



## PUBLIC MEETING: Port Commission Meeting

DATE: Wednesday, **February 12, 2025, 6:00 PM**

LOCATION: Cascade Locks City Hall 140 Wa Na Pa St, Cascade Locks, OR 97014

<https://us02web.zoom.us/j/85806615790>

### AGENDA

- 1) Commission meeting called to order
  - a. Pledge of Allegiance
  - b. Roll Call
  - c. Modifications, Additions and Changes to the Agenda
- 2) Presentation
  - a. Letter of Support for City of Cascade Locks to the Joint Committee on Ways and Means – Jordon Bennett
  - b. Archer Mayo
- 3) Discussion
  - a. Port of Cascade Locks Five Year Business Plan & Implementation Roadmap
- 4) Adjournment

### IMPORTANT DATES

**Tuesday, February 18, 2025**

Port Committee Meeting

**Tuesday, March 4, 2025**

Port Committee Meeting

Senator Kate Lieber, Co-Chair  
Representative Tawna Sanchez, Co-Chair  
Joint Committee on Ways and Means  
900 Court St NE  
Salem, OR 97301



February 12, 2025

Dear Senator Lieber and Representative Sanchez,

I am writing to express my strong support for the funding request submitted by the City of Cascade Locks to conduct a community needs assessment, feasibility and engineering study for the construction of a community civic center. This project is of great importance to our community, and I believe it will bring significant benefits to the residents of Cascade Locks and the surrounding areas.

The proposed Cascade Locks civic center will serve as a hub for various possible community activities and services, including city operations, public utility operations, port operations, Food Bank, library, educational programs, recreational activities, cultural events, and public meetings. This facility will provide a much-needed space for residents to gather, learn, and engage with one another, fostering a sense of community and enhancing the quality of life in Cascade Locks.

The feasibility study is a critical first step in this project, as it will provide valuable insights into needs and desires of the community as well as the potential costs, benefits, and challenges associated with the construction of the civic center. It will also help identify the most suitable location for the facility and 30% engineering design to prepare the city for the next steps.

We urge you to consider providing the necessary funds to support this important initiative. Your support will enable us to move forward with feasibility study and ultimately bring this much-needed facility to our community.

Thank you for your consideration.

Sincerely,

Port of Cascade Locks  
Jeremiah Blue  
Executive Director

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## PORT COMMISSION REPORT

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**TO:** PORT COMMISSION

**FROM:** GENEVIEVE SCHOLL, DEPUTY EXECUTIVE DIRECTOR

**SUBJECT: PORT OF CASCADE LOCKS FIVE YEAR BUSINESS PLAN AND IMPLEMENTATION ROADMAP**

**DATE:** FEBRUARY 12, 2025

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**Introduction:**

Completed in June of 2024, the Port's FY 2024-2029 Strategic Business Plan update identified four overarching goals, 16 objectives, and a total of 76 actions with 19 key performance indicators. On August 6, 2024, during the annual Executive Director annual review process facilitated by SDAO, the Commission created a list of work items for the coming year that were not prioritized.

Staff has combined these two lists to create a Gantt-chart for a five-year ED work plan. During the meeting staff and consultants will provide updates on those areas where work is already underway and review the projected timeline for each action.

This 5-year ED Work Plan will help management plan for, resource, and execute the actions and partnerships that will be needed for the Port to successfully achieve its strategic objectives. This will in turn inform the Port's grant seeking, real estate development and investment strategies, partnerships with state, federal, and local agencies and businesses, as well as budget and policy changes going forward through the course of the Plan. The Work Plan will also serve as a key tool for the Commission for performance evaluation of the ED going forward.

**RECOMMENDATION:** Discussion.



	A	B	C	E	G	H	M	N	O	P	Q	R	S	T	U	V	W	X	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL		
3	ACTIVITY		TASK START (Date)	GOAL Q TO COMPLETE (Date)	Study Needed?	Needed Resources	2024				2025				2026				2027				2028				2029							
4							3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	25	26		
26	Support the Herman Creek Cove mitigation project and enhancement of Herman Creek recreational amenities.				Y	Approval of JPA, Arch Studies, Tribal MOA																												
27	Complete the Cascade Locks Trail Network in partnership with OPRD, USFS, NWTA.				N	Grants match, property dedication for 20 yrs																												
28	Develop recreational amenities for the Pacific Crest Trail, including a restroom.				N																													
29	<b>2. Facilitate Economic Development Through Strategic Management of Port-Owned Buildings and Lands</b>		KPIs: 1. Completion of comprehensive land use plan, 2. Increased percent tenancy of industrial and commercial spaces, 3. Decreased number of vacant buildings in the downtown core, 4. Establishment of bi-state bridge user advisory group.																															
30	C. Develop a Comprehensive Land Use Strategy																																	
31	Complete feasibility studies to determine optimal use of Port-owned land.				Y	Grant funding?																												
32	Develop a comprehensive land use plan to ensure strategic and intentional development that maximizes complementary use of industrial, commercial, and recreational land and explore re-zoning options.				Y	Grant funding?																												
33	Continue efforts to ensure all available industrial and commercial spaces are appropriately leased, with a focus on Flex 6.				N	Cold storage																												
34	Facilitate partnerships between public entities, private developers, and community stakeholders to collaborate on land development projects.				N																													
35	Complete financial analysis of the Port's debt schedule.				Y																													
36	D. Support Local Housing Efforts																																	
37	Complete residential property feasibility study.				Y																													
38	Based on the study, select a course of action to utilize residential land to actively support affordable housing development.				Y																													
39	E. Support Downtown Revitalization																																	
40	Pursue acquiring and redeveloping vacant buildings and properties within the downtown core to support ec dev and community needs.				Y																													
41	Provide financial or technical support for the establishment of a Chamber of Commerce or similar entity.				N																													
42	Collaborate with the City on its downtown revitalization plan.				Y																													
43	F. Strengthen Collaboration with Key Partners																																	
44	Actively participate in the Hood River EDG, MCEDD, and other regional efforts to coordinate ec dev initiatives.				N																													
45	Enhance Tribal relationships and partnerships to support ec dev for mutual benefit.				N																													
46	Continue regular coordination/communication with other Gorge Ports and OPPA.				N																													
47	Continue to coordinate with the City of Cascade Locks and the CL Planning Commission to encourage ec dev. Hold regular coordination meetings.				N																													

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48	Continue and expand current efforts to collaborate with local businesses and current tenants to support business expansion.				N		3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2			
49	Establish bi-state bridge user advisory committee or reactivate the Bridge Task Force to facilitate collaboration.				N				1																								
50	Strengthen relationships with legislative representatives and the County, State, and Federal levels through our lobbyists and the PNWA.				N		3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2			
51	Work with PCTA, ODOT, and other partners to advance goal of adding a pedestrian lane to enhance walking safety on the Bridge.				N				1																								
52	<b>3. Encourage Economic Development by Supporting Recreation and Tourism</b>		KPIs: 1. Campground and venue rental revenue, 2. Sternwheeler revenue trends, 3. Completion of Marina Trail Network project, 4. Number of tourists to the region.																														
53	G. Activities and Events																																
54	Plan and promote the Bridge of the Gods Centennial celebration.				N		3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2			
55	Support and promote regional tourism through marketing, event partnership, and wayfinding signage.				N		3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2			
56	Provide capacity-building support to enable other local organizations to take on leadership for community events.				N				1																								
57	Determine the feasibility of constructing small retail kiosks for tourism-based micro enterprises like food carts.				Y				1																								
58	Develop a communication and marketing plan to support community engagement in activities and events.				N				1																								
59	H. Marine Park and Marina																																
60	Seek funding for and install shore power to support the Sternwheeler dock and future American Cruise Lines docking area.				N				1																								
61	Continue current partnership with ACL to complete their docking area and explore options to fully leverage the project to enhance the visitor experience and promote economic activity.				Y	Archaeological studies, tribal fishing schedule/access coordination	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2			
62	Complete accessibility enhancements for the park including the playground and other park assets.				Y				1																								
63	Complete the Marine Trail Network project.				Y				1																								
64	Evaluate Marina moorage rates and cost recovery strategy. Make rate adjustments to ensure that marina activities are generating revenue.				Y				1																								

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65		Revisit Thunder Island footbridge beautification and accessibility.			N																													
66		I. Sternwheeler																																
67		Continue to allocate sufficient funds to the Sternwheeler maintenance fund.			N																													
68		Continue to manage the Port's contractual relationship with the Sternwheeler's private operator.			N																													
69		J. Campgrounds, Parks, and Open Spaces																																
70		If recommended in the best use feasibility study outlined in Goal 2, pursue recreation grants to support the expansion of the campground.			Y																													
71		Upgrade the campground so all sites have electrical and water connections. Winterize restroom and shower facilities.			N																													
72		Explore the possibility of developing an RV park at the industrial park or Herman Creek Road.			Y																													
73		Evaluate campground rates for comparability with similar sites and consider adjustments that balance revenue generation goals and occupancy.			N/Y																													
74		Develop east-side recreational facilities, including paving of the Herman Creek Cove parking lot, water access at Government Cove, mountain biking and hiking trail development and improvements, and other amenities.			Y																													
75		K. Venue Rental & Events																																
76		Review venue rental rates and cost recovery strategy. Make rate adjustments to ensure that these activities are generating revenue.			Y/N																													
77		Complete needed capital improvement projects to ensure that rental venues are well-positioned to decrease costs, increase efficiency, and enhance the visitor experience including accessibility.			Y/N																													
78		<b>4. Strengthen and Modernize Internal Operations</b>	<b>KPIs: 1. Completion of compensation studies every 3-5 years, 2. Completion of backlog audits, and timely completion of current and future audits, 3. Development of regular financial reporting including budget updates, 4. Development of Commissioner onboarding and training materials, 5. Presence of updated financial policies and procedures.</b>																															
79		L. Maximize Port Revenue																																
80		Update the Port's grant seeking program including methods for identification, pursuit, and administration to Strengthen the overall grant strategy to help achieve the goals identified in the plan.			N																													

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81		In collaboration with the City and other public sector partners, develop a community strategic investment plan, often required by granting agencies, to enhance the Port's ability to attain grants.			Y																											
82		Continue to prioritize maintaining financial reserves in accordance with the Port's financial policies.			N																											
83		Continue current efforts to assess new initiatives and projects for opportunities to maximize revenue, drive economic growth, and contribute to the community of Cascade Locks.			Y/N																											
84		M. Strengthen and Support Port Staff																														
85		Continue current efforts to review job descriptions and perform a salary and compensation study to ensure that staff have clear roles and responsibilities that are well aligned with compensation. Based on results, address compensation gaps and update job descriptions.			N/Y																											
86		Evaluate the benefits of implementing a merit and certification-based compensation system. Continue efforts to provide annual COLA adjustments to maintain pace with market rates.			Y/N																											
87		Develop a staffing plan accounting for new major initiatives, ensure that appropriate staff support is identified and budgeted for.			N																											
88		Provide continuing education and training opportunities for staff to Strengthen job performance and assist in career advancement within the Port.			N																											
89		N. Improve Internal Technology and Processes																														
90		Continue current efforts to update Port financial policies and procedures.			N																											
91		Update the Port's Employee Handbook and Performance Evaluation documents.			N																											
92		Continue efforts to reconcile balance sheets and payment software.			N																											
93		Continue efforts to improve financial data access and integrity from the Port's updated campsite reservation system.			N																											
94		Update and digitize public records archives to ensure compliance with OAR rules and ease of access.			N																											
95		Develop and implement a system to track lease and contract dates and automated reminders to trigger late fees and all other important contract dates.			N																											
96		Digitize the maintenance schedule with automated alerts and reminders.			N																											
97		Annually evaluate payment vendor contracts to optimize costs.			N																											
98		O. Improve Financial Reporting																														
99		Develop and maintain a multi-year financial forecast to comprehensively manage funding requirements and maintain operations.			N																											
100		Present quarterly financial progress reports with budget-to-actuals to the Commission and the public.			N																											
101		Take steps to improve data integrity and increase the validity and usefulness of financial reports, leveraging the new accounting consultant.			N																											



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102		Engage the newly established Finance Sub-Committee to ensure annual audits are up-to-date and submitted on time.			N																											
103		Devise grant agreement project and contracts/matching funds tracking system to ensure timely and complete reporting on all grant-funded projects.			N																											
104		Implement a formal application and project reporting process for the Port's Economic Development Grant Program.			N																											
105		P. Support the Port Commission																														
106		Conduct annual planning sessions with Commissioners to prioritize annual goals, discuss new initiatives, and Strengthen relationships.			N																											
107		Develop onboarding materials and provide annual training about Port operations, initiatives, and programs for new and current Commission members to continue growing internal knowledge and expertise of the Port.			N																											
108		Enable Port Commissioners to attend conferences, meetings, and other events focuses on Strengthening the Port's networks, partnerships, and professional development.			N																											