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areas, restroom, and connections to future esplanade and development.

The second meeting held on February 20th, "Initial Alternatives," included a review and discussion of initial concepts, prepared by Walker/Macy, and included further input from advisory committee members and the public.

Walker/Macy presented two design alternatives at the third meeting, "Refinement," held on March 18. Public and Project Advisory Committee members offered input to be considered in the development of a preferred concept, which will be presented at the final public meeting on April 16.

To date, \$122,000 in grant funding has been received from Oregon Parks and Recreation, that calls for a match from the Port. The Port will be eligible for these funds if it selects a contractor by the end of 2014, and completes the



Project advisory committee members listen to Walker/Macy's presentation at the third of four scheduled meetings.

project by the end of 2015. Two other grant applications are currently pending awards.

The Port Commission has been discussing each public meeting at its following Commission meeting. Updates on meeting process, and a list of Project Advisory Committee members can be found at www.portofhoodriver.com.

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

Commissioners

Rich McBride Fred Duckwall

Jon Davies Brian Shortt Hoby Streich

Executive Director - Michael McElwee

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continued from **SBP** on page 1

Key assessments utilized for the SBP include:

- **Bridge Long-Term Preservation Modeling**, 2011, by HNTB Engineers
- **Hood River Economic Opportunities Analysis**, 2011, by FCS Group
- **Leased Facility Condition Assessment**, 2013, by Port staff
- **Pavement Management Program Report**, 2013, by Capitol Asset & Pavement Services
- **Assessment of Recreational Sites on the Hood River Waterfront**, 2013, by Port staff
- **Economic Impacts of the Port of Hood River**, 2013, by ECONorthwest

Public outreach efforts were extensive. The Port publicized the Strategic Business Plan process to the community and solicited public input including two public meetings in the fall of 2013, specifically to present and discuss aspects of the Plan. The Commission also held work sessions focused on specific aspects of the Plan at four public meetings last fall. The Port posted detailed information about the SBP process on its website, with a link to an online open-ended survey. It also distributed postcard questionnaires and a clip-and-mail newsletter questionnaire that could be returned to the Port office. The numerous public outreach efforts resulted in dozens of comments and represented a valued element in the SBP process, according to Port Executive Director Michael McElwee.

The major sections of the SBP include background information about the Port of Hood River; the Port's Mission, Vision and Values; a Situational Analysis of the Port, including economic impacts, local market trends; and a S.W.O.T.

(Strengths, Weaknesses, Opportunities, Threats) exercise. Key plan elements include a Management Plan, Financial Plan, Facilities Plan, Economic Development and Marketing Plan, and an Environmental Plan. And finally, a Plan Implementation section includes a Key Projects List that prioritizes projects from the various plans.

A copy of the Port's new Strategic Business Plan is available online at portofhoodriver.com/SBP.php, as well as all appendices and current Port public policies.

As part of the Strategic Business Plan process, the Port Commission decided to continue with the Mission Statement that's guided the Port of Hood River for many years...

Mission Statement:

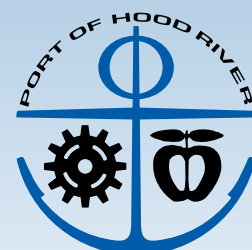
The Mission of the Port of Hood River is to initiate, promote and maintain quality of life and a healthy economy throughout the Port District and the Columbia River Gorge.

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PORT NEWS

Spring 2014

Strategy - Planning Business

by Michael McElwee,
Port Executive Director



Michael McElwee

This January the Port Commission adopted a new Strategic Business Plan. The Plan took two years and significant time, effort and cost to produce. A high priority was placed on this work and the foundation it sets for the Port's future. What key information does the Plan provide and how will it be used?

In 2011 the state prepared a "Strategic Business Plan for Oregon Ports" to demonstrate their collective impact, economic potential and future needs. The State then requested that all ports prepare individual strategic plans by 2014. More importantly for Port of Hood River, our last strategic plan was adopted back in 2006. Since then, changes in the local economy, infrastructure needs, policy directives and community priorities have been considerable. We were past due to re-set our strategic goals going forward.

Preparation of the Plan started with a thorough analysis of all Port facilities. Assessments were conducted on each building, paved area and recreation site. Capital project assumptions for the bridge and airport were updated. The final product was a 10-year capital plan that lists the investments needed to maintain and improve all Port properties.

The Commission also wanted to understand the impact of port operations on the local economy. An analysis by ECONorthwest concluded that the Port's recent and current activities account for about 18% of the non-farm economic output and 12% of the wages in Hood River County. This was a confirmation

Please see **McElwee** on page 3

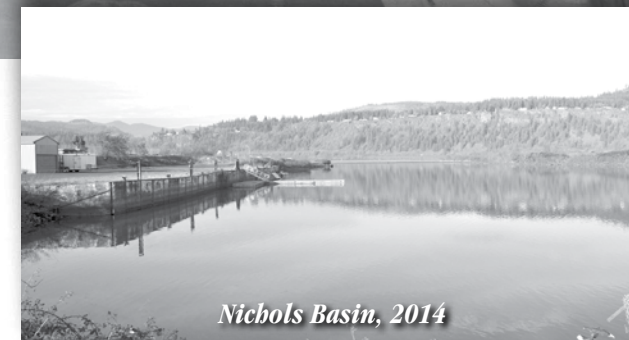


Nichols Basin West Edge Trail planning continues

A public process initiated by the Port of Hood River to promote the design and planning of Nichols Basin West Edge Trail continues. The project will include a pedestrian/bicycle path, water access and landscaping. The work is being guided by a Project Advisory Committee with the aid of Port landscape architecture firm Walker/Macy over four public meetings that include community input.

The first public meeting, "Project Initiation," was held in January covering an overview of the project, key issues, project objectives, and public comments. It was well-attended with close to 40 members of the public crowding the room in addition to 15 advisory committee members. Meetings have been led by Port Executive Director Michael McElwee, and Mike Zilis and Christopher Miller of Walker/Macy.

The opening meeting defined the project, with a north edge boundary at the southeast edge of the Event Site, an east edge boundary at North 1st Street, and a south boundary at Naito Development's proposed hotel/commercial property.



Nichols Basin, 2014

Above, attendees of January's initial meeting listen to a project overview.

Vehicular access to the water's edge, integrity and usefulness of the old seawall, potential watercraft storage, concession space, connections to future upland development, habitat improvements, budget/phasing, permitting issues, storm water run off and water quality are key issues of focus during the process.

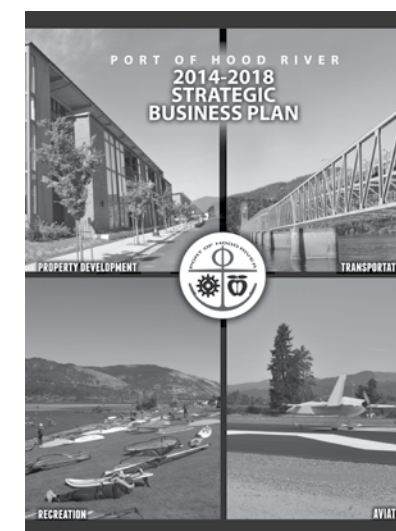
Usage of Nichols Basin has increased significantly in recent years. A variety of possible activities to be supported by the west edge trail include kayaking/canoeing, stand-up paddleboarding, fishing, bicycling, walking/running, sailing, swimming, relaxing, picnicking, and exploring. Discussion to date of types of spaces offered include lawn/open space, beach access, trail connection to Event Site and south side of basin, interpretation, deck for watercraft storage, floating dock, performance space, overlooks, picnicking, art, drop-off

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Five-year Strategic Business Plan adopted

The Port of Hood River adopted a new five-year Strategic Business Plan in January—the first major update since 2006—after numerous months of work. The plan prioritizes projects among the Port's major assets: the Hood River Interstate Bridge, Ken Jernstedt Airfield, real estate at Waterfront Business Park, the Hood River Marina, Port Marina Park, waterfront recreation sites and trails, and pieces of previous economic development projects.

Although the Port has a long history of successful management, planning and project implementation in the areas of economic development, transportation interests, and recreation, the time was optimum for a critical analysis of future projects and priorities. The agency has recently experienced significant business



The Port's Strategic Business Plan is available as a PDF at portofhoodriver.com

and industrial park growth, increased bridge traffic and tolls, recreation site usage growth, major airport improvements,

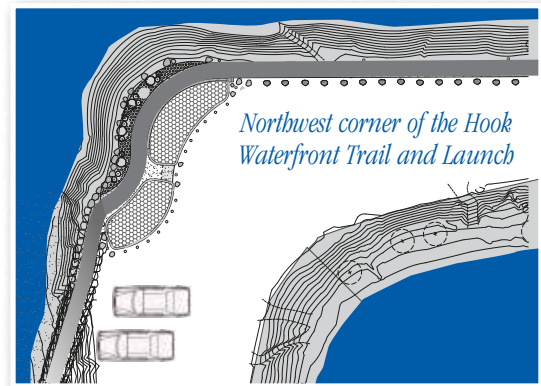
and increases in tenant occupancy rates and lease revenues. Additionally, Oregon Business Development Department mandated that all 23 ports in Oregon have state-approved strategic business plans in place in order to be eligible for state funding assistance.

The new Strategic Business Plan (SBP) is the result of multiple efforts carried out the past few years, plus substantial deliberation by Port Commissioners. In preparation for the SBP, the Port thoroughly evaluated its facilities, and commissioned an economic impact analysis, including interviews with key local businesses. Market conditions were reviewed using current information sources and recent studies. Finally, the Port Commission and staff took part in a continuous discussion about the current and future role of the Port in achieving both new and long-standing community objectives.

Please see **SBP** on page 4



Anne Medenbach joined the Port of Hood River staff on January 2 as Development/Property Manager. Medenbach has a strong background in business development, marketing, commercial real estate property management, and green building. "This position suites the range of experience and knowledge I've acquired in my various roles," Medenbach shares. "I'm eager to embrace the complexities of this position, and get to know the community better." Medenbach is a native Oregonian who grew up in Central Oregon. She now lives in White Salmon with her husband and two young sons. ●



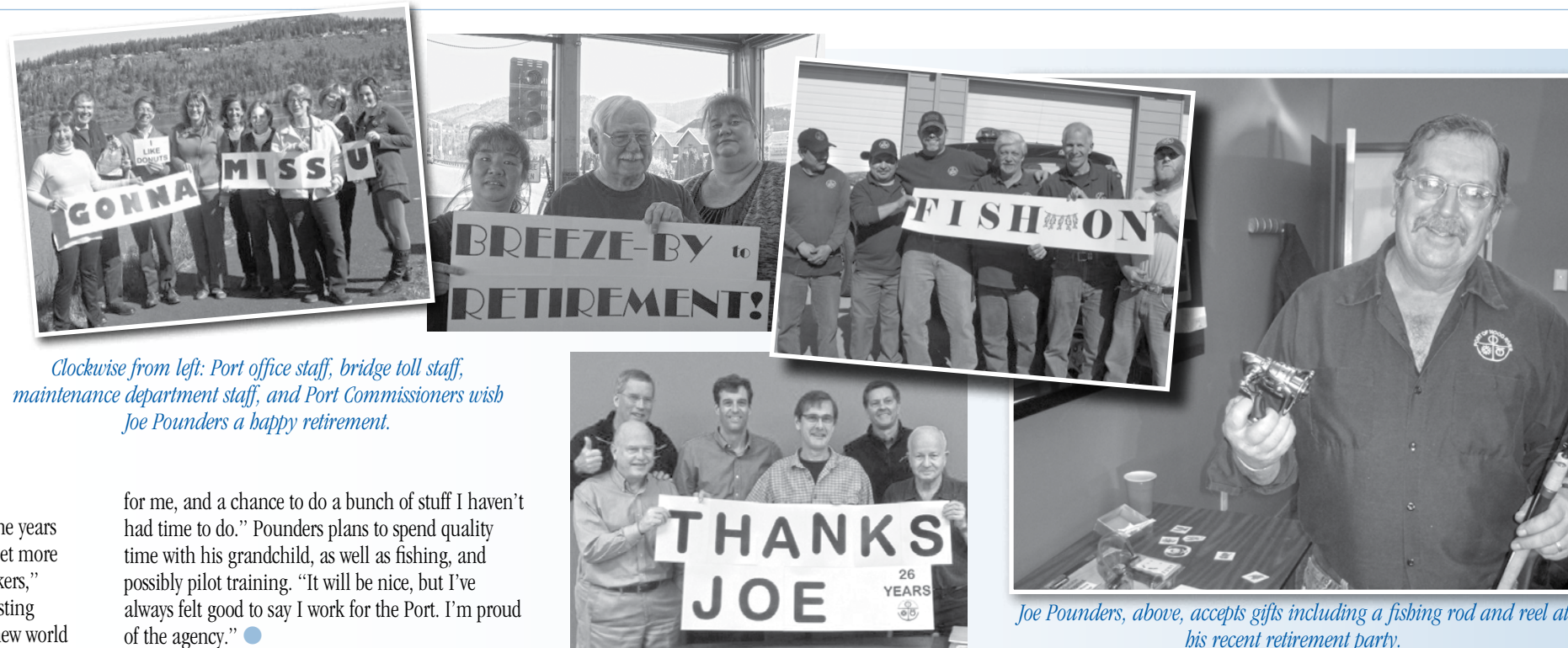
Hook Launch and Waterfront Trail

The Port of Hood River is making progress on the Hook Launch and Waterfront Trail, in collaboration with the City of Hood River, Columbia Gorge Windsurfing Association, and Hood River Valley Parks and Recreation. Landscape design for the trail and rigging area above the launch was provided by simp.L. Flowing Solutions has been working on preliminary engineering plans for the Hook Launch Project that includes COE/DSL permitting services. The Port seeks grant funding for the project, which is estimated at \$125,000 for the launch site, and \$75,000 for the trail. A \$50,000 commitment for the launch site was made by Columbia Gorge Windsurfing Association, and a \$20,000 commitment was made by HRV Parks and Rec for the trail. The trail project is in combination with the City of Hood River outfall extension project, and the City has agreed to cover paving of the trail. Construction is expected to occur from November 2014 through February 2015. ●

Joe Ponders Retires

Joe Ponders, Maintenance Supervisor, retired on March 28, the anniversary of his start date at the Port of Hood River 26 years ago. Ponders started out as a maintenance worker, and moved up through various promotions until he reached head of the Port's maintenance department over 16 years ago. He previously worked for the City of Hood River for 14 years, for a total of 40 years between the two organizations.

"I will miss all the people I've met over the years — I don't know of a job where I'd have met more people—tenants, the public, and co-workers," Ponders explains. "I've made a lot of lasting friendships, but it's going to be a whole new world



Clockwise from left: Port office staff, bridge toll staff, maintenance department staff, and Port Commissioners wish Joe Ponders a happy retirement.

Joe Ponders, above, accepts gifts including a fishing rod and reel at his recent retirement party.

for me, and a chance to do a bunch of stuff I haven't had time to do." Ponders plans to spend quality time with his grandchild, as well as fishing, and possibly pilot training. "It will be nice, but I've always felt good to say I work for the Port. I'm proud of the agency." ●

Contractor selected for boathouse docks

The Port Commission approved a contract with Even Construction for replacement of the boathouse docks at the Hood River Marina, at a cost of \$179,355. A total of three bids were received for the project which involves removal of existing docks, securing existing boathouses, building new docks, installing and connecting, and a variety of finishing tasks for completion. New electrical will be added under a separate contract to complete the Marina electrical upgrade. ●



The Marina boathouse docks are scheduled for replacement.

New Waterfront Ordinance in final development

The Port Commission will soon consider revised policies to govern conduct along the waterfront. Ordinance 24 will replace Ordinance 22, and will expand definitions and language for regulations. According to Port Waterfront Coordinator Liz Whitmore, two public meetings will be held before final approval. ●



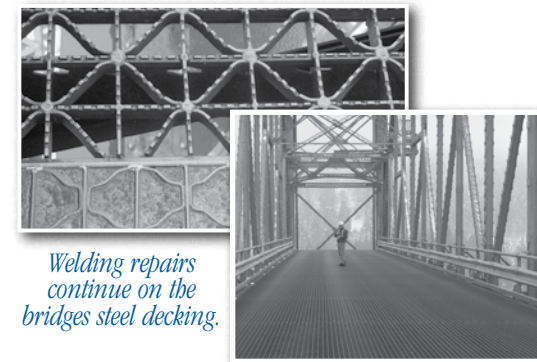
Port is an EDA "Success Story"

The Port of Hood River was featured as a "Success Story" in the U.S. Economic Development Administration's December newsletter. The story outlines how EDA grant funds were invested in infrastructure that allowed business expansion and future development on the Hood River waterfront — an area with both industrial and recreational uses. Port Executive Director Michael McElwee is quoted saying the EDA grant was instrumental in placing necessary infrastructure — the development of Anchor Way and improvements to Portway Avenue — at a critical time when local businesses were seeking to expand. Not only did businesses expand, but new businesses were attracted to the location. The article closed with, "EDA sees the Port's success as an excellent example of how a small and targeted investment can quickly generate tangible and sustainable economic benefits for an entire community." To read the entire article visit eda.gov/news/newsletters/2013/december.htm ●

Bridge inspections and maintenance ongoing

A liftspan inspection was performed in mid-February by HNTB Engineers on the Hood River Interstate Bridge. The inspection included testing and assessment of all liftspan systems, including electrical, mechanical, traffic control, and hardware. The span was lifted to its full height, and also to variable heights. Port staff and local contractors assisted HNTB with the tests. The Port will soon receive a report on the recent fracture critical inspection.

Metal deck welding, initiated last year, continues on the bridge. Welding addresses needed repairs to the steel deck, and is being performed by Bulldog Welding of The Dalles with assistance from Port maintenance staff. The north approach lanes were scheduled first, and south approach work will continue as weather allows. ●



Welding repairs continue on the bridges steel decking.



Port Commissioner Jon Davies attended the liftspan inspection.

Port properties to receive asphalt improvements

The Port of Hood River solicited bids for over 235,757 square feet of asphalt overlay and slurry seal projects to be completed on Port properties this summer. Last year, the Port had all roads and parking lots evaluated to establish an asphalt maintenance and repair program. This summer's work will focus on parking lots and roads at the Marina, DMV, Chamber, the airport and Portway Avenue. Granite Construction out of The Dalles and Blackline, Inc. out of Vancouver WA, were selected to do the work. ●

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that the Port's activities have significant economic impacts. It also pointed out some activities that were less effective, and key challenges for the future.

Other elements of Plan preparation included an evaluation of economic trends in our region, the financial condition of the Port and a S.W.O.T. analysis. Critical issues facing the Port—short and long—term were identified. Throughout the process the Commission emphasized the need for public involvement and a variety of tools and opportunities were used to solicit comment.

Recognizing that any strategic plan is inherently sleep-inducing and ours is unlikely to make any best seller list, what are some of the key "takeaways" from our newly-adopted Strategic Business Plan?

- The Port is in solid financial condition. Our updated policies emphasize the careful protection of our public resources. Conservative debt coverage and reserve targets provide a buffer for unexpected events.
- The Port has rigorously assessed its public assets and will endeavor to maintain them with greater attention in the future.
- Capital maintenance and upgrades will consume more and more resources to keep the Bridge safe and functional in the years ahead. A 30-year plan is in place to achieve this, but long-term efforts to replace the Bridge must be advanced.
- Full build-out of the Waterfront is in sight. The final stages of development will require increasing attention to density, compatibility with existing pedestrian and recreation amenities, and must address traffic and storm water management.
- New land for light industrial development must be identified and planned.
- The Port has a limited role to play in some of the key challenges affecting our community's future economic success, particularly the lack of affordable housing and education/training. However, we must seek ways assist in these areas where possible.
- The Gorge economy is a collection of closely interrelated communities. The Port must be a committed partner in regional collaboration to support economic development.

The Port of Hood River is a public agency and owns, develops and manages land, infrastructure and facilities on behalf of the public. Of the core values that we adhere to, Stewardship may be the most important. The new Strategic Business Plan sets the foundation for managing public assets effectively and efficiently with long-term stewardship in mind. The entire plan is available on the Port's web site (www.portofhoodriver.com). ●

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