



PUBLIC MEETING: Port Commission Meeting

DATE: Tuesday, **August 18, 2026, 6:00 PM**

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

Link to join the meeting virtually: <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) Consent Agenda*
 - a. Approval of minutes for the July 21, 2026 Regular Session ([Page 3](#))
 - b. Ratification of bills from July 16, 2026 – August 10, 2026 in the amount of \$82,763.91 ([Page 9](#))
 - c. Approval of payrolls for July 28 – August 4, 2026 in the total amount of \$47,680.37
 - d. Approval of Final FY 25-26 Small Grant Report from Landmass Wines ([Page 11](#))
- 3) Public Comment (Speakers may be limited to three (3) minutes)
- 4) Commissioner Comments and Sub-Committee Reports
- 5) Executive Director Report
- 6) Business Action Items
 - a. Approve Conference Schedule for FY 2026-27 ([Page 15](#))
 - b. Approve Campground Study Review Scope of Work ([Page 19](#))
 - c. Approve Final Grant Report from Kailea Coffee Co. ([Page 23](#))
 - d. Consider updates to Port Economic Development Grant Program for FY 2026-27 ([Page 33](#))
- 7) Adjourn

IMPORTANT DATES

September 3-Oct 1 – Riveting History: 100 Years of the Bridge of the Gods exhibit, Oregon State Capitol – Galleria West. Tuesday, September 10, 4:00pm – 5:30pm opening reception, 900 Court Street NE, Salem

September 15 – Commission Meeting

September 19 – Bridge of the Gods Centennial Celebration

** Consent Agenda may be approved in its entirety in a single motion. Items are considered routine. Any Commissioner may make a motion to remove any items from the Consent Agenda for individual discussion.*

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PUBLIC MEETING: Port Commission Meeting

DATE: Tuesday, **June 21, 2026, 6:00 PM**

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

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

MINUTES

1) Commission meeting called to order at 6:03 PM

a. Pledge of Allegiance

b. Roll Call

i. President Lorang (via Zoom)

ii. Vice-President Klute (via Zoom)

iii. Commissioner Nance

iv. Commissioner Gann

v. Commissioner Dodd

vi. Members of the Staff and Other Support – Executive Director Jeremiah Blue; Deputy Executive Director Genevieve Scholl; Administrative Specialist Keriane Stocker; Operations Manager Parker Nelson; Tommy Brooks – Legal Counsel, Cable Huston; Dan Mahr – Government Affairs Consultant, Mahr Strategies

vii. Members of the Public – iPhone (via Zoom)

c. Modifications, Additions, and Changes to the Agenda

2) Election of Officers

MOTION: To approve all current officers to stay as is

MOVE: Ted Dodd

SECOND: Travis Gann

DISCUSSION: Upon the motion duly made and seconded, the Commission unanimously approved to reappoint all current officers in their respective positions for the upcoming term, with no further discussion

VOTE: **Aye:** Brad Lorang, Carrie Klute, Albert Nance, Travis Gann and Ted Dodd

VIDEO TIMESTAMP: **00:03:00**

3) Committee Assignments

MOTION: To keep all current committee representatives consistent with previous years

MOVE: Albert Nance

SECOND: Ted Dodd

DISCUSSION: Following a clarification by Nance regarding the Bridge of the Gods Advisory Committee representative, Lorang confirmed that he was the representative. Staff noted that they will update the committee's roster accordingly.

VOTE: **Aye:** Brad Lorang, Carrie Klute, Albert Nance, Travis Gann and Ted Dodd

VIDEO TIMESTAMP: **00:6:53**

4) Consent Agenda

- a. Approval of minutes for the June 30, 2026 Regular Session
- b. Ratification of bills from June 23, 2026 – July 15, 2026 in the amount of \$84,000.90
- c. Approval of payroll for July 3 in the amount of \$38,082.48 and for July 17 in the amount of \$45,183.24

MOTION: To approve the consent agenda

MOVE: Albert Nance

SECOND: Ted Dodd

VOTE: **Aye:** Brad Lorang, Carrie Klute, Albert Nance, Travis Gann and Ted Dodd

VIDEO TIMESTAMP: **00:08:25**

5) Public Comment (Speakers may be limited to three (3) minutes)

6) Reports and Presentations

- a. FY 2022-23 Audit Report – Matt Apken, Merina+Co

MOTION: To accept the fiscal year 2023 financial statements and audit

MOVE: Albert Nance

SECOND: Travis Gann

VOTE: **Aye:** Brad Lorang, Carrie Klute, Albert Nance, Travis Gann and Ted Dodd

VIDEO TIMESTAMP: **00:26:44**

7) Commissioner Comments and Sub-Committee Reports

- a. Klute gave an update on the Bridge of the Gods Centennial Celebration Committee, sharing that there has been an extension for accepting vendors
- b. Dodd noted that there has been discussion to organize a mountain biking festival on June 19-20, 2027.
- c. The Commission commended Port Staff for their successful coordination of the Fourth of July celebration.

8) Executive Director Report

ED Blue reported that the City Planning Commission has approved the amendment to the Light Industrial area to include an approved use of campgrounds or RV parks. The recommendation will now be brought in front of the City Council for consideration during the August 10th meeting.

9) Business Action Items

- a. Consider updates to Port Economic Development Grant Program for FY 2026-27

DED Scholl provided an update on the Port Economic Development Grant program, highlighting the successful completion of Round Two and its key takeaways. To guide the subsequent discussion, Scholl asked the Commission to establish Round Three expectations and benchmarks, clarify grant priorities and scoring criteria and evaluate applicant eligibility.

The Commission emphasized downtown revitalization and tourism as primary focus areas for Round Three. Commissioners discussed requiring applicants to prove how their projects will stimulate the local economy, support neighboring businesses, and create jobs within the city.

In consideration of construction timeline challenges and the impact of permitting delays, the Commission came to a consensus that large construction projects could be extended to eighteen (18) months. Lorang also suggested that the award date could also be set for when permits are approved.

The Commission also agreed that the scoring for job creation should be increased.

The Commission resolved to continue the discussion during the next meeting. Staff agreed to return with a revised grant application criteria based on the Commission's feedback.

10) Adjourn 8:04 PM

Port of Cascade Locks

Port Commission President
Brad Lorang

Port Commission Secretary
Albert Nance

Date Approved
Prepared by Keriane Stocker

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PORT OF CASCADE LOCKS

Bills and Payments
July 16-August 10, 2026

Date	Transaction type	Memo/Description	Amount
KIHHR Bicoastal Media			
06/30/2026	Bill	2026 4th of July Promo Ads	198.00
07/22/2026	Bill Payment (Check)		-396.00
06/30/2026	Bill	2026 4th of July Promo Ads	198.00
07/31/2026	Bill	2026 4th of July Promo Ads	154.00
08/05/2026	Bill Payment (Check)		-308.00
07/31/2026	Bill	2026 4th of July Promo Ads (2nd week)	154.00
RADCOMP Technologies			
07/24/2026	Bill Payment (Check)		-4,093.17
06/30/2026	Bill	IT and Monitoring Services June 2026	4,093.17
08/07/2026	Bill Payment (Check)		-4,156.28
08/04/2026	Bill	IT and Monitoring Services August 2026	4,156.28
CivicPlus, LLC			
07/01/2026	Bill	Monthly renewal of website platform	395.00
07/23/2026	Bill Payment (Check)		-395.00
08/01/2026	Bill	Monthly renewal of website platform	395.00
08/06/2026	Bill Payment (Credit Card)		-395.00
Onsite Supply House LLC			
07/23/2026	Bill Payment (Check)		-179.89
07/01/2026	Bill	Irrigation system parts	179.89
AT&T Mobility			
07/21/2026	Bill Payment (Check)		-43.73
07/05/2026	Bill	AT&T Cradlepoint	43.73
Century Link			
07/06/2026	Bill	CenturyLink Service to 541-374-8471	34.28
07/21/2026	Bill Payment (Check)		-34.28
08/05/2026	Bill Payment (Check)		-102.87
07/16/2026	Bill	CenturyLink Service to 541-374-8471	102.87
MBO Cleaning			
07/21/2026	Bill Payment (Check)		-323.36
07/15/2026	Bill	Office Cleaning Janitorial Service	323.36
Merina+Co			
07/21/2026	Bill Payment (Check)		-19,414.63
05/31/2026	Bill	Financial Services May	19,414.63
06/30/2026	Bill	Financial Services July	9,891.25
07/31/2026	Bill Payment (Check)		-9,891.25
Mid-Columbia Economic Development Dist.			
07/07/2026	Bill	MCEDD Dues for FY26-27	3,748.00
07/29/2026	Bill Payment (Check)		-3,748.00
07/09/2026	Bill	HR County Energy Council FY27	5,000.00
07/31/2026	Bill Payment (Check)		-5,000.00
07/15/2026	Bill	HRC Econ Dev Working Group	400.00
08/06/2026	Bill Payment (Check)		-400.00

PORT OF CASCADE LOCKS

Bills and Payments
July 16-August 10, 2026

Date	Transaction type	Memo/Description	Amount
Primo Brands			
07/16/2026	Bill	Drinking water delivery Toll Booth, Maintenance, Admin	103.90
07/28/2026	Bill Payment (Check)		-103.90
PERS			
07/21/2026	Bill	PERS	8,274.02
07/21/2026	Bill Payment (Check)		-8,274.02
07/28/2026	Bill Payment (Check)		-8,274.02
07/28/2026	Bill	PERS	8,274.02
Bill.com Monthly Fee			
07/27/2026	Bill	Monthly subscription	155.27
07/27/2026	Bill Payment (Check)		-155.27
Amazon Capital Services			
07/01/2026	Bill	Office supplies	1,092.20
07/29/2026	Bill Payment (Check)		-1,092.20
Hood River County Chamber of Commerce			
07/23/2026	Bill	Annual Membership Dues - Bronze Level	300.00
07/29/2026	Bill Payment (Check)		-300.00
Jones Boys Electric and Construction			
07/29/2026	Bill Payment (Check)		-350.00
07/24/2026	Bill	Service call for street light near pavilion	350.00
Main Street Cascade Locks			
07/29/2026	Bill Payment (Check)		-2,500.00
07/27/2026	Bill	Summer 2026 Natl. Night Out & Community Picnic	2,500.00
Tec Pro Ltd			
03/31/2026	Bill	Remote configuration of computer for VMS	200.00
07/29/2026	Bill Payment (Check)		-200.00
City of Cascade Locks			
08/07/2026	Bill Payment (Check)		-8,829.98
07/29/2026	Bill	50 NE Herman Creek Lane	47.68
07/29/2026	Bill	180 NE Herman Creek Ln (House Panel)	61.10
07/31/2026	Bill	Bridge of the Gods	501.75
07/31/2026	Bill	Admin Offices House #2	1,217.13
07/31/2026	Bill	421 NW Portage Rd	297.84
07/31/2026	Bill	Cascade Locks Historical Museum	23.43
07/31/2026	Bill	160 NE Herman Creek Ln (House Panel)	60.71
07/31/2026	Bill	Columbia Gorge Way Lot #2 Irrigation	217.95
07/31/2026	Bill	Irrigation Pump	407.81
08/17/2026	Bill	Boat Ramp Restrooms	322.76
08/17/2026	Bill	Next to RV Park Ramp Rtm	626.71
08/17/2026	Bill	Park Restrooms	405.66
08/17/2026	Bill	Pavilion	1,040.03
08/17/2026	Bill	100 SW Harvey Rd.	341.52
08/17/2026	Bill	180 NE Herman Creek Ln Ste 101	84.01
08/17/2026	Bill	180 NE Herman Creek Ln (Water)	379.40

PORT OF CASCADE LOCKS

Bills and Payments
July 16-August 10, 2026

Date	Transaction type	Memo/Description	Amount
08/17/2026	Bill	Pony Museum	46.55
08/17/2026	Bill	299 NW Portage Rd - Office	690.36
07/29/2026	Bill	Port House #3 (Community Center)	183.21
07/29/2026	Bill	Port Park Elec	69.40
07/29/2026	Bill	VC Parking Lot Control	100.73
07/29/2026	Bill	Maint. Warehouse N BIA	169.93
07/29/2026	Bill	Marina	1,489.61
07/29/2026	Bill	180 NE Herman Creek Ln Ste 104B	44.70
07/30/2026	Bill	1/2 Cost to Purchase (9) Council Chamber Committee Chairs:	989.95
07/31/2026	Bill Payment (Check)		-989.95
Adam the Great			
08/03/2026	Bill Payment (Check)		-800.00
08/04/2026	Bill	Entertainment for Community Night	800.00
Gusto			
08/04/2026	Bill	Monthly Payroll Service - July	520.00
08/04/2026	Bill Payment (Check)		-520.00
Elyzabeth Lauryl Nagode			
08/02/2026	Bill	Campground Mgmt Svcs July 2026	743.11
08/05/2026	Bill Payment (Check)		-743.11
Alfonso Barron			
08/06/2026	Bill Payment (Check)		-100.00
08/04/2026	Bill	Cell phone reimbursement	100.00
Genevieve L Scholl			
08/06/2026	Bill Payment (Check)		-100.00
08/04/2026	Bill	Cell phone reimbursement	100.00
Jeanetta Blue			
08/06/2026	Bill Payment (Check)		-100.00
08/04/2026	Bill	Cell phone reimbursement	100.00
John Blackwell			
08/06/2026	Bill Payment (Check)		-100.00
08/04/2026	Bill	Cell Phone Reimbursement	100.00
Keriane Stocker			
08/06/2026	Bill Payment (Check)		-100.00
08/04/2026	Bill	Cell phone reimbursement	100.00
Parker Nelson			
08/06/2026	Bill Payment (Check)		-100.00
08/04/2026	Bill	Cell Phone Reimbursement	100.00
Skamania Co Chamber of Commerce			
08/06/2026	Bill Payment (Check)		-50.00
11/04/2025	Bill	Chamber Advocacy Luncheon	50.00
Steven Hammrich			
08/04/2026	Bill	Cell phone reimbursement	100.00
08/06/2026	Bill Payment (Check)		-100.00

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Port of Cascade Locks Economic Development Grant

Program Final Grant Report

Name of Grantee: Landmass Wines

Name of Project: Paving of the river rock to create a patio in the Herman Creek Complex

Grant Amount Awarded: 13,922.28

1. Was your project completed successfully? If no, what are the barriers to completion?

This project is fully completed!

2. Did you experience any unforeseen challenges or delays? none

3. How has the project helped your business/ organization? The renovation of the patio area has helped Landmass diversify its offerings to the local and tourist community. We hosted a wedding on the patio as a proof of concept and are looking forward to hosting more events in the future. The project will also help us expand our ability to process fruit outside,

4. How has the project helped the community of Cascade Locks?

Our goal is in 2027 to open up the space to local community events - ideally bike in movie nights. 2026 served as a proof of concept and we're hoping to expand in 2027 with the residents of Cascade Locks in mind.

5. How has your project helped the Port in its work to achieve the goals and objectives of its [2024-29 Strategic Business Plan](#)?

The patio renovation expands Landmass Wines' ability to welcome visitors, encouraging longer stays and increasing visitor engagement within Cascade Locks. By creating a modular outdoor gathering space, the project enhances the community's tourism infrastructure and supports the Port's vision of strengthening recreation-based economic development. By improving the appearance and functionality of the

property, the renovation helps create a more vibrant commercial district that benefits neighboring businesses and the broader community.

6. Has your project created any new jobs? If so, how many?

The project helped fund the temporary employment of a privately owned, PNW local concrete company.

Version: June 17, 2025

7. How have you publicly acknowledged the funding support from the Port?

I have ordered a custom sign for the patio thanking the Port - I am awaiting its arrival.

8. What's next? Tell us about your future plans and how this project will help you get there.

Our future plans include a phase 2 of renovations which include a commercial grade sun-shade that is also waterproof so we can host activities outdoors throughout the temperate times of the year. The laying of the concrete created a foundation for the beams of phase 2. We are very appreciative of the Port backing our growth and look forward to whatever comes next!

Submitted By: Melaney Schmidt, Owner, Landmass Wines.

A handwritten signature in black ink, consisting of a large, stylized 'M' or 'W' shape with a long horizontal stroke extending to the right.

Signature:

Date: 7.21.26

Please submit photos of the project along with this report for use in sharing with the Port of Cascade Locks Commission.

(I will be on site tomorrow to take photos)

Version: June 17, 2025

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PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: JEREMIAH BLUE, EXECUTIVE DIRECTOR

SUBJECT: 2026–2027 CONFERENCE AND TRAINING SCHEDULE

DATE: AUGUST 18, 2026

Background

This memo presents the staff recommendations for conference and event participation this fiscal year. As Commissioner tenure and institutional knowledge have grown, the foundational content covered at some of these events is now familiar to much of the Commission, reducing the need for multiple Commissioners to attend this year. Events like the PNWA Mission to Washington, D.C. remain a priority given the ongoing networking and legislative advocacy value they provide. The Outdoor Hospitality Conference & Expo is a current priority as well, given its direct relevance to the Port's active campground/RV park development project, though it is not expected to be a standing annual commitment.

The proposed attendance numbers are intended as a planning guideline only. As leaders of the organization, Commissioners are welcome to attend any of these events, and the Commission may direct staff to send more or fewer Commissioners to a given conference. To preserve budget capacity for these higher-value events, staff recommends that Commissioner and staff attendance at some of the smaller events be reduced.

Approving the conference schedule in advance will allow staff to take advantage of early registration pricing when available and secure airfare, lodging, and other travel arrangements before costs increase.

Recommended Motion

Move to approve the 2026–2027 Conference and Training Schedule and the associated Commissioner attendance as discussed.

Proposed Conference and Training Schedule

Date	Conference / Event	Location	Proposed Attendance
September 24–25, 2026	Oregon Public Ports Association (OPPA) Annual Conference	Astoria, Oregon	Jeremiah Blue
October 13–15, 2026	Pacific Northwest Waterways Association (PNWA) Annual Convention	Vancouver, Washington	Jeremiah Blue + 0–3 Commissioners
October 13–14, 2026	SDAO Regional Training Summit – HR & Management Training	Newport, Oregon	Jeanetta Blue + Genevieve Scholl
October 22–24, 2026	Oregon Outdoor Recreation Summit	Ashland, Oregon	Genevieve Scholl
November 9–11, 2026	Outdoor Hospitality Conference & Expo (OHCE)	Fort Worth, Texas	Jeremiah Blue + Parker Nelson + 0–2 Commissioners
February 4–7, 2027	SDAO Annual Conference	Sunriver Resort, Oregon	Jeremiah Blue
2027 – TBD	PNWA Mission to Washington, D.C.	Washington, D.C.	Jeremiah Blue + Dan Mahr + 1–2 Commissioners
March-29-31	Oregon Governors Confrence on Tourism	Salem, Oregon	Jeremiah Blue+ Genevieve Scholl + 0-1 Commissioners
June 15–17, 2027 (tentative)	PNWA Summer Conference	TBD	Jeremiah Blue + 0–1 Commissioners

Conference Descriptions

Oregon Public Ports Association Annual Conference

Annual gathering of Oregon public ports featuring educational sessions, association updates, and networking among port officials and partners.

PNWA Annual Convention

Annual conference covering Pacific Northwest waterways, transportation, maritime issues, infrastructure, federal policy, and regional priorities.

SDAO Regional Training Summit – HR & Management Training

Training covering human resources, management, legal issues, risk management, and special district operations.

Oregon Outdoor Recreation Summit

Statewide outdoor recreation conference featuring educational sessions, workshops, tours, networking, and discussions about recreation and outdoor opportunities in Oregon.

Outdoor Hospitality Conference & Expo

National outdoor hospitality conference and trade show featuring professional development, industry education, networking, vendors, products, and services.

SDAO Annual Conference

Statewide special district conference featuring education and updates on governance, management, operations, risk management, and legislative issues.

PNWA Mission to Washington, D.C.

Advocacy event involving meetings with congressional offices, federal officials, and regional partners regarding Pacific Northwest waterways and infrastructure priorities.

Oregon Governor's Conference on Tourism

Travel Oregon's statewide tourism conference brings together tourism professionals and industry partners from across Oregon for educational sessions, industry updates, networking, and discussion of tourism trends and opportunities.

PNWA Summer Conference

Mid-year conference featuring updates and discussions on navigation, transportation, maritime commerce, infrastructure, and regional issues.

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PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: JEREMIAH BLUE, EXECUTIVE DIRECTOR

**SUBJECT: AUTHORIZATION TO PROCEED WITH ECONORTHWEST
CAMPGROUND STUDY REVIEW**

DATE: AUGUST 18, 2026

Background

The Port continues to move forward with pre-development tasks for the proposed RV park campground. As part of the planning process, the Port previously contracted with Campground Consulting Group (CCG) to complete a feasibility study, market analysis, and five-year financial forecast.

The Commission has discussed the value of obtaining an additional professional perspective on the market and financial assumptions contained in the CCG study. At the same time, the Commission has expressed a desire to maintain the pace of progress already being made on the project and avoid unnecessarily delaying advancement into final design.

Staff contacted ECONorthwest regarding an independent review of the campground market and financial assumptions. ECONorthwest has provided the attached proposed scope of work that would benchmark the CCG assumptions against comparable public and private campgrounds in the Pacific Northwest.

Proposed Scope of Work

ECONorthwest proposes a focused review of the CCG feasibility study, market analysis, and financial forecast. The review would provide a regional perspective by comparing the primary assumptions used by CCG against available data and actual performance of comparable campgrounds in the Pacific Northwest.

The proposed review would evaluate:

- **Demand and occupancy assumptions;**
- **Nightly and seasonal rates and revenue per site;**
- **Operating costs, including staffing, utilities, and maintenance;**

- **Ramp-up and stabilization assumptions; and**
- **Financial sensitivity and the evaluation of assumptions having the greatest impact on projected financial performance.**

ECONorthwest would prepare a memorandum comparing CCG's assumptions with Pacific Northwest benchmarks and identify areas where the original projections appear reasonable, conservative, or optimistic. The review would also identify significant considerations, risks, or outstanding questions for the Port.

Project Approach

Staff recommends that the ECONorthwest review occur in conjunction with the Port's continued advancement of the campground into final design.

The purpose of obtaining the ECONorthwest review is not to reconsider the overall feasibility of the campground or create an additional approval step before design can continue. Rather, the review would provide the Commission and staff with an additional independent perspective on the market, operating, and financial assumptions as the project continues to advance.

This parallel approach allows the Port to maintain project momentum while also providing an opportunity to identify information that may be useful during final design, development of operating plans, refinement of financial projections, and future Commission decisions regarding construction and implementation.

Cost and Schedule

ECONorthwest has provided a preliminary fixed-fee estimate of \$10,000 to \$15,000. The proposed scope anticipates approximately four weeks to complete the work following authorization and finalization of the scope.

Staff will work with ECONorthwest to maintain a focused scope and control costs while ensuring that the review provides meaningful regional benchmarking and an independent perspective for the Commission.

Recommended Motion

Move to authorize the Executive Director to finalize the scope of work and enter into an agreement with ECONorthwest for the campground study review and regional benchmarking analysis in an amount not to exceed \$15,000, with the review to occur concurrently with continued advancement of the campground project into final design.

DATE:	July 27 2026
TO:	Jeremiah Blue, Port Director (Port of Cascade Locks)
FROM:	Matt Craigie (ECONorthwest)
SUBJECT:	Proposed Scope of Work: Campground Feasibility Study Peer Review

Project Understanding

The Port of Cascade Locks (the Port) commissioned Campground Consulting Group (CCG) to complete a feasibility study, market analysis, and five-year financial forecast in support of a proposed new campground. The Port is generally comfortable with CCG's findings but wants a second perspective on its analysis to increase confidence in the proposed campground's viability.

The Port has asked ECONorthwest to complete a peer-review of CCG's work, with an eye to grounding their assumptions and findings in a local Northwest perspective. The result will be a short memorandum, prepared for a staff audience that documents the review of CCG's work, identifying key considerations and potential risks that the Port should consider before moving forward with the campground development.

Scope of Work

We propose a focused peer-review of CCG's feasibility study, market analysis, and financial forecast, rather than producing new, potentially duplicative studies. To evaluate CCG's findings, we will seek to benchmark their key assumptions against a comparable set of data from competitive public and private campgrounds in the Pacific Northwest. This approach gives the Port a concrete basis for judging whether CCG's projections are conservative, reasonable, or optimistic, rather than a general impression of the study's quality.

Scope Includes:

- ◆ Demand and occupancy: compare CCG's projected occupancy and utilization rates against actual performance at comparable Northwest campgrounds, drawn from phone outreach and available industry data
- ◆ Pricing and revenue: compare CCG's assumed nightly and seasonal rates, and revenue per site, against rates charged by comparable regional campgrounds
- ◆ Cost structure: compare CCG's assumed operating costs (staffing, utilities, maintenance) against typical Pacific Northwest cost benchmarks
- ◆ Ramp-up and stabilization: assess whether CCG's timeline to reach stabilized occupancy is reasonable

- ◆ Sensitivity and risk: identify which assumptions most affect the bottom line, and flag where CCG's range may be optimistic or conservative

Deliverable:

- ◆ A short, staff-level internal memorandum presenting CCG's key assumptions alongside Northwest benchmark comparisons, flagging where the study aligns with, exceeds, or falls short of comparable projects, along with outstanding questions for CCG
- ◆ Memo is intended for internal Port and Commission use, to support confidence in moving forward with the project

Timeline and Fee

Fixed Fee: \$ 10,000 to \$ 15,000

Timeline: Work to begin the week of August 17, with an estimated 4 week turnaround

This scope and fee estimate is preliminary and subject to refinement following further discussion with the Port.



Port of Cascade Locks Economic Development Grant Program

Final Grant Report

Name of Grantee: Shawna Sobaski

Name of Project: Kailea's Coffee Co

Grant Amount Awarded: \$50,000

1. Was your project completed successfully? If no, what are the barriers to completion?

We are about 30 days out from opening. We are waiting on electricians finishing work and finishing up all the loose ends.

2. Did you experience any unforeseen challenges or delays? If yes, please describe.

There were unforeseen challenges as far as the buildout goes. We ended up having to 100% gut the building and rebuild the whole of the interior, stick frame inside of a metal frame... and build to ADA compliance. The ada compliance added a level of complication. So there were many expenses and a lot of extra time that ended up going into the project. We also needed to pull out a decent loan to be able to finish the project.

3. How has the project helped your business/ organization?

The project has absolutely helped my businesses already, without the coffee house even being open. So many locals are so excited for a new beautiful space in the locks to go for fresh breakfast & lunch items, house baked goods, a coffee, fresh pressed juice and more... With a space to work remotely as well as a community gathering place. Passerby's and tourists are so excited to see the expansion happening and keep talking about coming back when we are open! With the expansion and growth, the possibilities are endless.

4. How has the project helped the community of Cascade Locks?

We are breathing life into an old rundown building, bringing life as well to the east end of town, stretching out the congestion with bringing business this direction. We are creating a beautiful space inside and out for locals to come work, enjoy house made treat, delicious coffee, fresh breakfast or lunch such as salad, soup, sandwiches and fresh pressed juices. We will continue to beautify the exterior and bring in a few food trucks for even more fun options!

5. How has your project helped the Port in its work to achieve the goals and objectives of its [2024-29 Strategic Business Plan](#)?

Version: June 17, 2025

I believe our project will help the port of Cascade Locks achieve its goals and objectives of growing and serving the tourism community. It will help by expanding the downtown corridor to this east end of town. We are creating a space that offers exactly what so many of the tourism community wants, light and fast Fare, delicious coffee & healthy options. Also a space for hikers to hang their gear, charge their phones and relax!

6. Has your project created any new jobs? If so, how many?

We have hired two more baristas and project hiring 2-3 more bodies within the next month or so...

7. How have you publicly acknowledged the funding support from the Port?

Yes on our personal and business social media platforms. We also plan on contacting the local newspapers and such to write an article closer to when we open where we will also acknowledge the Port of Cascade Locks for their funding support!

8. What's next? Tell us about your future plans and how this project will help you get there.

To be honest right now our plan is to continue focus on killer customer service, serving great food & drink creating a space that is unforgettable. We plan to eventually add a special oven that will allow us to expand our menu even more, maybe adding later night food service. Food trucks are in the works as well as continuing to grow our mobile coffee business!

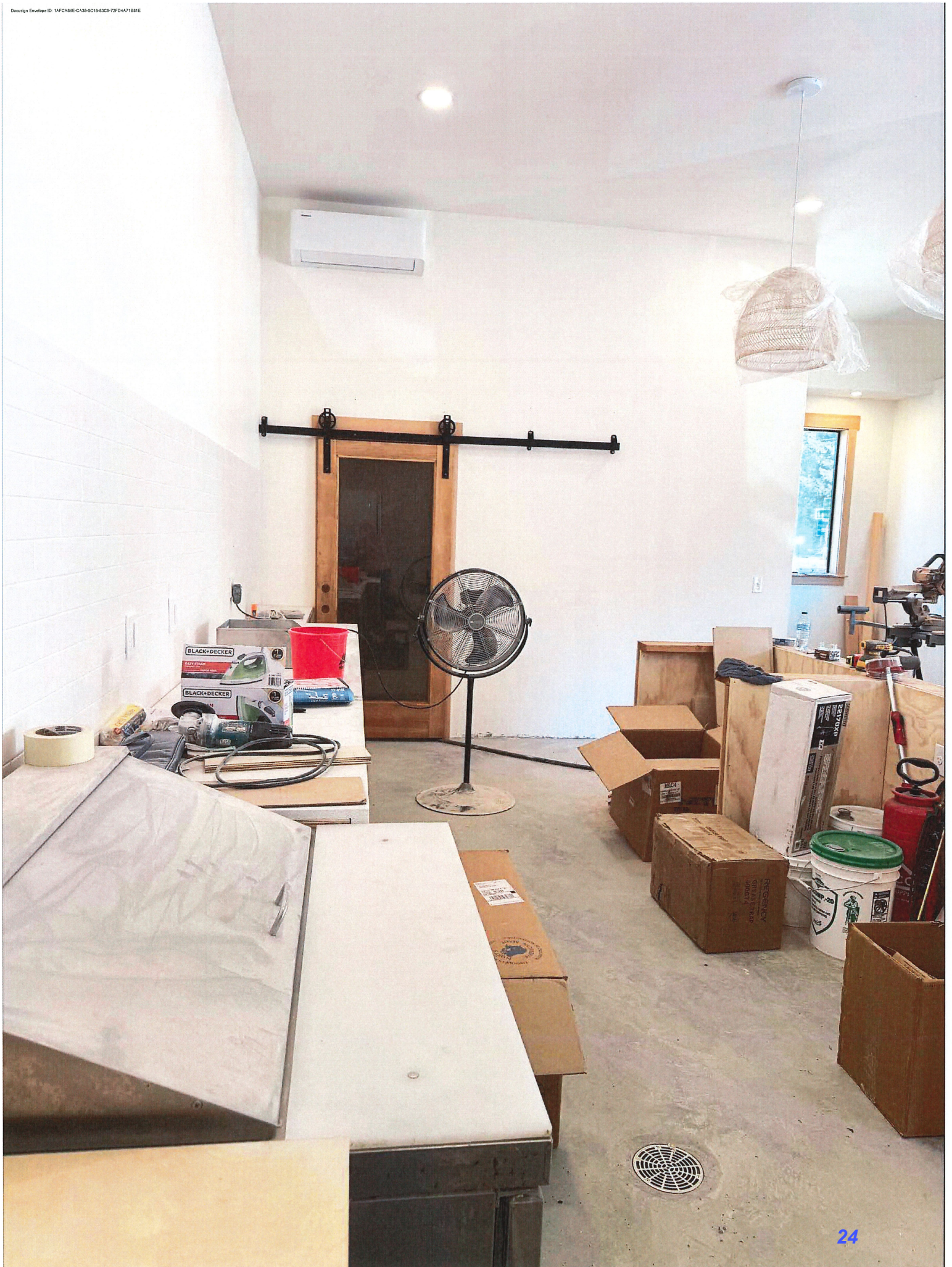
Submitted By: Shawna Sobaski

Name, Title

Signature: 
6D966E2C7AAF461...

Date: 8/4/2026

**Please submit photos of the project along with this report for use in sharing
with the Port of Cascade Locks Commission.**

















PORT COMMISSION REPORT

TO: PORT COMMISSION

FROM: GENEVIEVE SCHOLL, DEPUTY EXECUTIVE DIRECTOR

SUBJECT: POCL ECONOMIC DEVELOPMENT GRANT PROGRAM FY 26-27 — ROUND THREE
PROGRAM CHANGE AND DRAFT MATERIALS

DATE: AUGUST 18, 2026

BACKGROUND:

At the July 21, 2026 meeting, the Commission reviewed the Port's Economic Development Grant Program Round Two results and provided direction on program priorities for Round Three and other desired changes, including finding ways to strengthen the job creation metric and final reporting procedures to better achieve Port goals.

The attached draft materials reflect the Commission's desired changes and have been reviewed by Port legal counsel and by MCEDD, which administers the Program and will score the applications. Four changes drive most of the others:

- Public safety is removed as a priority. Downtown revitalization and job creation are the only two priorities for Round Three.
- A defined Downtown Overlay Zone replaces an undefined "downtown," and location within the Zone is worth 6 of 37 points.
- Construction projects would receive up to 24 months and a start-date grace period, changing how permits and contractor quotes are handled.
- The scoring rubric drops from 51 points across 20 rows to 37 points across 9 criteria, scored on a single denominator.

A full crosswalk of changes from Round Two appears in Appendix B of the attached draft.

ITEMS FOR COMMISSION DISCUSSION:

MCEDD's review raised four questions that staff believe warrant Commission direction before the materials are adopted. Each is summarized below with options.

1. Reimbursement rate corrected; holdback amount for discussion

Staff recommends applying a 10% holdback to Large Grants, to be released on acceptance of the final report. The draft has been updated to show a 10% percent holdback for discussion.

The holdback matters more in Round Three than it would have in earlier rounds. Section 1.9 introduces outcome metrics that feed the annual program summary to the Commission, and the final report is where those metrics are collected. Retaining a portion of the award gives the Port a practical means of obtaining that report. A higher percentage strengthens compliance; a lower one eases cash flow for small operators who are already fronting project costs and waiting on reimbursement. For construction awards, staff have provided that a mobilization advance must be fully recovered before the holdback is released.

Commission direction sought: whether to adopt a final report holdback for Large Grants, and at what percentage of the award.

2. Final reporting and Round Two recipients

Section 1.9 introduces a defined set of outcome metrics — square footage returned to active use, permanent positions created and retained in full-time equivalents, construction-period employment, operating months and hours, capacity measures, and match and outside funding leveraged. MCEDD confirms that no separate final report form currently exists and that a new form will be created for Round Three.

The question for the Commission is whether the new metrics apply only to Round Three awards, or whether Round Two recipients should also be asked to report against them where applicable. Round Two grant agreements do not require these metrics, so any Round Two reporting would be by request rather than obligation.

This matters for the annual program summary described in Section 1.9. Without some Round Two data, the first annual summary to the Commission will describe Round Three activity only, and the Program will not have comparable figures across rounds until Round Three projects are complete — which, for construction projects on a 24-month window, is 2028 or later. ***Options are to apply the metrics to Round Three forward only; to request them voluntarily from Round Two recipients as their projects close out; or to incorporate them into any Round Two agreement amendments that arise.***

3. Community need and Strategic Business Plan alignment scored together

Criterion 3 of the rubric combines community need and Strategic Business Plan alignment into a single 6-point criterion. MCEDD asks what happens when an applicant documents a real community need but aligns only weakly with the Plan. As drafted, the top score requires both: a specific documented need, and particular Plan goals or strategies with a measurable impact on

the Port's ability to achieve them. A project strong on one and weak on the other cannot reach 6 points.

Staff read that as intentional and consistent with Section 1.1, which states the Program is not a vehicle for charitable giving. Demonstrated community need alone is not the standard; the project must also advance the Port's adopted objectives. But the Commission may prefer to make the treatment explicit rather than leave reviewers to infer it.

Options: keep the criterion combined and revise the descriptors to direct reviewers to score the weaker of the two elements; split it into two criteria of 3 points each, scored independently; or keep it as drafted. Splitting would require revisiting the 37-point total and the 26-point recommendation threshold.

4. Handling of completed scoring sheets

Section 1.11 provides that each application is scored independently by at least two reviewers and the scores averaged, with a third reviewer where two totals differ by more than [15] percent. MCEDD asks what the Port wants done with the completed scoring sheets — whether the Commission wishes to receive them, or whether staff should continue providing the summary recommendation as in Rounds One and Two.

Options are to provide the summary recommendation only; to provide the summary together with score ranges and the reconciliation outcome where a third reviewer was used; or to provide the individual completed sheets. Materials provided to the Commission become part of the meeting record, and staff suggest confirming with counsel what reviewer-level material the Port wishes to hold and produce before MCEDD builds the Round Three form.

DECISION POINTS IN THE DRAFT:

Appendix A of the attached draft collects the figures requiring a decision. Seven express Commission policy and warrant discussion: total Round Three funding (\$150,000); the construction completion window (up to 24 months); the grace period length (150 days); the mobilization advance (up to 25 percent at Notice to Proceed); the final report holdback for Large Grants (10 percent of the award, discussed above); the minimum score for a funding recommendation (26 of 37 points); and the vacancy duration qualifying for the top downtown score (24 months).

A further set of administrative values — grant ceilings, match minimums, the non-construction completion window, contingency allowance, lease term for site control, and number of reviewers — may be adopted as a group unless the Commission wishes to discuss one.

Two questions remain open in the draft and are noted in Appendix A: whether to provide a mobilization advance and that advance would be recovered; and whether to accept applications on a single annual cycle or reserve a portion for rolling award.

APPLICATION TIMELINE:

The application window and project deadlines remain to be set. Staff will bring a proposed calendar for approval once the Commission has given direction on the items above, as several — particularly the reimbursement structure and the scoring sheet — affect the materials MCEDD must prepare before applications open.

RECOMMENDATION:

Discussion and potential actions:

Motion to approve the FY 2026-27 Round Three Grant Program guidelines, application, scoring criteria, and score weight [as presented / as amended].

Motion to approve the Appendix A decision point values [as stated].

Motion to approve the FY 2026-27 Grant Program application timeline and project deadlines [as stated].

ATTACHMENTS:

- Draft Round Three Program Materials — Guidelines, Application, Budget Sheet, Required Attachments, Scoring Rubric, and Scoring Sheet

DRAFT — FOR COMMISSION DISCUSSION

Port of Cascade Locks
Economic Development Grant Program
Round Three · FY 2026–27

Draft Program Materials

Guidelines · Application · Budget Sheet · Attachments · Scoring Rubric · Scoring Sheet

*Prepared for discussion at the regular meeting of the Port Commission
August 18, 2026*

How to Read This Draft

These materials are a working draft for Commission review. They are not adopted policy and should not be distributed to prospective applicants in this form.

Footnotes mark substantive departures from the Round Two materials and briefly explain the reasoning. Passages without a footnote are carried forward substantially as written. Figures requiring a Commission decision appear in [square brackets] and are collected in Appendix A.

The Program is built on one principle: the Port funds discrete, one-time projects that leave a business or property permanently better able to generate economic activity and employment. For FY 2026-27, the Commission has identified job creation as one of two priorities, however, the grant program does not fund the jobs themselves. Because the Program is authorized one year at a time, funding a position would put that position at risk the moment the funding ended.

Four key changes to the program drive most of the other changes in the document:

- Public safety is removed as a priority. Downtown revitalization and job creation are the only two priorities for Round Three.
- A defined Downtown Overlay Zone replaces an undefined "downtown," and location in the Zone is worth 6 of 37 points.
- Construction projects receive up to 24 months and a start-date grace period, changing how permits and contractor quotes are handled.
- The scoring rubric drops from 51 points across 20 rows to 37 points across 9 criteria, scored on a single denominator.

A crosswalk of major changes appears in Appendix B.

Section 1. Program Guidelines

1.1 Purpose and Approach

The Port of Cascade Locks has established a grant making program (the "Program") to foster economic development within the Port district. The Port's mission is to be an engine for economic growth, recreation, and tourism within the Columbia River Gorge through partnerships, care for our community, and preservation of the Bridge of the Gods. The Program supports community partners in achieving the goals and objectives of the Port's 2024–2029 Strategic Business Plan.

The Program is not a vehicle for charitable giving and is not a source of operating support. The Port funds discrete, one-time projects that leave a business, organization, or property permanently better able to generate economic activity and employment after the grant funds are spent.¹

The Port does not fund the wages of the jobs it hopes to see created. It funds the equipment, the building improvement, the design work, or the capacity that makes those jobs possible, so that the positions are supported by the applicant's own revenue and survive beyond the grant period.

1.2 FY 2026–27 Priorities

Each year, the Commission will establish specific priority focus areas for the Program. For Round Three, the Commission has established two priorities:

- Downtown Revitalization
- Job Creation and Retention

Public safety, a designated priority in Round Two, is not a priority for Round Three.²

A project need not address both priorities. A project that addresses one priority exceptionally well is preferred to one that touches both superficially.³

1.3 Downtown Overlay Zone

For purposes of this Program, the "Downtown Overlay Zone" means the area designated by the City of Cascade Locks in its downtown revitalization overlay zone — generally the corridor bounded by Toll Bridge Road on the west and the intersection of Forest Lane and Wa Na Pa Street on the east. A map is published as an attachment to these guidelines and controls in the event of any inconsistency with this description.⁴

¹CHANGE: New statement of the Program's theory of change. WHY: Round Two made salaries and operating costs ineligible without explaining why, leaving applicants to infer the reasoning. Stating it tells applicants what a competitive project looks like and should improve the quality of what is submitted.

²CHANGE: Public safety removed. WHY: Commission direction. Consolidating from three priorities to two roughly doubles the share of the rubric each remaining priority can carry.

³CHANGE: Reverses Round Two scoring logic, which gave its highest score for aligning with more than one priority. WHY: That penalized focused projects. With two priorities remaining, each scored separately at 6 points, breadth is no longer a useful proxy for merit.

⁴CHANGE: New. Round Two named downtown revitalization as the top priority but never defined "downtown," leaving the entire 347-square-mile district as the operative geography. WHY: Adopting the City's existing boundary keeps both agencies working on identical parcels, allows Port and City incentives to be stacked, and makes the Strategic Business Plan's vacant-buildings indicator measurable against a fixed denominator.

Location within the Zone is a scored factor, not an eligibility requirement. Projects outside the Zone remain fully eligible and can score on downtown impact where they demonstrably support activity within the corridor.

For scoring purposes, commercial space is treated as "vacant or substantially underused" if it has been unoccupied, or occupied at a small fraction of its usable area, for [24] months or more.⁵

1.4 Funding Tracks

For Round Three, the Port will award up to a total of [\$150,000] across two tracks.

Track	Award Range	Match Minimum	Typical Projects
Small Grants	Up to [\$10,000]	20% — cash or in-kind	Equipment, minor improvements, marketing and events, feasibility and predevelopment work, and other discrete projects.
Large Grants	[\$10,001]–[\$50,000]	20% — cash	Capital construction and improvement, major equipment, seasonal-to-year-round conversion, and property reactivation.

Small Grants may satisfy the match requirement with cash, in-kind contribution of labor, materials, or professional services valued at reasonable local rates, or a combination. Large Grants require cash match.⁶

Predevelopment and feasibility work — conditions assessments, structural and seismic evaluation, hazardous materials surveys, code analysis, schematic design, cost estimating, market study, and pro forma development — is eligible under either track.⁷

Phased projects are permitted. An applicant that completes a funded project and submits an approved final report on time is immediately eligible to apply for further funding, including for a later phase of the same project. A predevelopment award in one round does not preclude a construction award in a subsequent round, and equally does not guarantee one: each application competes on its own merits against the applications received in that round, and no phase of a project carries any expectation of continued Port funding.⁸

The Port does not oppose grant funds being used as committed local match to secure larger outside funding, including Business Oregon programs, USDA Rural Development, Oregon Main Street, and state or federal

⁵CHANGE: New definition. WHY: Gives reviewers an objective test for the highest scoring band on downtown impact and gives staff a countable metric. Defining the target by condition rather than by address avoids naming specific privately owned properties in a public document.

⁶CHANGE: Round Two did not permit in-kind match for Large Grants and was not explicit for Small Grants. WHY: Stating it plainly lets small applicants — who often contribute labor rather than cash — meet the requirement honestly, while the cash requirement on Large Grants preserves a real financial commitment on the awards that carry the most Port money.

⁷CHANGE: Named explicitly as eligible. WHY: A \$50,000 award is a small fraction of the cost of rehabilitating a derelict commercial building. Predevelopment is different: it is the analysis nobody will pay for speculatively, it is what converts a derelict building into a financeable project, and it retains value for the next prospect even if a particular deal does not proceed.

⁸CHANGE: New statement. WHY: Makes explicit that a small predevelopment award and a later construction award are a normal sequence rather than a double-dip, while foreclosing any expectation that funding one phase commits the Port to funding the next. This is how a modest pool moves a large building toward reuse over time without the Port taking on an implied multi-year obligation.

historic tax credits. However, it is up to the grant recipient to determine if grant funds may actually be used for that purpose. Applications proposing this use should identify the target source, the amount sought, and the application deadline.⁹

1.5 Eligibility

The Port accepts applications from non-profit organizations exempt under section 501(c)(3) or 501(c)(6) of the Internal Revenue Code, for-profit businesses, and government entities operating within the Port district and having a principal place of business within those boundaries.¹⁰

Owners of real property within the Downtown Overlay Zone are eligible to apply for projects on that property regardless of where the owner's principal place of business is located, provided the owner commits in the Grant Agreement to a lease-up or occupancy timeline for the resulting space.¹¹

Applicants proposing any project on real property must demonstrate site control: ownership, a recorded option, an executed purchase and sale agreement, or a lease running at least [three] years beyond the project completion date. Where the applicant is not the owner, a signed letter from the owner granting permission is also required.¹²

Applicants must have a state and federal tax ID and be in good standing with the Oregon Corporations Division, evidenced by a Certificate of Existence, and must submit at least three letters of support from residents, businesses, non-profit organizations, or government entities located within the Port district.

An applicant with an unresolved bankruptcy, financial obligation default, or judgment is not eligible. An applicant with a resolved matter within the past five years may request a waiver by submitting a written explanation and evidence of resolution; waivers are granted at the discretion of the Executive Director and reported to the Commission.¹³

Joint applications are permitted. Two or more eligible entities may apply together, or one eligible entity may apply on behalf of a group of businesses, provided a single applicant is designated as the responsible party to the Grant Agreement.¹⁴

⁹CHANGE: Explicitly named as eligible and encouraged. WHY: Outside funders generally require committed local match. An award that unlocks several times its value in outside investment does more for the corridor than the same amount spent directly on construction.

¹⁰CHANGE: Adds 501(c)(6). WHY: Corrects an inconsistency — the Round Two application accepted 501(c)(6) organizations while the guidelines named only 501(c)(3). The Strategic Business Plan calls for supporting a Chamber of Commerce or similar entity, which is typically organized under 501(c)(6).

¹¹CHANGE: New exception. WHY: Derelict commercial property is frequently held by an out-of-area entity that the principal-place-of-business rule would exclude even where the owner is willing to invest. The lease-up commitment keeps the exception tied to the Port's objective, which is occupied space rather than improved private holdings.

¹²CHANGE: New requirement, replacing the Round Two landowner-permission question alone. WHY: Permission to do work is not the same as the right to occupy or acquire the property afterward. Without site control the Port can fund improvements or drawings the applicant cannot ultimately use.

¹³CHANGE: Adds a waiver path to a previously absolute five-year bar. WHY: A flat exclusion sweeps in small operators whose difficulties arose from pandemic-era disruption and who are now viable. The waiver lets staff distinguish between a business that failed and a business that had a hard year.

¹⁴CHANGE: New. WHY: Corridor-scale work — a multi-building facade program, shared wayfinding, alley activation — has no natural applicant under a single-applicant structure.

Entities in existence and operating for less than two years may apply for Small Grants. Such entities may also apply for a Large Grant for a project that returns vacant or substantially underused space within the Downtown Overlay Zone to active use, subject to the additional documentation listed in Section 4.¹⁵

Non-qualifying applicants include individual schools, community sports teams, and political committees. Grant funds may not be used for political activities or the athletic activities of individual schools and community sports teams.

1.6 Eligible and Ineligible Costs

Eligible

- Predevelopment and planning: feasibility studies, conditions and structural assessments, hazardous materials surveys, code analysis, design and engineering, cost estimating, market analysis, permitting costs, and pro forma development.
- Capital construction and improvement, including renovation, remodel, facade improvement, seismic and accessibility upgrades, and new construction.
- Equipment and fixed assets that expand productive or service capacity.¹⁶
- Seasonal-to-year-round conversion: winterization, heating and enclosure, kitchen or production equipment enabling extended hours or shoulder-season operation, and comparable improvements that lengthen the operating year.¹⁷
- Recreation and tourism infrastructure, amenities, and services improvements.
- Marketing and special events production and promotion, where tied to a defined project rather than to ongoing operations.
- Committed local match for a larger identified outside funding source.

Ineligible

- Salaries and wages associated with the applicant's ongoing operations.
- Regular operating expenses and overhead, including rent, utilities, and insurance.
- Debt service and refinancing.
- Political activities and the athletic activities of individual schools and community sports teams.

Please note that contracted, project-specific professional and construction labor — architects, engineers, contractors, subcontractors, equipment installers, event producers — is a one-time project cost and is

¹⁵CHANGE: Carve-out from the two-year rule. WHY: A new business opening in an empty Main Street building is the clearest instance of downtown revitalization the Program is likely to see, and the Round Two rules capped it at \$10,000. The carve-out is narrow and paired with additional documentation and the site control requirement.

¹⁶CHANGE: Named explicitly. WHY: Equipment was fundable under Round Two but never listed, which likely suppressed applications. Equipment that permanently raises capacity is among the most direct routes from a one-time grant to a durable position.

¹⁷CHANGE: New category. WHY: The Strategic Business Plan identifies seasonal fluctuation as a structural weakness, and city accommodation and food services employment declined 21 percent between 2018 and 2022. A business open five months a year cannot employ anyone year-round no matter how strong its season.

eligible. The ineligibility of salaries refers to the applicant's ongoing payroll, not to project labor procured for the funded work.¹⁸

1.7 Timelines, Grace Period, and Notice to Proceed

Completion deadlines run from the date of award: [12] months for non-construction projects, including predevelopment; up to [24] months for construction projects, inclusive of the grace period below.¹⁹

Construction projects receive a start-date grace period of [150] days from award. During the grace period the applicant obtains permits, secures updated contractor quotes, and finalizes match. No funds are disbursed during the grace period.

The grace period ends at a Notice to Proceed milestone. To reach it, the recipient submits: all required permits, in hand or submitted and pending, with a schedule; contractor quotes issued or validated within the preceding 90 days for each line item involving contract labor; an executed contractor agreement or letter of intent; documentation of committed match; and current evidence of site control.

The 90-day quote requirement therefore applies at Notice to Proceed rather than at application. At application, construction budgets may be built from contractor estimates, recent comparable project costs, or documented cost-per-square-foot benchmarks, with the basis of each estimate stated on the Budget Sheet.²⁰

The Executive Director may grant one extension of up to [90] days for good cause. If a recipient has not reached Notice to Proceed by the end of the grace period as extended, the award is subject to recapture and may be reallocated or returned to the following cycle.²¹

Budgets may include a contingency line of up to [15] percent of construction cost. The award amount is fixed at the time of award; cost increases after award are the responsibility of the recipient. Material changes to scope require written Port approval.²²

1.8 Disbursement

Track	Disbursement
Small Grants	50 percent at notification of award; the balance reimbursed as approved expenditures occur, on submitted requests, at the Port's share of total project cost, up to the award amount.

¹⁸CHANGE: New clarification. WHY: Round Two stated that salaries were ineligible without distinguishing ongoing payroll from contracted project labor. Read literally, that would make it impossible to fund a construction project at all.

¹⁹CHANGE: Round Two required all projects to be complete by a single fixed date. WHY: That gave permitted construction projects roughly one building season in the Gorge, with permitting inside it.

²⁰CHANGE: The 90-day quote rule moves from an application requirement to a disbursement condition. WHY: Round Two asked applicants to obtain and maintain unexpired binding quotes for a project that might not be funded, in a thin rural contractor market where quotes are difficult to obtain and expire during review. The Port's cost assurance stays intact at the moment it matters — before money moves.

²¹CHANGE: New recapture provision. WHY: A longer project window creates the risk that an award sits idle for two years while applicants who were not funded received nothing. Recapture protects the pool and gives a clear, non-punitive off-ramp.

²²CHANGE: New. WHY: A 24-month window is long enough for bids to come in materially above the application budget. A contingency line lets applicants plan for escalation honestly rather than understating costs.

Track	Disbursement
Large Grants — non-construction	Reimbursement of approved expenditures as they occur, on submitted requests, at the Port's share of total project cost — that is, 100 percent less the applicant's committed match percentage. Reimbursement is capped at the award amount, and the final [10] percent of the award is retained until the final report is accepted.
Large Grants — construction	No disbursement before Notice to Proceed. At Notice to Proceed, a mobilization advance of up to [25] percent of the award is available on request. Thereafter, reimbursement of approved expenditures as they occur, at the same rate. The advance is recovered by withholding from subsequent reimbursements until it is retired. The final [10] percent of the award is retained until the final report is accepted.

Reimbursement tracks the ratio the applicant committed to at award, so that Port funds and match funds are drawn down together over the life of the project. An applicant pledging the 20 percent minimum match is reimbursed at 80 percent of each approved expenditure; an applicant pledging a 35 percent match is reimbursed at 65 percent, and so on. The rate is fixed at award and stated in the Grant Agreement. For Small Grants, the 50 percent paid at notification of award is an advance against the same total, and reimbursement of the balance stops when the award amount is reached.

The final [10] percent of a Large Grant award is retained and released on acceptance of the final report. Where a mobilization advance was made, it must be fully recovered before the holdback is released.

The mobilization advance is new.²³

Any awarded funds unexpended at the completion deadline must be returned to the Port within 30 days.

1.9 Reporting

All recipients enter into a Grant Agreement and maintain current budget and project records, available on request, for its duration.

- All recipients: a final report within 30 days of project completion, including a full accounting of expenditures and the outcome metrics below.²⁴
- Large Grant recipients only: a progress report six months after award; a one-page follow-up 12 months after completion updating the same metrics; and presentation of the final report to the Commission at an open public meeting.²⁵

²³CHANGE: New. WHY: Reimbursement as costs occur still requires an applicant to pay contractors before the Port pays them, and it reimburses only the Port's share of each expense. A mobilization advance covers the initial draw at the point where a small operator is most exposed. Because it is released only at Notice to Proceed — after permits, validated quotes, an executed contract, committed match, and site control are all in hand — the Port's protection is arguably stronger than reimbursement alone provided. The recovery method above is one of several workable approaches and is offered for discussion.

²⁴CHANGE: Adds outcome metrics to the final report. WHY: The Round Two final report required a full accounting of expenditures but no report of results, so the Program could account for every dollar spent while being unable to tell the Commission whether it created a single job or returned a single square foot to use.

²⁵CHANGE: Progress and follow-up reporting limited to Large Grants. WHY: Three reports on a \$6,000 equipment purchase is disproportionate. Durability cannot be observed at the moment a project finishes, so the 12-month check is retained where the Port's money is concentrated.

Outcome metrics

Recipients report only those metrics applicable to their project:

- Square footage returned to active use, and the duration of the preceding vacancy.
- Permanent positions created and retained, in full-time equivalents, identified as year-round or seasonal, with wage bands.
- Construction-period positions: number of workers, duration, and the location of contractors and subcontractors engaged.
- Operating months per year and hours per week, before and after.
- Capacity measure appropriate to the business — seats, production units, rentable square feet, room nights, or similar — before and after.
- Total match and outside funding leveraged, by source.

One full-time equivalent means 2,080 hours of annual employment. A position is "year-round" if it is available in at least ten months of the year.²⁶

Port staff, working with the MCEDD Program administrators, will present an annual summary to the Commission covering awards made, funds disbursed, match and outside funding leveraged, positions created and retained, and square footage returned to active use.²⁷

1.10 Conflict of Interest

Applicants must disclose whether any current Port employee or Commissioner is an officer, director, employee, owner, or member of the applicant organization, or is otherwise involved in the proposed project.

Disclosure is not by itself disqualifying. Where a relationship exists, the affected Commissioner declares the conflict on the record and recuses from discussion and from the vote on that application, consistent with Oregon government ethics law and the Port's governance policies. Port staff with a disclosed relationship take no part in review or scoring. All disclosures and recusals are recorded in the minutes.²⁸

1.11 Review, Scoring, and Award

The Port has contracted with the Mid-Columbia Economic Development District (MCEDD) to administer the Program. MCEDD staff review applications for completeness and eligibility and score each eligible proposal against the criteria adopted by the Commission.

²⁶CHANGE: New definitions. WHY: Round Two asked applicants about job creation without defining any of its terms, which made both applicant responses and reviewer scoring unreliable.

²⁷CHANGE: Adds outcome metrics to the annual summary the Commission already receives. WHY: The summary can currently report awards and expenditures but not results, because Round Two collected no outcome data. Adding these metrics supplies documented outcomes for the Strategic Business Plan's indicators and strengthens the Port's position when pursuing outside funding.

²⁸CHANGE: New section. WHY: The Round Two scoring materials recorded Port employee or Commissioner involvement as a yes-or-no item with no assigned points and no rubric guidance — the corresponding rubric row was blank. A public body awarding public funds needs a written procedure covering what happens when the answer is yes.

Each application is scored independently by at least two reviewers and the scores averaged. Where two reviewers' totals differ by more than [15] percent, a third reviewer scores the application and the outlying score is set aside.²⁹

All applications are scored on the same 37-point scale. An application must earn at least [26] points — approximately 70 percent — to be recommended for funding. Where two applications are tied, preference goes first to the project located within the Downtown Overlay Zone, then to the project offering greater leverage.³⁰

MCEDD provides award recommendations to the Commission. Final approval of each award is made at a regularly scheduled public meeting.

Prospective applicants for Large Grants are encouraged to schedule a pre-application conference with Port staff or MCEDD. The conference is advisory, is not scored, and does not affect eligibility.³¹

²⁹CHANGE: New. WHY: Round Two did not state how many reviewers scored an application or how disagreement was resolved. Several criteria call for judgment, and a documented reconciliation procedure protects both the ranking and the Port.

³⁰CHANGE: New minimum threshold and tie-breakers; single scale replaces the Round Two structure of 51 points for non-construction and 57 for construction. WHY: Round Two set no floor, so in a thin round the Program could have been obligated to fund weak applications simply because they were the applications received. The two totals also created an unresolved ambiguity about whether ranking was by raw score or percentage — a choice that can reverse the order of two applications. A single scale removes the question entirely.

³¹CHANGE: New. WHY: With two priorities and a defined corridor, the eligible universe is a manageable number of businesses and property owners. A brief conversation before submission lets staff flag site control or permitting problems while they are still solvable.

Section 2. Application

Sections marked "conditional" appear only where triggered by an earlier answer. A Small Grant applicant with no employment claim and no construction answers roughly 28 questions; a Large Grant construction applicant answers roughly 45.

The Round Three application reorganizes the Round Two questions into lettered sections, consolidates overlapping narrative questions, and scales to the size of the request.³²

A. Applicant Information

All applicants.

- A1. Organization name; type (501(c)(3), 501(c)(6), for-profit, government); Federal EIN and Oregon tax ID.
- A2. Mailing and street address; primary contact name, title, phone, and email.
- A3. Is your organization physically located and operating within the Port district? If no, do you own real property within the Downtown Overlay Zone on which this project will take place?³³
- A4. When did your organization begin operating in the Port district?
- A5. Describe your organization, mission, products and services, and current activities in Cascade Locks. (500 words maximum)
- A6. Any bankruptcy, financial obligation default, or judgment in the past five years? If yes, give the date, describe the matter, state whether it is resolved, and explain the circumstances if you wish to request a waiver.³⁴
- A7. Have you received prior Port funding? If yes, give the amount, the project, and whether it is complete.
- A8. Is this a joint application? If yes, name all participating entities and identify the responsible party.
- A9. Are any current Port employees or Commissioners an officer, director, employee, owner, or member of your organization, or otherwise involved in this project? If yes, describe the relationship.

B. Project Overview

All applicants.

- B1. Track: Small Grant or Large Grant.
- B2. Project name and short description. (150 words maximum)

³²CHANGE: Structural reorganization and net reduction. WHY: Round Two ran 43 sequentially numbered questions for every applicant regardless of award size, with related items separated — organizational history appeared in three places and risk was asked twice. Grouping by subject removes duplicate answers, and conditioning whole sections on track and project type means a \$6,000 equipment request is not answering the same instrument as a \$50,000 building reactivation.

³³CHANGE: Second half is new. WHY: Implements the property owner eligibility exception in Section 1.5 rather than screening those applicants out at the district-boundary question.

³⁴CHANGE: Adds the waiver request. WHY: Pairs with the waiver path in Section 1.5 so an otherwise eligible applicant is not silently screened out without an opportunity to explain.

- B3. Amount requested from the Port, and total project cost.³⁵
- B4. Which priority does the project address: Downtown Revitalization, Job Creation and Retention, or both?
- B5. Project location: street address and, for property-based projects, tax lot number.
- B6. Project timeline: anticipated start, major milestones, and completion.
- B7. Does this project involve capital construction, renovation, or remodel? (Routes to Section H)
- B8. Is this predevelopment or feasibility work? (Routes to Section I)
- B9. Does this project create or retain permanent positions? (Routes to Section E)

C. Downtown Overlay Zone³⁶

Conditional — project located within the Downtown Overlay Zone.

- C1. Current status of the space: fully occupied and in active use, partially used, vacant, or vacant and not habitable.
- C2. If vacant or substantially underused, approximately how long has it been in that condition, and what evidence supports that? (Utility records, tax records, prior lease, City records, photographs.)
- C3. Total building square footage, and square footage this project will return to active use.
- C4. What use will occupy the space after the project? If the occupant is a tenant, state the lease term and whether the lease is executed, negotiated, or prospective.
- C5. Describe any City of Cascade Locks support you are pursuing or have received — permitting treatment, land use approvals, fee deferral, or other assistance.³⁷

D. Need, Alignment, and Outcomes

All applicants.

- D1. Describe the need, problem, or challenge your project addresses — for your organization and for the Cascade Locks community — and explain how the project will address it. (750 words maximum)³⁸
- D2. Which specific goals, objectives, or strategies in the Port's FY 2024–2029 Strategic Business Plan will your project deliver results for, and what measurable impact will it have on the Port's ability to achieve them? (500 words maximum)

³⁵CHANGE: New field. WHY: The Round Two application never asked how much money the applicant wanted — the figure appeared only inside the uploaded budget document. A discrete field is needed for eligibility screening against track limits and for assembling award recommendations.

³⁶CHANGE: New section, conditional on a project address within the Zone. WHY: Round Two named downtown revitalization as its top priority but collected no information capable of demonstrating downtown impact — no location relative to a defined core, no vacancy status, no square footage. Without these fields the downtown criterion cannot be scored on evidence.

³⁷CHANGE: New. WHY: The Program adopts the City's overlay boundary, so Port and City incentives apply to the same parcels. Knowing what City-side support is in play lets the Commission fund projects where the two agencies' contributions compound rather than duplicate.

³⁸CHANGE: Consolidates Round Two questions 24, 25, and 26 into one. WHY: The three asked for overlapping content and were scored separately, so a well-written narrative earned credit three times while a strong project described plainly was penalized three times. Together they carried 29 percent of the Round Two score for what was substantially one answer.

- D3. How will you know the project succeeded? State measurable outcomes with baseline and target values, and describe how you will collect the data.
- D4. Confirm you can report the outcome metrics in Section 1.9 of the Guidelines at final report, and — for Large Grants — at 12 months after completion.

E. Employment Impact³⁹

Conditional — all Large Grants, and any applicant answering yes to B9.

- E1. What specifically limits your ability to employ more people today? Describe the constraint — physical space, equipment capacity, seasonal operation, licensing, production throughput, service capacity, or other. (400 words maximum)
- E2. How does this project remove that constraint, and why is the removal permanent rather than temporary?
- E3. Permanent positions you expect to create or retain: state full-time equivalents, year-round or seasonal, expected wage range, and when you expect to fill each. If claiming retention, explain why the position is currently at risk.⁴⁰
- E4. What revenue will pay these wages after grant funds are spent? Identify the supporting evidence — pro forma, historical demand data, signed contracts or leases, comparable operations.
- E5. Construction-period employment: how many workers will be engaged, and for approximately how long? Where are your contractors and subcontractors based? (Collected for reporting; not scored.)⁴¹
- E6. Will any position created or retained through this project depend on continued Port grant funding to be sustained? (Yes / No)⁴²

F. Capacity and Seasonality⁴³

Conditional — Large Grants.

³⁹CHANGE: Replaces Round Two question 28 entirely. WHY: The prior question asked applicants to predict job creation and the rubric scored the prediction from "definitely, more than a few" down to "might." Because the Program does not fund wages, jobs sit two steps downstream of what the grant buys, so the prediction was neither reliably answerable nor verifiable. These questions ask instead about the causal chain — what constrains hiring, how the project removes the constraint, and what revenue sustains the positions — all assessable at application. It also removes the incentive to inflate a headcount, since the headcount is no longer the thing being scored.

⁴⁰CHANGE: Retention now requires an at-risk explanation. WHY: The Round Two criterion was titled "job creation/retention" but the descriptors addressed only creation, so retention was never actually scored. Retention is legitimate, but only where a position is genuinely at risk — otherwise every applicant can claim its existing staff.

⁴¹CHANGE: New question, collected but not scored. WHY: Commission direction to capture short-term construction jobs. It is not scored because short-term counts scale with project budget rather than project quality, so scoring it would let the largest construction budget gain on volume of temporary labor. Contractor location is collected because the Strategic Business Plan's data shows most jobs in Cascade Locks are filled by workers commuting in.

⁴²CHANGE: New. WHY: Makes the Port's core policy operative and testable at application rather than leaving it as an inference from the ineligible-cost list. A "yes" answer indicates the project is outside what the Program is designed to fund, and the rubric scores it accordingly.

⁴³CHANGE: New section. WHY: These metrics make the Program's theory of change verifiable. Unlike projected job counts, operating months and capacity are objective, observable at application, and confirmable at the final report. They also target the structural weakness the Strategic Business Plan identifies — a seasonal economy in which businesses cannot sustain year-round employment regardless of how strong the summer is.

- F1. How many months per year, and hours per week in peak and off season, are you currently open? How many after the project?
- F2. What is the appropriate capacity measure for your operation — seats, production units per week, rentable square feet, room nights, service appointments, or other? State the figure now and after the project.
- F3. If your operation is currently seasonal, does this project extend your operating season? Describe how, and identify what would still limit year-round operation afterward.

G. Organizational Capacity and Risk

All applicants.

- G1. Has your organization managed or completed projects of similar scale or scope? Describe them and their results. If your organization is new, describe the relevant experience of your principals, including projects completed at other organizations.⁴⁴
- G2. What risks or challenges could affect the success of the project, and how will you mitigate them?
- G3. Does the project have anticipated environmental impacts, positive or negative? If negative, how will they be addressed?⁴⁵
- G4. Will volunteers play a role? If so, describe their involvement and how you will recruit and manage them. Small Grant applicants may count volunteer labor toward in-kind match at reasonable local rates.⁴⁶

H. Construction Projects

Conditional — B7 answered yes.

- H1. Site control: do you own the property? If not, provide the recorded option, executed purchase and sale agreement, or lease, and a signed letter from the owner granting permission.
- H2. List all permits the project requires and the status of each: not started, pre-application meeting held, submitted and pending, or complete and in hand.
- H3. Have you held a pre-application meeting with City of Cascade Locks planning staff? If yes, when, and what was the outcome?⁴⁷

⁴⁴CHANGE: Adds principals' experience. WHY: The Round Two criterion scored an applicant zero for having no comparable completed project, which a new business cannot avoid by definition. Combined with the two-year rule, that was a second structural penalty on exactly the new downtown businesses the Commission wants to attract. Experience is a legitimate consideration; where it resides is not the point.

⁴⁵CHANGE: Retained as a question but removed from scoring. WHY: The Round Two rubric awarded full marks where a project had no environmental impacts, so nearly every applicant collected the points automatically. With the volunteer criterion, that was 12 percent of the score distributed almost uniformly, diluting the criteria that actually distinguish applications. The disclosure is now a threshold screen.

⁴⁶CHANGE: Retained as a question; scoring folded into leverage. WHY: As a standalone criterion this awarded full marks to applicants who needed no volunteers, so it did not differentiate. Where volunteer labor is genuinely part of a project it has real value, captured properly as in-kind match.

⁴⁷CHANGE: New. WHY: Under the grace period, permits in hand at application are no longer expected. The meaningful signal is whether the applicant has a realistic and informed path through permitting, for which a completed pre-application meeting is the clearest evidence.

- H4. Upload contractor quotes or estimates used to build your budget. Quotes need not be current at application; validated quotes issued within the preceding 90 days are required at Notice to Proceed.

I. Predevelopment and Feasibility Projects

Conditional — B8 answered yes.

- I1. What specific property or project is the subject of this work, and what is your ownership, option, purchase agreement, lease, or other interest in it?
- I2. What deliverables will this work produce — conditions assessment, structural or seismic evaluation, hazardous materials survey, code analysis, schematic design, cost estimate, market study, pro forma, or other?
- I3. Who will perform the work? Provide the firm or consultant and their qualifications.
- I4. What decision will these deliverables inform, what is the anticipated next step if findings are favorable, and what funding would you pursue for that phase?
- I5. Do you agree that deliverables may be shared with the Port and, at the Port's discretion, with the City of Cascade Locks for planning purposes?⁴⁸

J. Budget

All applicants.

- J1. Upload the completed Project Budget Sheet (Section 3).
- J2. If this award would serve as committed local match for a larger funding application, identify the funder, program, amount sought, and application deadline.

Note: Questions removed as duplicative of the Budget Sheet or of other questions: match percentage and cash/in-kind split, list of other funding sources, basis of cost estimates, construction-specific risk, sustainability after funding, streetscape visual change, and public acknowledgment method. Acknowledgment of Port funding becomes a term of the Grant Agreement rather than an application question.⁴⁹

⁴⁸CHANGE: New. WHY: Predevelopment findings retain value beyond the immediate applicant. If a deal does not proceed, a conditions assessment and code analysis substantially reduce cost and risk for the next prospect on the same building — a large part of what makes public investment in predevelopment worthwhile.

⁴⁹CHANGE: Seven questions removed. WHY: Each either restated a figure the Budget Sheet already captures or repeated a question asked elsewhere in the application. Reviewers gain nothing from a transcribed number, and applicants lose time producing it.

Section 3. Project Budget Sheet

Applicants complete and upload with the application. Sources must equal Uses.

Applicant: _____ Project: _____

Part 1 — Sources of Funds

Source	Cash	In-kind	Status
Port of Cascade Locks grant request	\$	—	Requested
Applicant cash contribution	\$	—	Committed / Pending
Applicant in-kind (labor, materials, services)	—	\$	Committed / Pending
Volunteer labor at documented local rate	—	\$	Committed / Pending
Other source: _____	\$	\$	Committed / Pending
Other source: _____	\$	\$	Committed / Pending
Loan or financing: _____	\$	—	Committed / Pending
TOTAL SOURCES	\$	\$	

The Status column is new. Large Grants must meet the 20 percent minimum in cash.⁵⁰

Part 2 — Uses of Funds

Line item	Port funds	Match	Total	Basis of estimate
Design, engineering, architecture	\$	\$	\$	Quote / Estimate / Comparable / Benchmark
Studies and assessments	\$	\$	\$	
Permits and fees	\$	\$	\$	
Site work and demolition	\$	\$	\$	
Construction — labor	\$	\$	\$	
Construction — materials	\$	\$	\$	
Equipment and fixtures	\$	\$	\$	
Marketing, promotion, event production	\$	\$	\$	

⁵⁰CHANGE: New column. WHY: The Round Two template captured amounts but not whether funds were committed. A project whose match is entirely pending carries materially different risk from one whose match is in the bank, and reviewers had no way to see the difference.

Line item	Port funds	Match	Total	Basis of estimate
Other: _____	\$	\$	\$	
Subtotal	\$	\$	\$	
Contingency (construction, up to [15]%)	\$	\$	\$	
TOTAL USES	\$	\$	\$	

*The Basis of Estimate column and the contingency line are new.*⁵¹

Part 3 — Summary

Calculation	Amount	Result
Total project cost	\$	
Port grant request	\$	
Total match (cash + in-kind)	\$	
Match as a percentage of total project cost		____ %
Cash match (Large Grants: must meet the full 20% minimum)	\$	
Outside funding leveraged by this award, if applicable	\$	
Construction only: square footage returned to active use		____ sq ft
Construction only: Port award per square foot returned to use	\$	

*The leverage and square footage lines are new.*⁵²

⁵¹CHANGE: New. WHY: Because binding contractor quotes are no longer required at application, reviewers need to know how each figure was derived in order to judge whether the budget is credible. The contingency line lets applicants plan for cost escalation over a 24-month window openly, rather than understating costs and returning later to request more.

⁵²CHANGE: New. WHY: Leverage is now scored, so the percentage must appear on the sheet. The square footage figures supply the cost-effectiveness comparison and produce the number the Program reports against the Strategic Business Plan's downtown vacancy indicator.

Section 4. Required Attachments

Applications are reviewed for completeness before scoring. An incomplete application may be returned or deemed ineligible.

Attachment	Required for	Notes
Oregon Certificate of Existence	All	Current, showing good standing.
Letters of support (minimum three)	All	From residents, businesses, non-profits, or government entities within the Port district.
Completed Project Budget Sheet	All	Section 3 template. Sources must equal Uses.
Documentation of committed match	All	Bank statement, board resolution, award letter, loan commitment, or signed in-kind pledge.
Evidence of site control	Any project on real property	Deed, recorded option, executed purchase and sale agreement, or lease running at least [three] years beyond completion.
Owner permission letter	Applicant is not the owner	Signed by all owners of record.
Contractor quotes or estimates	Construction	Need not be current at application. Validated quotes within 90 days required at Notice to Proceed.
Permit list and status	Construction	With pre-application meeting documentation if held.
Proof of insurance	Construction; entities under two years old	General liability; builder's risk where applicable.
Formation documents	Entities under two years old	Articles, bylaws, operating agreement, or equivalent.
Business plan or pro forma	Entities under two years old; all Large Grants	Supports the revenue path described in E4.
Revenue evidence for employment claims	Applications completing Section E	Pro forma, demand data, signed contracts, executed leases, or comparable operations analysis.
Consultant qualifications	Predevelopment projects	For the party performing the work.
Vacancy documentation	Overlay Zone reactivation projects	Utility or tax records, prior lease, City records, or dated photographs establishing duration.
Photographs of existing conditions	Construction and Overlay Zone projects	Exterior and interior as applicable. Baseline for reporting.
Joint application designation	Joint applications	Signed by all participating entities, identifying the responsible party.

*Note: Five items are new: committed match documentation, site control evidence, business plan or pro forma for Large Grants, revenue evidence supporting employment claims, and vacancy documentation.*⁵³

⁵³CHANGE: New attachments. WHY: Each supports a scoring criterion that Round Two asked reviewers to evaluate without supplying the underlying evidence. The employment criterion cannot be scored above the lowest bands without documentation of the revenue that will sustain the positions, and the downtown criterion cannot be scored on vacancy duration without records establishing it.

Section 5. Scoring Criteria and Rubric

5.1 Structure

Every application is scored on the same 37-point scale, regardless of track or project type.

Criterion	Points	Round Two	Change
1. Downtown revitalization impact	6	—	New
2. Durable employment	6	6	Rewritten
3. Community need and Strategic Plan alignment	6	15	Consolidated from three criteria
4. Project readiness	4	9	Absorbs risk and permits
5. Leverage	3	—	New
6. Measurable outcomes	3	3	Baseline and targets now required
7. Applicant capacity and experience	3	3	Principals' experience now counts
8. Durability of impact	3	3	Replaces "sustainability"
9. Budget and cost-effectiveness	3	6	Absorbs cost-effectiveness
TOTAL	37	51 / 57	Single scale

Removed from scoring: priority alignment, environmental impacts, volunteer plan, in-kind contribution detail, and separate criteria for risk, permits, and construction-period employment.⁵⁴

Under Round Two weighting, an application creating no jobs could score 45 of 51 points, or 88 percent. Under Round Three weighting, the two Commission priorities carry 12 of 37 points — 32 percent, against 18 percent in Round Two.⁵⁵

5.2 Threshold Screens

Pass or fail, assessed before scoring. No points.

⁵⁴CHANGE: Rubric reduced from 20 rows to 9 criteria. WHY: Priority alignment awarded its top score for touching more than one priority, penalizing focused work, and duplicated the two priority criteria. Environmental impacts and volunteer plan each awarded full marks where the item did not apply, so nearly every applicant collected all six points — 12 percent of the total distributed almost uniformly, compressing the range of the criteria that do distinguish applications. Risk and permits are dimensions of readiness rather than independent questions, and scoring them separately asked reviewers for three judgments where one will do.

⁵⁵CHANGE: Reweighting. WHY: The Round Two instrument allocated 35 percent of its points to administrative competence and 12 percent to criteria almost nobody lost, while the two current priorities together carried less than a fifth of the score. Administrative capacity still matters and remains scored, but it should not outweigh whether a project does what the Commission is trying to accomplish.

Screen	Test
Eligibility	Applicant type, district location or Overlay Zone property ownership, tax IDs, Certificate of Existence, good standing, financial history or approved waiver.
Completeness	All applicable attachments provided.
Track fit	Amount requested falls within the limits of the selected track; applicant meets track-specific eligibility.
Site control	For any project on real property: ownership, option, purchase agreement, or qualifying lease documented; owner permission where applicable.
Environmental disclosure	Question G3 answered; where negative impacts are anticipated, a plan is provided.
Conflict of interest	Question A9 answered. A disclosed relationship is not disqualifying; it triggers the recusal procedure in Section 1.10.

Environmental impact and site control move from scored criteria to threshold screens.⁵⁶

5.3 Rubric

Reviewers score each criterion at the stated levels. Intermediate values are not used.

Criterion 1 — Downtown Revitalization Impact (6 / 4 / 2 / 0)

Score	Descriptor
6	Located within the Downtown Overlay Zone AND returns commercial space vacant or substantially underused for [24] months or more to active use, with square footage and vacancy duration documented. Or: makes a material, visible improvement to the Overlay Zone streetscape at corridor scale.
4	Located within the Zone and materially improves an occupied or partially used property, or returns vacant space to active use with incomplete documentation.
2	Located outside the Zone but demonstrably supports activity within it — for example, by directing visitors into the corridor or serving downtown businesses.
0	No demonstrated downtown impact.

Criterion 2 — Durable Employment (6 / 4 / 2 / 0)

Evaluates the mechanism by which the project leads to employment, not the size of the number an applicant projects.

Score	Descriptor
6	Identifies a specific, documented constraint limiting the applicant's ability to employ more people. The project removes that constraint through a one-time investment or durable asset. A credible revenue path

⁵⁶CHANGE: Reclassification. WHY: Both are questions with a right answer rather than a range of quality. Scoring them on a four-point scale produced near-uniform results while consuming weight the priority criteria needed. As screens they retain their full protective function.

Score	Descriptor
	— pro forma, demand data, signed contracts, or executed leases — funds the resulting positions from operations. Positions are year-round.
4	Credible constraint removal and employment path, but positions are seasonal, or revenue evidence is projected rather than documented.
2	Plausibly increases capacity, but the link to hiring is asserted rather than demonstrated, or employment effects are indirect or limited to the construction period.
0	No identified employment effect, OR any position created or retained would depend on continued Port funding (E6 answered yes).

Criterion 3 — Community Need and Strategic Plan Alignment (6 / 4 / 2 / 0)

Score	Descriptor
6	Identifies a specific, documented community need and explains persuasively how the project addresses it. Cites particular goals or strategies in the Strategic Business Plan and describes a measurable impact on the Port's ability to achieve them.
4	Need and Plan alignment are credible but stated generally, or the described impact is not clearly measurable.
2	Tangentially rather than directly related to community need or Plan goals.
0	No explicit relationship between the project and either community need or the Port's Plan.

Criterion 4 — Project Readiness (4 / 3 / 2 / 0)

Absorbs risk identification and, for construction projects, the permit pathway. Under the grace period, readiness means a viable and informed path to starting — not that work could begin immediately.

Score	Descriptor
4	Site control documented, financing plan complete, scope well defined, and a realistic schedule within the completion window. Risks are identified specifically with feasible mitigation. For construction: a comprehensive permit list with status, a pre-application meeting held with City planning staff, and a schedule that fits the grace period.
3	Path is viable but one significant element — financing, scope, schedule, risk mitigation, or permit research — is incompletely developed.
2	A timeline is provided but lacks detail, risks are vaguely identified, or significant preconditions remain unaddressed.
0	No timeline, an unreasonable schedule, no risk identification, or required permits not identified at all.

Criterion 5 — Leverage (3 / 2 / 1 / 0)

Match as a percentage of total project cost. Volunteer labor and in-kind count where documented at reasonable local rates.

Score	Descriptor
3	Total match is 50 percent or more of total project cost; OR the award serves as documented committed local match unlocking outside funding of at least twice the award.
2	Total match is 35 to 49 percent of total project cost.
1	Total match is 21 to 34 percent of total project cost.
0	Match is at the applicable minimum, or match sources are undocumented or speculative.

Criterion 6 — Measurable Outcomes (3 / 2 / 1 / 0)

Score	Descriptor
3	Baseline and target values are provided for the applicable outcome metrics, and the collection method is clear and workable.
2	Anticipated results are specific, but baselines, targets, or collection methods are partly missing.
1	Success would be difficult to ascertain — outcomes are not measurable or methods are inappropriate.
0	Evaluation plans are missing or unusable.

Criterion 7 — Applicant Capacity and Experience (3 / 2 / 1 / 0)

Relevant experience of the applicant's principals counts, including projects completed at other organizations.

Score	Descriptor
3	The applicant, or its principals, has completed projects of similar scale and scope with documented results.
2	Similar projects have been completed, but results are described without supporting detail.
1	Prior projects are dissimilar in scale or scope, or no results are offered.
0	No relevant experience identified at either the organization or principal level.

Criterion 8 — Durability of Impact (3 / 2 / 1 / 0)

Asks whether the benefit persists — not whether the activity repeats. A one-time improvement with permanent effect scores well.

Score	Descriptor
3	Produces a durable asset, capacity, or occupancy that persists after the grant period with no further Port funding, supported by evidence.
2	Impact is likely to persist, but supporting evidence is partial or maintenance obligations are not fully addressed.
1	Persistence is asserted as an assumption without supporting evidence.
0	Impact ends with the grant period, or continuation would require further Port funding.

Criterion 9 — Budget and Cost-Effectiveness (3 / 2 / 1 / 0)

Absorbs the separate cost-effectiveness assessment. Reviewers judge whether the ask is proportionate to what it produces, using the per-square-foot and per-position figures on the Budget Sheet.

Score	Descriptor
3	Budget details all income and expenses, sources equal uses, the basis of each estimate is stated, costs are reasonable for the local market, and the outcome is strong relative to the Port dollars requested.
2	Budget includes income and expenses but is missing some detail or the basis of some estimates is unstated; the outcome per Port dollar is reasonable.
1	Budget is missing significant detail, cost estimates are unreasonable, or costs appear high for what is proposed without explanation.
0	Budget lacks adequate detail and is unreasonable in its estimations, or outcome per dollar cannot be assessed.

Section 6. Scoring Sheet

Applicant: _____ Project: _____

Reviewer: _____ Date: _____ Track: Small / Large

Threshold screens

Screen	Pass / Fail	Note
Eligibility	PASS FAIL	
Completeness	PASS FAIL	
Track fit	PASS FAIL	
Site control (if applicable)	PASS FAIL N/A	
Environmental disclosure	PASS FAIL	
Conflict of interest	PASS FAIL	If disclosed, note relationship:

Scored criteria

Criterion	Scale	Score	Comment
1. Downtown revitalization impact	6 4 2 0		
2. Durable employment	6 4 2 0		
3. Community need and Strategic Plan alignment	6 4 2 0		
4. Project readiness	4 3 2 0		
5. Leverage	3 2 1 0		
6. Measurable outcomes	3 2 1 0		
7. Applicant capacity and experience	3 2 1 0		
8. Durability of impact	3 2 1 0		
9. Budget and cost-effectiveness	3 2 1 0		
TOTAL	out of 37		

Recommended for funding: YES / NO / YES WITH CONDITIONS

Minimum for recommendation: [26] of 37 points.

Reviewer comments:

Appendix A. Decision Points

Policy decisions for the Commission

These seven figures express Commission policy and warrant discussion.

Item	Draft value	Consideration
Total Round Three funding	\$150,000	Carried forward from Round Two.
Construction completion window	Up to 24 months	Commission direction. Spans three Port fiscal years, but raises no encumbrance issue: the Port pays the full program amount, plus the administrative fee, to MCEDD in a single fiscal year, and MCEDD administers reimbursements from those funds thereafter.
Grace period length	150 days	Roughly five months to obtain permits, validate quotes, and confirm match. Shorter risks recapture on projects that would have succeeded; longer extends the total commitment.
Mobilization advance	Up to 25% at Notice to Proceed	The change most likely to make a Large Grant reachable for a small downtown applicant. Recovery method is open — see Section 1.8.
Minimum score for recommendation	26 of 37 points	Roughly 70 percent. Allows the Commission to decline to award rather than spend down the pool in a thin round.
Vacancy duration for top downtown score	24 months	Long enough to identify genuinely derelict space; short enough to capture recent closures.
Final report holdback, Large Grants	10% of award	New. Released on acceptance of the final report, giving the Port a practical means of obtaining the outcome metrics the Program now relies on. A higher figure strengthens that; a lower one eases cash flow for applicants already fronting costs.

Staff-recommended values

These are administrative and can be adopted as a group unless the Commission wishes to discuss one.

Item	Draft value	Note
Small Grant ceiling	\$10,000	Carried forward.
Large Grant range	\$10,001–\$50,000	Carried forward.
Match minimum, both tracks	20%	Carried forward. In-kind permitted for Small Grants only.
Non-construction completion window	12 months	Includes predevelopment.
Grace period extension	One, up to 90 days	Executive Director approval, reported to the Commission.
Reimbursement rate	Port share of project cost (100% less	Reflects current practice. Port and match funds draw down together; 35% match reimburses at 65%.

Item	Draft value	Note
	committed match)	
Contingency allowance	Up to 15% of construction cost	Appropriate for a 24-month window.
Lease term for site control	3 years beyond completion	Ensures the applicant can use what the Port funded.
Owner lease-up commitment	To be set	Applies to the Overlay Zone property owner exception.
Number of reviewers	At least two	Third reviewer where totals diverge by more than 15 percent.

Open questions

- Whether to offer a mobilization advance at all and, if so, how it is recovered — proportional withholding from later reimbursements, as drafted, or offset against the final payment.
- Whether to accept applications on a single annual cycle or reserve a portion for rolling award, so a downtown opportunity arising mid-year need not wait.

Appendix B. Summary of Changes

Area	Round Two	Round Three (proposed)
Priorities	Downtown revitalization, tourism and recreation, public safety	Downtown revitalization, job creation and retention
Priority scoring	Highest score for aligning with more than one priority	Each priority scored separately at 6 points; no credit for breadth
Downtown definition	None; entire 347-square-mile district	City overlay zone boundary, scored at 6 points
Theory of change	Unstated	Stated: one-time investment producing durable capacity; wages remain ineligible and the reason is explained
Employment criterion	Predicted job counts, scored "definitely / a few / might"	Constraint removal, revenue path, and dependency test
Construction jobs	Not addressed	Collected at application and final report; not scored
Job definitions	None	FTE defined as 2,080 hours; year-round defined as 10 months or more
Tracks	Small and Large	Small and Large, with predevelopment eligible in both
Phasing	Not addressed	Explicitly permitted
Match	Large: 20% cash; Small: unclear	Both 20%; in-kind permitted for Small
Award as outside match	Not addressed	Explicitly eligible and encouraged
Construction timeline	Single fixed completion date	Up to 24 months with a start-date grace period
Contractor quotes	Unexpired quotes required at application	Estimates at application; validated quotes at Notice to Proceed
Permits	Top score required permits in hand	Scored within readiness; informed pathway and pre-application meeting
Large Grant disbursement	Reimbursement only	Mobilization advance at Notice to Proceed, then reimbursement at the Port's share of project cost; final portion held until the final report is accepted
Two-year rule	Absolute for Large Grants	Carve-out for Overlay Zone reactivation projects
Property owners	Excluded if principal place of business is outside the district	Eligible for Overlay Zone property with a lease-up commitment
Site control	Owner permission letter only	Threshold screen
Nonprofit types	Guidelines said 501(c)(3); application accepted (c)(6)	Both, consistently
Religious organizations	Churches and religious organizations excluded as applicants; inherently religious activities an ineligible use of funds	Exclusion removed on the advice of counsel; eligibility determined by the Program criteria

Area	Round Two	Round Three (proposed)
Financial history	Absolute five-year bar	Waiver path for resolved matters
Joint applications	Not addressed	Permitted, with a designated responsible party
Amount requested	Not a field	Discrete field
Application length	43 questions for everyone	~28 for a simple Small Grant; ~45 for a Large construction project
Rubric	20 rows, 51 or 57 points, two denominators	9 criteria, 37 points, one denominator
Leverage / cost-effectiveness	Not scored	Scored
Environmental and volunteers	Scored, 6 points, near-uniform full marks	Retained as questions; environmental becomes a screen, volunteers count as in-kind
Minimum score	None	26 of 37 points
Reviewers	Unstated	At least two, with a reconciliation procedure
Conflict of interest	Recorded yes/no; rubric row blank	Written disclosure and recusal procedure
Reporting	Expenditures only	Expenditures plus outcome metrics; 12-month follow-up for Large Grants
Program-level reporting	Annual summary of awards and expenditures	Annual summary adds outcome metrics — jobs, square footage, leverage
Pre-application conference	None	Encouraged for Large Grants

Round Two point totals are drawn from the Grant Proposal Scoring Sheet (V3, October 2025 updates) and the accompanying Scoring Rubric (V3).