

Port of Cascade Locks

The Port of Cascade Locks Commission Meeting was held Thursday, March 6, 2014, at the City of Cascade Locks Council Chambers, Cascade Locks, OR 97014.

1. **Meeting called to order/ Pledge of Allegiance:** Commission President Groves called the meeting to order at 6:00 pm.
2. **Roll Call:** Commissioners Groves, Caldwell, Cramblett, Mohr & Sullenger were in attendance.
 - **Others Present:** IGM Paul Koch, Port Attorney Tommy Brooks, Kristi Bengtson, Holly Howell, Melissa Warren, Todd Mohr, Don & Gyda Anne Haight, George Yioulos, Dave Cannard, Bill Symes, Dave Jursik, & Kayla Carron.
3. **Declaration of Potential Conflicts of Interest:** None
4. **Modifications, Additions to Agenda:** Modification: Switch item A & B.
5. **Items from the floor: (Special presentations, outside resource presentations and other reports not requiring action):**

a. Presentation by Columbia Gorge Racing Association:

Staff report submitted by Holly Howell: Summary - CGRA presented a 2013 season wrap-up report to the Port Commission on October 17, 2013. The non-profit is working to professionalize their organization by hiring staff to efficiently run sailing events on the riverfront. During that meeting, the Port Commission voted unanimously to waive the \$2,184 fees due by CGRA to the Port for the 2013 season.

The Port requested that CGRA return to the Commission in spring 2014 to revisit the online sailing survey data and to discuss the current signed use agreement between the two parties.

CGRA has another full season in 2014, the highlight of which is the Laser Masters North American Championships, July 11-13. There are currently approximately 36 days of sailing clinics and regattas scheduled.

In support of the CGRA:

- The Port recently sent two representatives to the Sailing Leadership Forum in San Diego in February 2014, to promote "Sailing the Gorge," the community of Cascade Locks, and the Port.
- The Port continues to negotiate with all four Treaty Tribes in order to secure permits for the Marine Park Beach Expansion Project.
- Staff wrote a letter of support for a grant to Keen.
- Staff assisted Gyda Ann Haight to author a donation request letter addressed to local companies to fund larger boats for youth sailors.
- Port staff will assist with a grant application to the UP Railroad, due in May.
- Port staff schedules Marine Park facilities for CGRA sailing, camping, dining, and meeting.

Presentation by CGRA:

- Bill Symes reviewed the survey titled "2013 Summer Sailor Survey Highlights" (exhibit a).
- Dave Cannard spoke about the upcoming events for the summer.

Bill Symes reviewed the current use agreement with the Port. Mr. Symes commented that they would like the Port Commission to consider a few changes to the agreement. Mr. Symes commented that CGRA is looking for some financial relief in the following areas:

- Waiver of the \$3.00 per participant fee that they pay the Port. Commission discussed that this fee was put into place to offset Port costs for maintenance department costs (i.e. garbage, picnic tables etc.). Port Commission will consider this request, but would like this to be looked at every year.
- CGRA would like the Port to pay for the port-a-potties at the beach. Commenting that the CGRA participants are not the only ones using those facilities.
- Port staff & CGRA will need to come back to the Commission with a report showing all the facilities they use and the amount that CGRA pays.
- Commission would like to see the cost of running utilities to the beach area.

b. Presentation on Sailing Leadership Forum (Kayla Carron):

Staff report submitted by Holly Howell: Summary - The Port sent two representatives, Commissioner Caldwell and Staff Howell, to the Sailing Leadership Forum hosted by U.S. Sailing in San Diego, February 5-8. The Port's investment in this event leveraged two other participants from Cascade Locks- Tourism Committee Chair Kayla Carron and CGRA supporter Gyda Anne Haight. The conference was attended by 600 people from all over the United States. Attendees represented sailors, coaches, gear sponsors, and yacht club members. The Port sponsored the event at a \$1,500 level in order to secure a table in the exhibitor hall. The table set up included the Port TV with the slideshow and sailing news clip on repeat, as well as many different brochures, magazines, rack cards, and stickers. As a sponsor, we were able to distribute our "I've sailed the Gorge" stickers and the double-sided rack cards with sailing and community events, into every one of the 600 attendee goodie bags. U.S. Sailing staff was very supportive.

The Cascade Locks delegation had these goals:

1. Support the CGRA in their mission for competitive and instructional sailing in CL
2. Strengthen the Community Sailing Program in CL, especially for local youth
3. Boost brand name recognition for Sailing the Gorge and CL as "top 5 in North America"
4. Market CL as a destination for training programs, especially international sailors
5. Share information about the Beach Expansion Project, seek donors
6. Market complementary events, activities, and businesses in Cascade Locks during sailing season to sailors(and their families)
7. Continue to build youth leadership in sailing
8. Market available Port property and business opportunities

The Leadership Forum was a productive trip. The delegation found value in learning about varied sailing program formats, networking with other sailing programs, and

strengthening existing relationships. CGRA sent four people – Bill Symes, Dave Cannard, George Youlis, and Susan Winner.

- Kayla Carron, Tourism Committee Chair presented a summary of the trip: (exhibit b):

c. Comments from the General Public: None

d. Commission Member Comments:

- Commissioner Mohr gave update on the GM search, commenting that one of the three dropped out, so we pulled 3 more applicants and will be interviewing 5. Thursday, March 20 will be the day for interviews and a meet & greet with the community.
- Commissioner Caldwell commented that she attended the meeting with Eco-Auger, regarding generating power in the old locks.
- Commissioner Sullenger commented that he attended the meeting with the Portland Spirit regarding the Sternwheeler Columbia Gorge lease.
- Commissioner Groves reviewed the Joint workshop meeting that he and Commissioner Cramblett attended.

e. Reports & Comments from Government Officials: Nothing

6. **Consent Agenda Approval (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).**
- a. Approval of Commission Minutes dated January 9 & February 20, 2014
 - b. Approval of Bills dated March 6, 2014 in the amount of \$ 48,607.21
 - c. Approval of February 2014 payroll in the amount of \$47,692.93

COMMISSIONER CALDWELL MADE A MOTION TO APPROVE THE CONSENT AGENDA. COMMISSIONER MOHR SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Caldwell, Cramblett & Sullenger.

7. **Recess into Executive Session under ORS 192.660 2 (e) Real Property Negotiations.**

Commissioner Groves recessed the regular meeting at 7:34 pm.

Commissioner Groves opened the Executive Session under ORS 192.660 2 (e) Real Property Negotiations at 7:47 pm.

Commissioner Groves recessed the Executive Session at 9:57 pm.

Commissioner Groves reopened the Executive Session at 10:02 pm.

Commissioner Groves closed the Executive Session and returned to the Regular meeting at 10:56 pm.

8. **Commission Business Action items:**

a. Action on Thunder Island Brewing Lease (Koch):

COMMISSIONER MOHR MADE A MOTION TO APPROVE THE LEASE AGREEMENT WITH THUNDER ISLAND BREWING WITH THE FOLLOWING CHANGES: CLARIFY THE TIMING OF THE TENANT IMPROVEMENTS, CLARIFY THE AMOUNT OF INSURANCE THE PORT WILL PROVIDE ON THE BUILDING, CLARIFY THAT THE PORT WILL OVERSEE ANY ONGOING MAINTENANCE AND REPAIRS, REVISE THE LIST OF TENANT IMPROVEMENTS TO REFLECT THE MOST RECENT ESTIMATES AND TYPE OF IMPROVEMENTS AND AUTHORIZE THE COMMISSION PRESIDENT OR HIS DESIGNEE TO SIGN THE DOCUMENT. COMMISSIONER CALDWELL SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Caldwell, Cramblett & Sullenger.

COMMISSIONER MOHR MADE A MOTION TO APPROVE THE LETTER OF INTENT WITH THUNDER ISLAND BREWING WITH THE FOLLOWING CHANGES: THAT THE AMOUNT OF THE CREDIT WILL BE AT LEAST 80%, THAT THE PARTIES WILL BE ABLE TO NEGOTIATE A CHANGE IN ACTUAL AMOUNT OF THE CREDIT AT SOME POINT IN THE FUTURE, CLARIFY THE BULLET POINT THAT DESCRIBES HOW THE PARTIES WORK TOGETHER ON OTHER ISSUES DURING THE TERM OF THE AGREEMENT, UPDATE THE LIST OF TENANT IMPROVEMENTS TO REFLECT THE LIST THAT WAS APPROVED IN THE LEASE AND AUTHORIZE THE COMMISSION PRESIDENT OR HIS DESIGNEE TO SIGN THE DOCUMENT. COMMISSIONER CALDWELL SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Caldwell, Cramblett & Sullenger.

b. Action to authorize a contract with Bulldog Welding on the BOG (Koch):

IGM Koch submitted report: As a part of the Ports ongoing maintenance of the Bridge of the Gods, it is necessary to do welding using a certified bridge welding firm. The Port has been researching possible firms, but has not been able to come up with any resources other than Bulldog Welding in The Dalles, Oregon. Bulldog came to the Ports attention on a referral from the Port of Hood River. The BOG is in need of strategic welding at this time.

We have been working with ODOT to try to determine if there are other firms who might be able to complete the work and meet state and federal standards. We also made an attempt to find other firms but were not able to locate one in the region that has the necessary certifications to do welding work on a bridge. Based on these efforts, we have concluded that the contract with Bulldog will best serve the interests of the Port.

The Port Attorney has determined that the contract with Bulldog Welding satisfies the requirements of an intermediate procurement as a contract for goods and services that does not exceed \$150,000, and that the Port has sufficient basis for determining that the contract will best serve the Port's interests. The Port Attorney will prepare a final standard contract once authorized by the Port Commission.

COMMISSIONER MOHR MADE A MOTION TO APPROVE THE CONTRACT WITH BULLDOG WELDING IN AN AMOUNT NOT TO EXCEED \$12,000 FOR WELDING ON THE BRIDGE OF THE GODS AND DIRECTING THE PORT ATTORNEY TO

PREPARE THE STANDARD CONTRACT AND AUTHORIZE THE PORT COMMISSION PRESIDENT AND IGM TO SIGN THE CONTRACT. COMMISSIONER CRAMBLETT SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Caldwell, Cramblett & Sullenger.

c. Action to authorize a contract with Mark Marine Service for piling replacement and marina dredging:

IGM Koch submitted report: Over the past few years it has been identified that one of the pilings at the Sternwheeler dock is damaged and in need of replacement in order to serve the docking needs of the Sternwheeler. Port staff has received three bids for this repair

Additionally, the entrance to the Marina is in need of dredging as we are getting reports from boaters that in some cases they are dragging the bottom of the boat. Bids have been received for this work also. Port staff is currently working to get the necessary permits to complete this work.

The Port does not have these two projects in the approved 2013-14 budget. The Port does have sufficient funds to be able to pay for this work. If necessary, the Port will have to include these expenses in the end of the year budget adjustments or in the supplemental budget process, also planned for the end of the year.

COMMISSIONER MOHR MADE A MOTION TO APPROVE THE CONTRACT WITH MARK MARINE IN AN AMOUNT NOT TO EXCEED \$ 41,470 FOR PILING REPLACEMENT AND \$8,470 FOR DREDGING AND THAT THE PORT ATTORNEY BE DIRECTED TO PREPARE THE CONTRACT BETWEEN MARK'S MARINE AND THE PORT AND AUTHORIZE THE COMMISSION PRESIDENT AND IGM TO SIGN THE CONTRACT. COMMISSIONER SULLENGER SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Caldwell, Cramblett & Sullenger.

9. Staff Reports:

a. IGM Report including Department & Program reports: (IGM Koch)

IGM Koch reviewed his report as follows:

- **New General Manager Recruitment:** March 20th will be the day for the interviews for the new General Manager. At 5:00 pm that day there will be a community open house to meet the candidates.
- **2014-15 Budget Goal Setting and March Regular meeting date change:** For the goal setting session, please fill out the form this will help us be prepared for the day.

COMMISSIONER MOHR MADE A MOTION MOVING THE REGULAR COMMISSION MEETING FROM MARCH 20 TO MARCH 17 AT 6 PM AND THAT THE MEETING INCLUDES THE BUDGET GOAL SETTING SESSION. COMMISSIONER CALDWELL SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Caldwell, Cramblett & Sullenger.

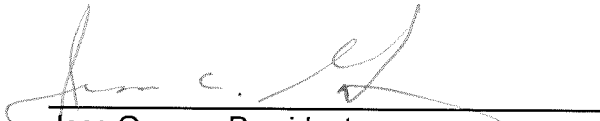
- **City Staff Coordination:** Management staff of both the City and the Port will meet monthly to help bring about better understanding, coordination and work on the Port and City highest priorities. As we move forward with the Master Plan, it is important that we stay in close coordination with the City. It is important to also remember that both the City and the Port share the same community vision and economic development policy. The IGA and the JWGED now become even more important to help create jobs bring in new businesses and help the community survive.
- **Downtown Business Association:** On February 25, the Cascade Locks Downtown Development Association met. At the meeting, Nestle has agreed to purchase 10 defibrillators to donate to the DBA to use in their membership campaign. The first ten members will each receive a defibrillator. For \$25, the defibrillator and the Association are good for the future of the community.
- **Toll Increase Implementation:** Port staff is putting together all the pieces necessary to carry out your policy for the toll increase that will go into effect on May 1, 2014.
- **Meeting with Dan Yates:** We held the meeting with Dan Yates and discussed the Port Commissions list of items. The meeting was attended by Dan Yates, Jeff Caldwell, Jess Groves, Scot Sullenger, Attorney Tommy Brooks and Todd Mohr and I. Attorneys for both parties will begin working through the issues that were discussed and then report back.
- **American Empress:** We have received a proposal from American Steamboat Company to dock in Cascade Locks during the summer season 2014. We will begin vetting out this proposal, and getting an engineer to assist so we can determine the current locks ability to handle this larger ship.
- **Mill Fire Site:** Snyder Contractors has completed the work under their contract with the Port.

10. **Adjournment:**
COMMISSIONER MOHR MADE A MOTION TO ADJOURN THE MEETING. COMMISSIONER CALDWELL SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Caldwell, Cramblett & Sullenger.

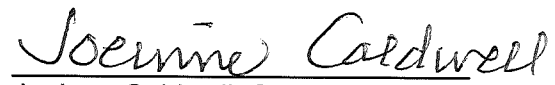
Meeting adjourned 11:11 pm.

Port of Cascade Locks:

Attest:



 Jess Groves, President
 Port Commission



 Joenne Caldwell, Secretary
 Port Commission

DATE APPROVED: 4/3/14
 Prepared by: Kristi Bengtson

CGRA Sailor Survey Highlights

The information below was gleaned from responses to a survey distributed last October to more than 600 participants in CGRA's 2013 events. The survey sought information in four areas:

- Participant satisfaction with CGRA events (sailing, race management, hospitality, facilities)
- Participant satisfaction with local visitors' amenities (hotels, restaurants, activities)
- Participant demographics (age, income level, location, participation frequency)
- Suggestions for improvement

The survey has generated 93 responses to date. While this is not a statistically valid sample, we believe it presents a fairly accurate picture of how visiting sailors view their experience at gorge sailing events.

You can find links to the complete survey and a summary of responses at www.cgra.org.

Who sails in CGRA events?

- Most participants are age 45 and older (64%)
- Most participants report family incomes over \$100K (64%)
- Most participants come from Seattle (34%), Portland (18%), and San Francisco (12%)
 - 15% come from out of the country
 - Only 5% live in the Gorge
- Most participants are frequent flyers (65% have attended 5 or more CGRA events)

What do they do on their visit?

- Most participants stay in Cascade Locks (60%)
- Most come with friends and family (77% are parties of 2 or more)
- Virtually all stay multiple nights (53% stay 5 or more nights)
- Lodging breakdown: 1/3 camping, 1/3 hotel stays, 1/3 other (commute, house rental, etc.)
 - Most popular hotel: Best Western
- They purchase a lot of restaurant meals (52% purchase 5 or more)
 - Most popular restaurants: East Wind Drive-in (Cascade Locks), El Rio (Stevenson)
- Top 3 outside activities: hiking (28%), biking (16%), shopping and sightseeing (16%)

What do they like about us?

- More than 90% rate the quality of sailing and race management excellent or very good
- Half of respondents say Cascade Locks is their #1 favorite sailing venue
- High ratings for hospitality, event meals and welcoming staff (85% excellent or very good)

What needs improvement?

- Shore facilities (launching, berthing, parking, potties, etc.) scored 50% average or below
- Local amenities (hotels, restaurants, shopping, services, etc.) scored 62% average or below

Top 5 suggestions for improvement

(very important/somewhat important)

1. Hot showers & bathroom facilities (66%/30%)
2. Improved boat storage facilities (51%/37%)
3. More advanced training clinics (51%/37%)
4. Secure gear storage (51%/35%)
5. Improved launching facilities (51%/31%)

Selected comments

The Gorge is the one place in the world I would consider relocating to. And I wouldn't have known that if it wasn't for CGRA. (San Francisco area)

Better restrooms & changing area would be great.

I love sailing at Cascade Locks! It's a great venue, one of the best. (Port Townsend, WA)

Is there any way you can stop the trains from swinging through while I am trying to sleep? Especially that stoppy starty thing they do. (Port Townsend, WA)

You need to improve your launching facilities and parking. Perhaps even a lift into the water for larger dinghies and boats. (San Diego)

We love the Family night. After a year of family we signed my son up for lessons. (Gorge local)

Wondering if CGRA has ever considered a 20, 30, or 40 foot container for more secure storage for sailors wanting to store their boats on site. (Portland area)

Can you move the venue closer to Calgary so we don't have to drive 16 hours to get there?

Concrete ramp for launching/returning would be great. Short dock also if you can get approvals. (San Francisco area)

Cascade Locks is a great venue and the folks running it do a swell job. We love sailing here. Thanks. (Gorge local)

Great location, great weather, great water. Facilities limited, but understandable. Cascade Locks could improve with better places to stay and eat. Overall a great location to sail small boats. (San Diego)

The venue is great. It's my favorite place on the West Coast to sail. (Seattle area)

SO MUCH WIND!!!! AWESOME!!! (Seattle area)

Awesome sailing and a great onshore experience! (San Francisco area)

This has been one of my favorite places in the world to sail, and I will continue to come here every summer for the rest of my years in the Opti, and probably for many more in other classes in the future. (Seattle area)

Pretty hard to beat for an inland venue in North America. Great wind, fresh water and interesting current, not to mention a beautiful natural setting. (Los Angeles area)

US Sailing Leadership Forum San Diego, February 5-8, 2014

Common themes & challenges:

- Perception of a "rich persons sport"
- Aging demographic
- Liability concerns
- Relationship with land owners
- Marketing/communication
- Branding
- Signature event
- Property acquisition
- Youth recruiting youth
- Benefits of membership
- Quality race management

Overcome membership development challenges:

DEEP: Develop -- Engage -- Enrich -- Perpetuate

Ask your organization:

What do we stand for?

What is our legacy?

Leadership succession?

Facilities?

Try new things?

Leadership:

Our Vision + Their Reasons = Alignment

Credibility X Intimacy / Perceived Risk = Trust



MOTIVATION

- Mastery
- Autonomy
- Purpose

An increased knowledge of an individual's leads to understanding of common interest, therefore influence.

Connecting – vision, objectives, learning their needs, knowledge/skills, plan, values

Recognize that teachable moments only happen when they are ready & willing to learn.

Sports Psychology:

Leadership Traits:

Passion for sailing & kids

Ethics as a guide

Integrity

Understand youth development stages/needs

Clear communication

Transparency

Flexibility

Build partnerships

Stay within yourself

Psychology Skills:

Goals

Emotional control

Concentration

Visualization

Self-talk

- Ratio of 5:1 (praise:constructive tips)
- Praise accurately
- Criticism as suggestion
- Follow up next week
- Sensitive to athlete differences
- Show your passion
- Assign valued roles
- Remember your values
- Attentive to age differences
- Stay within yourself

Build resilience: Fear of failure is a huge obstacle for many young athletes.

Give permission to fail so the athlete gives best regardless of outcome, remember higher purpose.

Young sailors – It's about fun, safety, friendship. Encourage multi-sport participation for flexibility, there will be large variation in skill development, keep instruction brief, rotate roles, different learning styles, frame directions positively.

Elementary school - Spirit, hustle, attention, respectful, positive, practice.

High school- Integrity, loyalty, effort, dedication, teamwork, discipline, patience, drive, respect, collaboration, compassion, selflessness, etc. Exploring self-identity, moving toward peers and away from parents, awareness of strength and limits, hormones, thoughtful and anxiety, compassion for others, manage emotions, humility (dealing with failure), solidify roles on strengths and specialization, simplify, normalize failure, celebrate growth.

Gender - Coach boys & girls differently! Variation in team work, coachability, internalize vs. externalizing.

Youth:

Aim for empowerment, entitlement, and speed.

Important to remember the developmental and interest differences between elementary, junior high, high school, and college groups of sailors.

Youth are the absolute BEST recruitment for other youth. Host social sailing days to bring guests. Hook other youth by introducing them in *low pressure* fun environment with their peers.

Events should be short, fun, and condensed. You are competing with many other sports, activities, school, and social life.

Give them goals

Empower

Trust

Listen to them

Be open

Build program pride

Remember that not everyone will race

Use technology

Show the value

Measure

Celebrate improvement!

Online Marketing:

Subtle, clever, valuable

Social media (adults) – 77% Facebook vs 22% Twitter:

Limit posts to 1-3 times/day, otherwise it becomes spam. 7-10am is a good time. Mondays are a good time. Ensure that you have a singular, consistent voice (persona of brand) in conversation and all messages are appropriate. Is the message sticking? # fans/likes VS # talking about.

Blogs & websites:

Useful, more static than social media. No conversation.

Newsletters:

Mail chimp gives data. Open rates – 50% is great, 30% is average.

Visibility is no longer enough. Engagement is necessary to change consumer behavior. This is a better measurement of "engagement".

Sponsorships:

Sponsorships based on value, not cost.
More activation = more R.O.I

Look for alternatives to cash: In-kind promotion, fundraising outlets, employee volunteers.

From least to most effective: Visibility > awareness > attitude > behavior.

Brand visibility and repetition (impressions) alone is no longer enough. Needs to be meaningful engagement or memorable experience.

Sponsors want: Product & service development with feedback. Digital content beyond booth & banner, participation in video content/ behind the scenes valuable. Social media = activation.

Package strategically, establish worth, identify best prospects, sell effectively.

Ensure fit! Relevant to audience? Add value to attendee? Enhance vs. interrupt an experience. Will it drive R.O.I?

Pitching is 70% listening. Understand the prospect's priorities. What has worked? Who is the decision maker? Capture attention, highlight benefits, be relevant. Understand their objectives. Be proactive, be specific.

DO YOUR HOMEWORK: Category trends, company intelligence, campaigns, contacts & relationships, measurement metrics. Plan well in advance. Marketing budgets are set in Q4 (Oct-Dec) for most.

Note: non-profits typically overplay their heartstring argument/story. Don't rely upon that.

5 take always:

1. Sell solutions, not sponsorships
 2. Make it about them
 3. Help deliver R.O.I.
 4. Go beyond contract terms
 5. Service, service, service
-

Grant Writing:

Tips:

- Read directions carefully
- Relationships are critical
- Special connection
- Research committee members
- What's the niche
- Always network
- Spend time to customize message
- Call them
- Talk to giver
- Get an extra reader
- Make it easy to give to you
- Follow up
- DO NOT wait until the last day
- Maintain relationship
- Keep books very clean
- Send handwritten thank you notes
- Send pictures of the results and give permission to use the pictures on their site
- Closure/ paperwork summary
- Easy to read

Some sailing grants & resources:

- Boat US Foundation – boating and clean water
 - VA & Adaptive sports grants
 - West Marine youth boating grants – open now
 - The Foundation Center = online grants courses and subscriptions
-