

# **PORT OF CASCADE LOCKS**

Request for Qualifications

Sternwheeler Concessionaire Agreement

April 9, 2021

**RESPONSES DUE: May 21 by 12pm**

Responses must be submitted electronically to GM Kaganova

Subject: CONFIDENTIAL – SOLICITATION RESPONSE

okaganova@portofcascadelocks.org

## **REQUEST FOR QUALIFICATIONS**

Dear Prospective Operator:

The Port of Cascade Locks (Port) invites you to submit a statement of interest and qualifications for a Multi-year Concessionaire Agreement with the Port. The Port is seeking a qualified candidate to partner with the Port for the successful operation of the Columbia Gorge Sternwheeler, Waterfront Café and Gift Shop, and Sternwheeler Dock.

All questions and discussion regarding the Request must be directed solely to Olga Kaganova, Port of Cascade Locks General Manager, using the contact information below.

### **Information about the Port**

The Port of Cascade Locks is an Oregon port district headquartered in Cascade Locks, Oregon. The Port's territorial boundaries extends from the Columbia River in the north, to the peak of Mt. Hood in the south. The Port's mission is to facilitate effective infrastructure and transportation solutions in furtherance of: (1) recruiting new businesses to create family wage jobs and economic growth within the Port's district and the region; (2) creating economic growth opportunities for existing businesses within the Port's district; (3) enhancing tourism and recreation for the Columbia River Gorge region; (4) providing leadership and creating partnerships within the region for economic development; and (5) utilizing our natural resources. The Port owns and operates the Bridge of the Gods, an iconic bridge over the Columbia River which serves as a critical transportation connection between the states of Oregon and Washington. The Port also owns and maintains the Port's Business Park, the popular Cascade Locks Marine Park, and the Columbia Gorge Sternwheeler - a paddlewheel river boat currently used for seasonal day cruise operations from Cascade Locks. The Port also has a variety of facilities available for year-round private special event rentals.

### **INTENT OF THIS SOLICITATION**

It is the Port's intent to eventually contract with one or more firms for the operation of its assets described in this solicitation. The Port expects that through its agreement with operator(s), it will achieve the following goals.

1. Preserve publicly owned assets.

2. Utilize assets to drive economic development through direct and ancillary means.
3. Maximize return on assets.
  - a. This may include new markets, year-round operation, and others.
4. Forge an owner-operator partnership rooted in goodwill, transparency, and overall benefit to the community. For example:
  - a. Timely communication, transparency in records, including financial information, and excellent documentation.
  - b. Support museum operations through a complementary evening excursion, which will host the museum annual fundraising event.
  - c. Support local school by providing educational excursions.

### **ASSETS INCLUDED:**

1. Sternwheeler.
  - a. Description: 120-ft paddle boat with a 5ft draft, located in Marine Park, Cascade Locks, OR. Featuring diesel electric engines with generators. The Sternwheeler operates roughly from May1 – October 31 in the gorge and offers a variety of lengths and levels of tours including Bonneville Dam passage.
  - b. Capacity for Excursions up to 599 & Dining for up to 170.
  - c. Built in 1983.
  - d. Recent inspection available on request.
  - e. The Port is working on obtaining grant funding for replacement of the engines.
  - f. Onboard amenities: full commercial kitchen, bars.
2. Waterfront Café & Gift Shop.
  - a. Contains kitchen, restroom facilities, indoor and outdoor seating. Can potentially expand to accommodate full-service dining or other related activities.
  - b. Riverfront outdoor dining with unobstructed river and mountain view.
3. Dock.
  - a. New steel dolphins built in 2014. Can be expanded.

### **COMPLEMENTARY ASSETS AND AMENITIES:**

1. Parking
  - a. Adequate customer-paid parking near the café and throughout the park.
2. Marine Park
  - a. Dock, Café, park zones, and indoor/outdoor event facilities are located within walking distance from the Assets included in the Solicitation. Potential complementary uses are weddings, corporate picnics, reunions, and small conventions.

### **Site Visit**

Responders are encouraged to view the site and location of the Sternwheeler, Waterfront Café and Gift Shop, and Dock contemplated in this Solicitation to better understand the nature of the Port's Assets. Responders may arrange with the Port to view the site at a time convenient to the Port and responder.

### **Materials Inspection**

The Port will provide latest inspection documents for the Sternwheeler and other relevant materials for responders' review.

### **Question and Answer**

Responders may submit a written request for clarification or request additional information to Olga Kaganova at [okaganova@portofcascadelocks.org](mailto:okaganova@portofcascadelocks.org). Answers will be available to all parties through being published Port's website at <https://portofcascadelocks.org/sternwheeler-columbia-gorge/>

### **Cancellation of Solicitation**

The Port may cancel this Solicitation at any time upon its finding that it is in the public interest to do so, in its sole discretion.

### **Interview**

The Port may ask responders to attend an interview as a part of the Solicitation so the Port can better assess the qualifications of a responder.

### **Future Contracts**

Responses to this Solicitation will not be deemed offers for any specific contract or contract terms. The Port intends to use the information provided in responses to this Solicitation to identify qualified responders with whom the Port could negotiate a concessionaire agreement for the operation of any or all of the Assets. Following interviews, the Port, in its sole discretion, may request a written cost proposal to be developed and submitted within 60 days of such request and associated guidance. At its sole discretion, the Port will enter into a concessionaire agreement with an operator of its choice.

## **SCOPE AND INTENT**

### **SCOPE OF RESPONSES**

Each responder is asked to demonstrate its qualifications that, if the Port chooses it for a concessionaire agreement, would:

- Keep the Port's Assets operational
- Provide a mechanism for the operation of the Assets to recover all expenses, including, but not limited to, fuel, garbage services, janitorial services, utilities
- Identify a plan for adding equipment or making other improvements to Assets (including obtaining Port approval for major expenses over \$10,000)
- Ensure the maintenance of all certificates of inspection
- Operate the Assets without unreasonable risk to the Port or the public
- Ensure adequate levels of insurance
- Ensure adequate levels of security for the Port's assets
- Provide and pay for interior and exterior maintenance of Port Assets
- Provide an appropriate communications and online strategy for successful marketing and operation of the Assets
- Provide the Port adequate documentation of ridership, revenue, incident reports, and inspection reports.

### **REQUIRED INFORMATION**

In order to be considered complete, responses must contain all requested information and shall be in sufficient in form and detail to enable a comprehensive understanding and analysis by the Port.

It is a responder's responsibility to ensure that the Port representative listed on this Solicitation has received all information necessary to determine a responder's capability to meet the requirements of the Solicitation. The Response shall be submitted in accordance with the structure, format, and content requirements described herein.

In addition to addressing the Scope of the response above, the response must include:

1. Responder's experience in the industry.
2. Responder's current operations.
3. Asset(s) the responder is interested in operating.
4. In general, describe the proposed model for operating the asset(s).
5. Identify how each Port goal will be met through the proposed operation for each of the assets, which the responder is interested in operating, or in combination.

### **EVALUATION OF RESPONSES**

The Port will evaluate responses and determine whether it is interested in pursuing further discussions with or obtaining additional information from the responder. Port reserves the right to make a single award, multiple awards, or to make no award as a result of this solicitation.

Port may choose to incorporate information learned during presentations, as well as information learned through its own due diligence when considering responses. It is in the best interest of each responder to provide informative, concise, well-organized technical and business information relative to the requirements in the initial Response and in any subsequent submittals in response to subsequent requests for information or clarification by Port.

Port reserves the right, in addition to the evaluation team, to investigate the qualifications and facilities of any responder.