

- Diverse outdoor recreation economy
- Healthy population/environment
- Diverse local population
- Diversified economic sectors
- History of fiscally sound Port management and willingness to grow/change
- Solid savings and financial footing
- Participation within the Hood River-White Salmon Bridge Authority (HRWSBA)
- Good partnerships with the City and County
- Intergovernmental Agreement (IGA) with Columbia Gorge Area Transportation (GCAT)
- Proximity to Portland Metro Area
- Business relocation/expansion eastward from Portland
- High educational attainment
- Presence of Ken Jernstedt Airfield and strong management team
- Access to the Columbia River
- Shorter than average commute times
- Qualified Port staff with relevant prior experience and perspectives
- Unified Port Commission seeking best interests of the community
- Harmonious cluster of recreational, food & beverage, and light industrial usage in waterfront area
- Close proximity to Columbia Gorge Community College
- Very strong fermented beverage industry cluster
- Attractive quality of life in town and the region
- National “brand” of Hood River
- Very strong network of local hiking and mountain biking trails
- Popular waterfront walking trail
- Favorable zoning designations with and near Port assets
- Good process of Port bi-annual organizational planning sessions
- Proximity to major interstate (I-84)
- Well maintained parks and open spaces
- Space for seasonal concessionaires
- Ideal environment for wind sports
- Commitment to community engagement
- Capital project readiness, with waterfront transportation projects funded through design and airport terminal planning underway

- Bicycle tourism associated with scenic highway
- Building stronger trust with the public
- Collaboration with local businesses
- Lot 1 and Barman Property future development prospects
- Marina Basin redevelopment potential (Marina East and Marina West buildings)
- Development of capital improvement plans
- Potential to generate more revenue through assets
- Marina offerings and amenities improvement through Master Plan process
- Further development opportunities from waterfront transportation improvements
- Increased resiliency and emergency response due to airport terminal development
- Waterfront transit integration from CAT planned hub
- Greater education opportunities about the Port, its funding, and its expenditures
- Future coordination with the Port of Hood River Foundation
- Potential funding for new Hood River-White Salmon Bridge
- Implementation of Key Performance Indicators (KPIs) for performance measurement
- Leverage Hood River brand to attract aligned businesses
- Increased business attraction with growing airport
- Support for entrepreneurs and new businesses
- Potential for further culinary arts and fermented beverage training opportunities
- Wood and Forest products innovation
- Fishing industry potential
- Potential to contract out Port staff for new Hood River-White Salmon Bridge tolling
- Upskilling the local workforce
- Growing demand for airport usage
- Strong demand for increased marina moorage slips
- Potential to connect the Heights Redevelopment, Downtown, and the Waterfront for greater community connectivity
- Future improvement opportunities for waterfront trail
- Improved transportation through new Hood River-White Salmon Bridge
- Realignment of 1st St leading to commercial development opportunities in the waterfront area
- Bridge transition will create redevelopment and gateway opportunities
- Greater involvement in the Upper Hood River Valley
- Opportunity to communicate and show the Port’s contribution to the community
- Potential for community buy-in of Port initiatives
- Possibility to outsource tasks and projects to external partners

## **S** TRENGTHS

Assets or complimentary items that contribute to the Port’s success

## **W** EAKNESSES

Liabilities or disadvantages that the Port currently faces

# SWOT

## **O** PPORTUNITIES

Result from strengths and weaknesses to expand assets or address weaknesses

## **T** HREATS

External risks outside the Port’s control

- Necessity to replace Hood River-White Salmon Bridge in near future
- Unknown timeline for bridge replacement
- Financial sustainability issue; toll revenues directed away from Port operations
- Limited employment growth in regional economy
- Limited property tax revenue funding
- Heavy reliance on bridge toll income
- Financial burden of aging infrastructure
- Cost of maintaining and development of infrastructure
- Unattainable workforce housing costs
- Lack of four-year college within close proximity
- Limited availability of federal funding
- Separation of downtown and waterfront recreation areas due to I-84
- Mixed public/private ownership of waterfront recreation area and assets
- Part of waterfront recreation area within ODOT transition area requiring extra ODOT approvals for development projects
- Public concerns on development and political effect on City/County staff
- Split views of locals on high tourism traffic in waterfront area
- Limited opportunities for higher paying jobs
- Limited boat slip capacity within the marina
- Diminishing supply of developable lands and assets
- More demand than supply of airport hangar space
- Differences of parking policies between the City and the Port
- High costs of potential development for Lot 1
- Seasonal demand fluctuations for economic activity
- Dependence on grant funding to deliver on large capital projects
- Lack of awareness of Port activities

- Potential bridge accident or failure
- National and State politics affecting bridge funding
- Loss of bridge toll revenue (July 2026)
- Community pushback against commercialization of the waterfront
- Limited land supply for commercial and industrial development leading to longevity concerns
- Potentially high and unpredictable infrastructure cost required to activate vacant properties
- Environmental risks, such as droughts floods, wildfires, etc.
- Ideological differences between downtown, local, and waterfront community groups
- Oregon’s regulatory environment and private sector tensions
- Potential future Cascadia event
- Future revenue pinch for maintaining current levels of service
- Tenant and public resistance to fee and lease increases
- Tourism saturation and “anti-destination” sentiment
- Many different agencies involved in land use decisions
- Changing tastes and preferences moving away from alcohol consumption in general
- Cost to support new bridge tolling system
- Deferred maintenance liabilities with aging infrastructure
- Staff capacity limitations to deliver all needs and projects
- Competing uses and priorities along the waterfront and potential for conflict
- Increasingly competitive grant environment affecting project funding
- Limited workforce housing opportunities
- Possibility of not being awarded BIP 2026 grant for bridge replacement