



PORT OF CASCADE LOCKS

Strategic Plan

FY 2024 – 2029



WELCOME

Dear Cascade Locks community,

We know that creating a strong roadmap for our future is critical to ensure that we can build on our successes, learn from our challenges, and continue to create economic opportunity in our beautiful region. With that in mind, we are pleased to present the Port of Cascade Locks' Strategic Plan for 2024-2029. This plan sets a course of action for the next five years by establishing priority goals for the Port, outlining the actions we will take to effectively achieve those goals, and setting up a framework to measure our progress and share it with the community.

The plan is organized into the following sections:

- Introduction
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 - Our Community
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- Strategic Goals and Objectives
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Port leadership and staff, Cascade Locks residents, other businesses, and public sector stakeholders all had a hand in shaping this plan. We are extremely grateful to the members of our community who shared their voices and for their engagement in this work.

The planning process aimed to balance and prioritize the many critical needs of the Port and the community. While this plan is the first step, the real work is ahead as we turn this roadmap into a reality. We see a bright future for the Port and know that together, we can create a community where everyone can thrive.

Thank you for your support as we continue this journey together.



Brand Lorang
President, Position #2



Pamela Thweatt
Position #5



Rob Peterson
Treasurer, Position #4



Albert Nance
Secretary, Position #3



Carrie Klute
Vice President, Position #1

Jeremiah Blue
Executive Director

INTRODUCTION

PORT HISTORY AND MISSION

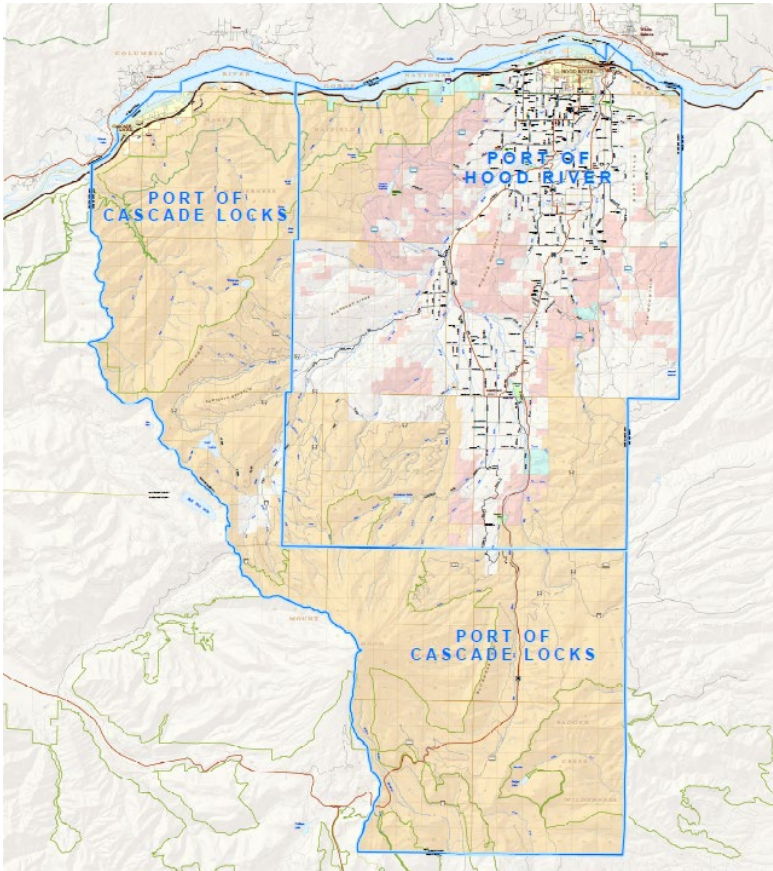
The Port of Cascade Locks sits on the southern bank of the Columbia River in Hood River County, Oregon. The Port and the City of Cascade locks are approximately forty miles east of Portland, the state's largest metropolitan region. The Columbia River Gorge is the native land of the Confederated Tribes of the Warm Springs, the Yakama Nation, the Nez Perce Tribe, and the Confederated Tribes of the Umatilla Indian Reservation.

The Port was originally established in 1937 to improve navigation channels through the Columbia River. The Port took ownership of the original lock facility, known as the Cascade Locks, from the U.S. Army Corps of Engineers in 1939 following the construction of the Bonneville Dam. Since then, the Port has continuously evolved, launching numerous initiatives and developing facilities to drive economic growth in the region.

Just as in 1896 when the locks were built to facilitate trade and economic development, the purpose of the Port of Cascade Locks today is to promote economic growth, recreation, and tourism within the Columbia River Gorge.

PORT GEOGRAPHY

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



County line and on the east by the Port of Hood River District and the Wasco County line.

OUR COMMUNITY

Conveniently situated 44 miles from Portland, the residents of Cascade Locks value the area's pace of life and natural beauty. As a renowned recreation destination, the economy of Cascade Locks is primarily driven by tourism and outdoor recreation. This can lead to seasonal economic fluctuation based on tourism activity; however, in a growing remote work environment, the region has become highly sought after by remote workers looking for a recreation-based lifestyle.

The City of Cascade Locks is home to 1,509 residents. Of the working population in the City, the majority are employed by private companies. There is a relatively high proportion of local, state, and federal government workers compared to the rest of Hood River County. The leading industries in the region are retail trade; arts, entertainment, recreation, accommodation, and food services; and educational services, health care, and social assistance.

Detailed community context is provided in [Appendix C: Community Context](#).

PORT LEADERSHIP AND STAFF

The Port of Cascade Locks is governed by a Port Commission as mandated by the Oregon Revised Statutes (ORS) 777. The chief responsibility of the Port Commission is to create policy for the Port of Cascade Locks. The Commission is made up of five members elected by the voters of the Port of Cascade Locks District.

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

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

Port operations are led by a management team comprised of the Executive Director and Deputy Executive Director.

POLICIES AND PROCEDURES

Commission policies and procedures were comprehensively updated in 2023 to ensure alignment with the Port's mission statement and to delineate the management structure and division of authority between management and the Commission. These updated policies strongly encourage ongoing development and training for Port Commissioners to ensure they understand their roles and responsibilities and Port-specific subject matter. The Port has well-established governance policies that explicitly address the division of authority, Commission conflict of interest, the requirement for following proper procedures, and a clear definition of fiduciary responsibility.

In addition, the Port has updated its operating policies and procedures as recently as 2022. Ongoing work is underway to methodically review and update all policies and procedures, to ensure alignment with the goals and objectives outlined in the updated Strategic Business Plan.

STRATEGIC PLANNING PROCESS

This plan was developed collaboratively between the Port Commission, Port management, and community members.

The Port District and the Port Commission grounded the strategic business plan in the Port's history, its assets, the local conditions, and the Port's position in the community. In 2023, the City of Cascade Locks completed an update to its strategic plan, the results of that work were also used to inform the development of this plan.

The strategic business plan draft was developed through a series of public work sessions with the Port Commission and management team. The draft plan was presented to the community through an online survey in May-June 2024 and adjustments were made to account for stakeholder input. The plan will be finalized and adopted by the Commission in June 2024.

STRATEGIC FRAMEWORK

Our strategic plan is grounded in the Port's **vision** (the ideal state of the community in the future), our **mission** (how we plan to achieve our vision), and **values** (the principles by which we strive to work).

VISION

Our vision is that the Port will serve as a dynamic hub for economic development, blending commerce and recreation to enhance the livability of our community. With the Port's support, Cascade Locks will be known as a vibrant, business-friendly, and environmentally sustainable city that offers an exceptional quality of life for current and future generations.

MISSION

Through partnerships, care for our community, and preservation of the Bridge of the Gods, the Port is an engine for economic growth, recreation, and tourism within the Columbia River Gorge.

VALUES

As Port professionals, we are ...

Collaborative

Our community is our greatest strength. We strive to build high-quality relationships between the Port and our stakeholders—including residents, business owners, and regional partners including the City, County, and Tribal nations.

Accountable

We act ethically and transparently. We take responsibility for our actions and communicate intentionally with all stakeholders to embody a culture of openness, accountability, and integrity.

Adaptable

By embracing innovation and strategy, we strive to anticipate the needs of our community now and for generations to come.

Considerate

We create an environment based on mutual respect, inclusion, and equitable treatment of all people.

Effective

As stewards of public resources, we make informed, data-driven decisions to ensure the organization remains environmentally and financially sustainable now and into the future.

STRATEGIC GOALS AND OBJECTIVES

With input from Port Commissioners, management, staff, and community members, we have set the following strategic goals to guide our work for the next five years:

1

Maintain Port Assets

Ensure the ongoing care and maintenance of all Port assets, including critical infrastructure like the Bridge of the Gods.

2

Facilitate Economic Development Through Strategic Management of Port-Owned Buildings and Land

Leverage the Port's ownership of buildings and property to contribute to business and community growth.

3

Encourage Economic Development by Supporting Recreation and Tourism

Keep Cascade Locks a world-class recreation destination for our community and others.

4

Strengthen and Modernize Internal Operations

Support our employees—the heart of Port service delivery—by continuing to improve our technology and processes.

In the next section, we have listed each goal along with the specific objectives and priority actions that the Port can take to accomplish each goal.

1

Maintain Port Assets

Ensure the ongoing care and maintenance of all Port assets, including critical infrastructure like the Bridge of the Gods.

OBJECTIVES & STRATEGIES

A. Maintain the Bridge of the Gods

Ensure the continued operation and maintenance of the Bridge of the Gods, which is a critical infrastructure asset for the community.

- Continue biennial inspections of the bridge to track and monitor repair and rehabilitation items.
- Continue regular Bridge and road maintenance work based on the information garnered by the \$6 million appropriation.
- Conduct site and soil assessments to analyze the bridge's structural integrity and identify seismic vulnerabilities to inform targeted preservation efforts.
- Pursue an additional \$6 million to fund capital improvement projects, preservation, and seismic and safety upgrades over the next three years.
- Continue development of a long-range funding plan to secure approximately \$90 million to fund major preservation and enhancement efforts over the next 15 years.
- Based on the results of initial studies, and the availability of additional funds, work with the Bridge Engineer to update the 15-year bridge plan to outline the projects, costs, and timeline, for bridge preservation and enhancement.
- Deploy the updated plan for the maintenance, repair, and rehabilitation of the Bridge of the Gods, to extend the serviceable life of the bridge to at least 125 years (through the year 2051).

The 15-year Bridge Plan is developed and maintained separately from the strategic business plan and referenced in Appendix E: Additional Port Plans section.

B. Strengthen the Port's Asset Management Program

Develop and implement an updated Capital Improvement Plan to ensure the long-term resilience of the public assets stewarded by the Port.

- Perform a facilities condition assessment and safety assessment to identify comprehensive maintenance needs, safety enhancements, and required financial investments.
- Based on the facilities assessment, develop a prioritized maintenance schedule to manage the full scope of routine maintenance activities.
- Develop a capital improvement plan outlining the prioritized order for major upcoming infrastructure projects.
- Continue to fully fund and implement in-progress capital projects, including:
 - Marina and Marine Park water, sewer, and electrical utility improvements
 - Refurbishing and maintaining the Sternwheeler
 - Marine Park, Marina Beach, Thunder Island, and industrial park improvements
 - Support the development of a City Visitor Center Commercial Building
 - Herman Creek Cove mitigation project and enhancement of Herman Creek recreational amenities
 - Completing the Cascade Locks Trail Network in partnership with OPRD, USFS, NW Trail Alliance
 - Developing recreational amenities for the Pacific Crest Trail, including a restroom

KEY PERFORMANCE INDICATORS

- Complete geological studies
- Funds to complete near-term minor repairs
- Updated 15-year bridge plan
- Updated funding strategy to secure investment for major projects
- Adopted Capital Improvement Plan
- Condition assessment ratings of facilities and assets

2

Facilitate Economic Development Through Strategic Management of Port-Owned Buildings and Land

Leverage the Port's ownership of buildings and property to contribute to business and community growth.

OBJECTIVES & STRATEGIES

C. Develop a Comprehensive Land Use Strategy

Create a unified land use strategy that maximizes the complementary use of industrial, commercial, residential, and recreational land.

- Complete a feasibility study to determine options for the optimal use of Port-owned land.
- Develop a comprehensive land use plan to ensure strategic and intentional development of the Port's lands that maximizes the complementary use of industrial, commercial, and recreational land and explores re-zoning possibilities.
 - Explore the option of engaging an urban planner or similar expert to facilitate the development of this plan.
- Continue efforts to ensure all available industrial and commercial spaces are appropriately rented, with a focus on Flex 6.
 - Strive to attract businesses that generate more than 1 living-wage full-time equivalent (FTE) per 1000 square feet.
 - Explore Flex 6 modifications to achieve full occupancy, including evaluating market demand, feasibility, funding potential for cold/dry storage for the beverage industry, and relocation of Port/City administration offices.
- Facilitate partnerships between public entities, private developers, and community stakeholders to collaborate on land development projects,

leveraging resources, expertise, and funding to achieve shared objectives while ensuring transparency and accountability.

- Complete a financial analysis of the Port's debt schedule.

D. Support Local Housing Efforts

Determine the optimal way for the Port to actively help resolve the lack of affordable housing within the Cascade Locks community.

- Complete a feasibility study to determine options for how the Port could utilize the residentially zoned land that it owns.
- Based on the results of the feasibility study, select a course of action to utilize the residentially zoned land that enables the Port to actively support affordable housing development while staying within the Port's mission and legal scope of authority.

E. Support Downtown Revitalization

Partner with the City and other key collaborators to support the downtown revitalization efforts.

- Pursue acquiring and redeveloping vacant buildings and properties within the downtown core to support economic development and community needs.
- Provide financial or technical support for the establishment of a Chamber of Commerce or similar entity.
- Collaborate with the City on its downtown revitalization plan.

F. Strengthen Collaboration with Key Partners

Build strong partnerships and collaborative relationships with key stakeholders to support economic and community development.

- Actively participate in the Hood River Economic Development Group, Mid-Columbia Economic Development District, and other regional efforts to coordinate economic development initiatives.
- Enhance Tribal relationships and partnerships to support economic development for mutual benefit. Activities may include establishing regular collaboration meetings with Tribal partners.

- Continue regular coordination/communication with Port partners in the region—including the Port of Hood River, Port of The Dalles, and Port of Skamania.
- Continue efforts to coordinate with the City of Cascade Locks and the Cascade Locks Planning Commission to encourage economic development, including holding regular collaboration meetings between the Port Commission and City Council.
- Continue and expand current efforts to collaborate with local businesses and current tenants to support business expansion. This will be supported by the development of a chamber of commerce or similar entity and may also include performing a business retention and expansion survey to better understand needs.
- Establish a bi-state advisory committee focused on Bridge of the Gods, or reactivate the Bridge Task Force to facilitate collaboration, guidance, and direction as major improvement projects and funding are pursued.
- Strengthen relationships with legislative stakeholders at the county, state, and federal levels through our lobbyist and Pacific Northwest Waterways Association (PNWA).
- Work with the Pacific Crest Trail Association, ODOT, and other partners to advance the goal of adding a pedestrian lane to enhance walking safety.

KEY PERFORMANCE INDICATORS

- Completion of comprehensive land use plan
- Increased percent tenancy of industrial and commercial spaces
- Decreased number of vacant buildings in the downtown core
- Establishment of a bi-state advisory group

3

Encourage Economic Development by Supporting Recreation and Tourism

Support local businesses by attracting visitors to Cascade Locks' world-class recreation.

OBJECTIVES & STRATEGIES

G. Activities and Events

Attract more visitors to the region to support economic activity.

- Plan for and celebrate the Bridge of the God's Centennial (2026).
- Support and promote regional tourism through marketing, event partnership, and wayfinding signage.
- Provide capacity-building support to enable other local organizations to take on leadership for community events.
- Determine the feasibility of constructing small retail kiosks for tourism-based micro enterprises like food carts.
- Develop a communication and marketing plan to support community engagement in activities and events.

H. Marine Park and Marina

Enhance the experience for locals and visitors to the Marine Park and Marina.

- Seek funding for, and install, shore power to support the Sternwheeler dock and the future American Cruise Lines (ACL) docking area.
- Continue the current partnership with the ACL to complete their docking area and explore options to fully leverage the project to enhance the visitor experience and promote economic activity.
- Complete accessibility enhancements for the park including the playground and other park assets.
- Complete the Marina Trail Network project.

- Revisit marina rates and cost recovery strategy. Make rate adjustments to ensure that marina activities are generating revenue for the Port.
- Revisit bridge beautification and accessibility.

I. Sternwheeler

Ensure the Sternwheeler remains an asset to the community.

- Continue to allocate sufficient funds to the Sternwheeler maintenance fund.
- Continue to manage the Port's contractual relationship with the Sternwheeler's private operator.

J. Campground(s), Parks, and Open Spaces

Explore opportunities to increase campground revenue and expand other recreational facilities.

- If recommended in the best use feasibility study outlined in Goal 2, pursue recreation grants to support the expansion of the campground.
- Upgrade the campground so all sites have electrical and water connections. Winterize restroom and shower facilities.
- Explore the possibility of developing an RV park at the industrial park or Herman Creek Road
- Evaluate campground rates for comparability with similar sites and consider adjustments that balance revenue generation goals and occupancy.
- Develop east-side recreational facilities, including paving of the Herman Creek Cove parking lot, water access at Government Cove, mountain biking and hiking trail development and improvements, and other visitor amenities.

K. Venue Rental

Increase local tourism through high-quality venue rentals.

- Review venue rental rates and cost recovery strategy. Make rate adjustments to ensure that these activities are actively generating revenue for the Port.
- Complete needed capital improvement projects to ensure that rental venues are well-positioned to decrease costs, increase efficiency, and enhance the visitor experience including accessibility.

KEY PERFORMANCE INDICATORS

- Campground and venue rental revenue
- Sternwheeler revenue trends
- Completion of the Marina Trail Network project
- Number of tourists to the region

4

Strengthen and Modernize Internal Operations

Support our employees—the heart of Port service delivery—by continuing to improve our technology and processes.

OBJECTIVES & STRATEGIES

L. Maximize Port Revenue

Review new and current initiatives to maximize revenue and increase the return on investment of staff time and Port resources.

- Update the Port's grant program including methods for identification, pursuit, and administration to strengthen the overall grant strategy to help achieve the goals identified in the plan.
- In collaboration with the city and other public sector partners, develop a community strategic investment plan, often required by granting agencies, to enhance the Port's ability to attain grants.
- Continue to prioritize maintaining financial reserves in accordance with the Port's financial policies.
- Continue current efforts to assess new initiatives and projects for opportunities to maximize revenue, drive economic growth, and contribute to the community of Cascade Locks.

M. Strengthen and Support Port Staff

Attract, retain, and develop a highly skilled and motivated workforce that can effectively carry out the organization's mission and goals.

- Continue current efforts to review job descriptions and perform a salary and compensation study to ensure that staff have clear roles and responsibilities that are well aligned with compensation.
 - Based on results, address compensation gaps and update job descriptions.

- Evaluate the benefits of implementing a merit and certification-based compensation system.
- Continue efforts to provide annual cost of living adjustments (COLA) to maintain pace with market rates.
- Develop a staffing plan accounting for new major initiatives, to ensure that appropriate staffing support (whether internal hires or via contractors) is both identified and budgeted for.
- Provide continuing education and training opportunities for staff to strengthen job performance and assist in career advancement within the Port.

N. Improve Internal Technology and Processes

Improve the efficiency and effectiveness of internal systems and processes to enhance organizational performance.

- Continue current efforts to update Port financial policies and procedures.
- Update the Port's Employee Handbook and Performance Evaluation documents.
- Continue efforts to reconcile balance sheets and payment software.
- Continue efforts to improve financial data access and integrity from the Port's updated campsite reservation system.
- Update and digitize public records archives to ensure compliance with Oregon Administrative Rules and ease of access.
- Develop and implement a system to track lease and contract dates and automated reminders to trigger late fees and all other important contract dates.
- Digitize the maintenance schedule with automated alerts and reminders.
- Annually evaluate payment vendor contracts to optimize costs.

O. Improve Financial Reporting

Improve the quality and timeliness of financial reporting to stakeholders.

- Develop and maintain a multi-year financial forecast to comprehensively manage funding requirements to maintain operations.
- Present quarterly financial progress reports with budget-to-actuals to the Commission and the public.

- Take steps to improve data integrity and increase the validity and usefulness of financial reports, leveraging the new accountant consultant.
- Engage the newly established Finance Sub-Committee to ensure annual audits are up-to-date and submitted on time.
- Devise grant agreement project and contracts/matching funds tracking system to ensure timely and complete reporting on all grant-funded projects.
- Implement a formal application and project reporting process for the Port-funded grant program and Community Benefit Initiative.

P. Support the Port Commission

Support the effective functioning of the Port Commission, which serves as the governing body of the Port.

- Conduct annual planning sessions with Commissioners to prioritize annual goals, discuss new initiatives, and strengthen relationships.
- Develop onboarding materials and provide annual training about Port operations, initiatives, and programs for new and current Commission members to continue growing internal knowledge and expertise of the Port.
- Enable Port Commissioners to attend conferences, meetings, and other events focused on strengthening the Port's networks, partnerships, and professional development.

KEY PERFORMANCE INDICATORS

- Completion of compensation studies every 3-5 years
- Completion of backlog audits, and timely completion of current and future audits
- Development of regular financial reporting including budget updates
- Development of commissioner onboarding and training materials
- Presence of updated financial policies and procedures

APPENDIX A: SITUATIONAL ANALYSIS

Strength, Weakness, Opportunity, & Threat (SWOT) Analysis

A SWOT analysis is a method used to evaluate the Strengths, Weaknesses, Opportunities, and Threats that face an organization. The analysis presents a snapshot of where the Port is during the strategic plan development process and informs ongoing strategic planning and decision-making.

STRENGTHS

- Ability to deploy capital, borrowing capacity, and creditworthiness
- Bridge of the Gods for both tourism and commerce connecting Oregon and Washington
- Commitment to community engagement including information sharing through the newsletter and attendance at community meetings, as well as community events
- Eligibility for federal funding
- Engaged Commission that is invested in the community, aligned with the vision of the Port, and committed to the future of the Port
- Engaged legislators
- Productive relationships with residents, business owners, City staff, City Council, Port staff, and our Gorge neighbors.
- Proximity to other Columbia Gorge destinations such as Multnomah Falls, the Pacific Crest Trail, and others
- Recreational space and assets including the park, marina, campground, and available developable land
- Scenic beauty, water access, walkability, hiking and biking trails
- Staff collaboration, skillset, and commitment to excellent service delivery

WEAKNESSES

- Backlog of audits and financial reporting that impact public records and transparency initiatives
- Bridge deterioration and increased maintenance costs
- Compact downtown core (potential conflict between residential and commercial uses)

- Depreciation of Port assets
- Lack of financial forecast
- Low level of advocacy at the federal level for the Pacific Crest Trail crossing
- Outdated and inefficient internal processes and procedures
- Outdated roles and responsibilities as the Port has grown its staffing and operations
- Pedestrian safety and access to Bridge of the Gods
- Rising cost of maintaining Port assets, particularly the Marine Park
- Staff and leadership turnover and potential loss of institutional knowledge
- Staffing for all operations and initiatives including toll functions
- Sternwheeler winter condition
- Unclear path to further develop Port assets
- Unfavorable lease contract terms

OPPORTUNITIES

- Bi-state relationship to advance future Bridge initiatives
- Bring in more Transient Occupancy Tax funds from the construction of additional local hotels
- Collaboration with the City and other regional partners
- Development of the industrial park and other available land
- Expanding campground or other recreational opportunities/facilities
- Expansion of Business Oregon funding
- Ownership of residentially zoned land
- Shifts in local demographics and resident needs
- State expansion of affordable housing funds
- Tourism growth

THREATS

- Bridge accident or failure
- Community safety and enforcement activities
- Global economic issues that impact local businesses such as supply chain, inflation, and recession
- Insufficient affordable housing

- Lack of local infrastructure such as healthcare, financial, and consumer businesses within the City
- Natural disaster
- Rising construction and maintenance costs
- State and local legislation
- Tourism impacts on local residents

Key Priorities

The most prominent issue facing the Port is the future of the Bridge of the Gods. The Bridge of the Gods is one of three essential bridges that cross the Columbia within the Columbia Gorge National Scenic Area. Approximately 1.6 million vehicles and \$35 million in goods transit the Bridge annually. In addition, the Bridge is an important segment of the famous Pacific Crest Trail, used by both pedestrians and cyclists.

For nearly 100 years, the Bridge has been an icon of the Gorge providing bi-state access for local industry, residents and visitors, worker commute, and emergency response. The Port has made regular investments in proactive maintenance of the Bridge; however, the Bridge is nearing the end of its design life and is vulnerable to modern-day hazards. The Bridge now requires a substantial investment to extend its useful life, maintain its safe and reliable functionality, and role at the center of the local economy.

In early March 2024, the Port received \$6 million in State of Oregon funds to initiate a series of studies to better inform the long-range Bridge plan. This includes extensive studies to inform a detailed 15-year maintenance plan to extend the life of the Bridge and enhance safety. The Port's goal is to ensure the Bridge remains in service for at least the next fifty years.

For this effort, the \$6 million in funding from the State of Oregon is just the beginning. These funds will enable the Port to conduct the necessary engineering studies and achieve design acceptance for minor improvements. To carry out capital improvement projects, it's estimated that the Port will need an additional \$6 million in the near term, and potentially up to \$100 million to complete a Phase 2 level seismic upgrade, should the Port choose to pursue that course of action. As outlined in this plan, it is a year-one goal of the Port to set up a bi-state bridge user advisory committee, establish working partnerships with the State of Washington (WSDOT) and the Southwest Washington Regional Transportation Council (SWRTC), and gain additional financial support from the state.

Preserving the Bridge for the next generation is the biggest priority facing the Port, however, it is only one part of the Port's overall investment in promoting economic growth in the region. This plan outlines the funding, partnerships, and strategy required for the long-term preservation of the Bridge while thoughtfully balancing the continued development of the Port's programs and initiatives for the benefit of the community of Cascade Locks.

Demand Analysis

The Port of Cascade Locks is strategically positioned to leverage an array of market opportunities driven by its geographic location, land holdings, partnerships, and commitment to fiscal responsibility. Recognizing the potential for further expansion, particularly within the recreational and business sectors, the Port is actively engaged in initiatives aimed at enhancing its appeal to visitors, residents, and investors alike.

In addition to the undying allure of the Columbia River Gorge, key initiatives continue to draw interest and activity to the area. These include campground and venue enhancements, the annual PCT Day celebration, revitalization of the Sternwheeler, and marina upgrades.

With approximately 15,000 feet of waterfront property, industrial lands, and strategically located retail spaces, the Port is also well-positioned to cater to a wide range of business development needs to meet market demands.

In line with fostering an environment conducive to growth, the Port Commissioners have prioritized responsiveness to emerging market trends and an exploration of innovative ideas. A comprehensive assessment of market opportunities, informed by inputs from stakeholders including the Port, staff, city officials, state representatives, and public feedback, underscores several key avenues for strategic growth.

Natural Beauty, Recreation, Culture, and History

The region's natural assets, coupled with its rich cultural heritage, underpin an array of recreational opportunities. The Port manages several recreation-focused assets including the campground, marina, park, and event venues. Existing attractions, such as biking, sailing, fishing, hiking, and birdwatching, alongside historical landmarks such as the Historic Locks and the iconic Bridge of the Gods, provide a strong foundation to grow tourism. Remote work and a desire for a recreational lifestyle continue to draw permanent residents to the area. The imminent completion of the Troutdale to Hood River Historic Columbia River Highway State Trail connection is

poised to enhance the area's appeal further. The plan builds on the Port's current assets and programs and considers innovative opportunities to grow recreation and tourism in the area.

Industrial Opportunities

The Port's Industrial Park includes over 100 acres of developable land. Together the Herman Creek Business Park properties offer significant acreage ready for investment or development. The Port's main priority is to lease the 43,000 sq ft Flex 6 space. Based on past efforts to attract large businesses to the area to lease the full space and current market demand conditions it is more likely that the Port will be successful in dividing the space and identifying mid-, to small-size businesses. This strategy aligns to bring additional services to the region including healthcare, banking, or other local infrastructure such as grocery and retail.

The proximity of the Port to major interstates I-84 and the Portland Airport helps make the space more attractive to potential businesses. Further investment is supported by ongoing zoning modifications that aim to enhance attractiveness for potential users.

Commercial & Residential Development

A comprehensive approach to development recognizes that promoting industrial development requires more than just the infrastructure related to that industry itself. It also requires a supportive network of housing, amenities, and services that residents need to thrive. This holistic perspective acknowledges that sustainable growth relies on meeting more than just the business needs of the community.

Therefore, alongside industry development, this plan considers investments in housing, infrastructure, transportation, and recreational facilities to ensure the well-being and satisfaction of residents. This approach fosters a vibrant and resilient urban environment where businesses can flourish, and residents can enjoy a high quality of life. Thoughtful investments in community development can help build a strong full-time resident population. This helps mitigate the seasonal extremes of tourism and helps to diversify the region's overall economy.

District Needs

To effectively address the economic needs of the community, this plan outlines projects and strategies that capitalize on the Port's existing assets, capacity, and resources while remaining responsive to community demand and economic trends. Two goal areas address enhancing the Port's role as a hub for tourism and

recreation. By partnering with local businesses and community organizations, the Port can work with the city, community, Tribal partners, and local businesses to create a vibrant destination that offers a variety of leisure activities, dining options, and cultural experiences, contributing to job creation opportunities and supporting the growth of tourism-related businesses.

This plan also outlines a path for the Port to explore opportunities to diversify its economic base. Attracting new industries and businesses that align with market demand and the region's strengths, as well as pursuit of additional grant funds can help strengthen the Port's financial portfolio. This involves targeted efforts to attract companies in sectors such as technology, manufacturing, and logistics, leveraging the Port's transportation infrastructure and strategic location. By offering incentives, streamlined permitting processes, and access to business support services, the Port and its public partners the City of Cascade Locks and the Planning Commission, can create an attractive environment for investment and job creation. Furthermore, the Port can collaborate with local educational institutions to develop workforce training programs tailored to the needs of emerging industries, ensuring that residents have the skills and opportunities to participate in the new economy. Through strategic planning and partnerships, the Port can play a central role in driving economic growth and prosperity for the community.

Port Impact on Jobs

Job creation is an integral part of the Port's strategic business plan. Detailed further in Community Context, while the overall unemployment rate for the city has decreased since 2020 (19.8% to 10.4%), it remains more than three times higher than state and county averages. Industry focus has also seen a slight shift from the Accommodations and Food Services to Manufacturing. As the Port invests in economic growth, there is an intentional focus on supporting businesses and industries that provide full-time, living-wage positions.

The Port employs approximately 25 full-time and part-time employees to manage its operations, programs, and services. There are eight tenants of Port-owned buildings who, combined, provide 18 local full-time positions within Cascade Locks as well as an additional 71, full-time positions located in nearby Hood River, Portland, and elsewhere.

Risk Analysis

One pressing concern is the condition of the Bridge of the Gods, which poses safety risks and necessitates increased maintenance expenditures, potentially straining the

Port's budget. A significant incident resulting in a complete shutdown of the bridge is a critical risk to the region. Rising maintenance costs for Port assets, particularly recreational properties, further exacerbate financial pressures and may divert resources from other critical initiatives essential for economic development.

The future of the bridge hinges on joint efforts and collaboration between several key stakeholders including the State of Oregon, State of Washington, Tribal Nations, and the Federal Government. Availability of funding, agreement on the long-term plan, and execution of the work hinges on political goodwill across parties, which is vulnerable to change.

Beyond the bridge, the challenges of insufficient affordable housing, inadequate local infrastructure to meet basic human needs, rising construction costs, and the impacts of tourism on local residents highlight the complex interplay between economic development and community well-being. These conditions necessitate a holistic approach to address both economic and social needs while fostering inclusive growth and resilience. Navigating these risks requires a concerted effort to build institutional capacity, enhance governance structures, and foster collaboration with stakeholders to ensure the Port's long-term sustainability and success.

APPENDIX B: POLICY CONTEXT

This strategic business plan has been prepared with funding from the Oregon Business Development Department (OBDD). In 2010, OBDD, the Oregon Department of Transportation, and the Oregon Infrastructure Finance Authority adopted a new strategic plan, *Ports 2010: A New Strategic Business Plan for Oregon's Statewide Port System*. *Ports 2010* was created to define the State's future role, interest, and investment in the statewide port system based on a realistic assessment of port markets and economic and business development opportunities. This plan is based on the template for Port Strategic Plans provided in *Ports 2010*.¹ The Port is committed to following the objectives and activities outlined in this plan.

Planning and Environmental Compliance Issues

Oregon has long had a statewide land use structure that has been a model for the nation, and each port district is obliged to conform to the state's land use laws and policies. Statewide goals that inform this plan include the following:²

Goal 5: Open Spaces, Scenic and Historic Areas, and Natural Resources. This goal covers more than a dozen natural and cultural resources such as wildlife habitats and wetlands. It establishes a process for each resource to be inventoried and evaluated. If a resource or site is found to be significant, a local government has three policy choices: preserve the resource, allow proposed uses that conflict with it, or strike a balance between the resource and the uses that would conflict with it.

Goal 8: Recreation Needs. This goal calls for each community to evaluate its areas and facilities for recreation and develop plans to deal with the projected demand for them. It also sets forth detailed standards for expedited siting of destination resorts.

¹ Ports 2010, A New Strategic Business Plan for Oregon's Statewide Port System. <https://www.oregon.gov/biz/Publications/Ports/2010PortPlan.pdf>

² A Summary of Oregon's Statewide Planning Goals, <https://www.oregon.gov/lcd/OP/Documents/goalssummary.pdf>

Goal 9: Economy of the State. This goal calls for diversification and improvement of the economy. It asks communities to inventory commercial and industrial lands, project future needs for such lands, and plan and zone enough land to meet those needs.

Goal 10: Housing. This goal specifies that each city must plan for and accommodate needed housing types, such as multifamily and manufactured housing. It requires each city to inventory its buildable residential lands, and plan and zone enough buildable land to meet those needs. It also prohibits local plans from discriminating against needed housing types.

Goal 12: Transportation. This goal aims to provide “a safe, convenient and economic transportation system.” It asks for communities to address the needs of the “transportation disadvantaged.” This plan takes transportation and different transportation modes into full account.

Other Local and Regional Plans

To the extent possible, this plan is consistent with local and regional planning policies and goals.

City of Cascade Locks

Virtually all of Port of Cascade Locks' property and holdings are located within the urban growth boundary of the City of Cascade Locks. Given the overlapping jurisdictions and the close historical relationship between the City and the Port, it is the City's planning documents that are most relevant.

A draft version of the City's most recent strategic plan was published in September 2023.³ In its plan, the City notes that the Port is a willing partner in its dedication to economic development, particularly for commercial and industrial development, and that the City and the Port work closely together on several projects aimed at

³ City of Cascade Locks Strategic Plan, Draft Report, September 2023, [https://www.cascade-locks.or.us/vertical/sites/%7BCBA69777-87EC-4CCE-94AE-A171F7FE7A86%7D/uploads/Cascade_Locks_Strategic_Plan_\(final_draft\).pdf](https://www.cascade-locks.or.us/vertical/sites/%7BCBA69777-87EC-4CCE-94AE-A171F7FE7A86%7D/uploads/Cascade_Locks_Strategic_Plan_(final_draft).pdf)

bringing prosperity to Cascade Locks in the form of year-round family wage jobs, strategic investments, and quality infrastructure for the community.

The City's plan includes the Port as a partner to implement the remaining recommendations of 'Connect Cascade Locks 2021' by 2031. The City writes, "The Connect Cascade Locks plan has lots of great recommendations for enhancing the bicycle and pedestrian experience in Cascade Locks. The City should work with the Port of Cascade Locks to develop new recreation opportunities and maintenance strategies."

The City's plan was informed by a community outreach process that included a public survey intended to identify residents' priorities. Key insights gained from the community survey as reported in the plan, and relevant to this plan, include:

- There are clear areas for improvement in government service provision, particularly land use planning
- Residents were split between those who have been in the community for a long time and new residents, and between those who commute elsewhere for jobs and those who work locally or are retired
- Newer residents were more likely to rate Cascade Locks as an "excellent" or "good" place to call home than long-term residents
- Most respondents owned their homes, which spoke to Cascade Locks' affordability and attractiveness as a place to call home. For those who live here, recreational opportunities, a sense of community, and ease of movement/scale of the town are the most valued characteristics of the community
- Respondents were clear that they are interested in government interventions to support downtown enhancement/development, affordable housing, and business recruitment
- The highest stated priorities for the next ten years are improving the Downtown area and ensuring public safety, which go hand-in-hand. Attracting living wage jobs, diversifying the economy, and ensuring that the community has the utility infrastructure to attract those jobs and businesses were the next highest priorities.

Residents also raised several key community goals relevant to this plan, such as addressing rundown and abandoned buildings on Main Street, management of excessive traffic, parking solutions associated with expanding tourism and business

development, and a desire for essential services for families like childcare, banks, and grocery stores.

The Port collaborated with the Project Steering Committee to provide input on the City's plan.

Hood River County

The Hood River County 2023-2025 Strategic Plan does not specifically address the Port of Cascade Locks or its operation.⁴ However, the plan emphasizes the County's goals of supporting economic growth and high-quality job generation and increasing housing diversity and affordability. To do this, the County plans to review the economic drivers of the County and develop an economic profile, revisit its roles in supporting the increase of the County's housing supply throughout the region, evaluate the transportation system to leverage existing housing and support the cities' efforts to increase housing opportunities.

Columbia River Gorge National Scenic Area Management Plan

All of the Port of Cascade Locks' property and holdings are located within the Columbia River Gorge National Scenic Area. As with the City, the Port District and the Scenic Area have overlapping jurisdictions. The National Scenic Area has a Management Plan mandated by Congress to ensure that the land in the Scenic Area is used consistently with the purposes and standards of the Scenic Area Act. The Gorge Commission and the US Forest Service created the Plan jointly. The original plan was adopted in 1991, and the most recent version was adopted in October 2020.⁵

The Gorge Management Plan focuses on conserving open spaces and restricting development to urban areas while maximizing recreation and economic development opportunities. However, the mutual concern with recreation and

⁴ Hood River County 2023-2025 Strategic Plan Report, https://www.hoodrivercounty.gov/vertical/Sites/%7B4BB5BFDA-3709-449E-9B16-B62A0A0DD6E4%7D/uploads/Hood_River_Country_Strategic_Plan_Summary_Report_8.16.23.pdf

⁵ [Management Plan for the Columbia River Gorge National Scenic Area](#), Gorge Commission

quality of life provides ample opportunity for consultation and for each to be as effective as possible.

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

Political Context and Analysis

The Port partners with several regional stakeholders to find common areas of interest and maximize beneficial impacts for local communities. Those groups can be categorized as either government or non-governmental.

The Port's main government partners include Hood River County, the City of Cascade Locks, the State of Oregon, the federal government, Tribal governments, and the Columbia River Gorge Commission. Also included are interests across the river including Skamania County, the City of Stevenson, and the State of Washington.

The Port has relationships to some extent with each of these organizations. Oregon Department of Transportation (ODOT), Washington Department of Transportation (WSDOT), and Business Oregon.

Significant turnover at the commission and staff levels provides opportunities to build, strengthen, or reset relationships where needed. Each relationship deserves consideration and assessment, looking for areas of policy or project overlap, prioritizing government affairs work, and directing resources.

Non-Governmental Organizations (NGOs) partners include the Pacific Crest Trail Association, Northwest Trail Alliance, Pacific Northwest Waterways Association, Friends of the Columbia River Gorge, Union Pacific Railroad, Columbia River Inter-Tribal Fishing Commission, the Mid-Columbia Economic Development District, Skamania County Economic Development Council, Columbia Gorge Racing Association (CGRA) and Gorge Canoe Club (GCC). The Port's new business plan can catalyze efforts to re-engage with regional stakeholders.

APPENDIX C: COMMUNITY CONTEXT

This section ties the activities of the Port to the economic needs and opportunities in the community we serve.

Demographic and Economic Profile

The City of Cascade Locks is home to 1,509 residents with a median age of 46.9. The City is located in the Columbia River Gorge National Scenic Area, which attracts visitors from around the world for its scenic beauty, hiking trails, and waterfalls. The City is also home to the Bridge of the Gods, which is a part of the Pacific Crest Trail. The economy of Cascade Locks is primarily driven by tourism and outdoor recreation.

According to the U.S. Census, the median household income in Cascade Locks is \$62,195. 23% of residents have obtained a bachelor's degree or higher.⁶ The poverty rate was estimated at 7.2% in the 2020 Census. The homeownership rate is 75.3%, higher than the Hood River County rate of 68.3%.

The City has a relatively high proportion of local, state, and federal government workers (18.1%) compared to the County (11.7%), but the vast majority (69.1%) of workers are employed by private companies. The leading industries are retail trade (22.2%), arts, entertainment, recreation, accommodation, and food services (22.1%), and educational services, health care, and social assistance (12.4%).

The average commute time to work from the City is 22 minutes, and about 2/3 of workers drive to work alone (notably, 0% are reported in the Census as taking public transportation).

The following charts were presented to the Port Commission by regional economist Dallas Fridley in January 2024.

⁶ https://data.census.gov/profile/Cascade_Locks_CCD,_Hood_River_County,_Oregon?g=060XX00US4102790476

2022 ALL INDUSTRIES EMPLOYMENT & PAY – CASCADE LOCKS CITY LIMITS

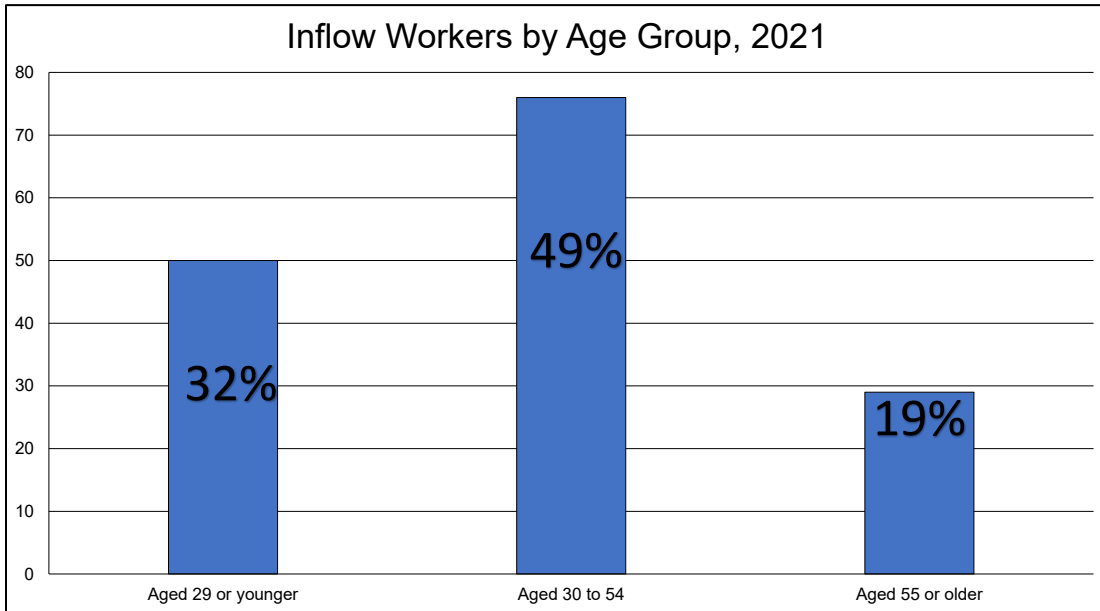
2022 Employment, Payroll and Average Wages				
Industry	Units	Jobs	Payroll	Average Wage
Total All Industries	40	321	\$13,173,239	\$41,038
All Private	35	265	\$9,467,810	\$35,728
Manufacturing	4	85	\$3,736,230	\$43,956
Retail Trade	5	30	\$693,240	\$23,108
Accommodation and Food Services	7	71	\$2,275,588	\$32,051
All Other Private	19	79	\$2,762,752	\$34,972
Government	5	56	\$3,705,429	\$66,168
<i>*units with jobs</i>				

An average private industry unit in the City is nine jobs. Hood River County's average wage is 18% higher than the City's at \$48,404 (+\$7,366).

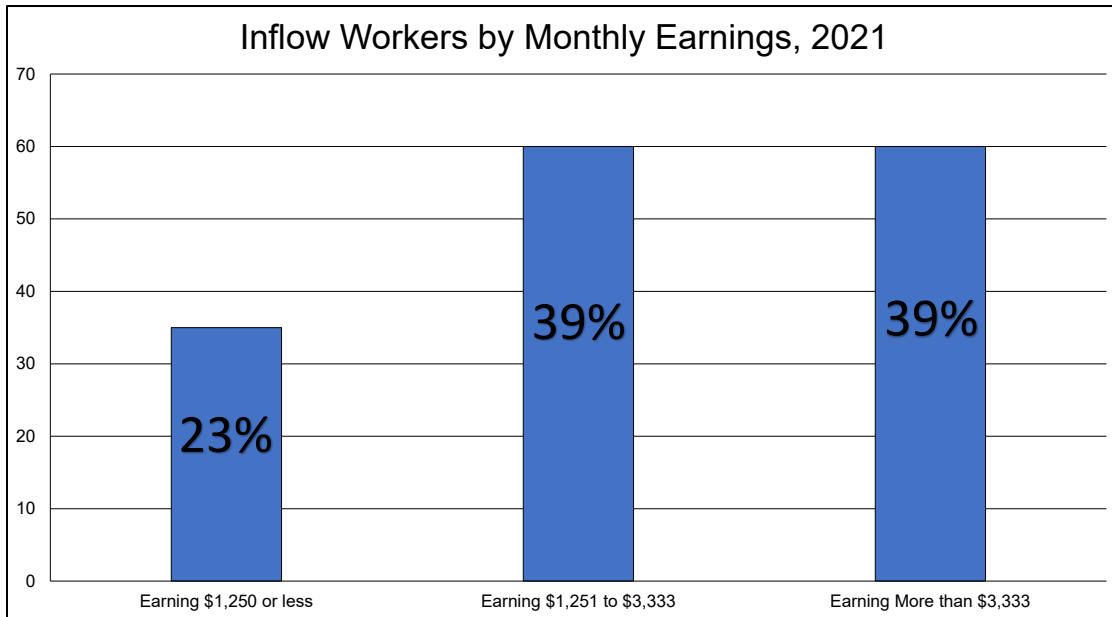
CASCADE LOCKS MAJOR INDUSTRY EMPLOYERS, 2022

Manufacturing		
Company Name	NAICS	Industry
Brigham Fish Products Inc	311710	Seafood Product Preparation and Packaging
Thunder Island Brewing Company	312120	Breweries
Lignetic'S Inc	321999	All Other Miscellaneous Wood Product
Chinook Sailing Products Inc	339920	Sporting and Athletic Goods
Retail		
Company Name	NAICS	Industry
Columbia Market	445110	Supermarkets and Other Grocery
C River Enterprises Inc	447110	Gasoline Stations with Convenience
Nexgen Team Llc	447110	Gasoline Stations with Convenience
Wind Mountain Inc	453220	Gift, Novelty, and Souvenir
Addco Lease Co	454110	Electronic Shopping and Mail-Order Houses
Accommodation and Food Services		
Company Name	NAICS	Industry
Bridge Of The Gods Motel & Rv Park	721110	Hotels and Motels
Charburger/Best Western Columbia Ri	721110	Hotels and Motels
Columbia Gorge Inn Llc	721110	Hotels and Motels
Cascade Locks Koa Incorporated	721211	RV Parks and Campgrounds
Haechandle Inc	722513	Limited-Service Restaurants
Thirsty Cafe Coffee Bar Llc	722515	Snack and Nonalcoholic Beverage Bars
Tg Ventures Llc	721211	RV Parks and Campgrounds

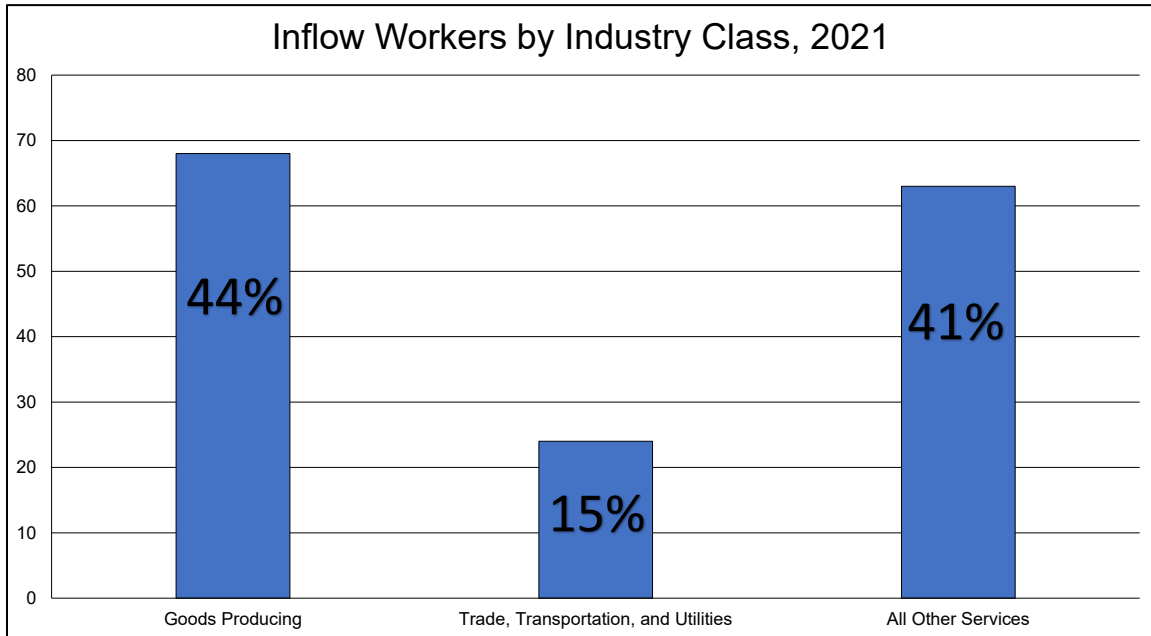
CASCADE LOCKS AGE PROFILE INFLOW WORKERS



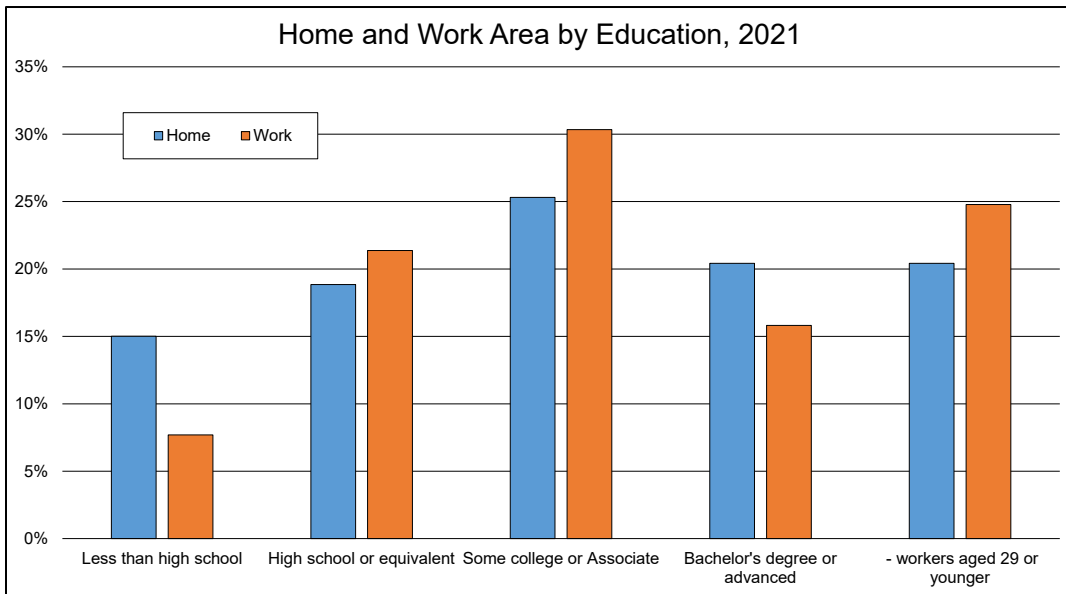
CASCADE LOCKS EARNINGS PROFILE OF INFLOW WORKERS



CASCADE LOCKS INFLOW WORKERS BY INDUSTRY CLASS

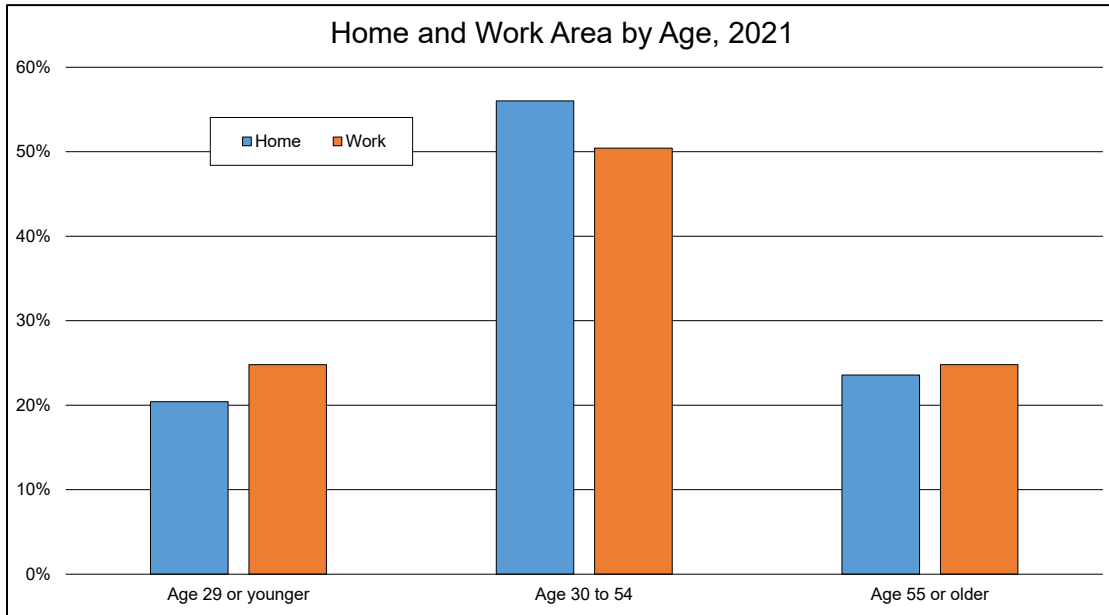


CASCADE LOCKS EDUCATIONAL ATTAINMENT

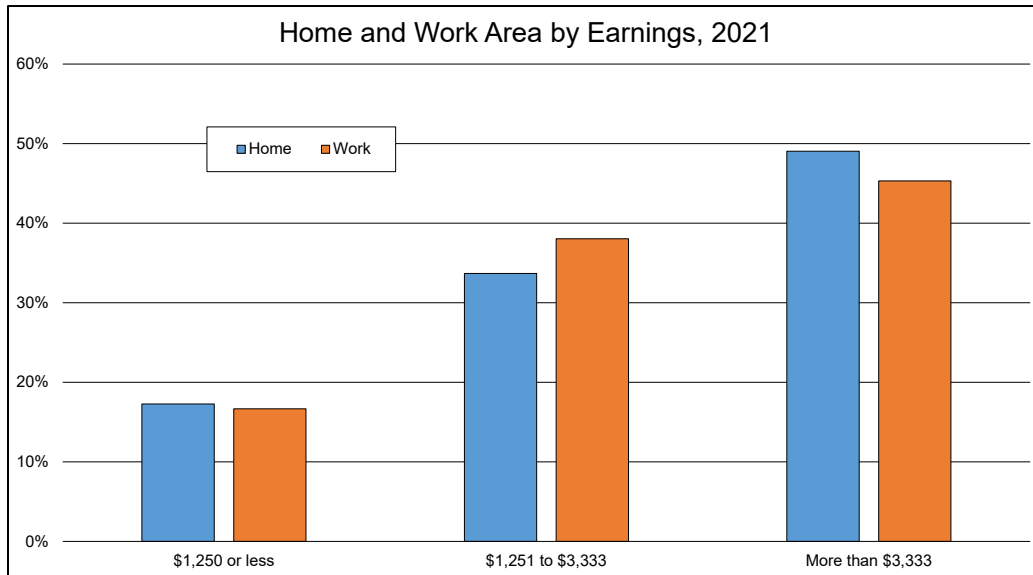


In the above chart and the following two charts, 'Home Destination' represents workers who live in Cascade Locks, and 'Work Destination' represents workers who are employed in Cascade Locks.

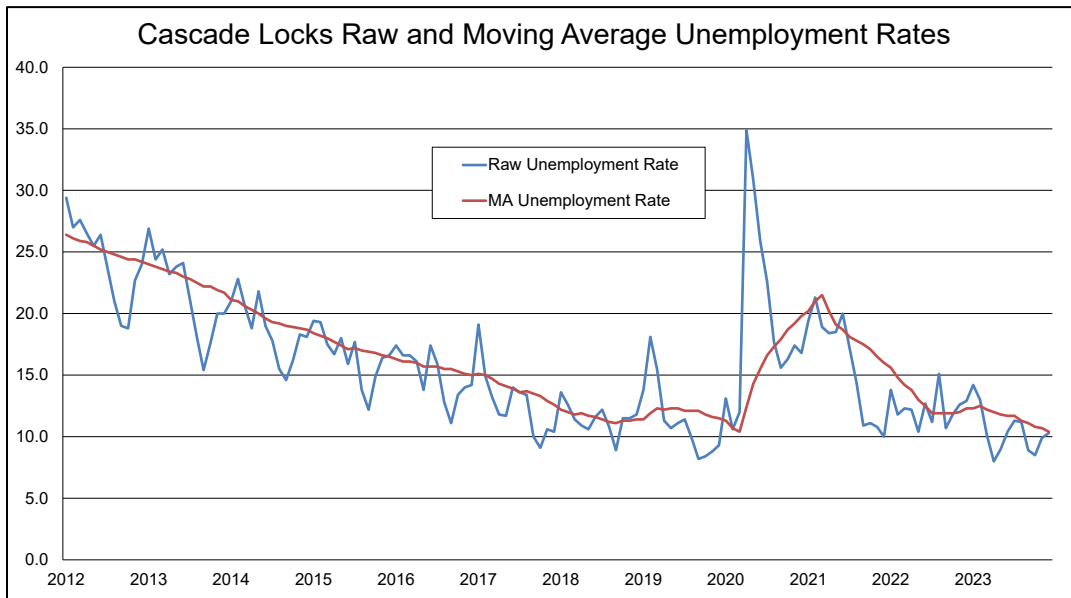
CASCADE LOCKS WORKER AGE



CASCADE LOCKS EARNINGS

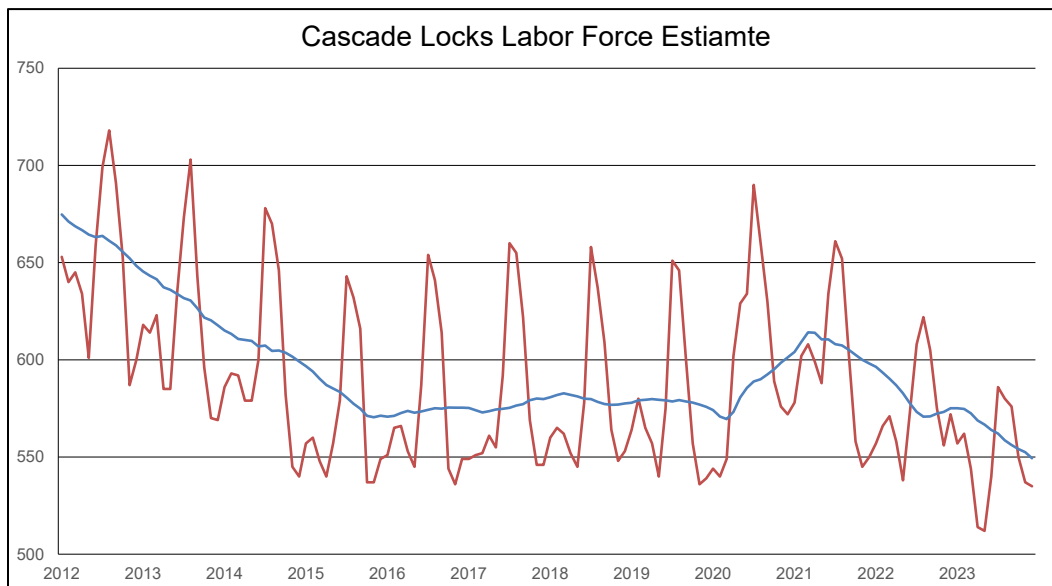


CASCADE LOCKS RAW AND MOVING AVERAGE UNEMPLOYMENT RATES



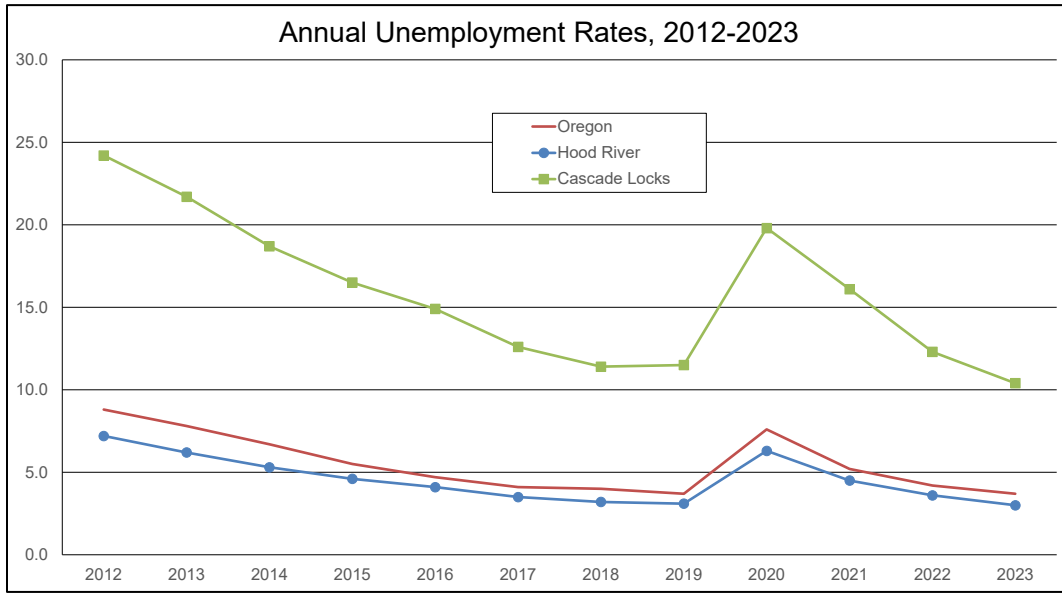
The 2023 annual unemployment rate of 10.4% is lower than the 2019 rate (11.5%).

CASCADE LOCKS LABOR FORCE



The 2023 labor force participation of 549 is a slight decline from 2019 (576).

CASCADE LOCKS ANNUAL UNEMPLOYMENT RATES, 2012-2023



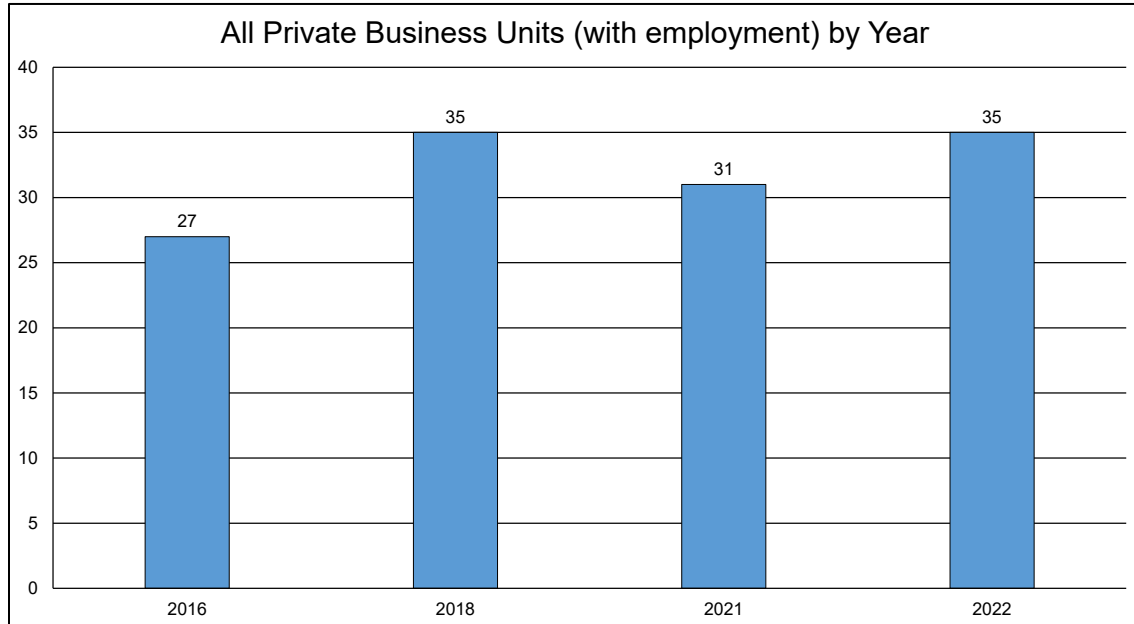
The City's annual unemployment rate is consistently higher than the state and county. The City's rate in 2023 was 10.4% (down from 19.8% in 2020), while the statewide rate was 3.7% (7.6% in 2020), and the Hood River County rate was 3% (6.3% in 2020).

POPULATION GROWTH

Population Estimates for Oregon and Hood River County				
	July 1, 2022 Population	July 1, 2023 Population	Net Change	Percent Change
Oregon	4,269,529	4,291,525	21,996	0.5%
Hood River County	24,290	24,406	116	0.5%
City of Cascade Locks	1,395	1,400	5	0.4%
City of Hood River	8,483	8,577	94	1.1%
Unincorporated	14,412	14,429	17	0.1%

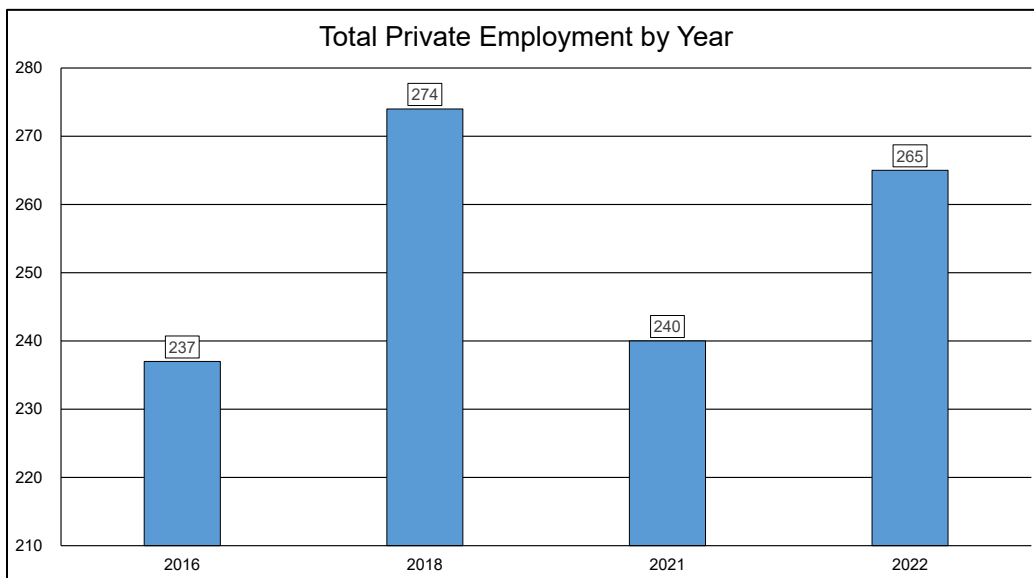
Key Industry Trends

CASCADE LOCKS TOTAL PRIVATE BUSINESS UNITS/GROWTH



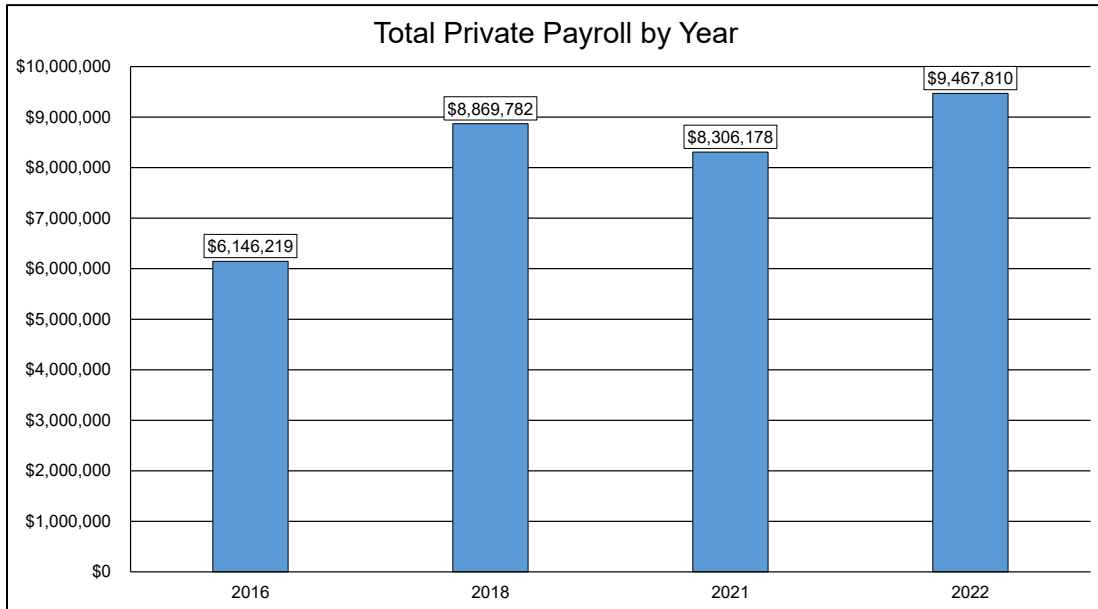
In the chart above, 35 units are equal to about 2.4% of Hood River County's private industry total employment.

CASCADE LOCKS TOTAL PRIVATE INDUSTRY EMPLOYMENT



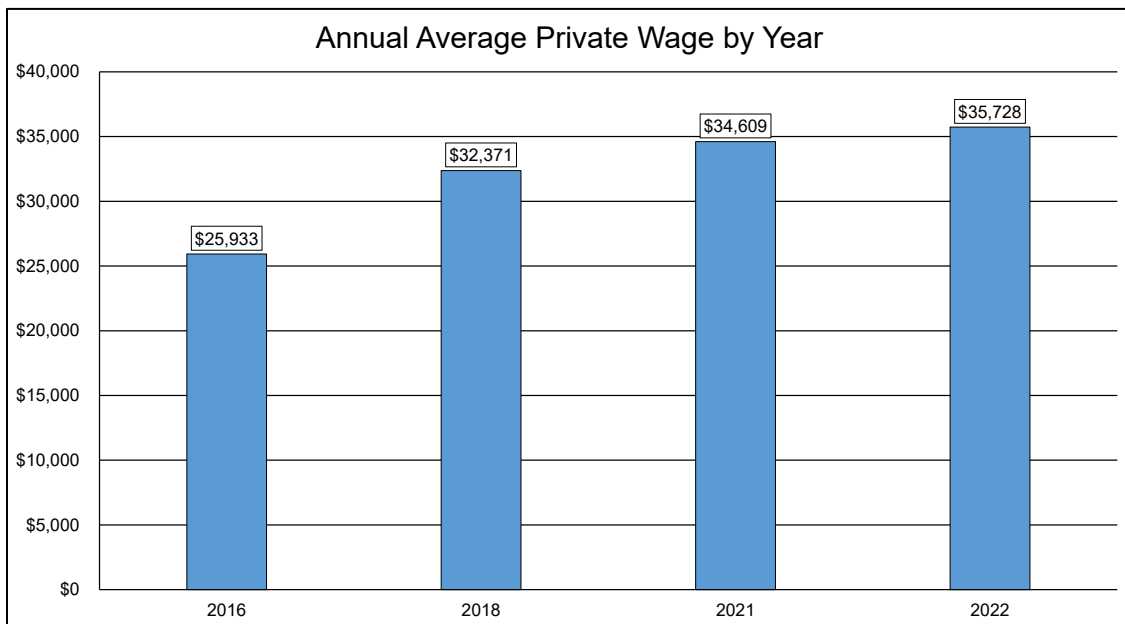
The City experienced a net loss of nine private industry jobs between 2018 and 2022. 265 jobs represent 2.1% of Hood River County's private industry total employment.

CASCADE LOCKS TOTAL PRIVATE INDUSTRY PAYROLL/GROWTH



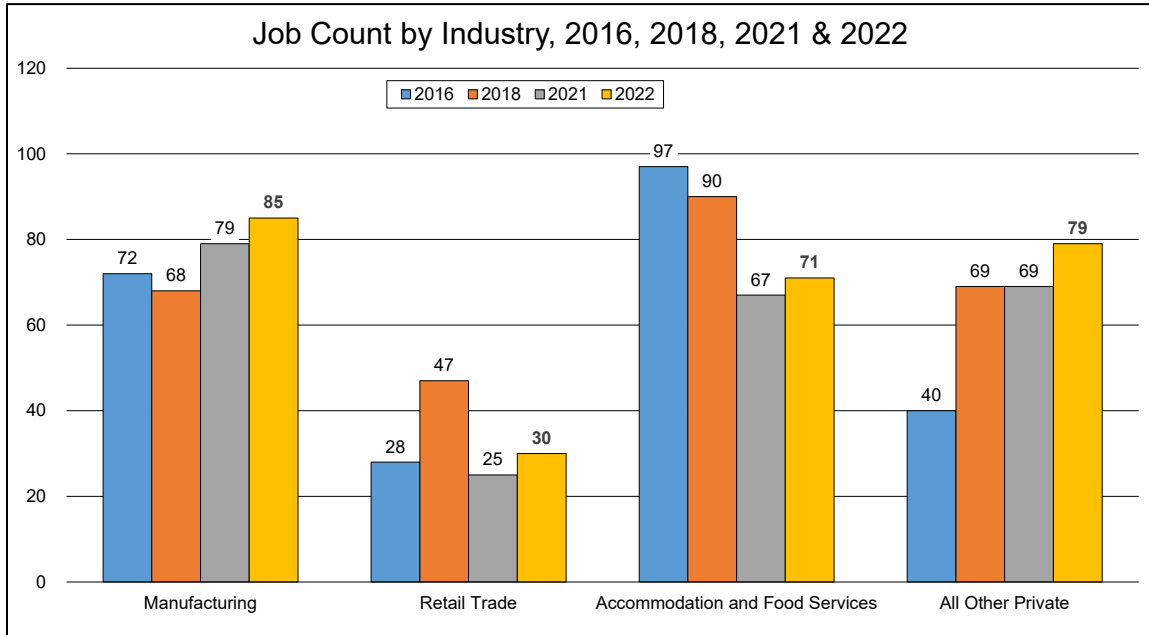
Private payroll in the City is up \$0.6 million since 2018 (+6.7%). \$9.5 million payroll represents about 1.6% of Hood River County's private industry payroll total.

CASCADE LOCKS AVERAGE PRIVATE INDUSTRY WAGE



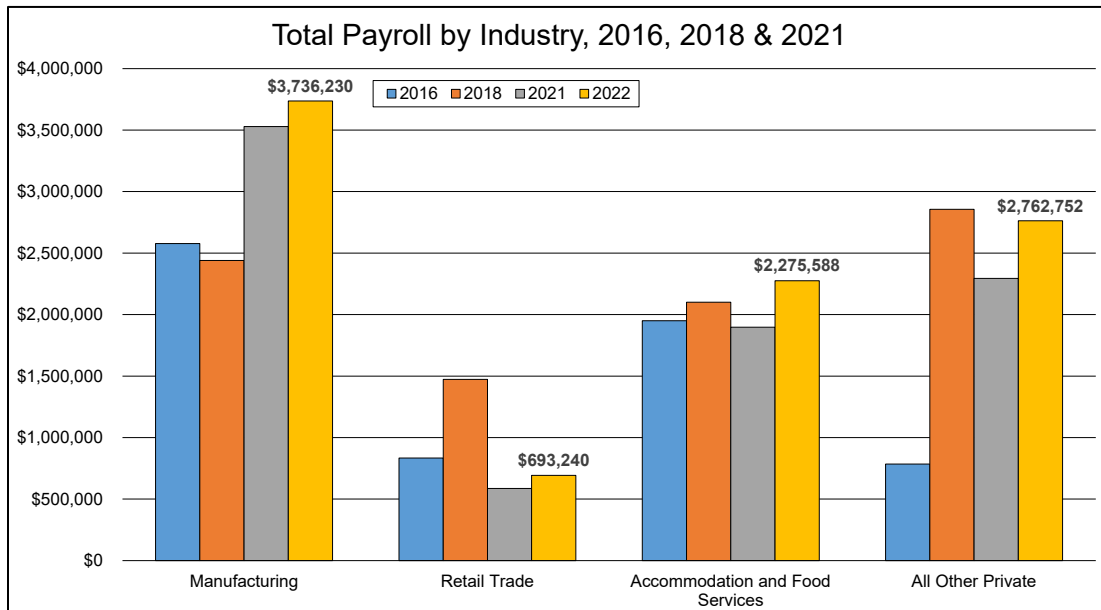
The average private wage is up \$3,357 since 2018 (10.4% increase).

CASCADE LOCKS MAJOR INDUSTRY EMPLOYMENT OVER TIME



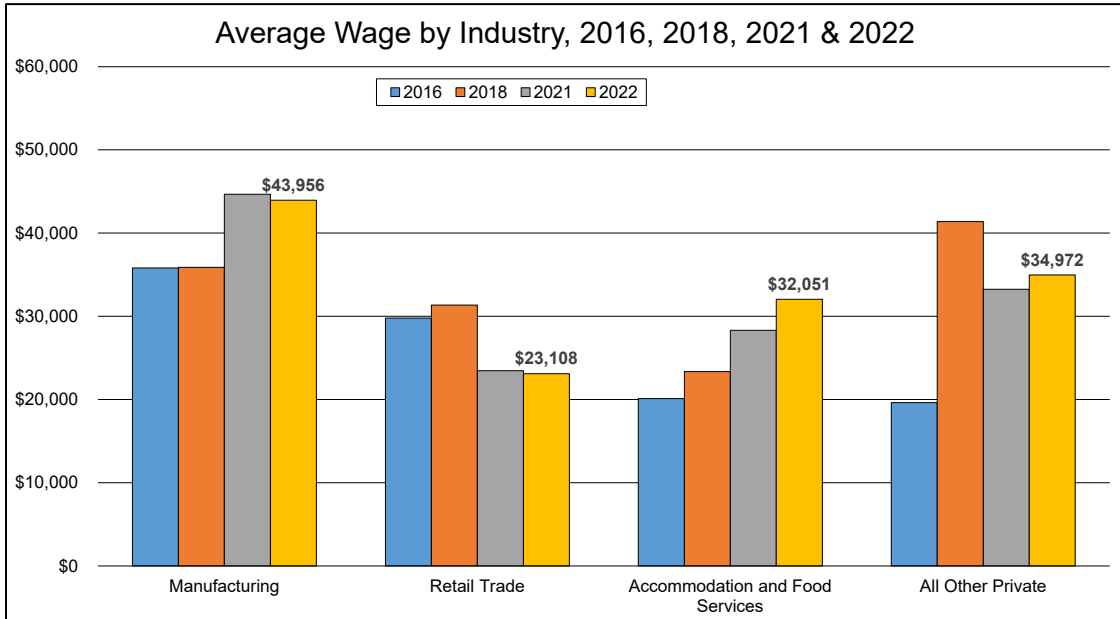
Manufacturing jobs have increased by 25% (+17), AFS jobs have decreased by 21% (-19), and all other private jobs have increased by 14% (+10) since 2018.

CASCADE LOCKS MAJOR INDUSTRY PAYROLLS OVER TIME



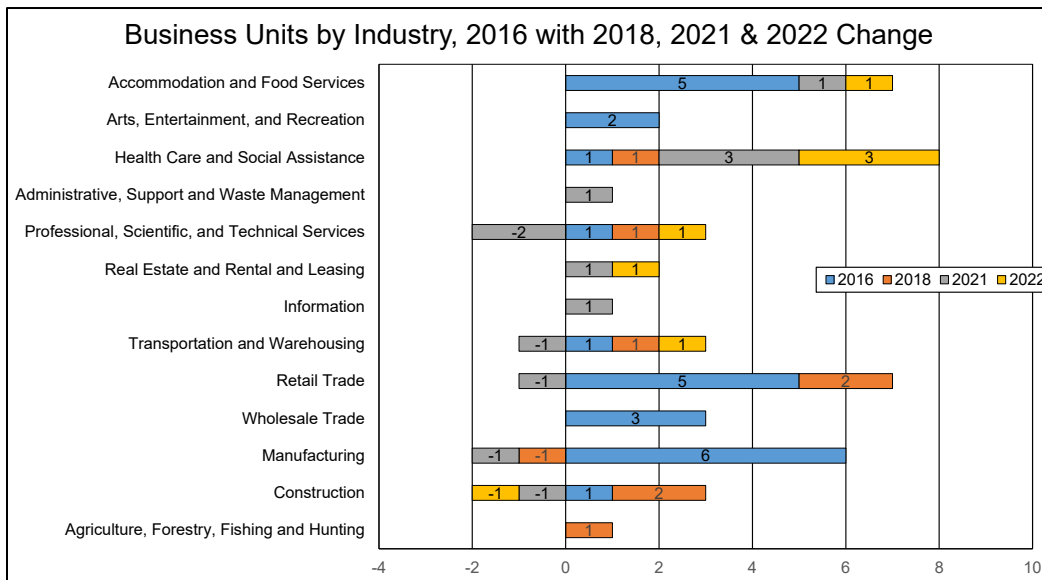
Manufacturing payroll has increased by 53% (+\$1.3 million), retail trade payroll has decreased by 53% (-\$0.8 million), and all other private payrolls have decreased by 3% (-\$0.6 million) since 2018.

CASCADE LOCKS MAJOR INDUSTRY ANNUAL WAGES OVER TIME



Manufacturing average wages have increased 23% (+\$8,076), retail trade average wages have decreased 26% (-\$8,233), AFS wages have increased 37% (+\$8,707) and all other private average wages have decreased 16% (-\$6,418) since 2018

CASCADE LOCKS BUSINESS UNIT GROWTH/LOSS BY INDUSTRY



CASCADE LOCKS JOB FLOW IN 2021

Inflow/Outflow Report: City of Cascade Locks		
Selection Area Labor Market Size (Primary Jobs)		
	2021	
	Count	Share
Employed in the Selection Area	174	100.0%
Living in the Selection Area	479	
Net Job Inflow (+) or Outflow (-)	-305	-
In-Area Labor Force Efficiency (Primary Jobs)		
	Count	Share
Living in the Selection Area	479	100.0%
Living and Employed in the Selection Area	19	4.0%
Living in the Selection Area but Employed Outside	460	96.0%
In-Area Employment Efficiency (Primary Jobs)		
	Count	Share
Employed in the Selection Area	174	100.0%
Employed and Living in the Selection Area	19	10.9%
Employed in the Selection Area but Living Outside	155	89.1%

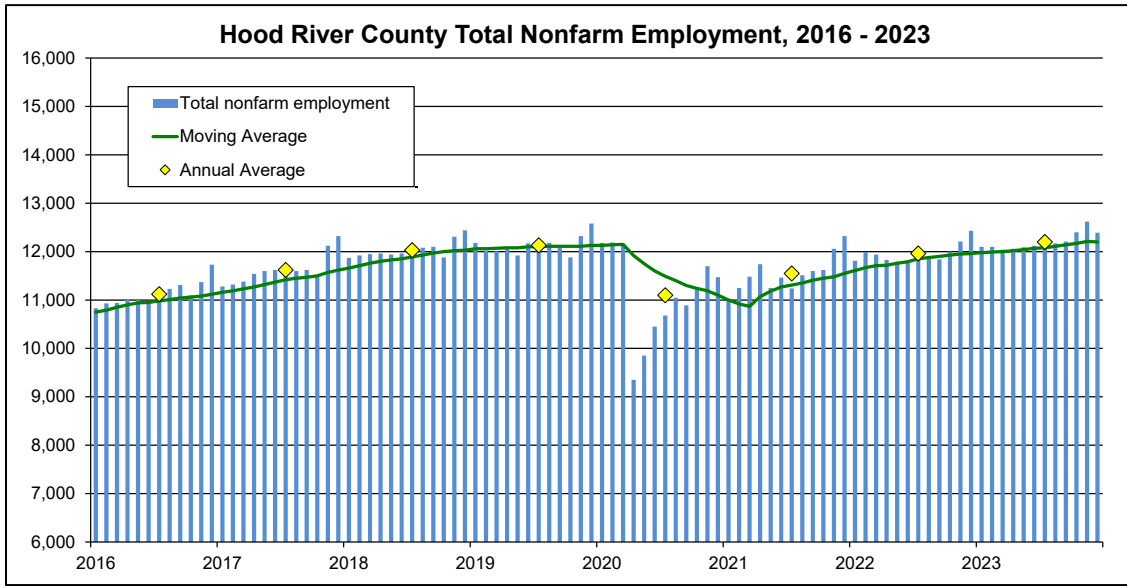
CASCADE LOCKS JOB FLOW BY COUNTY IN 2021

Jobs Counts by Place, Where Workers Live - Primary Jobs		
	2021	
	Count	Share
Cascade Locks city, OR	23	9.8%
Portland city, OR	21	9.0%
Hood River city, OR	15	6.4%
Mount Hood CDP, OR	9	3.8%
Parkdale CDP, OR	8	3.4%
The Dalles city, OR	8	3.4%
Carson CDP, WA	7	3.0%
Odell CDP, OR	5	2.1%
Stevenson city, WA	5	2.1%
Longview city, WA	4	1.7%

Jobs Counts by Place, Where Workers are Employed - Primary Jobs		
	2021	
	Count	Share
Hood River city, OR	94	16.4%
Portland city, OR	40	7.0%
The Dalles city, OR	31	5.4%
Cascade Locks city, OR	23	4.0%
Odell CDP, OR	19	3.3%
Salem city, OR	8	1.4%
Gresham city, OR	7	1.2%
Bend city, OR	6	1.0%
Hillsboro city, OR	6	1.0%
Beaverton city, OR	5	0.9%

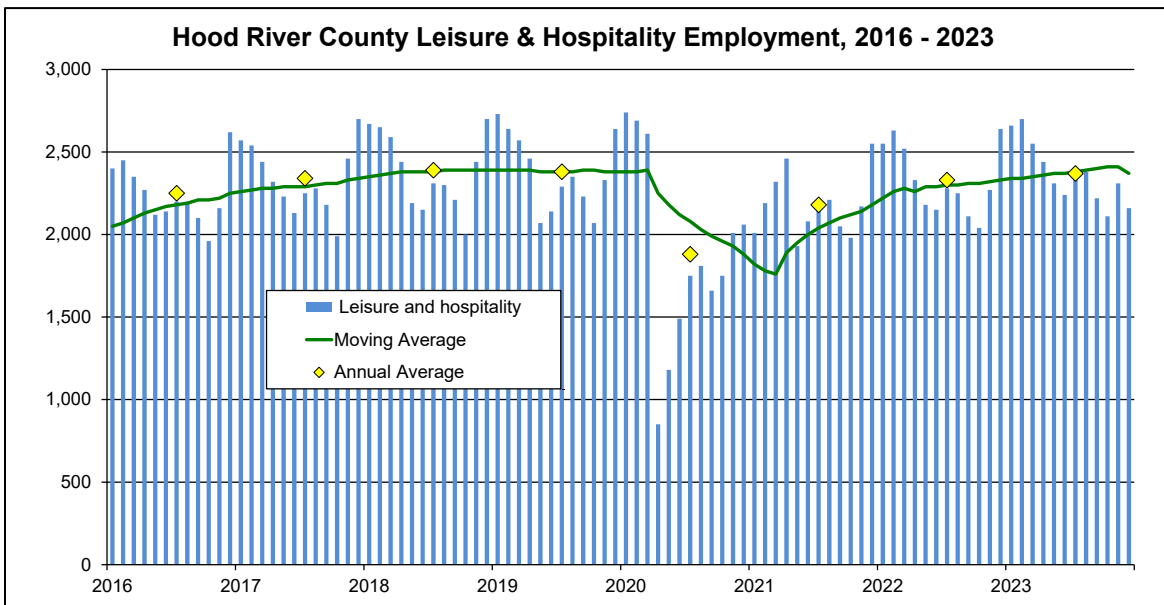
The City's median household income of \$62,195 is lower than the Hood River County median of \$80,254.

HOOD RIVER COUNTY 2023 NONFARM EMPLOYMENT = 12,200



The County gained 12,130 jobs in 2019 (+70, 0.6%).

HOOD RIVER COUNTY 2022 LEISURE AND HOSPITALITY = 2,340



The County gained 2,380 jobs in 2019 (+10, or 0.4%).

HOOD RIVER COUNTY 2021-2031 FORECAST: 10% GROWTH

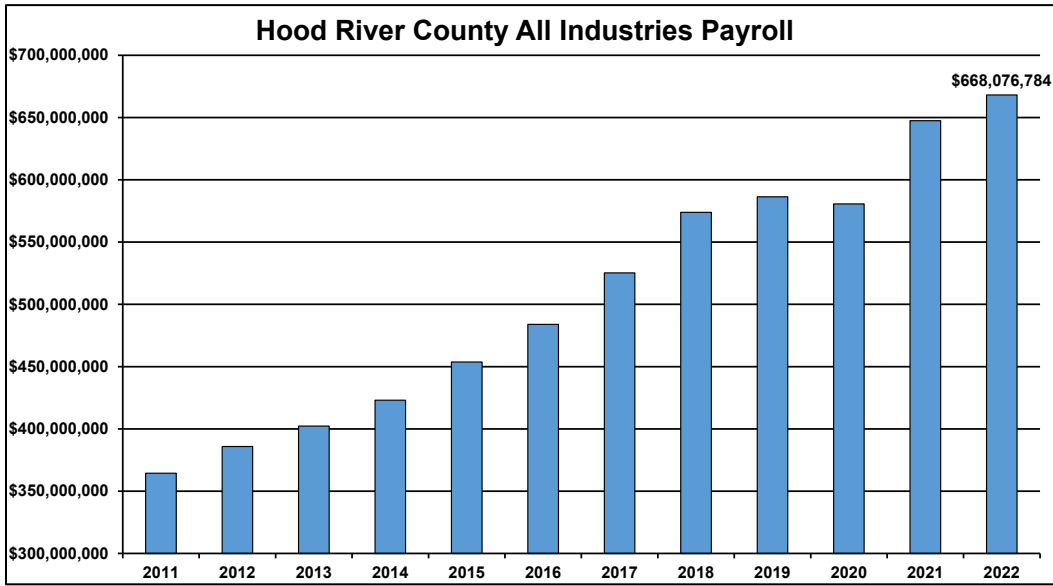
Industry Employment Projections, 2022-2032				
Gilliam, Hood River, Sherman, Wasco, and Wheeler Counties				
	2022	2032	Change	% Change
Total employment	30,540	33,290	2,750	9%
Total payroll employment	27,850	30,460	2,610	9%
Total private	23,990	26,330	2,340	10%
Natural resources and mining	3,640	4,030	390	11%
Mining and logging	80	80	0	0%
Construction	1,120	1,280	160	14%
Manufacturing	2,400	2,530	130	5%
Trade, transportation, and utilities	4,780	5,000	220	5%
Wholesale trade	690	740	50	7%
Retail trade	3,290	3,370	80	2%
Transportation, warehousing, and utilities	810	890	80	10%
Information	410	480	70	17%
Financial activities	710	730	20	3%
Professional and business services	1,890	2,130	240	13%
Private educational and health services	4,330	4,930	600	14%
Leisure and hospitality	3,820	4,250	430	11%
Other services	890	970	80	9%
Government	3,860	4,130	270	7%
Self-employment	2,690	2,830	140	5%

The total employment projection for the state of Oregon is +10%.

HOOD RIVER COUNTY 2021 COVERED EMPLOYMENT AND WAGES

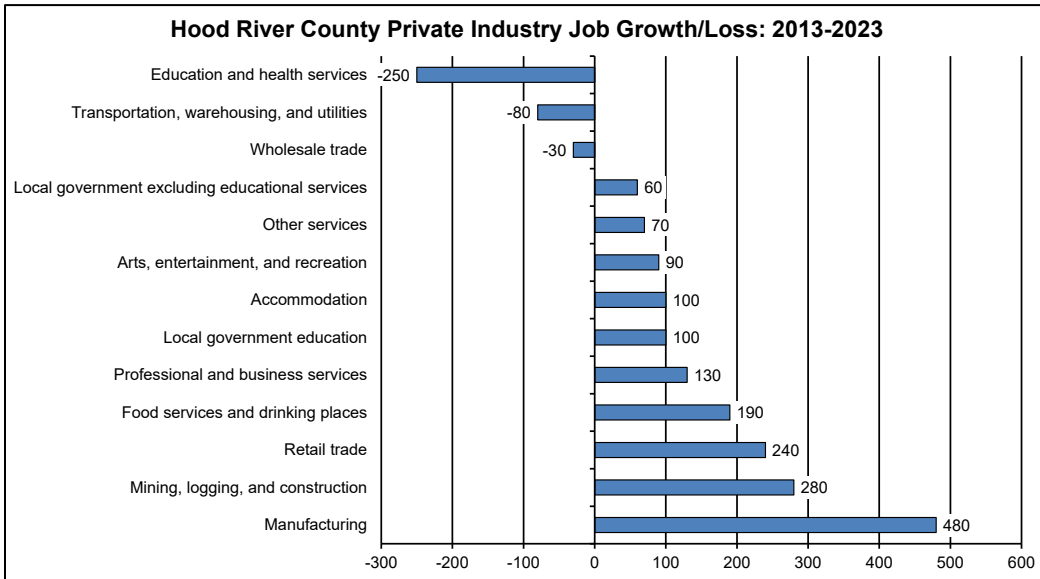
Hood River County 2022 Covered Employment and Payroll				Over-The-Year Change			
Industry	Employment	Payroll	Annual Wage	Growth		Percent	
				Employment	Payroll	Employment	Payroll
Total all ownerships	13,802	\$668,076,784	\$48,404	202	\$20,617,874	1.5%	3.2%
Total private coverage	12,478	\$588,793,404	\$47,187	102	\$15,304,658	0.8%	2.7%
Natural resources and mining	2,060	\$68,247,192	\$33,130	-219	-\$3,465,233	-9.6%	-4.8%
Construction	494	\$27,315,185	\$55,294	2	\$2,132,873	0.4%	8.5%
Manufacturing	1,819	\$97,453,121	\$53,575	14	\$4,072,660	0.8%	4.4%
Trade, transportation and utilities	2,131	\$92,216,832	\$43,274	17	\$5,083,083	0.8%	5.8%
Wholesale trade	483	\$31,466,214	\$65,147	-6	\$1,787,998	-1.2%	6.0%
Retail trade	1,485	\$50,437,378	\$33,965	26	\$3,359,436	1.8%	7.1%
Transportation, warehousing & utilities	163	\$10,313,240	\$63,271	-4	-\$64,351	-2.4%	-0.6%
Information	134	\$11,425,288	\$85,263	32	\$3,600,298	31.4%	46.0%
Financial activities	216	\$14,420,446	\$66,761	-4	-\$1,448,516	-1.8%	-9.1%
Professional and business services	1,019	\$88,086,658	\$86,444	11	-\$16,429,961	1.1%	-15.7%
Professional and technical services	833	\$79,987,448	\$96,023	19	-\$17,169,700	2.3%	-17.7%
Education and health services	1,911	\$107,071,984	\$56,029	75	\$9,292,687	4.1%	9.5%
Leisure and hospitality	2,327	\$67,523,698	\$29,017	148	\$9,605,706	6.8%	16.6%
Other services	328	\$12,294,326	\$37,483	12	\$1,203,114	3.8%	10.8%
Total all government	1,324	\$79,283,380	\$59,882	100	\$5,313,216	8.2%	7.2%

HOOD RIVER COUNTY TOTAL ALL INDUSTRIES PAYROLL

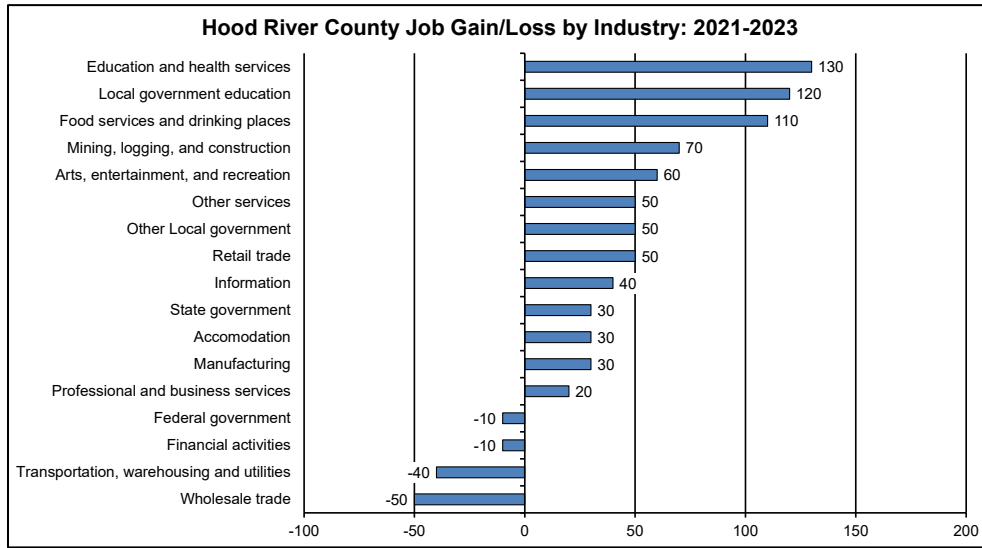


Nominal pay is up \$17,719 since 2012 (+57.7%). CPI +23.8% adjusted to \$2022.

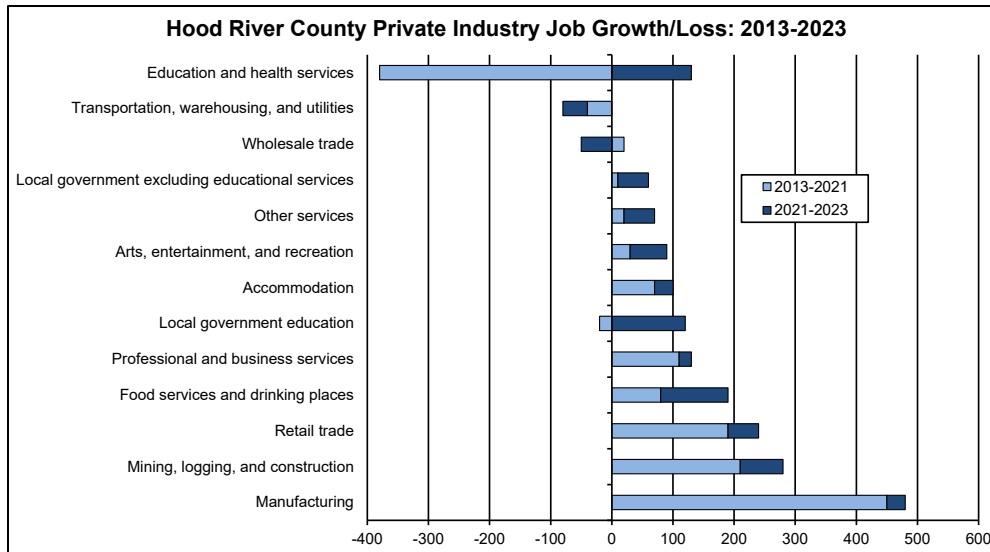
HOOD RIVER COUNTY 2012-2022 JOB GAINS/LOSSES



HOOD RIVER COUNTY 2020-2022 JOB GAINS/LOSSES



HOOD RIVER COUNTY 2012-2020 & 2020-2022



APPENDIX D: PORT FACILITIES & PROPERTY

Facilities and Property Inventory

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

BRIDGE OF THE GODS

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

INDUSTRIAL PARK

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

HERMAN CREEK BUSINESS PARK

- Flex Building #1 (9,900 SF)
- Flex Building #2 (8,550 SF)
- Flex Building #3 (1,700 SF)
- Flex Building #4 (6,125 SF)
- Flex Building #5 (30,800 SF)
- Flex Building #6 (43,376 SF)

MARINE PARK

- The Restaurant Building
- The Pavilion

- The Marine Park property in total
- Associated street, lighting, signage, and parking improvements
- House 1 -The Museum
- House 2- The Port office building
- House 3
- The maintenance warehouse and incubator space
- Restrooms at the public boat ramp
- The Oregon Pony building (note: engine itself is owned by the Oregon Historical Society)
- The Sternwheeler dock
- The Marina docks
- Open Museum shelter with old equipment (contents belong to the museum)
- The campground including restrooms
- East Cook Shack
- West Cook Shack
- Thunder Island
- Playground and improvements
- Restrooms at the playground
- The Sternwheeler Columbia Gorge
- Footbridge to Thunder Island
- Bronze cougar sculpture "Silent Descent"
- Bronze Sacajawea, Pomp, and Seaman the Newfoundland sculptures
- Sailboat storage area improvements
- Historic Locks

TOWN CENTER

- A one-block R.O.W. portion of Venture Street
- Add 2.5 acres mixed-use property next to the Fire Station

MOODY ROAD

- Moody Road property
- A portion of unimproved (gravel) Moody Road

- Property acquired by the USFS Land Exchange (fall 2013) OTHER (outside City of Cascade Locks Urban Growth Boundary)
- Property at Washington side base of Bridge
- Wyeth Road property (traded to USFS Fall 2013)
- Bradford Boat Dock
- Bridge of the Gods Trailhead Parking Lot

APPENDIX E: ADDITIONAL PORT PLANS

The Port's Strategic Business Plan sets the overall direction of the Port over the next five years. To effectively support the full breadth of Port operations, additional plans are created and maintained for specific areas including:

- **Bridge Plan:** A 15-year plan for the maintenance of the Bridge of the Gods, organized by priority level. This plan was last updated in 2022. An updated and revised version is being created and informed by the information garnered by the \$6 million appropriation.
- **Marine Park Master Plan:** Last updated in 2017, the Marine Park Master Plan was developed as a ten-year action plan for improvements and enhancements to the Marine Park. As part of the updated Strategic Business Plan, this plan will be revisited by the Commission during the annual planning cycle. This will need to be updated by the Commission.

In addition to the established plans above, three plans have been identified for development in this Strategic Business Plan.

- **Downtown Revitalization Plan (Goal 2):** Development of this plan will be led by the City of Cascade Locks and supported by Port leadership and the Commission. As a shared strategic goal, there are opportunities to work collaboratively to achieve the community vision for its downtown space.
- **Communication and Marketing Plan (Goal 3):** Led by the Port, the communications and marketing plan aims to outline objectives and tactics for effectively promoting Port events, services, and programs to grow engagement and enhance the Port's market presence.
- **Community Investment Plan (Goal 4):** Led by the Port, this plan is often a required element to various grant opportunities. The Strategic Business Plan has naturally outlined community investment opportunities and will be a strong foundation for the development of a Community Investment Plan.

ACKNOWLEDGMENTS

Thank you to everyone who dedicated time and provided valuable input during the development of this strategic plan.

Prepared by Moss Adams LLP