

Port of Hood River
2020-2026 Strategic Business Plan Work Session #2

March 10, 2020

4:00 P.M.

Marina Center Boardroom

Agenda

- | | | | |
|------|--|---------|--|
| I. | Overview
<i>Focus on public input received, review of prior situation analysis and Commission direction on critical issues and strategic assumptions.</i> | 5 min. | <i>John Everitt
Michael McElwee</i> |
| II. | Situation Analysis
<i>Brief review of 2014-18 SA technical studies and conclusions.</i> | 15 min. | <i>Michael McElwee</i> |
| III. | Public Input Report
<i>Preliminary results of the public outreach efforts and Commission discussion on the implications for the SBP.</i> | 45 min. | <i>Genevieve Scholl
Anne Presentin</i> |
| IV. | Critical Issues & Strategic Assumptions
<i>Brief review of the 2014-18 list of Critical Issues and actions then Commission direction on 2020-26 Critical Issues and Strategic Assumptions.</i> | 90 min. | <i>Commission</i> |
| V. | Adjourn | | |

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Commission Memo



Prepared by: Michael McElwee
Date: March 10, 2020
Re: SBP Situation Analysis

The March 10 work session will be the second of four Commission work sessions planned for the development of the Port's 2020-2026 Strategic Business Plan (SBP).

A key step in this process involves an assessment of the Port within the context of the current state of the local and regional economy, feedback received from public outreach efforts, local market trends, a SWOT analysis and the identification of critical issues, and district needs. Information gathered from these activities helps identify strategies and actions for the future.

Attached is the Situational Analysis prepared as part of the Port's 2014-18 SBP, including a summary of a study that summarizes the economic impacts of the Port's cumulative efforts to that date. Staff believes there have been few material changes in the foundational data of this prior situational analysis findings. Regardless it provides an outline for Commission review and discussion to identify key changes or from the past 5 years that should be highlighted or further examined.

RECOMMENDATION: Discussion.

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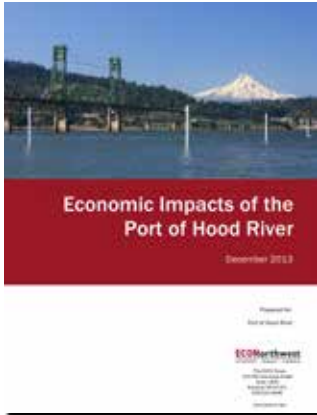
IV. SITUATIONAL ANALYSIS

A. Economic Impacts of the Port

In June 2013 ECONorthwest (“ECO”) prepared an economic impact analysis of the Port’s activities (**Appendix H**). The analysis assessed the extent the Port contributes to the economy of the Hood River region. It provided information to help the Port evaluate its performance and consider its future prospects.

The Port sought to understand how Port actions – now or in the last 20 years, directly or indirectly – created or contributed to the economy of the Port district and the broader Mid-Columbia region. The economic impact analysis measured economic activity in terms of output, income, and jobs that stem from the activities and facilities of the Port.

The analysis looked at primary effects, which result from what the Port does itself, and secondary effects, which result from the use of the Port’s commercial and industrial assets by non-Port entities (primarily businesses). It measured direct expenditures and employment by the Port and by businesses whose operations depend in some significant way on Port assets or activities. These direct impacts lead to two further categories of impacts: indirect impacts, which are supply chain impacts resulting from business-to-business spending; and induced impacts, which are consumption driven impacts resulting from household spending.



2007 Hood River Waterfront



2013 Hood River Waterfront



IV. SITUATIONAL ANALYSIS



Pfriem Brewing gets a start in 2012

Results of the Analysis

Table 1 shows the direct impacts and total impacts (direct plus secondary) of the Port and the 35 businesses that now use its current assets or those assets that were conveyed to the private sector in the last 20 years. Together, the Port and these businesses were directly responsible for about \$200 million in annual output in 2013 (which includes about \$37 million in wages and benefits in the region) and nearly 600 jobs (almost 5% of the non-farm jobs in Hood River County in 2011).¹

Table 1: Direct and Secondary Impacts of the Port and Businesses on Current and Former Port Properties, 2013

Activity	Output	Wages & Benefits	Jobs
Direct Impacts			
Business on Port Property	\$187,029,000	\$35,969,000	571
Port of Hood River	\$12,478,619	\$1,504,435	24
Total Direct Impacts	\$199,507,619	\$37,483,435	595
Total Impacts (mid-range)			
Business on Port Property	\$261,840,600	\$53,953,500	913
Port of Hood River	\$18,093,998	\$2,195,931	45
Total Direct and Secondary Impacts	\$279,934,598	\$56,149,431	985

Source: ECONorthwest with data from IMPLAN and the Port of Hood River. Note: For the data used by IMPLAN, a job is defined as full- or part-time work over a full year, at the Port (direct) or within Hood River County (indirect).

ECO used economic multipliers to estimate the secondary impacts of the Port and its related businesses.² The bottom section of Table 1 shows the mid-range estimate for total impacts (direct plus secondary): \$280 million in output, \$56 million in wages and benefits, and 985 jobs.

Economic Impact in Hood River County

Table 2 puts the total impacts in Table 1 in context by comparing them to total economic activity in the Hood River region.³ The Port and its related businesses account for about 16% of output, 11% of wages and benefits, and 6% of jobs in Hood River.

Table 2: Share of Economic Activity in Hood River Region Attributable to the Port and Related Businesses

Activity	Output	Wages & Benefits	Jobs
Hood River region, Non-Farm Activity (2011)	\$1,729,454,666	\$521,452,275	15,290
Port and Related Businesses (2013)	279,934,598	56,149,431	985
Estimated contribution of Port and Related Businesses to regional economic activity	16%	11%	6%

Source: ECONorthwest. Note: These estimates are approximate and require several assumptions that attempt to make data from different sources and different years comparable. The most recent data for the Hood River region is for 2011; data for the Port and its related businesses are for 2013. Capital expenditures by the Port in 2013 are about 50% greater than the average annual capital expenditures over the last ten years (and those of 2011). Thus, the estimated shares are probably on the high side.

¹Jobs are full year equivalents (FYE), and include both full- and part-time workers.

²For example, new jobs in manufacturing indirectly support other jobs that provide goods and services to manufacturers and to their employees. Thus, the direct jobs are multiplied. The multipliers for output, wages and benefits, and jobs for the Port and businesses on Port properties vary from 1.3 to 2.1, meaning, that they create indirect economic impacts that are on the order of 30% to 110% of their direct impacts.



Local telecommunications provider Gorge Networks is a current tenant in Big 7



IV. SITUATIONAL ANALYSIS



Toll Collector at Hood River Interstate Bridge

Economic Impact Categories

Most Port income property is zoned for light industrial development. Some is zoned for commercial development. Businesses operating on these properties represent a variety of industries (e.g., acupuncture, food services, electronic components manufacturing) and vary in size (employing between one and 100 employees).

Overall, businesses on commercial or industrial property owned currently or formerly owned by the Port generated about \$187 million in output, and \$36 million in wages and benefits, supporting 553 jobs. Businesses in the manufacturing sector were the largest contributors. Table 3 summarizes economic activity by business type.

New light industrial development will be constrained by the supply of land. A recent analysis of economic opportunities in the Hood River area found there were 545 acres of industrial land area available in 2011, enough to meet existing and near-term demand. The report concludes that the majority of new businesses in Hood River are likely to be small businesses that can settle in existing commercial or industrial buildings.

Table 3: Economic Activity of Businesses on Current and Former Port Properties, 2013

Industry Category	Output	Wages & Benefits	Jobs	No. of Entities
Manufacturing	\$148,679,000	\$22,975,000	386	17
Services	33,474,000	11,561,000	149	12
Trade	2,394,000	659,000	18	2
Government	651,000	214,000	3	2
TOTAL	\$187,029,000	\$35,969,000	553	33

Source: Port businesses, ECONorthwest estimates. Excludes airport.

Economic Impact of other Port Assets

The Hood River Interstate Bridge is a critical piece of transportation infrastructure. It connects Hood River with the Washington communities of White Salmon and Bingen, and is the only vehicle crossing along the Columbia for 20 miles in either direction. About 3.6 million vehicles crossed the bridge in FY 2012. Most trips are for personal business or pleasure (67 percent),⁵ and occur during the peak period from May to October, which corresponds with demand from the fruit growing and tourism industries. The Bridge benefits both the Port and the community at large. Prior analysis⁶ estimates that the value of the Bridge to its users is on the order of 10 times greater than the tolls they pay, about \$33 million per year.

The Ken Jernstedt Airfield, located about 3.5 miles south of the City of Hood River, is open to both commercial and recreational users. In 2010 (the most recent usage data) there were 9,751 itinerant operations, 4,199 local operations, 200 air taxi operations, and 60 military operations at the airport. Operating income to the Port was \$175,034 in FY 2013.



Ken Jernstedt Airfield is an important Port Asset

³ For this comparison, ECO used Hood River County as a proxy for the region.

⁴ FCS Group. Hood River Economic Opportunities Analysis. Prepared for the City of Hood River. June 2011

⁵ The Gilmore Research Group. SR-35 Bridge Motorist Intercept and Telephone Survey: Narrative Report of Research Findings. December 2001.



IV. SITUATIONAL ANALYSIS



Cars exit the south end of the Bridge



Hood River Marina

The Marina Basin (22 acres) has 154 boat slips and 11 boathouses as of July 2013. It receives 10,500 visitors each year and it is at full capacity with a 62-boat waiting list. The marina provides benefits to both the Port and the community. Boats pay annual moorage fees to dock at the marina and, in FY 2013, these fees generated operating income to the Port of \$171,325. In addition to paying to use marina facilities, visitors also spend money at businesses in Hood River. Of the various recreationalists at the Port, marina visitors probably generate the largest spending impacts. A study of recreationalists at 36 marinas in Oregon found that overnight marina slip users spend three to eight times more than day visitors.⁷

Tourism is a big part of the Hood River economy: businesses in tourism-related sectors account for almost twice as much of the output in Hood River County as they do for output in Oregon overall (8.2% compared to 4.3%). According to a Mid-Columbia Economic Development District report, in 2011 recreation visitors to Hood River County spent over \$75 million, which earned \$20 million and supported 950 jobs.⁸ The Port's recreational properties contribute significantly to tourism and the quality of life in Hood River. The Port operates several recreational facilities along the waterfront, which cover about 64 acres. These facilities offer a multitude of recreation opportunities, including various watersports, classes, boating activities, and sports fields. In FY 2013, the Port estimates that these facilities received about 75,000 total visits. ECO estimated tourist spending attributable to Port facilities to be about \$5 million per year.

A 2009 study by Tetra Tech found that waterfront recreation demand is likely to grow at the Port in the future. The study projected recreation usage and economic impacts over a 20-year period. Under a medium-growth scenario for 2009 through 2029, it estimated that windsports on Port properties would generate \$66.4 million in spending (net present value 2009 dollars) and support six new jobs each year (over 100 jobs over 20 years).⁹

Implications

The Port has a significant impact on the regional economy. The Port provides direct impact through its spending on internal operations, and those expenditures have multiplier effects: Port employees and suppliers in turn spend money they receive from the Port for other goods and services in the local economy. That "downstream" spending adds another 50 to 70% to the direct effects.

The greater leverage, however, comes from the businesses that use Port assets (current and former) and are supported by Port operations. ECO found around 35 businesses operating on current or former Port properties, providing jobs to around 550 people, wages around \$36 million per year, and output close to \$190 million per year. When multiplier effects get added, the numbers increase on the order of 50%.

Interviews of business leaders by ECO support the statement that the Port assets and programs have been important to the location and expansion decisions of some firms.

⁶ ECORNorthwest. *SR-35 Hood River Bridge: Economic Effects*. Prepared for The Southwest Washington Regional Transportation Council. Oct. 2010.

⁷ Chang, Wen-Huei and R. Scott Jackson. *Economic Impacts of Recreation Activities at Oregon Coastal and River Ports*. U.S. Army Engineer Research and Development Center. Prepared for U.S. Army Corps of Engineers. Sponsored by U.S. Army Engineer District, Portland. August 2003.

⁸ Mid Columbia Economic Development District (MCEDD). *Mid-Columbia Comprehensive Economic Development Strategy*. March 2013.

⁹ Tetra Tech, Inc. *Economic Effects of Water Related Recreation at the Port of Hood River*. Prepared for the US Army Corps of Engineers, Portland District. May 2009.



IV. SITUATIONAL ANALYSIS



Kiteboarding and other recreation brings thousands of visitors and locals to Port property



Small boat sailing is popular in and around the Marina Basin

Additionally, historical efforts of the Port over the last 20 years have contributed to the situation today: one in which business activity on current or former Port properties, including multiplier effects, accounts for about 6% of the jobs and about 16% of the output in Hood River County.

That information, supplemented by case studies of specific businesses on Port properties, supports the conclusion that the Port has made progress on one of its key missions: stimulating economic development in the Hood River region.¹⁰

Going beyond the numbers, ECO offered two observations about issues that the Port should address:

Building out the waterfront. The Port owns or has facilitated development of a large proportion of the industrial property in the City of Hood River. But developable industrial property in Hood River County that has necessary services is constrained. There is vacant land near Hood River (e.g., Pine Grove and Odell) where, at least in theory, industrial property is available and industrial development could be encouraged.¹¹ But the waterfront area is a critical portion of the remaining industrial land supply within the City of Hood River.

Many cities provide evidence of a transition from industrial uses to other uses as property values rise. The Port has already accommodated a shift from traditional industrial and warehousing toward light industrial and commercial. The Port should consider furthering this transition and consider the kinds of businesses that are most compatible with waterfront recreational amenities and work towards alleviating the scarcity of readily-developable industrial properties in Hood River County.

The value of Port amenities. Most Port recreation facilities (e.g. Marina Park, recreational trails, etc.) historically have operated at a net loss. But the evidence supports the conclusion that these facilities provide both economic and social benefits to people in the region. Park facilities—and the quality, maintenance, and cleanliness of those facilities—can create an additional attraction not only for visitors, but for businesses and their employees.

B. Local Market Trends: Hood River Economy

The most recent comprehensive analysis of the Hood River economy is the “Hood River Economic Opportunities Analysis,” prepared by the FCS Group for the City of Hood River in June, 2011. This section summarizes the findings of that study (Appendix I).

Hood River County includes the cities of Hood River and Cascade Locks, and the Hood River Valley (the areas of Odell and Parkdale). The Port of Hood River operates mainly in the City of Hood River, with one light-industrial property in Odell.

The location and climate of Hood River County provide favorable conditions for business operations. The City is located off Interstate-84, an hour east of the Portland metro area and Interstate-5 corridor.

¹⁰ Based on about 15,000 non-farm jobs and \$1.7 billion in output in Hood River County (2011, IMPLAN).

¹¹ Whether such land could obtain land use entitlements and infrastructure at a reasonable cost, and how well it the location would serve for certain businesses would have to be evaluated.



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Hood River's tree fruit industry has been joined in recent years by thriving vineyard businesses



Mountain and road biking are big draws to the county's roads and forests

Hood River is centrally located in the larger Columbia River Gorge region, and is a hub of regional economic activity, particularly with respect to tourism. The area is an internationally known destination for outdoor recreation (windsurfing, kiteboarding, sailing, hiking, biking, kayaking, and snowsports), and attracts visitors from around the country and world.

Hood River County economies consist primarily of forestry, agriculture, wine, technology, sports equipment manufacturing, food and beverage processing, and tourism. In 2011, visitors to Hood River County spent over \$75 million, which supported 950 jobs and \$20 million in earnings.

Natural resources in the area provide timber and recreation opportunities for locals and tourists. Agriculture, including fruit, wine grapes, and lavender, also thrives in the area. Wind energy in the Columbia River Gorge is also an asset that is primarily used for recreation.

Not all conditions, however, are conducive to business growth and land development. Local businesses have cited the cost of doing business as the main disadvantage of operating in Hood River. Contributing to those costs are limited availability of a skilled and qualified labor pool, added costs of materials and time due to the distance from the Interstate-5 corridor, and high housing costs relative to other areas of the Northwest and to local incomes. The median value of owner-occupied housing units from 2007-2011 was around \$327,000, 30% greater than the \$253,000 median value for all of Oregon.

Employment

Hood River County experienced similar cycles of unemployment compared to the State of Oregon over the last ten years, but the County's average annual rate has been uniformly below the state's in the last five years. In the last 10 years the annual average unemployment rate of Hood River County ranged from a low of 4.6% (2007) to a high of 8.7% (2003); it was 7.0% in 2012. Statewide, Oregon's average annual unemployment rate has ranged from 5.2% in 2007 to 11.1% in 2009, and Oregon's 2012 unemployment rate was 8.7%.

Hood River's job growth is often described in respect to the Hood River Urban Growth Boundary (UGB), which includes Hood River's city limits and the city's urbanizing area. The Hood River Economic Opportunities Analysis (EOA) reported that self-employed business entities and entities with two to nine workers per establishment (Stage 1 Business Entities) are the sources of the fastest job growth both in the UGB and the county. The UGB alone added 307 net new entities total between 2003 and 2008, ninety percent of which had less than 10 employees. Of the remaining added entities, 24 had 10-99 employees, and one entity had over 500 workers.

The City of Hood River made three different estimates of net new job growth in the Hood River UGB from 2010 (5,753 jobs) to 2031, ranging from 1,502 net new jobs to 2,959 net new jobs, an average annual growth rate ranging from 1.1% to 2.0%. Retail & Commercial Trades and Services sectors led in growth. Established and emerging clusters include health services, advanced manufacturing, athletic/outdoor gear, clean technologies, food and beverage processing, creative services, and advanced education/training.

According to the Hood River EOA, the fastest growth is expected to occur in the healthcare and social services, government, leisure and hospitality, professional and business services, retail, natural resources, wholesale trade, and durable goods manufacturing sectors. The information and construction sectors are expected to decrease between 2008 and 2018.



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Columbia Gorge Community College is expanding education opportunities in Hood River



Healthcare services are growing along with the rest of the service economy

Population and Demographics

Estimates and forecasts of population since 1990 in Oregon, Hood River County, and the City of Hood River reveal that Hood River County's population grew at a slower rate than the state of Oregon from 2000 to 2010. However, the City of Hood River's rate grew over twice as fast as Hood River County, and almost twice as fast as the population growth rate of the state of Oregon. In 2030, Hood River County's population is estimated to be 28,404, and the City of Hood River's population is expected to be between 9,667 and 11,841. Forecasts of employment for Hood River County assume that the expected continued growth of the Portland region will "spillover" to Hood River County and the City of Hood River.

Per capita median annual income from 2007-2011 in Hood River County was \$25,030, which is less than Oregon's \$26,561. However, Hood River County's median household income from 2007-2011 was \$54,109, which was higher than Oregon's \$49,850. Hood River County had 10.0% of people below the poverty level from 2007-2011, lower than Oregon's 14.8% rate.

In Hood River County, 65.4% of people identified as White/Non-Hispanic, and 29.8% of people identified to have Hispanic/Latino origin, 0.7% identified as Black, 1.0% identified as American/Alaska Native, 1.4% identified as Asian, and 0.3% identified as Native Hawaiian/Other Pacific Islander. Compared to the state of Oregon, Hood River County has less people who identify as White/Non-Hispanic (Oregon 78.1%) and more people who identify as having Hispanic/Latino origin (Oregon 12.0%). Hood River County has less people who identify as Black (Oregon 2.0%), American Indian/Alaska Native (Oregon 1.8%), Asian (Oregon 3.9%), and Native Hawaiian/Other Pacific Islander (Oregon 0.4%).

Land Availability

As of 2011, there were 545 acres of industrial land available in the Columbia River Gorge region, but a "fairly limited supply of competitive vacant commercial and industrial building floor area." Vacant land in the Hood River UGB was 111.7 acres. Twenty-year net industrial/government/other land demand in the Hood River UGB ranged from 11-63, while the current supply was 38. With low or medium growth, there will be a land surplus, but with high growth, there will be an industrial land shortage.

The 20-year net office/employment land demand ranges from 16-20 acres, while current the supply is 0.7 acres. Thus, office space demand will likely not be met in the future. Twenty-year net commercial/retail land demand ranges from 23-36 acres, while the current supply is 73 acres. With all three growth scenarios, there will be a commercial/retail land surplus in the Hood River UGB.

While there is a relatively large supply of current vacant industrial land in the Columbia River Gorge, there is a limited supply of large vacant development sites within the Hood River UGB. Large industrial users are not likely to be accommodated within the next 20 years.

*(Sources: US Census, Hood River County QuickFacts, E.D. Hovee & Company, 2012, MCEDD, 2013, FCS Group, 2011, ECONorthwest, 2013. Refer to **Appendix H** for complete reports and references.)*



IV. SITUATIONAL ANALYSIS



Beautiful Hood River Valley



Hood River Bridge maintenance



Hood River Expo Center



C. SWOT

Strengths

- Attractive quality of life in town and region
- National “brand” of Hood River
- Strength of local economy
- History of sound management
- Solid financial footing
- Good relationships with City, County, Business Community
- Commitment to community engagement
- Proximity to Portland

Weaknesses

- Diminishing supply of buildable lands
- Limited tax base
- Heavy reliance on bridge income
- Cost of maintaining existing infrastructure
- Limited engagement on significant local economic issues
- Workforce housing costs
- Education/workforce training limitations
- Lack of access to federal funding

Opportunities

- Growing high tech/entrepreneurial cluster
- Greater involvement in Upper Hood River Valley
- Bicycle tourism associated with Scenic Highway
- Collaboration with local businesses
- Lot 1 / Nichols Basin
- Expo Center Site

Threats

- Bridge accident or failure
- Opposition to waterfront development
- Impact of future debris flow
- Limited land supply
- Cost of new infrastructure
- Accidents on Port property
- Reduction in FAA funding
- Environmental issues (e.g. E-Coli)



Commission Memo



Prepared by: Genevieve Scholl
Date: March 10, 2020
Re: SBP Public Input Report

At the October 8, 2019 Commission meeting, the Commission directed staff to develop a robust public outreach plan to receive public input for preparation of the 2019-2026 Strategic Business Plan (SBP). That effort was to include constituent surveys to collect data on public sentiment and priorities in all areas of Port operations to inform Commission decision-making. EnviroIssues, a consulting firm based in Portland, was selected to develop and deploy the online survey, as well as facilitating two public open house meetings. The first public open house meeting took place on February 20.

As preliminary survey results came in, staff recommended the Commission authorize an additional small contract with The Next Door, Inc. for intentional outreach to low income and Spanish speaking community members to ensure sufficient public input is received from those demographics. EnviroIssues worked to facilitate a translation of the survey text by Jaime Rivera, and The Next Door staff are conducting the surveys this week.

Anne Presentin will attend the work session to present their preliminary findings report from the public input received via online and paper English surveys and the open house. Results from the Spanish online and paper surveys will be submitted as an addendum to this report, as those surveys do not close until mid-March.

RECOMMENDATION: Informational.

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Strategic Business Plan Public Input Survey

Please submit by March 6th

Welcome! Over the past five years, our region has seen significant changes to its economy, with both new and enduring challenges facing businesses and families. The Port of Hood River wants to better serve the community by understanding your needs and thoughts on the Port's role in the region. The Port will use the input you provide as it completes a planning process to develop its 2020-2026 Strategic Business Plan.

This survey will take about 8 minutes to complete.
 An online version is available at bit.ly/porthoodriver

What is the biggest issue facing our community?

KEN JERNSTEDT AIRFIELD

The Ken Jernstedt Airfield is a General Aviation airport with a 3,040' runway and an alternate grass landing area. The airport offers self-serve fueling, private pilot training, glider rides and club, sight-seeing flights, and mechanic services. The airport serves the WAAAM museum, hosts of the annual Hood River Fly-In. The airport also provides hangar space for aviation technology companies, private aircraft, and serves as a base of operations for wildfire response and emergency search and rescue operations.

How would you describe the importance of the airport and its role in our community?

- Critically Important
- Somewhat Important
- Don't Know/No Opinion
- Very Important
- Not Important

Please indicate how well you feel the airfield is currently maintained and operated?

- Very Well
- Somewhat Poorly
- Don't Know/No Opinion
- Well
- Very Poorly

For the following questions, please indicate whether you agree or disagree with the following statements:

The Port should develop hangar spaces at the airport to support growth of local aviation technology industry.

- Agree
- Disagree
- Neutral
- Don't know

The Port should invest in improvements to the airport that would attract or expand its current use.

- Agree
- Disagree
- Neutral
- Don't know

Noise from activities at the airfield are a significant issue in my home or neighborhood.

- Agree
- Disagree
- Neutral
- Don't know

WATERFRONT PARKS AND OPEN SPACES

The Port of Hood River has developed and maintained most of the beaches, parks, and recreational open spaces along the Hood River waterfront area for many years, including the Event Site beach, Frog Beach, the small boat dock at Nichols Basin, the Hook launch, Marina Green, the Marina swim beach, the access road to the Spit, and the Waterfront Trail. Unlike most parks that are funded by property-tax based revenue, the ongoing operation and maintenance of Port-owned parks are, to a certain extent, funded by paid parking that was first implemented in 2018.

How would you describe the importance of the waterfront parks, beaches, and open spaces to our community?

- Critically Important
- Somewhat Important
- Don't Know/No Opinion
- Very Important
- Not Important

Please indicate how well you feel the Port-owned sites listed above are currently maintained and operated?

- Very Well
- Somewhat Poorly
- Don't Know/No Opinion
- Well
- Very Poorly

For the following questions, please indicate whether you agree or disagree with the following statements:

The Port should seek to expand and increase the use of current waterfront recreational facilities.

- Agree
- Disagree
- Neutral
- Don't know

The Port should work to restore natural habitat areas and improve natural functions at the mouth of the Hood River and other areas of the waterfront.

- Agree
- Disagree
- Neutral
- Don't know

The Port should collaborate with the County and the Hood River Valley Parks and Recreation District to identify efficiencies and cost savings in parks maintenance and operations.

- Agree
- Disagree
- Neutral
- Don't know

The Port should actively work to improve water access opportunities and invest in further development of waterfront recreational facilities.

- Agree
- Disagree
- Neutral
- Don't know

HOOD RIVER MARINA

The Hood River Marina provides a free-to-use guest boat launch for fishing and other recreational uses as well as Sheriff and Columbia River Inter-Tribal Fish Commission (CRITFC) enforcement patrols on the Columbia. The Marina also provides long-term moorage for privately owned boats in over 160 boat slips and several boat houses, as well as short-term cruise ship and large vessel docking.

How would you describe the importance of the Marina and its role in our community?

- Critically Important
- Somewhat Important
- Don't Know/No Opinion
- Very Important
- Not Important

Please indicate how well you feel the Marina is currently maintained and operated?

- Very Well
- Somewhat Poorly
- Don't Know/No Opinion
- Well
- Very Poorly

For the following questions, please indicate whether you agree or disagree with the following statements:

It is important to have free, public boat launch access for fishing and other recreational uses.

- Agree
- Disagree
- Neutral
- Don't know

It is important for Hood River to have a marina for long-term moorage of private sailboats and vessels.

- Agree
- Disagree
- Neutral
- Don't know

It is important to provide Youth Sailing educational programs at the Hood River Marina.

- Agree
- Disagree
- Neutral
- Don't know

ECONOMIC DEVELOPMENT

The Port owns and manages industrial and commercial properties, as well as several parcels of undeveloped industrial zone land. Even though the public may not often visit or recreate near these properties, they provide direct and indirect economic benefit to the region in terms of job creation, wages and revenue.

How would you describe the importance of economic development activities to support the retention and expansion of locally-owned businesses?

- Critically Important
- Somewhat Important
- Don't Know/No Opinion
- Very Important
- Not Important

How would you describe the importance of economic development activities to attract new businesses and industries to our area?

- Critically Important
- Somewhat Important
- Don't Know/No Opinion
- Very Important
- Not Important

For the following questions, please indicate whether you agree or disagree with the following statements:

It is important that the Port of Hood River maintain its real estate portfolio to enable local businesses to operate and grow.

- Agree
- Disagree
- Neutral
- Don't know

It is important to have developable properties ready to support the growth and retention of locally owned light industrial businesses.

- Agree
- Disagree
- Neutral
- Don't know



Strategic Business Plan Public Input Survey - continued from page PN 3



HOOD RIVER-WHITE SALMON INTERSTATE BRIDGE

With narrow lanes, lack of safety shoulders, difficult barge navigation, and no bike or pedestrian path, the Hood River-White Salmon Bridge does not meet current needs of travelers. The Port is engaged in efforts to replace the nearly 100-year old bridge but expects that effort to take several years and the new bridge will require significant changes to traffic patterns, tolling, local control, and operations.

How would you describe the importance of the bridge connecting Hood River to Bingen and White Salmon for our community?

- Critically Important
- Somewhat Important
- Don't Know/No Opinion
- Very Important
- Not Important

Please indicate how well you feel the current bridge is maintained and operated?

- Very Well
- Somewhat Poorly
- Don't Know/No Opinion
- Well
- Very Poorly

For the following questions, please indicate whether you agree or disagree with the following statements:

Tolls should be set as low as possible, even if that means delaying replacement of the current bridge.

- Agree
- Disagree
- Neutral
- Don't know

The replacement of the bridge with a new, modern structure is so important that the Port should ask residents to consider a higher toll to make it happen.

- Agree
- Disagree
- Neutral
- Don't know

The new bridge must have bicycle and pedestrian access and amenities.

- Agree
- Disagree
- Neutral
- Don't know

The new bridge should be owned and operated by a state agency (either ODOT or WSDOT or a combination of both).

- Agree
- Disagree
- Neutral
- Don't know

The new bridge should be owned and operated by a local agency or authority.

- Agree
- Disagree
- Neutral
- Don't know

The new bridge should be owned and operated by a private party or a public-private partnership.

- Agree
- Disagree
- Neutral
- Don't know

PORT PUBLIC SERVICES AND FACILITIES

The Port is focused on optimizing operations while continuing to provide needed public facilities and services. There are 23 Port Districts in Oregon, each supporting long-term economic development in their communities. Their role in attracting jobs and private investment can be especially beneficial in rural areas where industrial infrastructure might not otherwise be developed. Some ports, like the Port of Hood River, also maintain transportation infrastructure and public recreational facilities such as parks and boat launches.

How would you describe the importance of the Port for our community?

- Critically Important
- Somewhat Important
- Don't Know/No Opinion
- Very Important
- Not Important

Please indicate how well you feel the Port is currently is managed and operated?

- Very Well
- Somewhat Poorly
- Don't Know/No Opinion
- Well
- Very Poorly

For the following questions, please indicate whether you agree or disagree with the following statements:

The Port should work to identify efficiencies to reduce the cost and scope of its operations.

- Agree
- Disagree
- Neutral
- Don't know

The Port should increase its investments to improve the quality of its level of service and maintenance of its facilities.

- Agree
- Disagree
- Neutral
- Don't know

The Port should seek to develop collaborative partnerships with other agencies (like the City, County, Parks & Rec, etc.) to deliver existing services.

- Agree
- Disagree
- Neutral
- Don't know

What should be the Port's highest priority for the next six years?

TELL US MORE ABOUT YOURSELF

How do you identify?

- Female
- Non-Binary
- Male
- Prefer to self-describe

The median household income in the Hood River area is about \$50,000 per year. Was your household income in 2019?

- Below the median
- Right at or near the median
- Above the median

How do you identify yourself culturally?

- Asian or Pacific Islander
- Caucasian or White
- Native American or Native Alaskan
- Latin(x)/Hispanic
- African American
- Other

Thank you for taking time to provide your thoughts.

Please return your survey to the Port of Hood River by March 6th.

You may drop it off or mail it to:

Port of Hood River
1000 E. Port Marina Drive
Hood River, OR 97031

Send your survey via email to:
porthr@gorge.net

The Port's survey is also available online at:
<http://bit.ly/porthoodriver>

The Port is planning to hold public meetings to receive comment on the 2020-2026 Strategic Business Plan. The first meeting is:

STRATEGIC BUSINESS PLAN OPEN HOUSE

Thursday, February 20, 6-8pm
Port of Hood River Conference Room
1000 E. Port Marina Drive, Hood River

All meetings will be announced in the Hood River News and the Port's website at portofhoodriver.com. Follow us on Facebook (Facebook.com/PortofHoodRiver) and Twitter (Twitter.com/PortofHoodRiver) for updates.

If you would like to provide more information, comments, suggestions, or thoughts for the Port to consider in developing its strategic plan, or on any Port-related issue, please write to us at porthr@gorge.net.

Puerto de Hood River: Encuesta de opinión pública del plan estratégico de negocios

¡Bienvenido! En los últimos cinco años, nuestra región ha visto cambios significativos en su economía, con desafíos nuevos y duraderos que enfrentan las empresas y las familias. El Puerto de Hood River quiere servir mejor a la comunidad por medio de comprender sus necesidades y pensamientos sobre el papel del Puerto de esta región. A medida que complete un proceso de planificación para desarrollar su Plan Estratégico de Negocios 2020-2026, el Puerto utilizará los aportes que usted proporcione.

Esta encuesta tomará unos 8 minutos para completarse.

¿Cuál es el mayor problema que enfrenta nuestra comunidad?

AERÓDROMO KEN JERNSTEDT

El aeródromo Ken Jernstedt es un aeropuerto de aviación general con una pista de aterrizaje de 3,040 pies y un área alternativa de aterrizaje de césped. El aeropuerto ofrece un autoservicio de abastecimiento de combustible, capacitación de pilotos privados, paseos en aviones planeadores y club, vuelos turísticos y servicios mecánicos. El aeropuerto sirve al museo WAAAM, sede del Fly-In, un evento anual que se lleva a cabo en Hood River. El aeropuerto también proporciona espacio en el hangar para compañías de tecnología de aviación, aviones privados, y sirve como base de operaciones para la respuesta a incendios forestales y operaciones de búsqueda y rescate de emergencia.

¿Cómo describirías la importancia del aeropuerto y su papel en nuestra comunidad?

- De importancia crítica Muy importante
 Algo importante No importante
 No se / no tengo opinión

Indique a que nivel se mantiene y opera actualmente el aeródromo

- Muy bien Bien
 Algo Pobre Muy pobremente
 No se / no tengo opinión

Para las siguientes preguntas, indique si está de acuerdo o en desacuerdo con las siguientes declaraciones:

El ruido de las actividades en el aeródromo es un problema importante en mi casa o vecindario.

- De acuerdo Desacuerdo Neutral No se

El Puerto debería invertir en maneras de mejorar el aeropuerto para atraer o expandir su uso actual.

- De acuerdo Desacuerdo Neutral No se

El Puerto debería desarrollar y ampliar sus espacios de hangares en el aeropuerto para apoyar el

crecimiento de la industria local de tecnología de aviación.

- De acuerdo Desacuerdo Neutral No se

PARQUES FRENTE AL AGUA Y ESPACIOS ABIERTOS

Por muchos años el puerto de Hood River ha desarrollado y mantenido la mayoría de las playas, parques y espacios abiertos recreativos a lo largo del Waterfront Park de Hood River, incluyendo la playa del Event Site, Frog Beach, el muelle pequeño junto al Nichols Basin, el Hook, Marina Green, la playa del Marina, la carretera del Spit, and la Waterfront Trail. A diferencia de la mayoría de los parques que se financian con ingresos basados en el impuesto a la propiedad, hasta cierto punto la operación y el mantenimiento continuo de los parques del Puerto se financian con el sistema de pago de estacionamiento cual se implementó por primera vez en 2018.

¿Cómo describirías la importancia de los parques frente al agua, las playas y los espacios abiertos para nuestra comunidad?

- De importancia crítica Muy importante
 Algo importante No importante
 No se / no tengo opinión

Indique a que nivel cree usted que los sitios propiedad del Puerto mencionados anteriormente se mantienen y operan actualmente.

- Muy bien Bien
 Algo Pobre Muy pobremente
 No se / no tengo opinión

Para las siguientes declaraciones, indique si está de acuerdo o en desacuerdo con ellas:

El Puerto debería trabajar activamente para mejorar las oportunidades de acceso al agua e invertir en un mayor desarrollo de las instalaciones recreativas frente al agua.

- De acuerdo Desacuerdo Neutral No se

El puerto debería tratar de expandir e incrementar el uso de las actuales instalaciones recreativas frente al agua.

- De acuerdo Desacuerdo Neutral No se

El Puerto debería trabajar para restaurar las áreas de hábitat natural y mejorar las funciones naturales en la desembocadura del Hood River y otras áreas frente al agua.

- De acuerdo Desacuerdo Neutral No se

El Puerto debería colaborar con el Condado y el Distrito de Parques y Recreación de Hood River Valley para identificar eficiencias y maneras de ahorrar dinero en el mantenimiento y las operaciones de los parques.

- De acuerdo Desacuerdo Neutral No se

MARINA DE HOOD RIVER

La Marina de Hood River ofrece un lanzamiento gratuito de botes para la pesca y otros usos recreativos, así como patrullas en el Río Columbia de la Comisión Inter-Tribal de Pesca (CRITFC) y el Sheriff. La Marina

también proporciona un muelle para barcos privados al largo plazo, tiene más de 160 muelles y varias casas de botes, así como embarcaciones al corto plazo de cruceros y atraque de grande buques.

¿Cómo describirías la importancia de la Marina y su papel en nuestra comunidad?

- De importancia crítica Muy importante
 Algo importante No importante
 No se / no tengo opinión

Indique a que nivel cree usted que la Marina se mantiene y opera actualmente.

- Muy bien Bien
 Algo Pobre Muy pobremente
 No se / no tengo opinión

Para las siguientes declaraciones, indique si está de acuerdo o en desacuerdo con ellas:

Es importante tener acceso público gratuito al lanzamiento de botes para la pesca y otros usos recreativos.

- De acuerdo Desacuerdo Neutral No se

Es importante que Hood River tenga un puerto deportivo para el amarre a largo plazo de veleros y embarcaciones privadas.

- De acuerdo Desacuerdo Neutral No se

Es importante proporcionar programas de vela juvenil en la Marina de Hood River.

- De acuerdo Desacuerdo Neutral No se

DESARROLLO ECONOMICO

El Puerto es dueño de propiedades industriales y comerciales, así como varias parcelas de terrenos industriales no desarrolladas. A pesar de que el público no suele visitar o recrearse cerca de estas propiedades, proporcionan un beneficio económico directo e indirecto a la región en términos de creación de empleo, salarios e ingresos.

¿Cómo describiría la importancia de las actividades de desarrollo económico para apoyar la retención y expansión de las empresas de propiedad local?

- De importancia crítica Muy importante
 Algo importante No importante
 No se / no tengo opinión

¿Cómo describiría la importancia de las actividades de desarrollo económico para atraer nuevas empresas e industrias a nuestra área?

- De importancia crítica Muy importante
 Algo importante No importante
 No se / no tengo opinión

Para las siguientes declaraciones, indique si está de acuerdo o en desacuerdo con ellas:

Es importante que el Puerto de Hood River mantenga su cartera de bienes raíces para permitir que las empresas locales operen y crezcan.

- De acuerdo Desacuerdo Neutral No se

Es importante tener propiedades urbanizables listas para apoyar el crecimiento y la retención de las empresas industriales ligeras de propiedad local.

- De acuerdo Desacuerdo Neutral No se

Puerto de Hood River: Encuesta de opinión pública del plan estratégico de negocios

PUENTE INTERESTATAL DE HOOD RIVER Y WHITE SALMON

El puente Hood River y White Salmon no satisface las necesidades actuales de los viajeros por, con carriles estrechos, falta de arcones de seguridad, difícil navegación en barcaza y sin sendero para bicicletas o peatones, son necesarios los cambios. El Puerto está comprometido a reemplazar el puente de casi 100 años de antigüedad, pero el esfuerzo va a tomar varios años y el nuevo puente requerirá cambios significativos en los sistemas de tráfico, peajes, control local y operaciones.

¿Cómo describirías la importancia del puente que conecta Hood River con Bingen y White Salmon para nuestra comunidad?

- De importancia crítica Muy importante
 Algo importante No importante
 No se / no tengo opinión

Indique su opinión de cómo se mantiene y opera el puente actual.

- Muy bien Bien
 Algo Pobre Muy pobremente
 No se / no tengo opinión

Para las siguientes declaraciones, indique si está de acuerdo o en desacuerdo con ellas:

El reemplazo del puente con una estructura nueva y moderna es tan importante que el Puerto debería pedir a los residentes que consideren un peaje más alto para que esto suceda.

- De acuerdo Desacuerdo Neutral No se

Los peajes deberían establecerse lo más bajo posible, incluso si eso significa retrasar el reemplazo del puente actual.

- De acuerdo Desacuerdo Neutral No se

El nuevo puente debería tener acceso y servicios para bicicletas y peatones.

- De acuerdo Desacuerdo Neutral No se

El nuevo puente debería ser propiedad y operado por una agencia estatal (ya sea ODOT o WSDOT o una combinación de ambos).

- De acuerdo Desacuerdo Neutral No se

El nuevo puente debería ser propiedad y operado por una agencia o autoridad local.

- De acuerdo Desacuerdo Neutral No se

El nuevo puente debería ser propiedad y operado por una parte privada o una asociación público-privada.

- De acuerdo Desacuerdo Neutral No se

SERVICIOS E INSTALACIONES PÚBLICAS DEL PUERTO

El Puerto se enfoca en optimizar las operaciones mientras continúa proporcionando las instalaciones y servicios públicos necesarios. Hay 23 distritos portuarios en Oregon, cada uno apoyando el desarrollo económico a largo plazo en sus comunidades. Su papel en la atracción de empleos e inversión privada puede ser especialmente beneficioso en áreas rurales donde la infraestructura industrial no podría desarrollarse de otra manera. Algunos puertos, como el puerto de Hood River, también mantienen infraestructura de transporte

e instalaciones recreativas públicas, como parques y lanzamientos de barco.

¿Cómo describirías la importancia del Puerto para nuestra comunidad?

- De importancia crítica Muy importante
 Algo importante No importante
 No se / no tengo opinión

Indique su opinión de como el Puerto está actualmente administrado y operado.

- Muy bien Bien
 Algo Pobre Muy pobremente
 No se / no tengo opinión

Para las siguientes declaraciones, indique si está de acuerdo o en desacuerdo con ellas:

El Puerto debería trabajar para identificar eficiencias para reducir el costo y la amplitud de sus operaciones.

- De acuerdo Desacuerdo Neutral No se

El Puerto debería aumentar sus inversiones para mejorar la calidad y nivel de servicio y mantenimiento de sus instalaciones.

- De acuerdo Desacuerdo Neutral No se

El Puerto debería buscar desarrollar asociaciones de colaboración con otras agencias (como la Ciudad, el Condado, Parques y Rec, etc.) para brindar los servicios existentes.

- De acuerdo Desacuerdo Neutral No se

¿Cuál debería ser la máxima prioridad del puerto para los próximos seis años?

CUÉNTENOS MÁS SOBRE USTED

¿Cómo te identificas?

- Hembra Masculino
 No binario Prefiero autodescribirme

El ingreso familiar promedio en el área de Hood River es de aproximadamente \$ 50,000 por año. ¿Cuales fueron los ingresos de su hogar en 2019?

- Debajo de la mediana
 Justo en o cerca de la mediana
 Por encima de la mediana

¿Cómo te identificas culturalmente?

- Asiático o isleño pacífico Latín (x) / hispano
 Caucásico o blanco Afroamericano
 Nativos americanos o nativos de Alaska
 Otro

Entregue su encuesta al Puerto de Hood River antes o para el 6 de Marzo.

Puede mandar por correo, o puede pazar a dejarlo ala oficina:

Port of Hood River
1000 E. Port Marina Drive
Hood River, OR 97031

Via electronica:
porthr@gorge.net

Muchas gracias por tomarse el tiempo para ayudar a nuestra comunidad con sus comentarios.

¡Úyudenos mientras continuamos la discusión!

El puerto planea esta primavera llevar a cabo dos reuniones públicas para recibir comentarios sobre el borrador del Plan Estratégico de Negocios 2020-2026.

o [Twitter](#) para actualizaciones. Las reuniones se anunciarán en las noticias de Hood River y en línea en [Facebook](#). También puedes seguirnos en [Facebook](#).

Commission Memo

Prepared by: Michael McElwee
Date: March 10, 2020
Re: Critical Issues and Strategic Assumptions



Staff will lead a Commission discussion of critical issues facing the Port and regional economy in the next six years, as well as a review of strategic assumptions developed by staff, based on prior research, public input, Commission direction, and other research and information gathering activities. This discussion is a key part of the strategic planning process, as it will lead to specific actions and capital investments between now and 2026.

Attached is the Critical Issues chapter of the 2014-18 Plan, for Commission review. Staff will provide a brief update of actions taken, by the Port and others, since then to address each issue.

RECOMMENDATION: Discussion.

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IV. SITUATIONAL ANALYSIS



East end of the Hood River waterfront



2013 Parking improvements on Portway Ave



Hood River sewage treatment plant

D. Critical Issues

Waterfront Planning & Infrastructure – The most significant area of focus for the Port is the Waterfront. Port-owned properties include both world-class recreations sites and the largest supply of developable industrial land in the City of Hood River. Over the past five years a transformation of the waterfront has begun with significant investment of public and private resources in the Waterfront Business Park. New projects are being contemplated that would effectively develop all available property on the western Waterfront.

The Port must consider the ways and means to maintain this development momentum and the framework for further development and job creation on the east end of the waterfront. In 2013 the Port engaged in significant planning and public outreach efforts to identify a master plan and development strategy for this area. Although further work is needed the Port has identified a series of infrastructure projects that would be required to create the platform for development. These include new roads, sidewalks and streetlights, utilities, pedestrian/bicycle trail along the edge of the adjacent Nichols Basin and appropriate water access opportunities. Funding of these projects is a paramount challenge for the Port in the next few years.

Other key infrastructure issues that will need to be addressed include the following:

Storm Water Management – Much of the existing waterfront constructed prior to 2005 utilizes a system that transports storm water to the Columbia River. New development must contain on-site pre-treatment facilities and should employ methods to utilize runoff for on-site water needs as much as possible.

Off-Site Transportation Improvements – The 2010 Interchange Area Management Plan (IAMP) prepared by Oregon Department of Transportation (ODOT) identified a series of transportation projects that may be necessary in the years ahead to accommodate increased traffic levels from waterfront development. Such projects ranged from a new signal at 2nd/Oak streets downtown to a widening of the I-84 overpass on 2nd Street. In the future, development on the waterfront may be delayed until some or all of these projects are completed.

Parking – Increasing development and recreational use has led to greater parking demands on the waterfront especially in the summer months. In the future, the waterfront may be unable to accommodate all future demand. The Port and area businesses will need to consider transportation demand management tools and encourage alternative modes of access to help address parking impacts. These tools could also reduce or delay off-site transportation projects listed above.

Sewer Plant Capacity – The existing sewer plant on the waterfront serves all of Hood River and some unincorporated areas. The plant is reaching its capacity and new sewer hook-ups may be limited until plant expansion occurs. The City has initiated a two-year facilities master plan that will determine the timing and cost of future plant expansion. Until then, the City Council will likely need to allocate the remaining capacity, potentially restricting near-term industrial and commercial projects on the waterfront.



IV. SITUATIONAL ANALYSIS



The 90 year old Hood River Interstate Bridge requires constant maintenance

Bridge Capital Maintenance – The 90-year old Hood River Interstate Bridge is a critical piece of transportation infrastructure that supports the economy of the Mid-Columbia region. It also represents the most important income producing asset of the Port. The Bridge has significant on-going costs associated with maintenance, capital maintenance and upgrades. It is also a structure that is beyond its useful life and will need to be replaced at some point in the future. The Port’s challenge is to maintain, inspect and operate the Bridge so that it can safely serve the region for many years. To do so, the Port is following a long-term capital plan of improvements that is expected to keep the Bridge operational for 30 years and beyond. The average annual investment is approximately \$1 million with funding primarily derived from toll revenues. Barring a seismic event or barge strike, the Bridge will likely be functional for many years. Over time, the increasing costs associated with Bridge operations will require additional funding partners and likely increasing tolls.

While the Port must maintain a strict focus on safe, long-term functionality of the existing Bridge, attention must be given to its replacement. The Port participates in a regional coalition of agencies that are seeking political support and funding to complete the Environmental Impact Statement for a new bridge and begin efforts to identify federal and state funding partners. The specific steps and overall timeline for bridge replacement is highly uncertain but the Port must participate in these efforts including consideration of funding. However, if and when the Bridge is replaced it is unlikely that the Port will maintain its role as owner/manager of the facility and must be prepared for a significant drop in income.

Industrial Land Supply – Suitable industrial land is a critical requirement for future economic growth in the Port district. Within Hood River County there is a limited supply of suitably-zoned industrial land with appropriate services. The Port currently controls about 12 acres of industrial property on the waterfront. This represents over 50% of the developable industrial land supply in the City of Hood River. It will be important for the Port to continue its efforts to acquire other land within the Port District that is suitable for light industry and commence efforts to prepare it for development. Given the general lack of property for development of housing and other necessary uses, the Port must anticipate a competitive environment for acquisition, higher costs and public debate about the use of potentially available lands.



The Hood River Eventsite is one of many waterfront recreation areas maintained by the Port

Recreation & Open Space Cost Burden – The Port has a long history of developing recreational assets that contribute to the attractiveness and quality of life of the community. The Port has helped create a waterfront that is experiencing greater use and increasing demand by both visitors and local citizens. There are new demands to create additional waterfront recreational and scenic amenities on Port property. The annual operating cost to the Port continues to increase with minimal offsetting income. The Port must continue to seek ways to both lower its operating costs through greater efficiencies and seek new funding sources to cover these expenses. Creative partnerships with other public agencies or private businesses may help with this ongoing challenge.



IV. SITUATIONAL ANALYSIS

E. District Needs

The Port District encompasses a broad area of the Hood River Valley extending from the Columbia River south toward Mt. Hood. The District contains one city – Hood River – and two small unincorporated towns – Odell and Mt. Hood/Parkdale. Since the John Weber Business Park was developed in the 1980s and 90s, almost all of the Port's activities have occurred within Hood River, particularly the waterfront area. The Port Commission has discussed ways and means to support economic development in other parts of the District, but opportunities have been limited. The following serves as a brief summary of the issues and needs in different areas of the Port District.

Hood River – The City of Hood River is the largest community in the Mid-Columbia between Portland Metro and The Dalles and is a focal point of cultural and economic activity. Some key needs that affect economic development in Hood River are consistent with the broader Mid-Columbia region— affordable workforce housing, education/vocational training, and transportation infrastructure. Other needs are more specific to Hood River—truck access, sewer capacity, the need for warehouse and trucking break bulk facilities, and the existing need for more active playing fields. Many of these relate specifically to the limited supply of developable property and the relative strength of the local economy which has increased property prices.

Mid-Hood River Valley (Odell & Pine Grove) – The Odell area is the focal point for the important fruit industry in the Hood River Valley. It is characterized by EFU-zoned land, a small commercial district, two schools, some housing subdivisions, and Hood River County Fairgrounds. Odell contains the three largest packing houses that provide storage, packing and shipping of Valley fruit, particularly pears. The facilities are adjacent to the Mt. Hood Railroad but almost all fruit shipping occurs via truck. Some large parcels of industrial property exist in the Odell area that may serve as development opportunity sites in the future. However, most of these parcels present development challenges including wetlands, brownfield conditions, and lack of access to a sewer facility that can accommodate industrial waste. Truck access from the Mid-Valley to Interstate-84 is another important need.

Upper Hood River Valley (Mt. Hood/Parkdale & Dee) – The Upper Valley is broadly characterized by agriculture lands, a small commercial district and residential area in Parkdale, the Parkdale Elementary School, Mt. Hood Town Hall, scattered residences, and the district headquarters of the Mt. Hood National Forest. The community of Parkdale contains one packing house and serves as the end terminus of the Mt. Hood Railroad. The Upper Valley is predominantly agricultural



IV. SITUATIONAL ANALYSIS

but it is also influenced by the recreational traffic associated with activities in the Mt. Hood National Forest. In particular, skier traffic utilizing Highway 35 is significant in the winter months and supports some commercial businesses. The small community of Dee is the gateway to Lost Lake, a heavily-used resort and campground area. There is a very limited amount of industrial property in the Upper Valley. The area does contain the Upper Hanel Mill which contains an active, successful sawmill, the only one remaining in Hood River County. Near Dee is the old Dee Mill site, a majority of which is unused.

Columbia River Gorge National Scenic Area – Some portions of the Port District lie outside of Hood River City limits but within the Columbia River Gorge National Scenic Area (CRGNSA). These areas are essentially undevelopable but serve as an important scenic and environmental resource for many activities that bring visitors and recreationalists to the area. The Hood River Interstate Bridge extends through the CRGNSA and any future efforts at replacement will need close coordination with the CRGNSA Gorge Commission. The Port is increasing its efforts to collaborate more closely with the Gorge Commission on matters that affect the regional economy.

