

Port of Cascade Locks

The Port of Cascade Locks Commission Meeting was held Thursday April 03, 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.

Commissioner Mohr read Commissioner Sullenger's letter of resignation. (exhibit a).

Commission thanked Mr. Sullenger for his service on the Commission.

COMMISSIONER CALDWELL MADE A MOTION TO ACCEPT SCOT SULLENGER'S RESIGNATION AS A PORT COMMISSIONER AS REQUESTED BY HIM WITH THE PORT COMMISSION'S THANKS. COMMISSIONER CRAMBLETT SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Caldwell & Cramblett.

2. **Roll Call:** Commissioners Groves, Caldwell, Cramblett & Mohr.
 - **Others Present:** IGM Paul Koch, Port Attorney Tommy Brooks, Kristi Bengtson, Holly Howell, Melissa Warren, Don Mann, Dennis Corwin, Jeff Caldwell & Mark Seder.
3. **Declaration of Potential Conflicts of Interest:** Port attorney Brooks commented that Commissioner Cramblett works for the Sternwheeler and Commissioner Caldwell's brother works for the Sternwheeler. Commenting that there will be a presentation by the Sternwheeler folks and there is no decision or deliberation needed, therefore there is no conflict.
4. **Modifications, Additions to Agenda:** None
5. **Items from the floor: (Special presentations, outside resource presentations and other reports not requiring action):**
 - a. **Presentation on BOG Bike & Pedestrian Safety – Update (PCTA Dana Hendricks):**

Staff Howell submitted the following background report:

August 8, 2013, Dana Hendricks with the Pacific Crest Trail Association (PCTA) approached the Commission for permission to proceed with a local volunteer committee to fundraise for a long-term strategy to provide safer passage across the Bridge of the Gods for non-motorized users (pedestrians, bicycles, equestrians). The Port Commission granted permission to proceed and directed Port Staff to work with the committee. The small committee currently is composed of Dana Hendricks from PCTA, Ben Schumaker from the City of Stevenson, Renee Tkash from Friends of the Gorge, and Port staff Holly Howell.

The committee's top priority has been gaining letters of support from partner organizations, as well as fundraising for the \$18,000 estimate from David McCurry for an Engineering Cost Estimate.

To date, the committee has secured 6 letters of support with others on the way. Letters have been received from the PCTA, the City of Stevenson, the City of North Bonneville, the Port of Skamania County, the Friends of the Gorge, and the Vancouver Bicycle Club (700 members). Letters are expected shortly from the Skamania County Chamber of Commerce and the Columbia River Gorge Visitors Association, among others.

To date, the committee has raised approximately \$14,000 toward the \$18,000 goal. PCTA - \$4,000 (confirmed), Port - \$5,000 (Staff Howell recommended that this be included in the 2014-2015 budget) & Friends of the Gorge - \$5,000 (pledged with match).

The committee is requesting Commission permission to apply to the Oregon Investment Board (OIB) for a grant administered through MCEEDD for \$8,000. (end of submitted report).

PCTA Ms. Hendricks provided a recap of project and where the project is to date (exhibit b):

Ms. Hendricks commented that the short-term goal is to fund preliminary planning work by David McCurry, to provide a justified cost estimate of the overall project. Commenting that Mr. McCurry will also be providing a visual concept of the project at no cost.

Commission supports the project but will review & consider the \$5,000 match in the budget process."

COMMISSIONER CALDWELL MADE A MOTION SUPPORTING A PORT APPLICATION TO THE OIB FOR AN \$8,000 GRANT FOR A COST ESTIMATE FOR NON-MOTORIZED ACCESS ACROSS THE BRIDGE OF THE GODS. COMMISSIONER CRAMBLETT SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Caldwell & Cramblett.

b. Presentation by Columbia Gorge Sternwheeler (Dennis Corwin & Jeff Caldwell):

Mr. Caldwell provided an update on maintenance improvements and the upcoming season of the Sternwheeler Columbia Gorge cruise schedule.

Mr. Caldwell commented that they are in the beginning planning stages for the remodel of the interior decks of the Sternwheeler. Commenting that once they have some initial ideas they will present to the Port Commission.

Mr. Corwin commented that with the past few years' economy they have been focused on keeping the boat running and have completed a lot of the mechanical issues. Mr. Corwin commented that currently they are focusing on the interior needs and did put a lot of resources into the boat this past winter.

Mr. Caldwell commented that the Sternwheeler will be in the Tri-Cities for a couple weeks and then back to Cascade Locks on May 1, 2014 to begin the season.

Mr. Caldwell commented that they are doing some additional marketing to try and get some evening business at the visitor center. Mr. Caldwell reviewed the new boat schedule.

Mr. Caldwell commented that the jet boat "Explorer" will be back in Cascade Locks this season and that they have been marketing to the "bike" market, where they can bike to Cascade Locks and ride the "explorer" back to Portland. Mr. Caldwell commented that they are still active with the Lions and Sternwheeler Days.

Mr. Corwin reviewed their current marketing plan and conferences they have attended and marketed the Sternwheeler and Cascade Locks.

Mr. Caldwell reviewed an estimate of Portland Spirits investment into the Sternwheeler and the Visitor Center (V/C) over the last 7 years.

- \$ 1.7 million into the Sternwheeler and V/C
- Property taxes to Hood River County - \$80,000
- Advertising/Promotion/Marketing – \$ 1.1 million
- Paid the Port through lease and extra kicker over \$ 400,000
- \$185,000- Utilities fees to the City of CL

Commission thanked them for attending the meeting and commented that they appreciate all the work they have put into the boat and the v/c.

c. Comments from the General Public: None

d. Commission Member Comments:

- Commissioner Groves commented that Commissioner Cramblett cannot make next Joint Work Group on ED. Commissioner Caldwell will take the spot for the next meeting.

IGM Koch commented that with Gary's resignation staff is trying to figure out how to keep the momentum going with the 3 major Industrial Park projects. IGM Koch commented that he has received a couple different names to consider on an interim basis. Commenting that one name is Don Mann retired GM at the Port of Newport. IGM Koch commented that Mr. Mann is here tonight. Commission discussion with Mr. Mann.

Commission consensus for IGM Koch & Attorney Brooks to work with Mr. Mann on a draft contract for an interim position as Economic Development Manager, and to bring the draft back to the Commission for approval.

- Commissioner Groves updated the Commission on the 5 Port's coalition.
- Commissioner Groves & IGM Koch updated the Commission on the last Joint Work Group on ED meeting.

- 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: March 6, March 17 & March 20, 2014.
 - b. Approval of Bills dated April 3, 2014 in the amount of \$ 77,973.80.
 - c. Approval of March 2014 payroll in the amount of \$45,617.44.

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

7. **Commission Business Action items:**

a. **Action to appoint two Port Commissioners to the Economic Development support group. (IGM Koch):**

IGM Koch reviewed his submitted report as follows: As a result of the creation of the Port Commissions policy on Economic Development (adopted in August of 2013) a staff resource group (support group) was pulled together to assist in the focus on economic development. The group and their job is to assist the Economic Development Department to vet out proposed new developments and gather up data to help the Commission make economic development decisions.

To enhance this effort and to ensure that Commission's ideas, concerns and issues are pulled into the process up front, it is proposed that the Commission appoint two of its members to serve on the coordinating group.

Benefit of this action: By taking this action, the Commission will ensure that two Port Commissioners are involved immediately and better informed of economic development activity. The Ports current policy and process will be strengthened by having two commissioners working with staff to fully vet out the proposals and answer a lot of the questions and provide more details before getting to the full Commission. This will also enhance significantly the communication regarding proposed developments.

COMMISSIONER CRAMBLETT MADE A MOTION TO APPOINT THE PRESIDENT & VICE PRESIDENT TO THE ECONOMIC DEVELOPMENT SUPPORT GROUP. COMMISSIONER CALDWELL SECONDED Motion passed unanimously by Commissioners Groves, Mohr, Caldwell, & Cramblett.

b. **Partnership Proclamation for Gorge Hubs concept. (Staff Howell):**

Staff Howell reviewed her report and power point (exhibit c) as follows: Following the opening of the Historic Columbia River Highway State Trail from Troutdale to Cascade Locks in fall of 2013, ODOT has initiated a gorge-wide conversation about how to cater to the new visitors that the trail may attract. ODOT hosted two very positive, productive conversations in the Pavilion with representatives from Troutdale, Corbett, Cascade Locks, Hood River, Mosier, and The Dalles. There is a lot of interest in building a system of "GORGE HUBS" or rest stops for cyclists, hikers, and other travelers. The hubs would

be consistently signed with a branded logo. They would likely contain some combination of info kiosks, maps, benches, water fountain, bike racks, bike repair station, etc.

Cascade Locks already has the advantage of the adopted Connect Cascade Locks plan which identified Overlook Park as a central “trail hub” in our downtown. Mosier, Hood River, and The Dalles have also identified hub locations in their communities. In order for ODOT to apply for grant funding to design signage and start to build other amenities, the partner agencies are asked to sign a “Partnership Proclamation” in support of the project.

The City Council approved the Partnership Proclamation on Monday 3/24, and the Cascade Locks Business Association approved the proclamation on Tuesday 3/25. It will also be presented to the Tourism Committee for approval. .

COMMISSIONER CALDWELL MADE A MOTION TO ADOPT THE HUB PROCLAMATION AND AUTHORIZE THE PORT PRESIDENT TO SIGN. COMMISSIONER MOHR SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Caldwell, & Cramblett.

c. Review & Adopt the Port Marketing Plan (Staff Howell): need to get new plan from holly with pictures.

Staff Howell reviewed draft marketing strategies and marketing plan (exhibit d). Plan includes current strategies, purpose status, cost and recommendations. Staff Howell commented that she would like the Port Commission review, discuss and provide staff with suggested changes and enhancements as desired.

Commission discussion: Highlights include

- Marketing the “new” Flex Building.
- Beach sign.
- TIB needs sign.
- Reservation system for the park.

d. Action to approve the concept of a Columbia River Gorge Economic Development Coalition (IGM Koch):

IGM Koch reviewed his submitted as follows: As a result of the Ports highly successful efforts on the BOG repair, a series of meetings with different Ports and organizations were held. That effort led to a joint meeting with the Port Commission in Hood River and ultimately a meeting of all five Ports within the Scenic Area. As a result of that session, it was generally agreed that an economic development coalition, comprised of both public and private entities, would be beneficial to the overall economic development of the Scenic Area and surrounding territory.

Commissioner Groves, working with others in the region, held a few meetings and a draft concept paper was created to begin to move forward with the creation of the coalition. It is intended that this would be a separate organization and not a part of the

Gorge Commission or any other existing organization. The focus of this coalition would be to pull together existing projects and concerns and then focus on seeking legislative and funding solutions in Salem and Olympia as well as the federal government.

This new organization would have ongoing leadership from the Port of Cascade Locks as well as others within the Gorge. Insitu, Nestle, Green Living Journal and the Columbia Market have all agreed to be a part of the effort locally. In addition, the Port of Skamania and Mt. Adams Chamber of Commerce have also agreed to be a part of this effort. On April 8, a delegation of public and private organization representatives will make a presentation to the Gorge Commission seeking Gorge Commission partnership in this effort. This new organization is intended to serve as an advocate for economic development within the Scenic Area and surrounding territory.

It should be noted that taking positive advantage of the tools available to communities under the Scenic Area Act is a new approach to solving some of the job creation and economic development issues being faced by communities within the Gorge.

Affirmative action on this matter will continue to keep the Port of Cascade Locks in the leadership forefront for economic development within the region. Additionally, as we found in receiving \$1.2 million dollars for the Bridge of the Gods repair, there is an increased potential for federal and state funding for necessary economic development needs, if we all band together and work together. There is a great deal of interest in this effort in Washington DC and in both State Capitals.

MCEDD, community colleges, all Ports, Counties and Cities along with the Chambers of Commerce, all economic development interests are being asked to participate. There are also a number of important private sector companies who are interested and seeking participation.

Following the April 18 meeting seeking Gorge Commission partnership for economic development, the coalition members will meet and put the final touches on the organization. Legislators from Olympia and Salem will be asked to meet very soon with the coalition.

Membership costs are estimated to be between \$1,000 and \$5,000 annually to support this new organization. The Commissions 2014-15 budget will reflect financial support for this new organization if approved by the Commission.

COMMISSIONER CALDWELL MADE A MOTION TO APPROVE THE CONCEPT AND ACTIVE PARTICIPATION IN THE NEWLY PROPOSED COLUMBIA GORGE ECONOMIC DEVELOPMENT COALITION. COMMISSIONER CRAMBLETT SECONDED THE MOTION. Motion passed unanimously by Commissioners Groves, Mohr, Caldwell, & Cramblett.

8. Staff Reports:

a. IGM Report including Department & Program reports: (IGM Koch reviewed his report as follows):

- **New General Manager:** By the time you receive this report your Subcommittee will have met and laid out the next steps in the process of selection. We have received an expanded list of community contacts from the two finalists and hope to begin to set the community visitations that are a part of the process. Once the community visitations are completed, we will hold another round of interviews in Cascade Locks with the Commission. You are still aiming to have this process done by May 1.
- **2014-15 Budget:** I am working on the development of the 2014-15 budget with the department heads, Angie and Melissa. I will be proposing some changes and enhancements to the current budget, most will be reflective of your priorities. We will also anticipate some land sales revenue in the budget. I will be recommending that these funds be split between a development fund (to pay for water lines, electricity and other Industrial park needs) and the balance put in your reserves. I will also be recommending a major marketing effort as well as enhanced work in recreation. The Budget Committee's first meeting will be for orientation and is scheduled for April 17, at 5:30 PM just before your regular Commission meeting. This orientation is just to review the format, process and financial reports so that everyone starts out with the same understanding.

2014-15 budget represents the first year of your Bridge Fund work. We just finished up our work with ODOT over the proposed 10 Year Plan for the BOG. ODOT is in agreement that the first step for the Port is to retain a bridge engineer to work with the Port and ODOT at designing the specific projects over the ten years. In the first year we will plan on spot painting, concrete deck sealing, and the first payment for toll booth technology, electric enhancements, and additional painting on the bridge. I am anticipating approximately \$150,000 will be spent the first year but then ramping this up to between \$200,000 and \$250,000 annually thereafter. I will be placing 100% of the revenue from the toll increase into this fund and match it with regular toll income. In this approach, the engineer will be on board, get the projects designed, coordinate with ODOT then we can begin doing specific projects. A copy of the preliminary Bridge 10 Year plan is attached. This will give you some idea of what needs to be done during 2014-15. The final actual costs for each element of the plan will be developed by the engineer early in the budget year.

For budget development we are using a bridge toll revenue estimate of \$1,512,495.75. This anticipates a full year experience with the 50 cent toll increase for trucks as adopted by the Commission.

- **Pilings & dredging:** Work is completed on time and on budget.
- **CGRA Cost Impact:** At the meeting where CGRA made its report, they offered some suggested changes to their current agreement with the Port. The Commission requested some cost figures dealing with the proposed changes.

Staff Bengtson reviewed the costs & charges, commenting that the Port Commission waived the \$3 charge for participants for the 2013 year. The Port already provides portable toilets primarily used by the sailors in the camping area for a cost of approximately \$1,541.

Commission would like additional information before making a decision.

- **Supplemental Budget:** The Commission will receive a separate report outlining the steps and approach to the supplemental budget. We plan to have the Supplemental Budget Public Hearing on April 17 with formal action to follow later in the meeting.
- **Strategic Business Plan and Master Plan:** Notebooks have been prepared for the Commission for the Business Plan and the Industrial Park Master Plan.

Commissioner Groves recessed the meeting at 8:45 pm

9. **Executive Session under ORS 192.660 2 (e) Real Property Negotiations.**

Commissioner Groves opened the Executive Session at 8:50 pm, Under ORS 192.660 2 (e) Real Property Negotiations.

Commissioner Groves closed the Executive Session at 9:10 pm.

No action taken.

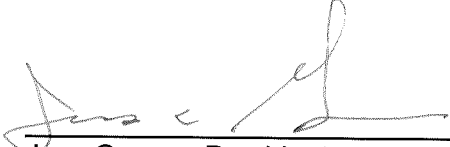
10. **Adjournment**

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


Meeting adjourned 9:12 pm.

Port of Cascade Locks:

Attest:



Jess Groves, President
Port Commission



Joenne Caldwell, Secretary
Port Commission

DATE APPROVED: 5.1.2014
Prepared by: Kristi Bengtson

Exhibit A

From: Donna Mohr <dmohr711@gmail.com>
Date: Tue, Apr 8, 2014 at 6:53 AM
Subject: Fwd: Port resignation letter
To: Bengtson Kristi <kbengtson@portofcascadelocks.org>

Scott's letter.

Sent from my iPhone

Begin forwarded message:

From: Scot Sullenger <cascademotel@gmail.com>
Date: April 1, 2014 at 12:12:29 PM PDT
To: "dmohr711@gmail.com" <dmohr711@gmail.com>
Subject: Port resignation letter

April 1, 2014

Dear fellow Port Commissioners and community of Cascade Locks,

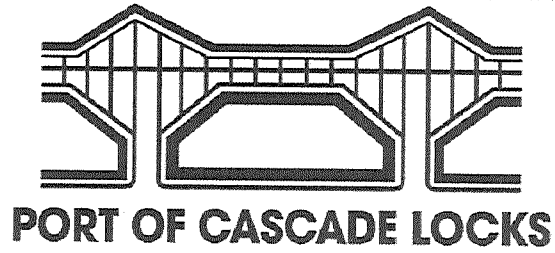
I want to thank the community for electing me as one of their Port Commissioners. After one year's time on the commission I find that I can no longer serve as a Port Commissioner. I wish the Port all the best as they begin to develop the industrial park to become shovel ready for future business and provide jobs for our community.

It is my hope that the City and Port will work together to promote transparency in local government, fiscal responsibility and make good decisions for Cascade Locks through the public process.

I want to encourage the commission to always promote open dialogue with the community that they serve before making decisions that will impact them. I also want to encourage the citizens of Cascade Locks to attend both City and Port meetings and become involved in the decision making for your town.

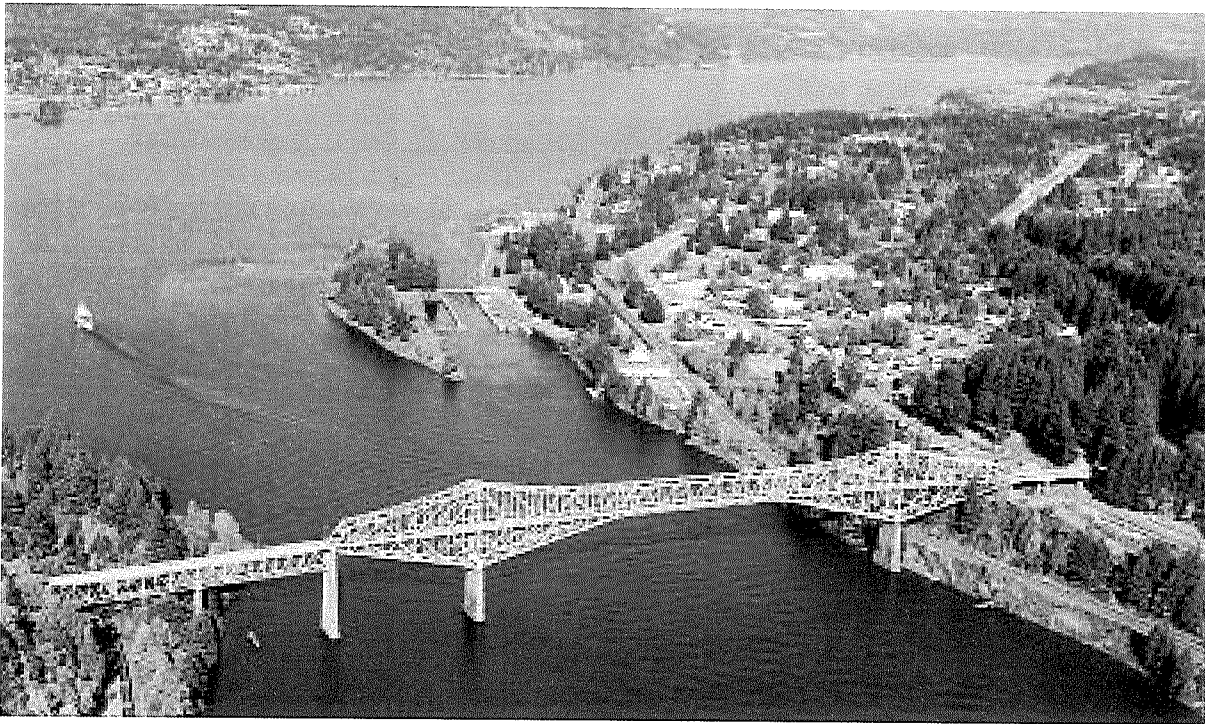
Thank you for the opportunity to serve,

Scot Sullenger

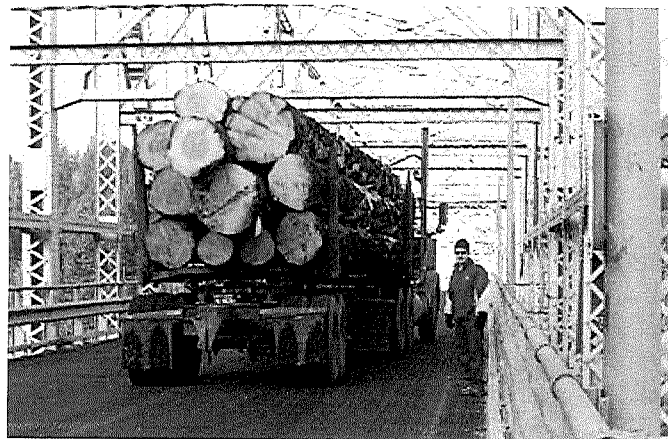


Bridge to the Future

Non-motorized access across the Bridge of the Gods

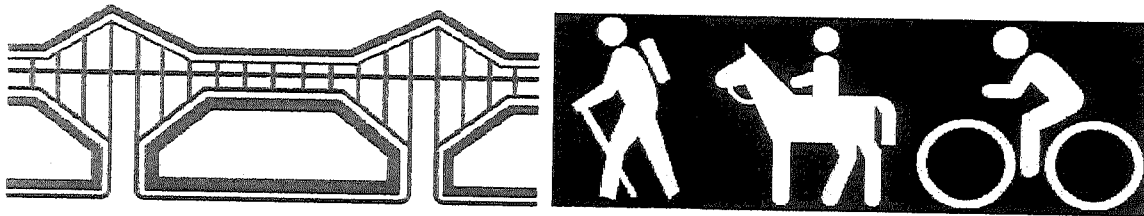


The Bridge of the Gods has been referred to by many long-distance hikers and equestrians as the most treacherous part of the Pacific Crest Trail. Despite the fact that pedestrians, horses, bicyclists, and even casual tourists are permitted on the bridge, there's no shoulder—the narrow lanes must be shared with constant two-way traffic.



Of course, PCT users are not the only ones interested in the iconic Bridge of the Gods, in the heart of the Columbia Gorge. The addition of a non-motorized pathway across the Bridge would radically transform the experience of countless cyclists, commuters, history buffs, photographers, students, families, and sight-seers. We now have an opportunity to take first steps towards this vision.

NON-MOTORIZED USERS NEED A SAFER CROSSING

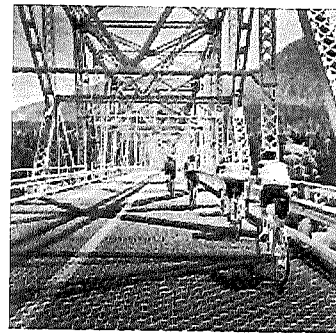


Background

In 2012, a conceptual-level feasibility study considered alternative approaches to adding a lane. While other options were not ruled out, an overhanging 'outboard' path alongside the existing structure was assumed most likely feasible. However, overall it was inconclusive because of a load rating study not yet complete. In 2013, ODOT completed that study and determined repairs were necessary to sustain the bridge's present-day load. Those repairs are now complete, and in 2014 we are ready to focus again on a larger vision.

Status

The short-term goal is to fund preliminary planning work by an engineering firm, to provide a justified cost estimate of the overall project. The expected cost of this preliminary planning work is \$18,000. Anticipated and confirmed contributions from the Pacific Crest Trail Association, and the Port of Cascade Locks, among others, reduce that sum by about half. We hope to complete fundraising before summer of 2014. That should put us in a position to be competitive by 2015 for sources that fund major transportation improvements.



LINKING WORLD-CLASS TRAILS AND RECREATION

The Columbia River Historic Highway route now links Troutdale to the Bridge of the Gods. Bike touring maps now show excellent opportunities on both sides of the river, but the missing link is safer crossing of the Bridge of the Gods

HOW YOU CAN HELP

Contact dhendricks@pcta.org

Donations

to help us reach our initial fundraising goal of \$18,000. Donations of \$1,000 are encouraged from interested organizations, but donations of any size are appreciated.

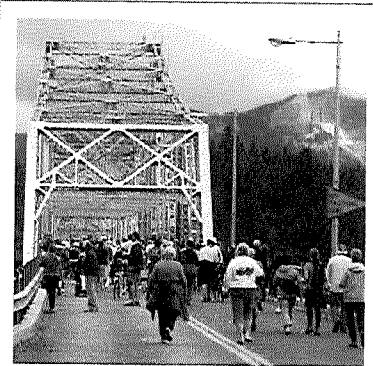
Letters of support

are critical in demonstrating broad-based community support of this important infrastructure project. A sample template is available.

Other input

If you have ideas on the short or long-term strategy, or, if you'd like us to come talk with your group, let us know.

[Oregon Dept of Transportation map](#)



BRIDGE WALK 2013

When they closed the bridge to motorized traffic for 1.5 hours, hundreds of people came to experience it.
[Hood River News](#)

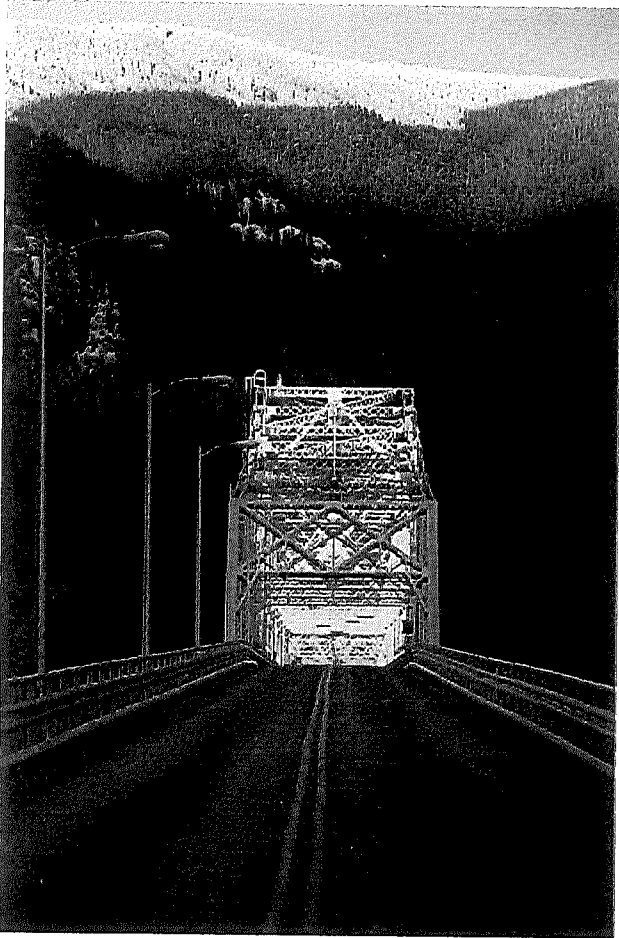
HELP US REALIZE OUR VISION

Contact dhendricks@pcta.org



THE BRIDGE IS AN ICON FOR PCT HIKERS

[A thru-hiker's account](#)
[Day hikers too](#)

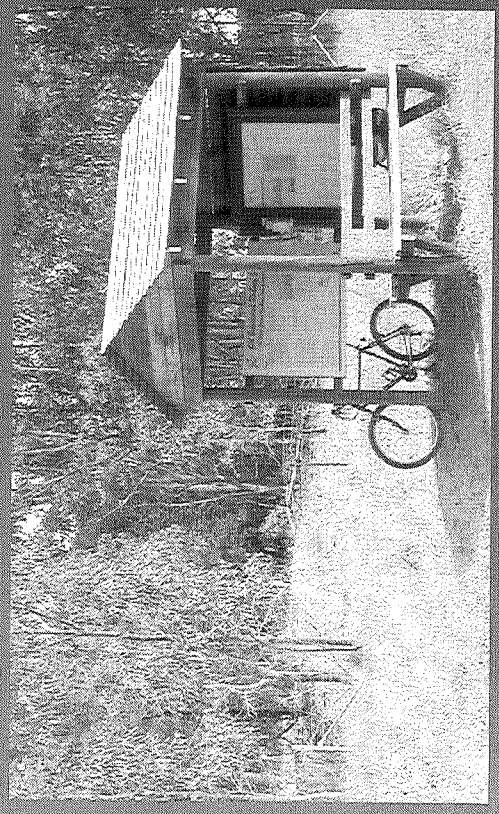
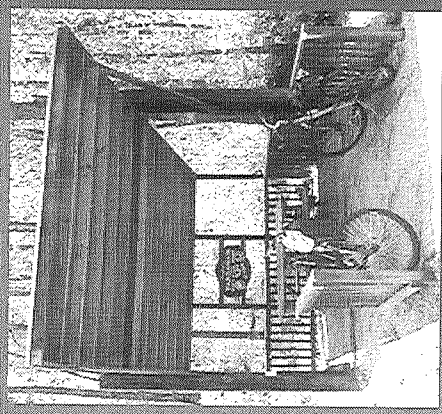


The original Bridge of the Gods, described in legends, was a non-motorized crossing.

Exhibit C

Historic
Columbia
River Highway
State Trail

GORGE HUBS

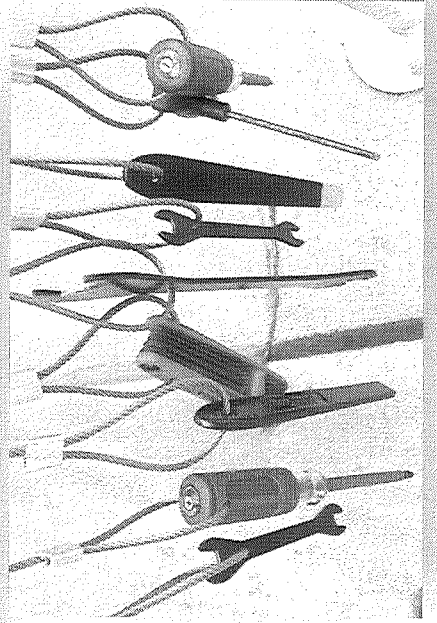


WHAT IS A HUB?

- Community operated “rest stops” for hikers, bicyclists, recreationalists, and community members.
- Hubs can act as a local welcome station.
- Hubs attract different user groups by including different amenities such as:
 - Sheltered info kiosk – maps & community calendar
 - Water fountain
 - Bicycle repair station
 - Bicycle racks
 - Restroom
 - Electrical outlet for charging phones
 - Benches / picnic areas
 - Lockers / storage

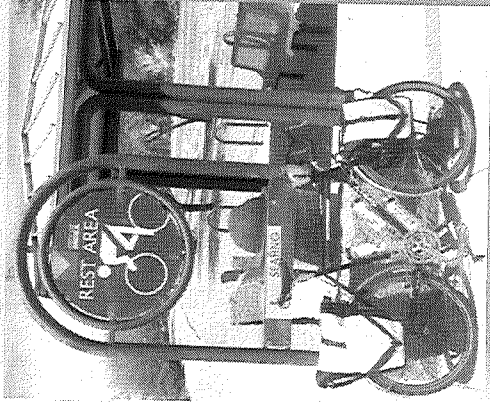


SIMPLE BIKE REPAIR STATIONS



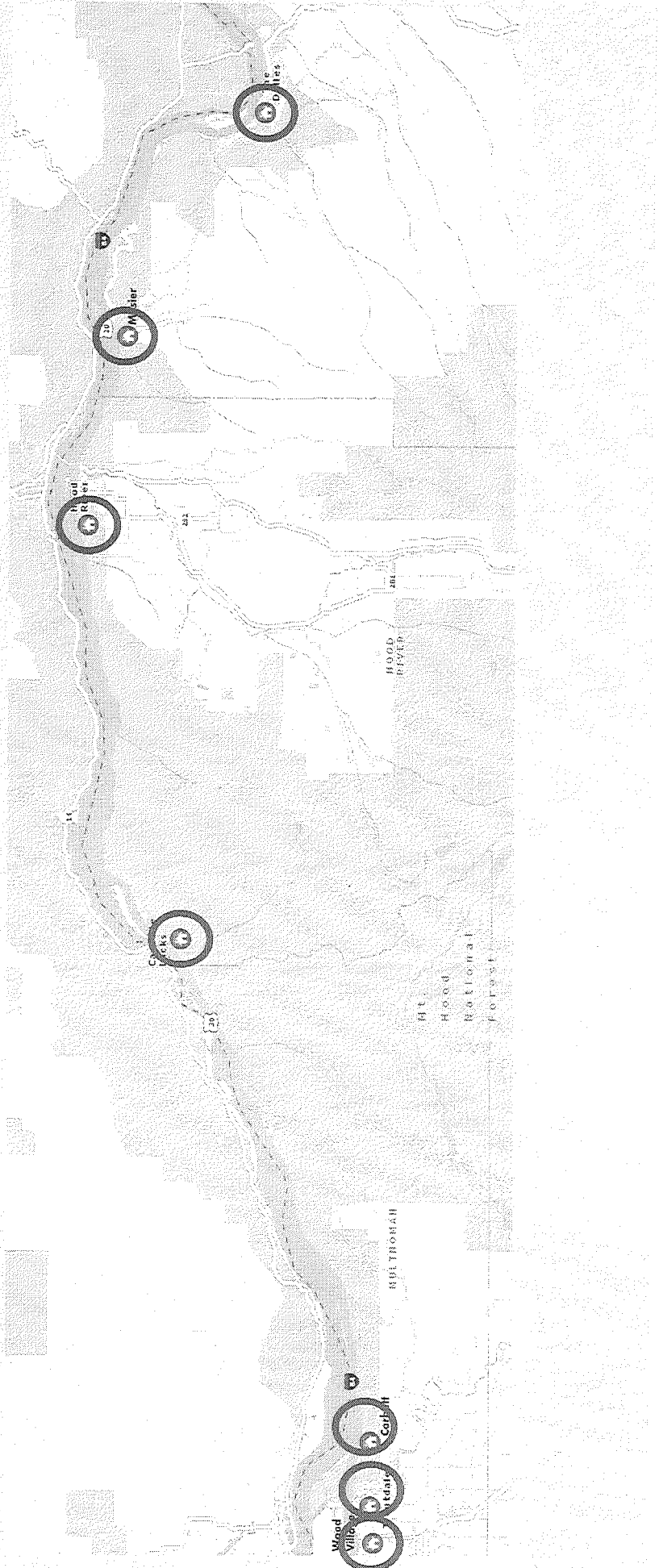
WHY DO WE NEED A HUB?

- To encourage Gorge recreationists to spend time in the local communities.
- To bridge the gap between the HCRH State Trail and our downtown businesses.
- To support and promote tourism along the HCRH State Trail.
- To share the unique identity of each community.
- To provide visitors with a seamless, welcoming experience.



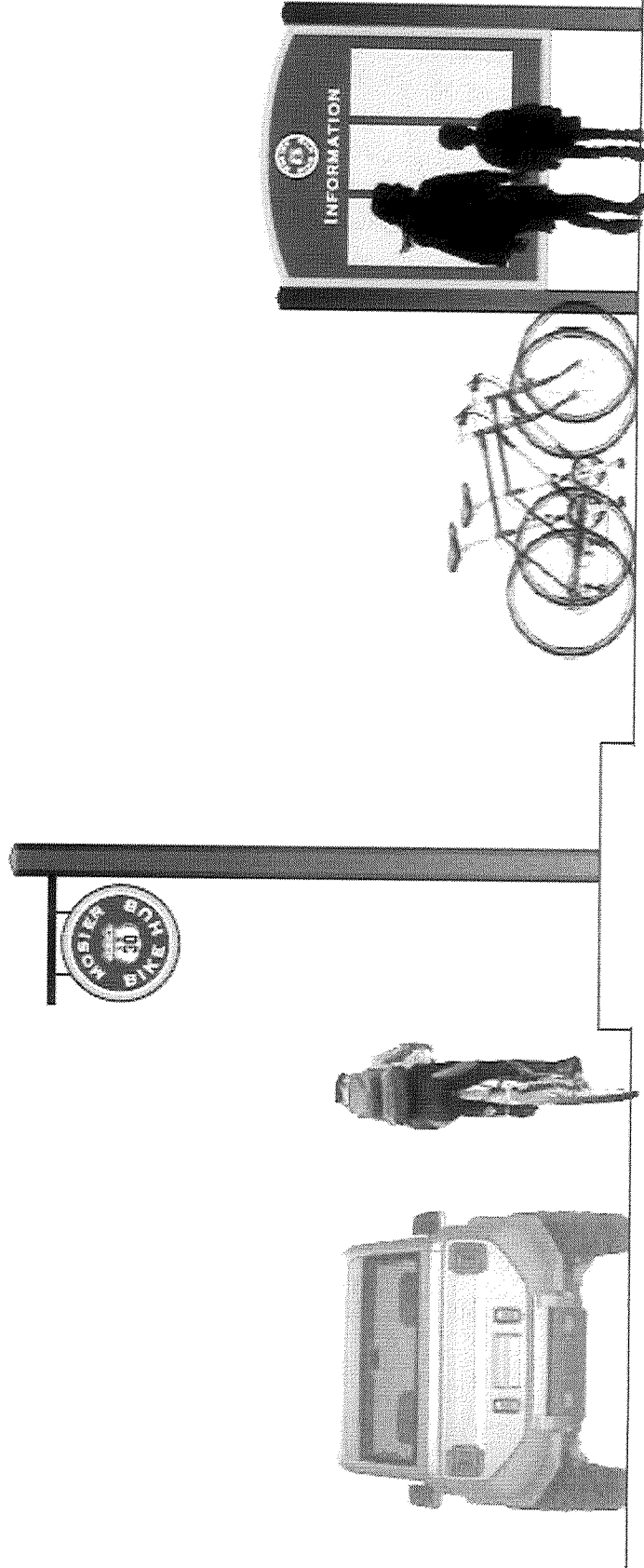
WHO IS PARTNERING?

- Wood Village
- Troutdale
- Corbett
- Cascade Locks
- Hood River
- Mosier
- The Dalles
- ODOT
- OR State Parks

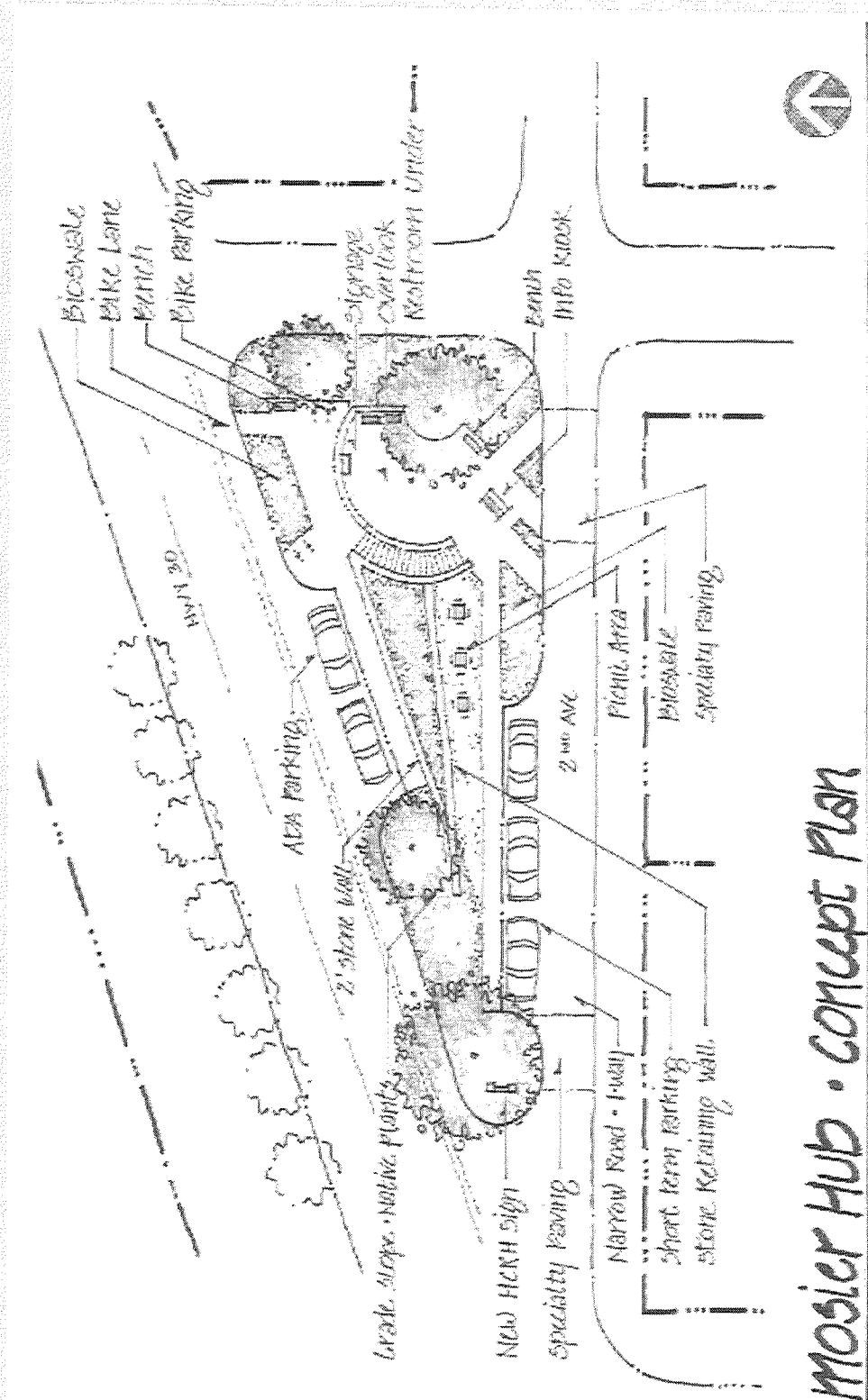


HCRH STATE TRAIL WAYFINDING PLAN

Bike Hub Concept

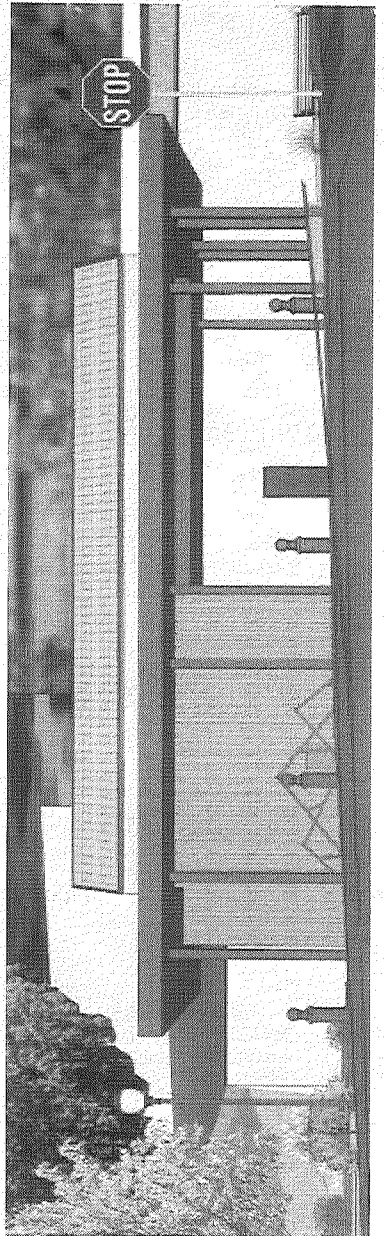
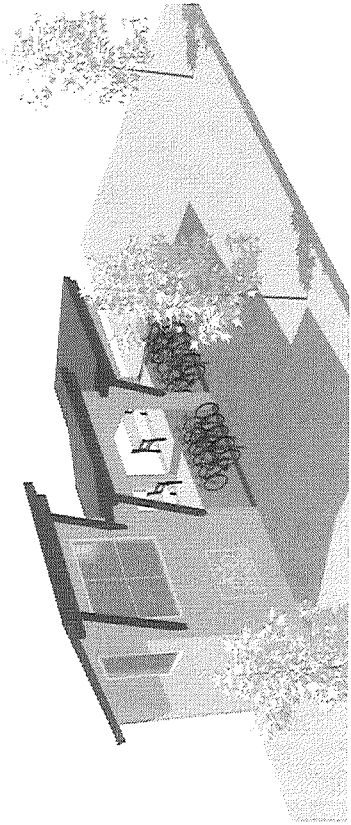


MOSIER HUB



Mosier Hub • Concept Plan

HOOD RIVER HUB



THE DALLEES HUB



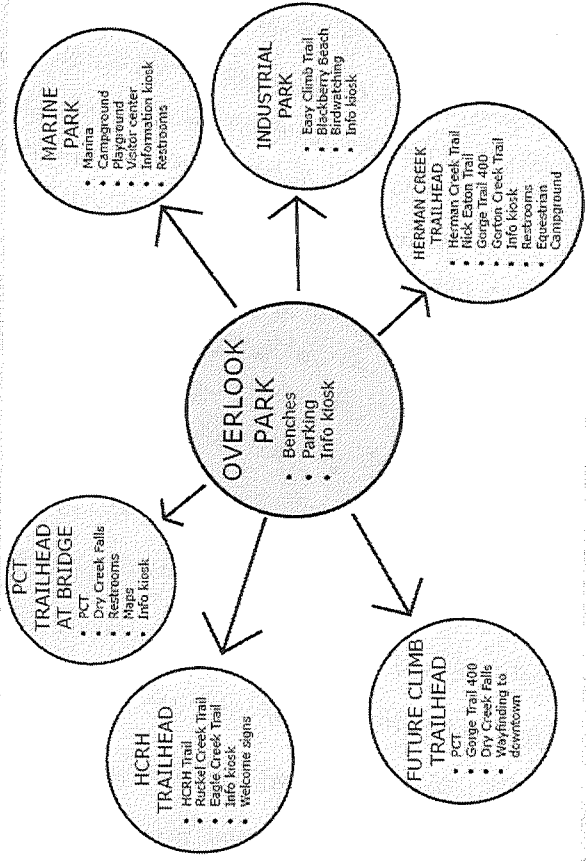
CASCADE LOCKS HUB

- Connect Cascade Locks was adopted by City Council in 2012.
- The plan calls for a central hub location at Overlook Park.
- Overlook Park is already in City ownership and has some amenities – benches, info kiosk, bike rack

**CONNECT
CASCADE LOCKS**

A recreational trails
plan for economic
development

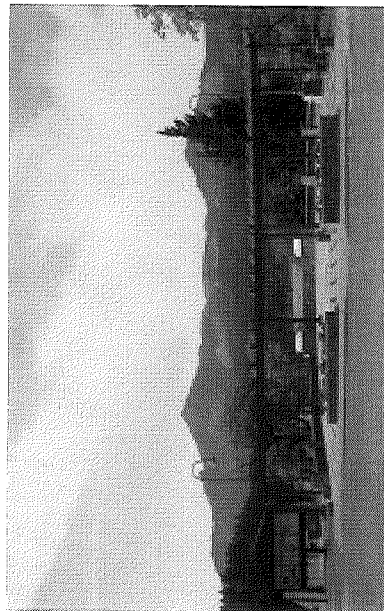
TRAIL HUB MODEL



TRAIL HUB RECOMMENDATIONS

Because of its central location, stunning vistas, existing amenities (seating and a kiosk), and current public land ownership, Celilo Planning Studio recommends the Overlook Park as the preferred location for the trail hub.

See Chapter 7 for full implementation strategy. See Appendix I for opportunities and constraints.



Overlook Park is located in the center of town, right across the street from the grocery store and next to the post office. It is also a short walk from the PCT and HCRH trailheads. It has a beautiful view of the Gorge.

This Month

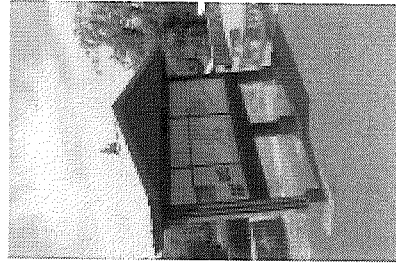
- Solidify the location for the trail hub.

This Year

- Develop the site plan for the trail hub.
- Investigate design alternatives for public restrooms and a kiosk and choose a design consistent with Historic Highway and the Cascade Locks downtown vision.
- Identify and apply for grants to fund hub amenities.
- Coordinate with other communities along the HCRH, ODOT, the Friends of the Columbia Gorge and the Historic Highway Advisory Committee to ensure hub development is consistent along the corridor
- Apply for a Scenic Byway Grant or Transportation Enhancement Grant to fund the hub.

Long Term

- Participate in the design of a Hub map consistent along the HCRH but unique to Cascade Locks.
- Utilize grant funding and local matches to build restrooms, a water fountain, bike workstand, and an updated kiosk with trail maps.
- Develop and implement a trail hub maintenance program to ensure it remains clean, attractive, and up to date with current trail and downtown information



The kiosk holds historical information about Cascade Locks, as well as a map of downtown which includes outdated trailhead information.

PARTNERSHIP PROCLAMATION

Gorge Hubs

*Bridging the Gap Between the Historic Highway State Trail
and Gorge Communities*

Partnership Proclamation

A proclamation of partners for the development of Gorge Hubs

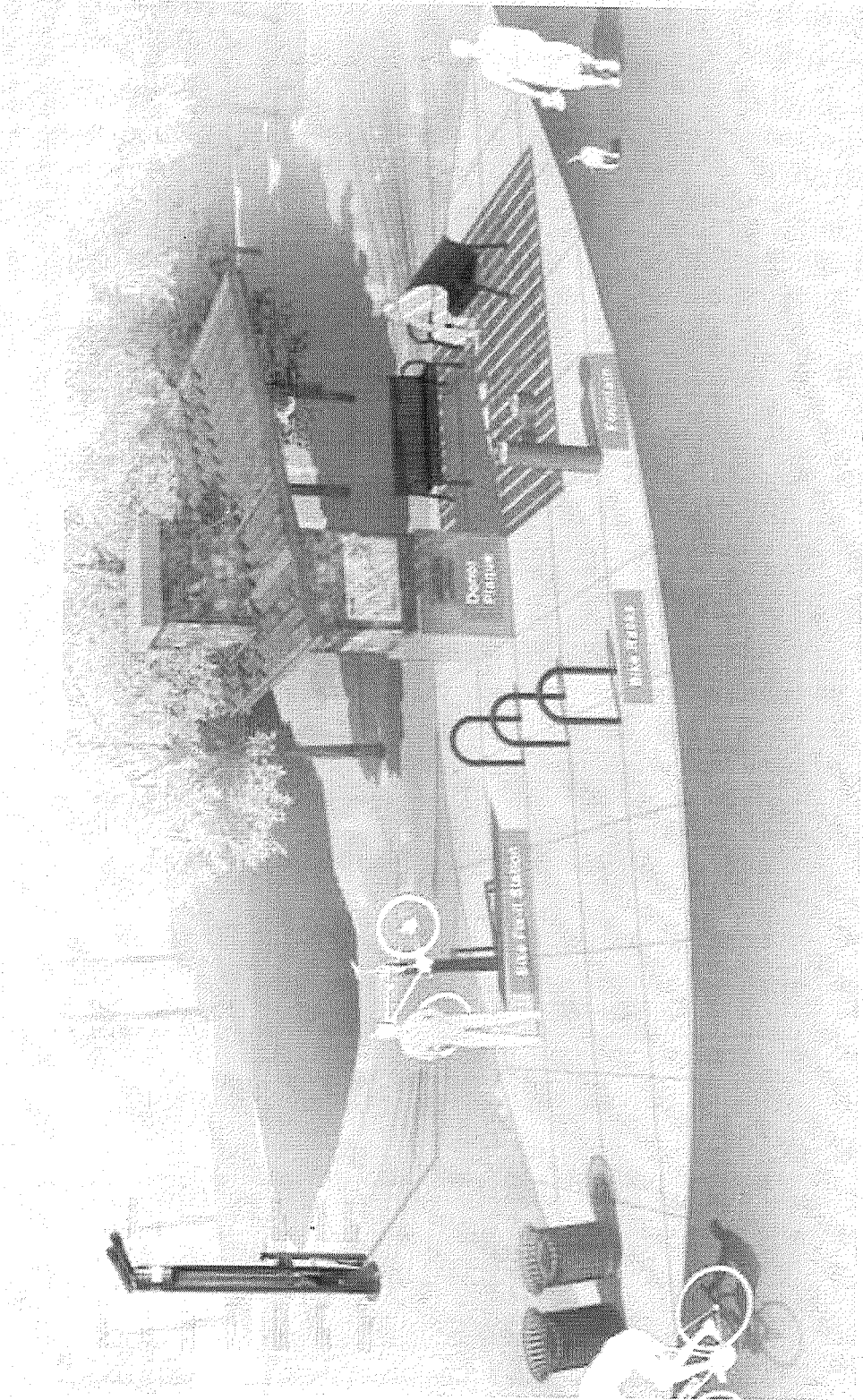
The Gorge Hubs as a general concept will act as welcome centers, information centers, trailheads, and rest areas for travelers (especially hikers and bikers) along the Historic Highway. Building upon the work of the Historic Columbia River Highway State Trail and community partnerships within the Gorge we have gathered to participate in the development of a network of Gorge Hubs.

We, the undersigned, agree to participate in the implementation of the Historic Columbia River Highway and State Trail Gorge Hub Project. We agree to identify opportunities and solutions whenever possible, to contribute assistance and support within resource limits, and to communicate and collaborate with other team members in promoting a coordinated Historic Highway Recreational Gorge Hub System.

We, the undersigned, also agree that separate Intergovernmental or Cooperative Improvement Agreements may be required between affected participating parties. Said agreement(s) must be executed prior to the construction of Project elements, or financial contributions made toward such a Project.

As evidenced by our signatures below, we agree to come together to celebrate this partnership and dedicate ourselves to contributing to the creation of a plan and design to of kit for the sustainable development of the Gorge Hubs.

QUESTIONS?



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Port of Cascade Locks Marketing & Promotion Strategies

Updated Spring 2014 in Preparation for FY 2014/15 Budget

Marketing Goals

1. To promote the Port of Cascade Locks as a business friendly catalyst of economic development. We have tools and leverage to assist businesses establishing in Cascade Locks.
2. To promote Port property for sale or lease.
3. To promote Cascade Locks as the "heart of the Gorge," a stunning place to live, work, and play.
4. To promote existing businesses.
5. To promote quality Port facilities for public use and rental

Target Market

1. Future investors in Cascade Locks business development
2. Future customers of local goods, services, and events
3. Future leasers of Port facilities for special events

Port Vision Statement – Port Commission Adopted 11/07/13

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

Port Mission Statement – Port Commission Adopted 11/07/13

The mission of the Port of Cascade Locks is to:

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

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Port Marketing Strategies

- Monthly Action Team Meetings
- Monthly Port Report Newsletter
- Port Website
- Online Social Media
- Real Estate Signage on Property for Sale or Lease
- Print Advertising in Newspapers and Magazines
- Handout Print Media
- Wayfinding Signage on Port Property
- Construction Project Signs with Vibrant Images
- Event Promotion and Sponsorship
- Participation in Professional Conferences, Presentations, Panels
- Consistent Branding of Port Logo
- Community Services
- Articles in Newspapers and Magazines
- Relationship Building with Agencies & Legislators
- Memberships in Chambers and Associations
- Physical Tourism and Recreation Amenities and Services
- Online Recruiting and Funding Platforms
- Radio, Film & Photo Shooting
- Toll Booth Visitor Information & Coupons

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Monthly Action Team Meetings

Purpose: To share information on local projects and progress in a face-to-face setting.

Status: The Port facilitates the monthly Cascade Locks Action Team Meeting, hosted on the 3rd Thursday of each month at the Cascade Locks Ale House (CLAH). Attendance is typically 15-20 agency representatives and community members. Meeting notes are typed and emailed to a mailing list of 80 interested people.

Cost: Staff time of 5 hours per month

Recommendation: Continue to provide staff time for meeting facilitation and meeting notes for the actison team. Prioritize VIP invitations to speak in this forum.

Monthly Port Report Newsletter

Purpose: A regular newsletter keeps the community and partner agencies informed on Port progress. The paper format ensures that older and/or non-technical residents can access the information without internet access. The electronic format saves printing and postage expenses, while reaching business partners in a format that can be shared.

Status: The Port composes, prints, mails, and emails a two-side one page monthly newsletter. A paper copy of the newsletter is mailed to 600 local post office boxes. An electronic newsletter is mailed to 220 interested parties.

Cost: Staff time of 8 hours per month + printer fees + paper + \$250 postage / month

Recommendation: Continue to print and distribute the monthly newsletter. Prioritize growing the email distribution list for outside agencies and Port partners.

Port Website

Purpose: Websites are helpful for offering static information.

Status: The Port maintains a website with information regarding Port history, available property for rent & sale, meeting agendas and minutes, and links to local businesses, City, and Tourism calendars.

Cost: Staff time of 2 hours per month + consultant \$65/hour

Recommendation: Hire consultant Harry Troeger to update the website, continue to train staff on word press, and perform monthly website maintenance.

Online Social Media & Multi-Media

Purpose: Social Media complements static websites by providing interactive information and key engaging dialogue with partners and customers. Of all adults on social media, 70% prefer Facebook. Facebook is recommended to be updated no more than times per day, morning preferred, Monday is peak time. Updates should have single voice.

Status:

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- Facebook – The Port maintains 5 facebook pages and links to other partner agencies and organizations in the region.
- Other Social Media – Linked In, Twitter, Instagram, Tumbler, etc.... None to date
- Multi-Media – The Port recently developed a 3 minute slideshow to demonstrate business and recreation opportunities in Cascade Locks to show during tabling.

Cost: Staff time of 5 hours per month

Recommendation: Continue to maintain active engaging facebook pages. Explore other mediums – Instagram & Twitter to reach the “next” wave of social media. Refresh the slideshow (consider video) to use during FY 2014-15. Increase collection of available high quality photos and videos.

Real Estate Signage on Property for Sale or Lease

Purpose: A simple eye-catching method to draw attention to the physical location of the property for sale or lease.

Status: The Port has “for sale or lease” signs on the Bridgeview, Parkview, Herman Creek Lane, and Industrial Park properties. Paper flyers are needed in the boxes at each of these locations.

Cost: The signs cost \$250 each to manufacture, installed by maintenance dept

Recommendation: Continue to post visible real estate signs on available property. Fill the flyer boxes with property information paper flyers.

Print Advertising in Newspapers and Magazines

Purpose: To reach target markets throughout the Gorge and greater Pacific Northwest with information about available property, Port “open for business” message, and supportive promotion of current local businesses.

Status: In the last year, the Port has purchased multiple print ads in various publications with tailored messages for each:

- Hood River News – Herman Creek Building for lease
- Green Living Journal – Port open for business
- Sail the Gorge – Port open for business
- Columbia Gorge Visitors Guide – 3 Great New Reasons to Visit Cascade Locks

Cost: Vary by publication, typically between \$200 to \$2,000 per ad

Recommendation: Continue to purchase effective, memorable advertising in local, regional, and special interest publications. Target the Portland/Seattle/Bend/Tri-Cities market through newspapers, economic development, lifestyle, and airline magazines and newspapers. Cooperate with Portland Spirit on facility marketing for special events.

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Handout Print Media

Purpose: Readily relays information to the general public and interested visitors in a portable, vibrant glossy format. Works well for visitor centers and event distribution.

Status: The Port currently prints or participates in the following products:

- Community brochure for tourism and quality of life promotion
- Community events rack cards
- Real estate rack cards
- "I've sailed Cascade Locks" stickers

Cost: The Port shares the cost of the community tourism brochure with the Tourism Committee.

Recommendation: Continue to post visible real estate signs on available property. Fill the flyer boxes with property information paper flyers.

Wayfinding signage on Port Property

Purpose: Directional (wayfinding) signage improve the visitor experience in the Marine Park and throughout the community.

Status: Port staff and commissioner met to set a priority list for wayfinding.

Cost: A recent estimate from Rock Cove Design recommended \$30,000.

Recommendation: Develop a phased funding plan for the long term implementation of the prioritized signage priority list.

Construction project signs with vibrant images

Purpose: Onsite "coming soon" signage communicates project progress to the public.

Status: The Port currently has just one in place, at the Beach Expansion Project.

Cost: Weatherproof wood or polyvinyl signs cost under \$300 each

Recommendation: Construction project signs are recommended for upcoming Bear Mountain, Puff Factory, Heuker, brewery, overpass, and CLIMB trail projects.

Event Promotion and Sponsorship

Purpose: By sponsoring successful events, the Port increases the visibility of the Port logo and our "open for business" and "business friendly" messages. Promotion results in logo placement through online website and social media, banners on the event site, loudspeaker announcements, print media onsite, goodie bags, and prizes.

Status: The Port currently sponsors many events, primary through the in-kind provision of an event facility.

- Cascade to Crown Ride
- Cycle Oregon Policy Makers Ride

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- Gorge Short Track Mountain Bike Race
- Bridge of the Gods Half Marathon
- Bridge of the Goddesses Run
- Lock Robster Disc Golf Course
- Take a Kid Mountain Biking Day
- Green Drinks
- Bridge Walk
- 4th of July
- Sternwheeler Days
- CRITFC Salmon Conference
- PNWA Conference
- US Sailing Conference

Cost: Sponsorships range from free (in-kind) to \$2,000 for tabling opportunities.

Recommendation: Continue to partner in high visibility professional events in order to reinforce that the Port is engaged and open for business. The easiest way is through assigning a value to the Port facility donated to an event, then recouping that value through sponsorship package. Continue to partner in events by connecting event organizers with community resources and businesses. Continue to recruit new and varied events to be hosted in the community.

Participation in Professional Conferences, Presentations, Panels

Purpose: Participating in conferences reinforces the professional intent of the Port to develop our capacity and reputation. Serving on panels relays expertise.

Status: Port staff have served on several recent panels at professional conferences including the Oregon Economic Development Association (OEDA), Rural Bike Tourism Conference, National Bike Summit on behalf of Travel Oregon, and the Oregon Active Transportation Summit.

Cost: Conference registration fees are often waived for presenters.

Recommendation: Continue to foster agency relationships and market successes in order to relay experience and expertise, bolster Port reputation. Continue to fund staff education and travel budgets.

Consistent Branding of Port Logo

Purpose: Consistent branding can tie together a solid appearance and professional reputation.

Status: Currently, several versions of the Port's logo is used on the website, business cards, vehicles, and letterhead.

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Cost: Under \$5,000

Recommendation: The Port should invest in redesigned letterhead, business card, and vehicle decal templates using the updated Port logo.

Community Services

Purpose: These various contributions relay the Port's commitment to the community.

Status: The Port currently contributes to various community events through minor contributions of food, bridge toll tickets, materials, equipment use, facility use, etc.

Cost: Varies, most under \$100

Recommendation: Continue to partner with various community groups to benefit youth, non-profits, community development, etc.

Articles in Newspapers and Magazines

Purpose: Frame the messaging and reputation of the community through accurate detailed articles driven by timely press releases to celebrate Port successes.

Status: The Port and Port projects have been featured in a number of recent articles including:

- The Oregonian
- The Hood River News
- The Dalles Chronicle
- The Columbia
- The Skamania Pioneer
- The Gorge Magazine
- Portland Monthly
- Oregon Restaurant and Lodging Association (ORLA)
- Travel Oregon

Cost: Typically no charge, 2 hours staff time to write press release and responses

Recommendation: Continue to release quality detailed messages to local and regional news sources about Port progress. Extend reach to Seattle and Tri-Cities. Target Portland Business Journal, Oregon Business Journal, and Gorge Business Journal.

Relationship Building with Agencies & Legislators

Purpose: Build long-term relationship in order to frame reputation and assistance when needed.

Status: The Port undertakes an annual trip to DC in order to touch base with federal legislators in both Oregon and Washington. The Port fosters strong relationship with state legislators.

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Cost: \$4,000

Recommendation: Continue to invest in long-term relationship building.

Memberships in Chambers and Associations

Purpose: Engage with regional associations in order to network and frame message. Receive membership benefits such as coop advertising, networking events, logo placement.

Status:

- HR Chamber
- Skamania County Chamber
- West Gorge Chamber
- CL Business Association
- GO Business Network
- CRGVA
- OEDA
- OPPA
- PNWA

Cost: Varies between \$25 and \$250 each per year (non profit / public rate)

Recommendation: Maintain and maximize these valuable memberships. Place the burden on the entity to demonstrate value to us. Attend more regular meetings to make presentations.

Physical Tourism and Recreation Amenities and Services

Purpose: Subtle brand repetition by using Port logo and “open for business” strategically placed in locations visitors have enjoyable experiences.

Status: The Port will fund the disc golf tee signs in order to promote our logo and organization “open for business”.

Cost: Disc Golf Signs - \$1,000, Benches - \$800 each

Recommendation: Continue to seek ways to promote the agency and mission through permanent amenities. Place one or two benches in key viewing areas on easyCLIMB trail with Port logo.

Online recruiting and funding platforms

Purpose: Utilize existing online state & regional recruitment and funding tools.

Status: The Port currently has minimal engagement in the following:

- Oregon Prospector
- Agora

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Cost: Staff time to update and maintain online profiles of available property and shovel ready projects in need of funding.

Recommendation: The Port should take time to update profiles with accurate property and project information

Radio, Film & Photo, Multi-Media

Purpose: Extend 2D reach to radio, movies, and professional photography.

Status:

- Recent radio – OPB on Brighams new business, podcast on TIB
- Recent film scouting and filming by Carhartt, Wild, Ford, fishing show, Twilight, Freightliner, amazing race, German Lewis & Clark documentary, Chinese tourism documentary,
- Extensive sailing footage and photography
- Engaged with renowned travel blogger “Seattles Travels” from Canada

Cost: Staff time to engage Oregon Film Office and

Recommendation: Engage with future opportunities for film, radio, photography on Port property and in the greater community.

Toll Booth Visitor Information & Coupons

Purpose: As community ambassadors, the toll takers are the first point of contact for many visitors. Bridge staff can provide information and coupons for local businesses.

Status:

- Toll takers currently provide limited information, as requested.
- IGM Paul Koch approached the CL Business Association for direction to proceed with a pilot coupon program, distributed randomly at the booth.

Recommendation: Engage with the Business Association to develop standardized coupons from local businesses to distribute randomly from the toll booth for a pilot period in the shoulder or off season months. May is recommended.