

**Agenda**  
**2020 Fall Planning Work Session**  
 November 10, 2020, 1:00 – 5:30 P.M.  
 Via Remote Video Conference and Marina Center Boardroom

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|-------------|---|----------------|--------------------------|
| <b>I.</b>   | <b>Overview/Objectives</b>  | <i>5 min.</i>  | <i>John Everitt</i>      |
| <b>II.</b>  | <b>Financial Overview</b>   | <i>25 min.</i> | <i>Fred Kowell</i>       |
|             | <ul style="list-style-type: none"> <li>• Revenue/Expense Highlights</li> <li>• Debt Capacity</li> </ul>   |                |                          |
| <b>III.</b> | <b>Discussion Session 1</b>   |                |                          |
|             | <b>A. 2021-26 Strategic Business Plan</b>   | <i>60 min.</i> | <i>Genevieve/Michael</i> |
|             | <i>Goal: Re-start the SBP preparation process, review progress status prior to delay, determine scope of additional public outreach and discuss preliminary list of key strategies.</i>   |                |                          |
|             | <ul style="list-style-type: none"> <li>• <b>Discussion Focus:</b> <ul style="list-style-type: none"> <li>• Situation Assessment Review</li> <li>• Key Assumptions Review</li> <li>• Second Public Outreach Scope</li> </ul> </li> </ul>   |                |                          |
|             | <b>B. Hood River Bridge Replacement</b>   | <i>60 min.</i> | <i>Kevin/Michael</i>     |
|             | <i>Goal: Discuss and finalize key advocacy actions, roles and responsibilities for bridge replacement legislative authority and funding.</i>  |                |                          |
|             | <ul style="list-style-type: none"> <li>• <b>Discussion Focus:</b> <ul style="list-style-type: none"> <li>• Phase 2 Contracts funded by both HB2017 and BUILD.</li> <li>• Use of HB2017 and/or Feb. 2018 tolls as match to BUILD.</li> <li>• Legislative Goals and Strategy for Bridge Replacement.</li> </ul> </li> </ul> |                |                          |
| <b>IV.</b>  | <b>Break -----</b>  | <i>10 min.</i> |                          |
| <b>V.</b>   | <b>Executive Session</b>  |                |                          |
|             | ORS 92.660(2)(e) real estate negotiations   | <i>30 min.</i> | <i>Michael/Jerry</i>     |
| <b>VI.</b>  | <b>Discussion Session 2</b>   |                |                          |
|             | <b>A. Real Estate Development Strategy</b>  | <i>60 min.</i> | <i>Anne/Michael</i>      |
|             | <i>Goal: Review funding availability and finalize priority projects, objectives, and primary next steps for advancing real estate development projects.</i>   |                |                          |
|             | <ul style="list-style-type: none"> <li>• <b>Discussion Focus:</b> Development project action list</li> </ul>  |                |                          |
|             | <b>B. Airport Noise Reduction</b>   | <i>30 min.</i> | <i>Anne</i>              |
|             | <i>Goal: Consider Airport Noise Committee recommendations for operational changes at the airport and discuss enforcement capabilities.</i>  |                |                          |
|             | <ul style="list-style-type: none"> <li>• <b>Discussion Focus:</b> Noise reduction priority projects</li> </ul>  |                |                          |
| <b>VII.</b> | <b>Discussion Session – Other Issues</b>  |                |                          |
|             | <i>Open discussion, time permitting.</i>  |                |                          |

- Airport FBO – RFP Process, Timeline, & Goals
- Existing Bridge Capital Upgrades and Repairs
- Ordinance 24 modifications
- Staff succession planning

# Commission Memo



From: Fred Kowell  
Date: November 10, 2020  
Re: Financial Forecast – Fall Planning

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I will deviate a little bit this year from the usual overview of the 10-year forecast and discuss the most current situation with regard to the Coronavirus and what impact it is having to the Port and what will most likely be an underperforming year financially.

## Revenues

- Tolls and traffic – Bridge traffic in March 2020 went down 21% to 31% in April due to the coronavirus. However, for the last 4 months traffic is about 90% of last year with October coming in around 93% of last year. In my modeling for the budget, I had the traffic coming back to prior year traffic numbers in January but it looks like that will be premature based upon what we know today. If traffic does come back based upon the mitigation efforts with a vaccine the potential revenue loss for the year will be about \$250,000 to \$300,000 as compared to the budget.
- Lease revenues – When the coronavirus hit the area, some tenants asked for waivers and deferrals of their lease payments. In some cases, we now have vacancies that have occurred due to the impact the virus has had to those business models. If we are able to fill some of these vacancies and continue to implement our lease structure, we will limit our losses to about \$200,000 by the end of this year based upon the waivers and deferrals that are now in place.
- Fees – Recreation, parking, Marina and Airport revenues should be close to the budget that has been contemplated IF the virus mitigation efforts are in place by early summer.

Expenses – This is the first year that I can remember that there are 27 pay periods in a fiscal year. This happens every decade or so. That said, we should be able to remain close to the budget by year end.

- Capital Outlay and Materials & Services will be used to shore up the shortfall in revenues for the year. Staff believes that we can do this without major interruption to our operations.

Coronavirus Relief – We have incurred about \$201,000 in Covid-19 costs related to supplies, sick leave, communication costs, portable toilets, trash pickup and other miscellaneous items. We have received \$98,118 in CARES act grant reimbursements and have an additional \$102,870 waiting to be approved. We forecast that we will most likely have an additional \$12,000 in costs related to office improvements that we will need to make for the office to

reopen. Our hope is that we will be able to submit reimbursement under the CARES act for these costs as well.

Fall planning – Debt capacity.

- Based upon our financial model and during normal periods of operations (non-COVID) we should be able to issue up to \$10 million, of 20-year debt based upon the market conditions we have today and for the near future. The \$10 million is a total amount for the Port based upon the financials during a normal time period. The mix of use relating to this debt will need to be weighed.
  - Bridge or public use debt will be tax exempt and will bring a much lower cost of capital probably between 2.25% - 2.5%, while industrial property or private use debt will be at a higher carrying cost (3.5% - 4%) due to it being taxable. Below are areas that are being considered for capital improvements with debt.
    - Public Use debt - Potential uses include local match for Build grant (\$1.25 million) or future bridge replacement match of costs.
    - Private Use Debt – Potential uses include property acquisition or Port development of existing property.

**RECOMMENDATION:** Discussion.

**November 10, 2020  
Fall Planning Session**

**Discussion Topic:  
2020-2026 Strategic Business Plan**

**Overview:**

The Strategic Business Plan update process was paused in March of this year due to the onset of the COVID-19 pandemic. With the goal to complete the update process by the end the fiscal year, staff proposed a new project schedule on October 6 (attached for reference). To proceed on schedule, Commission discussion on the following three topics should occur during Fall Planning:

**Situation Assessment (SA)**

The following steps to update the SA were completed before the project was paused in March:

- a. Commission and staff reviewed the 2014-2019 SA, which was based primarily analysis by ECONorthwest on the economic impacts of Port, measured in terms of output, income, and jobs that stem from its activities and facilities.
- b. November 30, 2019 Work Session examined Port “Drivers of Change” and their implications for the Port Vision, Mission, Values, and future Port activities (see summary attached).
- c. Completion of extensive public outreach process facilitated by EnviroIssues, centered on a public input survey that was conducted in January both online and via paper in both English and Spanish (see attached summary).

Commission direction will be sought on what additional steps should be taken to properly characterize the SA for the updated Plan.

**Key Assumptions**

On March 10, the Commission reviewed a comprehensive list of Key Assumptions prepared by staff and flagged a number of items for further discussion. Those items are highlighted in yellow in the attached list. Commission review and discussion is sought on these issues and also whether there are any additional Key Assumptions that should inform the Plan going forward.

**Scope, method, and target demographics of second public outreach effort.**

Commission direction is sought on the appropriate scope, method, and target demographic of a second public outreach effort, recommended by staff to occur in January. Based on previous Commission discussions, staff recommends this second effort be focused on the business sector and include telephone interviews and surveys to understand business retention and expansion needs generally, and specifically in light of the pandemic.

**Consequences:**

The SBP project will require significant staff time and also time commitments from Commissioners. Consultant contracts are in place and the project is currently under budget. A current Strategic Business Plan not only provides a foundation for Commission decision-making and planning for the next five years, but also is a requirement for grant eligibility from the state

of Oregon. The project itself has received a \$50,000 grant award from Business Oregon to offset costs of plan development.

**Key Questions:**

1. Is the staff-recommended project schedule acceptable?
2. What additional work is needed to properly characterize the Situation Assessment for the 2020-2016 Strategic Business Plan?
3. What COVID-19 pandemic impacts should be analyzed to inform the Plan, and how should that information be incorporated into the SA?
4. What changes, clarifications, additions or omissions are needed to finalize the list of Key Assumptions?
5. What is the preferred scope, method, and target demographic the second public outreach effort? What specific data or information should be gathered during the process?

## 2020-2016 Strategic Business Plan Update Schedule

The Strategic Business Plan Update project was suspended in March due to the COVID-19 pandemic outbreak. The Commission approved extensions of consultant contracts for the project through June of 2020, and Business Oregon has authorized an extension of the \$50K in grant funding support for the project. Staff proposes the following schedule of events for the coming months. Events requiring Commissioner attendance shown in **bold** (please confirm availability).

- **Fall Planning Work Session.** November 10. This is an annual half-day retreat meeting usually focused on brainstorming major capital improvement projects, real estate development or purchases, important policy changes, and other initiatives for the coming year. Staff recommends the 2020 Fall Planning session expand the scope of vision to encompass (broadly) the next five years but follow the traditional format. Specific to the SBP project, the discussion would include:
  1. Brief review of the Situation Assessment.
  2. Discussion of those Key Assumptions flagged as requiring further discussion.
  3. Staff presentation on recommended scope and method of second outreach effort to local businesses and stakeholders.
  4. Preliminary review of projects/strategies list.
- **Post-COVID Public Outreach Effort.** January 2021. Staff, consultants, and Commissioners would be involved in this effort that may include telephone interviews and surveys of local businesses and stakeholders on business retention and expansion needs generally, and specifically in light of the pandemic.
- **Commission Work Session: Strategies and Actions.** February 2021. During this work session, the Commission will utilize the information provided by the first survey, the second public outreach effort, the Fall Planning retreat discussion, consultant reports, and staff recommendations to compile a list of specific strategies and actions for the FY 2021-2026 Strategic Business Plan.
- **First Draft Review.** March 2021. This document will be a rough draft of the Plan and will not yet include any formatting or graphic design. After receiving and incorporating Commission edits, the second draft will then undergo graphic design.
- **Public Hearing on Draft Plan.** May 2021. The public hearing take place during the regular meeting, and would be advertised extensively for two weeks prior, with the draft document available online. Staff would provide a report on written public

comment received, and members of the public would be welcome to speak on any topic of the draft. After the public hearing, Commission discussion and direction would be sought on any material changes to the Plan.

- **Final Draft Plan Approval and Adoption.** June 2021.



DATE: 30 November 2019  
TO: Genevieve Scholl  
FROM: Terry Moore  
SUBJECT: SUMMARY OF COMMISSION WORK SESSION:  
KICKOFF FOR STRATEGIC BUSINESS PLAN

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The Commission of the Port of Hood River had its *2019 Fall Planning Work Session* on November 19, 2019. The majority of the time at the session was spent on (a little over three hours) on the *2019/26 Strategic Business Plan (SBP)* (agenda attached). The work session for the SBP had four parts:

## 1. Overview

Of (1) Strategic Planning / Strategic Plans; (2) typical purposes and structures for strategic plans; (3) the 2014/2018 PoHR SBP: what was said; what got done; (4) how the 2019/26 SBP will be structured. All that material was covered in a Powerpoint presentation by Terry Moore (attached).

*Per discussion at the end of this presentation and at the end of the work session, the Commissioners understand and approve of the process described for creating the SBP.*

## 2. Drivers of Change

Factors that may affect in a significant way the Hood River area and the Port's operation and mission over the next 10 years (positive and negative; external and internal; Strengths, Weaknesses, Opportunities, Threats). Create a list of the factors that the SBP might want to look at (black font: anything any Commissioner mentioned; blue font: in the top five for one or more Commissioners):

### Demographic/Social

Population increase/diversification  
What is Hood River as a Community in the Future?  
Changes in Jobs – Telecommuting (people can live where they want)  
Lack of affordable housing in the Gorge  
Climate change refugees  
Trades retirements (baby-boomer generation labor force changes)  
Recreation needs

### Economic

Limited land supply  
Work force  
School/future/jobs  
Regional economy  
Job increase/economic development  
Increase in tourism visitors  
Desirability of area as a visitation destination  
Perception of the Gorge as being a resort area  
Land acquisition

### Environmental

Power discontinuation due to fire concerns

### Recreation access

Climate change = supply chain changes  
Quake (seismic/Cascadia Subduction Zone)  
Increased permitting restrictions

### Technology

Future industry – Digital? Or Physical? Space Needs?  
Advance of tele-commuting  
Technology refresh – 7-year obsolescence cycle

### Policy

Federal funding policies for infrastructure  
Land acquisition (Port helping others)  
Tribal treaty law  
Bike/ped tolling  
Public involvement/communication

### Bridge

Bridge future  
Bridge user change  
Obsolescence and age of the current bridge  
Bridge flow  
Bridge toll  
Cross-river governance

### Other

*Per discussion at the end of this exercise and at the end of the work session, the Commissioners consider this list preliminary and a place to start, but not definitive. As the SBP develops, other factors may be assessed as more important. The Commissioners also understand that the SBP and its Situation Assessment will not evaluate every possible factor, but a subset that staff assesses to be most important to the Port .*

### 3. Implications of Drivers for Port Vision / Mission / Values

The Commissioner's discussion started with a review of Vision / Mission / Values in the 2014 SBP: Do the Drivers (or any other consideration) suggest modifications?

*Per discussion at the end of this presentation, the Commissioners believe the 2014 text is a good place to start, but are willing to consider modifications. Staff will work on polishing the 2014 language in light of the new Situation Assessment, and the Commission will consider the revised text in March / April.*

### 4. Implications of Drivers for Future Port Activities

Create a list of the activities (actions; policies) that be considered as candidates for the final list that will go into the SBP might want to look at (black font: anything any Commissioner mentioned; blue font: in the top five for one or more Commissioners):

#### **Port Administration and Governance**

##### [Change ORS 777](#)

Identify financial objectives (path check)  
Update property management software and efficiency  
Keep implementing our current strategy. Because we are accomplishing long term goals.  
Revisit waterfront overlay zone document  
Better inter-agency communication  
Look at our organization chart – does it reflect a different business model.  
Get our new software. We will be better able to respond to a changing business model.

#### **Bridge**

Transportation – carpool, ebikes, new zones, laws  
Transition EIS group into next phase/new role  
2 Plans re: bridge – prepare response to either scenario  
Engage ODOT & WSDOT & P3

#### **Economic Development/Real Estate**

[Specific plan to support next generation workforce](#)  
[Promote affordable housing](#)  
[Acquire and develop commercial business park](#)  
[Promote value added agriculture](#)  
Define what development type belongs here  
Business Retention and Expansion survey of large employers

#### **Determine Lot 1 future**

Identify urgent attention needed to Maritime, Jensen, and Big 7 buildings  
Where are these people with shiny new jobs going to live?  
Land acquisition and continued development  
Continue developing industrial and office space  
Diversify development types

#### **Parks**

RV park development at Maritime or elsewhere

#### **Facilities – Port**

Promote airport self-sufficiency  
Marina and airport improvements to keep solvent

#### **Facilities – Other**

[Community center development](#)  
[Regional community center](#)  
Promote local higher education opportunities  
Possible parking hub (park and ride paid) for CAT

#### **Environment**

none

#### **Public Private Engagement/Partnerships**

Funding for the trades  
Possible join forces with Parks & Rec to help with our park deficit

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*Per discussion at the end of this exercise, the Commissioners consider this list preliminary and a place to start, but not definitive. As the SBP develops, other actions may be added and assessed as more important.*

## 5. Summary and Next Steps

*Per discussion at the end of this presentation, the Commissioners understand the SBP process and the proposed content and structure of the final SBP and supporting documents. They approve staff's continuing with the work plan. The main activities in December and January: (1) develop a public engagement plan, and a survey; and (2) begin work on the Situation Assessment.*

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# Port of Hood River

## 2020-2026 Strategic Business Plan Public Input Report

### Summary of public involvement survey results

April 20, 2020

#### Introduction

The Port of Hood River operates a variety of facilities, infrastructure and spaces for the benefit of the community. In preparation for the Hood River Bridge replacement, the Port is assessing the public value of these facilities. It's important for the Port to have a clear and robust understanding of public sentiment in the planning for a new Hood River-White Salmon Interstate Bridge as the replacement bridge is expected to exceed \$300 million.

Over the past five years, the 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 its needs and thoughts on the Port's role in the region. The Port will use the community's input as it completes a planning process to develop its 2020-2026 Strategic Business Plan.

#### Purpose of Engagement

- Gauge the community's thoughts on the Port's role in the region.
- Build an understanding of the community's current needs and priorities relative to the Port's business areas.
- Promote awareness among stakeholders and the public about the project purpose, process and schedule.

#### Feedback analysis methodology

A community survey was determined to be an effective and inclusive tool for reaching residents throughout the region. The survey was available online and in paper form between January 30, 2020 and March 6, 2020. A Spanish survey was also made available online and in paper form. The survey consisted of 26 questions, including four demographic questions. A copy of the survey instrument is provided in Appendix A. During the five-week period when the online survey was open, 1,338 people started the questionnaire. In total, 1,104 people completed the questionnaire to the end. Thirty-seven



people completed the survey in Spanish. For the purpose of this analysis, the results from both online and paper submissions are discussed together because the questions in both formats were identical. About 75 paper surveys were completed.

Questions asked participants to gauge the importance and quality of current operation for each of the Port's five facilities or services and the Port itself. There were also specific questions relating to each facility and two open-ended questions. Demographic information related to zip code, age, race/ethnic identity, income level and gender identity was collected so that responses could be compared to the region as a whole and cross referenced with what facilities are most important for various demographic groups.

The survey did not require participants to answer every question before submitting their responses. The goal of the questionnaire was to engage and learn from as many members of the public as possible. To encourage feedback from a large and diverse universe of residents, the questionnaire was accessible on mobile, desktop, and tablet devices as well as in hard copy form at in-person events, the Hood River Library, and the Port of Hood River office. Responses were not limited by Internet Protocol (IP) address so that multiple members of the same household or workplace could submit feedback. The project team reviewed data by IP address, and no evidence of intentional multiple submissions was found.

For this summary, 1,792 open-ended comments were categorized based on thematic topic. Many comments referred to multiple topics. This report describes the main themes and messages associated with eight common topics. Those that included multiple themes were sorted into multiple categories.

As a public engagement tool, the survey results are not statistically representative, meaning the respondent sample is not distributed to match the representative demographics of the region, and therefore, not predictive of the opinions of the mid-Columbia region's population as a whole.

## Initial Survey Takeaways

Key themes and takeaway messages identified through the online survey include:

- Affordable housing is perceived to be the biggest problem in the area.
- The community expressed strong consensus that the bridge needs replaced.
- A new bridge needs to be designed with bicycle and pedestrian access.
- There is disagreement that the bridge should be owned and operated by a private party.
- Survey respondents agree that the Port should develop partnerships with other agencies to deliver existing services.
- Aside from the bridge, the waterfront park and other open spaces are most important of all the Port's facilities. The Port's facilities and services were ranked by importance in the community in the following order:
  - Hood River – White Salmon Bridge
  - Waterfront park, beaches, open space
  - The Port of Hood River



- Economic Development
- Hood River Marina
- Ken Jernstedt Airfield

## Survey notification methods and public participation

- Print and digital display ad in two newspapers (Hood River News, White Salmon Enterprise)
- Flier for distribution at Port office front counter in English and Spanish
- Website event and content for main Port page
- News release to media outlets, including Spanish language media (in English)
- Radio PSA and advertisement
- Port of Hood River Facebook posts
- Boosted Facebook post
- Formatted HTML email to Port mailing list (similar content as printed newsletter/news release)
- Port’s quarterly newsletter – small blurb
- Email/briefing to key partners: Port of Hood River Commission, Oregon Department of Transportation, local elected, state and federal elected offices
- Request to key stakeholders (parks and recreation, aviation enthusiasts, industrial park tenants) to publicize the event with sample email/Facebook text

## Who we heard from

This section summarizes the demographic characteristics of those who submitted survey responses. Full results are listed in Appendix B.

### ZIP Code

Of the 882 people who answered the zip code demographic question, 60 percent were Oregon residents. Just over half of all survey respondents answered with 97031, the zip code for Hood River County.

Oregon	60%	Washington	40%
<b>97031</b>	51%	<b>98605</b>	3%
<b>97040</b>	2%	<b>98635</b>	2%
<b>97041</b>	.3%	<b>98650</b>	3%
<b>97058</b>	2%	<b>98651</b>	3%
<b>97014</b>	.4%	<b>98672</b>	22%
<b>Other</b>	1%	<b>Other</b>	7%

*Table 1: Results of survey respondent's residence by ZIP code*

### Demographics

The survey included four demographic questions to help the project team understand the different audiences who were able to complete the survey. Respondents had the option to select “prefer not to answer” for each demographic question or skip the question entirely. The demographic results were compared to the U.S. Census Bureau data for general populations of Hood River County and Klickitat County to understand audiences who may be underrepresented in survey results and inform future community engagement efforts. Hood River County and Klickitat County were used as demographic references because most (73%) survey respondents indicated they were residents of these counties.



### *Gender*

Survey respondents were split evenly between female and male, at about 48% and 49% for each. The remainder did not answer, selected non-binary/third gender or identified in a different way.

### *Age*

More than half of survey respondents indicated they were more than 50 years old (64%). Only 3% of respondents were younger than 29 years old.

### *Ethnicity*

About 84% of respondents self-identified their race or ethnicity as White/Caucasian, compared to U.S. Census data of 87% percent in Hood River County and 92% in Klickitat County. About 6% of respondents selected “Latin(x)/Hispanic” which is significantly lower than the 32% of people of Latin(x)/Hispanic descent in Hood River County and 12% percent in Klickitat County<sup>1</sup>. Just under 3% percent of respondents selected “Mixed Race.” The percentage of people who selected Native American/American Indian (2.6%) was more than the population of Hood River County (0.7%) but lower than Klickitat County (3%). About 6% of respondents selected “other.”

### *Income*

The Hood River household median income is about \$50,000 per year. About 63% of respondents indicated their household income was above the median, 17% indicated right at the median and 20% indicated they were below the median.

## *Survey Results*

The survey covered six facilities or services operated by the Port of Hood River, including the Port itself. For each facility, respondents were asked to describe its importance in the community and how well it is currently maintained. The results are as follows:

### *Ken Jernstedt Airfield*

Less than half of respondents described the airport as either critically important or very important (43%). Over half of respondents had no opinion on the airfield’s maintenance and operation, but a large plurality chose well or very well (38%).

Three additional questions asked respondents if they agreed or disagreed with topics specific to the airfield’s operation. Almost half of respondents (48%) disagreed that noise from the airfield was an issue to them. Public opinion was mixed on whether the Port should invest to expand the airport beyond its current use (28% agree, 34% disagree) and there was also mixed opinion that the Port should develop hangar space to support the growth of local aviation technology industry (32% agree, 28% disagree). For these topics, the greatest percentage of respondents were either neutral on this question or could not answer.





<sup>1</sup> 2018 American Community Survey 5-Year Estimates

	Agree	Disagree	Neutral	Don't know	Responses
Noise from activities at the airfield are a significant issue in my home or neighborhood. Count Row %	163 15.5%	502 47.8%	187 17.8%	198 18.9%	1,050
The Port should invest in improvements to the airport that would attract or expand its current use. Count Row %	297 27.9%	357 33.6%	266 25.0%	144 13.5%	1,064
The Port should develop hangar spaces at the airport to support growth of local aviation technology industry. Count Row %	334 31.5%	301 28.3%	260 24.5%	167 15.7%	1,062
Totals Total Responses					1064

### Hood River Marina

A majority of respondents described the marina as critically important or very important (57%). Only 4% of people said the marina was not important. Many responders had no opinion on maintenance and operation of the marina but of those who did, the majority said it was maintained well or very well (52%).

Three additional questions asked whether people agreed or disagreed on details about the marina's operations. A large majority agreed that it is important to have free, public boat launch access (86%). A majority of people also agreed that having long-term moorage for private boats and Youth Sailing educational programs is important (63% and 67%, respectively). Compared to the answers to similar questions about the airfield, the Marina garnered much stronger sentiments from the public.



	Agree	Disagree	Neutral	Don't know	Responses
It is important to have free, public boat launch access for fishing and other recreational uses. Count Row %	924 85.6%	45 4.2%	82 7.6%	28 2.6%	1,079
It is important for Hood River to have a marina for long-term moorage of private sailboats and vessels. Count Row %	678 63.1%	86 8.0%	254 23.6%	56 5.2%	1,074
It is important to provide Youth Sailing educational programs at the Hood River Marina. Count Row %	715 66.9%	97 9.1%	215 20.1%	41 3.8%	1,068
Totals Total Responses					1079

### Waterfront Parks and Open Spaces

Most people described the importance of the waterfront parks, beaches and open spaces as critically important (59%). Of the 1,085 responses to the question, only 16 people said the waterfront parks were not important. Over three quarters of respondents said these sites were maintained well or very well.

Four additional questions were asked about the operations of the waterfront parks. A majority of people agreed that the Port should collaborate with the County and Parks and Recreation District to identify efficiencies and cost savings in maintenance and operations (84%), work to restore natural habitat areas at the mouth of the Hood River (72%), expand the use of current waterfront recreational facilities (53%) and invest in further development of recreational facilities (60%).



	Agree	Disagree	Neutral	Don't know	Responses
The Port should actively work to improve water access opportunities and invest in further development of waterfront recreational facilities. Count Row %	643 60.1%	196 18.3%	205 19.2%	26 2.4%	1,070
The Port should seek to expand and increase the use of current waterfront recreational facilities. Count Row %	572 53.4%	247 23.0%	223 20.8%	30 2.8%	1,072
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. Count Row %	767 71.6%	112 10.5%	164 15.3%	28 2.6%	1,071
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. Count Row %	910 84.4%	47 4.4%	85 7.9%	36 3.3%	1,078
Totals Total Responses					1078

### Hood River-White Salmon Interstate Bridge

Ninety-five percent of all survey takers agreed that the Hood River to Bingen and White Salmon bridge is critically important or very important in the community. More than half of respondents indicated that the bridge is currently maintained and operated well or very well (59%). But a sizeable number of respondents indicated that it was maintained and operated somewhat or very poorly (34%).

Six additional questions were asked about the bridge. Of these questions, there was the strongest agreement that the bridge must have bicycle and pedestrian access and amenities (82%).

Questions about ownership and bridge operations showed the community prefers a state agency such as ODOT own and operate a new bridge (55%), rather than a local agency or authority (21% support) or a private party or public-private partnership (7%).

Despite the critical importance of the bridge and after educating survey respondents about the bridge maintenance and access issues, respondents generally disagreed that the Port should ask residents to consider a higher toll to replace the bridge (48% disagree, with 49% agreeing or neutral). It appears there is a sizeable gap between those who support a new bridge with higher tolls (34%) and those who believe it is currently well maintained (59%).



	Agree	Disagree	Neutral	Don't know	Responses
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. Count Row %	365 34.2%	514 48.2%	157 14.7%	30 2.8%	1,066
Tolls should be set as low as possible, even if that means delaying replacement of the current bridge. Count Row %	340 31.9%	551 51.6%	155 14.5%	21 2.0%	1,067
The new bridge must have bicycle and pedestrian access and amenities. Count Row %	883 81.8%	120 11.1%	70 6.5%	7 0.6%	1,080
The new bridge should be owned and operated by a state agency (either ODOT or WSDOT or a combination of both). Count Row %	589 54.8%	141 13.1%	201 18.7%	143 13.3%	1,074
The new bridge should be owned and operated by a local agency or authority. Count Row %	224 20.9%	433 40.5%	263 24.6%	150 14.0%	1,070
The new bridge should be owned and operated by a private party or a public-private partnership. Count Row %	74 6.9%	723 67.5%	160 14.9%	114 10.6%	1,071
Totals Total Responses					1080

### Economic Development

ALmost half of respondents indicated that economic development to retain and expand locally owned businesses was critically important or very important (49%). Only 8% of respondents indicated that it was not important. Over three quarters said it was critically important, very important, or important to attract new business to the area and about 19% of people said this was not important.

Two additional questions were asked about economic development. More than half of people agreed that it is important that the Port of Hood River maintain its real estate portfolio to enable local businesses to operate and grow (54%) and that it is important to have developable properties ready to support the growth and retention of those businesses (58%). Roughly the same percentage of respondents were in disagreement with these statements or neutral on them. High neutral scores suggests this topic doesn't produce as many strong opinions or that awareness is low compared to other areas.



	Agree	Disagree	Neutral	Don't know	Responses
It is important that the Port of Hood River maintain its real estate portfolio to enable local businesses to operate and grow. Count Row %	579 53.9%	207 19.3%	205 19.1%	83 7.7%	1,074
It is important to have developable properties ready to support the growth and retention of locally owned light industrial businesses. Count Row %	627 58.3%	209 19.4%	189 17.6%	51 4.7%	1,076
Totals Total Responses					1076

### Port Public Services and Facilities

Most respondents indicated that the Port itself is important for the community. Over 71% of people selected critically important or very important. Over half of respondents said that the Port was managed well or very well (54%).

Three additional questions were asked about the Port's operation. A strong majority agreed that the Port should work to identify efficiencies to reduce the cost and scope of its operations (77%) and that the Port should seek collaborative partnerships with other agencies to deliver existing services (80%). Just over 40% agreed that the Port should increase its investments to improve the quality of its level of service and maintenance of its facilities. On this question, more than 40% of respondents were unsure or disagreed.

	Agree	Disagree	Neutral	Don't know	Responses
The Port should work to identify efficiencies to reduce the cost and scope of its operations. Count Row %	818 76.6%	51 4.8%	142 13.3%	57 5.3%	1,068
The Port should increase its investments to improve the quality of its level of service and maintenance of its facilities. Count Row %	462 43.5%	193 18.2%	276 26.0%	131 12.3%	1,062
The Port should seek to develop collaborative partnerships with other agencies (like the City, County, Parks & Rec, etc.) to deliver existing services. Count Row %	859 80.1%	56 5.2%	104 9.7%	53 4.9%	1,072
Totals Total Responses					1072



## Open-Ended Comment Analysis: At a glance

Two additional open-ended questions were included in the online survey. A total of N=948 individuals responded to the first question and N=843 individuals responded to the second question. Responses for each question were categorized into key topics.

### **What's the biggest issues facing our community?**

#### *Affordable Housing*

Affordability of housing was the most mentioned issue facing the community. Within the housing theme, respondents described these elements:

- Cost of living for workers
- Traffic congestion due to a growing percentage of workers finding more affordable housing outside of town
- Conflict between tourists and locals over lack of affordable housing
- Population growth in the City of Hood River
- Recognition that housing is not in the Port's scope, but a desire for the Port to help by embracing mixed-use development

#### *Bridge Replacement*

Bridge replacement was the second most mentioned issue. Common themes included:

- The importance of addressing the aging bridge
- Declining bridge safety
- The need for a bridge that can support more vehicle trips
- The need for a bridge with multi-modal access

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

#### *Bridge Replacement*

Bridge Replacement was by far the most mentioned answer. Common themes included:

- The need for a bridge that can support more vehicle trips
- The need for a bridge with multi-modal access
- The Port's role in owning and operating the bridge
- Bridge tolls

## Conclusions and next steps

The use of a survey prompted many interested individuals to engage with the project and provide input to project partners. However, there are significant limitations in the Port's ability to draw significant conclusions when those who completed the survey were disproportionately upper-income. More



inclusive outreach and research tools could be considered to ensure that the evolving community conversation around replacing the bridge is inclusive and representative.

What this survey does show is that many residents agree that replacing the Hood River to Bingen and White Salmon bridge is needed and should be a financial priority for the Port. The survey results also indicate that waterfront parks, beaches, and open spaces are the most important Port facilities to the community.

## Appendices

- a) Appendix A / Survey form
- b) Appendix B / Survey Response Statistics

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Port of Hood River  
2020-26 Strategic Business Plan

**Assumptions**

Commission Work Session

March 10, 2020

**General**

- The Port has provided significant benefits to the community and region since 1933. It should continue to exist and serve future community needs.
- Bridge replacement is the Port's highest priority because of its significance to the regional economy.
- Maintain emphasis on economic development and quality of life for both the Port District and Gorge region.
- The SBP should prioritize the Ports activities/asset areas in case of future revenue loss and service reductions.
- Adhere to the limitations of ORS 777 the State statutes governing Oregon Ports OR take steps to modify ORS 777 in support of broader Port goals.
  - If the latter, what Port goals?
- Continually seek to identify activities that support all areas of the Port District including the Upper Hood River Valley.

**Finance**

- The Port will not derive significant revenue from a replacement bridge.
- Seek new sources of revenue to maintain current activities in the future. The goal should be to replace all of current net bridge revenue.
- The SBP should define specific actions and milestones to achieve revenue targets.
- The primary areas for increasing revenue in the future are:
  1. Financial self-sufficiency in each asset area. The one exception is Waterfront Recreation.
  2. Increased revenue from the Port's leased property portfolio.

3. Improve operational efficiency.
  4. Lease revenue from construction of new building(s).
  5. Seek enterprise opportunities; e.g. tolling services to other public entities.
- Reduce the ongoing subsidy for the maintenance of waterfront recreation properties. It will not be possible to eliminate those subsidies entirely.
  - A variety of financial obligations must be met in the future regardless of the size or financial condition of the Port.

### **Operations/Management**

- Implement “Best Practices” and seek to be a model of excellence for special districts within the state of Oregon.
- Consider new collaborative partnerships with local public agencies to increase efficiency and service quality.
- Personnel in several senior positions are likely to retire in the next six years. Define steps for staff succession planning.
- Port facilities represent a significant asset in large-scale emergencies. Participate in local emergency preparedness efforts and plan for a support role in future emergencies.
- Perform regular audits of office systems and protocols to ensure high quality customer service, maximum efficiency, and minimal waste in terms of both time and materials.
- Maintain a robust lobbying presence in Washington, Oregon & Washington, D.C.

### **Communications**

- Increase efforts to enhance public communications and engagement.
- Continue best practices in terms of transparency, clarity, and adherence to OAR records retention rules and public information request fulfillment protocols.

- Implement measures to provide all public communication in bi-lingual format.
- Increase investment in public engagement efforts in Washington State.
- Build regional partnerships including other Port districts in both states.

## Development

- Continually invest in the Port's existing buildings to ensure their long-term viability. Do not seek to sell
- Separate from the Bridge, the Port can borrow \$8-\$10 million to invest in new buildings or land acquisition in the next 3 years. After that time frame, the potential to assume debt is severely limited.
- Invest in buildings that grow the Port's revenue or acquire land for long-term development or to meet community needs.
- Only sell land if absolutely necessary to achieve critical public policy objectives and meet Port revenue targets. Seek to build, ground lease or engage in public/private partnerships whenever possible.
- It is the policy of the Port never to sell properties bordering the Columbia River or Nichols Basin.
- Do not consider further waterfront development until a traffic study is completed and impacts on the transportation network are understood.

## Environment

- Emphasize sustainable development and renewable energy
- Support local efforts to improve regional mass transit fixed-route service
- Improve riparian habitat along the waterfront.

## Bridge

- Continue to invest in the current bridge as needed to ensure it remains safe and operational until a replacement bridge is constructed.
- Defer as many capital projects as possible in the next 5 years without compromising safety and without accelerating bridge deterioration. The Commission should evaluate deferred capital projects annually.
- If Bridge replacement appears uncertain by 2025, the Port will need to raise tolls and make a significant investment in the current bridge— estimated at \$50 million.
- Any bridge debt incurred by the Port must be fully paid if/when the bridge is replaced.
- The Port must be compensated for any land taken or facilities compromised as part of bridge replacement.

## Recreation

- The waterfront parks and open spaces are a major community asset and should be maintained at a high level by the Port in the future.
- Some portions of the waterfront **should** always remain free for public use.
- Make the waterfront accessible for handicapped and disabled persons, where feasible.
- Emphasize youth sports. Continue current policy of fee waivers for youth activities.

## Marina

- Maintain existing number of marina slips.
- **Existing boathouse leases will be terminated if minimum standards for maintenance/flotation cannot be met. – Evaluate use/risk/return.**

- Support efforts to increase the number of cruise ship landings and improve interaction with local businesses.
- The Boat Launch and parking lot should always be free for public use.

## **Airport**

- Continue to own, manage and maintain the Airport. It is an important community asset.
- The Airport will remain a small, VFR airport. The 3,040 ft. runway will not be extended or expanded.
- Balance growth at the Airport with negative impacts such as noise (Explore non-flight uses).
- The primary areas of focus for the Airport should be:
  - Recreational Flying
  - Emergency response
  - Aviation Technology R&D
  - WAAAM
  - Education/Pilot Training – GA pilot training encouraged.

## **Business Recruitment & Retention**

- Collaborate continuously with local businesses to understand market conditions and identify ways to support their business growth.
- Limit activities business recruitment activities unless local market conditions change. However, support regional business recruitment efforts by other entities.
- Support efforts by other agencies to increase affordable housing stock.
- Increase efforts to support local education and workforce training (especially as relates to trades/vocational training).
- The Port's primary area of emphasis should be vocational training for High School, community college and veterans.

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**November 10, 2020**  
**Fall Planning Session**

**Discussion Topic:**  
**Bridge Replacement Effort**

**Overview:**

The final EIS is expected to be completed by July 2021. Significant progress has been made to secure additional funding (BUILD Grant) and develop a bi-state coalition to advocate for bridge replacement. A legislative strategy is being implemented to secure authorization for a Bi-State Bridge Authority. Commission approval on a number of consultant contracts will be needed in the coming months to maintain project momentum and meet BUILD commitments. Over the next two years and beyond, the Commission will need to address and resolve a multitude of issues that will affect Port priorities, administrative capacity, financial resources and regional roles and responsibilities. Staff seeks to facilitate continued Commission discussion about these issues and direction on the best path forward to complete the work identified in the BUILD program. A conceptual schedule is included that shows phases through construction in 2026.

**Consequences:**

- Financial impacts—the bridge is the Port’s most significant revenue source.
- Administrative burden—time and focus of multiple staff members.
- Regional collaboration—the roles and responsibilities of local and state agencies are complex and will evolve over time.
- Existing bridge needs—Port must keep the existing bridge safe and operational. Use of funds for a replacement bridge will affect the current bridge and vice-a-versa.

**Key Issues:**

- BUILD/Phase 2 Next Steps

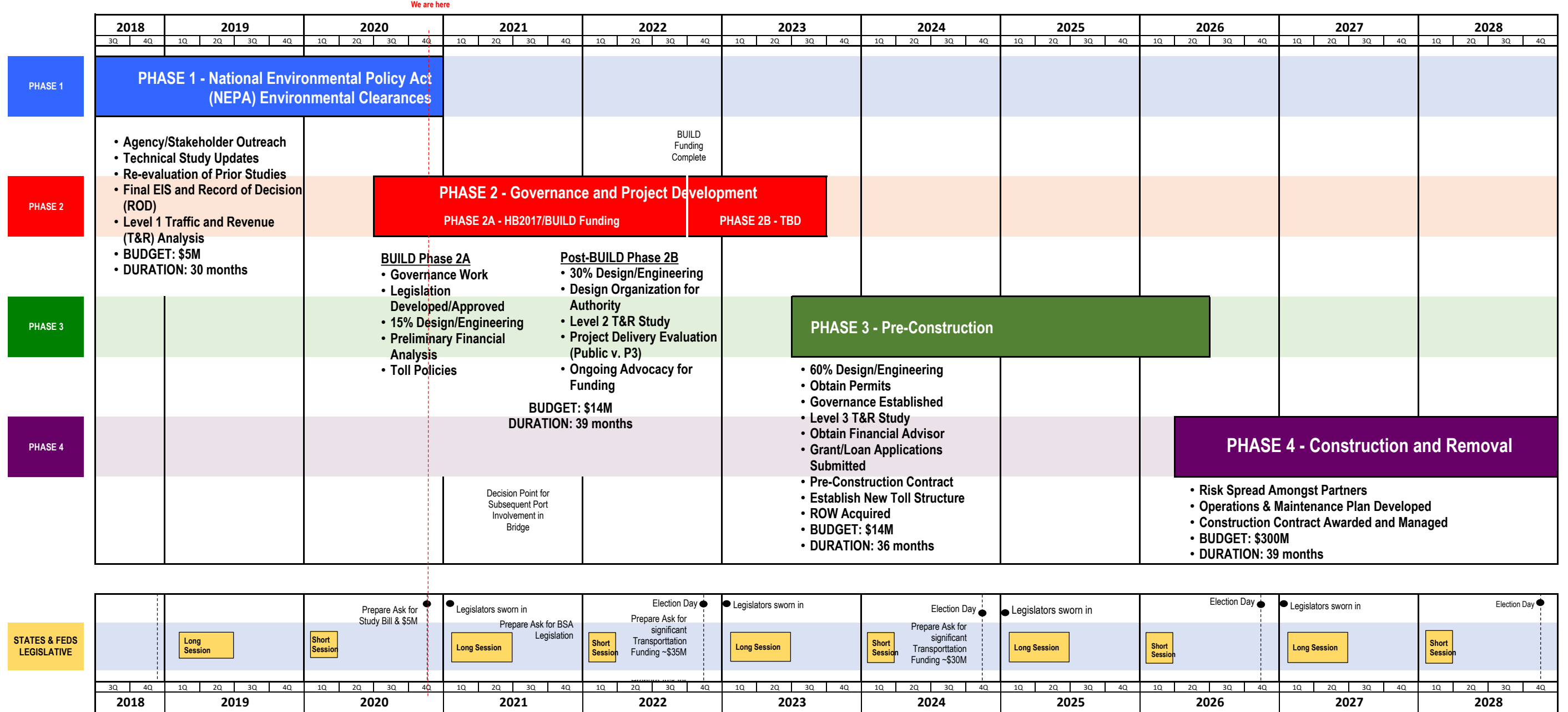
Staff seeks Commission consensus on the Contract Plan for the BUILD grant (attachment). The following are the most significant milestones for Phase 2A and 2B tasks:

- Goals/milestones for Phase 2A with BUILD funding
  - Develop and submit legislation for 2022 session creating Bi State Authority (BSA)
  - Preliminary Engineering (15%) including identifying staging areas, land acquisition for drainage, utilities and ROW, tribal and RR agreements, pier and foundation design, design risk register and have firmer cost estimate with 30-40% contingency
  - Toll Policies for new bridge
  - Preliminary financial analysis
- Goals/milestones for Phase 2B with additional \$6M funding
  - Identification of preferred project delivery method
  - P3 evaluation
  - Complete cost estimate with 20-25% contingency
  - Preliminary organizational framework for new bridge authority
  - Ready for USDOT TIFIA loan application
- Timing of Project Delivery evaluation (i.e. alternate delivery or P3)

- Later in Phase II as design nears 30%
    - Post-BUILD funding needed to get to 30% mark
  - Use of local expertise here in the Gorge? e.g.
    - Owners Rep for A/E Design Contract.
    - P3 Input
    - Development of a project construction schedule
- Project Funding
  - Should the Port use remaining HB2017 funds as match towards BUILD?
  - Total financial commitment the Port can make to bridge replacement. Factors:
    - Readiness to keep existing bridge safe and operational
    - Availability of funds for development projects
    - Use of 2018 toll increase moving forward
    - Revenue replacement
- Port Roles & Responsibilities
  - How long should Port take lead in project implementation
  - What is Port's role if/when Bridge Authority legislation is approved
  - How/when does Port seek transfer to DOTs
  - How long does Port maintain emphasis on lobbying for bridge replacement



**CONCEPTUAL PHASING SCHEDULE**  
**HOOD RIVER-WHITE SALMON INTERSTATE BRIDGE REPLACEMENT**  
**DRAFT 11/13/2020**



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## RECOMMENDED CONTRACTS THROUGH BUILD WORK

The Bi-State Working Group (BSWG) Memo of Understanding (MOU) identifies work necessary to develop the project into the Construction Phase. Phase 2 Work will be paid for as funding is obtained. Remaining funds from HB2017 would be eligible for the more immediate tasks; the BUILD funding and tolls will primarily pay for AE/Design work and costs (ie staff, legal, public information, supplies, about \$200k annually). Following is a list of the contracts or amendments required to continue bridge replacement forward into Phase 2:

1. Governance II Amendment, S. Siegel, \$200k. Prepare BSA legislation for '22 long sessions; provide support to legislators and agency administrators. Recommended approval in **November 2020**, completed December 2021. (Funded out of remaining HB2017 resource)
2. Project Delivery Contract, Lowell Clary, \$20k. Evaluate project delivery methods, review language AE/Design contract, recommendations for a TIFIA loan. This work will add to the AE/Design RFP effort. Recommended approval in **November 2020**. (Funded out of remaining HB2017 resource.) Anticipate subsequent amendment in FY2122 for \$20k funded from BUILD.
3. AE/Design RFP Amendment, Otak, \$22k. Develop bid documents and process for the selection of an AE/Design firm. Recommended approval in **November or December**. (Funded out of remaining HB2017 resource)
4. Peer Review RFP Contract, TBD, \$10k. Develop bid documents and process for the selection of an AE/Design Approval in **December or January**. (HB2017 resource)
5. BUILD Contract, FHWA, \$5M. No work can be reimbursed from BUILD until grant agreement executed. **January 2021** is likely approval date.
6. Geotechnical Amendment, WSP, \$650. Conduct geotechnical work up through Data Report; no final analysis required. This work will be an exhibit to the AE/Design RFP effort. Recommended approval in **January**.
7. Design Peer Review Contract, TBD, \$200k. Similar to Otak's advising on the NEPA process, the project would be advised to have a third-party review of the selected AE/Design Firm's work. Recommended approval likely in **Summer 2021**.
8. AE/Design Contract, TBD, \$4M+. Once the bid process is complete, negotiating contract with AE/Design firm to start the preliminary 15% engineering. The contract will include provisions for additional work to be completed on engineering/design services as funding is made available. Recommended approval likely in **Fall 2021**.
9. Traffic & Revenue Contract, Stantec, \$332k. If funding is available, contract with Stantec to complete Toll Policy review and Level 2 T&R. Could be two separate contracts.
10. P3 RFI/Industry Forum, TBD, \$50k. If funding is available, contract with Public Private Partnership (P3) professional to develop further understanding of P3 opportunities.
11. Website, TBD, \$10k

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**November 10, 2020**  
**Fall Planning Session**

**Discussion Topic:**  
**Real Estate Development Options**

**Overview:**

Over several years, the Commission has considered a variety of development options to achieve Port goals including additional, non-bridge related revenue. A Real Estate Investment Strategy (“REIS”) was approved in 2018 and a new Lease structure was implemented in 2019. Staff has been working through next steps as directed by the Commission. In late 2019, the Commission held a Real Estate Work Session and consensus direction was given to staff on various real estate projects. This is an opportunity for the Commission to review the efforts completed (outlined below), consider next steps give staff direction on each project.

<i>Potential Project</i>	<i>Direction Given and Actions Taken</i>
<b>Lower Mill</b>	Retain one or two lots for Port development. Market remainder.  <i>Retained architect. Completed conceptual designs and cost estimates for two buildings. Initial financial feasibility analysis completed.</i>
<b>Airport</b>	Pre-lease to non-active runway R&D companies, move to pre-development
<b>Commercial Hangar</b>	<i>Retained architect. Completed conceptual design and cost estimate. Market analysis done-- pre-lease interest for 12,000 s.f.</i>
<b>Box/T-Hangars</b>	Retained architect. Completed conceptual design and cost estimates. Determined eligibility of connection to taxiway for FAA funding.
<b>Barman</b>	Consider optimal land uses and determine developer interest but only after traffic impacts on other waterfront properties are considered.  <i>Traffic analysis completed. Started work on Request-for-Information (RFI)-- on ED work plan.</i>
<b>Industrial Land Acquisition</b>	Pursue acquisition(s) opportunities.  <i>Exit #62 Purchase Agreement signed. Due diligence completed. Commission decision to terminate. Additional acquisition opportunity identified.</i>
<b>Lot #1</b>	Consider recreation proposal. Preserve Preliminary Subdivision Plan (PSP), but consider alternative/phase approaches with City.  <i>PSP extended for one year. Evaluation of phasing alternatives completed. Port build of Anchor Way extension considered and discussed with City.</i>

**Potential Actions/Alternatives:**

There are six projects to consider with various options for each. The Commission may consider moving forward with the next steps, understanding that development is a phased process with opportunity for discussion and change of direction throughout. The following pages outline each development opportunity and choice of direction.

## Lower Mill

Project description: The Lower Mill has two shovel-ready lots where buildings could be constructed by the Port for lease. The other two lots remain for sale, with some wetland work left to complete on the larger lot.

### Goals:

- Provide LI space for local business expansion
- Increase jobs in HR county
- Create long term cash flow

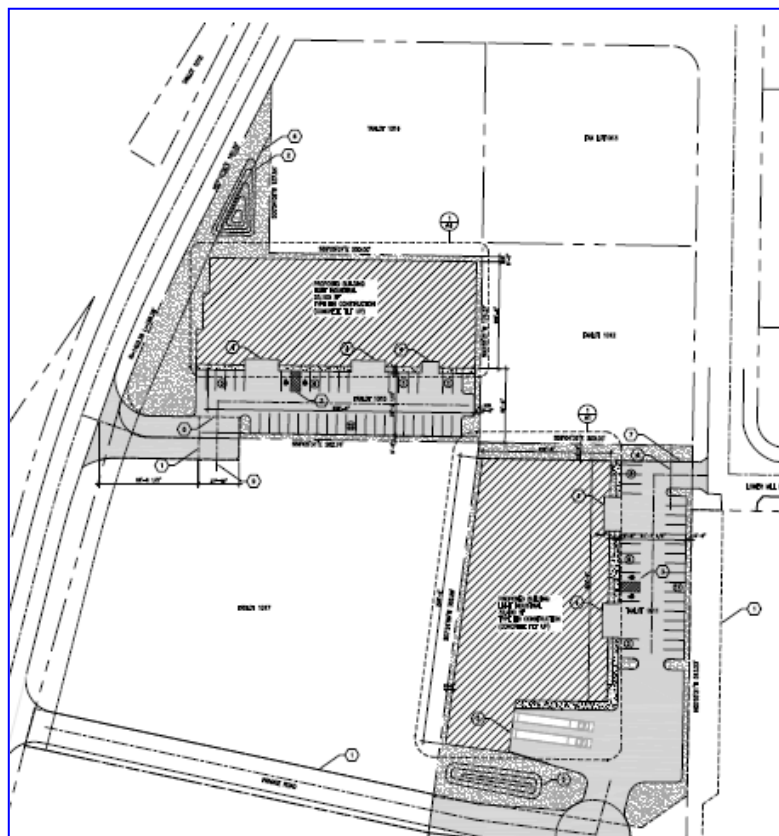
Actions taken: Completed 10% design and cost estimates.

### Recommended next steps:

- Market smaller building to potential tenants for pre-leasing
- If get 50% pre-leased, prepare A&E RFP

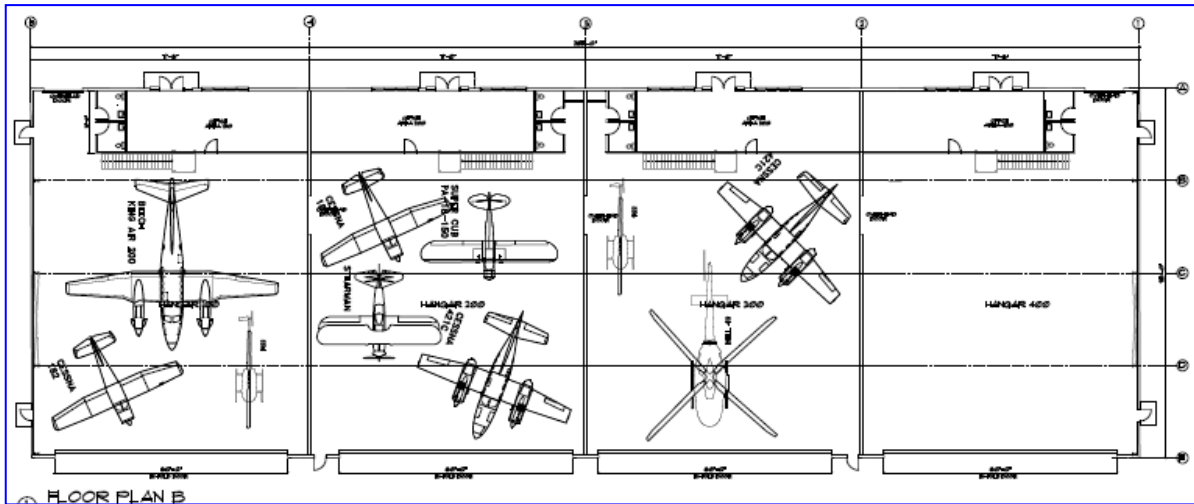
Building Size	Const. cost	Est. IRR	Est. occupancy
21,500-32,400	\$4 & 4.5 Million	2%	Q4-22

<input type="checkbox"/>	<b>Yes</b>	<input type="checkbox"/>	<b>No</b>
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## Airport- Commercial Hangar

Project description: As part of the Connect 6 project, the Airport now has two shovel ready building pads. Staff has soft marketed the design and there are interested parties ready to lease a building constructed by the Port.

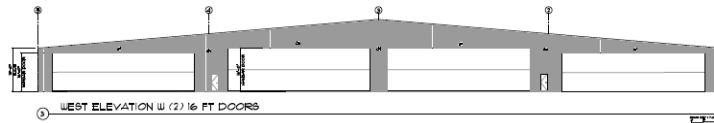


### Goals:

- Provide R&D space for UAV companies
- Increase jobs in HR county
- Create long term cash flow

### Actions taken:

- Completed 10% design and cost estimates.
- Local business commitment to lease 50% of building
- Completed infrastructure improvements (COVI)



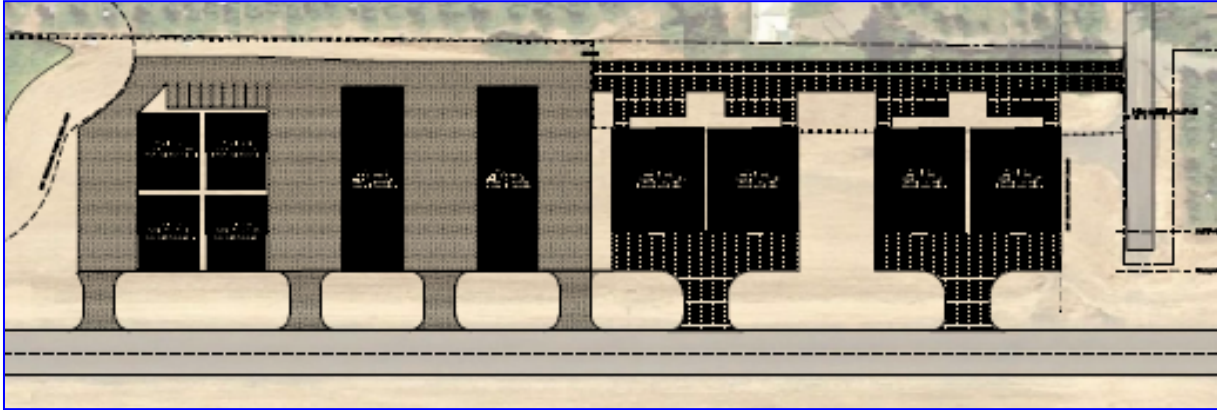
### Recommended next step:

- Draft and execute lease for pre-lease commitment
- Issue RFP for design contract for final design

Building Size	Const. cost	Est. IRR	Est. occupancy
29,600	\$3.5 Million	34%	Q4-21

<input type="checkbox"/>	<b>Yes</b>	<input type="checkbox"/>	<b>No</b>
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## Airport Box-T Hangars



Project description: The airport has one location on the East side that could hold T and/or box hangars. These could be built by the Port and leased or built by private parties or a combination of Port and private ownership. The number of T hangars and the size of box hangars would depend on the market demand for each.

Goals:

- Meet market demand
- Create long term cash flow

Actions taken:

- Completed 10% design and cost estimates.
- Local interest list of 13 potential owners.
- Completed PNW airports land lease rate survey.
- Completed T hangar rate survey
- Included site design and construction costs in FAA NPE planning

Recommended next step:

- Market survey with materials to gauge size and ownership preferences
- Complete box hangar rate survey
- Issue RFP for design contract for final design

Building Size	Const. cost	Est. IRR	Est. occupancy
4000	\$390,000	-8%	Q4-21

<input type="checkbox"/>	<b>Yes</b>	<input type="checkbox"/>	<b>No</b>
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**Barman**

Project description: The Barman property is the only C-2 zoned parcel left on the waterfront. As such, there is great interest from private developers. The Commission previously explored issuing an RFI/Q/P that could garner interest and ideas from the development community. This site best holds the potential for a public/private partnership to ensure a development project and secure long-term revenue without the use of Port capital.

Goals:

- Create long term cash flow
- Create jobs in HR county
- Create gateway to the Waterfront

Actions taken:

- Completed traffic study
- Basic RFI proposal

Recommended next step:

- Approve RFI strategy
- Issue RFI
- Review submittals with Commission



Lot Size
.86 acre

<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
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## Lot #1

Project description: Lot 1 is a long-term development project that the Port has taken incremental development steps on for over 10 years. There are inherent challenges to development including infrastructure requirements, zoning restrictions and public expectations. Proceeding to implement the preliminary subdivision plan that has been approved by the City would require a commitment to invest in infrastructure that exceeds the financial capacity of the Port with few prospects for a return on investment in the near or medium term. The However the Commission may want to consider moving forward with one key infrastructure investment that will be required in any future development plan and doesn't require a decision on use or final plat design.

### Goals:

- Pave the way for future development
- Demonstrate progress on transportation connectivity
- Support mass transit efforts

### Actions taken:

- Concept plan for Anchor Way extension
- Initial land use & entitlements discussion with City

### Recommended next step:

- Explore grant opportunities
- 10% engineering design and project cost estimate

Est. timeframe	Const. cost
	\$1.5 million

<input type="checkbox"/>	Yes	<input type="checkbox"/>	No
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**November 10, 2020**  
**Fall Planning Session**

**Discussion Topic:**

Ken Jernstedt Airfield Noise Issues

**Overview:**

For several years the Port has been working to address concerns about noise generated at the Airport and its impact on surrounding neighborhoods. Public meetings in 2017/18 resulted in the development and adoption of a Fly Friendly program in 2018. In May of this year, a workgroup composed of pilots and nearby residents was formed to discuss additional noise concerns and identify possible response actions. The group has since met monthly to create a list of potential actions, currently being evaluated, for discussion with stakeholders and the Airport Advisory Committee (AAC). Ultimately, a staff report will be prepared with a Situation Assessment (see attached) and potential actions for Commission consideration. The initial, partial list of potential actions below provides a snapshot of current activity. There is no consensus and it has been a challenging effort. Initial Commission feedback is sought on the process, key issues and potential actions.

<b>Potential Action</b>	<b>General challenges</b>
Include voluntary noise reduction guidelines for the FBO.	The Port cannot limit access or operations. There may be guidelines that could assist in decreasing noise specific to FBO operations. Legal review and expert input necessary. There are budget implications.
Include voluntary noise reduction guidelines for all commercial operators.	The Port cannot limit access or operations. There may be guidelines that could assist in decreasing noise specific to commercial operations. Legal review and expert input necessary. Budget implications. Disagreement.
Respond to and report on all noise complaints.	The noise complaint system is inconsistent and needs improvement. Potential budget implications for new system.
Capture airport usage data.	Currently no way to track operations, noise or usage data. Budget implications.
Evaluate FBO subsidy.	Discussion on including budget items, revenue assumed to be dedicated to noise reduction.
Capture low flying aircraft data.	Useful data is challenging to acquire. FAA response is uncertain. Budget implications.
Purchase prop for glider club.	Agreement that the tow plane needs quieter prop. Disagreement that Port should pay for it.
Implement landing fee.	Discussion on including budget items, revenue would be dedicated to noise reduction actions. Could deter airport usage and potentially reduce other revenue streams.

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## AIRPORT NOISE WORKGROUP Situation Assessment

**DRAFT ONLY 10-29-20**

### INTRODUCTION

On June 22, 2016, the Port of Hood River held its first public airport noise meeting at WAAAM. Eighty-five people attended, along with the Fixed Based Operator (FBO), Port staff and Commissioners, and Airport Advisory Committee (AAC) members. The goal of the meeting was to listen to the community's input regarding increasing noise at the Airport and its impacts on the local community. The meeting resulted in a year-long public outreach process, including two more large public meetings wherein the Port gathered data, listened to feedback, and provided expert panels to answer questions of the community. The process finalized with the creation and implementation of a Fly Friendly program and a commitment from the Port to work through noise issues. The Fly Friendly program is a standard voluntary program which aims to reduce noise and alert pilots to sensitive communities so that they can fly in a respectful manner. The goal was to test the program for 1-2 years to determine whether it was working and/or more needed to be done.

In the community-wide Port survey of January 2020, 164 respondents said that airport noise is a significant issue in their home or neighborhood. Due to that feedback and individual input, an ad hoc Airport Noise Working Group was formed in the summer of 2020 to address and identify additional solutions. It was determined that Fly Friendly had helped, but that there was more work to do. The Working Group included three pilots from the AAC, three residents, and Port staff.

The purpose of the group is to create recommendations that would then be considered by the Airport Advisory Committee (AAC) in draft form. Then, the report will go to the Port Commission for preliminary review and input. The recommendations would return to the Working Group, then to the AAC, which would submit a final list of recommended actions to the Port Commission for consideration and approval. If approved, staff would investigate the recommendations further and plan implementation. Individual actions would be brought to the Commission for approval of budget and policy changes.

The group agreed to the following shared understanding:

- Residents feel that noise levels from 2016-19 were incompatible with a rural residential community.
- Airport users and residents want the airport to be a good neighbor.
- The Port should take actions to mitigate noise.

The group formulated the following purpose statement:

*“Develop recommendations for Port actions to manage airport noise at a level acceptable to the community now and for the future, for ultimate review/approval by the Port Commission.”*

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**November 10, 2020**  
**Fall Planning Session**

**Other Issues**

The following are other topics that warrant discussion during Fall Planning if time allows or at a future Commission meeting.

**Airport FBO**

The current FBO is working under a 5-year agreement with the Port that ended in 2019. The Commission approved a 1-year extension to December 31, 2020. Per FAA guidelines, the Port should issue an RFP every five years for FBO services. Staff has worked on a revised FBO agreement that incorporates changes made with new Minimum Standards, adds a fuel flowage fee, clarifies required services and increases reporting. Financials will be required that will give the Port a reasonable picture of the FBO's business operations and what kind of subsidy if any, is needed for such services. The Commission will be able to review the RFP before issuance.

**Existing Bridge Capital Maintenance Needs**

The Port maintains a 30-year model that estimates capital maintenance needs to keep the existing bridge safe and operational for the long term. Currently capital spending is postponed for as long as possible to determine if bridge replacement efforts show sufficient progress to delay bridge capital spending further. However, under the most optimistic circumstances a new bridge would not be operational until 2027. This means that each year the Commission will need to consider recommendations from bridge engineers and staff to determine what projects are reasonably necessary to carry out and how to pay for them. In some cases, projects will be necessary anyway (e.g. concrete approach ramp replacement) and the Commission will need to ensure that sufficient access to capital is available for completion.

**Ordinance 24 Update**

Ordinance 24 governs public conduct on the Port's waterfront properties. Although Ord. 24 is lengthy and detailed, the ability of a Port Authority to impose and enforce rules is limited by State statute. The most challenging examples of the limits of Od. 24 stem from issues on the waterfront, typically in the summer. These include reckless or confrontational behavior, parking in improper locations and overnight parking that does not rise to a criminal offense. In these cases, Ord. 24 allows Port staff to "Trespass" an individual, which is a misdemeanor criminal offense, but in many instances would not be prosecuted by the DA and brings with it a slew of questions such as duration of expulsion, appeal rights, etc. Changes can be made to Ord. 24 to make it more effective, but they require significant effort by the Port's General Counsel and some additional risks to the Port. Still, staff believes that changes should be considered-- the current situation is an ongoing source of frustration for staff and seems to be worsening.

**Succession Planning for Port Management Staff**

Several employees of the Port are nearing retirement age. Anticipating the possibility of multiple retirements in the next four years requires attention to a succession plan that ensures, as much as possible, that the Port can move ahead successfully to a new staff lineup and maximum transfer of existing knowledge and experience. This is a 20/21 ED Workplan item. It may best be developed in conjunction with the Personnel Committee before Commission discussion.