing and other industries.
- Improve public transportation options, including a proposed trolley system for downtown Coos Bay.

Community Amenities and Recreation

- Repair and upgrade local public libraries to ensure structural safety and modern functionality.
- Enhance public beach access and recreation opportunities, including creating new trails and amenities.
- Facilitate the development of a shooting range on the North Spit to compensate for the loss of informal recreational shooting areas near the project site.

Environmental and Industry Support

- Collaborate with the commercial fishing industry to mitigate project impacts and support industry resilience.
- Provide public benefit enhancements tied to the environment, such as conservation programs or habitat restoration.

Feedback Related to Community Engagement

Stakeholders emphasized the need for inclusive, transparent and accessible community engagement strategies to build trust and ensure meaningful participation.

Diverse Engagement Methods

- Use a mix of in-person town halls, virtual meetings (e.g., Zoom), open houses, focus groups, and surveys to reach different audiences.
- Offer flexible scheduling, including evenings and weekends, to accommodate working individuals and families.

Proactive Communication

- Provide comprehensive, easily accessible information through the project website, social media channels, email newsletters, and physical mailers.
- Regularly update the community with transparent progress reports, including timelines and challenges.
- Use trusted local platforms such as Facebook groups (e.g., What’s Happening Coos Bay Area, What’s Happening Coos County), local newspapers, and community TV/radio to disseminate information.

Inclusive Outreach

- Engage marginalized and underserved groups, including non-English-speaking communities, through translated materials and multilingual facilitators.
- Partner with trusted local organizations and community leaders to facilitate outreach.
- Tailor outreach strategies to specific groups, such as youth, retirees, fishing industry workers, and small business owners.

Public Participation and Broad-Ranging Feedback

- Host public hearings and listening sessions to allow the community to voice concerns publicly and provide input before decisions are made.
- Incorporate diverse stakeholder perspectives, including environmental groups, business leaders, and local residents, into the engagement process.

Accessible Participation

- Provide childcare, transportation and incentives such as meals or gas cards to encourage attendance.
- Ensure meeting locations are centrally located, easily accessible and ADA-compliant.
- Use both digital and traditional methods to reach rural and technologically disconnected populations.

APPENDICES

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- Appendix D: Letter from Community Coalition of Empire (CCE)
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APPENDIX A: List of Interviewees

A representative/representative(s) were interviewed from the following organizations (*listed in alphabetical order*):

1. Active Bethel Community Neighborhood Association
2. Allweather Wood
3. ARK Project (Coos Bay Public Schools)
4. Bay Area Chamber of Commerce
5. Bay Area Hospital
6. Boxcar Hill Campground
7. Cape Arago Audubon Society
8. CCD Business Development Corporation
9. Charleston Advisory Committee
10. Charleston Marine Life Center (CMLC)
11. Charleston resident
12. Citizens for Renewables (CFR)
13. City of Coos Bay
14. City of North Bend
15. City of Reedsport
16. City of Veneta
17. Clausen Oyster Company
18. Coastal Center
19. Community Coalition of Empire (CCE)
20. Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians (CTCLUSI)
21. Coos Art Museum
22. Coos Bay Pilot's Association
23. Coos Bay resident
24. Coos Bay-North Bend Water Board
25. Coos County Commission
26. Coos Watershed Association
27. Coquille Tribe
28. Emmanuel Episcopal Church
29. Empire Neighborhood (multiple residents)
30. Eugene City Councilor
31. International Brotherhood of Electrical Workers (IBEW) Local 932
32. Lane County Board of Commissioners
33. Lane County Transportation Planning
34. League of Women Voters (Coos County chapter)
35. Mapleton School District

36. Midwater Trawlers Cooperative
37. North Bend Mayor
38. North Bend Medical Center (NBMC)
39. North Bend School District
40. North Bend/Coos-Curry Housing Authorities
41. Oregon Anglers Alliance (OAA)
42. Oregon Bay Area Beautification (OBAB)
43. Oregon Coast Energy Alliance Network (OCEAN)
44. Oregon Institute of Marine Biology (OIMB)
45. Oregon Rail Users League (ORULE)
46. Oregon Small Business Development Center (SBDC)
47. Oregon's Adventure Coast
48. Pacific Ocean Energy Trust (POET)
49. Pacific Seafood
50. Rogue Climate
51. Salmon Trout Enhancement Program (STEP)
52. Salvation Army of Coos Bay
53. Sause Brothers
54. SeaCoast Compost
55. South Coast Health Equity Coalition
56. South Slough National Estuarine Research Reserve (SSNERR)
57. South West Area Commission on Transportation (ACT)
58. Southern Oregon Coast Regional Housing
59. Southern Oregon Ocean Resource Coalition (SOORC)
60. Southwest Oregon Regional Airport
61. Southwestern Oregon Community College (SWOCC)
62. Surfrider Foundation
63. United Way of SW Oregon
64. Waterfall Community Health Center
65. West Coast Seafood Processors Association (WCSPA)
66. Whiteaker Community Council
67. Zonta Club of the Coos Bay Area

APPENDIX B: List of Organizations Who Received Questionnaire

Individuals recommended by interviewees from the following organizations were emailed and provided the online questionnaire to complete *(listed in alphabetical order)*:

Note: seven (7) individuals unaffiliated with a particular organization were also sent the questionnaire

1. 7 Devils Brewery
2. Advanced Health
3. Alternative Youth Activities (AYA)
4. Bandon Dunes Charitable Foundation
5. Bandon School District
6. Bay Area Senior Activity Center
7. Best Western
8. Boys & Girls Club - Southwestern
9. Brookings CORE Response
10. Brookings Public Works
11. Charleston Fishing Families
12. Charleston Merchants Association
13. Charlie Health
14. Churchill Area Neighbors (CAN)
15. City of Bandon
16. City of Coos Bay Economic Development Department
17. City of Coquille
18. City of Florence
19. City of Gold Beach
20. City of Lakeside
21. Coast Guard
22. Coast Range Forest Watch
23. Coos Aviation
24. Coos Bay City Council
25. Coos Bay Community Development Department
26. Coos Bay Downtown Association
27. Coos Bay Lions Club
28. Coos Bay School District Board of Directors
29. Coos County Board of Commissioners
30. Coos County Democratic Party
31. Coos County Juvenile Department
32. Coos County Planning Commission
33. Coos County Probation and Parole

34. Coos County Republican Party
35. Coos Health & Wellness
36. Coos Hispanic Alliance
37. Coos/Curry Court
38. Coos-Curry County Farm Bureau
39. Curry County Commission
40. Curry General Hospital
41. DCM Communities / Dream Development
42. Devereaux Center
43. Dormy Development, LLC
44. Douglas County Commission
45. Douglas Timber Operators (DTO)
46. Dungeness Crab Commission
47. Eugene Area Chamber of Commerce
48. Eugene Small Business Development Center (SBDC)
49. Far West Neighborhood Association
50. Fathoms Fisheries
51. Fern Ridge School District
52. Harmony United Methodist Church
53. HOPE Center
54. Human Rights Advocates of Coos County
55. iSector
56. Jones Stevedoring Company
57. Judith Ann Morgan Foundation
58. Kairos
59. Lane Council of Governments (LCOG)
60. Lane County Economic Development
61. Lane County Sheriff's Office
62. LaneACT
63. Liberty Theater
64. Linn County Board of Commissioners
65. Mapleton Water District
66. Messerle and Sons
67. Native Plant Society (Southern Oregon Chapter)
68. North Bend Middle School
69. North Bend Oyster Co
70. North Bend Senior Center
71. Northwest Housing Alternatives
72. NW Natural

73. Ocean Terminals
74. ODOT
75. Opportas, LLC
76. Oregon AFLCIO
77. Oregon Albacore Commission
78. Oregon Coast Community Action (ORCCA)
79. Oregon Coast Historical Railway Society
80. Oregon Coast Visitors Association
81. Oregon Regional Solutions Committee
82. Oregon Salmon Commission
83. Oregon Seafoods (Charleston)
84. Oregon State Building and Construction Trades Council (OSBCTC)
85. Oregon Youth Authority Coos County
86. Partnership for Coastal Watersheds (PCW)
87. Plumbers Union 290
88. Prism Development, LLC
89. River Road Community Organization
90. Rural Development Initiative
91. SAFE Project
92. Santa Clara Neighbors
93. Sharkey's Charters
94. Sierra Pacific Mill
95. Siuslaw Family Connection
96. Siuslaw Vision
97. South Coast Development Council (SCDC)
98. South Coast Early Learning
99. South Coast Head Start
100. South Coast Lumber
101. South Coast Shopper
102. Southport Lumber Co.
103. Southwestern Oregon Workforce Investment Board (SOWIB)
104. Travel Southern Oregon Coast
105. Veneta Fern Ridge Chamber of Commerce
106. West Lane County Commission

APPENDIX C: Community Member Questions Documented During Interviews

AGRICULTURAL GOODS, EXPORTS, AND TRANSPORTED MATERIALS

1. Where on the website can we find information about what agricultural goods will be exported/how much?
2. How will the Port plan to maximize exports so rail cars are not returning empty?
3. What commodities are going to be exported?
4. Will raw metal products be transported? (e.g., lithium)
5. Will there be any chemicals transported with these trains?
6. Will dangerous goods be shipped on trains?
7. Is there an opportunity for increased air cargo at the local airport as a result of this project?

FUNDING AND ECONOMIC IMPACTS

1. Where is the Port in terms of funding for this project?
2. What happened to the unexpended portion of the \$65 million lottery bond authorization approved by the Oregon legislature in 2007 for planning and permitting for the channel?
3. Where are implementation dollars for construction coming from?
4. Will there be an additional taxpayer burden to fund this project?
5. How does the Port expect to capture the market share in a highly competitive global shipping market? Is this project taking customers from other ports?
6. Is there that much demand for containers?
7. Has it been addressed how this project benefits the City of Eugene financially?

JOBS AND WORKFORCE DEVELOPMENT

1. Are jobs created focused on local residents or on bringing people in from elsewhere?
2. How can we make use of local workforce training opportunities (e.g., welding program at SWOCC)?
3. What are the average wages for the 2,500 sustaining jobs? What about the wages for the 6,900 indirect jobs (i.e., are these low wage jobs—transparency is needed)?
4. What are the skillsets needed for this project?
5. How many of these jobs are going to be locally sourced?
6. Can the Port provide justification for the estimated number of jobs that will be created? How did they determine those numbers?

HOUSING AND COMMUNITY IMPACT

1. The Port owns 200 acres of land in Empire neighborhood zoned for residential; can that be developed for housing?

2. How will housing during construction work when there is currently a cap on the number of allowable vacation rentals (i.e., where will people stay)?
3. Will the Port be providing housing to temporary construction workers?
4. How much total population growth is expected (not just number of jobs created)?
5. Compared to the community growth seen at/around other ports (e.g., Tacoma, Los Angeles), what can people expect?

TRANSPORTATION AND RAIL OPERATIONS

1. What kind of fuels will be used for trains?
2. Will trains on Coos Bay Rail Line be running 24/7?
3. What times of day will these trains be running?
4. How long will it take a mile-long train to pass?
5. What happens in the event of a landslide?
6. What does the nature of the transfer/track change look like at the Union Pacific rail yard?

ENVIRONMENTAL AND ENERGY CONSIDERATIONS

1. What will be the process for wastewater?
2. Where is the green energy going to come from?
3. How intensive will the energy demands be and can the existing infrastructure absorb that?
4. With regard to dredging the bay, what does that mean for this project vs. what has been done before?
5. What will happen with the dredging material?
6. What is known about dumping dredge material in kelp beds?
7. How will the bar be affected from the widening of the bay?
8. How will the Port mitigate against the risk of invasive species potentially brought into the bay as “hitchhikers” on the container ships?
9. How is the Port addressing rail pollution from increased rail activity?
10. What guarantees are there against heavy metal contamination from the shipping containers?
11. Can the Port substantiate the “green” or “eco” claims associated with this project?

EARTHQUAKE AND TSUNAMI PREPAREDNESS

1. Can the facility be built in a way that is more resilient/can get back online quickly in the event of a natural disaster?
2. Has there been modeling around the tsunami risk for the PCIP?
3. Can the Port earthquake-proof the terminal?

OPERATIONS AND FACILITY DESIGN

1. Who will be operating the facility/hiring the staff? (Private business? Melissa Cribbins?)

2. Will the PCIP have a Board of Directors? Will it be public or private?
3. NorthPoint/Port private-public partnership: What does that actually look like? Who is paying the bills? How much is taxpayer funded?
4. Will the container facility have a large water demand?
5. What are the anticipated fire flow requirements for the facility?
6. Why was that particular area on the North Spit chosen for this project?
7. Will the Port have to dig on the North Spit for the construction of the terminal?
8. Can the Port say what the boundaries of the footprint will be or architectural renderings?
9. As the Port moves through the process, will they engage residents on the design of the facility?
10. How will overflow containers be managed? How long will they sit at the facility?

SHIPPING AND MARITIME CONSIDERATIONS

1. How far into the bay will the ships go?
2. How many ships are coming in per week? Are they taking priority during the best tide window?
3. Is there thought for requesting the stationing of a Coast Guard Cutter here in Coos Bay again?
4. Could this project destabilize the jetty?

TIMELINE AND DECISION-MAKING

1. What's the timeline of next steps?
2. What decision criteria will the Port Commission use as to whether they move forward with the PCIP? (i.e., go/no-go criteria)
3. Investment needs certainty—when will there be more certainty about whether or not this project is moving forward?
4. What is the tipping point where impacts are greater than what the Port is willing to accept?

MARKET AND COMPETITIVE ANALYSIS

1. Other ports are currently underutilized (Port of Portland, Port of Seattle); can the current market demand support a new deep-water port?
2. Is there an advantage to Coos Bay versus ports in Seattle or LA?
3. Is shipping going to be the same in 10 years?
4. Is the Port looking at other options to increase economic development with less impacts?

APPENDIX D: Letter from Community Coalition of Empire (CCE)



*Community Coalition of Empire-CCE
P.O. Box 3452 Coos Bay, OR 97420
A 501©3 non-profit corporation
Facebook: Community Coalition of Empire-CCE*

JLA Consultants

123 NE 3rd Ave, Suite 210

Portland, OR 97232

Dear JLA Consultants,

Regarding your current efforts to gather community input concerning the operational culture of the port Coos Bay in general and more specifically their current intent to construct the Pacific Coast Intermodal Port (PCIP) facility, The Community Coalition of Empire (CCE) would like to submit the following concerns and questions.

As background, the CCE is a long standing, nonprofit organization composed of Empire residents, business owners and other concerned citizens. We are officially recognized by the City of Coos Bay, and we are dedicated to preserving the history and improving the appearance and the economic health of the Empire District of Coos Bay. See attachments for additional background information.

We would also note that the City of Coos Bay is close to adopting the Empire Area Blueprint Plan (Draft also attached) which will finally bring many of our efforts to fruition with major upgrades to the Newmark Ave corridor through downtown Empire and, most relevant to this letter, substantial improvements to the Hollering Place Waterfront, greatly expanded boat ramp facilities and amenities with a waterfront park, capitalizing on the beauty and accessibility of our location. These substantial improvements, we believe, will springboard the economic growth of businesses in the Empire District, leading to increases in tourism and demand for housing growth.

Of major concern, based on limited information provided by the Port, there are inherent conflicts with the efforts by the City of Coos Bay and the CCE to improve the culturally historic “Hollering Place” (occupying the two closest points on either side of the west bay) and the size, scope and proximity of the proposed PCIP.

How will the historical “Hollering Place” site on the North Spit be preserved?

Of equal concern, what are the expected impacts to recreational fishing, the Empire boat ramp, crab dock, beach walking? What are the expected impacts the PCIP location will have on the Empire District shoreline? What are the expected impacts from the PCIP dock traffic on small recreational boat traffic?

Noting the scope of construction and completion of PCIP, we are very concerned with the increase of industrial noise and industrial lighting of the facility. How will the Port mitigate the impacts (financially) on folks who live and own property in the Empire District?

If the anticipated improvements to rail service fall short or do not take place in a timely fashion, will the containers be shipped via trucks on our highways?

Will the development of the PCIP lead to revisiting the construction of other exporting facilities like the Jordan Cove Project?

In closing, we appreciate the opportunity to work with the Port to resolve our concerns.

Community Coalition of Empire

For information on the Empire Area Blueprint project, visit the project webpage: <https://empire-area-blueprint-deagis.hub.arcgis.com/>

A link to the Adopted Draft can be found in the Project Library: <https://empire-area-blueprint-deagis.hub.arcgis.com/pages/library>

APPENDIX E: Interview Questions/Script

Note: this script was used as a conversation guide, not read verbatim during interviews.

Participants were also encouraged to focus on topics they deemed most important, meaning not all questions were posed to every participant.

“Thank you for taking the time to talk with us about the Pacific Coast Intermodal Port project. Before we begin, we'd like to share a brief overview of the project.

Project Overview:

The Oregon International Port of Coos Bay is planning the Pacific Coast Intermodal Port (PCIP)—a new terminal for large container ships, on the bay's North Spit. Trains, not trucks, would move nearly all containers to and from the new terminal—the first of its kind on the West Coast.

This five-year project includes building the new terminal, widening and deepening the bay's navigation channel and improvements to the Coos Bay Rail Line.

The PCIP project would benefit people in surrounding counties and across the nation, including benefiting the local economy through significant job creation and increased tax revenues; adding capacity for imports and exports; and reducing greenhouse gas emissions through electric infrastructure at the new terminal, reduced ocean voyage times, and eliminating the need for additional freight trucks to transport cargo.

We don't yet know all the ways the new terminal would affect the community—but we need your help to ensure this project moves forward in alignment with the community's needs and values, while identifying and effectively mitigating any potential negative impacts. This project will require compliance with the [National Environmental Policy Act \(NEPA\)](#) and an [Environmental Impact Statement \(EIS\)](#) will be prepared. The EIS will assess the potential environmental impacts of the project; the document will also outline community concerns and potential mitigation efforts that would reduce adverse impacts. The NEPA process will begin in the next phase of the project.

Your input and participation are important and will help guide our recommendations for future engagement as the project progresses. Your feedback will also help us understand what the community's needs, values and concerns are in order to plan the EIS analysis and inform future mitigation efforts and community benefit initiatives that might result from this project.

The interview should take about 45 minutes. Before I start, I want to let you know that we have a series of questions to ask, and we will be taking notes on your responses. However, all your responses will be anonymous; statements will not be attributed to any individual or organization. If for any reason you feel uncomfortable with any of the questions asked, please feel free to


abstain from answering. If you would like any of your responses to remain confidential (and not included in our anonymized summary), just let us know, and we will ensure that they are handled accordingly.

Questions:

1. Do you have any thoughts, concerns or ideas about this project and its potential impact on your community?
2. Are there opportunities you feel this project might present for you or your community?
3. What topics or priorities do you feel the Port should address, including through the Environmental Impact Statement?
4. What would a successful community engagement process look like to you? Do you have any past experience with a particular public process that worked well?
5. What groups or individuals do you suggest we talk to in the near-term to inform our recommendations for the upcoming community engagement process?
6. Are there any barriers to participation for you or your community, such as transportation, time constraints, childcare, or language? Do you have any suggestions for overcoming these barriers?
7. Do you have any final thoughts or concerns you'd like to share?
8. Would you like to stay informed about the project as it progresses? If so, how can we best keep you and others updated and involved? Would you like to be added to our mailing list for email updates?

Thank you again for taking the time to speak with us today, and for your valuable insights. As a reminder, your feedback will help inform/shape the future community engagement process as this project moves forward. If you have any additional questions or thoughts, please feel free to reach out. We will also keep you informed about upcoming meetings and events related to the project.”

APPENDIX F: Online Questionnaire



Pacific Coast Intermodal Port (PCIP) Questionnaire

Thank you for sharing your feedback about the proposed Pacific Coast Intermodal Port (PCIP) project. Before you begin, here's a brief overview of the project:

The Oregon International Port of Coos Bay is planning to build the PCIP – a new terminal for large container ships on the bay's North Spit. This will be the first U.S. terminal where trains, not trucks, will transport containers to and from the terminal. The project includes constructing the terminal, deepening the navigation channel, and upgrading the Coos Bay Rail Line. For more information about the project, and to sign up for updates, please visit the project website at pcipproject.com

We're seeking your input to ensure the project aligns with community needs, identify potential impacts, and help shape future mitigation efforts. Your feedback will also guide community engagement and inform the Environmental Impact Statement (EIS) required under the National Environmental Policy Act (NEPA).

Your insights are valuable in helping us plan the next steps in line with community desires. Thank you for your time and contribution.

Questions

Do you have any thoughts, concerns or ideas about this project and its potential impact on your community?

Are there opportunities you feel this project might present for you or your community?

What topics or priorities do you feel the Port should address, including through the Environmental Impact Statement?

What would a successful community engagement process look like to you? Do you have any past experience with a particular public process that worked well?

What groups or individuals do you suggest we talk to in the near-term to inform our recommendations for the upcoming community engagement process?

Are there any barriers to participation for you or your community, such as transportation, time constraints, childcare, or language? Do you have any suggestions for overcoming these barriers?

Do you have any final thoughts or concerns you'd like to share?

APPENDIX G: Project Overview Handout

This document was also made available in Spanish



Pacific Coast Intermodal Port

The Oregon International Port of Coos Bay is planning the Pacific Coast Intermodal Port (PCIP) — a new terminal for large container ships, on the bay’s North Spit. Trains, not trucks, would move nearly all containers to and from the new terminal — the first of its kind on the West Coast.

Along with building the terminal, this five-year project would enlarge the port’s ship navigation channel and improve the Coos Bay Rail Line.



The PCIP could benefit people in surrounding counties and across the nation. **It would:**

Profoundly benefit rural Oregon’s economy

For decades since the decline of the timber industry and forest harvest payments, rural Oregon has sought ways to build its economy.

- Construction would generate about 2,600 jobs for three years.
- The working port would generate about 2,500 enduring jobs after construction.
- The PCIP could attract new industries and businesses, generating about 6,900 indirectly related jobs in Coos, Douglas and Lane counties.

Added jobs and businesses would increase tax revenues for constrained local governments.

Add important capacity for imports and exports

At the height of the COVID-19 pandemic, West Coast port congestion contributed to retail shortages nationwide and endangered U.S. farmers’ exports.

- The PCIP would add supply-chain resilience to ease the next national emergency.
- The added capacity — approximately 1.2 million shipping containers per year — could also reduce everyday shipping times and costs.
- With service by trains, not trucks, the PCIP would be free of road congestion that impedes other ports.

Reduce global greenhouse gas emissions

- The ocean voyage between the PCIP and East Asian ports would be shorter than with other U.S. ports, cutting down on harmful maritime emissions compared to other shipping routes.
- The PCIP would use trains for moving cargo, which is safer and more efficient than trucks, reducing global emissions. It would be the only U.S. terminal to use this model.
- Ships at the PCIP would connect to electric power at the dock, instead of running their diesel engines.
- The terminal would be fully electrified (cranes and vehicles), avoiding emissions-related impacts seen at other U.S. ports.

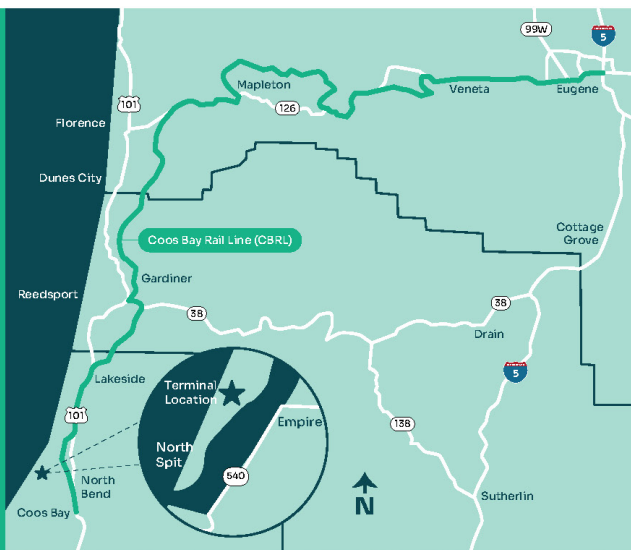
Help us plan the PCIP

We don't yet know all the ways the new terminal would affect the community — but we need your help to ensure this project moves forward in alignment with the community's needs and values, while identifying and effectively mitigating any potential negative impacts.

Over the next two years, we'll:

- Ask for your input at public forums and through direct outreach.
- Build a list from that input and share it with the community.
- Ask you to help us decide which list items are needed soonest.

Visit the project website at pcipproject.com to sign up for email updates. You'll get advance notice of all our public events.



Timeline

The PCIP would open after about five years — two for planning, permits and approvals, and three for construction.

Planning and approvals

This period includes:

- Planning and design with input from public outreach.
- Permitting and approvals at local, state and federal levels, including a federal Environmental Impact Statement and standard National Environmental Policy Act (NEPA) scrutiny.

Funding

There are a variety of funding components needed for this project to move forward. The Port is actively pursuing federal, state and private funding sources.

Construction

Construction would have three major parts:

- Building the terminal, including its container/ rail yard.
- Widening and deepening the bay's navigation channel for modern NeoPanamax-size container ships.
- Adding height to all nine Coos Bay Rail Line tunnels between the terminal and Eugene, to allow double-stack container cars — plus adding or extending siding tracks, strengthening bridges and improving rails and ties.

For more information, visit pcipproject.com to sign up for email updates.
Matt Friesen Director of External Affairs | mfriesen@portofcoosbay.com | 541-294-3210