



PUBLIC MEETING: Annual Planning Session 2024

DATE: Saturday, January 27, 2024 **8:30 PM**

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

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

MINUTES

- 1) Commission meeting called to order 8:30 AM
 - a. Pledge of Allegiance
 - b. Roll Call
 - a. President Lorang
 - b. Vice-President Klute
 - c. Commissioner Nance
 - d. Commissioner Peterson (via Zoom)
 - e. Commissioner Thweatt
 - f. Members of the Staff and Other Support – Executive Director Jeremiah Blue; Deputy Executive Director Genevieve Scholl; Secretary Keriane Stocker; Operations Manager Parker Nelson; Accounting Specialist Melissa Warren; Attorney Tommy Brooks; Annie Rose Favreau, Senior Manager – Moss Adams; Jessie Lenhardt, Senior Manager – Moss Adams; Matt Apken, Accountant – Merina+Co; David McCurry, Senior Program Director Transportation – Parsons; Darrin Eckman, Project Engineer – AKS Engineering
 - c. Modifications, Additions and Changes to the Agenda
- 2) Welcome – Executive Director Jeremiah Blue
 - a. ED Blue welcomed attendees and expressed gratitude for the Commission’s patience and leadership, as well as taking the time to work through some decisions and learn more about the Port. He looks forward to a Strategic Business Plan to guide future decisions.
- 3) Presentations
 - a. Strategic Business Planning – Moss Adams
 - i. Welcome and Strategic Planning Overview
 - ❖ Favreau introduced herself and Lenhardt as consultants with Moss Adams. She provided a brief overview of the meeting, explaining that the morning session will focus on visioning work, including mission, vision, and values, and a SWOT analysis, while the afternoon will delve into key priorities and gather additional information. She emphasized the importance of aligning all aspects of the plan with the organization’s vision, mission, and values.
 - ii. Mission, Vision, Values
 - ❖ Overall common values included collaborative (with the city and with the community), data driven, stewardship (economic and environmental) and transparency.
 - ❖ When asked about the current Mission Statement, the Commission was encouraged to consider, “What role does the Port currently play in the community of Cascade Locks? Does this differ from the role that it should be playing?” and “Is there anything missing from [the current mission] statement? Has anything changed since 2013 that we should address in this

statement?" The consensus was that the current Mission Statement was redundant.

- ❖ The collective vision for the Port included a balance between meeting the needs of local residents by securely providing basic needs for all and attracting tourists through a thriving, healthy community with a destination feel.

iii. Break

iv. Strength and Weaknesses, Opportunities and Threats ("SWOT") Analysis

- ❖ SWOT Analysis gathered a good overall foundation of the Port's strengths and opportunities, identifying the Port's potential for growth and development and acknowledging the challenges in prioritizing and implementing those projects.

4) 12:27 pm – Lunch

5) Guest Speaker

a. 12:51 pm – Dallas Fridley, Regional Economist

- ❖ Fridley presented an in-depth look at the employment data in Cascade Locks and the Hood River region.

6) Discussions

a. Key Priorities Discussion – Moss Adams

i. Bridge of the Gods – David McCurry, Parsons

- ❖ McCurry highlighted the complexity of the current 15-Year Bridge of the Gods ("BOG") Maintenance Plan. The current plan is to maintain the bridge without making significant changes, which would cost around \$60 million. The Commission was encouraged to focus on the next steps and review a new updated bridge plan. McCurry emphasized the importance of understanding the overlap between the Bridge Maintenance Plan and the Strategic Business Plan, pointing out that projects like painting the bridge can take ten (10) years due to regulations and inflation costs. It is important that the Commission carefully plans and prepares. ED Blue added that the updated plan would focus more on accuracy as the current plan was a little more optimistic than accurate.

ii. Land Use and Development – Genevieve Scholl, Deputy Executive Director

- ❖ DED Scholl distributed a packet compiling the building profiles and properties the Port owns. The Commission's interest centered on developing the Industrial Park with a focus on job creation, tourism enhancement and options to generating revenue. Ideas included rezoning existing property, developing a destination resort and affordable housing development strategies. Eckman, who has been providing consultation to the Port since 2015, provided helpful insight.

iii. Break

iv. Economic Development – Jeremiah Blue, Executive Director

- ❖ Favreau pointed out that housing was mentioned in several of the interviews that were conducted. Brooks provided legal advice regarding where the state stands on whether ports can develop housing. He emphasized that the closer the Port stays to what the statutes stipulate a port is allowed to do, the stronger the argument that it is within a port's authority. If the Port decides to build more housing for the betterment of the community or because they would like the city to have more affordable housing, it will be a harder argument to defend. ED Blue added that it is something the Port has to be

cognizant of as their decisions will ripple out to affect other ports. There are ports that are not ready to take on the housing issue, yet. He advised that the Port should tread lightly.

The discussion also included how the Port can strategically support the revitalization of the downtown area, while staying in line with the role of a port.

- v. Recreational Assets
 - ❖ The Commission evaluated the port's involvement in three areas: recreational properties, venue rentals and community events. She prompted the Commission to identify any properties that may be costing the Port more to maintain than the benefits they generate. Discussion also included what the port's purpose in offering rentals was; whether it was to generate revenue or to attract visitors and stimulate economic activity? Favreau also posed the question whether the port should actively participate in hosting community events or leave that role to other community organizations.
- vi. C Peterson commented on what he felt were key issues: the downtown area and Thunder Island. He felt that the Port can play a role in pressuring the City to address vacant properties. He understood that it fell outside of the Port's direct purview but would be beneficial for the overall community. Regarding Thunder Island, he would like to prioritize the repair to ensure continued summer revenue from weddings and other tourist activities.
- vii. C Thweatt expressed enthusiasm about exploring the potential of the Port's properties and acknowledged the need for further planning, especially regarding bridge toll.
- viii. C Nance commented on the excitement of exploring all of the Port's potential opportunities but also acknowledged the challenge of tackling of everything at once. He understood that long-term planning is crucial and emphasized the importance of considering future needs and leaving options open for future generations.
- ix. P Lorang highlighted the importance of a measured approach and the need to break down the bigger goals into smaller, achievable steps. He advised taking measured steps through planning, feasibility studies and careful consideration of potential impact, and holding onto the understanding that some projects may take years to complete.
- x. VP Klute expressed concern about ensuring a cohesive plan and also emphasized that the focus should be long-term planning to create a overall harmonious development strategy.
- xi. ED Blue commended the Commission for their impressive work, especially with engaging in complex discussions quickly and in acknowledging the significant challenges involved in making long-term decisions with lasting impacts, within their limited timeframe. ED Blue expressed his gratitude for the Commission's thoughtful approach and their willingness to take on the burden of navigating complex issues.

7) Adjournment 3:57 pm

VP KLUTE MADE A MOTION TO ADJOURN; C NANCE SECONDED; Passed Unanimously

Port of Cascade Locks:

Port Commission President
Brad Lorang

Port Commission Secretary
Albert Nance

Date Approved

Prepared by: Keriane Stocker