

PORT OF CASCADE LOCKS

STRATEGIC BUSINESS PLAN with CAPITAL IMPROVEMENTS PLAN

PARC RESOURCES, LLC

with

SEDER ARCHITECTURE + URBAN DESIGN

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CHAPTER I: INTRODUCTION

Purpose of the Document

The purpose of this document is to create a long-term, strategic business plan for the Port of Cascade Locks. This document does more than to lay out the Port's strategic business plan; it also describes the background and process that created the plan. As part of the planning process, the Port District and the Port Commission grounded the strategic business plan in the Port's history, its assets, the local conditions and the Port's position in the community. Therefore, this document includes a full consideration of these important conditions that bear on the Port and its activities.

Along with their insistence that the strategic business plan be rooted in the conditions and history of the Port, the Port Commission also required that the planning process include the community at large. Consequently, the planning process included the documented effort to reach out to the community, residents, businesses and regional partners. The Port Commission took this approach to assure that the resulting strategic business plan is relevant, useful and effective.

Cascade Locks Background

The Port of Cascade Locks sits on the southern bank of the Columbia River in Hood River County, Oregon. The Port and the City of Cascade locks are approximately forty miles east of Portland, the state's largest metropolitan region. The City is home to 1,144 residents according to the 2010 Census. The town's Urban Growth Boundary encompasses 1,431 acres between the Columbia River and Mt. Hood National Forest. It is located just off of Interstate 84 and the Union Pacific Railroad runs parallel to the river and Interstate through the community.

Historically, the local economy was rooted in fishing and timber production, and river navigation through the Locks. The disappearance of the natural resource based economy, combined with the overall economic downturn has changed the local economy dramatically, and today, Cascade Locks is setting course in a new direction. Many residents work outside of the community, notably in Hood River and Portland, twenty miles to the East and 30-plus miles to the West, respectively. Another opportunity is the community's location within the Columbia River Gorge National Scenic Area.

"Cascade Locks, where the Bridge of the Gods spans the heart of the Gorge, where mountain, wind, and water create the best sailing in the Pacific Northwest, and where the "CL" on the license plate stands for Cascade Locks, the second largest city in Hood River County!" - Gordon Zimmerman

History of the Port of Cascade Locks

The Port of Cascade Locks, along with the City of Cascade Locks exists because of the unique geography and hydrology of the area where the Columbia River narrows and created a series of falls or impassable rapids. The first European-Americans to see and describe the location were

the Lewis & Clark Expedition, who described it thusly in 1805 in their Journals: “this great chute of falls is about 1/2 a mile with the water of this great river compressed within the space of 150 paces...great number of both large and small rocks, water passing with great velocity forming & boiling in a horrible manner, with a fall of about 20 feet” (October 30- November 1, 1805).

The Corps of Discovery had to portage around the rapids just as generations of Native Americans had before them and subsequent travelers on the Oregon Trail did as well. The dangerous portage required anything traveling by water to be unloaded, portaged around the falls and then reloaded. Not surprisingly a community grew up at this transfer point and led directly to the creation of a trail, road and eventually a steam-driven railroad.



American settlers migrating west on the Oregon Trail had to make a crucial decision just upstream of the rapids at The Dalles, Oregon. There, they had to choose whether they would risk life and limb on Mt. Hood’s steep Barlow Road, which required a toll to traverse; or build a raft and float down the Columbia River, risking their life free of charge.

Beginning in 1864, the little Oregon Pony, the first steam engine west of the Mississippi River, carried passengers and freight past the rapids. Today this engine is located in the Marine Park, on loan from the Oregon Historical Society, marking a significant technological innovation.

Thirty-seven years after Oregon became a state, a new solution to the problem of portaging around the rapids opened. In 1896, the navigational canal and locks at the site of the rapids were completed. This marked the birth of the modern-day town of Cascade Locks. The locks allowed safer navigation of the Columbia River, and riverboat whistles echoed in the Gorge each day as the boats made their runs from Portland to The Dalles. Passengers still disembarked at Cascade Locks for portage around the rapids until 1938, when Bonneville Dam succeeded in completely submerging the rapids

Significantly, the City of Cascade Locks was the first Bonneville Power Administration customer. As always the Columbia River has been central to life in Cascade Locks and a source of power.

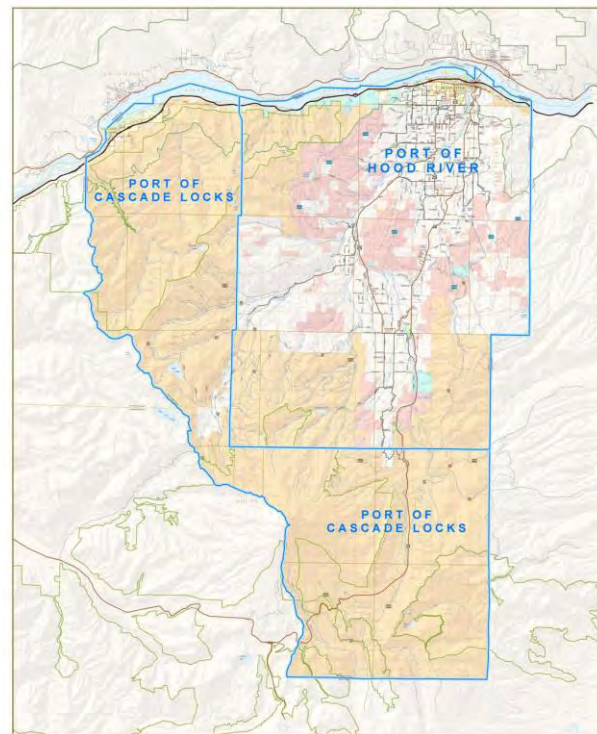
Just as in 1896 when the locks were built to facilitate trade and economic development, the purpose of the Port of Cascade Locks is to facilitate the economic development of the Cascade Locks Community and the greater Gorge region.



Port District - Defined

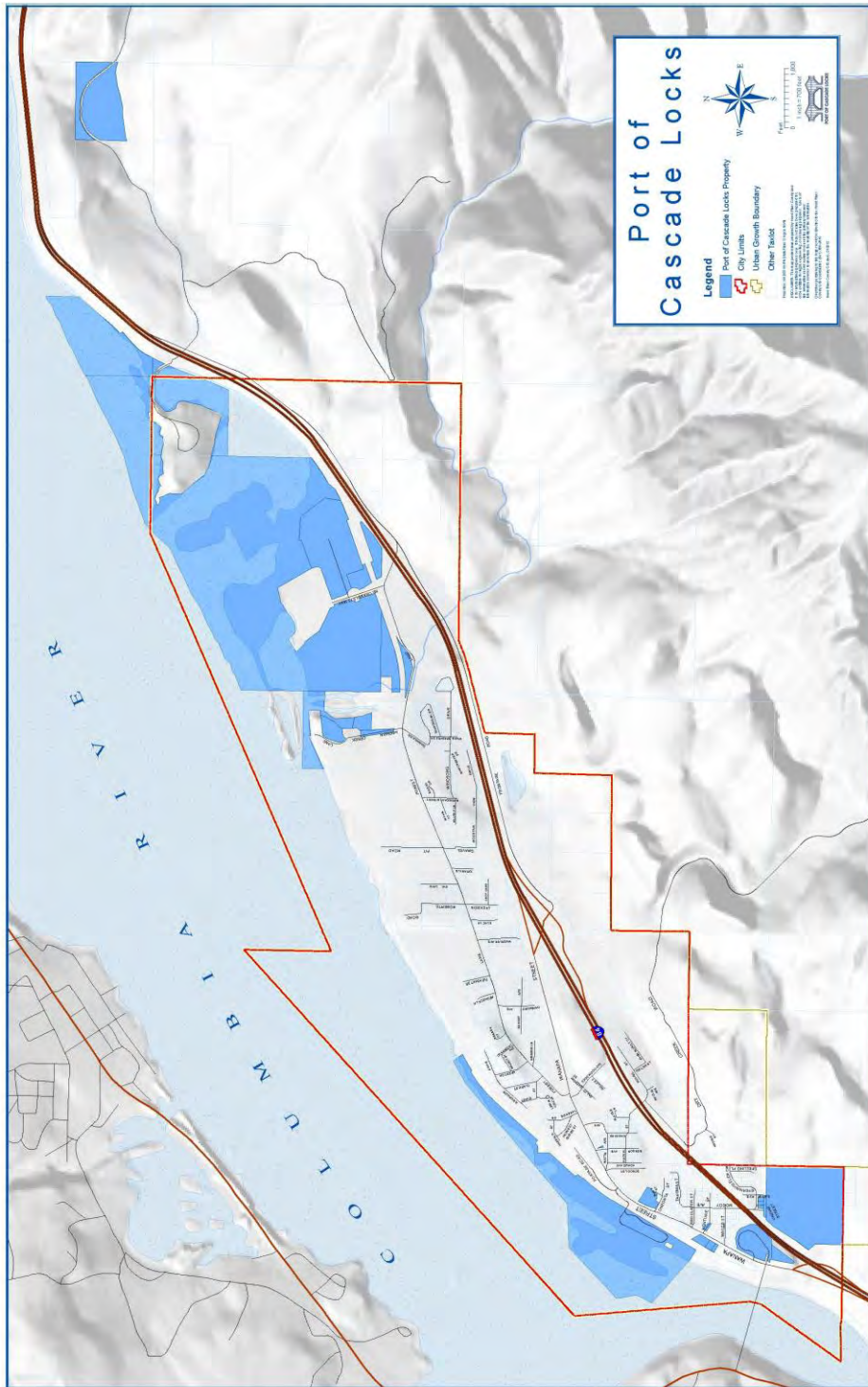
Geography

The Port District embraces approximately 347 square miles, reaching from the Columbia River on the north to the County's southern line at the summit of Mt. Hood. The District is bordered on the west by the Multnomah County line and on the east by the Port of Hood River District and the Wasco County line.



HOOD RIVER COUNTY
PORT DISTRICTS





Port Commission

The Port of Cascade Locks is governed by a Port Commission as governed by ORS 777. The Commission has five members, elected by the voters of the Port of Cascade Locks District. Regular Port meetings are held on the first and third Thursday evenings of each month. The meetings are held in the City Hall Council Chambers. The chief responsibility of the Port Commission is to create policy for the Port of Cascade Locks.

To be elected to the Board, an individual must be qualified under Oregon Revised Statutes and must be a resident of the Port District. Each Commissioner serves a four-year term of office that begins July 1st of the year elected. Swearing in of newly elected Commissioners takes place at the first regular meeting in July.

In the event an elected Commissioner cannot complete the term of office, a new member is appointed to the position by the remaining members of the Board. This member serves until the next regularly scheduled Port election

Overview of Strategic Business Planning Process

The process that the Port of Cascade Locks employed is consistent with the recommendations found in Ports 2010: A New Strategic Business Plan. The Oregon Business Development Department created this plan. The Plan was adopted by the Infrastructure Finance Authority in May 2010 and the Oregon Business Development Commission in September 2010.

A Public Outreach Plan is included in the Scope of Work and was undertaken with cooperation of the Port's partner businesses, organizations and the community.

As per the recommendations, the technical analysis associated with the Strategic Planning included five core activities:

- Management & coordination with the Port Commission and Port Staff.
- Data collection emphasizing the existing conditions and Port assets
- Creation and implementation of a public outreach plan
- Creation of a draft Strategic Business Plan for Port and public review
- Revision and adoption of the Port's Strategic Business Plan and Capital Facilities Plan



Strength, Weakness, Opportunity & Threat (SWOT) Analysis

Strengths

- Bridge of the Gods
- Scenic beauty
- Natural resources
- Recreation opportunities
- Proximity to Portland Metro & PDX airport
- Access to Interstate-84, railroad, and river transportation
- Diverse property zoned industrial and commercial
- Interstate bridge connection
- Fishing industry
- Marine Park & marina
- State airport
- Sternwheeler
- Water access
- New health clinic and library at school
- Regional partnerships
- Intergovernmental Agreement (IGA) and collaboration with City
- Community resiliency
- Enterprise zone
- Historical resources
- Reserve funds
- Available building lease space
- Affordable housing
- National Scenic Area

Weaknesses

- Lack of full interchange on Interstate-84
- Lack of railroad spur
- Lack of regional passenger transportation via rail or bus
- Infrastructure limitations
- High utility rates
- Lack of adequate transportation corridors for trucking
- Weather, seasonality
- No school grades 6-12 locally
- Limited services locally (bank)
- Overlapping agency jurisdictions
- Lack of safe pedestrian/ bicycle/ADA entrance and circulation in Marine Park
- Geologic hazards in local hillsides
- High unemployment rate in town
- Limited emergency services
- Limited quality workforce housing
- Website needs updates

- Lack fiber optics and natural gas
- Trees block views of the river
- Lack of strong signage for wayfinding

Opportunities

- Three cities initiative with Stevenson and North Bonneville
- State airport
- Rock quarry
- Undeveloped property
- Pedestrian/bicycle/ADA over (or under) pass into Marine Park
- Railroad easements and land acquisitions
- Grants
- Recreation development
- Mt Hood Community College & Columbia Gorge Community College (workforce training and small business development resources)
- Mid Columbia Economic Development District (MCEDD)
- Website & social media
- Bridge of the Gods
- Fiber optics and natural gas
- Private financing & Development Council
- Water rights

Threats

- Overlapping agency jurisdictions and regulations
- Environmental watch dog groups
- Railroad
- Economy
- Natural disasters & weather
- Unknown cost of maintenance - bridge

Mission & Vision Statement

Vision

The Port of Cascade Locks, located in the Columbia River Gorge National Scenic Area, is a business friendly engine for economic development. The Port is responsible for the creation of more than 500 jobs within the community of Cascade Locks in the last ten years. The Port's success is due largely to collaborative partnerships and grant funding for stable infrastructure. The industrial park is now served by a full interchange on Interstate-84. The Bridge of the Gods is well maintained, adequately funded, and serves as a regional economic resource. The Port's ongoing efforts have contributed to a vibrant downtown. The beautiful community of Cascade Locks has national recognition as one of the best places to live, work, and recreate.

Mission

The mission of the Port of Cascade Locks is to:

- Operate in a fiscally prudent manner to ensure its continuity
- Facilitate effective infrastructure and transportation solutions
- Recruit new businesses to create family wage jobs and economic growth within the Port District and region
- Create economic growth opportunities for existing businesses within the Port District
- Enhance tourism and recreation for the Columbia River Gorge region
- Provide leadership and create partnerships within the region for economic development
- Utilize our natural resources

The Commission and staff of the Port of Cascade Locks are committed to the region and the community. As the lead economic development agency dedicated to improving the quality of life in the area, the Port actively seeks to work with as many partners and collaborators as possible. The more responsive the Port can be to the needs of the entire community the more effective they can be. To this end, the Port works to keep the community informed and involved.

Diversification

The Port of Cascade Locks and the City of Cascade Locks have adopted a "Multifaceted Economic Development Strategy that emphasizes diversification. The policy statement affirms: "To create jobs and survive economically for many years, a multifaceted approach to economic development is required. To survive, a community cannot afford to put all its eggs in one basket. There are many strategies that, linked together, help ensure long term community survival." Together, the City and Port articulated their goals as: "more jobs, more taxpayers, local added value, economic survivability and quality of life." The partners then identified the industry sectors and activities that all require attention and they include the following.

- Jobs
- Industry
- Tourism
- Transportation
- Downtown Revitalization
- Housing
- Family and youth activities and services
- Community enhancement
- Recreation and the outdoors
- Local government
- Education

MULTIFACETED ECONOMIC DEVELOPMENT CASCADE LOCKS, OREGON

Goals: more jobs, more taxpayers, local added value, economic survivability, quality of life



To create jobs and survive economically for many years, a multi-faceted approach to economic development is required. These are the many facets of the Cascade Locks economic development effort. To survive, a community cannot afford to put all its eggs in one basket. There are many strategies that, linked together, help ensure long term community survival.

Adopted by Cascade Locks City Council February 13, 2012.
Adopted by Port of Cascade Locks Commission March 1, 2012.

<p>Jobs Nestle Existing businesses New businesses Pilot water energy project City-Port cooperation USFS Native American Harvest Partnership with Warm Springs</p>	<p>Transportation New west interchange At grade RR crossing Wa Na Pa speed & length change Trail connections Safe routes to school</p>
<p>Industry Industrial Park Recruitment Spec building New innovations (water energy) Competitive utility rates and plans Zoning codes & permits</p>	<p>Education Our own school MHCC location in town Skill training for future jobs</p>
<p>Tourism Events Year-round Marketing Lodging Food Farmers market Attractive, welcoming entrance</p>	<p>Recreation and the outdoors Recreation Pacific Crest Trail Port trail system Community center/gymnasium Enhanced public library Youth and family events Sailing events</p>
<p>Downtown Revitalization Revitalization plan Use of old fire station Beautification SBDC Public art Storefront upgrades Theme and action plan Events Electric car charging station</p>	<p>Community Enhancement Beautification Safety Pride Fire and ambulance services Food bank Spring and fall clean up</p>
<p>Family and youth activities Christmas Social organizations Social services Youth jobs Youth court</p>	<p>Local Government Business friendly Effective Quality up to date infrastructure Open and transparent Citizen involvement Rapid response Flexible permitting Comparable rates, policies Flexibility</p>
	<p>Housing Affordable Wide variety Clean, attractive neighborhoods Pacific Crest Park</p>

The Port of Cascade Locks began the strategic business planning process in the spring of 2013 and began inviting public involvement from that point on. The Port invited comments and input through its newsletter, website, social media, the local newspaper, flyers and the City's local access channel. The project team held public meetings and conducted individual interviews with stakeholders throughout May, June and July of 2013. Notes from these meetings, conversations and survey results are included in an appendix at the end of this document.



Executive Summary

The Port of Cascade Locks Strategic Business Plan encompasses a community planning process as well as the expected updates and amendments that will occur as the Port uses the Plan. Therefore, the Strategic Business Plan is intended to work in conjunction with other documents, including the attached Capital Facilities Plan.

Economic & Market Trends

At the start of the strategic planning process, Cascade Locks was emerging from an economic recession that staggered the community and prompted change and an assessment of the community's assets and opportunities. According to the best data available, the unemployment rate locally is likely twice that of the county and this highlights the overwhelming need for economic development. In the face of these challenges, the Port and the community have nonetheless made steady progress in rebuilding the economy, with an emphasis on leveraging the available resources, including the scenic beauty and the converging trails, highways and river. The Bridge of the Gods is one such significant asset and one of only four river crossings between Portland and the McNary Dam.

Significantly, the local economy is improving and there are new and expanding businesses in the community. The downtown core is increasingly vibrant and the Port's recreational facilities are an important part of the draw to the community.

Market Opportunities

The Port of Cascade Locks has multiple opportunities that spring from its location, the property it owns and the partners with whom it works. The opportunities are leveraged by its location on the Columbia River, the proximity to Interstate 84, the Bridge of the Gods and the Pacific Crest Trail. The Port is already a world-class sailing venue and the interest in Port facilities continues to grow.

The Port is well positioned to take advantage of its history and resources to help improve the local economy and the local quality of life. The ability of the Port to market the area, leverage resources and build on its existing partners has the potential to not only create jobs but to also diversify the local economy. This diversification would be critical and help build an economy that is less susceptible to fluctuations or change in a single industry.

Plan Objectives & Strategies

The objectives and strategies identified by the Port, along with the vision statement provide an overall strategic direction for the Port's major programs. The objective is a specific target or goal, while the strategy is the method for reaching that target or goal. There are eight major objective areas and they include the following: 1) Governance, 2) Financial Controls, 3) Human Resources, 4) Environmental Values & Policies, 5) Capital Improvements, 6) Economic Development, 7) Coordination, 8) Property Development, acquisition and related.

Port Priorities

The Port owns and operates a variety of properties and businesses and it is from these activities that the Port identified seven major priority areas and they relate directly to properties including the following: 1) the Bridge of the Gods, 2) the Industrial Park, 3) Herman Creek Lane, 4) Downtown or Town Center, 5) the Marine Park, 6) Moody Road, and; 7) Other.

The priorities are divided into three primary categories that represent the businesses of the Port.

- 1) Recreational Projects – These projects represent a strong and growing sector in the Gorge. Such projects contribute directly to the community's quality of life for residents and also support visitation and act as a strong draw for new events and community visibility.
- 2) Industrial Projects – These projects are critical for they have the potential for year-round family wage jobs, economic stability, and growth of new resources.
- 3) Commercial Projects – These projects provide visible positive momentum in the community's core through retail and services for visitors as well as enhancing the quality of life in the community.

Each of these three project types play an important role in developing a diverse local economy, attracting new exciting businesses, and stimulating growth in existing businesses. The projects and priorities also demonstrate that the Port is attempting to balance its strategy to include all types of projects to provide the broadest possible benefits to the entire community.

Capital Facilities Plan

The Capital Facilities Plan is a separate document and programs the vision the Port holds for the development of its facilities and properties over the next twenty years. The Capital Facilities Plan identifies the needed improvements, and the time frame for the activities.

CHAPTER II: ECONOMIC, LOCAL & MARKET TRENDS

Demographics

The City of Cascade Locks is a community of 1,144 citizens according to the 2010 Census.¹ The 2012 certified population estimate from the Population Research Center at Portland State University was 1,190.² The median age is 40.8 years.

Hood River County has seen slightly smaller growth, as the 2010 Census put the population at 22,346 people and the Certified Population Estimate from the Population Research Center was 22,875. According to the 40-year population projection done by the Oregon Office of Economic Analysis, Hood River County will grow by more than fifty percent over its year 2000 population by 2040 with a population growth of 58.5 percent or almost 3.0 percent.³ Taking population estimates and extrapolating them forward is a common projection strategy, but for Cascade Locks it may be less reliable.



¹ 2010 U.S. Census. All facts are from this source unless otherwise noted.

² Population Research Center, Portland State University, "Population Estimates for Oregon and Its Counties and Incorporated Cities: 2012," December 15, 2012.

³ Office of Economic Analysis, Department of Administrative Services, State of Oregon, "Forecasts of Oregon's County Populations and Components of Change 2000-2040," April 2004

Age

The median age in the community was 40.8 years in 2010 and the residents under 18 years of age made up 19.8 percent of the population. Hood River County's median age was 38.0 and the population under the age of 18 was 26.0 percent. In Oregon, the median age was 36.3 and the population under the age of 18 comprised 24.7 percent of the total. Approximately 11.5 percent of Cascade Lock's population was 65 years of age or older, while 12.6 percent of Hood River County residents and 12.6 percent of Oregon residents fit this criterion.

Race

Cascade Lock's population consists of mostly white and Hispanic residents. As of the 2010 U.S. Census, approximately 87.7 percent of residents were white and 9.1 percent were Hispanic. Residents identifying as Native American make up 1.8 percent of the population, and other minorities make up the balance of the community's population. County demographics are quite different. Approximately 29.5 percent of individuals identify themselves as Hispanic or Latino, 2.4 percent were Asian, 1.8 percent were Native American and the balance were primarily white. In Oregon, 86.6 percent of the population was White, and only 8 percent were Hispanic. Other minorities, including Black, Native American, Asian, and Hawaiian/Pacific Islander races, made up only 6.1 percent of Oregon's population.

Income

According to the 2010 Census, residents of Cascade Locks and Hood River County experience poverty levels slightly below the state average, 14.3 percent for the city and 10.0 percent in the county, compared to 14.87 percent for the state. Income levels in Cascade Locks are by contrast significantly lower than the figures for the county and the State of Oregon. The table below shows income levels at the city, county, and state levels.

	Median Household Income	Median Family Income	Per Capita Income
Cascade Locks	\$40,893	\$45,250	\$18,355
Hood River County	\$54,109	\$61,567	\$25,030
Oregon	\$49,850	\$61,302	\$26,561
City as a % of County	75.6%	73.5%	73.3%
City as a % of State	82.0%	73.8%	69.1%

This income data describes a stark condition where the people of Cascade Locks have significantly lower income levels in general than residents of Hood River County and the State of Oregon overall.

Education

Educational attainment of residents age 25 and over tends to be significantly lower in Cascade Locks than in Hood River County and the State of Oregon overall. Of the residents in Cascade Locks over age twenty-five, 79.6 percent completed high school compared to Hood River County and the State of Oregon whose residents completed high school at the rates of 82.5 percent and 88.9 percent respectively. In addition, the percentage of Cascade Locks residents over the age of twenty-five holding a bachelor's degree or higher is just 11.6 percent, whereas in

Hood River County the figure is 26.5 percent and even higher in Oregon where the statistic is 29.0 percent.

National Trending

The dominant economic narrative of the last decade or more has emphasized "downturns" and other synonyms, including "recession," "depression," and "crisis." Clearly, the loss of jobs since 2008 has been particularly severe and the recovery has been exacerbated by the continuing European debt crisis and the slow-down in Asia. According to the Bureau of Labor Statistics, "industries and occupations related to health care, personal care and social assistance, and construction are projected to have the fastest job growth between 2010 and 2020. Total employment is projected to grow by 14.3 percent over the decade, resulting in 20.5 million new jobs. Despite rapid projected growth, construction is not expected to regain all of the jobs lost during the 2007-2009 recession."⁴

The job losses nationally mirror those in Oregon and the national unemployment rate as of the creation of this strategic plan is 7.6 percent, compared to Oregon's 7.8 percent. In the first half of 2013: regional and state unemployment rates were little changed. Twenty-five states had unemployment rate decreases, 17 states had increases, and 8 states and the District of Columbia had no change, the U.S. Bureau of Labor Statistics reported today. Forty-one states and the District of Columbia had unemployment rate decreases from a year earlier, four states had increases, and five states had no change. The national jobless rate was 0.6 percentage point lower than in May 2012."⁵

State & Local Trending

Labor Force Participation

According to the Oregon Employment Department the labor force participation rate has never been lower during the period in which it has been tracking the data. The Department goes on to note, "beginning in 2009 and continuing to the present, Oregon's LFPR is again showing sharp declines. The rate fell from 65.8 percent in 2008 to 63.4 percent in 2012, nearly as steep of a decline as occurred between 2001 and 2005. The only other time the rate was this low was in the first year of the series, at 63.0 percent in 1976."⁶

What the falling labor force participation rate means is that fewer people are working overall and fewer people are supporting the tax base. The reasons for the change are many, but they include the aging out of the workforce by the Baby Boom Generation, a decline in teenage and young adult participation as more of those people attend school as well as greater competition for jobs previously held by teenagers, the economic downturn and high unemployment rates. Improvements in worker productivity are also reflected in the changing numbers. What is less

⁴ Bureau of Labor Statistics, "Employment Projections 2010-2020," Press Release - February 1, 2012. Available at: <http://www.bls.gov/news.release/pdf/ecopro.pdf>

⁵ Bureau of Labor Statistics, "Regional and State Employment & Unemployment Summary," Press Release - June 21, 2013. Available at: <http://www.bls.gov/news.release/laus.nr0.htm>

⁶ Oregon Employment Department, "Oregon's Falling Labor Force Participation," June 24, 2013. Available at: <http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00008702>

clear is what these numbers mean for the availability of workers. If people have permanently removed themselves from the workforce, there may be a shortage of workers as the economy improves, or an improving economy could bring people back to the workforce, especially if wages rise.

State of Oregon Projections

The State of Oregon and the Employment Department have provided the following analysis and projections.⁷

For years the national and state economic recoveries have been frustratingly slow. Growth has been held back by tight credit conditions, damaged balance sheets, global weakness, uncertainty among businesses and consumers, a moribund housing market, and government cuts. Job creation during the first three years of the recovery was a fraction of the historic norm.

Oregon's economy could be kicking into higher gear. The rate of job growth accelerated in the first five months of 2013, doubling the average of the past two years. The latest forecast from the Oregon Office of Economic Analysis (OEA) calls for this trend to continue. Growth is projected at 1.9 percent (31,100 jobs) this year, up from last year's 1.2 percent (20,000 jobs). Momentum builds into 2014, with OEA forecasting a 2.4 percent rate of growth (39,800 jobs).

OEA points to several major factors behind their more optimistic outlook. After being a drag on the economy for years, the housing market is finally in solid recovery mode. Sales, starts, and prices are all posting strong gains. OEA quotes Moody's Analytics' chief economist, Mark Zandi, who estimates that each new housing start supports 4.5 to 5 jobs in the greater economy.

Government, the other broad sector that weighed on growth, has stabilized. Following three years of cuts, OEA expects losses to end this year and for growth - albeit modest - to resume in 2014.

In addition, other fundamentals are on solid footing. Business balance sheets remain strong. Profits are high, financing costs are low, and access to capital is improving - paving the way for acceleration in investment spending and growth.

Household balance sheets are improving as well. Debt is down and incomes are up. Stock market gains and home price appreciation have also bolstered wealth, and should support continued consumer spending going forward.

Looking to 2014 and beyond, OEA expects growth to accelerate yet remain below historical growth rates seen during previous expansions. Job gains in 2014 will be broad based with solid growth in most private-sector industries, led by construction (+5.9%) and professional

⁷ The balance of this section is a direct quote from the Oregon Employment Department's website, accessed June 24, 2013. <http://www.qualityinfo.org/olmisj/ArticleReader?itemid=00008705>

and business services (+4.9%). Oregon should maintain a growth advantage relative to other states, but not as great as in the past.

Barring unforeseen shocks to the economy, Oregon is expected to fully regain the nearly 150,000 jobs lost during the Great Recession in early 2015 - nearly six years after hitting bottom. Meanwhile the unemployment rate, which tends to be one of the last indicators to improve as the economy recovers, will slowly decline to 7.0 percent by 2015.

Unemployment

Unemployment in Hood River County has been holding below the level for the overall State of Oregon. The chart below reports recent unemployment data and compares the county to the state and to adjacent Wasco County for 2013. The figures are seasonally adjusted. In each month, Hood River County had a lower rate than its neighbor or the state.⁸

Jurisdiction	Jan	Feb.	March	April	May
Hood River County	6.6%	6.6%	6.6%	6.5%	6.4%
Wasco County	7.6%	7.6%	7.4%	7.3%	7.2%
Oregon	8.4%	8.3%	8.2%	7.9%	7.8%

Hood River County Unemployment Data

Year	Month	Unadjusted	Adjusted	Year	Month	Unadjusted	Adjusted
2011	August	6.7	7.8	2012	August	6.1	6.8
2011	September	6.4	7.8	2012	Sept.	5.3	6.7
2011	October	6.1	7.7	2012	October	5.2	6.7
2011	November	7.2	7.7	2012	November	6.2	6.6
2011	December	7.3	7.6	2012	December	6.4	6.5
2012	January	8.7	7.5	2013	January	7.8	6.6
2012	February	8.2	7.4	2013	February	7.4	6.6
2012	March	8.3	7.3	2013	March	7.5	6.6
2012	April	7.7	7.2	2013	April	6.7	6.5
2012	May	7.8	7.1	2013	May	6.9	6.4
2012	June	7.7	7.0	2013	June		
2012	July	6.8	6.9	2013	July		

Cascade Locks Unemployment

While the Hood River County data above is encouraging, all available evidence is that Cascade Locks has much higher unemployment than the surrounding community. According to the 2011 analysis by Bruce Sorte and Joe Kerkvliet, "it is reasonable to conclude that the Cascade Locks unemployment rate is at least twice as high as the unemployment rate in Hood River

⁸ All of the unemployment data comes from the Oregon Employment Department and its website: <http://www.qualityinfo.org/olmisj/OlmisZine>.

County."⁹ There is no anecdotal evidence to suggest that the situation has improved since then. The table below comes from the same source and breaks down unemployment by sector.

Unemployment and Percentage of Employment by Sector for Cascade Locks and Hood River County¹⁰

	Cascade Locks		Hood River County	
	1990	2006-10	1990	2006-10
Unemployment Rate	12.80%	16.63%	8.60%	5.94%
Percentage of Households with Self-Employment Income	10.96%	12.06%	20.92%	17.10%
Agriculture, Forestry, Fishing, Mining	4.35%	2.92%	20.40%	13.82%
Arts, Entertainment, Recreation, Accomodation	1.36%	13.45%	1.61%	11.49%
Construction	8.70%	10.31%	3.91%	5.58%
Education, Health, Social Services	14.40%	11.88%	15.80%	17.99%
FIRE: Finance, Insurance, Real Estate	0.00%	1.57%	2.99%	6.67%
Information	N/A	0.67%	N/A	2.98%
Manufacturing	16.03%	9.87%	14.16%	9.66%
Other Services	3.53%	5.16%	5.74%	4.54%
Professional, Science, Management, Administration	5.16%	8.30%	2.63%	7.23%
Public Administration	8.70%	6.28%	2.62%	3.24%
Retail Trade	25.00%	14.35%	15.16%	9.56%
Transport and Utilities	9.24%	10.31%	9.68%	4.57%
Wholesale Trade	3.53%	5.61%	5.31%	5.74%

Traffic

In 2006, the average daily traffic count on Interstate – 84 was approximately 20,000 vehicles going past Cascade Locks. There are four nearby counting stations and the most recent year for

⁹ Bruce Sorte and Joe Kerkvliet, "Cascade Locks Proposed Bottled Water Facility: An Economic Impact Analysis of Market Effects and Discussion of Potential Nonmarket Impacts," Oregon State University Rural Studies Program, October 2013, p. 5.

¹⁰ Ibid

which the Oregon Department of Transportation reports data was 2011. The following table reports data for the four nearest traffic counting stations.¹¹

<u>Year</u>	<u>Milepost</u>	<u>Location</u>	<u>Average Daily Traffic</u>
2011	42.88	0.50 miles west of West C.L. Interchange	21,300
2011	43.58	0.50 miles east of West C.L. Interchange	18,000
2011	45.53	0.40 miles east of East C.L. Interchange	20,800
2011	47.61	0.30 miles east of Herman Creek Interchange	21,300

Going back more than a decade to the year 2000, reveals that the average daily traffic at milepost 47.61, for example was 19,900, while the ADT at milepost 43.16 was 20,900.¹² The milepost 43.16 is described as 0.50 miles west of West Cascade Locks Interchange, but was re-designated 42.88, likely due to road construction, or more precise surveys.

An average daily traffic of 20,000 equals an annual total of 7,300,000 vehicles. Based on the Oregon Department of Transportation's data, at milepost 45.53, the month with the lightest ADT is January, followed by February and December, while the month with the heaviest traffic is August, followed by July and September.¹³ Fully 50.1 percent of the traffic is composed of passenger cars, followed by 22.8 percent light trucks and 13.6 percent are single trailer trucks with five axels and 5.0 percent are single trail trucks with six axels.

According to Port data, the Bridge of the Gods has approximately 1.3 million vehicles cross it every year. There is no data on bicycles or pedestrians, but the Historic Columbia River Highway State Historic Trail link will undoubtedly increase the bicycle traffic. The following data comes from the Port.

<u>Year</u>	<u>Approximate Number of Vehicles</u>
2010	1,442,000
2011	1,375,000
2012	1,371,000
2013	938,648 through August

Considering the trends, it is important to consider what has fueled the growth in population and traffic counts and examine the driving forces and the potential for change. The growth of the Port has been steady and ongoing. There is nothing apparent as of this writing to suggest that the growth will not continue. The Port is not running out of capacity and the industries that use the Port are not facing any obvious conditions that would limit their continued production and growth. Consequently, it is reasonable to forecast continued growth for the region and the community.

¹¹ Oregon Department of Transportation, "Traffic Volume Tables," 2006, 2009, 2010, 2011. Available at: <http://www.oregon.gov/ODOT/td/tdata/Pages/tsm/tvt.aspx>

¹² Ibid., 2000.

¹³ Oregon Department of Transportation, "Summary of Trends at Automatic Traffic Recorder Stations," 2011 Traffic Data, p.258. Available at: http://www.oregon.gov/ODOT/TD/TDATA/tsm/docs/Summary_2011.pdf Data in this paragraph is from this source.

Tourism in Hood River County

The Oregon Tourism Commission provides research of the impact of travel and tourism at the county level and this can help the Port of Cascade Locks make strategic decisions about what to develop and what to emphasize. The impact of travel and tourism on Hood River County amounted to \$79.4 million in 2012.¹⁴ Of this, the impacted included \$3.6 million in total taxes, including more than \$2.3 million in State tax receipts and more than \$1.2 million in local tax receipts. In 2012, travel and tourism were responsible for 956 jobs and \$20.1 million in local earnings.

In the county, according to the 2010 Census, there were 12,023 people in the workforce and of these 11,351 were employed. This means that the 956 travel and tourism jobs accounted for 8.4 percent of the jobs in the county.¹⁵ Of course, this is a rough estimate, based on the assumption that a person only holds one job. However, the figure nonetheless offers a starting point to discuss the importance of the industry in the county. For comparison, it is worth noting that the percentage of people employed in tourism and travel related jobs is higher than for most counties and the state as a whole.¹⁶ In Oregon as a whole, travel and tourism accounts for 5.2 percent of the jobs, again this figure comes from using the rough calculation of total number employed and the assumption that one person holds only one job. This percentage is up slightly from 4.9 percent of the jobs in 2010.



¹⁴ Dean Runyan Associates, “Hood River County Travel Impacts, 2013,” undated, accessed July 1, 2013. Available at Deanrunyan.com or via a link at the Oregon Tourism Commission website: www.traveloregon.com. The travel impact figures in this paragraph are from this source unless otherwise noted.

¹⁵ Ibid. and 2010 US Census

¹⁶ See for example: Dean Runyan Associates “Oregon Travel Impacts 2012.” & 2010 and 2000 US Census.

Anecdotally, 2013 appears to be one of the best years ever for tourism and visitation in Cascade Locks. The percentage of visitor nights, based on preliminary conversations, has gone up dramatically and the community has evidenced more activity than most commentators remember in years.

Characteristics of Hood River Visitors

The visitors to Hood River County are a diverse group, including business travelers, tourists and vacationers. Travelers accounted for \$75.5 million in direct spending in the County in 2012. This figure has been going up steadily from the early 1990s when travelers spent just over \$33.7 million in 1991.¹⁷ The year with the highest spending total was 2012 and in the last decade spending has risen steadily except in 2008 and 2009 when the figures dipped slightly and subsequently rose.¹⁸

In 2012, visitors who stayed in a hotel or motel spent the largest amount in the county, accounting for 54.9 percent of spending at \$41.5 million.¹⁹ Day travelers were the second largest block of visitors and they spent \$20.7 million, followed by people who stayed in private homes. Campground users spent a total of \$3.3 million in the County in 2012. Not surprisingly the biggest impact on employment from travelers and tourists was on jobs in accommodation and food service. Total direct earnings in this category amounted to \$14.4 million, followed by the category, arts, entertainment and recreation, where total direct earnings were \$3.2 million, followed by retail at \$2.1 million in direct earnings.

The City of Cascade Locks benefits significantly from its proximity to important tourism venues. These include Multnomah Falls, just thirteen miles west of the community. Multnomah Falls is often cited as the most visited venue in the state and had more than 2.5 million visitors a decade ago when the Oregon Tourism Commission stopped reporting venue numbers. In addition, the link to the Pacific Crest Trail and the growing importance of the Port as a sailing venue will bring more and more people to the community.

According to Travel Oregon, bicycle tourism generates \$325 million, while an overnight bicyclist brings nineteen times the economic impact in a community than a day-tripper.²⁰ Moreover bicycle tourists in the Columbia River Gorge generate ten percent of the area's tourism spending. Again, the Bridge of the Gods is the only link across the Columbia between Hood River and Portland and its use will only grow as the number of hikers and bicyclists grow, which is what the state projects to happen.

Factors Affecting Tourism Trends

Many things affect tourism in the US and in Oregon. Tourism and travel require discretionary income. This makes the economy the foremost factor affecting tourism. So too, do catastrophic

¹⁷ Dean Runyan Associates “Hood River County Travel Impacts - Visitor Spending at Destination 1991-2013.”

¹⁸ Ibid.

¹⁹ Dean Runyan Associates “Hood River County Travel Impacts - Visitor Spending at Destination 2012.” This is the source for all data in this paragraph.

²⁰ Travel Oregon Website: <http://bikeportland.org/2013/03/08/travel-study-unveiled-at-summit-shows-bike-tourism-means-big-bucks-83939>

events such as the terrorist attacks of September 2001, earthquakes, volcanic eruptions, forest fires and storms. Additionally, because of the number of foreign visitors to the region, world affairs, including fluctuating exchange rates and overseas wars likely produce real and significant impacts even in rural Oregon.

The tourism industry has always been in a process of development and refinement. Changing tastes, technologies and expectations ensure a fluid marketplace that provides a wide range of experiences for the public. From theme parks to national parks, there are hundreds of factors, if not more, that affect tourism. The following list is hardly exclusive, but it does identify the major themes that will affect local trends.

Cascade Locks - Strategic Location

Cascade Locks has a unique strategic location that bodes well for future tourism development. The proximity to the Pacific Crest Trail, the Eagle Creek Trail, the Historic Columbia River Highway State Historic Trail, and other hiking opportunities makes it a highly desirable location for businesses serving these visitors. The city is close to Multnomah Falls, is close to six fish hatcheries as well as skiing, wind, and water recreation, which makes Cascade Locks a premier destination.

The strategic location of Cascade Locks is further enhanced by its proximity to Interstate 84 and its direct access to Portland as well as the Portland International Airport. The Natural Scenic Area boasts many well-known and popular trails and Cascade Locks is a logical jump-off point for hiking, biking, sailing and boating.



An Aging America

In addition to one-time events and world politics, one of the more significant factors affecting tourism trends is the aging of America. The maturing and retiring of the baby-boomer generation has created ripples throughout the American economy. The baby-boomers demand attention from planners and demographers, and this is true for the tourism industry as well. As they near retirement, baby-boomers have redefined many of the tourism markets, and their preferences are changing the industry. For example, many more people travel by RV today. Venues that do not include RV parking and related amenities risk losing this growing market segment. Baby-boomers are also increasingly interested in cultural and heritage tourism. The result is a proliferation of interpretive centers, educational exhibits, and cultural events. By the same token, it is also important that facilities be fully ADA accessible and make accommodations for mobility as part of the venue.

Eco-Tourism

As the tourism industry has grown, one increasingly important trend has developed alongside the growth of mainstream environmentalism in the United States. More than ever before, tourists are interested in eco-friendly venues, exhibits, and environmental education. Indeed, the growth of this niche is evident in the Port's plan for trail development. The growth of exhibits and kiosks devoted to explaining ecosystems, relationships between flora, fauna, geology and climate are all reflections of this trend. So too, the expanding networks of trails and bike paths are a manifestation of people's desire to understand the places they visit and to experience the landscape first hand, albeit in relative comfort.



Experiential & Culinary Tourism

Experiential tourism is one of the fastest growing segments of the industry and has cross-over with culinary and eco-tourism. For example, Travel Oregon, the State's travel and tourism website emphasizes and offers "sustainable travel" itineraries and trips that include bicycle travel, travel to wineries and breweries as well as trail and trail connections. People want to do things when they travel and they want to experience the place. This means that people are looking for recreational activities, as well as regional foods and methods. Cascade Locks, with its traditional Native American fisheries is well positioned to take advantage of this trend. Significantly, with a fifteen mile radius of Cascade Locks there are six fish hatcheries and the community is at the center of the national efforts to sustain and restore native salmon and trout species.

Over the last twenty years or more, the state and the Pacific Northwest have seen the wine industry take great leaps forward as a focus for travelers and tourists. More recently, Oregon has taken a lead position in developing and marketing craft breweries and the Port of Cascade Locks is now working with the first modern brewery in the community. Cascade Locks is an ideal location for such value added producers, given their proximity to the bountiful agricultural production of the Hood River Valley.

Interactive Technologies

The growth and widespread incorporation of new technologies in tourism venues is another important factor in the growing tourism industry. As people become more familiar with interactive technologies, they have begun to expect new things from historical attractions and tourism venues. This does not mean that computers must be used everywhere, but venues that use such interactive technologies tend to be more successful.

Local Employment Forecast

While Hood River County has recently outperformed the state average in terms of unemployment and income rates, Cascade Locks has not kept up with Hood River County overall. The Oregon Employment Department reports that compared to other counties in the "Mid-Columbia" region, Hood River County has the second- highest net migration rate, as well as the highest net natural increase rate of the five counties.²¹

According to the Oregon Employment Department, unemployment has been trending downward for four years and the trend looks to continue.²² Given that Hood River County has mirrored or improved on the state figures, the long-term outlook is good for the County. While the County-wide forecast is generally good, Cascade Locks faces a unique set of opportunities and challenges. The Port's work and recent success in attracting employers is a sizable advantage for the community.

Location Quotient

The Bureau of Labor Statistics uses location quotients as a method to compare the activity level of different industry groups from one geographic area to another. Location quotients compare the concentration of different industries in a specific location to the nation as a whole. Quotients that are greater than "one" represent industries or activities that "add value" or are "exported resources" and form the base or foundation of the local economy. As an example, in a region with a strong agricultural base the quotient for the category "natural resources & mining" will be above one.

The chart below was created at the Bureau of Labor Statistics website using the location quotient generator using data from the US and Hood River County for 2012.²³

²¹ Oregon Employment Department, "Labor Trends, June 2013." Available at: <http://www.qualityinfo.org/pubs/llt/06-13/0613-mc.pdf>

²² Ibid.

²³ Bureau of Labor Statistics website: http://data.bls.gov/location_quotient/ControllerServlet

Industry	U.S. TOTAL	Hood River County	U.S. TOTAL	Hood River County	Location Quotient
Total, all industries	110,633,297	11,366	100.00%	100.00%	1
Agriculture, forestry, fishing & hunting	1,190,011	2,514	1.08%	22.12%	20.56
Mining, quarrying, oil & gas	797,692	NC	0.72%	NC	NC
Utilities	549,669	36	0.50%	0.32%	0.64
Construction	5,585,378	309	5.05%	2.72%	0.54
Manufacturing	11,905,280	1,266	10.76%	11.14%	1.04
Wholesale trade	5,656,042	510	5.11%	4.49%	0.88
Retail trade	14,864,286	1,248	13.44%	10.98%	0.82
Professional & technical services	7,895,659	655	7.14%	5.76%	0.81
Management-	2,004,103	ND	1.81%	ND%	ND
Administrative & waste services	7,982,156	ND	7.21%	ND%	ND
Educational services	2,607,939	75	2.36%	0.66%	0.28
Health care & social assistance	16,792,987	1,749	15.18%	15.39%	1.01
Transportation & warehousing	4,158,102	114	3.76%	1.00%	0.27
Information	2,676,417	125	2.42%	1.10%	0.45
Finance and insurance	5,562,287	139	5.03%	1.22%	0.24
Real estate, rental & leasing	1,942,843	79	1.76%	0.70%	0.4
Arts, entertainment, & recreation	1,975,742	566	1.79%	4.98%	2.79
Accommodation & food services	11,762,120	1,365	10.63%	12.01%	1.13
Other services, except public administration	4,546,953	327	4.11%	2.88%	0.7
Unclassified	177,634	9	0.16%	0.08%	0.49

Given the data above, there are several potential conclusions, some of which point to the obvious. Clearly “agriculture” is the most important industry segment in the county, and it has the highest quotient. The second highest is “arts, entertainment & recreation” followed by “accommodation & food service.” Finally, “manufacturing” along with “health care and social assistance” are the only other industry segments with quotients above one.

Taking the quotient focus down to more specific sub-sectors reveals the following quotients, along with the industry codes.

Industry	Location Quotient
Crop production	38.79
Agriculture & forestry support activities	7.94
Utilities	0.64
Construction of buildings	1
Heavy and civil engineering construction	0.39
Beverage & tobacco product Manufacture	11.5
Textile product mills	0.67
Wood product manufacturing	2.18
Specialty trade contractors	0.41
Food manufacturing	2.18
Miscellaneous manufacturing	1.7
Merchant wholesalers, durable goods	0.2
Merchant wholesalers, nondurable goods	2.06
Electronic markets and agents and brokers	0.41
Motor vehicle and parts dealers	0.34
Electronics and appliance stores	0.73
Building material and garden supply stores	0.88
Food and beverage stores	1.27
Health and personal care stores	0.51
Printing and related support activities	0.66
Fabricated metal product manufacturing	0.53
Computer & electronic product menu.	0.51
Electrical equipment and appliance mfg.	1.33
Professional and technical services	0.81
Administrative and support services	0.21
Educational services	0.28
Ambulatory health care services	0.65
Social assistance	2.37
Gasoline stations	1.1
Clothing and clothing accessories stores	0.58
Sports, hobby, music instrument, book Stores	1.72
Miscellaneous store retailers	0.4
Truck transportation	0.54
Support activities for transportation	0.49
Publishing industries, except Internet	0.58
Motion picture & sound recording	0.58

Telecommunications	0.63
Credit intermediation and related activities	0.35
Amusements, gambling, and recreation	3.73
Accommodation	1.87
Food services and drinking places	1
Repair and maintenance	0.77
Personal and laundry services	0.52
Membership associations & organizations	1.08
Private households	0.22
Unclassified	0.49

This further breakdown highlights even further the importance of agriculture and crop production, as well as beverage production, recreation and accommodation. Wood and food production manufacturing are two other industries that have quotients significantly above one, as does social services and wholesale activities.

Clearly recreation is an important part of the local economy and this is also reflected in the economic data regarding the impact of travel and tourism discussed earlier. The world class quality of the region for wind surfing, sailing and related water sports makes the region a destination for people from all of the US and the world. Therefore, there is every reason to suspect that the importance of recreation will continue to increase.

Were data available just for Cascade Locks, the quotients may move significantly. Cascade Locks is a relatively small part of the County's population. There is anecdotal evidence to suggest that the numbers would be dramatically different.

While the County quotients do not accurately represent Cascade Locks, the value of the above data is an understanding of strong industry clusters where the resources, workforce, and knowledge exist within close proximity to the Port and the available land supply.



Community Resiliency

The community of Cascade Locks was and has always been a working town. Built originally on lumber, the town has survived the loss of the timber industry to rebound and embrace its strengths and the people who define it. The residents built their own sternwheeler; they have constructed a new fire station, moved a health center into an available school wing and are investing in new businesses. Rather than accepting defeat or ignoring the challenges, they have moved to embrace tourism and recreation, seen the recent launch of five new businesses in town, along with a new trail and new historic highway connection. Cascade Locks is quickly becoming "the" destination for sailing races and the best remains ahead.



CHAPTER III: MARKET OPPORTUNITIES

The Port of Cascade Locks has a wide range of market opportunities based on its location, facilities, existing initiatives and economic trends. The potential exists for expanding the recreational market even more fully than what the port is already doing. The Port is enlarging its beach, the sailing events are growing each year, the network of trails is expanding, and the scenic Columbia River Gorge all continue to attract visitors and should leverage new businesses. The Sternwheeler likewise offers an opportunity for the Port to develop an increased menu of recreational offerings, combined with the rich history of the area that will appeal to a wider range of people and hold them in the community longer. Along with recreation, the Port has 15,000 feet of waterfront property, industrial lands, as well as property in the City that can meet retail needs.

The market and its opportunities for the Port are defined by the specifics of its location, access, surrounding community, infrastructure and existing activities. At the same time, the market is dynamic and changing one variable, such as bringing natural gas and fiber optics to the Port can dramatically increase the market opportunities. Therefore, the Port Commissioners have worked to cultivate an institutional environment that is responsive to emerging market opportunities and willing to consider new ideas and possibilities.

The following discussion briefly identifies the market opportunities for the Port, including those identified by the Port, staff, City, state and the public. The list is not presented in order of prioritization and is representative, not comprehensive. However, the list does record the majority of possibilities that emerged through the strategic planning process.

Natural beauty / Recreation / Culture / History

The region has significant recreational opportunities created by the confluence of the Cascade Mountain Range, the Pacific Crest Trail, the old Historic Highway, the Columbia River, the Interstate and Union Pacific Railroad combined with the history and rich culture of the area. Already people come to Cascade Locks and its environs to participate in biking, sailing, fishing, hiking, birdwatching, boating and related activities. The Historic Locks made this area important for transportation and trade since people came to the region and the Port property includes these, the Oregon Pony steam engine, three historic Locktender Homes, Thunder Island and the Bridge of the Gods. The Sternwheeler is another asset that draws thousands of people to the community.

Along with the history and scenic beauty, the community has housing available, is located just 40 minutes away from the Portland International Airport (PDX), has excellent freeway access east and west on I-84, as well as to I-5 both north and south from Portland, and is close to the growing Columbia Gorge communities of Hood River, White Salmon, Bingen and The Dalles. This combination has the potential to make Cascade Locks a magnet for people looking to relocate in the area as well as for visitors and tourists.

There are further opportunities to enhance what is already taking place. The museum, the development of a local fish market and enhanced beach will all create opportunities for cross-marketing and expanding the visitation. Among the opportunities that the planning process identified are the following potential activities that will build on existing resources and assets.

- Development of additional beach space
- Development of additional trails
- Expand the Sternwheeler's schedule
- Development of a sports center to support recreation and sports during shoulder seasons and through winter weather
- Marketing of Marine Park amenities for use by individuals and organizations for events, parties, reunions, weddings and similar short-term uses



Worth noting here is that the Bridge of The Gods is a significant national treasure that connects two states and is an iconic structure. The Bridge of the Gods has a long term use as a pedestrian, equestrian, bicycle link along the Pacific Crest Trail. The confluence of trails in Cascade Locks is important, especially in light of the imminent opening of the last leg of the Troutdale to Cascade Locks Historic Columbia River Highway State Trail connection, which creates a significant new draw to the community. Similarly, the presence and expansion of the Historic Highway will bring even more people to Cascade Locks.

As the trails and mileage increases, along with visitation, there will undoubtedly be other opportunities to extend the visitation season and to increase overall activity in and around the Port. The challenge for the Port is to take advantage of its history, culture and scenic location in a way that supports a stable economy that is less vulnerable to seasonal fluctuations.

One asset already available is the presence of notable regional artists and art galleries to promote and highlight those individuals. There are two existing galleries, and between them, they feature or represent over 100 predominantly gorge artists. In addition to the galleries, the Port features several prominent bronze sculptures of prominent historical figures, including Sacagawea, her infant son Pomp, and Meriwether Lewis' dog Seaman, and the newest sculpture is “Silent Decent” a bronze cougar.

Fresh fish sales by tribal fishers represent another opportunity that begs for development. While the fresh fish sales by tribal fishers are inherently seasonal, they represent the potential to build value-added activities, such as smoking, kippering or canning fish, which will help diversify the overall economy.



Industrial Opportunities

The Industrial Park owned by the Port includes one-hundred acres available for development, and the Herman Creek properties likewise have additional land and buildings available. All of this property has ready access to Interstate-84. Some of it has direct, albeit sometimes steep, river access and appears to represent a tremendous potential. There may be future opportunities for future land acquisitions of industrial property in town.

The Port is currently proceeding to change the zoning in the Industrial Park to facilitate future development. This change should expand the opportunities and make the property more attractive to potential users. Along with the available land, improved fiber optics to the area will create additional opportunities for Cascade Locks to attract new companies. There are ongoing discussions about co-generation and natural gas facilities.



Commercial & Retail Development

The Port has property in the downtown core, and the area is a clear priority. Enhancing the overall level of activity including creating infrastructure to support 24 hour services. This transformation will require a critical mass of businesses, activities and people.

Cascade Locks offers unique qualities based on its location and existing businesses and it is a logical location for the development of the hospitality industry and a conference center. A major conference center in Cascade Locks would have the same surrounding natural beauty as Skamania Lodge across the river in Washington, with the added competitive advantages of better freeway access and a town center at the front door. Conferences, meetings and similar gatherings can occur any time and are a great winter activity, especially in a scenic "getaway" location such as Cascade Locks. The relative ease of access offered by the freeway is a decided advantage particularly in winter, when other Gorge area lodging and conference facilities can be more difficult to reach in winter weather due to the need to travel a further distance off-freeway.

CHAPTER IV: PLAN OBJECTIVES & STRATEGIES

The Port of Cascade Locks has articulated its objectives in multiple documents and revisited them as part of the strategic business planning process. The strategic business plan is informed by the City of Cascade Locks Comprehensive Plan and the Cascade Locks Downtown Development Plan which includes consideration of Port properties, as well as the Port's *2005 Sail Park Feasibility Study*, the Port's *2000 Strategic Business Plan*, the *2004 Strength, Weaknesses, Opportunities and Threats* analysis, and the *2012 Connect Cascade Locks* plan done by Portland State University.

Governance

Objective

The Port Commission seeks to retain the existing standards and improve the continuing education and training available for the members of the Port Commission.

Strategy

The Port Commission will review the Special Districts Association of Oregon policy manual and consider modifications appropriate to the Port of Cascade Locks.

- Members of the Port Commission will be encouraged to attend on a continuing basis those conferences and training programs identified as suitable to meet the terms of the Individual Business Agreement between the Port and the State of Oregon.

Financial Principles

Objective

Maintain the Port of Cascade Lock's financial stability and flexibility to sustain the Port's mission.

Strategy

- Adopt a written comprehensive financial policies and procedures manual
- Adopt a long term financial plan to accompany the capital facilities plan
- Monitor Federal Register on regular basis to identify potential grant opportunities
- Be alert to potential liability issues
- Evaluate fee structures
- Develop regular management reports that break down operating trends
- Undertake regular evaluation of risks
- Review all current Port contracts

Human Resources

A highly competent professional staff serves the Port District and the Commissioners believe it is critical to retain and develop these individuals.

Objective

The Port Commissioners seek to maintain and enhance Port management, personnel and service capabilities to ensure the efficient and effective delivery of services.

Strategy

- The Port of Cascade Locks will continue to provide continuing education and training to staff to improve job performance and assist in career advancement within the District.

Environmental Values & Policies

The Port of Cascade Locks believes that it has the responsibility to steward the unique environmental resources within the District. In addition, the Port is responsible for several significant cultural and historic resources that are national treasures and deserving of careful protection and preservation. The Port recognizes that maintaining environmental health is critical to the area's long-term goals and objectives, as well as the quality of life in the community. The Port assumes responsibility for ensuring that its actions will promote a healthful, beneficial and sustainable environment for its citizens.

Objective

The Port Commissioners intend to utilize the best environmental practices available.

Strategy

- The Port will endeavor to prevent new sources of contamination on Port property through best management practices and the continued improvement of policies and standards
- The Port will comply with all applicable environmental laws and regulations
- The Port of Cascade Locks and its subcontractors will maintain in good working order manuals of procedure for responding to environmental emergencies and will ensure periodic training of staff in such procedures
- The Port will respond in a timely fashion to inquiries or expressions of concern regarding environmental issues related to Port activities
- The Port will minimize impacts and work to enhance environmental health.
- The Port will maintain and improve good, cooperative working relationships with local, state and federal permitting and natural resource agencies.

Capital Facilities Plan

Objective

Maintain a Capital Facilities Plan consistent with the Port's financial policies & procedures manual.

Strategy

- Develop and adopt a Capital Facilities Plan
- Implement a Capital Facilities Plan for investment in assets and projects

Economic Development

Economic development lies at the heart of the Port's mission; and economic development is a focus of this strategic business plan.

Objective

Promote the economy of Cascade Locks and diversify the economic base of the community while boosting the existing economic activities and industries in the area.

Develop and market the existing Port properties, services and assets, while seeking to acquire new assets as appropriate.

Strategy

- Work with the JWGED and Intergovernmental Agreement (IGA) between the City and the Port to bring about changes in the City Comprehensive Plan & Development Code and decision standards to accelerate economic development.
- Provide leadership inside the national scenic area
- Recruit businesses
- Assemble & prepare property
- Market property for econ development
- Support existing businesses to retain and expand jobs
- Support and promote regional tourism through marketing, event partnership, and wayfinding signage.
- Undertake activities to expand the shoulder seasons.
- Develop a Recreation Business & Marketing Plan for the Port
- Continue to support developing recreation –sailing, biking, hiking and related activities
- The Port will work with the City, County, State, and the Columbia River Gorge National Scenic Area Commission to enhance area transportation links to Interstate 84.

Coordination

There are many players and partners in the gorge and it is important that the Port continue to work with the City, county, state, and federal agencies and local businesses to leverage existing assets and attract new business activities to the region. Other partners include Washington communities impacted by the Bridge of the Gods, the Columbia River Gorge Commission and, three local chambers of commerce – the West Gorge Chamber, Skamania County Chamber, and the Hood River Chamber.

Properties

Objective

The Port seeks to maximize its opportunities to encourage development, strengthen the local economy and improve the quality of life in the area.

Strategy

- Maintain buildings and facilities on all Port properties
- Lease land or buildings
- Sell land or buildings
- Market property
- Purchase or trade property
- Partition or subdivide property
- Prepare property through rezoning and infrastructure
- Maintain and expand recreational facilities
- Develop property



CHAPTER V: FACILITIES & PROPERTY INVENTORY

The following list identifies the Port's inventory of property and facilities. The inventory reflects the assumption that those items included are a minimum value of \$5,000, cover a five-year time horizon and are fixed in place.

BRIDGE OF THE GODS

- Bridge of the Gods steel truss bridge, all three spans
- Toll House Park property & Bridge Road
- Toll Booth
- Garage Building at toll booth

INDUSTRIAL PARK

- Parcel leased to Bear Mountain Forest Products
- Easy Climb Trail System and associated improvements
- The Locks Approach 18 hole disc golf course
- Blackberry Beach & jetty
- Herman Creek Cove boat ramp
- A number of undeveloped parcels (properties)
- Property below the high water line on several sides of Government Rock
- The Quarry
- Cell tower lease site

HERMAN CREEK LANE

- Flex Building #1 & Flex Building #2 pad equipped with utilities
- Shop Building
- Existing small home & property

MARINE PARK

- The Marine Park property in total
- Associated street, lighting, signage, and parking improvements
- The Visitor Center Building
- The Pavilion
- House 1 -The Museum
- House 2- The Port office building
- House 3 - The Community Center
- The maintenance warehouse
- Restrooms at public boat ramp
- The Oregon Pony building (note: engine itself is owned by the Oregon Historical Society)
- The Sternwheeler dock
- The Marina docks
- Open Museum shelter with old equipment (contents belong to museum)
- The camp ground including restrooms

- East Cook Shack
- West Cook Shack
- Thunder Island
- Playground and improvements
- Restrooms at playground
- The Sternwheeler *Columbia Gorge*
- Footbridge to Thunder Island
- Fish cleaning station
- Bronze cougar sculpture “Silent Descent”
- Bronze Sacajawea, Pomp, and Seaman the Newfoundland sculptures
- Sailboat storage area improvements
- Historic Locks
- Old Standard Oil railroad building on RR leased property

TOWN CENTER

- Coffee shop property (leased from Port)
- Parkview hillside property
- Bridgeview property (approved for three lot partition)
- A one-block R.O.W. portion of Venture Street

MOODY ROAD

- Moody Road property
- A portion of unimproved (gravel) Moody Road
- Property acquired by the USFS Land Exchange (fall 2013)

OTHER (outside City of Cascade Locks Urban Growth Boundary)

- Property at Washington side base of Bridge
- Wyeth Road property (traded to USFS Fall 2013)
- Bradford Boat Dock

Cascade Locks Property Inventory by Tax Lot & Size

OBJECT- ID	MAP- NUMBER	TAXLOT	MAP-ACRE	PROPERTY - C	MAP-TAXLOT	RMV-TOTAL	Site-Address
2861	02N07E12	100	75.32	991	02N07E1200100	\$ -	PORT OF CASCADE LOCK, CASCADE LOCKS
2988	02N07E12AC	3101	0.04	990	02N07E12AC03101	\$ -	
3034	02N07E12CA	301	1.66	990	02N07E12CA00301	\$ -	
3094	02N07E12CD	2300	6.25	991	02N07E12CD02300	\$ -	TOLL HOUSE PARK, CASCADE LOCKS
3106	02N07E12CD	3301	0.18	991	02N07E12CD03301	\$ -	
3107	02N07E12CD	3302	0.03	940	02N07E12CD03302	\$ -	
3139	02N07E12CD	5800	0.12	990	02N07E12CD05800	\$ -	
3140	02N07E12CD	5900	0.15	990	02N07E12CD05900	\$ -	
3141	02N07E12CD	6000	0.17	990	02N07E12CD06000	\$ -	
3145	02N07E12CD	6301	0.33	990	02N07E12CD06301	\$ -	
3221	02N07E13	200	38.53	991	02N07E1300200	\$ -	BRIDGE OF THE GODS, CASCADE LOCKS
3269	02N08E04	200	2.28	990	02N08E0400200	\$ -	
3277	02N08E05	100	18.77	990	02N08E0500100	\$ 310,230.00	
3284	02N08E05	300	218.34	991	02N08E0500300	\$ 3,903,110.00	0 CRAMBLETT WAY, CASCADE LOCKS
3286	02N08E05	302	25.58	991	02N08E0500302	\$ 1,394,820.00	0 CRAMBLETT WAY, CASCADE LOCKS
3288	02N08E05	400	7.22	990	02N08E0500400	\$ -	
3337	02N08E06	300	8.17	990	02N08E0600300	\$ 122,338.00	
3340	02N08E06	309	1.07	990	02N08E0600309	\$ 573,320.00	
3342	02N08E06	500	2.61	991	02N08E0600500	\$ -	NE 172 HERMAN CREEK LN, CASCADE LOCKS
3344	02N08E06	600	1.65	131	02N08E0600600	\$ 209,050.00	50 HERMAN CREEK LN, CASCADE LOCKS
7123			21.64	990	03N08E3300200	\$ 12,980.00	
7127	03N08E33	500	29.63	990	03N08E3300500	\$ -	
7153	03N08E32D	100	31.93	990	03N08E32D00100	\$ -	
0	02N07E12CD	1500	0.76		02N07E12CD01500	\$ 42,470.00	
0	02N07E12CD	1700	0.38		02N07E12CD01700	\$ 49,550.00	
0	02N07E12CD	1800	0.19		02N07E12CD01800	\$ 36,000.00	

CHAPTER VI: CONSISTENCY With SCENIC AREA, LOCAL STATE & REGIONAL PLANS

Ports 2010

In 2010, the Oregon Department of Transportation, the Oregon Business Development Department and the Oregon Infrastructure Finance Authority adopted a new strategic plan: *Ports 2010: A New Strategic Business Plan for Oregon's Statewide Port System*, prepared by Parsons Brinckerhoff. This strategic plan was created to recognize the important role that the state's twenty-three ports play in the State's economic life, as well as their significance to local communities.

The 2010 plan replaced the prior comprehensive planning effort made in 1980. Moreover, the plan was prompted by shrinking port staffing levels and increased requests for funding to the legislature. Consequently, the purpose of the Oregon Statewide Port Strategic Plan was to: "Define the State of Oregon's future role, interest and investment in the statewide port system based on a realistic assessment of Port markets and economic and business development opportunities."²⁴

The statewide strategic plan provided a template for individual port districts to create their own strategic plans, emphasizing what is unique about each Port. Moreover, the statewide strategic planning process was intended to:

- Improve state support and funding for ports to identify and grow their existing business lines;
- Identify strategies for Oregon's ports to tap into emerging markets and respond quickly to new opportunities;
- Organize the State's programs to facilitate the success of Oregon Ports;
- Provide education, outreach, training, advocacy and support for ports;
- Provide financing programs and investment strategies; and
- Endorsement upon completion of public review by state agencies of the individual port plans.²⁵

The Port of Cascade Locks used the 2010 Strategic Business Plan as a guide and organized the process and results to comply with the State's plan.

State Land Use Planning Goals & Policies

Oregon has long had a statewide land use structure that has been a model for the nation. As such, each port district and the Port of Cascade Locks are obliged to conform to the state's land use laws and policies. Moreover, the statewide planning goals provide an appropriate framework

²⁴ Oregon Department of Transportation, "Ports 2010: A New Strategic Business Plan for Oregon's Ports," 2010, p. 1.

²⁵ Ibid., 2.

to evaluate and guide the Port's strategic planning process. For example, the statewide plan emphasizes cooperation and coordination between governmental units and jurisdictions. In particular, statewide goals that inform the Cascade Locks Strategic Plan include the following:

Goal 5: To protect natural resources and conserve scenic and historic areas and open spaces. OAR 660-015-0000(5) requires local governments to adopt programs to protect natural resources and conserve scenic, historic and open spaces, as they are vital to Oregon's livability. The Port of Cascade Locks certainly has such critical areas including riparian corridors, scenic waterways, recreational trails, natural areas and historic resources.

Goal 8: To satisfy the recreational needs of the citizens of the state and visitors and, where appropriate to provide for the siting of necessary recreational facilities. OAR 660-015-0000(8) requires governmental agencies to coordinate with private business, in appropriate proportions and in such quantity, quality and locations as consistent with availability of the resources to meet requirements.

Goal 9: To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare and prosperity of Oregon's citizens. OAR 660-015-0000(9) requires local governments to adopt programs that shall contribute to a stable and healthy economy. Such plans shall be based on inventories of areas suitable for increased economic growth and activity, after taking into consideration the health of the current economic base, materials and energy availability and cost; labor market factors; educational and technical training programs; availability of key public facilities; necessary support facilities; current market forces; location relative to markets; availability of renewable and nonrenewable resources; availability of land; and pollution control requirements.

The Port of Cascade Locks has made economic development a priority and this strategic planning process kept this in consideration throughout the process. Consequently we have incorporated comprehensive public commentary and input.

Goal 12: To provide and encourage a safe, convenient and economic transportation system. OAR 660-015-0000(12) requires local governments to consider all modes of transportation including mass transit, air, water, pipeline, rail, highway, bicycle and pedestrian. Moreover, the plan should be based upon an inventory of local, regional and state transportation needs, while considering differences in social consequences, avoid over-reliance on any one mode and minimize adverse social, economic and environmental impacts. Goal twelve also requires that planning conserve energy, meet the needs of the transportation disadvantaged, facilitate the flow of goods and services to strengthen the local and regional economy, and conform with local and regional comprehensive land use plans.

This strategic plan takes transportation and different transportation modes into full account. The Port's ownership of the Bridge of the Gods which connects Washington State Road 14 across the Columbia River to Interstate 84, combined with significant rail traffic by Union Pacific Railroad, and river traffic of all kinds, makes consideration of transportation critical to everything the Port does.

City of Cascade Locks and Hood River County Policies & Plans

Virtually all of Port of Cascade Locks' property and holdings are located within the urban growth boundary of the City of Cascade Locks. Given the overlapping jurisdictions and the close historic relationship between the City and the Port, it is the City's planning documents that are most relevant. Throughout this strategic planning process, the City Council, City staff and residents have been closely involved.

Hood River County

The Hood River County Comprehensive Plan does not specifically address the Port of Cascade Locks or its operation. However, Hood River County did create an Enterprise Zone and its administered by the MCEDD. The existence of the Enterprise Zone is a potential benefit to the Port of Cascade Locks and its economic development efforts.

City of Cascade Locks

The City's most recent comprehensive plan was completed in 2001 and articulated the following vision. *Cascade Locks offers a beautiful unique setting for residential housing, recreation, employment, education, and business development opportunities. Growth embraces the aesthetics and quality of life in the city and compliments the surrounding forested mountainous setting in the heart of the Columbia River Gorge. The community provides a full range of services and reflects its citizens' involvement in civic, cultural, and social activities.*²⁶

Throughout the Comprehensive Plan, the City notes the importance of working with the Port of Cascade Locks. For example, the Plan's "Key Assumption" section identifies the critical role the Port plays in supporting developable commercial and industrial land, while under its Natural Resource Goals, the Plan acknowledges that the activities of the Port and the City are interrelated. The Plan further calls out the specific role that the Port must plan in developing the local economy, creating jobs, publicizing opportunities and implementing the Plan.

Analysis

The City and the Port District have overlapping districts and own adjacent properties, including property in the heart of the downtown area. Given the close geography and relationship, the two entities must work together for either one to be effective. A central purpose of the strategic planning process is to identify mission critical partners and to assess those relationships. Further, the City and the Port have an Intergovernmental Agreement (IGA) and Joint Work Group on Economic Development (JWGED) with the City. The IGA is attached as Appendix E.

The strategic planning process revealed that the staff and leadership of both entities were familiar with one another and the challenges each faced and continues to face. The staff members regularly communicate about mutual issues and the interviews likewise demonstrated the willingness of both organizations to coordinate and work together.

Clearly, economic development is one of the most important issues that require the Port and the City to work together. Consequently the strategic plan emphasizes the ongoing good relationship

²⁶ City of Cascade Locks, "Comprehensive Plan Part I," May 2001, p. 5.

and communication. Moreover, economic development is much more effective when the efforts of both entities are mutually supportive and therefore, the plan emphasizes coordination of efforts. This coordination is relevant for all types of economic development, including recruiting industrial and commercial firms to the industrial park, as well as promoting tourism and recreation to the community.

Along with economic development, safeguarding the local environment is of great interest to both the City and the Port. The position of the City and the Port in the Columbia River Gorge imposes limitations and adds to the land-use requirements. Both entities recognize the importance of tourism and a healthy environment and as such, the two work together closely to ensure compliance and appropriate mitigation where necessary.

Much of what the Port provides is recreation based, such as fishing at the locks, sailing in the Marine Park, biking and hiking in the Industrial Park, disc golf, support of all Pacific Crest Trail programs and more. The Port provides these recreational opportunities in support of, and in concert with, the city. Whenever possible, the Port emphasizes collaboration. This is especially important when considering the Columbia River Gorge National Scenic Area.

Columbia River Gorge National Scenic Area Policies & Plans

All of Port of Cascade Locks' property and holdings are located within the Columbia River Gorge National Scenic Area. As with the City, the Port District and the Scenic Area have overlapping jurisdictions. Throughout the strategic business planning process, the project team has worked to identify and work with representatives of the Scenic Area Commission.

The National Scenic Area has a Management Plan mandated by Congress to "ensure that the land in the Scenic Area is used consistently with the purposes and standards of the Scenic Area Act."²⁷ The Gorge Commission and the US Forest Service created the Plan jointly. The original plan was adopted in 1991, with revisions in 2004 and 2007. The Gorge Management Plan has a vision statement that reads:

The Columbia River Gorge is an area of worldwide importance,

Where scenic qualities and diverse landscapes, together with their natural and cultural components are paramount,

Where development and recreation are carefully placed in a manner that protects resources,

Where the human presence is lightly demonstrated and where lessons from the past are a constant guide and inspiration for the future.

*To achieve this vision the Columbia River Gorge Commission will provide:
Stewardship of this legacy and trust,*

²⁷ Columbia River Gorge Commission website: <http://www.gorgecommission.org/>

*Leadership for implementation of the National Scenic Area Act and Management Plan,
Partnership with communities, tribal governments and agencies and
A vision of the Gorge as a region and the river as a bond.²⁸*

The Management Plan emphasizes cooperation and coordination among all stakeholders. The Port believes that it makes good sense to maintain good relations and to work together to pursue the mutually supportive goals of the Gorge Commission and the Port.

Analysis

The Gorge Management Plan focuses on conserving open spaces and restricting development to urban areas, while maximizing recreation and economic development opportunities. However, the mutual concern with recreation and quality of life provides ample opportunity for consultation and for each to be as effective as possible.

The intent of the Act was to create a balance between environment and economic development. The Port's property does not fall within the jurisdiction of the scenic area; it is all within the urban area. It is therefore under the jurisdiction of the City of Cascade Locks and Hood River County, not the Columbia River Gorge National Scenic Area.

²⁸ Columbia River Gorge Management Plan, p. 3.

CHAPTER VII: PRIORITIES & PROJECTS

The strategic planning process, which has included the described public meetings and the input of Port of Cascade Locks' staff and commissioners along with comments from City staff, regional organizations, the County and other interested parties, produced the following list. The priorities and projects balance emergent needs and the long-term goals of the Port. The projects are listed in order of priority:



Priority 1: Bridge of the Gods

The Bridge of the Gods continues to be the number one priority and is acknowledged as such by almost everyone involved in the strategic planning process. The Bridge is critical, regional economic development connection between two states. Moreover, the bridge is currently the largest single source of revenue for the Port.

- 1.1) Engineering, funding and implementation of short-term repair to the bridge to regain a legal load limit of 80,000 pounds by the end of 2013.
- 1.2) Develop a ten -year maintenance and operating plan, including a funding plan to keep bridge functioning at the 40 ton / 80,000 pound legal load limit, to maximize the lifetime of the bridge.
- 1.3) Long range planning including increased capacity for safer pedestrian, bicycle, and equestrian travel, based on the need to convey so many things across river at and near this location.
- 1.4) Planning for a future and eventual complete bridge replacement.

To Be Encouraged By Others

- Utility providers will collaborate with Port for routing of utilities across the Bridge of the Gods, including fiber optics and natural gas.

Priority 2: Industrial Park

Throughout the strategic planning process, the Industrial Park was consistently the second priority of most participants. At the same time, it is the first priority for job creation and economic development. Within the Industrial Park some of the necessary infrastructure is in place, but is inadequate for certain anticipated and marketed future needs.

- 2.1) Re-zoning as appropriate to allow for a mix of industrial, commercial, and recreational uses.
- 2.2) Development of a phased infrastructure master plan to support business development, to include but not limited to: water, sewer, power, stormwater, fiber, roads, and natural gas.
- 2.3) Construction of phased infrastructure improvements, as identified in the Infrastructure Master Plan.
- 2.4) Maintain and improve existing recreation facilities – Blackberry Beach, the jetty, Herman Creek Cove boat ramp, easy climb trail, disc golf course, and existing access roads.
- 2.5) Continued marketing of Industrial Park properties.
- 2.6) Build-outs of purchased properties, by others or possibly in public-private partnership (in selected instances).
- 2.7) Facilitate secondary emergency access and utility easement across the railroad into the Industrial Park.
- 2.8) Identify and expand Port water rights.
- 2.9) Develop plan and identify funding for full I-84 interchange at the Industrial Park.



To Be Encouraged By Others

- Construction of new industrial facilities.
- Development of exit 47 from Interstate 84 and/or full interchange on I-84 to serve the Industrial Park
- Grade separate entrance to the Industrial Park.

- Improved frontage road alignment for truck traffic to the Industrial Park.
- Construction of potential recreational and resort/conference facilities, including sports center, amphitheater, and marina.
- Interchange and access improvements if, as, and when, necessary and feasible/advisable.
- Further construction and improvements to portions of trail and recreational facilities.
- Development of Government Rock by the Warm Springs Tribes.

Priority 3: Herman Creek Lane

These properties are accounted by some as the ones that may be the easiest to develop, given the infrastructure that is in place. The treatment plant can handle current demands, but new uses will likely require a plant upgrade or innovative technology. Current wastewater capacity and water supply levels may limit an expansion by prospective business. Additionally, it may be necessary for the Port to increase the water available for fire suppression.

- 3.1) Fill Flex #1 complete with lease tenants.
- 3.2) Continue shop building remodel analysis.
- 3.3) Plan and design Flex Building #2.
- 3.4) Remove house / structure.
- 3.5) Plan and design Flex Building #3.
- 3.6) Re-commission rail spur.
- 3.7) Strategic acquisition of Plywood Mill property and buildings.
- 3.8) Upgrades of existing treatment plant or other innovative technology as required to meet any needs. These needs will include those identified as such in the Industrial Park Infrastructure Master Plan.



Priority 4: Downtown / Town Center

After the Bridge of the Gods, the downtown is perhaps the most visible symbol of economic development and Port activity. The downtown core was frequently described by participants in the planning process as being critical for drawing more visitors to the community and holding them longer.

Discussions of the downtown core focused on the construction of a mixed use flex building, expanded conference facilities, and a marketplace building in the Town Center. These buildings can provide anchor businesses and further vitality on WaNaPa.

Finally it is important to note that the existing fire hall is a structure that generates considerable concern and discussion within the community of Cascade Locks. The Port is emphatically in support of the reuse and development of the fire hall.

- 4.1) Complete public improvements along new WaNaPa businesses – including sidewalk, utilities, and asphalt work.
- 4.2) Complete WaNaPa lot partition to make Port property shovel ready for marketing.
- 4.3) Continue marketing and development efforts for a mixed-use building and marketplace building.
- 4.4) Continue to market the Parkview property.
- 4.5) Negotiate for purchase of 2-acre County-owned property for rezone and development.
- 4.6) Work with City to identify revisions to the Downtown Plan to be more business friendly.
- 4.7) Explore higher use of Toll park property
- 4.8) Develop WaNaPa Vendor Court on Bridgeview property



To Be Encouraged By Others

Along with the activities that the Port intends to undertake, there are often complementary sets of activities or projects that the Port will encourage, but to which it cannot provide direct staff or financial support. These activities include the following, which the Port believes are important and advantageous to the community as a whole.

- Reuse of the Old Fire Hall.
- Streetscape improvements and upgrades on WaNaPa.
- Continue to facilitate and encourage new business ownership and investments.
- Purchase and development of former Port Properties on WaNaPa.
- Continued trail developments and extensions per plan, including the development of a downtown trail hub.
- All other community efforts including re-opening (in some form) or re-use of school, new and upgraded businesses, new housing starts, new and upgraded accommodations.

Priority 5 - Marine Park

The Marine Park is a resource that is used by visitors and residents alike throughout the year. Not surprisingly, activity levels increase significantly during the summertime. A planning process for Marine Park Master Plan Recommendations is developing in parallel to the Port Strategic Business Plan and Capital Facilities Plan. The Marine Park Master Plan Recommendations are attached as an appendix.

- 5.1) Continue negotiations, design, and funding for 800 foot Marine Park Beach expansion
- 5.2) Develop safe pedestrian and bicycle connection from WaNaPa into the Marine Park to connect park to downtown businesses and better facilitate visitor parking and use.
- 5.3) Revise the Park Maintenance & Improvement Plan – including historic house restorations, warehouse siding replacement, irrigation system, curbing, etc.
- 5.4) Signage and wayfinding into and within the Marine Park, including addressing the buildings.
- 5.5) Develop Marine Park Master Plan
- 5.6) Continue to market Marine Park for events and facility rentals, explore online rental program.
- 5.7) Continue the growth of the Sternwheeler Columbia Gorge and associated business.
- 5.8) Construct pavilion improvements including ADA entry, improved acoustics, service kitchen amenities, demolish and remove the shack
- 5.9) Improvements to Thunder Island event site and wedding platform.
- 5.10) Review Union Pacific Railroad leases for future improvements, park access, and parking opportunities.
- 5.11) Create ADA accessible walking and bicycle path within the Marine Park to separate foot and vehicle traffic.
- 5.12) Complete seawall structure to the Thunder Island foot bridge.
- 5.13) Support ongoing CGRA programs for competitive and instructional sailing from the Marine Park through expanding small sailboat storage capacity, etc.



To Be Encouraged By Others

The Marine Park is Port Property and there are therefore few things that other entities can do in the Park, but there are activities that can be done in the Park that the Port can encourage or facilitate without expending its resources. These activities include the following.

- Additional river-based tourism, transportation, and recreation activities
- Ongoing improvements and growth of the Sternwheeler Columbia Gorge
- Growth & professionalization of the Columbia Gorge Racing Association
- Encourage the Museum to be a stable non-profit entity
- Support rental of Port buildings by others

Priority 6- Moody Road

- 6.1) Complete the land exchange between USFS and the Port.
- 6.2) Explore land utilization between Port and City for the site of a water reservoir.
- 6.3) Continue to work with USFS and stakeholders on a 25- mile multi-use trail.
- 6.4) Future annexation and zoning of new Port property.
- 6.5) Re-envisioning and support for Tramway project partnership.
- 6.6) Sale of Port property for appropriate development.



Priority 7: Other

- 7.1) Work with the City of Cascade Locks to develop a "Community Wayfinding Signage" and recommended revisions to the City Sign Code.
- 7.2) Investigate and support local environmentally-sensitive power generation, including wind, solar, and hydro.
- 7.3) Explore Co-Generation facility for industrial properties.
- 7.4) Support the City efforts to bring fiber optics to Cascade Locks.
- 7.5) Support Natural Gas to Cascade Locks.
- 7.6) Support greater use of the State airport property.
- 7.7) Explore incubator program for start up businesses.
- 7.8) Support enhancing key viewing areas within the city limits by removing/trimming trees along I-84 corridor.
- 7.9) Explore developing a Port Development Corporation- with primary focus on industrial properties.
- 7.10) Explore the Hood River Sand and Gravel property.
- 7.11) Improve relationship with businesses located on Mt. Hood Highway 35, including Cooper Spur and Mt. Hood Meadows.

Balancing Port Priorities

The project priorities identified above fall into several potential categories and these categories include multiple breakdowns.

- Recreational Projects – These projects represent a strong and growing sector in the Gorge. Such projects contribute directly to the community's quality of life for residents and also support visitation and act as a strong draw for new events and community visibility.
- Industrial Projects – These projects are critical for they have the potential for year-round family wage jobs, economic stability, and growth of new resources.
- Commercial Projects – These projects provide visible positive momentum in the community's core through retail and services for visitors as well as enhancing the quality of life in the community.

Each of these three project types play an important role in developing a diverse local economy, attracting new exciting businesses, and stimulating growth in existing businesses. The projects and priorities also demonstrate that the Port is attempting to balance its strategy to include all types of projects to provide the broadest possible benefits to the entire community.

"The Port has been a rock in the community. It has been (engaged in) developing community...not just business development." - Unidentified Citizen giving public comment during the planning process.

Appendix A: Existing Conditions Assessment

Policies & Procedures

Port Commission

The Port is in the process of updating its policy document "Commission Duties and Responsibilities." This document articulates the Port Commission's policy making role, overall lines of authority and delegation of powers to the General Manager. The policy document is appropriate to the need and sets forth the rules of conduct for the commissioners.

General Administration

The Port's primary administrative document is available to the public. The administrative document undergoes periodic review by staff. The document provides clear rules and regulations for use of facilities.

Finance & Personnel

The Director of Finance is the personnel officer and maintains the full suite of Human Resource policies and procedures including payroll, accounts payable and receivable, records retention and others as required by law or policy. The Director of Finance is also responsible for all public financing matters, personnel procedures and contracting.

Port Facilities

Each major facility has a standard operating procedure for safe equipment operation as required by OSHA and other applicable laws. Each facility has a spill response plan and this includes a public evacuation plan for these and other contingencies. The Port has an overall "Emergency Response Plan."

Assessment

The Port of Cascade Lock's management policies and procedures are not in a single document, but there is no inherent need to do so. The Port Commission clearly understands its role and the requirements of members, while the staff likewise maintains all necessary documents and the operations are coordinated and well managed.

Operations

Maintenance

The Port has a "Facilities Maintenance Plan" and its maintenance workers follow the plan. The biggest challenge is the Bridge of the Gods, which requires specialized skills and is in need of significant deferred maintenance. The Facilities Maintenance Plan is in the process of being updated by the staff and should be completed in the upcoming fiscal year.

Management & Administration

A total of four department heads report to the General Manager including the Finance Director, the Marketing Director, the Economic Development Manager and the Maintenance/Construction Manager.

Facilities

- Bridge of the Gods
- Industrial Park
- Herman Creek Lane
- Marine Park
- Downtown Center
- Moody Road

Appendix B: Public Comments & Planning Involvement

Consolidated Common Responses to Interview Questions

May-July 2013

Bill Flood

What is your VISION for economic development and job creation in Cascade Locks?

Industrial park is full

Family wage jobs

Downtown full of businesses

Town looks better...more appealing

Recreation based on nature/outdoors (biking, sailing) is a key industry

Close connection with Stevenson

Schools exist

Which community projects should be Port PRIORITIES?

Get industry in industrial park

Gain needed infrastructure (water, electricity, cable) to industrial park

Growing jobs

Downtown development

Maintain park and expand beach

Tourism, recreation

Deal with bridge infrastructure issues

Get schools back

What businesses or services do we most need in Cascade Locks?

Bank (#1 response)

Medical

Pharmacy

Restaurants, cafes, pubs

Expanded grocery store

Schools

Family wage businesses

What should be the Port's role in the community?

Drive economic development, job creation

Industrial park focus

Tourism, recreation

Support (with City) small businesses

Work hand in hand with City

Be good stewards of Port property, good maintenance

Facilitator for getting more citizens involved/leadership, community development
Host events

What should be the relationship of the Port to the City?

Work closely, hand in hand, stay in close communication
Port has property and is a business; City provides utilizes and is regulatory

What are the top 3 ASSETS that Cascade Locks has to build upon?

Natural beauty – mountains, river – recreational opportunities
Location: proximity to Portland, gateway to Gorge
Transportation access: highway, train, river, and airport
Available land...low property values (also a problem)
Park

What are the top 3 OPPORTUNITIES facing Cascade Locks in the next 10 years?

Recreation – biking, sailing
Industrial land development

What are the greatest CHALLENGES facing economic development in Cascade Locks, and how can the Port best demonstrate leadership in overcoming these challenges?

Infrastructure (water, electricity, sewer, natural gas)
Negative attitude/morale, leadership
Regulatory agencies
Weather, rain, ice in winter (or perception of these)
Lack of amenities
Gaining jobs, taxes coming in
Property values down
Attracting people here
Lack of available downtown buildings suitable for businesses

How do you see local history and culture being represented in future economic development projects?

Involve Tribes in projects
Capitalize more on interesting local history (Native history, river rapids, locks, etc.)
Support local museum
Partner with Sternwheeler

What does success look like? How do we know if we are being successful? How do we measure success?

Increase in jobs

Successful businesses
More industry
School is growing
Visible pride in community
Increased citizen involvement, leadership
Positive attitude in community
Lower unemployment
Population is up (2,000)
Diversity of businesses
People are attracted to Cascade Locks

How do you get your information about the Port, and how can we improve this?

Newsletter
Website
Hood River Paper
TV
Friends, word-of-mouth

Port seems to be doing a good job with communication, but more communication and more consistent communication would be good.

Appendix C: Intergovernmental Agreement Between the City of Cascade Locks and the Port of Cascade Locks

INTERGOVERNMENTAL AGREEMENT Between the City of Cascade Locks and the Port of Cascade Locks For Promotion of Economic Development

DATE: July 15, 2013

PARTIES: City of Cascade Locks (“City”)
140 WaNaPa
P.O. Box 308
Cascade Locks, OR 97014

Port of Cascade Locks (“Port”)
355 WaNaPa
P.O. Box 307
Cascade Locks, OR 97014

RECITALS

- A. City and Port have the authority under ORS 190.010 to enter into intergovernmental agreements for the performance of functions and activities by each party.
- B. The parties desire to enter into an agreement whereby each agrees to perform the functions outlined below for the purposes of developing economic activities; enhancing existing and emerging businesses; and to attract new businesses and jobs.
- C. The parties intend this agreement to facilitate economic development from the date of signing in perpetuity.

NOW, THEREFORE, in consideration of the mutual agreements of the parties, the parties agree as follows:

Section 1. Mutual Responsibilities.

A. Water System: Both parties agree to cooperate in enhancing the water system to and within the boundaries of the Port and Industrial Park. The focus of this cooperation will be to provide adequate water service to the Industrial Park and the Fish Hatchery.

B. Waste Water Treatment: Both parties agree to develop specific waste water system and plant enhancements to provide adequate service to industrial users and ensure viability of the City’s wastewater treatment plant.

C. Electric Service: Both parties agree to develop sufficient electrical service to the Port and Industrial Park.

D. Expenses and Cost Sharing: Both parties agree to meet and develop specific expense, cost sharing and reimbursement policies and procedures to facilitate industrial growth, job development and economic growth throughout the community.

E. Rates and System Development Charges: Both parties agree to negotiate and cooperate to create special rates designed to increase new businesses and add jobs in the community. Rate structures may include, but are not limited to, phased rates, waiver of system development charges and low initial rates. Such development will be undertaken with the mutual understanding that City must be able to cover costs of operation.

F. Reimbursement: Both parties agree to develop policies to ensure each party pays an appropriate share in the cost of the infrastructure development contained in this Agreement. This may include reimbursement for costs extended by a party in furtherance of the mutual goals of the parties.

G. Efficiency and Effectiveness: Both parties agree to cooperate in work efficiency and effectiveness. This includes, but is not limited to, sharing equipment, joint funding for equipment, and coordinating work crews.

Section 2. City's Responsibilities.

A. Electric Service: City agrees to provide two (2) megawatts of electricity service to Port and Industrial Property through existing conduits. City will make preparations to provide up to four (4) megawatts of electricity to the Port and Industrial Park. Such preparation and delivery of four (4) megawatts shall be at Port's expense.

B. City agrees to establish industrial water, sewer and electricity rates that create incentives for new and existing businesses in Cascade Locks, the Port and Industrial Area. This may include traditional approaches, latecomers' agreements and other strategies.

Section 3. Port's Responsibilities.

A. Water System: Port agrees to drill wells on Port property, construct water lines, and construct a reservoir. Construction shall be to City Standards. The construction of water lines includes construction of a twelve (12) inch water line from Herman Creek Lane to Port and Industrial Park property. All or a portion of these facilities may be turned over to the City for operations and maintenance by later agreement of the parties.

B. Electric System: Port agrees to pay for preparation and delivery infrastructure of providing four (4) megawatts of electrical service to the Port and Industrial Area.

Section 4. Effective Date, Term. This Agreement becomes effective upon signing, and shall remain in effect in perpetuity. Either party may terminate this Agreement at any time by delivery

of written notice to the other party at the address above, given no less than thirty (30) days prior to the intended termination date.

Section 5. Liability and Indemnification: Subject to the limitations of liability for public bodies set forth in the Oregon Tort Claims Act, ORS 30.260 to 30.300, and the Oregon Constitution, each party agrees to hold harmless, defend, and indemnify each other, including its officers, agents, and employees, against all claims, demands, actions and suits (including all attorney's fees and costs) arising from the indemnitor's performance of this agreement where the loss or claim is attributable to the negligent acts or omissions of that party. Each party shall give the other immediate written notice of any action or suit filed or any claim made against that party that may result in litigation in any way related to this Agreement.

Section 6. Insurance: Each party agrees to maintain insurance levels, or self-insurance in accordance with ORS 30.282, for the duration of this Agreement, at levels necessary to protect against public body liability as specified in ORS 30.270. This agreement is expressly subject to the tort limits and provisions of the Oregon Tort Claims Act (ORS 30.260 to 30.300).

Section 7. Compliance With Laws: Each party agrees to comply with all local, State and Federal ordinances, statutes, laws and regulations that are applicable to the services provided under this agreement.

Section 8. Attorney Fees: In the event of any action or proceeding to enforce the terms of this Agreement, the prevailing party shall be entitled to recover its reasonable attorney fees, in addition to costs and disbursement, at arbitration, trial, and on appeal.

Section 9. Final Agreement; Modification: This writing is intended both as the final expression of the agreement between the parties with respect to the included terms and as a complete and exclusive statement of the terms of the agreement. Although this Agreement may be changed by subsequent review, amendment or modification, such changes must be in writing and signed by both parties' duly authorized representatives.

CITY

Tom Crumbly
By: _____
Date: 7/22/13

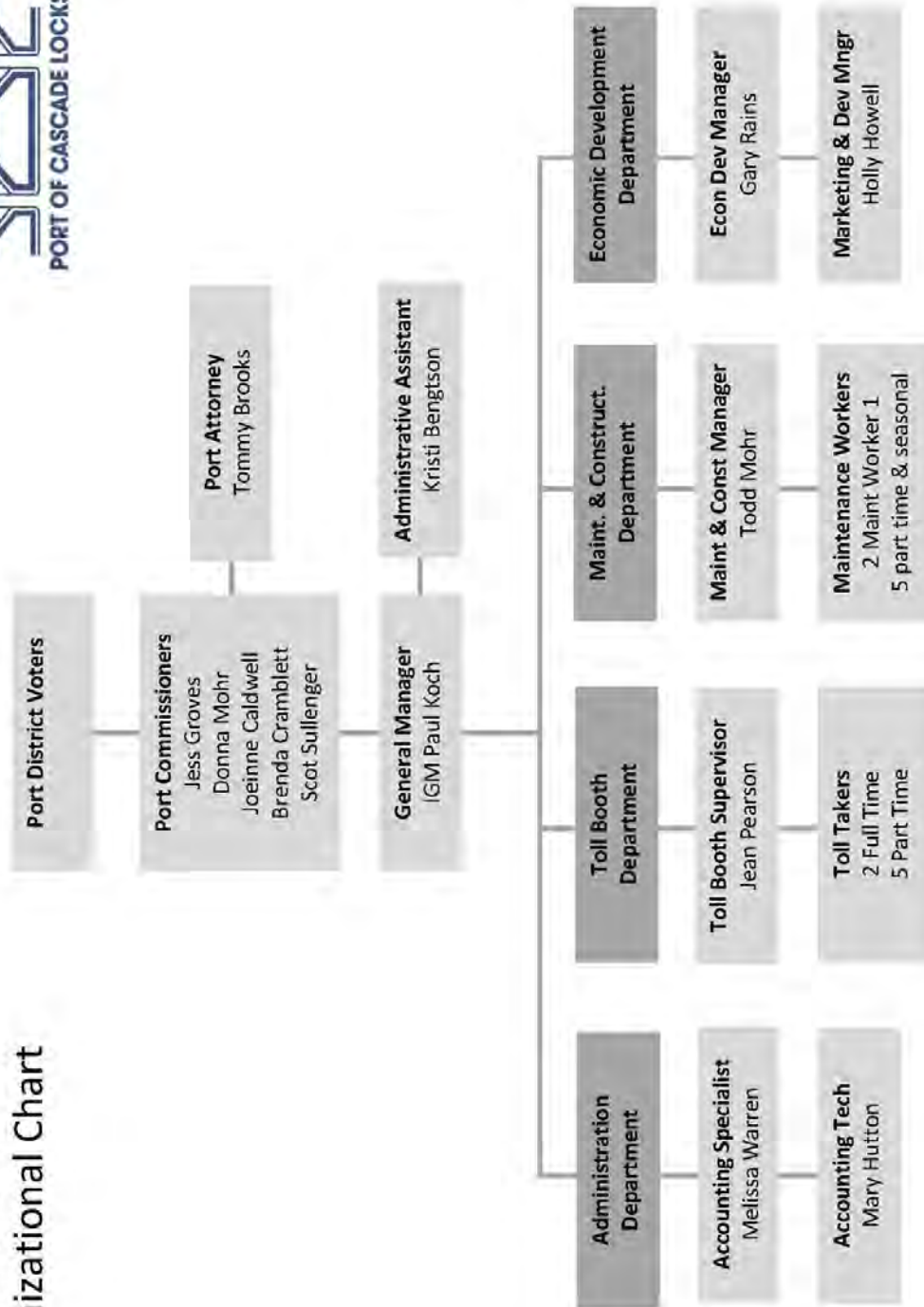
PORT

[Signature]
By: _____
Date: 7/22/13

Appendix D: Port Organizational Chart



Port of Cascade Locks Organizational Chart



Updated November, 2013

Appendix E: Capital Facilities Plan