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Commissioners heard a presentation by Gorge Commission Executive Director Darren Nichols, who discussed common issues all Gorge communities face and potential opportunities to help address them through the Scenic Area compact. This is the approach the Port of Cascade Locks has used to great success recently in responding to the weight limit imposed on the Bridge of the Gods. That limit banned larger trucks from the bridge. The weight restriction on this Oregon bridge imposed a greater hardship on nearby Washington communities. Support from both sides of the river was important to emphasize the regional significance of the bridge to identify funding partners.

When the Port of Hood River completes its strategic plan in the next few months, it will recognize the benefits of working collaboratively across district and state lines with ports and

jurisdictions on both sides of the river. Given all the issues that bind Gorge communities together—among them transportation, business recruitment and retention, communication, job training and housing—thinking regionally and working collaboratively is surely the best approach. ●



PORT OF HOOD RIVER

1000 E. Port Marina Drive
Hood River, OR 97031

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Direct Impacts of the Port and Businesses on Current and Former Port Properties, 2013

Activity	Output	Wages and Benefits	Jobs
Business on Port Property	\$187,029,000	\$35,969,000	571
Port of Hood River	\$12,478,619	\$1,504,435	24
Total	\$199,507,619	\$37,483,435	595

With typical multiplier effects within the county, total output increases to between \$260 and \$300 million, with between \$52 and \$60 million in wages and benefits, supporting between 1,050 and 1,350 jobs.

Total Impacts of the Port and Businesses on Port Properties, 2013

Activity	Range	Output	Wages & Benefits	Jobs
Businesses on Port prop.	Low	\$243,137,700	\$50,356,600	799
	High	\$280,543,500	\$57,550,400	1,027
Port of Hood River	Low	\$16,222,205	\$1,968,766	41
	High	\$19,965,790	\$2,423,096	50
Total	Low	\$259,359,905	\$52,325,366	840
	High	\$300,509,290	\$59,973,496	1,077

Although the economic impact assessment cautions that the businesses themselves deserve the credit for

what they produce, it is common for development agencies to use as a measure of success the output of projects and businesses it has contributed to in some way. Viewed in that way, over the last 20 years, historical efforts of the Port have led to a situation in which business activity today on current or former Port properties, has led to significant economic impact. (The State of Oregon is adopting the protocol that ports can consider activities as far back as 20 years.)

ECONorthwest concludes from its case studies that the Port has made progress on one of its key missions: stimulating economic development in the Hood River region. The EIA brings up a few key observations that will be useful to the Port Commission in its strategic plan process. One observation is the limited light industrial land base in Hood River County, which logically raises the issue of the waterfront as a critical industrial land supply.

Another notable finding is that the tourism industry sector in Hood River County accounts for twice as much output compared to the state overall: 8.2% in the county compared to 4.3% statewide. With tourism an important segment of the local economy, evaluating the highest and

PLAN TO ATTEND! Port's Strategic Business Plan PUBLIC MEETING October 23rd at 6pm at the Mt. Hood Town Hall

PORT MEETINGS

Regular Port Commission meetings are held on the **1st and 3rd Tuesday** of each month in its **Boardroom at Marina Center Building** (1000 E. Port Marina Drive). The Port welcomes your questions, comments and suggestions.

PORT DIRECTORY

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Regional Thinking

by Michael McElwee,
Port Executive Director



Michael McElwee

The Port's Strategic Business Plan update is an opportunity to evaluate near term goals and priorities. It is also a time to think creatively about the future and identify both

long-term objectives and the means and methods to reach them.

The activities of the Port of Hood River are primarily directed toward our specific district, an area that extends south to Parkdale and encompasses about half of Hood River County. However, there are two port districts in Hood River County that share a common mission. On October 8, in an informative meeting on wide-ranging topics, leadership from both ports met to discuss areas of mutual interest and concern.

Our commissioners heard about a number of exciting and innovative projects the Port of Cascade Locks is engaged in to advance job creation and economic development in that community. What also emerged was the first step toward a better understanding of common issues (including bridge maintenance, tolling, permitting challenges etc.) and the recognition that both ports have individual strengths and weaknesses that might be addressed by closer collaboration. For example, Hood River has a constrained and declining supply of large-site industrial lands while Cascade Locks has a growing inventory of shovel-ready property.

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Port focuses on Strategic Business Plan



Port Commissioners Rich McBride, Brian Shortt, Jon Davies, Fred Duckwall, and Hoby Streich listen as Executive Director Michael McElwee responds to an audience member at the first Strategic Business Plan public meeting on September 25th.

This past year the Port of Hood River has initiated a major update to its Strategic Business Plan, which will be the guiding document for the Port Commission and staff regarding policies, operations, and projects over the next five or more years.

Several assessments have been completed or are in the works to provide the Port Commission with concrete and contextual data on facilities, assets, and infrastructure, including the Port's Interstate Bridge, Ken Jernstedt

is scheduled for October 23 at 6 p.m., at the Mt. Hood Town Hall.

"The Strategic Plan is intended to be a near-term playbook," Port Executive Director Michael McElwee advised attendees of the first public meeting. "But we also want to think about the long-term future because of our important role as stewards of property."

McElwee explained that one of the most important pieces of the SBP will be the Key Projects List, prioritized in order to

Airfield, port-owned buildings and land, waterfront development and recreation sites. Local economic data and trends will be considered as part of the strategic planning process.

One public meeting regarding the Strategic Business Plan (SBP) process has already occurred to gain input from interested members of the community.

Another public meeting

not only focus the Port on its goals, but to qualify potential projects for State funding.

Some topics brought up by public attendees included: the possibility of bridge replacement in the future; a brainstorming of future uses for the Expo Center; considerations for the remainder of the waterfront land, including Lot 1; solutions to cover maintenance costs for recreation sites; policy questions on uses for the Sandbar; the importance of the local airport; and the strength of the Port and district relative to other ports in the state.

In addition to attending public meetings, there are other methods of providing input to the Port for its SBP.

They include:

- Filling out and mailing a survey on (page 3) or returning a postcard questionnaire obtained from a Port Commissioner or staff member
- Responding to an online survey posted on www.portofhoodriver.com
- Writing a letter or email to the Port
 - Mail letters to Port of Hood River, 1000 E. Marina Dr., Hood River, OR 97031
 - Send an email to porthr@gorge.net

Please see **SBP** on page 3

Economic Impact study nears completion

A final draft of ECONorthwest's study, "Economic Impacts of the Port of Hood River," was presented to the Port Commission in September. The Economic Impacts Analysis (EIA) measures the extent to which Port activities "contribute" to the economic activity of the region.

The purpose of the study is to answer the fundamental question, "What things has the Port contributed to (currently and in the last 20 years) that have an economic impact directly or indirectly?"

By measuring economic activity as output, income, and jobs, the study describes the Port's economic connections in the supply chain linkages. Effects are described according to where in the chain of effects they were created: primary, secondary or multiplier effects. Primary effects result from direct impacts from the Port's operations (for example, from its waterfront, facilities, airport, and bridge). Secondary effects result from the use of Port assets by non-Port entities (for example, private business activity resulting from Port economic development initiatives). Multiplier effects come from Port employees and suppliers that in turn spend money they receive from the Port for other goods and services in the local economy. That "downstream" spending is estimated to add another 50 to 70% to the direct effects.

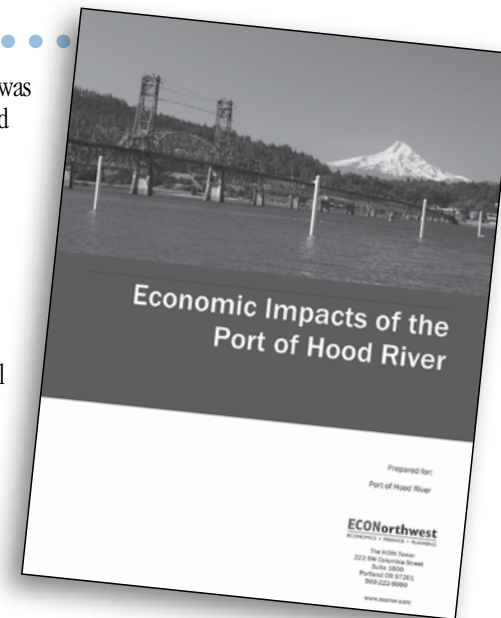
In analyzing data, ECONorthwest gathered information from 11 previous studies relevant to the Port and local economy. This

information was supplemented with the collection of specific information about the Port, such as operating and financial data, traffic/revenue data from the bridge, parking pass sales at recreation sites, and Port tenant lease, employee and payroll records.

In addition to quantitative data, qualitative data was collected via interviews of local business managers, organizations and key users of Port facilities. ECONorthwest interviewed 10 representatives from businesses located on current or former Port properties.

The ECONorthwest study found that the Port and businesses that use its assets were directly responsible for about \$200 million in annual output, which includes \$37.5 million in wages and benefits for around 600 jobs, which translates to about 6% of jobs and about 16% of the output in Hood River County.

Please see **Economics** on page 4





Port of Hood River Turns 80

The Port of Hood River celebrated its 80th anniversary in July. For a retrospective on the Port's 80-year history, visit portofhoodriver.com and click on the newsletter graphic on the right.

Two New Pedestrian / Bicycle Paths in the Works

The Port is working toward the development of two new pedestrian /bicycle paths along the waterfront that would significantly improve alternative modes of transportation.

Work progresses on a new pedestrian /bicycle path extending from the intersection of Marina Way and Button Bridge Road to the pedestrian bridge over the Hood River. ODOT authorized use of remaining funds from the Frontage Road Feasibility Study, approving a work order contract with WH Pacific. The architectural and engineering firm is producing design drawings for the future construction of the trail.

The second project involves the completion of a missing waterfront trail segment along the west bank of Nichols Basin to improve bicycle and pedestrian access to recreation sites and the business park. The Port received a \$123,000 grant from the U.S. Department of Transportation Recreational Trails Program to fund engineering and design, based on preliminary concept plans created by Mackenzie. The Port plans to apply for additional grant funding in 2014 to assist in completing the project.

Boathouse Dock Replacement

The Port has received the permit for the boathouse dock replacement from the Army Corps of Engineers. Engineer Flowing Solutions, LLC is preparing construction documents. Bidding, fabrication and delivery will occur in the next several months, with plans for June, 2014 installation. The new Marina electrical system became fully operational in late August.

Hearts of Gold Moving

Hearts of Gold, an agency that provides care to Elderly, is planning to move from the DMV Building to the neighboring Marina Park Office Building, which will nearly double the size of its office to 1,400 square feet. Tenant improvements include construction of walls, lighting improvements, and the addition of a small kitchen alcove, according to Port Development Manager Steve Burdick. Improvements are underway by Hood River Construction, with completion anticipated by November 1.



Jensen Building Facelift

The Port of Hood River Commission awarded a contract to Hennebery Eddy Architects for the development of a conceptual design at the Jensen Building to improve the appearance and function of the building, while adding a community use element. The project entails a Jensen Market area to be developed for outdoor market events. Preliminary support was given by representatives from Saturday Market and Gorge Grown Market.

Additionally, landscaping and improvements to the south side of the building would occur. A passageway between the two-story Jensen Building and its one-story breezeway would be covered with a translucent roof, while windows and doors would be added to the breezeway.



Port Commissioners toured Hood River Juice Company on September 16 to gain knowledge of the rapidly growing company's current operations and future plans. Pictured are Port Commissioners Jon Davies, Rich McBride, Fred Duckwall, and Port attorney Jerry Jaques. The tour was given by Brian Petros of Hood River Juice.



The final Portway Avenue improvements occurred in late summer when parking and sidewalks were recently completed at the City's Waterfront Park.

New Front Desk/Office Specialist

Tricia Rau began full-time employment at the Port last month as the new Front Desk/Office Specialist. A native of the area and 2010 graduate of HRVHS, Rau has completed two years of study at Eastern Oregon University, and is continuing her education via online classes.



Steve Burdick Retires

Steve Burdick, development manager for the Port of Hood River, retired October 1 and plans to continue working on special projects for the Port as a part-time contractor. Burdick has been instrumental in effective property and project management in a number of areas for the Port, including oversight of bridge and airport construction projects, multiple building improvement projects, and systematizing Port property management and maintenance. He will continue work on the Ken Jerstedt Airfield Business Plan, to be completed next spring.



New Roof for Maritime Building

Roofing improvements are underway on the Maritime Building at a cost of \$49,983. J & M Sandblasting is applying an overlay which will serve as a new roof system with a 10-year guarantee.

BreezeBy Changes

The Port Commission approved a revised policy for BreezeBy transponders that will take effect January 1, 2014. The new policy replaces the inclusion of up to three transponders fixed on car windshields (non-transferable) with a newer technology transponder that can be transferred from vehicle to vehicle. The new transponders cost \$29 (nearly twice as much as the older models) but one will be included free to new BreezeBy account holders. Existing account holders may purchase new transponders for \$15 each.

continued from SBP on page 1

Supporting assessments for strategic planning

The Port of Hood River Commission has directed staff to oversee the completion of a number of assessments as background data for the SBP.

Economic Impact Analysis: A draft report of the Economic Impacts of the Port of Hood River was presented to the Port Commission in September, and the final document will be available on the Port's website soon. The economic impact study measures the Port's direct impacts that result from Port activities, and indirect impacts which result from the use of Port assets by non-port entities. (See accompanying article on page 1.)

Waterfront Narrative: The Port's Waterfront Coordinator Liz Whitmore has compiled a report that describes existing characteristics and conditions, current uses, and future opportunities and constraints at 12 recreational sites along the Hood River waterfront. This document will be considered in the SBP process, as it serves as a basis for future capital expenditures, policies, and use regulation. The assessment of waterfront sites emerged from increasing demands on the Port's recreational sites. It covers the boat launch, Marina, Marina Park, Marina Beach, pedestrian bridge connection, and the Hood River on the east waterfront, as well as the Spit, Sandbar, Nichols Basin, Event Site, Riverfront Trail, and the Hook on the west waterfront.

Airport Business Plan: The Airport Advisory Committee (AAC) has been advising Port staff for the development of a new Airport Business Plan. The committee's first step was to provide context on the airport mission, vision, and values that reflect the Port's more general mission, vision, and value statements contained in the SBP. Anticipated completion date of Airport Business Plan will be in spring, 2014.

Property and Building Assessments: Port staff has researched and assessed each Port-owned parcel of land, buildings, infrastructure including pavement, and landscaping. The assessments look thoroughly at the condition of assets, from plumbing to roofs, to ADA accessibility. "This is the first ever complete assessment of Port property," said Development Manager Steve Burdick. "It will help the Commission adopt maintenance standards, help with the creation of a maintenance plan, and will be informative for decisions on future capital investments."

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SBP process and schedule

The Port Commission will revisit its mission and values as part of the SBP process, and explore a SWOT (Strengths, Weaknesses, Opportunities, and Threats) evaluation of the Port of Hood River. Key plan elements will include a Management Plan, Financial Plan, Facilities Plan, and Economic Development Plan covering all the Port's major interests, including the bridge, airport, waterfront development, and waterfront recreation within the context of the region.

In addition to public meetings, the schedule for the Strategic Business Plan includes Commission work sessions in October and November, and review meetings

in November and December, with plans to adopt the updated SBP sometime in December.

For further details, the complete schedule, a powerpoint presentation on the SBP process, or background documents, visit www.portofhoodriver.com.



Please fill out and return this short survey.

Name (optional) _____ Your Zip Code _____

Email Address _____

add me to the Port's list for quarterly E- news list do not add me to the E-News list

1 What is your vision for the Port of Hood River in the next 5 years? _____

2 What is your vision for the Port of Hood River in the next 50 years? _____

3 What is the Port doing well now? _____

4 In what areas should the Port improve? _____

Mail Survey to: Port of Hood River, 1000 E. Port Marine Dr., Hood River, OR 97031
For more detail or to provide additional feedback, please visit www.portofhoodriver.com (or attach additional pages). Questions regarding the SBP process may be directed to the Port office at 541-386-1645 or by emailing porthr@gorge.net.