PORT OF CASCADE LOCKS
STRATEGIC BUSINESS PLAN REVISIONS
CHAPTER VII: PRIORITIES & PROJECTS

Priority 1: Bridge of the Gods

1.1) Maintain a ten-year maintenance and operations plan, including a funding plan to keep bridge functioning at the 40 ton / 80,000 pound legal load limit, to maximize the lifetime of the bridge, to include seismic upgrades.
1.2) Schedule and lobby for major grant application packages for state and federal bridge dollars.
1.3) Leverage Homeland Security Department grant dollars to develop and implement Port Security Master Plan, to include enhanced cameras along the bridge and riverfront.
1.4) Adopt long range plan to improve bridge capacity and safety for non-motorized users: pedestrians, bicycles, and equestrians.
1.5) Plan for toll rates to keep pace with operations budget.
1.6) Plan for toll collection technology upgrades, following Port of Hood River implementation.
1.7) Plan for an eventual complete bridge replacement.

To Be Encouraged By Others

- Utility providers will collaborate with Port for routing of utilities across the Bridge of the Gods, including fiber optics and natural gas, in exchange for annual lease fees.

Priority 2: Business (Industrial) Park

2.1) Maintain a revised phased Business Park (and Infrastructure) Master Plan to support business development, including but not limited to: new subdivision lot lines, full utilities build-out, and public access along riverfront.
2.2) Construct phased infrastructure improvements, as identified in the Business Park Master Plan, beginning with the completion of NE Columbia Gorge Way to serve new industrial lots.
2.3) Facilitate secondary emergency access and utility easement across the railroad into the Industrial Park.
2.4) Identify transportation solutions for trucking access into the Business Park, including solutions at Frontage Road, westbound on-ramp at Exit 47, and a grade-separated entrance into the Business Park.
2.5) Revise City Zone Code Language and re-zone Port property to allow for an appropriate mix of industrial, commercial, and recreational uses.
2.6) Sell or lease industrial lots as a catalyst for industrial development and job creation, through continued marketing of Business Park properties.
2.7) Plan to build leasable industrial building space in the Business Park, likely lot #2.
2.8) Explore potential partnerships with adjacent property owners, including SDS, Warm Springs Tribes, Snyders, Bear Mountain Forest Products, and the Heuker Family.
2.9) Continue to collaborate with firms to bring in jobs and community investment, including Nestle Waters North America, data centers, and others.

Approved by Port Commission 03/03/2016
2.10) Convene regional partners on Herman Creek Cove habitat improvement project.
2.11) Maintain and improve existing recreation facilities – Blackberry Beach, the jetty, Herman
Creek Cove boat ramp, easy climb trail, disc golf course, and existing access roads.
2.12) Identify and expand Port water rights.
2.13) Develop long-term plan for full I-84 interchange at the Business Park.

To Be Encouraged By Others
- Construction of new industrial facilities for job creation and local investment.
- Improved frontage road alignment for truck traffic to the Business Park.
- Development of exit 47 from I-84 and/or full interchange on I-84.
- Grade separate entrance to the Business Park.
- Interchange and access improvements if, as, and when, necessary and feasible/advisable.
- Creation of new recreational and resort/conference facilities, including sports center, amphitheater, and marina.
- Development of Government Rock by the Warm Springs Tribes.

Priority 3: Herman Creek Lane

3.1) Fill Flex Building #1 with lease tenants, including necessary tenant improvements.
3.2) Plan, budget, bid, and construct Flex Building #2 once tenant is committed.
3.3) Remove grey house / structure with appropriate abatement and septic measures in place.
3.4) Coordinate with City on several small boundary line adjustments around the public road,
    sewer plant, and city well head, to include possible Port easement across the city property.
3.5) Continue old shop building remodel analysis, with roof replacement as the top priority.
3.6) Plan and design Flex Building #3.
3.7) Partner with private industry to re-commission rail spur.
3.8) Support City’s efforts to secure “whistle free community quiet zone.”
3.9) Upgrades of existing treatment plant or other innovative technology as required to meet any
    future business needs.

Priority 4: Downtown / Town Center

4.1) Complete property sale to support the permanent development of Thunder Island Brewing in
    the downtown core of Cascade Locks.
4.2) Complete the negotiation, rezone, clearing, purchase, and marketing of the County property
    east of the new fire hall.
4.3) Complete the transfer of Venture Street property to the City of Cascade Locks.
4.4) Continue to market the Hillside (Parkview) Parkview property across from the East Wind.
4.5) Work with City to identify revisions to the Downtown Plan and parking standards to be
    more business friendly.
4.6) Continue to support existing downtown businesses through a Cooperative Marketing, etc.
4.7) Support community enhancement programs including blue bike rack program, lamp post
    banners, Christmas lighting, public art, or sidewalk planters.

To Be Encouraged By Others
- Reuse of the Old Fire Hall as an active business space.
- Streetscape improvements and upgrades on WaNaPa, including crosswalk enhancements.
- Development of a downtown trail hub at Overlook Park.
- Community efforts including new and upgraded businesses and new housing starts.

**Priority 5 - Marine Park**

5.1) Continue negotiations, design, and funding for 800 foot Marine Park Beach expansion.
5.2) Develop safe pedestrian and bicycle overcrossing from WaNaPa into the Marine Park to connect park to downtown businesses and better facilitate visitor parking and use.
5.3) Develop Marine Park Master Plan, to address irrigation, pedestrian circulation, parking, and improvements to rental facilities.
   5.3.1) Construct pavilion improvements including ADA entry, service kitchen, and chair/table storage.
   5.3.2) Improvements to Thunder Island event site and wedding platform.
5.4) Develop plan for incubator space, maintenance storage, railroad warehouse property, explore yurts and other revenue generating concepts.
5.5) Review Union Pacific Railroad leases and negotiate for future improvements, park access, and parking opportunities.
5.6) Implement signage and wayfinding for the Marine Park, including addressing the buildings.
5.7) Continue to market Marine Park for special events and private event facility rentals.
5.8) Support the growth of the Sternwheeler Columbia Gorge and associated business to benefit both partners, including the Locks Waterfront Grill, gift shop, and Explorer day excursions.
5.9) Support ongoing CGRA programs for competitive and instructional sailing from the Marine Park.
5.10) Develop a plan to enhance or replace the Oregon Pony Building.
5.11) Complete seawall structure to the Thunder Island foot bridge.
5.12) Explore opportunities to partner with and expand cruise boat visitations in the historic locks to benefit the local economy.

**To Be Encouraged By Others**
- Additional river-based tourism, transportation, and recreation activities.
- Ongoing improvements and growth of the Sternwheeler Columbia Gorge.
- Growth & professionalization of the Columbia Gorge Racing Association.
- Encourage the Museum to be a stable non-profit entity.

**Priority 6- Moody Road**

6.1) Conduct Timber Cruise to determine economic benefit of logging all or part of property.
6.2) Explore land clearing and preparation for public trailhead parking, with possible transit stop.
6.3) Continue to work with USFS and stakeholders on a 25- mile multi-use CLIMB trail.
6.4) Future annexation and zoning of new Port property.
6.5) Sale and/or lease of Port property for appropriate development.
6.6) Re-envisioning and support for Tramway project partnership.
Priority 7: Other

7.1) Explore acquisition of the State airport property.
7.2) Explore opportunity with Hood River Sand & Gravel Property acquisition.
7.3) Improve relationship with businesses located on Mt. Hood Highway 35, including Cooper Spur and Mt. Hood Meadows.
7.4) Support the City efforts to bring fiber optics to Cascade Locks.
7.5) Strengthen strategic regional advocacy partnerships, including One Gorge, Gorge Commission, Tribes, Friends of the Gorge, and agencies.
7.6) Investigate and support local environmentally-sensitive power generation, including wind, solar, and hydro.
7.7) Support enhancing key viewing areas within the city limits by removing/trimming trees along I-84 corridor.
7.8) Support Natural Gas to Cascade Locks.