



# Port of **HOOD RIVER**

## 2026 - 2032 Strategic Business Plan



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Facilitated by



**POINTS**  
CONSULTING

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# 1. Executive Summary & Introduction

## Executive Summary

The Port of Hood River contracted with Points Consulting (PC) in April 2026 to produce an updated Strategic Business Plan (SBP) to establish the Port's long-term strategic direction and guide priorities and investments over the next several years. The plan serves as the primary strategy document for the Port Commission, staff, and Port constituents to guide operations, projects, and practices for the next six years. It is also intended to meet the requirements of the State of Oregon. Per the requirements of OAR 123-025-0016, ports in Oregon are required to complete an SBP every 10 years. Plans must meet standards and requirements laid out in the Statewide Ports Strategic Business Plan.

The Port of Hood River occupies a unique position within Oregon's port system, serving as both an economic development agency and a provider of transportation, recreation, and public facilities. In addition to supporting commercial and industrial development, the Port owns and operates the Hood River Marina, Ken Jernstedt Airfield, Hood River-White Salmon Bridge, and numerous waterfront recreation facilities. These diverse responsibilities allow the Port to fulfill its mission by promoting economic opportunity and enhancing the quality of life in the region.

The Strategic Direction & Implementation Plan is the most important component of the SBP, charting the Port's direction over the life of this plan. Many of the Port District's needs are addressed within this framework, including management, financial, property, environmental, and marketing goals. These goals are organized by Port asset with 10 overall objectives that the goals fit into. In short, the objectives include:

### **Central Services & Administration**

- Objective 1: Continue policies and partnerships that align with Port values
- Objective 2: Support informed decision making through ongoing Strategic Plan implementation

### **Real Estate Management & Development**

- Objective 3: Diversify revenue and strengthen financial sustainability
- Objective 4: Foster economic development and business growth in the Columbia Gorge

### **Ken Jernstedt Airfield**

- Objective 5: Strengthen Airport operations, financial sustainability, and community relations
- Objective 6: Grow the Airport as a hub for aviation, innovation, and business development

### **Marina Basin**

- Objective 7: Ensure quality facilities at the Marina for the community and visitors
- Objective 8: Create community and economic value through Marina development

### **Waterfront Recreation**

- Objective 9: Maintain and enhance existing levels of service at the Waterfront

## Hood River-White Salmon Bridge

- Objective 10: Ensure dependable and safe cross-river transportation as the Bridge moves toward replacement

All Goals for each asset and Objective can be found in [Chapter 3](#) of this report. The Implementation Plan is located in [Chapter 5](#).

## Capital Improvements Plan

Table 1.1 summarizes the Port's highest-priority capital improvement projects across its Strategic Areas, consistent with the Objectives and Goals the Port is pursuing. These represent the projects the Port intends to advance first over the next six years, subject to available funding.

**Table 1.1: Key Projects, Capital Improvements Plan**

| Project                                                              | Est. Cost         | Target Yr | Priority | Funding            | Yr cost Est. |
|----------------------------------------------------------------------|-------------------|-----------|----------|--------------------|--------------|
| <b>Industrial/Commercial Real Estate</b>                             |                   |           |          |                    |              |
| Admin. & Facilities Remodel                                          | \$885,000         | 2027      | 1        | POHR               | 2026         |
| Jensen Roof Replacement                                              | \$1,100,000       | 2027      | 1        | POHR               | 2026         |
| First Street Realignment                                             | \$8M-\$12M        | 2029      | 1        | Grants/ POHR       | 2026         |
| Construct Roundabout at 2nd and Riverside                            | \$9,415,000       | 2029      | 1        | Grants/ POHR       | 2026         |
| Marina East & West Redev.                                            | Port Contrib. \$0 | 2029      | 1        | Private            | 2026         |
| CAT Transit Facility (CAT Delivered Project, with Port Coordination) | Port Contrib. \$0 | 2029      | 1        | CAT                | 2026         |
| <b>Ken Jernstedt Airfield</b>                                        |                   |           |          |                    |              |
| N. Apron & TW Reconfig & TW A1 Rehab: Phase II                       | \$250,000         | 2027      | 1        | FAA/POHR           | 2026         |
| RW 7-25 Maint & MIRL Replace & TW Maint: Design                      | \$200,000         | 2028      | 1        | FAA/POHR           | 2026         |
| RW 7-25 Maint & MIRL Replace & TW Maint: Construction                | \$1,460,000       | 2029      | 1        | FAA/POHR           | 2026         |
| Terminal Building                                                    | \$8,891,996       | 2029      | 1        | Grant/POHR         | 2026         |
| <b>Marina</b>                                                        |                   |           |          |                    |              |
| Complete the 2026 Marina Basin Master Plan (Phase I)                 | \$40,000          | 2026      | 1        | POHR               | 2026         |
| <b>Waterfront Recreation</b>                                         |                   |           |          |                    |              |
| Build New Restroom/Plaza @ Nichols Park                              | \$675,000         | 2031      | 2        | Grant              | 2021*        |
| Build New Changing Facility @ Frog Beach                             | \$10,000          | 2028      | 2        | Grant (Foundation) | 2026         |
| <b>Bridge</b>                                                        |                   |           |          |                    |              |
| Misc. Steel Repairs                                                  | \$300,000         | Biannual  | 1        | POHR               | 2026         |

Source: Points Consulting and Port Staff using POHR 2026 Spring Planning, Airport Master Plan, and 2021 SBP

## Financial Profile

This SBP was directly informed by our on-site qualitative analysis, along with quantitative data. Overall, the Port is in a very healthy position in terms of finances, conscientiously maintaining significant reserve funds to ensure financial stability for years to come.

Over the past 10 years, looking at the Port's different Strategic Areas, the Bridge was the only asset consistently generating net positive revenue. Due to this, the Bridge Fund has historically subsidized other Port activities; however, as of June 30, 2026, Bridge toll revenue may no longer be used for non-Bridge purposes. This change removes a major historical funding source for the Port's other Strategic Areas and underlies the plan's emphasis on diversifying revenue, strengthening financial forecasting, and pursuing self-sustainability across the other assets.

Industrial and commercial real estate operating revenue has exceeded expenditures in most of the past 10 years, with positive net operating income projected again in fiscal year 2027. The Port is working to improve this area to support long-term sustainability. The Airport also continues to work toward financial self-sufficiency. Operating expenditures have exceeded revenue in every year over the past decade; however, current development, including the south T-hangars and the new terminal building, is expected to help increase future revenues for the Airport.

## Socio-Economic Profile

The economic profile of the Port District included overall demand analysis and existing markets. Hood River County's economy has largely stagnated in recent years, lagging significantly behind Oregon and the nation in terms of employment growth, with total employment remaining below pre-pandemic levels despite mild growth since 2020. Health Care & Social Assistance (14%); Agriculture, Forestry & Fishing (13%); Accommodation & Food Services (10%); Manufacturing (10%); and Retail Trade (10%) represent the top employment sectors in Hood River County.

The fastest growing industries over the last decade are Arts, Entertainment & Recreation (+46%), Construction (+44%), and Real Estate, Rental & Leasing (+31%). Investments into these industries could be beneficial as they each represent growing demand in the District. Tourism is an important industry to the Hood River economy, and one that can continue to be capitalized on as many visitors come to Hood River for outdoor recreation.

The demographic profile of the District provides further insight into how the region is developing. Hood River County is growing overall with most of that growth concentrated in the City of Hood River, which grew over 14% in the past decade. Of the other communities within the Port District, Parkdale CDP has also grown in the past decade (+11%), while Mount Hood CDP (-27%) and Odell CDP (-4%) have both experienced declines in population. By 2045, Portland State University's Population Research Center forecasts Hood River County to continue growing at a steady pace (below state but above national levels of growth). The County also has a healthy population of working-age residents (25–54 years) as well as young children. This indicates a substantial working-age and family population, reinforcing the importance of supporting living-wage employment opportunities.

## Introduction

### *Process Overview*

As part of this Strategic Business Plan (SBP), Points Consulting (PC) has performed extensive regional research, conducted interviews, and hosted workshops with the Port Commissioners and staff. Our team has also reviewed socioeconomic data, analyzed the Port's assets, and carried out several modes of community outreach to complete the SBP. Community outreach included public meetings, focus groups with stakeholders, a community survey, and one-on-one interviews with key personnel.

To avoid confusion, we define a few terms below:

- **The Port** or the **Port of Hood River** refers to the organization, the Port of Hood River.
- The **Port District**, or the **Port Tax District**, refers to the area within Hood River County that pays taxes to the Port.
- The **Port vicinity** refers to the area in which the port has historically developed, operated, and sold properties.

### **Port Overview**

The Port of Hood River is a public agency that provides five major facilities and services in the Hood River Area: the Bridge, Marina Basin, Ken Jernstedt Airfield, Waterfront Recreation, and Real Estate Management & Development. The Port was incorporated in 1933 to support industrial development. As the region has grown, so has the scale and importance of the Port's facilities and services.

The Port's role in the local economy expanded significantly in 1950 with its purchase of the Hood River-White Salmon Interstate Bridge and the responsibilities and revenues that came with it. During the 1960s and 1970s, the Port transformed the Waterfront through a series of fill projects. It acquired the Airport in 1976 and, beginning in the 1980s, acquired and renovated several commercial buildings. In the 1990s, the Port developed a business park in Odell and, beginning in the early 2000s, expanded industrial, commercial, and recreational facilities along the Waterfront. That work continues today. For a more detailed account of Port history, see [Appendix B](#).

## Port Commission & Leadership

### ***Port Commissioners***

According to ORS 777, each Oregon port is to be governed by five commissioners. The Port Commissioners serve four-year terms and meet at least monthly (also attending any special meetings). Additionally, they must have a president, vice president, treasurer, and secretary.



**Heather Gehring**  
*President, Position 2*  
Elected 2021, 2025  
Term Expires 2029



**Tor Bieker**  
*Vice President, Position 5*  
Elected 2023  
Term Expires 2027



**Kristi Chapman**  
*Secretary, Position 4*  
Elected 2019  
Reelected 2023  
Term Expires 2027



**Kathryn Thomas**  
*Treasurer, Position 3*  
Elected 2025  
Term Expires 2029



**Ben Sheppard**  
*Commissioner, Position 1*  
Elected 2017  
Reelected 2021, 2025  
Term Expires 2029

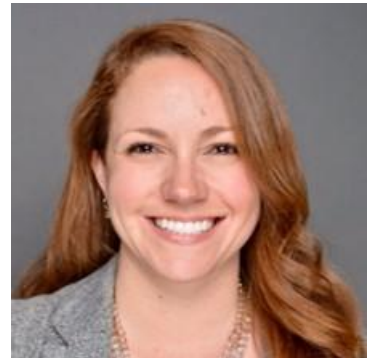
## ***Port Leadership & Staff***



**Kevin Greenwood**  
*Executive Director*  
*October 2022-Present*



**Debbie Smith-Wagar**  
*Finance Director*



**Megan Channell**  
*Director of Capital*  
*Development and*  
*Planning*



**Patty Rosas**  
*Executive Assistant*



**Amanda Rose**  
*Director of Real Estate &*  
*Asset Management*



**Jana Scoggins**  
*Deputy Finance*  
*Manager*



**Marcela Diaz**  
*Customer Service*  
*Manager*



**Melissa Manzo**  
*Real Estate & Facilities*  
*Supervisor*



**Emily Curtis**  
*Capital Projects &*  
*Operations Coordinator*

## Staff Guidance

The Port of Hood River Staff follow the Port's Employee Handbook, which establishes expectations for workplace conduct, employment practices, safety, benefits, leave, and administrative procedures.<sup>1</sup> The handbook gives Port Staff a framework for employee responsibilities, and provides them with a clear, shared guide so their work is aligned with Port policy, public-agency standards, and the Port's mission.

## Strategic Partners

The following list includes important regional and local strategic partners for the Port of Hood River. Maintaining and strengthening these partnerships will be central to the Port's future, supporting community sustainability and economic development. Increased communication and collaboration with these regional partners will benefit the Hood River community.

- Business Oregon
- City of Hood River
- City of White Salmon
- Columbia Gorge Community College
- Columbia Gorge Small Business Development Center (SBDC)
- Columbia River Gorge Visitor's Association
- Columbia Gorge Wind & Water Association
- Columbia River Inter-Tribal Fish Commission (CRITFC)
- East Cascades Works
- Federal regulatory agencies
- Gorge Sailing Center
- Gorge Technology Alliance
- Hood River Area Trail Stewards (HRATS)
- Hood River Chamber of Commerce | Visit Hood River (HRCCC | VHR)
- Hood River County
- Hood River County School District
- Hood River Latino Network
- Hood River Outrigger Canoe Club (HROCC)
- Hood River Soaring
- Hood River Valley Parks & Recreation
- Hood River Yacht Club (HRYC)
- Hood River-White Salmon Bridge Authority (HRWSBA)
- Klickitat County
- Mid-Columbia Economic Development District (MCEDD)
- National Park Service (NPS)
- Oregon Department of Transportation
- Oregon Parks and Recreation Department (OPRD)
- Oregon Public Ports Association
- Port of Cascade Locks
- Port of Klickitat
- Port of Skamania
- Port of The Dalles
- Port tenants & concessionaires
- Special Districts Association of Oregon
- State regulatory agencies
- U.S. Army Corps of Engineers (USACE)
- Wylde Wind & Water

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<sup>1</sup> Port of Hood River, *2025 Employee Handbook*, (Port of Hood River, OR: 2025), accessed August 1, 2026, <https://www.portofhoodriver.com/files/de4fbeedb/2025.EmployeeHandbook.Final.pdf>.

## Port Facilities

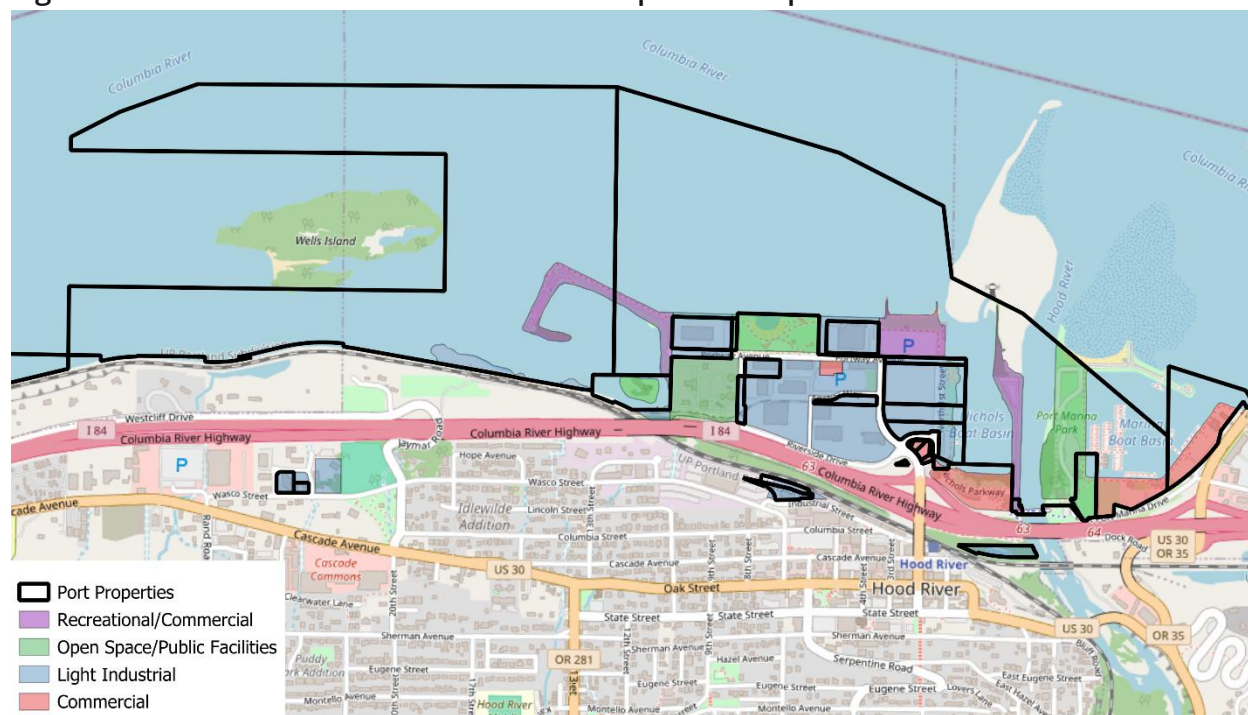
Port-owned and operated facilities provide the following services to the region:

- **Transportation:** The Hood River-White Salmon Interstate Bridge, Port-owned roads, parking facilities, and transit centers
- **Air Service:** The Ken Jernstedt Airfield
- **Recreation and Tourism:** Hood River Waterfront Recreation sites, the Waterfront Trail, the Hood River Marina, and the Port Marina Park
- **Industrial and Economic Development:** The Waterfront Business Park, the Big 7 Building, the Wasco Building, and all other Port-owned commercial and industrial buildings and developable lands

The Port District extends south from the Columbia River through the Hood River Valley. It covers about half of Hood River County, including the City of Hood River and the unincorporated towns of Odell and Parkdale.

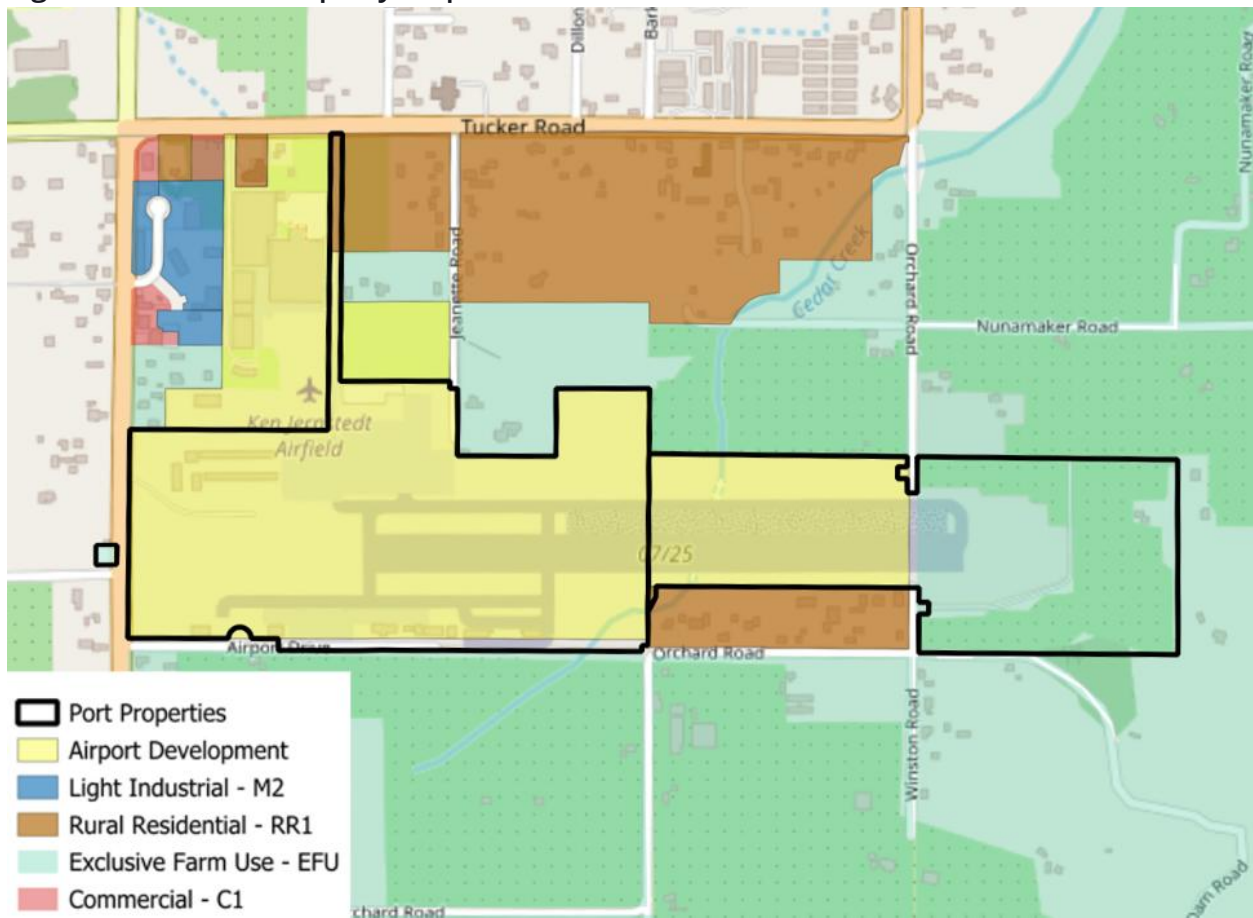
Figures 1.1–1.3 illustrate the location of Port-owned properties and the zoning designations of each property. The Port also owns two adjoining parcels near Mosier on the edge of Wasco County that are designated as open space. These parcels are not shown.

Figure 1.1: Waterfront & Downtown Port Properties Map



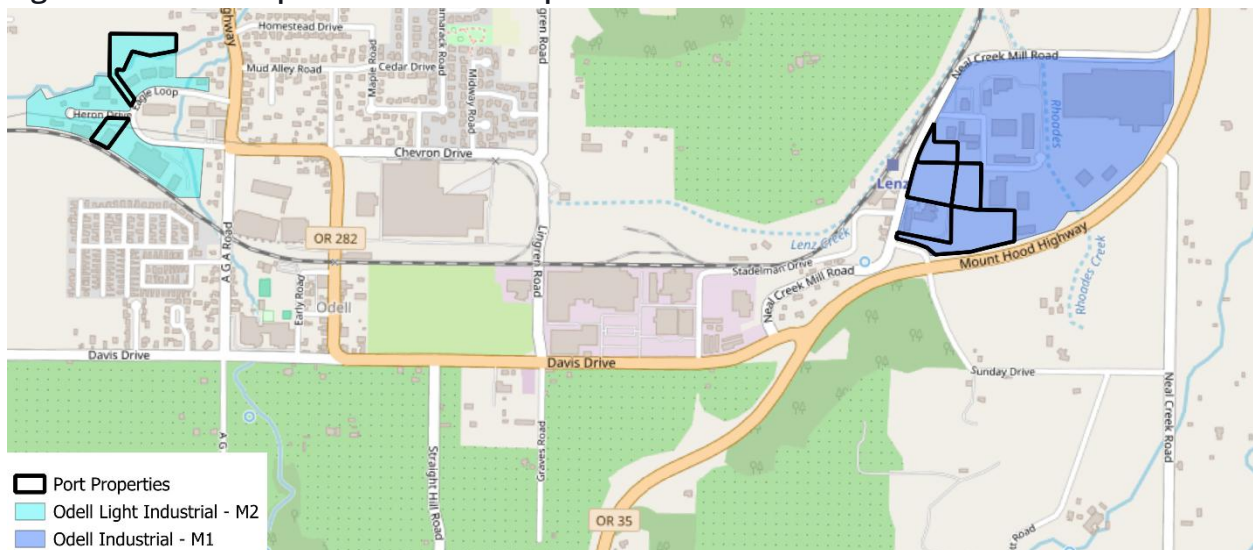
Source: Points Consulting using Hood River County GIS Data

Figure 1.2: Airfield Property Map



Source: Points Consulting using Hood River County GIS Data

Figure 1.3: Port Properties in Odell Map



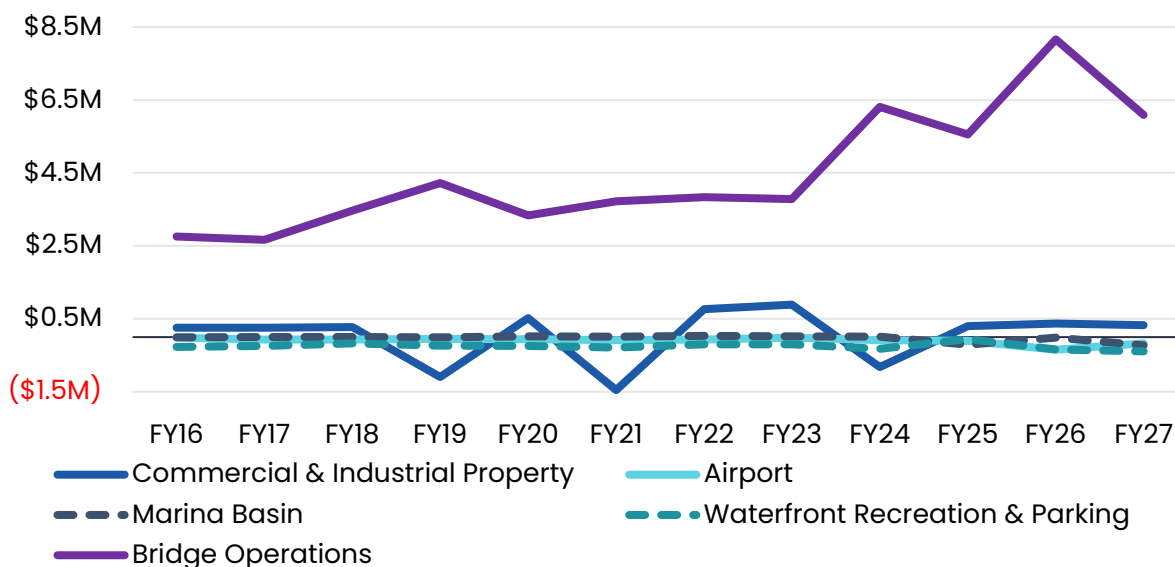
Source: Points Consulting using Hood River County GIS Data

## Port Resources & Financial Condition

To present the Port's plan for the next six years, we must first give an overview of the Port's current inventories and financial position. This summary touches on the Port's five "Strategic Areas," focusing on high-level operating revenue and expenditures.<sup>2</sup> The Port also provides regular updates to Commissioners and the general public on the performance of each specific asset under these headings, a level of detail unnecessary for this summary.

As has been the case for many years, the Hood River-White Salmon Bridge is the asset that brings in the most revenue to the Port through the tolls (Figure 1.4). Currently, several of the Port's Strategic Areas do not generate enough operating revenue to fully cover their operating expenditures and therefore rely on other Port resources. In fiscal year 2026, the only departments with net positive revenue were Bridge Operations and Commercial & Industrial Property. The Marina Basin breaks even, or even has a slight surplus, in some years, but not all. As of June 30, 2026, Bridge revenue can no longer be used for non-Bridge activities. Because of this, making the other Strategic Areas more financially sustainable is now a major focus for the Port.

**Figure 1.4: Net Operating Income (NOI) for Port Strategic Areas, FY16–FY26**



Source: Port of Hood River adopted budgets

Figures 1.5–1.10 illustrate the past 10 years of Port operating revenue and expenditures, as well as the budgeted amounts for fiscal year 2026/27. In the General Fund (shown in Figure 1.5) operating revenue and expenditures are very close in most years, but in three of the

<sup>2</sup> Operating Revenue for the Port is defined as revenue earned through ongoing Port operations: leases/rents, moorage, parking, airport fees, tolls, etc.

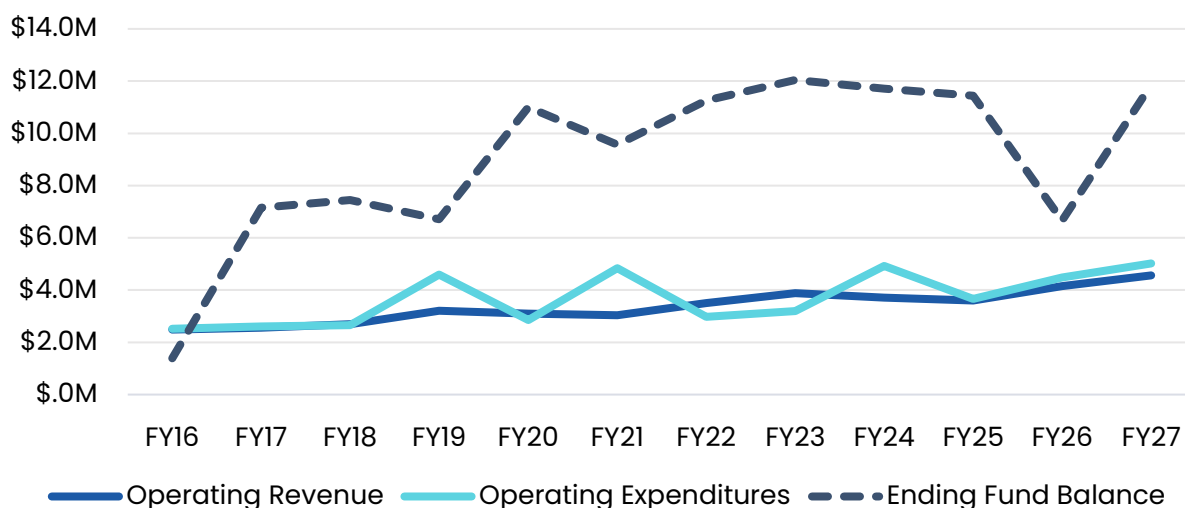
Operating Expenditures are defined as ongoing Port costs (O&M): Personnel Services, Materials & Services, and Debt Service.

See [Appendix G](#) for more financial definitions.

past 10 years the net operating loss exceeded \$1 million. In FY26, the deficit was not quite that large, but it was still substantial at \$327K, and it is projected to grow to \$458K in FY27.

Throughout this period, the Port has kept a positive and substantial overall ending fund balance each year through a mix of Bridge tolls, grant revenue, and other non-operating revenue. This will become harder in future years with the loss of Bridge toll revenue, but with careful planning and smart investments in revenue-generating development, the Port can stay financially sustainable.

**Figure 1.5: General/Revenue Fund, FY16–FY26<sup>3</sup>**

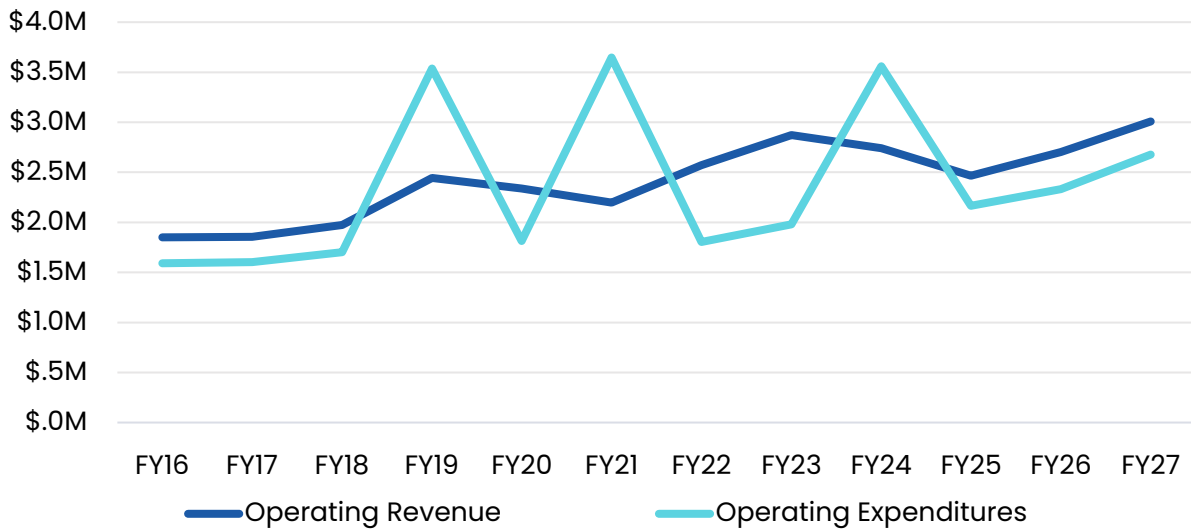


*Source: Port of Hood River adopted budgets*

Figure 1.6 shows the yearly operating revenue and expenditures for the industrial properties and commercial buildings (the Port’s real estate development and management area). Operating revenue has exceeded operating expenditures in all but three of the years shown and is expected to keep producing a positive net operating income (NOI) in FY27. Although this area is generally profitable, the Port can realistically improve it (as discussed in the Objectives and Goals) to help support the Port’s other areas.

<sup>3</sup> The General Fund currently accounts for the revenues and expenditures related to the Port’s industrial and commercial property, the Marina, the Airport, and the Waterfront. Before fiscal year 2024/2025, this fund was the basis of the Revenue Fund, which also included Bridge Operations. However, to keep the numbers consistent across the whole period, operating revenue and expenditures related to the Bridge were not included in the Revenue Fund numbers (FY16-24).

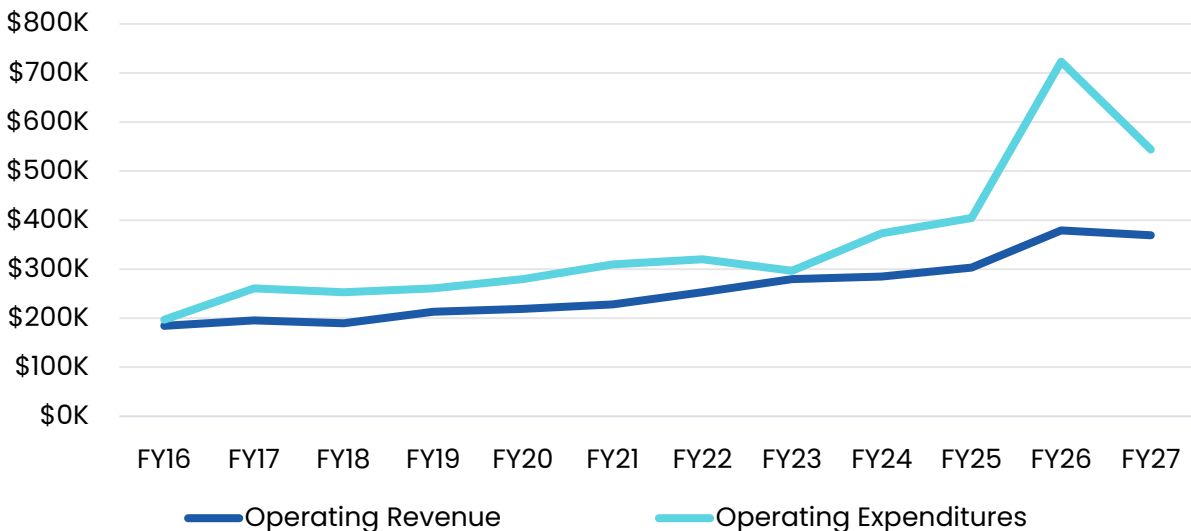
**Figure 1.6: Industrial & Commercial Property Operating Revenue & Expenditures, FY16–FY26**



*Source: Port of Hood River adopted budgets*

The Airport continues working toward financial self-sufficiency. However, as illustrated in Figure 1.7, operating expenditures have consistently exceeded operating revenue over the past decade.

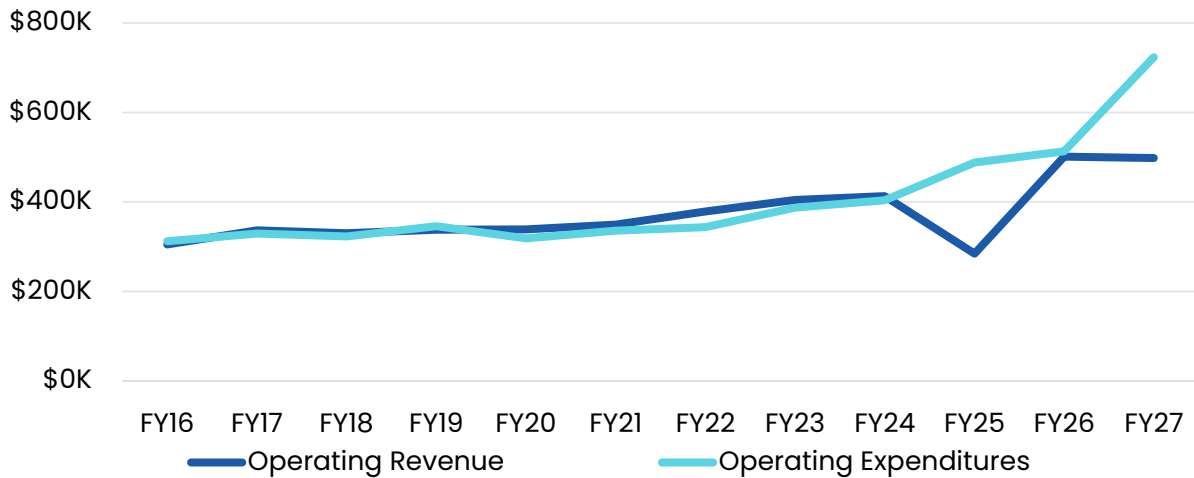
**Figure 1.7: Airport Operating Revenue & Expenditures, FY16–FY26**



*Source: Port of Hood River adopted budgets*

In recent years, expenditures for the Marina have exceeded revenue (Figure 1.8). Revenues for the Marina come from moorage fees, commercial docking fees, transient docking fees, and concessions and showers at Marina Green Park, among other sources.

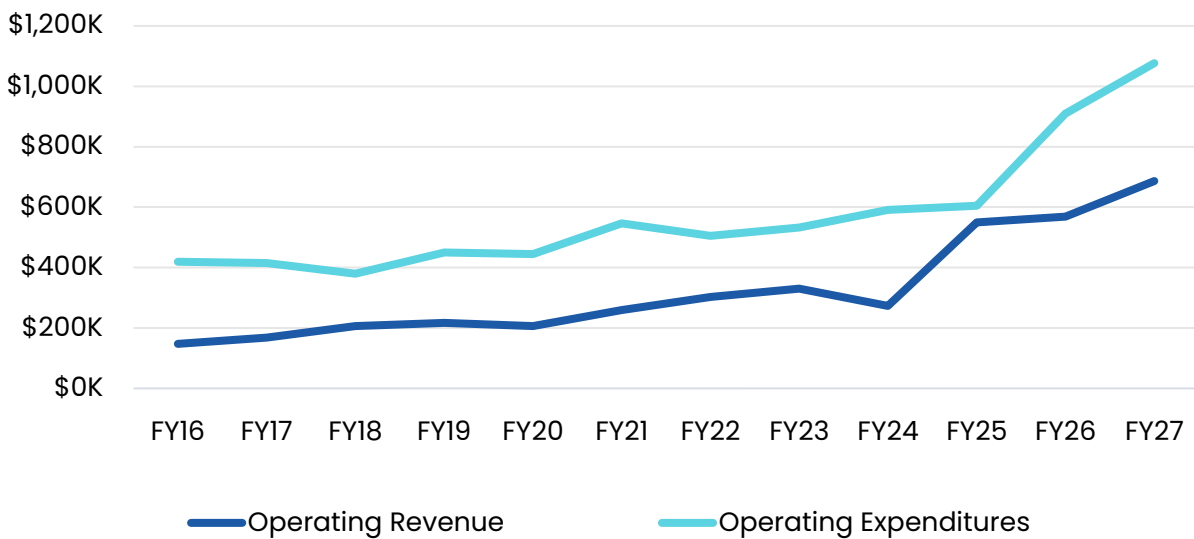
**Figure 1.8: Marina Basin Operating Revenue & Expenditures, FY16–FY26**



Source: Port of Hood River adopted budgets

The Waterfront Recreation area operates as a governmental activity, so its spending is expected to exceed the revenue it brings in. It earns a small amount from concessions and special event rentals and is also supported by parking fees.

**Figure 1.9: Waterfront Recreation & Parking Operating Revenue & Expenditures, FY16–FY26**

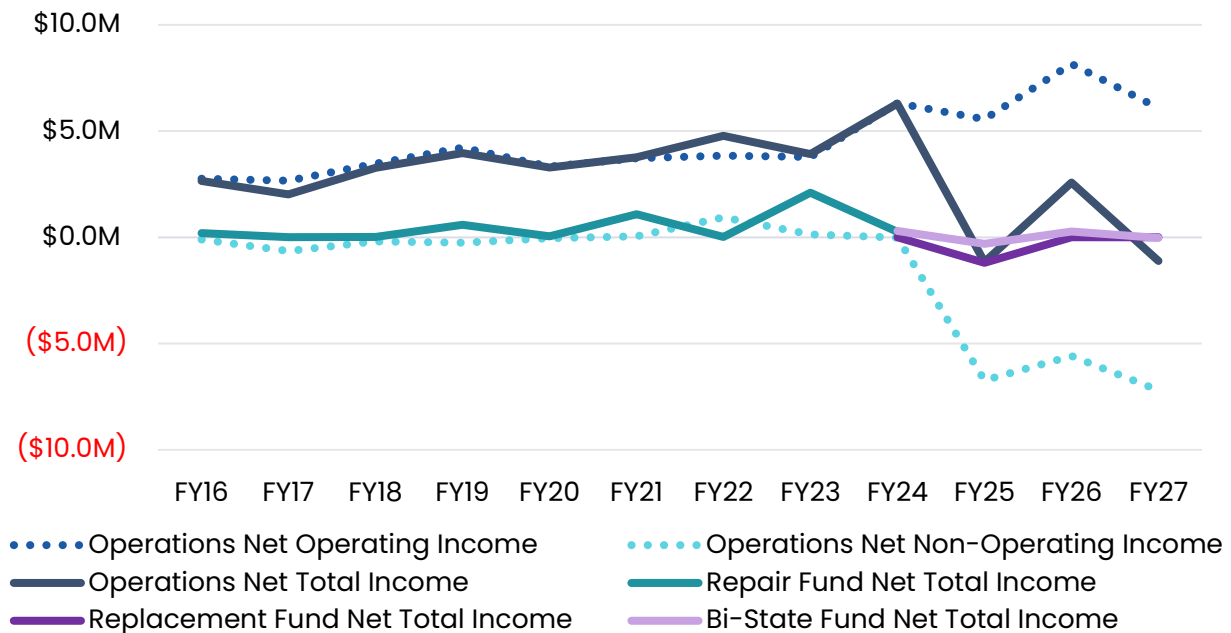


Source: Port of Hood River adopted budgets

The Bridge Fund has changed over the past decade as plans for replacement have ramped up. From fiscal year 2016 to fiscal year 2024, Bridge toll revenue was recorded in the Revenue Fund, while grant and interest revenue was recorded in the Bridge Repair Fund (called the Bridge Repair and Replacement Fund before fiscal year 2023, and now the Bridge Fund). Before fiscal year 2025, these were all combined in the Bridge Fund to prepare for a smooth shift when the new Bridge is built. This also let the Port track with

more confidence how much Bridge toll revenue was being used to subsidize other Port activities. As of June 30, 2026, Bridge revenue can no longer be used for anything other than Bridge-related expenditures. However, for the past two years (prior to the June 30, 2026 restriction on bridge toll use), about \$2 million a year of Bridge revenue has been transferred out to the General Fund to be used to subsidize other Port activities.

**Figure 1.10: Bridge Fund, FY16–FY26**



Source: Port of Hood River adopted budgets

### State Strategic Plan Template & OAR 123-025-0016 Compliance

The Port of Hood River 2026 SBP was prepared with funding from Oregon Business Development Department (OBDD) and follows the template for Port Strategic Plans set out in *Ports 2010: A New Strategic Business Plan for Oregon's Statewide Port System*.<sup>4</sup> The Port is committed to its governance policies and this SBP. The Port will review progress toward its Goals and Objectives and update its Implementation Work Plan and Priority Strategic Initiatives during biannual Commission planning sessions. Sitting Commissioners have completed board training and have agreed on procedures for handling conflicts of interest, as well as on following best practices and fiduciary responsibilities as defined in the Port By-Laws (Appendix F). The SBP is designed to be flexible and allows for unanticipated business opportunities that support the Port's economic development or added revenue.

<sup>4</sup> Business Oregon & Oregon Department of Transportation, *Ports 2010: A New Strategic Business Plan for Oregon's Statewide Port System* (Portland, OR: Oregon Department of Transportation, 2010), accessed August 1, 2026, <https://www.oregon.gov/biz/Publications/Ports/2010PortPlan.pdf>.

## 2. Port Mission, Vision & Strategic Direction

### Mission & Vision

The Port reviewed and revised its mission, vision, and values as part of the strategic planning process. The 2026 mission and vision are shown below.

#### Mission

The Port of Hood River promotes and maintains a healthy economy and a strong quality of life in the Port District and throughout the Columbia Gorge.

#### Vision

The Port of Hood River fosters commerce and recreation while providing outstanding environmental and fiscal stewardship.

#### Values

- **Integrity** – maintain a high level of professional standards
- **Responsiveness** – act in a timely way to all reasonable requests
- **Transparency** – ensure business is conducted openly, with public oversight
- **Collaboration** – actively participate with stakeholders
- **Stewardship** – seek high standards of maintenance of the Port's assets and always consider the long-term public good
- **Innovation** – consider new approaches and best practices
- **Quality** – strive for excellence in all Port activities
- **Diversity** – be proactive, not reactive, in encouraging diversity, equity, and inclusion at all levels of Port activity: Commission, Staff, volunteer boards, and public engagement

#### Tagline

Providing for the region's economic future.

### Strategic Direction

During the strategic planning process, 10 overarching objectives were identified to guide the Port's forward progression over the life of this Plan. These objectives cover themes of management, finances, marketing, and specific asset improvements and will be used as a guide for all Commission actions over the next six years.

1. Continue policies and partnerships that align with Port values
2. Support informed decision making through ongoing Strategic Plan implementation
3. Diversify revenue and strengthen financial sustainability
4. Foster economic development and business growth in the Columbia Gorge
5. Strengthen Airport operations, financial sustainability, and community relations
6. Grow the Airport as a hub for aviation, innovation, and business development

7. Ensure quality facilities at the Marina for the community and visitors
8. Create community and economic value through Marina development
9. Maintain and enhance existing levels of service at the Waterfront
10. Ensure dependable and safe cross-river transportation as the Bridge moves toward replacement

### 3. Service & Asset Area Plans

The Strategic Direction establishes the Port's long-term priorities, while the Implementation Plan (detailed in Section 5) identifies how those priorities will be advanced and monitored. They account for the socioeconomic, community, and external factors uncovered during the SWOT analysis and align those factors with specific Objectives and Goals that Port leaders can address. These Objectives and Goals are consistent with the Port's mission, vision, and values. Over the life of this Plan, the Port will be able to return to these in order to measure the performance of the Port. At its core, the Strategic Direction & Implementation Plan answers two fundamental questions:

- "Where do we want to go as a Port?"
- "How are we going to get there?"

There are three layers to the Strategic Direction & Implementation Plan:

**Objectives** are big-picture outcomes and intentions that provide direction based on the Vision Statement. Frequently, Objectives are intangible and somewhat aspirational. They provide a structure for the more precise Goals.

**Goals** fold into the Objectives but are more measurable and specific. Goals identify more specific and measurable outcomes that advance the Objectives.

**Strategic Initiatives** are listed under each Goal and are the initiatives, projects, policies, and studies that Staff will undertake to advance the Goals. In the Implementation Plan, these initiatives are formulated into actions and measurable success metrics.

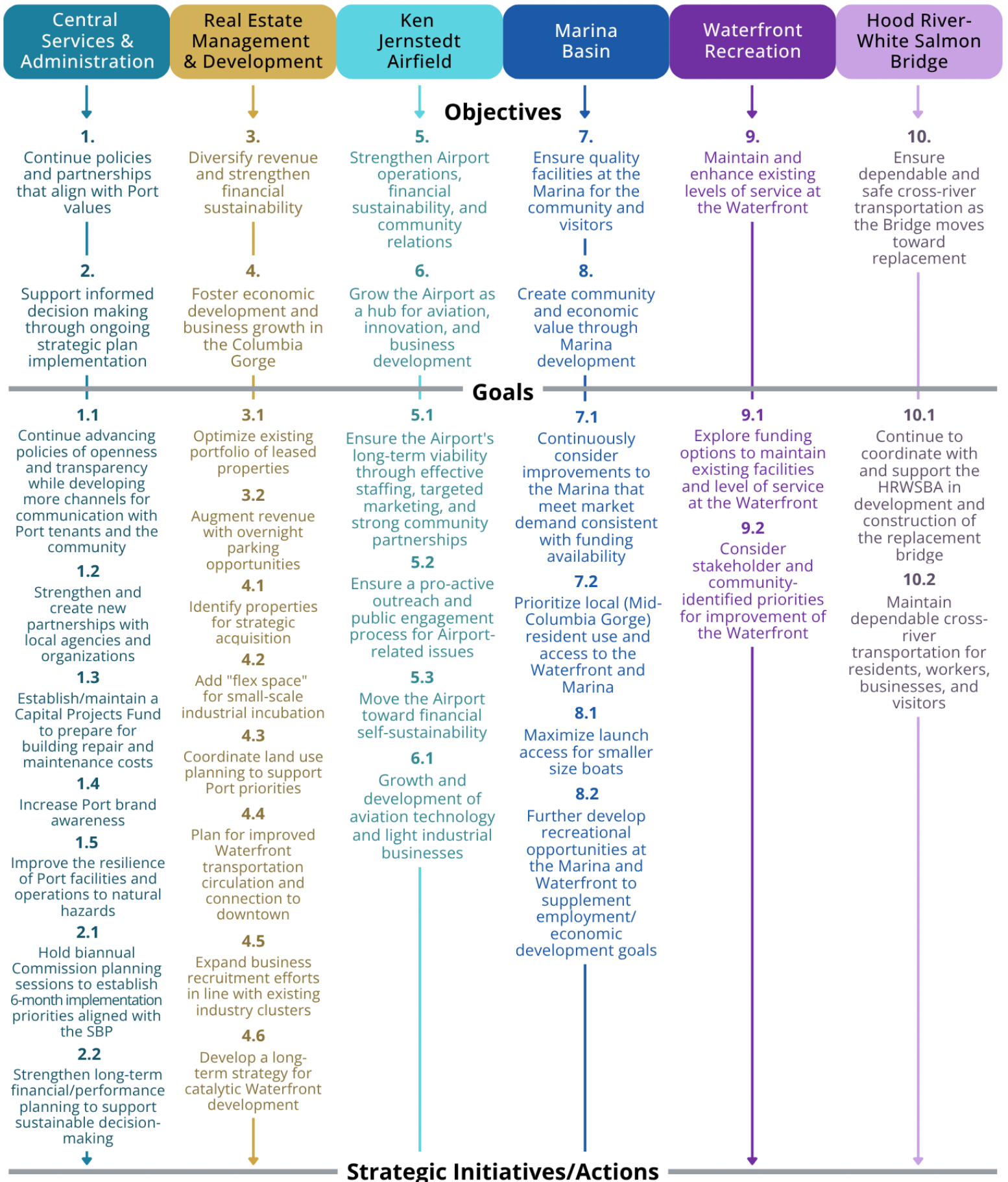
How these fit together with the Mission, Vision, and Values is illustrated in the diagram on the next page.

The Port will review progress on its Objectives and Goals during biannual Planning Sessions and may update Strategic Initiatives as priorities, resources, and circumstances change.

To visualize how to prioritize, link successful projects, and systematically pursue funding, Strategic Initiatives were given a timeframe for action in the Implementation Plan. The Port may review and amend this timeline and choose to begin Initiatives prior to the time estimate in the key.

# Mission, Vision, Values

## Strategic Areas



## Central Services & Administration

All of the Port's functions are supported by the administrative services. This means that continual improvement in the central services will improve all aspects of the Port. The Goals in this section aim to align the Port with its mission and values, and to ensure smooth, effective operations and steady progress for the Port.

### **Objective 1: Continue policies and partnerships that align with Port values**

#### **Goals:**

#### ***1.1: Continue advancing policies of openness and transparency while developing more channels for communication with Port tenants and the community***

- Hold tenant-only biannual or quarterly events as a channel to interact with and receive feedback from tenants
- Respond to inquiries from community and stakeholders within 10 business days
- Establish a Port Tenant Advisory Committee
- Develop a Comprehensive Stakeholder Engagement Strategy

#### ***1.2: Strengthen and create new partnerships with local agencies and organizations***

- Work with Mid-Columbia Economic Development District (MCEDD) to support economic development in the region
- Schedule or coordinate meetings to discuss regional needs and collaboration opportunities with other local port districts, tribes, Chamber of Commerce, Latino Chamber, Parks and Recreation, the City of Hood River among others

#### ***1.3: Establish and maintain a Capital Projects Fund to prepare for building repair and maintenance costs***

- Coordinate with the Capital Improvement Plan to establish a framework for determining what costs are covered by this fund
- Determine the appropriate funding levels for each property
- Track contributions and expenditures by property and re-evaluate contribution requirements as needed

#### ***1.4: Increase Port brand awareness***

- Allow community organizations to use Port facilities for events
- Increase use of the Port's logo at events on Port property
- Complete SBP videos and distribute via channels
- Create regular Port video updates to ensure the public knows what's happening at the Port

#### ***1.5: Improve the resilience of Port facilities and operations to natural hazards***

- Collaborate with Hood River County to support regional implementation of the Multi-Jurisdictional Natural Hazard Mitigation Plan
- Ensure employees regularly review the Port of Hood River Emergency Action Plan and understand how to carry out emergency procedures

- Ensure key staff complete relevant National Incident Management System (NIMS) training to improve organizational resilience and emergency preparedness

## **Objective 2: Support informed decision making through ongoing Strategic Plan implementation**

### **Goals:**

#### ***2.1: Hold biannual Commission planning sessions to establish six-month implementation priorities aligned with the Strategic Business Plan***

- In each planning session, review progress toward the SBP Objectives and Goals
- Retain and update an ongoing list of completed, in-progress, deferred, and no longer feasible initiatives by strategic area at each planning session
- Before planning meetings, review new initiatives from the SBP to bring to the commissioners for direction on the next six months
- During each planning session, formally establish the Port's implementation priorities for the next six months based on strategic priorities, available resources, and emerging opportunities
- Provide periodic progress updates between planning sessions and report on the completion status of six-month priorities at the next planning session
- Develop and maintain a concise biannual Implementation Work Plan summarizing Commission priorities, project status, timing, responsible staff, funding/budget needs, and key next steps
- Include a standardized SBP alignment checklist on Commission action-item staff reports identifying the Objective(s) advanced by the proposed action

#### ***2.2: Strengthen long-term financial and performance planning to support sustainable decision-making***

- Maintain a rolling 10-year financial forecast
- Develop and regularly report key financial and operational performance indicators
- Prepare lifecycle financial projections for major projects and investments
- Integrate financial forecasts and project projections into biannual planning and annual budgeting
- Evaluate forecasting and capital-planning tools appropriate to the Port's size and complexity

## **Real Estate Management & Development**

The Port's real estate portfolio helps advance its mission by supporting a healthy economy through economic development, generating sustainable revenue, and providing spaces that serve businesses, residents, and visitors. As a steward of public assets, the Port strives to manage its properties in a manner that balances financial performance with community needs and long-term sustainability.

## **Objective 3: Diversify revenue and strengthen financial sustainability**

### **Goals:**

#### ***3.1: Optimize existing portfolio of leased properties***

- Review Port rates compared to market rental rates on commercial assets

- Audit buildings with vacancy or below market rates
- Assess opportunities for increasing rental rates
- Rank properties by expected long-term profitability
- Prioritize repairs and enhancements likely to produce the greatest ROI
- Evaluate disposition of properties better suited to nonprofit or private-sector ownership, where economically and strategically appropriate
- Ensure clear communication with tenants about any decisions that could affect them or the building they lease
- Develop and market existing vacant property to generate revenue and create and retain quality jobs
- Evaluate removal, rehabilitation, or redevelopment of the narrow structure/frontage area adjacent to the Jensen Building to improve functionality, appearance, and long-term property value

### ***3.2: Augment revenue with overnight parking opportunities***

- Evaluate what areas or seasons would make the most sense for overnight parking options
- Explore different options for these areas such as RV park development, yurts, dry camping, simple overnight parking for vans and RVs, etc.
- Evaluate the best fit for Hood River, among the identified areas, based on ROI, demand, community interests, etc.

## **Objective 4: Foster economic development and business growth in the Columbia Gorge**

### ***Goals:***

#### ***4.1: Identify properties for strategic acquisition***

- Particularly focus on properties where Port synergies add value or are unattractive for private-sector use, and on brownfields that are expensive or compromised in some way within the Port District
- Pursue Business Oregon Brownfield funding
- Interact with Odell leadership to determine preferences and opportunities for redevelopment

#### ***4.2: Add "flex space" for small-scale industrial incubation***

- Commissioners and Staff visit comparable locations at other Ports
- Conduct internal performance pro-forma for flex buildings
- Discuss program partnerships with CGCC, MCEDD, other nonprofit partners
- Solicit grant funding for business incubator program
- Receive development bids
- Solicit interest for leasing from business community

#### ***4.3: Coordinate land use planning to support Port priorities***

- Participate in local comprehensive planning, zoning, and development review processes affecting Port facilities and surrounding areas
- Maintain regular coordination with the City of Hood River, Hood River County, regional agencies, and state partners on land use initiatives

- Monitor proposed zoning and regulatory changes that could affect Port assets or future development opportunities

#### ***4.4: Plan for improved Waterfront transportation circulation and connection to downtown***

- Support efforts by Hood River Valley Parks and Recreation District and other entities to construct new pedestrian and bicycle facilities
- Explore options to improve pedestrian access across the interstate to connect downtown and the Waterfront
- Continue to pursue funding and implementation of the Waterfront Roads Infrastructure Project

#### ***4.5: Expand business recruitment efforts in line with existing industry clusters***

- Discuss with Port tenants their key suppliers and determine if there are good out-of-state recruitment targets within existing supply chain
- Attend or sponsor a national or international trade show focused on water sports manufacturing businesses
- Share the economic impact analysis and industry cluster focus areas with Business Oregon to help identify the most appropriate recruitment opportunities

#### ***4.6: Develop a long-term strategy for catalytic Waterfront development***

- Develop a broader vision for Waterfront development that supports employment, private investment, connectivity, and complementary mixed uses
- Coordinate with state representatives and Business Oregon
- Develop mixed-use walkable development plan and visualizations
- Pursue RSIS funding
- Conduct site-specific economic impact/tax impact analysis
- Ensure reasonable commitment from anchor employer(s)
- Pursue Governor's Strategic Reserve Fund (SRF)
- Pursue ancillary funds: SPWF, Port revolving loan fund, Brownfields Properties Revitalization Fund, Industrial Lands Technical Assistance Grant, Water/Wastewater Financing Program
- Pursue funding from Oregon Parks and Recreation Department (OPRD) and National Park Service (NPS) where applicable for public recreation enhancements
- Evaluate zoning and development-code changes for Port properties where existing regulations may unnecessarily constrain economically viable commercial development

### **Ken Jernstedt Airfield**

The Port has owned the Ken Jernstedt Airfield since 1976. It supports the Port's mission of economic development and quality of life by serving general aviation, emergency response, education, and economic growth (balanced with the needs of the surrounding community).

## **Objective 5: Strengthen Airport operations, financial sustainability, and community relations**

### **Goals:**

#### ***5.1: Ensure the Airport's long-term viability through effective staffing, targeted marketing, and strong community partnerships***

- Ensure the Airfield manager position is sustainably staffed for the long term
- Market the Airport's unique combination of marine layer and desert-edge climates
- Maintain a mutually supportive relationship with the Western Antique Aeroplane and Automobile Museum (WAAAM)
- Partner with Hood River Valley High School or Columbia Gorge Community College for vocational training (mechanics, etc.)
- Regularly review the Airport Master Plan to identify and pursue needed improvements
- Provide support for wildfire and search & rescue emergency response operations

#### ***5.2: Ensure a proactive outreach and public engagement process for Airport-related issues***

- Regularly convene the Airport Advisory Committee to consider Airport policies, programs, and Actions.
- Encourage volunteer participation in Airport projects and goals
- Ensure enhanced communication with area residents to address potential concerns, particularly noise impacts

#### ***5.3: Move the Airport toward financial self-sustainability***

- Discuss development and planning opportunities with other small airfields such as Felts Field in Spokane, WA
- Evaluate long-term ground leases that allow private-sector aviation operators to finance and develop Airport facilities
- Explore the possibility of rezoning the current glider area for Airport development and continued support of the Glider Club

## **Objective 6: Grow the Airport as a hub for aviation, innovation, and business development**

### **Goals:**

#### ***6.1: Growth and development of aviation technology and light industrial businesses***

- Evaluate and consider new technologies that can provide useful data about Airport operations and area impacts
- Work with aviation technology companies to develop operating protocols that are aligned with noise mitigation community standards
- Evaluate potential public-private partnerships with WAAAM, Hood River Soaring, HRVHS, CGCC, community social clubs, and aviation technology businesses to support the development of educational programs and activities, career pathways, and course curricula

## Marina Basin

In 1968, the Army Corps of Engineers issued the Port a permit to begin construction on the Marina Basin. The Marina Basin offers a protective harbor for boats on the Columbia River. It contains 156 year-round boat slips, additional seasonal slips, a guest moorage dock, a commercial dock, a fuel dock, and a public boat launch. The goals below aim to maintain the quality of the Marina facilities and pursue improvements that add economic and community value. Note that some goals in this section overlap with those in the Waterfront section, since the two areas are closely related.

### **Objective 7: Ensure quality facilities at the Marina for the community and visitors**

#### **Goals:**

#### ***7.1: Continuously consider improvements to the Marina that meet market demand consistent with funding availability***

- Expand Marina docks to increase the number of slips, aligning with waiting-list demand to avoid an oversupply
- Regularly evaluate the costs and benefits of raising Marina moorage rates
- Advance redevelopment of Marina East and Marina West for commercial uses compatible with Marina and Waterfront activities
- Develop a Marina Basin Master Plan
- Solicit input from Marina stakeholders in master planning process
- Utilize Oregon State Marine Board design concepts for Marina and Waterfront center in any redevelopment
- Maintain the Marina as a safe and efficient facility and ensure continued status as a certified "Clean Marina"

#### ***7.2: Prioritize local (Mid-Columbia Gorge) resident use and access to the Waterfront and Marina***

- Explore a discounted parking rate for local residents or volunteers
- Collaborate with the Hood River Yacht Club and other user groups to increase public and private events and activities in the Marina, especially youth education and sailing programs

### **Objective 8: Create community and economic value through Marina development**

#### **Goals:**

#### ***8.1: Maximize launch access for smaller size boats***

- Seek reasonable opportunities to increase the use of the Marina Basin for small vessel sailing and non-motorized watercraft, with special emphasis on youth programs
- Evaluate potential expansion and upland improvements to the South Basin for small boat storage and enhanced launch access
- Consider adding a hoist or jib crane to the Marina

- Explore potential to develop a small boating facility at either the South Basin Docks or the NW corner of the Marina Basin with a roll-down gravel launch or a temporary seasonal float dock configuration
- Pursue Oregon State Marine Board (OSMB) funding for appropriate projects

## ***8.2: Further develop recreational opportunities at the Marina and Waterfront to supplement employment/economic development goals***

- Solicit feedback from Marina users on potential improvements to specific areas (e.g., Marina Green, the Hook, Waterfront Trail)
- Develop specific project options in partnership with City and County Parks and other partners
- Pursue state OPRD grants for specific enhancements
- Develop more boat and watersport storage options to help reduce parking and traffic issues in busy seasons and to create a potential revenue source

## **Waterfront Recreation**

Hood River's Waterfront is a regional and even international recreation destination for watersports, including kite surfing, windsurfing, and paddle sports. The Port seeks to provide safe, accessible, and high-quality recreational opportunities while balancing environmental stewardship, economic vitality, and the needs of diverse user groups.

## **Objective 9: Maintain and enhance existing levels of service at the Waterfront**

### ***Goals:***

### ***9.1: Explore funding options to maintain existing facilities and level of service at the Waterfront***

- Engage with user groups in an effort to develop mutually beneficial partnerships for maintenance
- Seek ways to reasonably increase revenue from Event Site users to meet increasing maintenance costs
- Regularly assess conditions to ensure maintenance standards are met for Waterfront access, ramps, jetties, roadways, and parking areas
- Evaluate parking systems to enhance user experience with parking at the waterfront

### ***9.2: Consider stakeholder and community-identified priorities for improvement of the Waterfront***

- Consider long-term management costs before developing new or enhanced recreation sites
- Engage with tenants and concessionaires to identify and address smaller issues that get overlooked
- Enhance the Waterfront trail based on user patterns
- Consistently identify and pursue opportunities to enhance the beauty and functionality of the park grounds, facilities and open space
- Implement new or updated bathrooms at the Waterfront

- Seek funding and partnership opportunities to design, permit, and develop additional recreational enhancements in all areas
- Work with and support Port Foundation initiatives

## **Hood River-White Salmon Bridge**

The Port has owned, operated, and maintained the Hood River-White Salmon Bridge, commonly referred to as the Hood River Bridge, since 1950. The Bridge is a critical facility to the quality of life and economic prosperity throughout the region. However, the Bridge no longer meets modern safety standards and in 2025 received a sufficiency rating of 7 out of 100. These goals emphasize the Port's commitment to maintaining the existing Bridge, minimizing disruptions to cross-river transportation, while supporting the Hood River-White Salmon Bridge Authority's (HRWSBA) efforts to replace it.

### **Objective 10: Ensure dependable and safe cross-river transportation as the Bridge moves toward replacement**

#### **Goals:**

#### ***10.1: Continue to coordinate with and support the HRWSBA in development and construction of the replacement Bridge***

- Execute movement of administrative offices to another building
- Support state and federal advocacy and funding efforts for the replacement Bridge
- Coordinate the orderly transition of toll collection and customer-service responsibilities to HRWSBA, as appropriate
- Ensure transparent communication with community members regarding Bridge Replacement Project

#### ***10.2: Maintain dependable cross-river transportation for residents, workers, businesses, and visitors***

- Continue preventative maintenance following the Bridge CIP
- Conduct regular structural inspections as outlined in the Bridge CIP
- Provide timely communication regarding traffic impacts
- Maintain tolling technology
- Maintain clear Bridge operating procedures and emergency protocols to reduce safety risks for vehicles on the Bridge
- Balance transportation needs with marine navigation requirements
- Coordinate annually with the U.S. Coast Guard on bridge operations and marina navigation to maintain a strong working relationship

## 4. Strategic Capital Planning

Consistent with the Objectives and Goals the Port is pursuing, the following table includes the current capital improvement projects for each strategic area over the next six years. The Port is also working to develop a comprehensive capital outlay plan for all the buildings it owns, and a Marina Basin Master Plan. This plan will provide a longer-term path for maintenance and improvements, so the Port can phase its investments accordingly.

**Table 4.1: Capital Improvement Projects by Strategic Area<sup>56</sup>**

| Project                                                              | Est. Cost         | Target Year | Priority | Funding      | Yr cost Est. |
|----------------------------------------------------------------------|-------------------|-------------|----------|--------------|--------------|
| <b>Industrial/Commercial Real Estate</b>                             |                   |             |          |              |              |
| Admin. & Facilities Remodel                                          | \$885,000         | 2027        | 1        | POHR         | 2026         |
| Jensen Roof Replacement                                              | \$1,100,000       | 2027        | 1        | POHR         | 2026         |
| Big 7 203 Water Intrusion Mitigation                                 | \$530,000         | 2027        | 2        | POHR         | 2026         |
| Jensen Building N Side Windows                                       | \$200,000         | 2027        | 2        | POHR         | 2021*        |
| First Street Realignment                                             | \$8M-\$12M        | 2029        | 1        | Grants/POHR  | 2026         |
| Construct Roundabout at 2nd and Riverside                            | \$9,415,000       | 2029        | 1        | Grants/POHR  | 2026         |
| Marina East & West Redevelopment                                     | Port Contrib: \$0 | 2029        | 1        | Private      | 2026         |
| CAT Transit Facility (CAT Delivered Project, with Port Coordination) | Port Contrib: \$0 | 2029        | 1        | CAT          | 2026         |
| Maritime Redevelopment                                               | \$0-\$25,000,000  | 2032        | 2        | POHR/Private | 2021         |
| Redevelop Barman Property                                            | \$200,000         | 2033        | 2        | POHR/Private | 2021*        |
| Lot 1 Development                                                    | \$0-\$35,000,000  | 2033        | 2        | POHR/Private | 2021*        |
| <b>Ken Jernstedt Airfield</b>                                        |                   |             |          |              |              |
| N. Apron & TW Reconfig & TW A1 Rehab: Phase II                       | \$250,000         | 2027        | 1        | FAA/POHR     | 2026         |
| RW 7-25 Maint & MIRL Replace & TW Maint: Design                      | \$200,000         | 2028        | 1        | FAA/POHR     | 2026         |
| RW 7-25 Maint & MIRL Replace & TW Maint: Construction                | \$1,460,000       | 2029        | 1        | FAA/POHR     | 2026         |
| Terminal Building                                                    | \$8,891,996       | 2029        | 1        | Grant/POHR   | 2026         |
| NW Taxilane Reconstruction: Design                                   | \$275,000         | 2031        | 2        | FAA/POHR     | 2026         |
| NW Taxilane Reconstruction: Construction                             | \$2,420,000       | 2032        | 2        | FAA/POHR     | 2026         |

<sup>5</sup> \* signifies that the estimate has been adjusted for inflation into 2026 dollars from an initial estimate from the year listed.

<sup>6</sup> Costs, funding sources, priorities, and timing are planning-level estimates and do not constitute authorization or a funding commitment by the Port Commission.

| Marina                                                      |             |           |   |                    |       |
|-------------------------------------------------------------|-------------|-----------|---|--------------------|-------|
| Complete the 2026 Marina Basin Master Plan (Phase I)        | \$40,000    | 2026      | 1 | POHR               | 2026  |
| (Additional Projects to be determined following completion) |             |           |   |                    |       |
| Waterfront Recreation                                       |             |           |   |                    |       |
| Construct New Picnic Shelter                                | \$300,000   | 2029      | 3 | POHR               | 2021* |
| Build New Restroom/Plaza @ Nichols Park                     | \$675,000   | 2031      | 2 | Grant              | 2021* |
| Build New Changing Facility @ Frog Beach                    | \$10,000    | 2028      | 2 | Grant (Foundation) | 2026  |
| Construct New Water Access Point @ Maritime Parking Lot     | \$200,000   | 2030      | 3 | Grant              | 2026  |
| Bridge                                                      |             |           |   |                    |       |
| Misc. Steel Repairs                                         | \$300,000   | Biannual  | 1 | POHR               | 2026  |
| Maintenance Painting                                        | \$1,000,000 | As needed | 2 | POHR               | 2026  |
| Embankment Sloughing at S Abutment                          | \$200,000   | 2027      | 3 | POHR               | 2026  |
| Rip-Rap Scour Protection                                    | \$300,000   | 2029      | 3 | POHR               | 2026  |

Source: Points Consulting using POHR 2026 Spring Planning, Airport Master Plan, and 2021 Strategic Business Plan

## 5. Implementation & Monitoring

While the Objectives and Goals answer the question, “Where do we want to go as a Port?”, the Implementation Plan answers the question, “How are we going to get there?” To help Staff picture the cost and difficulty, the Cost/Difficulty Level column has two ratings. The first displays the relative cost with dollar signs (\$-\$\$\$), while the second shows the expected Staff hours with people icons (👤-👤👤👤). One dollar sign and one person means low cost and low difficulty; three of each means high cost and high difficulty.

The Action Timeline gives an idea of how long the action should take and when it should be completed. Actions are split into short-term, mid-term, and long-term, with a few labeled as ongoing. Figure 5.1 illustrates these time periods.

Success Metrics are ways to track or measure whether progress is being made. Some measures are highly quantitative; others focus on the development or improvement of qualitative features. All measures should be reviewed at the biannual planning sessions to track progress made and decide on focus areas for the next six months.

### Strategic Project Prioritization

Table 5.1 highlights the priority Actions from the overall Implementation Plan and can be considered a starting point for beginning implementation. Tables 5.1–5.11 in this section make up the Implementation Plan in its entirety.

Figure 5.1: Action Planning Timeline

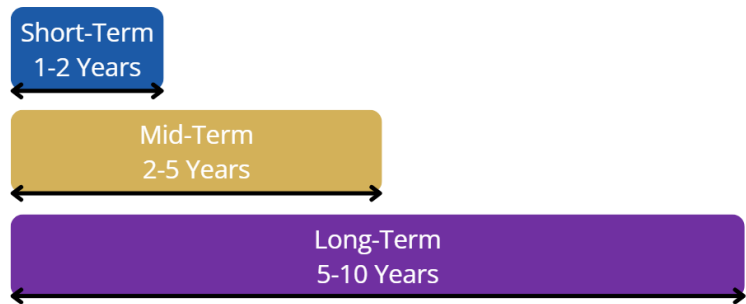


Table 5.1: Priority Actions

| #     | Actions                                                                                            | Potential Actors/Partners                                                                                                       | Success Metrics                                                                                                                                                                                                     | Cost/Difficulty Level | Action Timeline |
|-------|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------|
| 1.2.a | Coordinate regularly with regional partners on shared needs and economic-development opportunities | MCEDD; local port districts; Tribal governments; chambers of commerce; Latino Chamber; Parks and Recreation; City of Hood River | <ul style="list-style-type: none"><li>At least two coordination meetings held annually</li><li>Action items and responsible parties documented</li><li>Joint initiatives and funding applications tracked</li></ul> | \$   👤👤               | Ongoing         |

|              |                                                                                                                                                      |                                                                                                                              |                                                                                                                                                                                                                                                                                  |                                                                                                |                            |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------------|
| <b>1.3.a</b> | Establish and annually manage a property-level Capital Projects Fund aligned with the Capital Improvement Plan                                       | Port Commission;<br>Executive Director; Finance Department; Real Estate Director; Facilities Staff                           | <ul style="list-style-type: none"> <li>Fund framework adopted</li> <li>Eligible costs defined</li> <li>Funding targets established for all applicable properties</li> <li>Contributions and expenditures tracked by property</li> <li>Funding needs reviewed annually</li> </ul> | \$\$        | Short-Term, then annual    |
| <b>2.1.a</b> | Hold two annual planning sessions and create a six-month Implementation Work Plan following each session                                             | Port Commission;<br>Executive Director; department managers; Finance Department; project leads                               | <ul style="list-style-type: none"> <li>Two sessions held annually</li> <li>Work plan approved after each session</li> <li>Responsible Staff, timing, budget needs, and next steps documented for every priority</li> </ul>                                                       | \$          | Semiannual                 |
| <b>2.1.c</b> | Include a standardized SBP alignment checklist on Commission action-item staff reports identifying the Objective(s) advanced by the proposed action. | Port Commission;<br>Executive Director; Port Staff                                                                           | <ul style="list-style-type: none"> <li>Objectives checklist integrated into Commission Memo template</li> <li>Alignment with SBP Objective(s) established for each proposed Commission action-item</li> </ul>                                                                    | \$          | Ongoing                    |
| <b>2.2.a</b> | Maintain a rolling 10-year financial forecast with lifecycle projections for major investments                                                       | Port Commission;<br>Executive Director; Finance Department; department managers; financial advisors                          | <ul style="list-style-type: none"> <li>Forecast updated annually</li> <li>Lifecycle costs documented for all major proposed investments</li> <li>Projections incorporated into annual budgeting and biannual planning</li> </ul>                                                 | \$\$        | Short-Term, annual updates |
| <b>4.3.a</b> | Monitor and participate in land-use decisions affecting Port assets and priorities                                                                   | City of Hood River; Hood River County; regional and state agencies; Port Staff and Commission; legal or planning consultants | <ul style="list-style-type: none"> <li>Relevant proposals reviewed before decision deadlines</li> <li>Port comments submitted when needed</li> <li>At least two coordination meetings held annually</li> <li>Outcomes tracked</li> </ul>                                         | \$        | Ongoing                    |
| <b>4.4.b</b> | Advance funding and implementation of the Waterfront Roads Infrastructure Project                                                                    | Port Staff and Commission; City of Hood River; Hood River County; ODOT; state and federal funding agencies                   | <ul style="list-style-type: none"> <li>Funding applications submitted</li> <li>Funding secured</li> <li>Project milestones completed on schedule</li> </ul>                                                                                                                      | \$\$\$    | Mid-Term                   |

|               |                                                                                                                                           |                                                                                                                                                                       |                                                                                                                                                                                                                                                                                         |                                                                                              |            |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------|
| <b>5.1.c</b>  | Advance Airport Master Plan priorities and support regional emergency-response operations                                                 | Port Staff and Commission; FAA; ODOT Aviation; emergency responders; wildfire and search-and-rescue agencies                                                          | <ul style="list-style-type: none"> <li>Master Plan reviewed annually</li> <li>Priority improvements and funding needs tracked</li> <li>Emergency-support roles documented and reviewed with partner agencies</li> </ul>                                                                 | \$\$\$    | Ongoing    |
| <b>7.1.b</b>  | Develop Marina Basin Master Plan with stakeholder input and compatible design concepts                                                    | Port Staff and Commission; Marina Advisory Group; Oregon State Marine Board; marina users; HRYC; HROCC; Gorge Sailing Center; commercial partners; design consultants | <ul style="list-style-type: none"> <li>Stakeholder input received</li> <li>Redevelopment plan completed</li> <li>Applicable State Marine Board concepts incorporated</li> <li>Project milestones tracked</li> </ul>                                                                     | \$\$\$    | Mid-Term   |
| <b>9.1.a</b>  | Develop a Waterfront maintenance funding strategy based on facility conditions, partnerships, and revenue from parking and the Event site | Port Staff and Commission; Waterfront user groups; event organizers; community partners                                                                               | <ul style="list-style-type: none"> <li>Conditions and maintenance costs assessed annually</li> <li>Partnership opportunities documented</li> <li>Event Site rates reviewed</li> <li>Parking user experience evaluated</li> <li>Maintenance revenue and cost recovery tracked</li> </ul> | \$        | Annual     |
| <b>10.1.a</b> | Complete office remodel and relocation ahead of Bridge Replacement                                                                        | Port Staff and Commission;                                                                                                                                            | <ul style="list-style-type: none"> <li>Remodel completed</li> <li>Offices relocated without service interruption</li> </ul>                                                                                                                                                             | \$\$     | Short-Term |
| <b>10.1.b</b> | Support Bridge funding, advocacy, and transparent community communication                                                                 | HRWSBA; Port Staff and Commission; state and federal agencies; elected officials; community partners                                                                  | <ul style="list-style-type: none"> <li>Advocacy and funding activities supported</li> <li>Project updates shared regularly</li> <li>Community inquiries and feedback tracked</li> </ul>                                                                                                 | \$      | Ongoing    |

## Performance Measures & Metrics

Table 5.2: Objective 1 Implementation Plan

| #                                                                                                                                                              | Actions                                                                                                        | Potential Actors/Partners                                                                                                       | Success Metrics                                                                                                                                                                                                                                                                                    | Cost/Difficulty Level                                                                        | Action Timeline         |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------------------|
| <b>Goal 1.1: Continue advancing policies of openness and transparency while developing more channels for communication with Port tenants and the community</b> |                                                                                                                |                                                                                                                                 |                                                                                                                                                                                                                                                                                                    |                                                                                              |                         |
| 1.1.a                                                                                                                                                          | Develop a stakeholder engagement strategy with a 10-business-day inquiry response standard                     | Port Staff; Port Commission; tenants; community organizations; public agencies                                                  | <ul style="list-style-type: none"> <li>Strategy adopted</li> <li>Inquiries tracked</li> <li>"Percentage answered within 10 business days" reported annually</li> </ul>                                                                                                                             | \$\$      | Short-Term              |
| 1.1.b                                                                                                                                                          | Establish a tenant engagement program with regular events and a Tenant Advisory Committee                      | Port Staff; Port Commission; Port tenants                                                                                       | <ul style="list-style-type: none"> <li>Committee established</li> <li>At least two tenant events and four committee meetings held annually</li> <li>Feedback and Port responses documented</li> </ul>                                                                                              | \$\$      | Short-Term              |
| <b>Goal 1.2: Strengthen and create new partnerships with local agencies and organizations</b>                                                                  |                                                                                                                |                                                                                                                                 |                                                                                                                                                                                                                                                                                                    |                                                                                              |                         |
| 1.2.a                                                                                                                                                          | Coordinate regularly with regional partners on shared needs and economic-development opportunities             | MCEDD; local port districts; Tribal governments; chambers of commerce; Latino Chamber; Parks and Recreation; City of Hood River | <ul style="list-style-type: none"> <li>At least two coordination meetings held annually</li> <li>Action items and responsible parties documented</li> <li>Port projects identified that align with regional and local goals</li> <li>Joint initiatives and funding applications tracked</li> </ul> | \$        | Ongoing                 |
| <b>Goal 1.3: Establish and maintain a Capital Projects Fund to prepare for building repair and maintenance costs</b>                                           |                                                                                                                |                                                                                                                                 |                                                                                                                                                                                                                                                                                                    |                                                                                              |                         |
| 1.3.a                                                                                                                                                          | Establish and annually manage a property-level Capital Projects Fund aligned with the Capital Improvement Plan | Port Commission; Executive Director; Finance Department; Real Estate Director; Facilities Staff                                 | <ul style="list-style-type: none"> <li>Fund framework adopted</li> <li>Eligible costs defined</li> <li>Funding targets established for all applicable properties</li> <li>Contributions and expenditures tracked by property</li> <li>Funding needs reviewed annually</li> </ul>                   | \$\$    | Short-Term, then annual |
| <b>Goal 1.4: Increase Port brand awareness</b>                                                                                                                 |                                                                                                                |                                                                                                                                 |                                                                                                                                                                                                                                                                                                    |                                                                                              |                         |
| 1.4.a                                                                                                                                                          | Expand community use of Port facilities and strengthen Port branding at hosted events                          | Port Staff; community organizations; event organizers; Port tenants                                                             | <ul style="list-style-type: none"> <li>Community events held on Port property tracked annually</li> <li>Port logo displayed at all applicable events</li> <li>Attendance recorded when available</li> </ul>                                                                                        | \$      | Ongoing                 |

|                                                                                              |                                                                                                                      |                                                                                                  |                                                                                                                                                                                                                                                                           |                                                                                            |                             |
|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------|
| <b>1.4.b</b>                                                                                 | Complete and distribute Strategic Business Plan (SBP) videos and regular Port video updates                          | Port Staff; Port Commission; tenants; communications contractors; media partners                 | <ul style="list-style-type: none"> <li>All planned SBP videos published</li> <li>At least one Port update released quarterly</li> <li>Distribution channels, views, and engagement tracked</li> </ul>                                                                     | \$\$    | Short-Term, quarterly after |
| <b>Goal 1.5: Improve the resilience of Port facilities and operations to natural hazards</b> |                                                                                                                      |                                                                                                  |                                                                                                                                                                                                                                                                           |                                                                                            |                             |
| <b>1.5.a</b>                                                                                 | Coordinate with Hood River County on regional hazard-mitigation planning and implementation                          | Hood River County; Port Staff and Commission; emergency-management agencies; local jurisdictions | <ul style="list-style-type: none"> <li>Port participates in plan updates and implementation meetings</li> <li>Port-related mitigation projects documented and tracked</li> </ul>                                                                                          | \$      | Ongoing                     |
| <b>1.5.b</b>                                                                                 | Conduct regular employee training on the Port's Emergency Action Plan & ensure key staff completion of NIMS training | Port Staff; department managers; emergency responders; safety consultants                        | <ul style="list-style-type: none"> <li>100% of employees complete annual plan review and training</li> <li>Drills conducted as appropriate</li> <li>Identified improvements documented and addressed</li> <li>Completion of relevant NIMS courses by key staff</li> </ul> | \$      | Annual                      |

**Table 5.3: Objective 2 Implementation Plan**

| #                                                                                                                                 | Actions                                                                                                  | Potential Actors/Partners                                                                   | Success Metrics                                                                                                                                                                                                               | Cost/Difficulty Level                                                                      | Action Timeline |
|-----------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------|
| <b>Goal 2.1: Hold biannual Commission planning sessions to establish six-month implementation priorities aligned with the SBP</b> |                                                                                                          |                                                                                             |                                                                                                                                                                                                                               |                                                                                            |                 |
| <b>2.1.a</b>                                                                                                                      | Hold two annual planning sessions and create a six-month Implementation Work Plan following each session | Port Commission; Executive Director; department managers; Finance Department; project leads | <ul style="list-style-type: none"> <li>Two sessions held annually</li> <li>Work plan approved after each session</li> <li>Responsible Staff, timing, budget needs, and next steps documented for every priority</li> </ul>    | \$    | Semiannual      |
| <b>2.1.b</b>                                                                                                                      | Maintain an SBP implementation tracker and report progress at biannual planning sessions                 | Executive Director; department managers; project leads; Port Commission                     | <ul style="list-style-type: none"> <li>All initiatives classified as completed, in progress, deferred, not started, or no longer feasible</li> <li>Status of every six-month priority reported at the next session</li> </ul> | \$    | Ongoing         |

|                                                                                                                 |                                                                                                                                                      |                                                                                                                      |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                    |                            |
|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| <b>2.1.c</b>                                                                                                    | Include a standardized SBP alignment checklist on Commission action-item staff reports identifying the Objective(s) advanced by the proposed action. | Port Commission;<br>Executive Director; Port Staff                                                                   | <ul style="list-style-type: none"> <li>Objectives checklist integrated into Commission Memo template</li> <li>Alignment with SBP Objective(s) established for each proposed Commission action-item</li> </ul>                        | \$                                                                                                                                                                              | Ongoing                    |
| <b>Goal 2.2: Strengthen long-term financial and performance planning to support sustainable decision-making</b> |                                                                                                                                                      |                                                                                                                      |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                    |                            |
| <b>2.2.a</b>                                                                                                    | Maintain a rolling 10-year financial forecast with lifecycle projections for major investments                                                       | Port Commission;<br>Executive Director; Finance Department; department managers; financial advisors                  | <ul style="list-style-type: none"> <li>Forecast updated annually</li> <li>Lifecycle costs documented for all major proposed investments</li> <li>Projections incorporated into annual budgeting and biannual planning</li> </ul>     | \$\$      | Short-Term, annual updates |
| <b>2.2.b</b>                                                                                                    | Establish and regularly report key financial and operational performance indicators using tools suited to the Port                                   | Finance Department;<br>Executive Director; department managers; Port Commission; technology or financial consultants | <ul style="list-style-type: none"> <li>Performance indicators and reporting schedule adopted</li> <li>Reports issued on schedule</li> <li>Forecasting and capital-planning tools evaluated and implemented as appropriate</li> </ul> | \$\$                                                                                         | Short-Term, ongoing        |

**Table 5.4: Objective 3 Implementation Plan**

| #                                                                 | Actions                                                                                    | Potential Actors/Partners                                                                | Success Metrics                                                                                                                                                                                                                          | Cost/Difficulty Level                                                                                                                                                                                                                                                      | Action Timeline              |
|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| <b>Goal 3.1: Optimize existing portfolio of leased properties</b> |                                                                                            |                                                                                          |                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                            |                              |
| <b>3.1.a</b>                                                      | Regularly assess rental rates, vacancies, and long-term property performance               | Real Estate Director;<br>Finance Department; Port Commission; brokers or appraisers      | <ul style="list-style-type: none"> <li>100% of commercial properties reviewed at least biennially</li> <li>Properties ranked by long-term profitability</li> <li>Rent and leasing recommendations documented</li> </ul>                  | \$\$                                                                                             | Short-Term, biennial updates |
| <b>3.1.b</b>                                                      | Prioritize high-return improvements and evaluate disposition of underperforming properties | Port Staff and Commission; engineers; financial advisors; nonprofit and private partners | <ul style="list-style-type: none"> <li>ROI estimated for proposed improvements</li> <li>Property strategy adopted</li> <li>Jensen Building frontage options evaluated</li> <li>Approved improvements or dispositions advanced</li> </ul> | \$\$\$      | Mid-Term                     |
| <b>3.1.c</b>                                                      | Communicate promptly with tenants about decisions affecting their leases or buildings      | Real Estate Director; Port Staff; Port tenants; legal counsel                            | <ul style="list-style-type: none"> <li>100% of affected tenants notified before implementation</li> <li>Questions and Port responses documented</li> </ul>                                                                               | \$                                                                                                                                                                                    | Ongoing                      |

|                                                                       |                                                                                                                      |                                                                                                                         |                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                    |            |
|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| <b>3.1.d</b>                                                          | Improve and market vacant properties to attract employers and generate revenue                                       | Real Estate Director; MCEDD; Business Oregon; chambers of commerce; brokers; employers                                  | <ul style="list-style-type: none"> <li>All market-ready spaces actively listed</li> <li>Inquiries and tours tracked</li> <li>Vacancy, lease revenue, and jobs created or retained reported annually</li> </ul>               | \$\$                                                                                         | Ongoing    |
| <b>Goal 3.2: Augment revenue with overnight parking opportunities</b> |                                                                                                                      |                                                                                                                         |                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                    |            |
| <b>3.2.a</b>                                                          | Evaluate sites, seasons, and overnight-stay options based on demand, ROI, community fit, and operational feasibility | Port Staff and Commission; tourism partners; local agencies; community stakeholders; financial and planning consultants | <ul style="list-style-type: none"> <li>Viable sites and options evaluated</li> <li>Demand, costs, revenue, and regulatory needs documented</li> <li>Preferred concept and implementation recommendation completed</li> </ul> | \$\$      | Short-Term |

**Table 5.5: Objective 4 Implementation Plan**

| #                                                                     | Actions                                                                                                               | Potential Actors/Partners                                                                                | Success Metrics                                                                                                                                                                                     | Cost/Difficulty Level                                                                                                                                                                                                                                                      | Action Timeline |
|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Goal 4.1: Identify properties for strategic acquisition</b>        |                                                                                                                       |                                                                                                          |                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                            |                 |
| <b>4.1.a</b>                                                          | Identify and rank strategic acquisition opportunities, incorporating Odell redevelopment priorities                   | Port Staff and Commission; Odell leaders; Hood River County; property owners; MCEDD                      | <ul style="list-style-type: none"> <li>Acquisition criteria adopted</li> <li>Candidate properties identified and ranked</li> <li>Odell priorities documented</li> </ul>                             | \$\$              | Short-Term      |
| <b>4.1.b</b>                                                          | Pursue brownfield funding and complete due diligence for priority properties                                          | Business Oregon; Oregon DEQ; Port Staff; environmental consultants; property owners                      | <ul style="list-style-type: none"> <li>Eligible sites identified</li> <li>Funding applications submitted</li> <li>Environmental and financial due diligence completed before acquisition</li> </ul> | \$\$              | Mid-Term        |
| <b>Goal 4.2: Add Flex Space for Small-Scale Industrial Incubation</b> |                                                                                                                       |                                                                                                          |                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                            |                 |
| <b>4.2.a</b>                                                          | Evaluate flex-space feasibility through peer research, partner outreach, tenant interest, and a development pro forma | Port Staff and Commission; comparable ports; CGCC; MCEDD; nonprofit partners; local businesses           | <ul style="list-style-type: none"> <li>Peer visits completed</li> <li>Partner roles and tenant demand documented</li> <li>Development and operating pro forma completed</li> </ul>                  | \$\$        | Short-Term      |
| <b>4.2.b</b>                                                          | If feasible, pursue funding and solicit development bids and prospective tenants                                      | Port Staff and Commission; funding agencies; project partners; developers; contractors; local businesses | <ul style="list-style-type: none"> <li>Grant applications submitted</li> <li>Development solicitation completed</li> <li>Bids received and evaluated</li> <li>Leasing interest tracked</li> </ul>   | \$\$\$      | Mid-Term        |

| Goal 4.3: Coordinate land use planning to support Port priorities                            |                                                                                                                                            |                                                                                                                                            |                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                          |                            |
|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| 4.3.a                                                                                        | Monitor and participate in land-use decisions affecting Port assets and priorities                                                         | City of Hood River; Hood River County; regional and state agencies; Port Staff and Commission; legal or planning consultants               | <ul style="list-style-type: none"> <li>Relevant proposals reviewed before decision deadlines</li> <li>Port comments submitted when needed</li> <li>At least two coordination meetings held annually</li> <li>Outcomes tracked</li> </ul> | \$                                                                                                 | Ongoing                    |
| Goal 4.4: Plan for improved Waterfront transportation circulation and connection to downtown |                                                                                                                                            |                                                                                                                                            |                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                          |                            |
| 4.4.a                                                                                        | Coordinate pedestrian and bicycle improvements connecting the Waterfront and downtown                                                      | Port Staff and Commission; Hood River Valley Parks and Recreation District; City of Hood River; ODOT; community partners                   | <ul style="list-style-type: none"> <li>Connection options evaluated</li> <li>Preferred improvements identified</li> <li>Partner roles and funding needs documented</li> </ul>                                                            | \$\$                                                                                               | Mid-Term                   |
| 4.4.b                                                                                        | Advance funding and implementation of the Waterfront Roads Infrastructure Project                                                          | Port Staff and Commission; City of Hood River; Hood River County; ODOT; state and federal funding agencies                                 | <ul style="list-style-type: none"> <li>Funding applications submitted</li> <li>Funding secured</li> <li>Project milestones completed on schedule</li> </ul>                                                                              | \$\$\$          | Mid-Term                   |
| Goal 4.5: Expand business recruitment efforts in line with existing industry clusters        |                                                                                                                                            |                                                                                                                                            |                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                          |                            |
| 4.5.a                                                                                        | Develop recruitment targets from tenant supply chains and priority industry clusters                                                       | Port Staff and tenants; Business Oregon; MCEDD; chambers of commerce; industry partners                                                    | <ul style="list-style-type: none"> <li>Tenant input collected</li> <li>Target business list developed</li> <li>Economic-impact and cluster findings shared with Business Oregon</li> <li>Recruitment leads tracked</li> </ul>            | \$                                                                                                 | Short-Term, annual updates |
| 4.5.b                                                                                        | Promote Hood River at targeted water-sports manufacturing trade shows                                                                      | Port Staff and Commission; Business Oregon; Port tenants; industry associations                                                            | <ul style="list-style-type: none"> <li>At least one trade show attended or sponsored within two years</li> <li>Contacts and qualified leads tracked</li> <li>Follow-up completed with priority prospects</li> </ul>                      | \$\$                                                                                           | Short-Term, Ongoing        |
| Goal 4.6: Develop a long-term strategy for catalytic Waterfront development                  |                                                                                                                                            |                                                                                                                                            |                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                          |                            |
| 4.6.a                                                                                        | Develop a Waterfront plan with a broad vision addressing land use, connectivity, mixed uses, economic impacts, and development feasibility | Port Staff and Commission; City of Hood River; Hood River County; planning and design consultants; property owners; community stakeholders | <ul style="list-style-type: none"> <li>Plan and visualizations completed</li> <li>Priority sites and uses identified</li> <li>Economic and tax impacts analyzed</li> <li>Recommended zoning changes documented</li> </ul>                | \$\$      | Mid-Term                   |

|              |                                                                                                      |                                                                                                                  |                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                      |           |
|--------------|------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>4.6.b</b> | Build state partnerships and pursue funding for priority Waterfront infrastructure and redevelopment | Business Oregon; state representatives; Governor's Office; Port Staff; infrastructure agencies; MCEDD; OPRD; NPS | <ul style="list-style-type: none"> <li>Funding strategy completed</li> <li>Agency consultations held</li> <li>Eligible grant and loan applications submitted</li> <li>Funding secured</li> </ul> | \$\$        | Mid-Term  |
| <b>4.6.c</b> | Secure anchor-employer and private-development commitments for priority sites                        | Port Staff and Commission; anchor employers; developers; investors; Business Oregon; lenders                     | <ul style="list-style-type: none"> <li>Prospective partners engaged</li> <li>Commitments or development agreements secured</li> <li>Private investment and project milestones tracked</li> </ul> | \$\$\$      | Long-Term |

**Table 5.6: Objective 5 Implementation Plan**

| #                                                                                                                                           | Actions                                                                                           | Potential Actors/Partners                                                                                    | Success Metrics                                                                                                                                                                                                                                                       | Cost/Difficulty Level                                                                                                                                                                                                                                                      | Action Timeline     |
|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|
| <b>Goal 5.1: Ensure the Airport's long-term viability through effective staffing, targeted marketing, and strong community partnerships</b> |                                                                                                   |                                                                                                              |                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                            |                     |
| <b>5.1.a</b>                                                                                                                                | Establish a sustainable long-term staffing plan for Airfield management                           | Port Commission; Executive Director; Airfield Manager; Finance Department                                    | <ul style="list-style-type: none"> <li>Staffing plan adopted</li> <li>Responsibilities and backup coverage documented</li> <li>Position continuously staffed or interim coverage maintained</li> </ul>                                                                | \$\$                                                                                                 | Short-Term, ongoing |
| <b>5.1.b</b>                                                                                                                                | Market the Airport's unique flying conditions and strengthen community and workforce partnerships | Airfield Manager; WAAAM; Hood River Valley High School; CGCC; aviation businesses; tourism partners          | <ul style="list-style-type: none"> <li>Marketing materials completed</li> <li>Outreach engagement tracked</li> <li>WAAAM coordination maintained</li> <li>At least one vocational-training partnership established</li> </ul>                                         | \$\$           | Short-Term, ongoing |
| <b>5.1.c</b>                                                                                                                                | Advance Airport Master Plan priorities and support regional emergency-response operations         | Port Staff and Commission; FAA; ODOT Aviation; emergency responders; wildfire and search-and-rescue agencies | <ul style="list-style-type: none"> <li>Master Plan reviewed annually</li> <li>Priority improvements and funding needs tracked</li> <li>Emergency-support roles documented and reviewed with partner agencies</li> <li>Master Plan Update completed in 2028</li> </ul> | \$\$\$      | Ongoing             |

| Goal 5.2: Ensure a proactive outreach and public engagement process for Airport-related issues |                                                                                                                          |                                                                                                                                                         |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                    |          |
|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 5.2.a                                                                                          | Maintain an Airport engagement program involving the Advisory Committee, volunteers, and area residents                  | Airport Advisory Committee; Airfield Manager; Port Staff and Commission; Airport users; volunteers; area residents                                      | <ul style="list-style-type: none"> <li>Committee meets at least quarterly</li> <li>Volunteer participation tracked</li> <li>Resident and noise concerns documented</li> <li>Inquiries answered within 10 business days</li> </ul>    | \$                                                                                           | Ongoing  |
| Goal 5.3: Move the Airport toward financial self-sustainability                                |                                                                                                                          |                                                                                                                                                         |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                    |          |
| 5.3.a                                                                                          | Develop an Airport revenue strategy evaluating peer models, long-term ground leases, and glider-area development options | Port Staff and Commission; Airfield Manager; peer airports; FAA; ODOT Aviation; private aviation operators; Glider Club; planning and legal consultants | <ul style="list-style-type: none"> <li>Peer consultations completed</li> <li>Lease, financial, and land-use options evaluated</li> <li>Impacts on the Glider Club addressed</li> <li>Preferred revenue strategies adopted</li> </ul> | \$\$      | Mid-Term |

Table 5.7: Objective 6 Implementation Plan

| #                                                                                     | Actions                                                                                                  | Potential Actors/Partners                                                                      | Success Metrics                                                                                                                                                                                                          | Cost/Difficulty Level                                                                                                                                                                                                                                                    | Action Timeline   |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| Goal 6.1: Growth and development of aviation technology and light industrial business |                                                                                                          |                                                                                                |                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                          |                   |
| 6.1.a                                                                                 | Pilot aviation technologies that improve operational data and support noise-compatible business activity | Airfield Manager; aviation technology companies; FAA; Port Staff; area residents               | <ul style="list-style-type: none"> <li>Technologies evaluated or piloted</li> <li>Participating companies tracked</li> <li>Operational and impact data collected</li> <li>Noise-mitigation protocols adopted</li> </ul>  | \$\$            | Short-Term        |
| 6.1.b                                                                                 | Build partnerships supporting aviation education, career pathways, and business development              | WAAAM; Hood River Soaring; HRVHS; CGCC; social clubs; aviation and light-industrial businesses | <ul style="list-style-type: none"> <li>Partners convened</li> <li>Partnership roles documented</li> <li>Educational programs, courses, internships, or career pathways established, and participation tracked</li> </ul> | \$\$      | Long-Term ongoing |

Table 5.8: Objective 7 Implementation Plan

| #                                                                                                                              | Actions                                                                                     | Potential Actors/Partners                                                                                                                      | Success Metrics                                                                                                                                                                                                     | Cost/Difficulty Level                                                                                                                                                                                                                                                | Action Timeline   |
|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| <b>Goal 7.1: Continuously consider improvements to the Marina that meet market demand consistent with funding availability</b> |                                                                                             |                                                                                                                                                |                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                      |                   |
| <b>7.1.a</b>                                                                                                                   | Regularly evaluate moorage demand, rates, and phased dock expansion                         | Marina Manager; Port Staff and Commission; marina users; financial and engineering consultants                                                 | <ul style="list-style-type: none"> <li>Waiting list, occupancy, rates, costs, and revenues reviewed annually</li> <li>Expansion aligned with documented demand and available funding</li> </ul>                     | \$\$\$                                                                                         | Annual            |
| <b>7.1.b</b>                                                                                                                   | Develop Marina Basin Master Plan with stakeholder input and compatible design concepts      | Port Staff and Commission; Oregon State Marine Board; marina users; HRYC; HROCC; Gorge Sailing Center; commercial partners; design consultants | <ul style="list-style-type: none"> <li>Stakeholder input received</li> <li>Redevelopment plan completed</li> <li>Applicable State Marine Board concepts incorporated</li> <li>Project milestones tracked</li> </ul> | \$\$\$      | Mid-Term          |
| <b>7.1.c</b>                                                                                                                   | Maintain a safe, efficient, and certified Clean Marina                                      | Marina Manager; Port Staff; Oregon State Marine Board; marina users; emergency responders                                                      | <ul style="list-style-type: none"> <li>Clean Marina certification maintained</li> <li>Inspections and maintenance completed on schedule</li> <li>Safety incidents and corrective actions tracked</li> </ul>         | \$\$                                                                                           | Ongoing           |
| <b>Goal 7.2: Prioritize local (Mid-Columbia Gorge) resident use and access to the Waterfront and Marina</b>                    |                                                                                             |                                                                                                                                                |                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                      |                   |
| <b>7.2.a</b>                                                                                                                   | Evaluate discounted parking for regional residents and/or volunteers                        | Port Staff and Commission; parking operators; volunteers; legal counsel                                                                        | <ul style="list-style-type: none"> <li>Financial and operational impacts evaluated</li> <li>Eligibility requirements defined</li> <li>Program adopted if feasible</li> <li>Participation tracked</li> </ul>         | \$                                                                                                                                                                               | Short-Term        |
| <b>7.2.b</b>                                                                                                                   | Expand Marina events, youth education, and sailing programs through user-group partnerships | Hood River Yacht Club; Port Staff; schools; youth organizations; Marina user groups; Oregon State Marina Board                                 | <ul style="list-style-type: none"> <li>Partnerships established</li> <li>Events and programs offered</li> <li>Attendance and youth participation tracked annually</li> </ul>                                        | \$\$                                                                                       | Mid-Term, ongoing |

Table 5.9: Objective 8 Implementation Plan

| #                                                                                                                                            | Actions                                                                               | Potential Actors/Partners                                                                                     | Success Metrics                                                                                                                                                                                                 | Cost/Difficulty Level                                                                                                                                                                                                                                                | Action Timeline |
|----------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Goal 8.1: Maximize launch access for smaller size boats</b>                                                                               |                                                                                       |                                                                                                               |                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                      |                 |
| <b>8.1.a</b>                                                                                                                                 | Evaluate small-boat storage and launch improvements within the Marina and South Basin | Port Staff and Commission; Oregon State Marine Board; Yacht Club; user groups; engineers; youth organizations | <ul style="list-style-type: none"> <li>Storage, hoist, launch, and seasonal-dock options evaluated</li> <li>Preferred improvements and costs identified</li> <li>User input documented</li> </ul>               | \$\$        | Mid-Term        |
| <b>8.1.b</b>                                                                                                                                 | Implement priority improvements and expand youth and non-motorized boating access     | Port Staff; Yacht Club; schools; youth programs; user groups; funding agencies                                | <ul style="list-style-type: none"> <li>Funding secured; priority improvements completed; small-vessel launches and youth participation tracked</li> </ul>                                                       | \$\$\$      | Mid-Term        |
| <b>Goal 8.2: Further develop recreational opportunities at the Marina and Waterfront to supplement employment/economic development goals</b> |                                                                                       |                                                                                                               |                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                      |                 |
| <b>8.2.a</b>                                                                                                                                 | Prioritize recreational improvements through user feedback and partner planning       | Port Staff and Commission; Marina users; City and County Parks; OPRD; community partners                      | <ul style="list-style-type: none"> <li>User feedback collected</li> <li>Priority projects identified</li> <li>Partner roles documented</li> <li>Grant applications submitted for eligible projects</li> </ul>   | \$                                                                                             | Short-Term      |
| <b>8.2.b</b>                                                                                                                                 | Develop boat and watersport storage that reduces congestion and generates revenue     | Port Staff; Marina users; watersport businesses; private operators; design consultants                        | <ul style="list-style-type: none"> <li>Demand and site options evaluated</li> <li>Preferred project selected</li> <li>Storage spaces, use, revenue, and parking impacts tracked after implementation</li> </ul> | \$\$\$      | Long-Term       |

Table 5.10: Objective 9 Implementation Plan

| #                                                                                                               | Actions                                                                                                                                   | Potential Actors/Partners                                                               | Success Metrics                                                                                                                                                                                                                                                                         | Cost/Difficulty Level                                                                                                                                                            | Action Timeline |
|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| <b>Goal 9.1: Explore funding options to maintain existing facilities and level of service at the Waterfront</b> |                                                                                                                                           |                                                                                         |                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                  |                 |
| <b>9.1.a</b>                                                                                                    | Develop a Waterfront maintenance funding strategy based on facility conditions, partnerships, and revenue from parking and the Event site | Port Staff and Commission; Waterfront user groups; event organizers; community partners | <ul style="list-style-type: none"> <li>Conditions and maintenance costs assessed annually</li> <li>Partnership opportunities documented</li> <li>Event Site rates reviewed</li> <li>Parking user experience evaluated</li> <li>Maintenance revenue and cost recovery tracked</li> </ul> | \$     | Annual          |

| Goal 9.2: Consider stakeholder and community-identified priorities for improvement of the waterfront |                                                                                               |                                                                                                               |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                      |          |
|------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 9.2.a                                                                                                | Maintain a stakeholder-informed list of Waterfront improvements and smaller maintenance needs | Port Staff; tenants; concessionaires; user groups; community members                                          | <ul style="list-style-type: none"> <li>Feedback collected regularly</li> <li>Improvement list updated annually</li> <li>Completed items and unresolved needs tracked</li> </ul>                             | \$                                                                                             | Ongoing  |
| 9.2.b                                                                                                | Prioritize, fund, and implement trail, restroom, recreation, and open-space improvements      | Port Staff and Commission; local agencies; user groups; funding partners; design consultants; POHR Foundation | <ul style="list-style-type: none"> <li>Lifecycle costs evaluated</li> <li>Priority projects selected</li> <li>Funding applications submitted</li> <li>Project and maintenance milestones tracked</li> </ul> | \$\$\$      | Mid-Term |

Table 5.11: Objective 10 Implementation Plan

| #                                                                                                                       | Actions                                                                                                              | Potential Actors/Partners                                                                                | Success Metrics                                                                                                                                                                                              | Cost/Difficulty Level                                                                                                                                                                                                                                                      | Action Timeline |
|-------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| Goal 10.1: Continue to coordinate with and support the HRWSBA in development and construction of the replacement Bridge |                                                                                                                      |                                                                                                          |                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                            |                 |
| 10.1.a                                                                                                                  | Complete office remodel and relocation ahead of Bridge Replacement                                                   | Port Staff and Commission;                                                                               | <ul style="list-style-type: none"> <li>Remodel completed</li> <li>Offices relocated without service interruption</li> </ul>                                                                                  | \$\$                                                                                                 | Short-Term      |
| 10.1.b                                                                                                                  | Support Bridge funding, advocacy, and transparent community communication                                            | HRWSBA; Port Staff and Commission; state and federal agencies; elected officials; community partners     | <ul style="list-style-type: none"> <li>Advocacy and funding activities supported</li> <li>Project updates shared regularly</li> <li>Community inquiries and feedback tracked</li> </ul>                      | \$                                                                                                   | Ongoing         |
| 10.1.c                                                                                                                  | Coordinate the orderly transition of toll collection and customer-service responsibilities to HRWSBA, as appropriate | Port Staff; HRWSBA                                                                                       | <ul style="list-style-type: none"> <li>Responsibilities and transition milestones documented</li> <li>Tolling and customer-service continuity maintained</li> </ul>                                          | \$                                                                                               | Mid-Term        |
| Goal 10.2: Maintain dependable cross-river transportation for residents, workers, businesses, and visitors              |                                                                                                                      |                                                                                                          |                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                            |                 |
| 10.2.a                                                                                                                  | Complete scheduled Bridge maintenance, inspections, and tolling-system upkeep                                        | Port Bridge Staff; Port Commission; engineers; contractors; tolling vendors                              | <ul style="list-style-type: none"> <li>100% of scheduled inspections and preventive maintenance completed</li> <li>Deficiencies and repairs tracked</li> <li>Tolling-system performance monitored</li> </ul> | \$\$\$      | Ongoing         |
| 10.2.b                                                                                                                  | Maintain operating and emergency procedures while coordinating traffic and marine navigation                         | Port Bridge Staff; emergency responders; U.S. Coast Guard; marine users; HRWSBA; transportation agencies | <ul style="list-style-type: none"> <li>Procedures reviewed annually</li> <li>Traffic impacts communicated promptly</li> <li>Incidents, closures, and navigation conflicts tracked and addressed</li> </ul>   | \$\$        | Ongoing         |

## 6. Public Involvement

For the Strategic Business Plan (SBP) process, PC has conducted several site visits to the Port of Hood River, interviewed key Port Staff and community stakeholders, and conducted a targeted survey. Stakeholder outreach included both focus groups and one-on-one interviews with representatives of community groups directly affected by Port operations, as well as local residents with relevant expertise and knowledge of the area.

Although not required by the Statewide Ports Strategic Business Plan process, the Port requested a thorough community engagement effort to ensure broad public participation and input. The following section outlines our engagement activities completed.

### Stakeholder Engagement Summary

#### ***Kick-Off Meeting: April 2026***

For the first public engagement opportunity, the PC team was on-site in Hood River to attend the Port's Spring Planning session. Attending the planning session allowed our team an in-depth look at the Port's current goals and projects to ensure alignment of the SBP. PC met the Port Commissioners and presented on the scope and overall timeline of the SBP as well.

During the visit, we were also able to meet most of the Staff and tour most of the Port's real estate assets. Namely, PC received an overview of the Marina Basin area, the Waterfront recreation area, Port assets and tenants near the waterfront, and the Airport.

#### ***Community & Commissioner Engagement: May 2026***

The primary goals of the project team's on-site presence in May were threefold: conduct interviews and focus groups with key stakeholders and personnel, tour the rest of the Port's real estate assets, and conduct a work session with the commissioners on the SWOT analysis and the Mission, Vision, and Values. Stakeholder groups we connected with during this on-site and in subsequent virtual interviews included Port tenants, Marina & Waterfront users, Airfield users, regional economic & business development organizations, City of Hood River, and Hood River County.

Feedback our team has received has been instrumental in creating the key components of the SBP, like the goals & objectives and the capital improvements plan.

During this trip, our team had the opportunity to visit the Port's remaining real estate assets, such as Big 7, the Wasco Building, and the Port's Odell properties. In-person review of the assets assisted our team in gaining important context to each, in order to properly plan investments and improvements.

After preliminary literature review, data analysis, and review of the previous SBP, our team created a draft SWOT analysis as well. During the May trip, the project team conducted a workshop with Port Staff on the draft SWOT to ensure additional pieces of the Port's situation were included in the analysis. Following discussion and additions, our team conducted a workshop with the Port Commissioners as well. The public was welcome to attend the SWOT workshop with the commissioners.

### ***Community Open House: June 2026***

The project team's on-site presence in June was primarily to facilitate a community open house event for the overall community. The event was held at the Hampton Inn meeting room near the Waterfront in an effort to capture input from frequent users and other Port users and tenants.

The open house was held in the late afternoon and evening in an effort to maximize participation. Using a few different posters and prompts throughout the room, the team gathered feedback on the Port and its operations from locals for incorporation into the SBP. This included a map of Port properties with questions on what the community would like to see developed there, questions about what is needed at the Waterfront and the Airfield, a poster of the completed SWOT analysis, and questions about how the Port could remain financially stable without the Bridge toll revenue.

**Figure 6.1: SBP Open House Flyer**



Source: PC 2026

**Figure 6.2: June 2026 Community Open House**



Source: PC 2026

### ***Commissioner Workshop: July 2026***

The primary purpose of the July visit was to conduct an Objectives and Goals work session with the Commissioners. The workshop focused on the draft strategic direction developed for the SBP and provided an additional opportunity for public participation.

### ***Commissioner Presentation: September 2026***

In September, the project team presented the comprehensive draft of the SBP at the Commission's regular meeting and the draft was posted on the Port's website for the community to be able to see before finalization.

### ***Community Engagement: Fall 2026***

With the completion of the SBP, the project team will hold one more community open house to invite the community to learn about and give feedback on the completed plan components.

## **Interview Key Themes**

### ***Connect downtown and the Waterfront***

Multiple interviewees identified the separation between downtown Hood River and the Waterfront as one of the area's untapped opportunities. Improving access across the interstate would help connect the two districts and increase foot traffic for businesses in both locations. It would also help Hood River feel like a single destination for residents and visitors rather than two separate places.

### ***Strengthen the Port brand and educate the public on what the Port does***

Many residents view the Port primarily as the manager of the Waterfront and may not fully understand its broader role in the community. Several interviewees suggested that the Port could do more to communicate not only its presence, but also how it supports local residents, businesses, and community initiatives.

When the Port contributes to a project or event, its involvement should be more visible. Greater visibility could help residents associate the Port with a wider range of community benefits rather than the Waterfront alone.

### ***Consider events on Port properties in the SBP***

Several Port user groups host large events throughout the year. These events bring hundreds of visitors to Hood River, particularly to the Waterfront. Visitors spend money on lodging, food, shopping, and other local businesses, and this generates significant economic activity throughout the community. Interviewees noted that these benefits are an important part of the Port's contribution to the local economy. The Port could do more to support and promote these events given their broader economic impact.

### ***Partner with user groups to create mutually beneficial relationships***

In addition to hosting major events, Port user groups such as the Hood River Outrigger Canoe Club, Columbia Gorge Wind & Water Association, Gorge Sailing Center, and Hood River Soaring provide many other benefits to the community. Interviewees noted that there may be a variety of opportunities for these groups and the Port to work together in mutually beneficial ways.

### ***Community event space is needed in Hood River***

The need for a dedicated community gathering space emerged as a common theme in our conversations. While the Waterfront event site serves an important role, there's a lack of a flexible indoor gathering space in Hood River. A multiuse facility could support a wide

range of activities, including classes for the Sailing Center, community events during the winter or summer heat, and private events such as weddings and celebrations.

### ***Lot 1 challenges and opportunities***

Lot 1 is perhaps the most complex and debated property in the Port's portfolio. Multiple studies have explored potential uses for the site, but none have resulted in a viable development plan. The combination of light industrial zoning and the Waterfront design overlay creates significant development constraints. This makes it difficult for many projects to be financially feasible.

Many interviewees suggested that rezoning the property may be worth exploring. Ideas raised during interviews included a parking structure, recreation center, retail or commercial development, event venue, mixed-use project, and other possibilities. There was broad agreement that any decision should be made thoughtfully. Once the property is developed, the opportunity to use the land for another purpose will likely be lost for generations.

### ***Improved communication with users and tenants***

One major theme throughout interviews with Port users, tenants, and community stakeholders was that limited communication from the Port can lead to frustration, distrust, and strained relationships. Port Commissioners have identified transparency as a core value. Many interviewees viewed strong communication as essential to putting that value into practice.

Clear, consistent communication with tenants and community stakeholders is important, particularly when changes may affect them. Providing advance notice, explaining the reasons behind decisions, and outlining potential impacts were all seen by interviewees as important steps toward rebuilding trust and strengthening relationships. Many felt that improved communication is foundational to expanding the Port's positive impact.

## **Community Survey**

The project team conducted an electronic survey of residents in the Hood River region from June 9, 2026, through August 3, 2026. We offered the survey in both English and Spanish and collected a total of 1,766 completed surveys. The survey included a mix of fixed-response questions (e.g., multiple-choice and scaled responses) and open-ended questions for residents to share their opinions.

### **Survey Analysis**

Of our 1,766 responses, the largest portion is in Hood River County (33.8%), either in the City of Hood River (21.5%) or elsewhere in the County (12.3%) (Figure 6.3). The second largest group is Klickitat County, which makes up another 30.6% of respondents. Although they may not live in the Port District, these are people who use the Bridge and other Port amenities regularly, and the economic vitality of their communities is interlinked with Hood River County's, even across state boundaries.

Regarding employment status, just over a third of respondents (39.7%) indicated that they are retired, while a similar share (38.0%) are employed full-time (Figure 6.5). An additional 13.2% are self-employed or business owners, and 5.9% are employed part-time.

Respondents generally view the Port as important to the regional economy. Approximately 77.9% rated it as at least “Moderately important” to the regional economy, and 59.3% said it was “Very important” or “Extremely important” (Figure 6.8). Only 4.7% said it was “Not important.”

When asked to select everything they believe the Port does to positively impact the economy, respondents most often pointed to its operation and maintenance of the Hood River-White Salmon Bridge (61.9%) and the Waterfront area and Marina (58.2%), followed by its role in maintaining open and green space for recreational purposes (47.8%) (Figure 6.10). Roughly one in four respondents credited the Port with supporting existing local businesses (25.8%) or commercial/industrial development (24.5%). Notably, only 7.8% said the Port does not positively impact the economy. This is a favorable sign of overall community sentiment.

Looking ahead, respondents identified Waterfront recreation (46.6%), environmental stewardship (46.5%), and public access (45.2%) as the Port’s top priorities for the next 10 years, essentially a three-way tie (Figure 6.15). Financial sustainability (36.2%) and economic development (20.9%) followed. More traditional Port infrastructure priorities, such as Airport improvements (8.3%) and land-lease development (8.4%), ranked lowest. This suggests community attention is currently more focused on recreation, environment, and access than on industrial and commercial growth.

Consistent with this recreational focus, when asked which sectors or industries the Port should attract or support, Recreation was the clear top choice, with 71.2% of respondents selecting it, well ahead of Arts & Entertainment (44.1%) and Accommodation & Food Services (37.1%) (Figure 6.16).

When asked which investment concepts they would most support, respondents again prioritized recreation and stability over commercial expansion: improvements to Port recreational facilities (45.5%) and infrastructure improvements to existing Port areas (35.2%) topped the list, followed by investments that improve long-term financial stability (33.1%) (Figure 6.18).

Regarding goods and services missing from the Hood River community, the most common theme in open-ended responses centered on community, tourism, and public spaces, such as a recreation center, performing arts center, and more winter activities, followed by requests for additional grocery and retail options and more restaurant variety (Figure 6.19). Concerns about Bridge infrastructure and tolls and about parking and transportation also surfaced frequently in response to this question.

Environmental considerations drew a more uncertain response than most other topics. Of those who responded, 63.6% selected “Neutral,” suggesting many residents do not have a strong view of the Port’s environmental performance one way or the other (Figure 6.20). Among respondents with an opinion, slightly more rated the Port’s environmental efforts

“Well” or “Very well” (19.5%) than “Poor” or “Very poor” (16.8%). Among those who rated the Port’s efforts poorly, the most common suggestions for improvement were reducing pollution from boats and other sources, limiting further expansion, and placing a greater overall focus on environmental protection.

## **Bridge**

The Hood River-White Salmon Bridge is the asset respondents most closely associate with the Port’s positive economic role: 61.9% credited the Port’s operation and maintenance of the Bridge as a positive economic contribution, the single highest-rated item in that question (Figure 6.10).

The Bridge Replacement Project was also one of the most frequently raised topics in the open-ended additional comments section, where building the new Bridge was mentioned in over 40% of responses (Figure 6.24). Respondents feel that the Bridge is critical to the area’s economy, as well as for access to basic needs such as health care. The survey’s results suggest that the Bridge is the community’s clearest example of Port contributions and its most emotionally charged topic. Residents are closely watching the timeline, design, cost, and impact as the project moves forward.

## **Marina**

Satisfaction with the Marina Basin skews slightly negative: 26.0% of respondents indicated that they are “Dissatisfied” or “Very dissatisfied,” compared with 25.4% who are “Satisfied” or “Very satisfied.” Nearly half (48.6%) are neutral (Figure 6.9). The Marina is also one of the assets respondents most credit with positively impacting the local economy; 58.2% cited the Port’s operation of the Waterfront area and Marina together as a positive economic contribution (Figure 6.10).

Looking forward, 19.9% of respondents named Marina improvements as one of the Port’s top priorities for the next 10 years (Figure 6.15), and 15.8% specifically supported expanding moorage slips in the Marina as an investment worth pursuing (Figure 6.18). Overall, Marina-specific investment ranks in the middle as a community priority.

## **The Waterfront**

Waterfront recreation is the best-received Port asset in the survey. Approximately 42.2% of respondents who answered reported being “Satisfied” or “Very satisfied,” compared with just 24.3% who reported being “Dissatisfied” (Figure 6.9). This positive sentiment carries through to forward-looking questions as well. Waterfront recreation was named the top priority for the next 10 years by 46.6% of respondents, tied statistically with environmental stewardship and public access (Figure 6.15). Improvements to Port recreational facilities (45.5%) was likewise the most supported investment concept overall (Figure 6.18).

When asked about further commercial development near the Waterfront, a majority of respondents (57.1%) expressed some support, with the largest single group (33.8%) favoring “Carefully planned development” (Figure 6.11). About one-quarter (25.7%) said they would strongly oppose additional development or prefer little to none, while 17.2% selected “Neutral/it depends.” This suggests broad, if cautious, community support for growth along the Waterfront, with an emphasis on thoughtful planning.

When asked which specific recreational activities the Port should consider enhancing or adding, parks and open space (65.7%) and walking trails (64.1%) were the top choices, followed by board-sailing and paddle sports (40.3%), reflecting Hood River's identity as a wind and water sports destination (Figure 6.13). Taken together, the Waterfront and its recreational amenities stand out as the community's primary interest for future Port investment.

Another major topic for the Port right now is how to fund these public amenities. In the open-ended answers on this topic, one-quarter of respondents (25.0%) said user access fees; many specified that these fees should be heavier for tourists than for residents (Figure 6.14). Another 13.5% suggested taxes in general, and 11.6% suggested taxes and fees on businesses that benefit from the traffic these amenities bring in. While only 1.8% of the open-ended responses mentioned using Port real estate or developments, in Figure 6.18, 30.6% of respondents said they would be interested in the Port investing in "revenue-generating development that supports public facilities" making this the fourth highest supported Port investment category.

### **Commercial & Industrial Real Estate**

Community and industrial real estate management and development received the highest dissatisfaction rating of any Port asset. About 38.5% of respondents who answered reported being "Dissatisfied" or "Very dissatisfied," compared with just 15.4% who were "Satisfied" or "Very satisfied" (Figure 6.9). This stands out as an area of concern among the community compared to the satisfaction with other Port activities and assets.

Community appetite for new investment in this area is correspondingly modest. Among investment concepts, reinvestment in under-developed commercial/industrial properties drew support from 18.9% of respondents, while new retail commercial space (16.6%), office space for rent (8.8%), industrial space for rent (8.6%), and flex/warehouse space for rent (8.2%) all ranked toward the bottom of the list (Figure 6.18). Developing Port properties for land leases was likewise one of the lowest-ranked priorities for the next 10 years, selected by just 8.4% of respondents (Figure 6.15). To the extent the community does want to see commercial and industrial land activated, the sector preferences expressed elsewhere in the survey, led by Recreation, Arts & Entertainment, and Accommodation & Food Services, suggest a strong preference for development aligned with tourism and recreation over traditional industrial users (Figure 6.16).

While specific investments are lower community priorities, investments that improve financial stability were supported by about a third of respondents (33.1%) as one of the three concepts they would be most interested in (Figure 6.18). Some investments that would improve financial stability would likely be commercial or industrial real estate development or improvement projects, since these generally produce sustainable rents that help the Port in its quest for financial stability.

### **The Airfield**

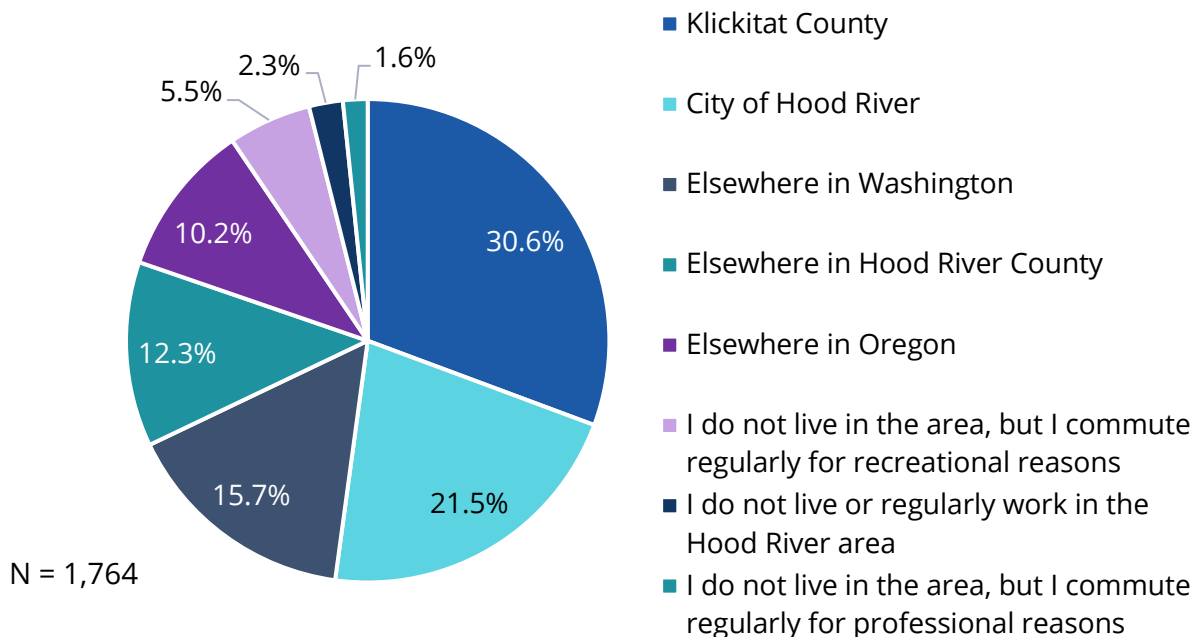
Satisfaction with the Ken Jernstedt Airfield was the most muted of any Port asset, though respondents still leaned in a positive direction. Two-thirds of respondents (67.8%) selected "Neutral," with only small shares reporting dissatisfaction (15.3%) or satisfaction (17.0%)

(Figure 6.9). This pattern likely reflects lower day-to-day familiarity with Airfield operations among the general public compared with more visible assets like the Waterfront and Marina.

Consistent with this lower engagement, the Airfield ranked at the bottom of community priorities: Airport improvements were selected as a top 10 year priority by just 8.3% of respondents (Figure 6.18). While the Airfield does not generally appear to be a source of community dissatisfaction, it is clearly not top-of-mind as an investment priority relative to the Port's other recreational assets.

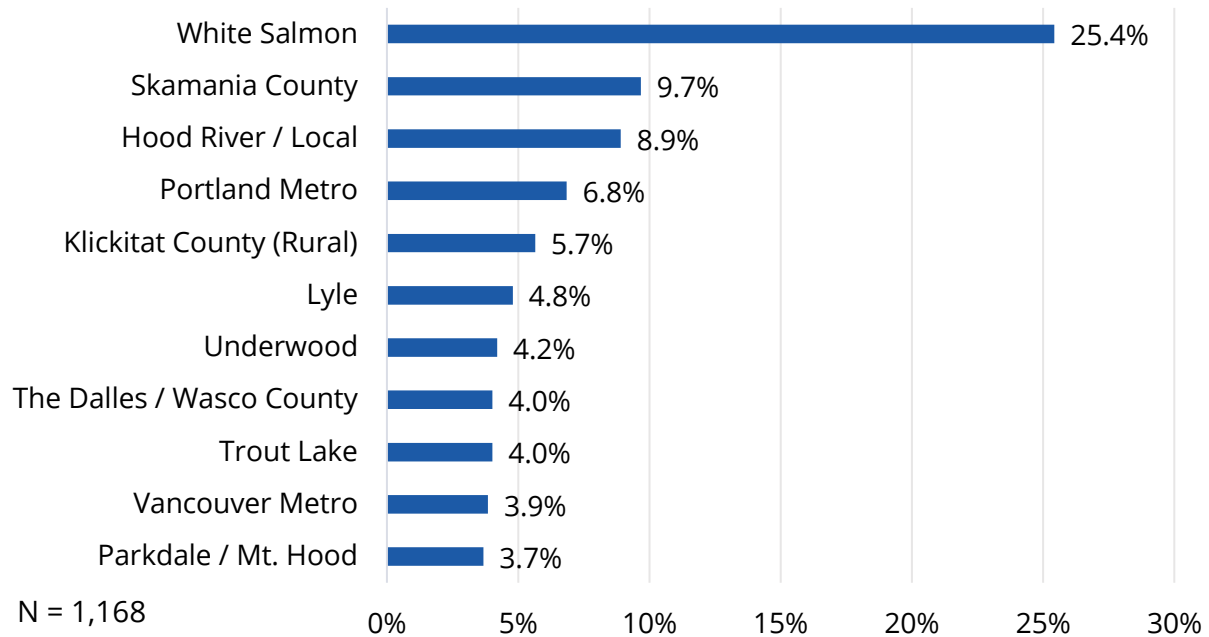
### Response Results

Figure 6.3: Where in the Hood River area do you reside?



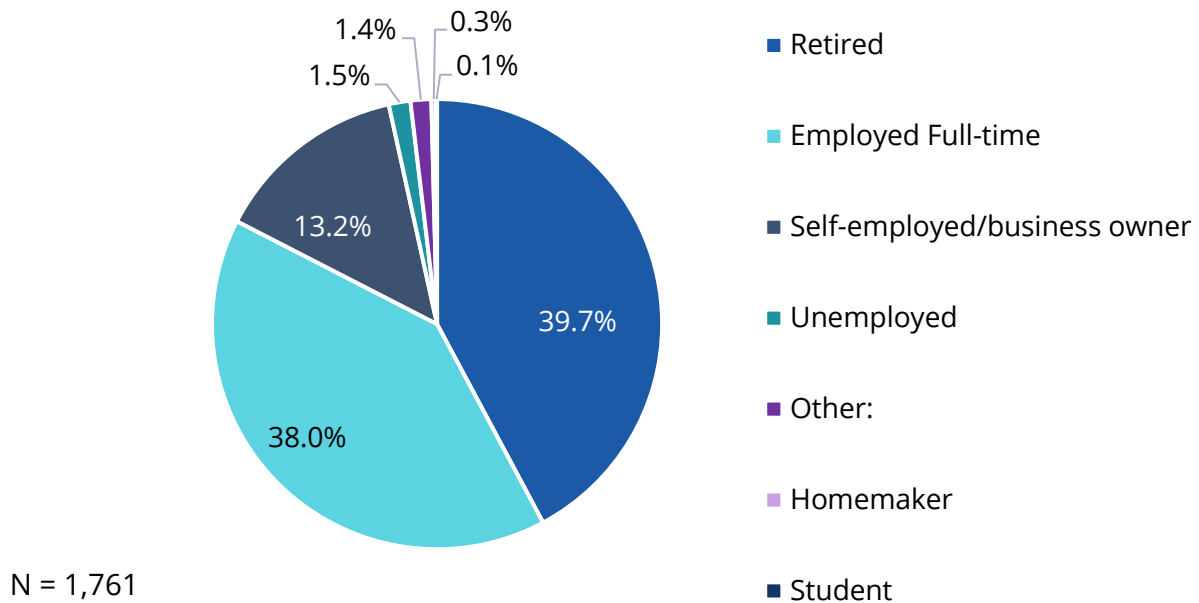
Source: Points Consulting, 2026

**Figure 6.4: Where in this region do you live?**



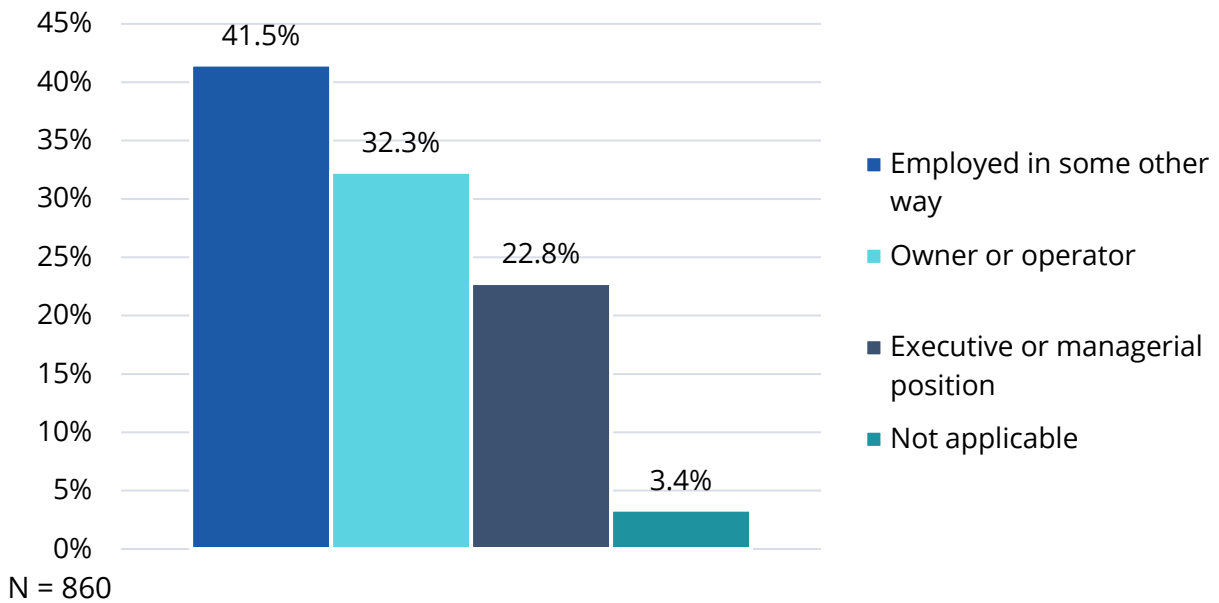
Source: Points Consulting, 2026

**Figure 6.5: What is your employment status?**



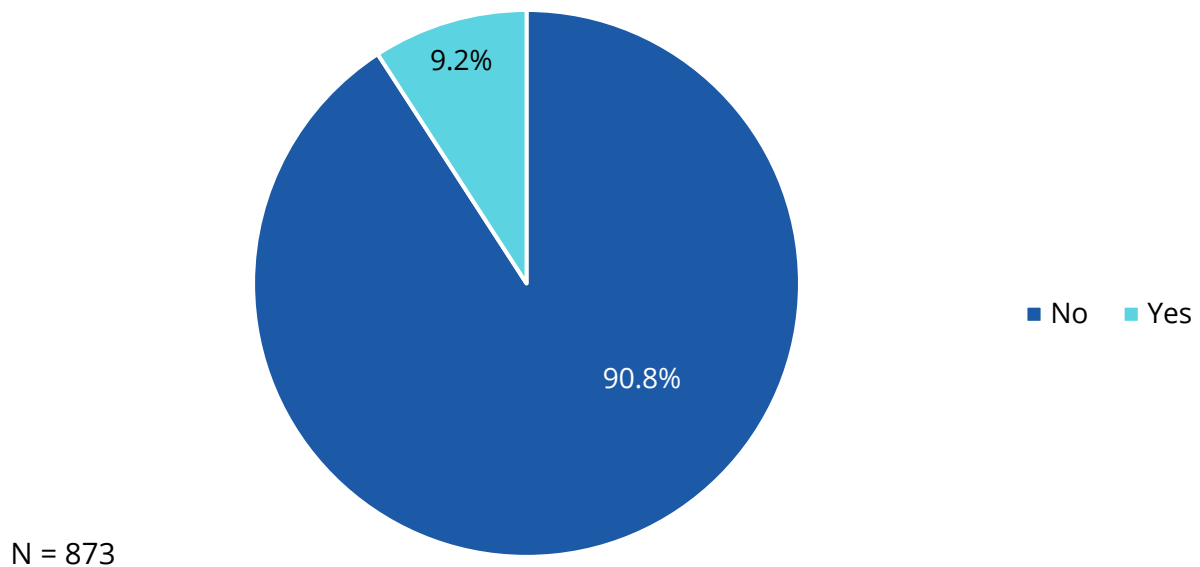
Source: Points Consulting, 2026

Figure 6.6: If you are employed or own a business, what is your role?



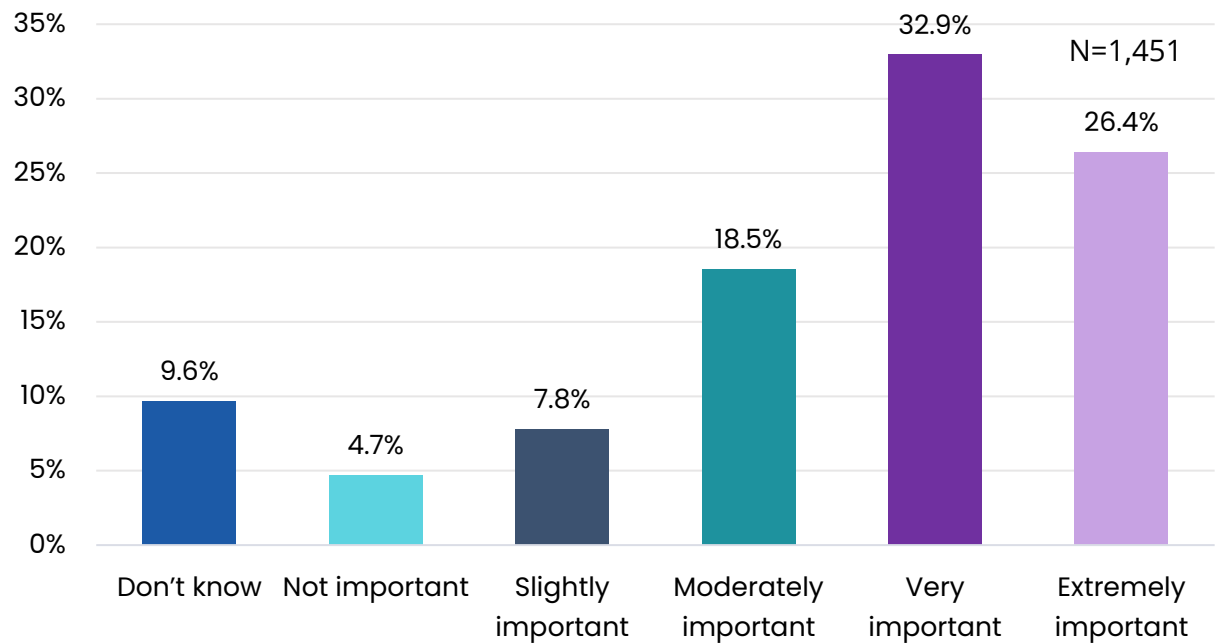
Source: Points Consulting, 2026

Figure 6.7: Is the business you work at located in the Waterfront and/or Marina area?



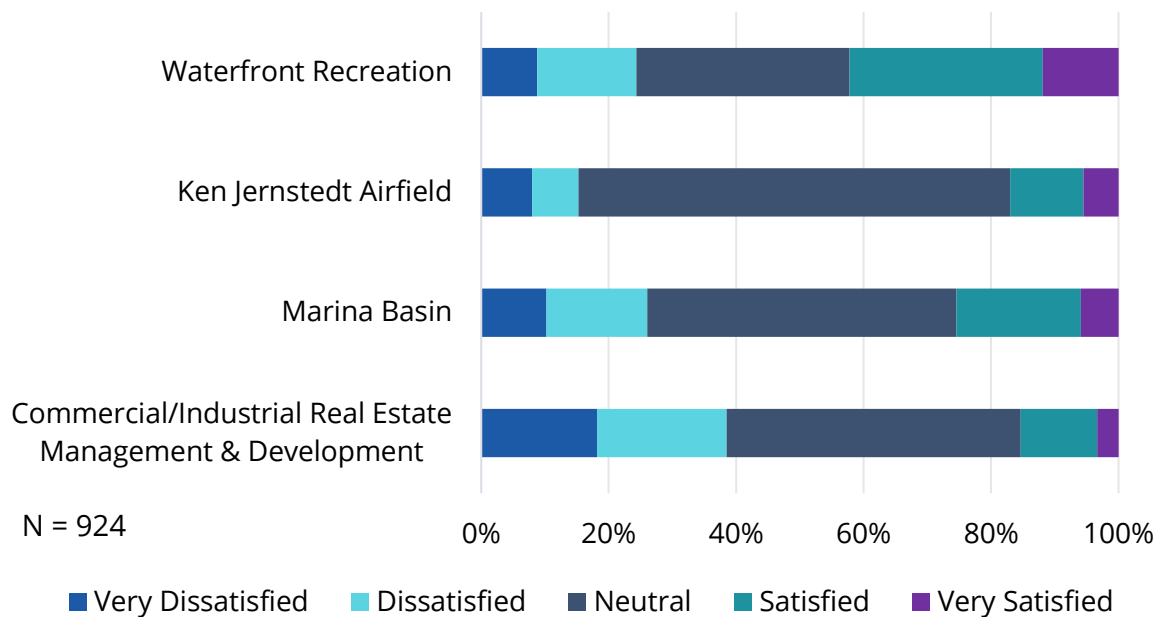
Source: Points Consulting, 2026

Figure 6.8: In your opinion, how important is the Port of Hood River to the regional economy?



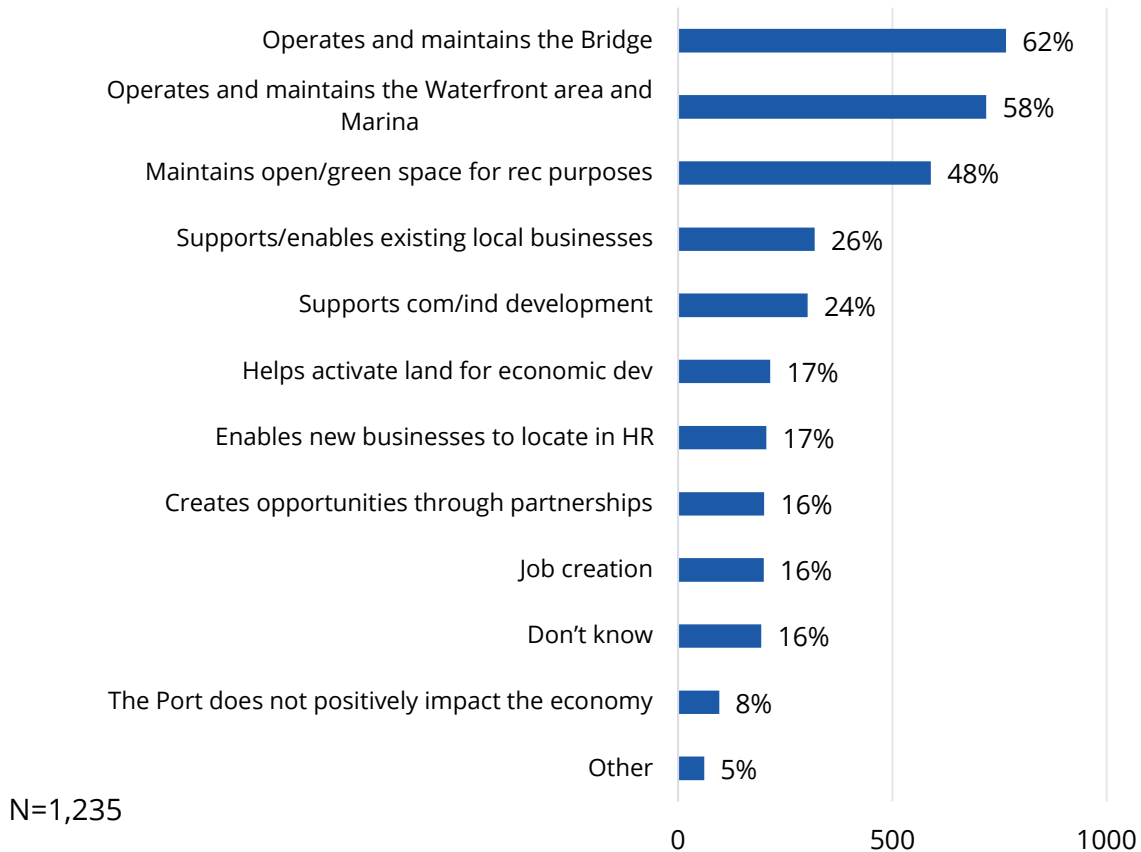
Source: Points Consulting, 2026

Figure 6.9: How satisfied are you with current Port activities related to:



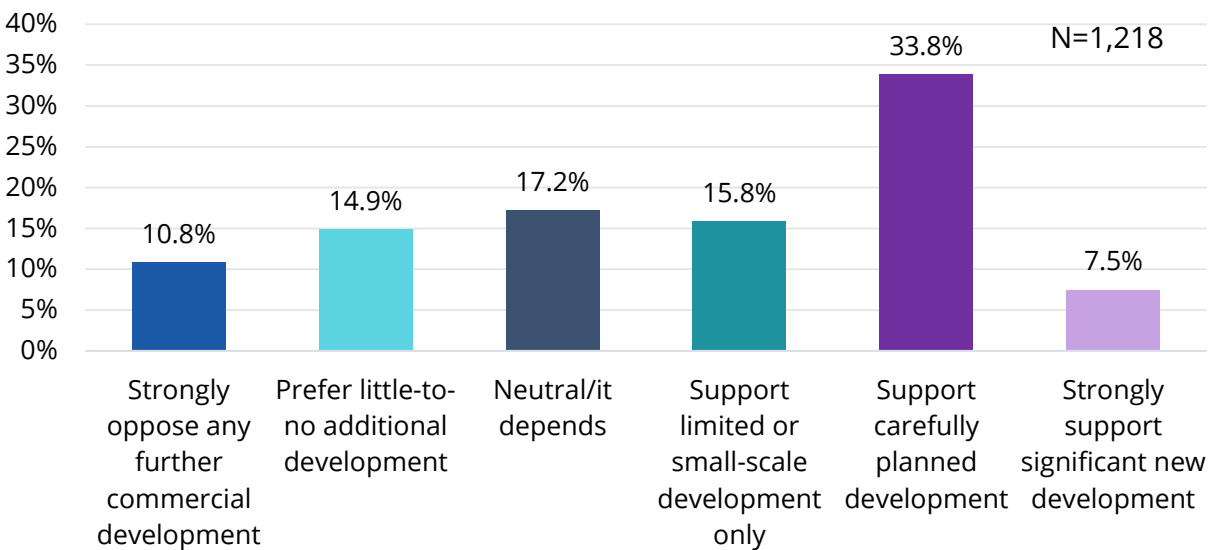
Source: Points Consulting, 2026

**Figure 6.10: What does the Port of Hood River do to positively impact the economy?**



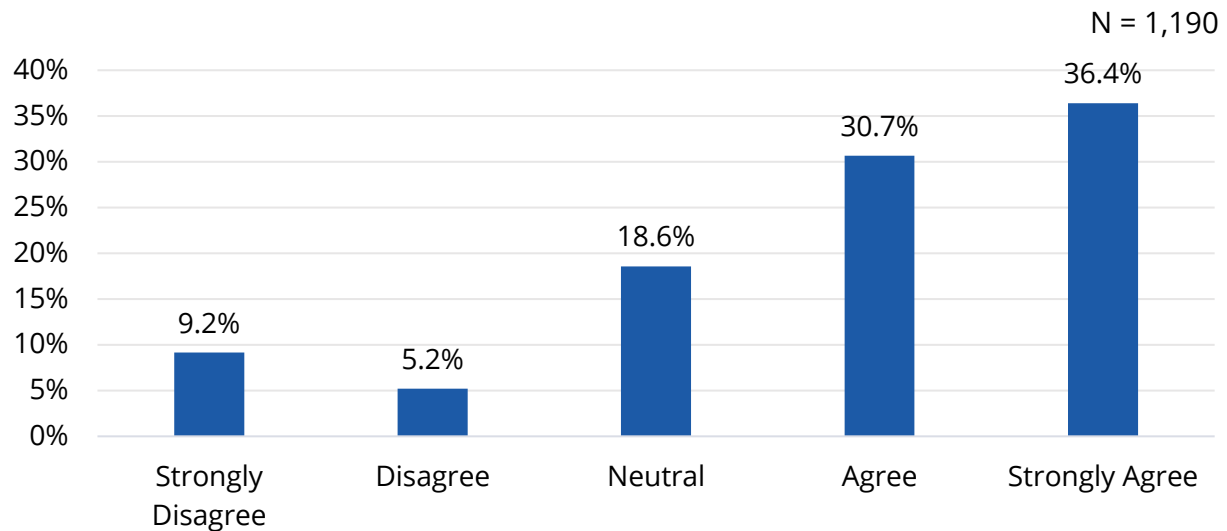
Source: Points Consulting, 2026

**Figure 6.11: To what extent do you support further commercial development near the Waterfront?**



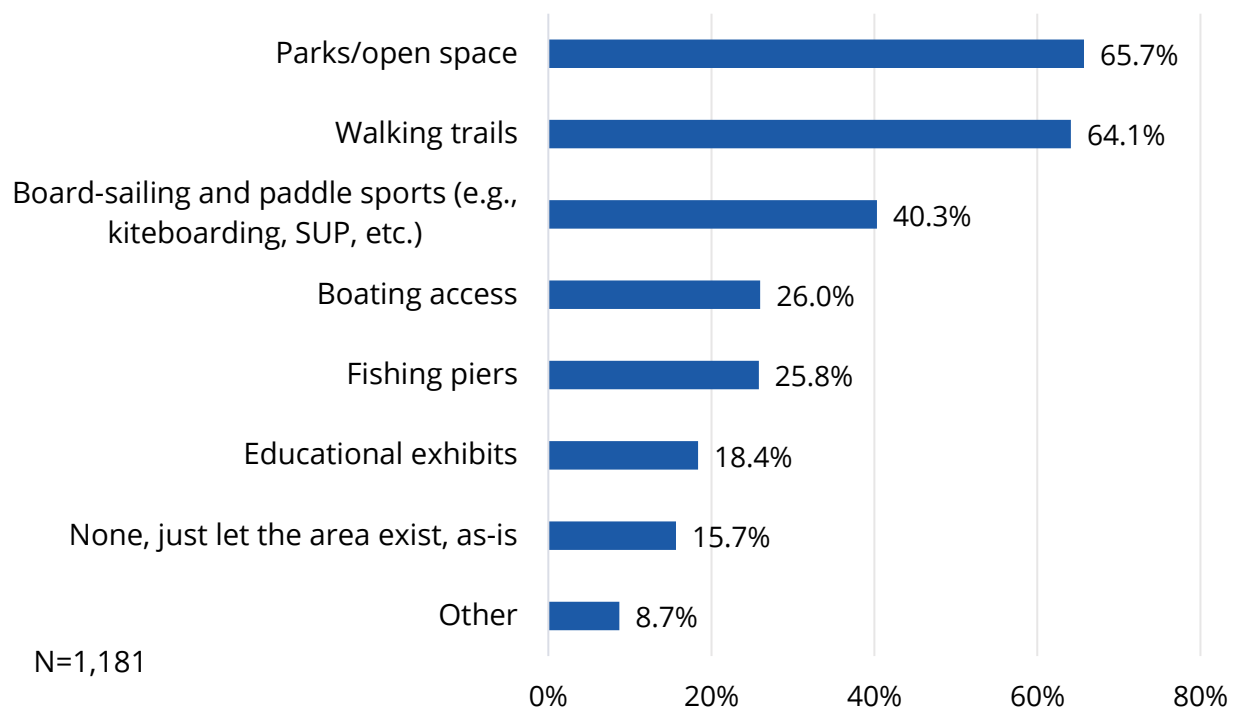
Source: Points Consulting, 2026

**Figure 6.12: The Port should increase public access to the waterfront for recreation: agree or disagree?**



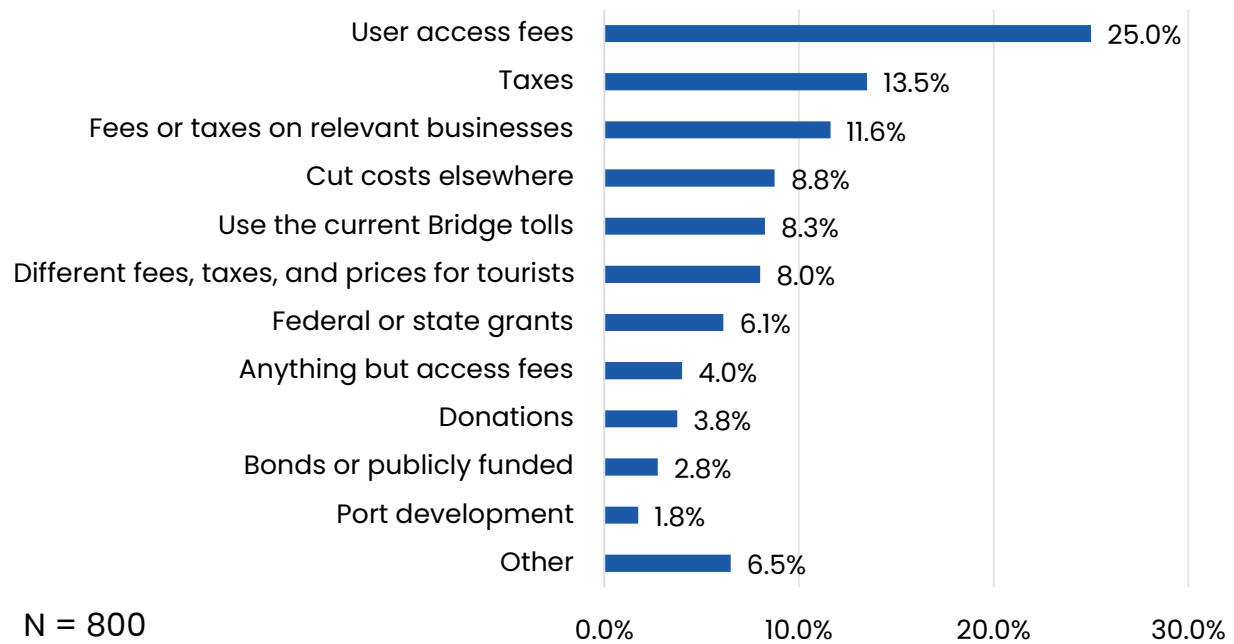
Source: Points Consulting, 2026

**Figure 6.13: Which public and recreational activities should the Port consider enhancing or adding?**



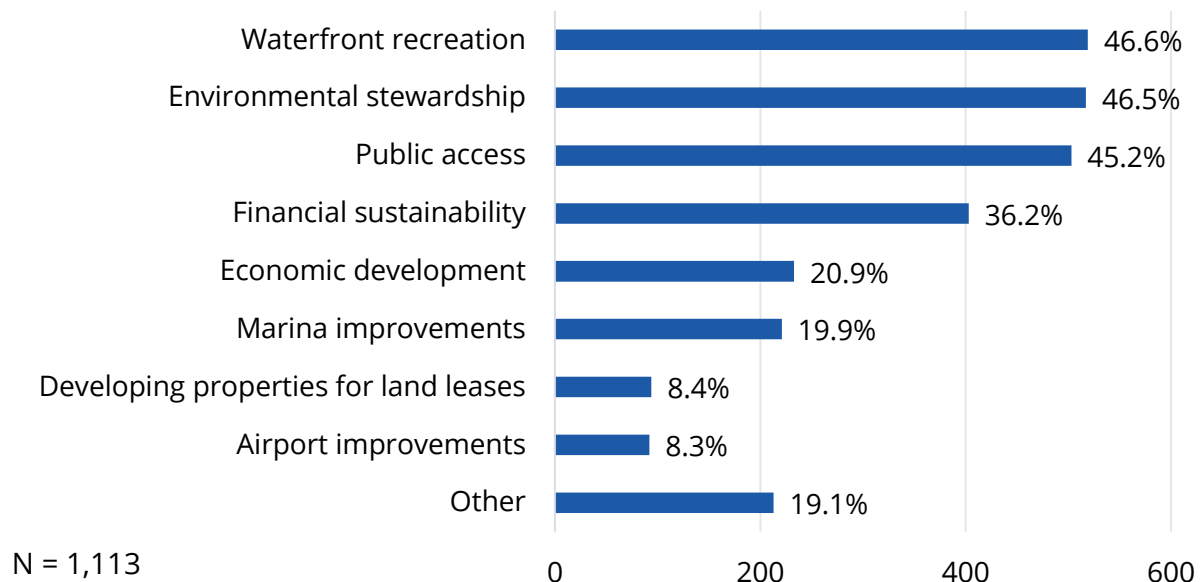
Source: Points Consulting, 2026

**Figure 6.14: In your opinion, how can Port-owned public amenities such as parks, trails, marina facilities, and waterfront recreation be funded in the future? (Open-Ended, Other)**



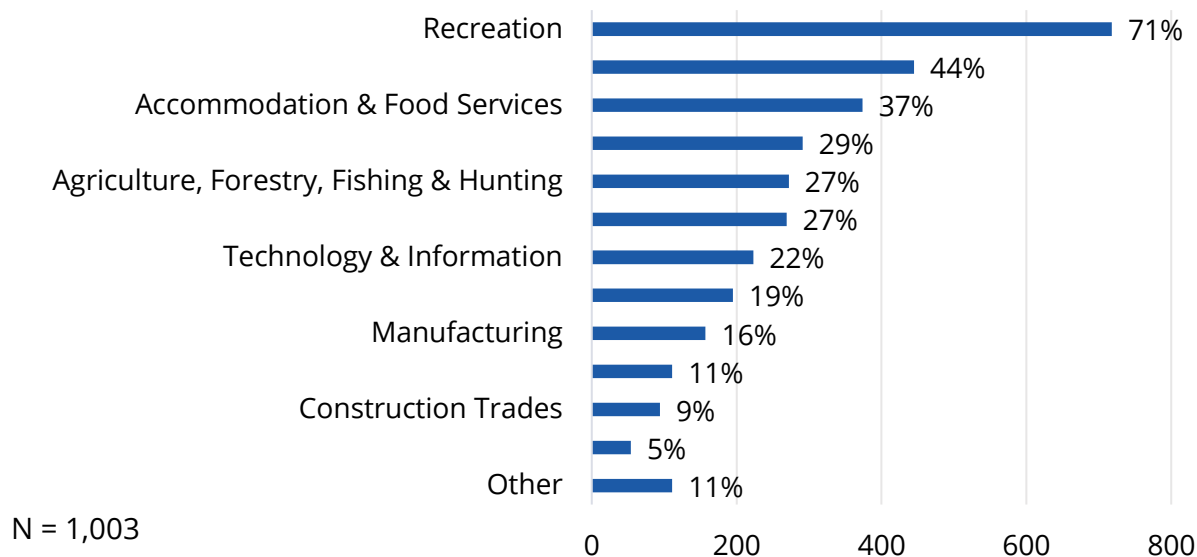
Source: Points Consulting, 2026

**Figure 6.15: What should be the Port's highest priorities over the next 10 years?**



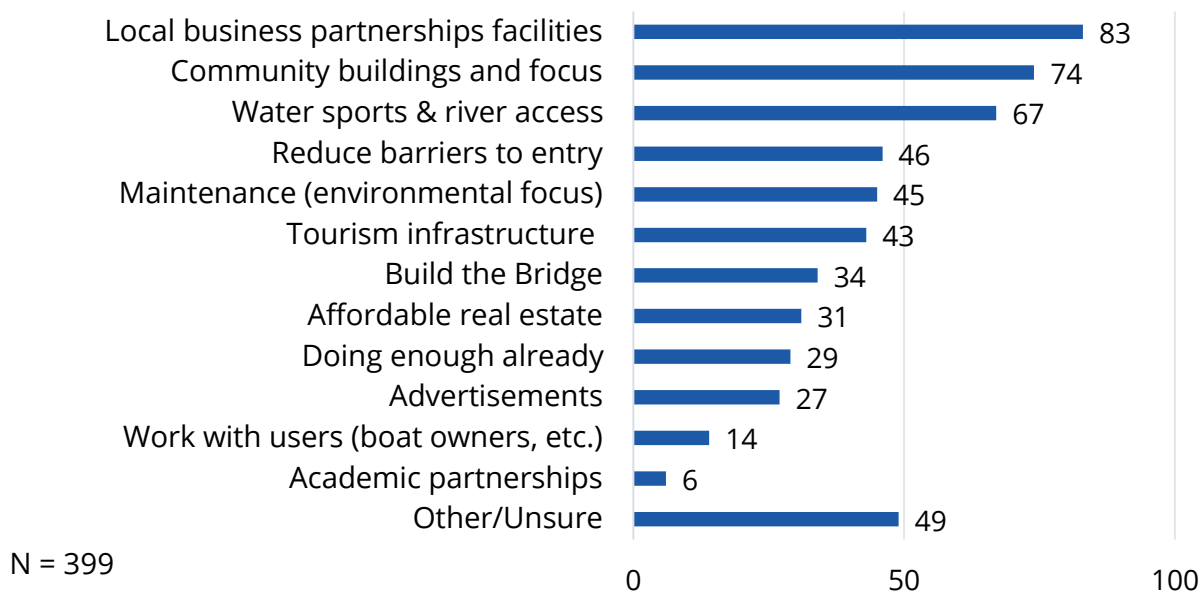
Source: Points Consulting, 2026

**Figure 6.16: What sectors or industries should the Port of Hood River attract or support?**



Source: Points Consulting, 2026

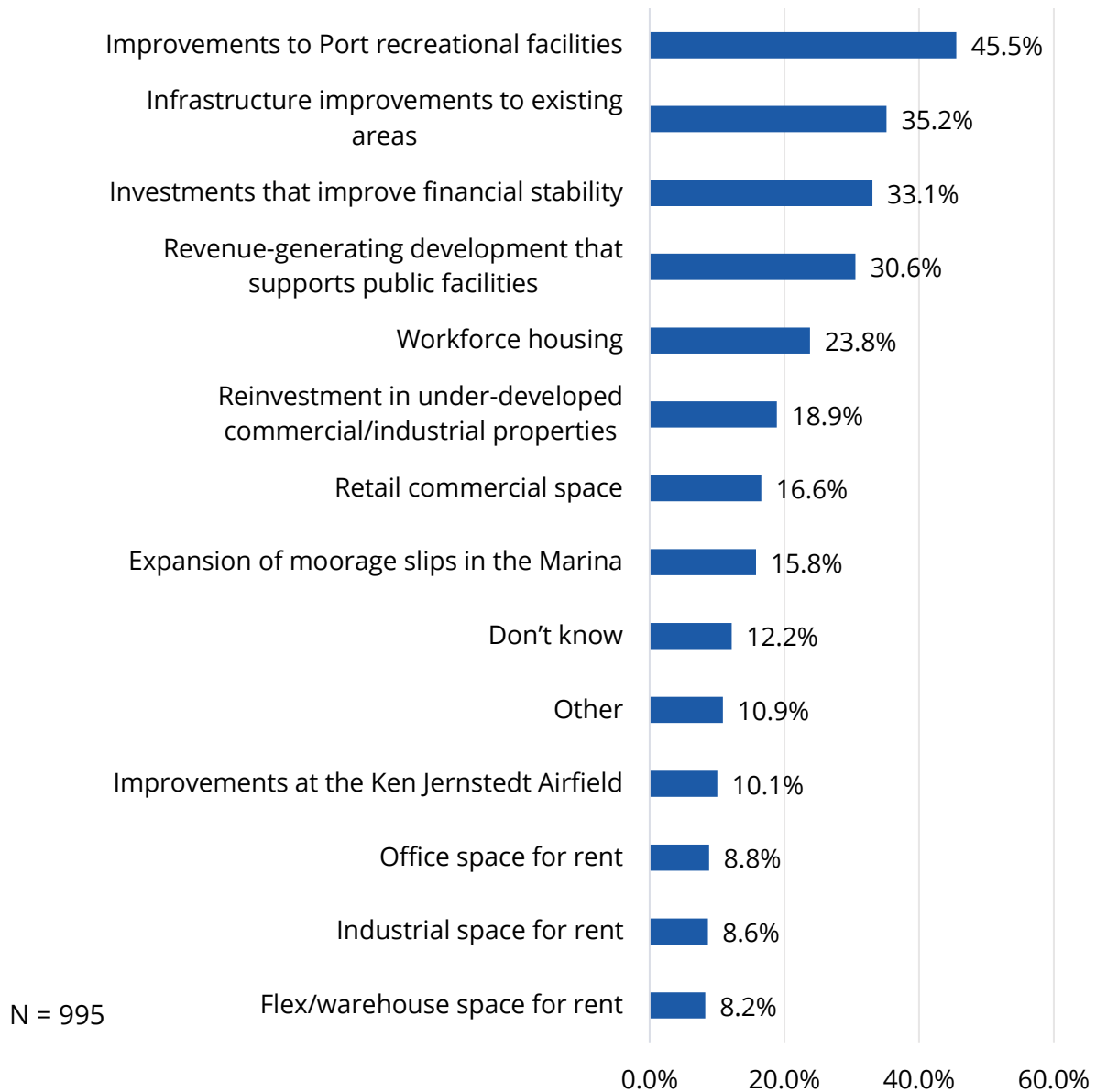
**Figure 6.17: What should the Port do to attract and support these industries? (Open-Ended)<sup>7</sup>**



Source: Points Consulting, 2026

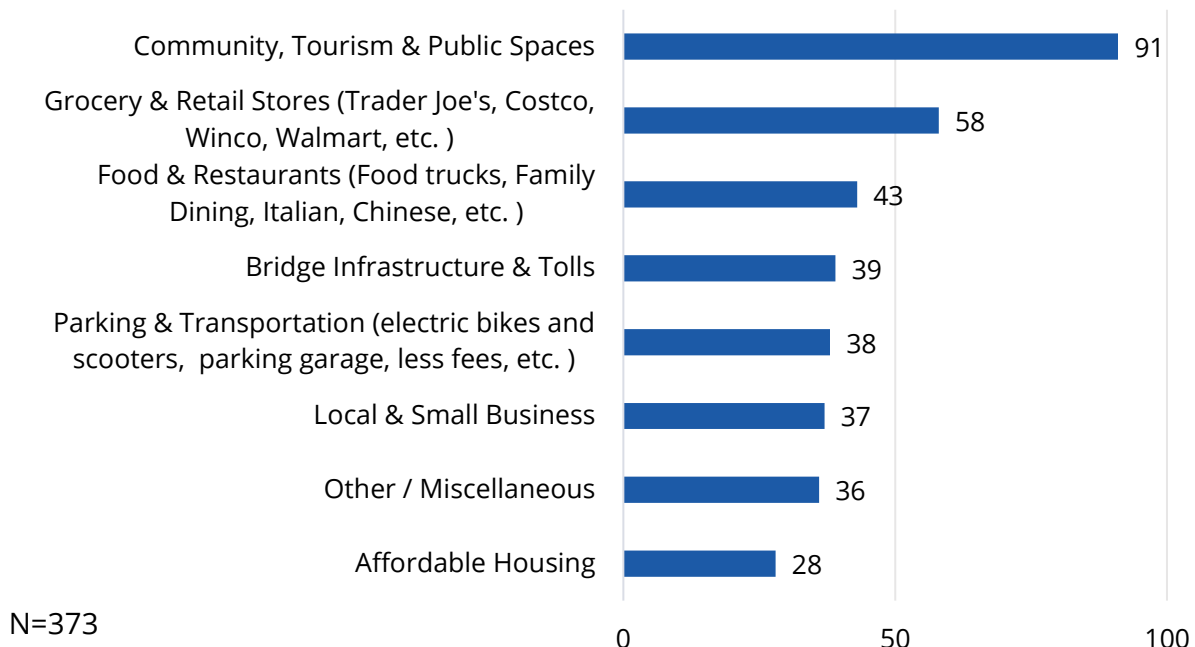
<sup>7</sup> The most common responses categorized here as “Community buildings and focus” include: parking garage, community theatre, rec center, dog parks, & walkways, and the most common types of “Tourism infrastructure” include: ice rink, concert venue, & hotel.

**Figure 6.18: Which of the following concepts would you be most interested in the Port of Hood River investing in for the sake of the community?**



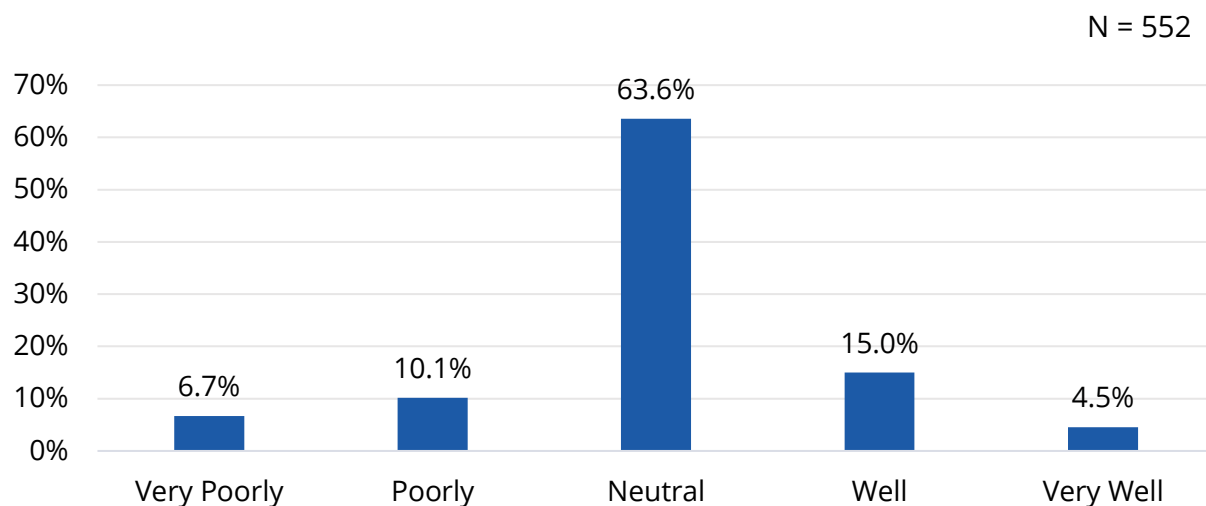
Source: Points Consulting, 2026

**Figure 6.19: Are there any specific goods and services that are missing in Hood River that you think could be successful? (Open-Ended)<sup>8</sup>**



Source: Points Consulting, 2026

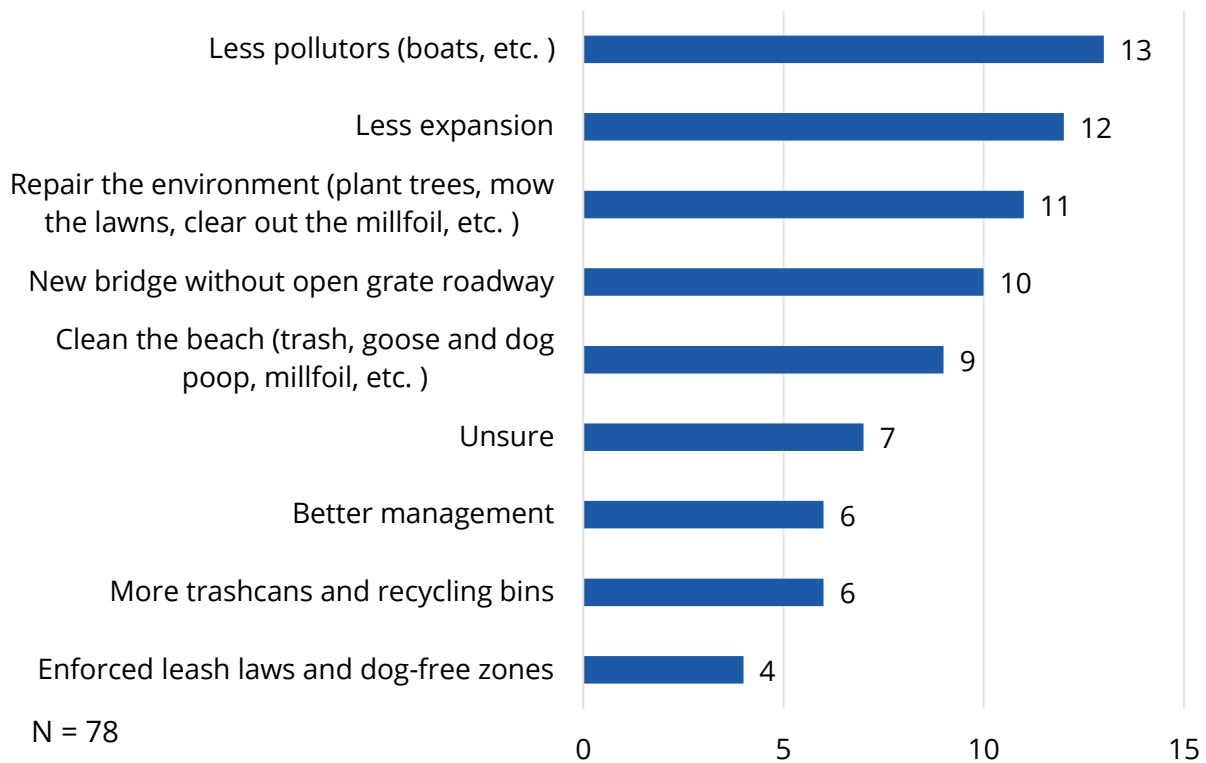
**Figure 6.20: To what extent are the Port of Hood River's efforts to reduce their environmental impact working?**



Source: Points Consulting, 2026

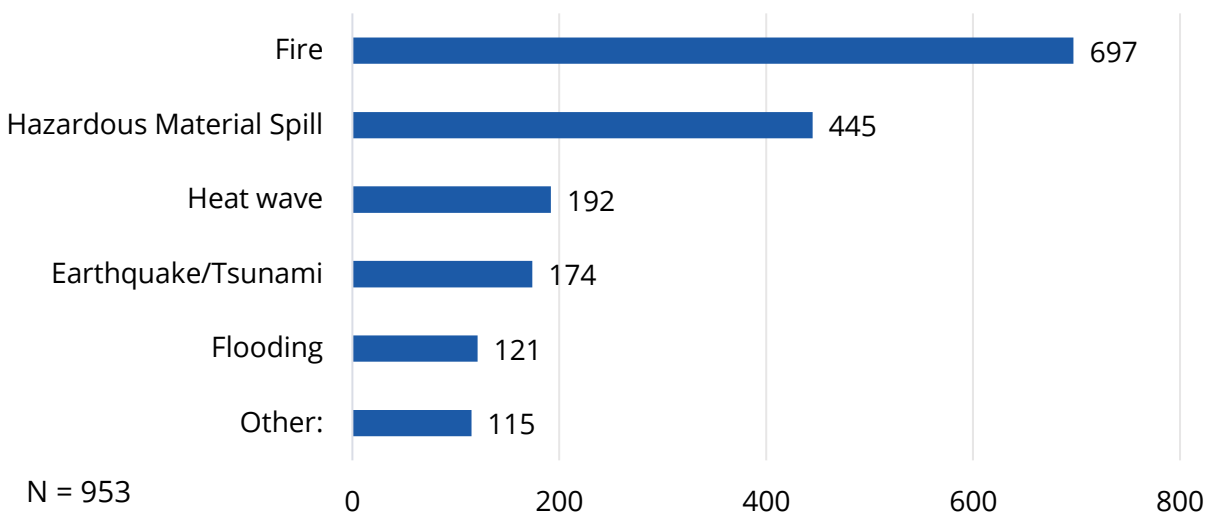
<sup>8</sup> The most mentioned options for "Community, Tourism & Public Spaces" included : Rec. center, Performing arts center, public bathrooms, amusement park, & winter activities in general. "Local & Small Business" included: Farmers market, water/wind sport repair and manufacturer, & anything local.

**Figure 6.21: If poorly, what more could be done?**



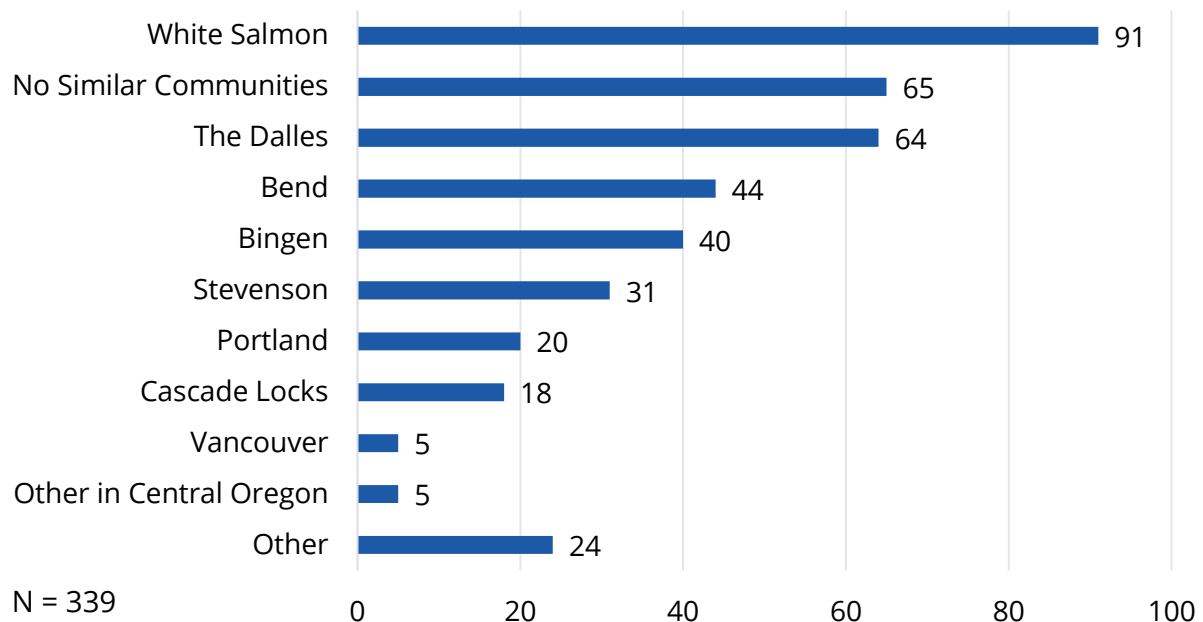
Source: Points Consulting, 2026

**Figure 6.22: What types of emergency situations in the area (or related to the port) concern you the most?**



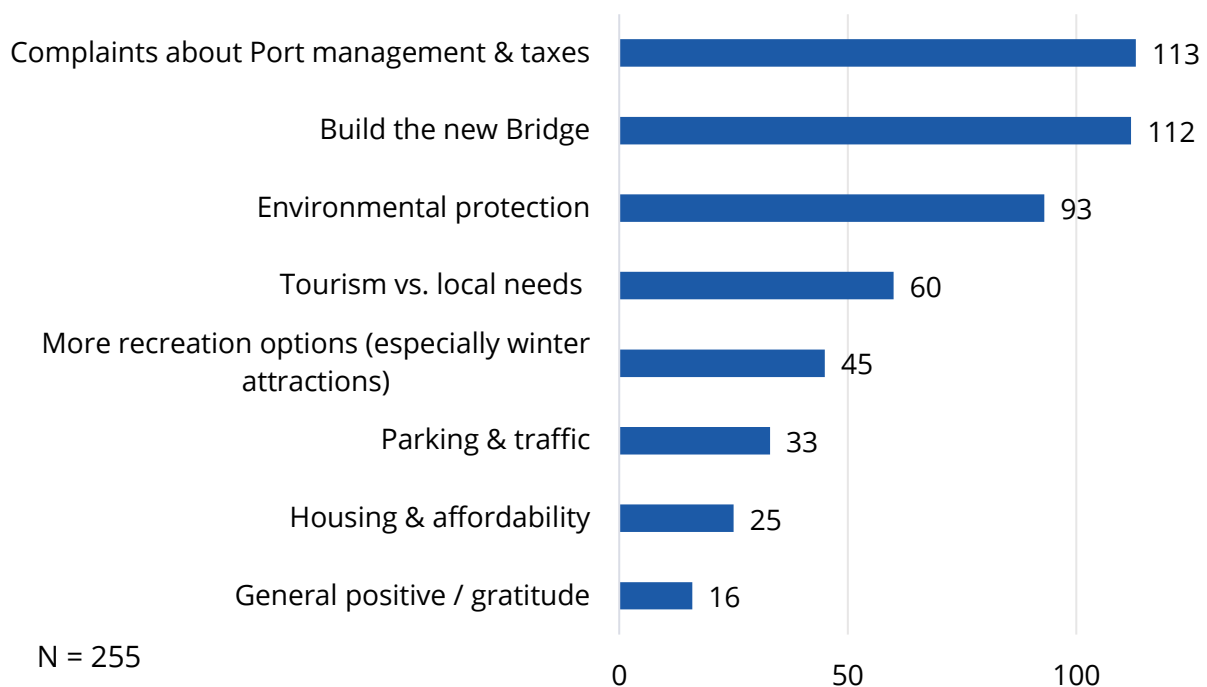
Source: Points Consulting, 2026

**Figure 6.23: What communities do you consider to be Hood River's top peers (or competitors) for the things that matter most to you and why?**



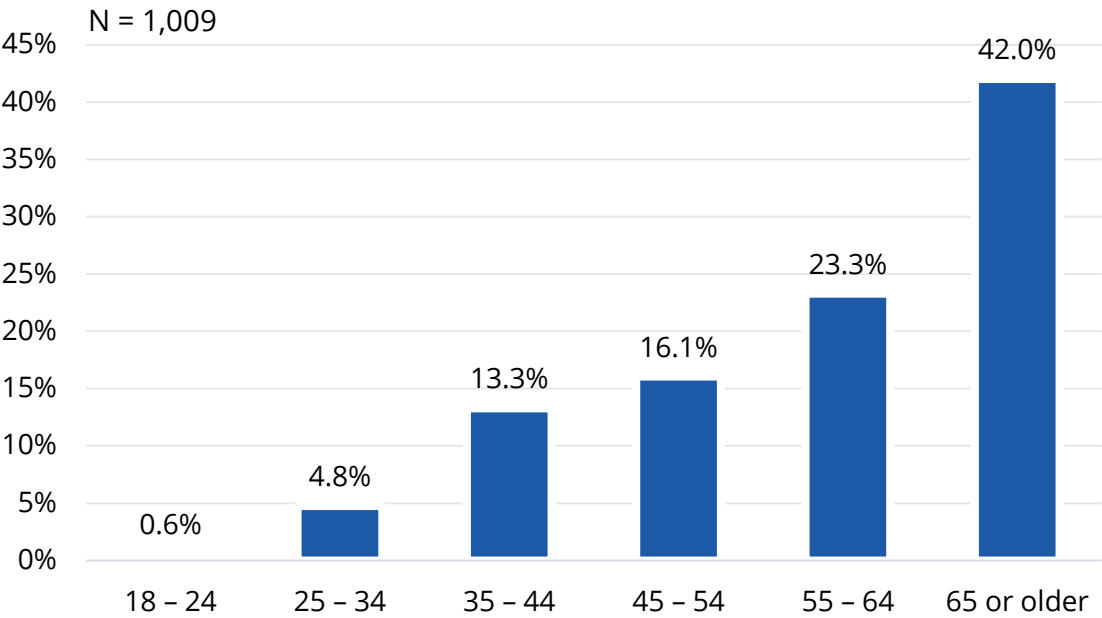
Source: Points Consulting, 2026

**Figure 6.24: Please share any additional comments as it relates to business and economic development in the Hood River area:**



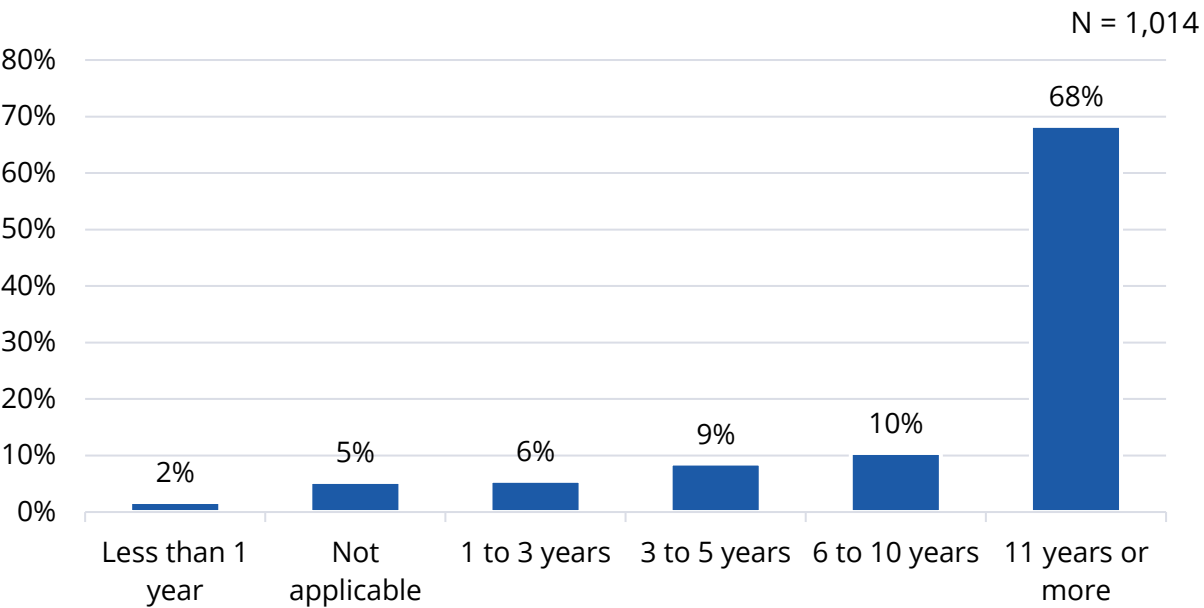
Source: Points Consulting, 2026

Figure 6.25: What is your age?



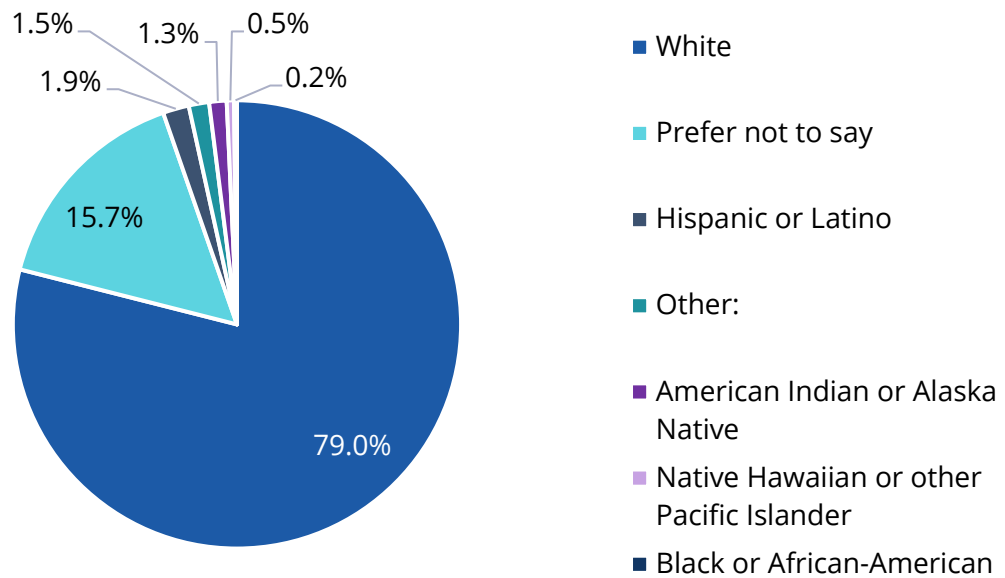
Source: Points Consulting, 2026

Figure 6.26: How long have you been in the Hood River region?



Source: Points Consulting, 2026

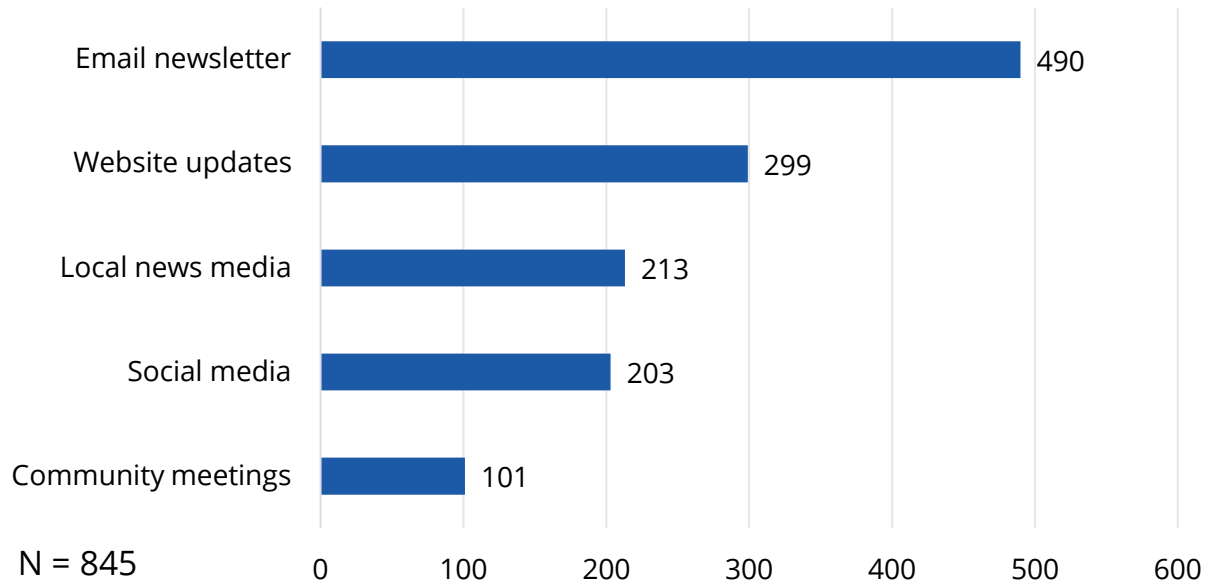
Figure 6.27: What is your race/ethnicity?



N = 955

Source: Points Consulting, 2026

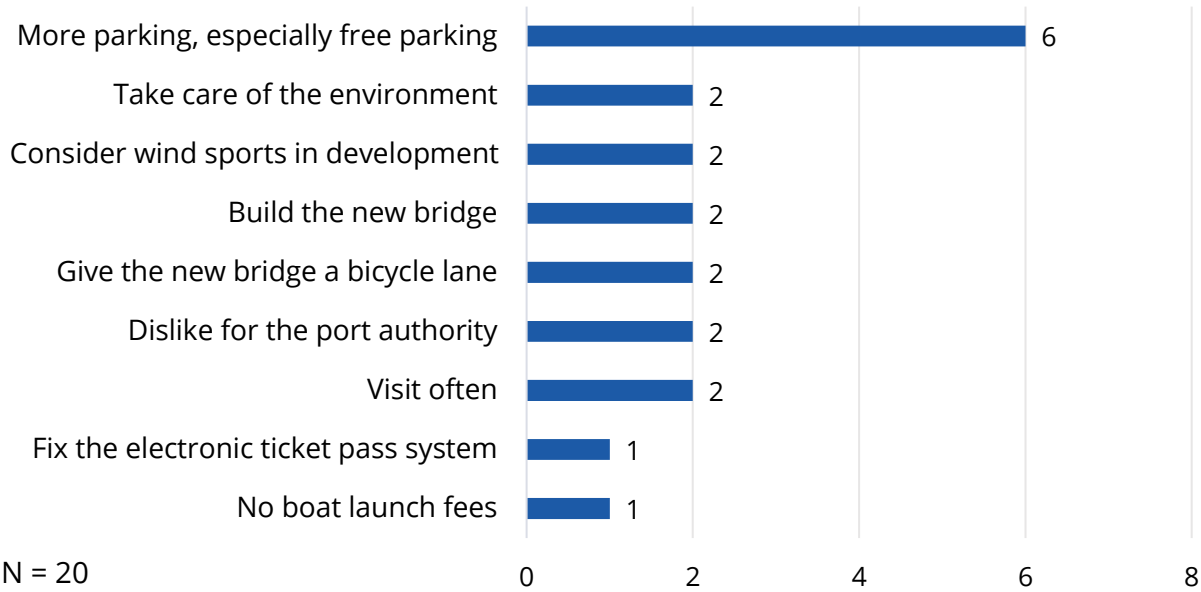
Figure 6.28: How would you prefer to receive updates from the Port?



N = 845

Source: Points Consulting, 2026

Figure 6.29: This survey is primarily for people who live and work in Hood River, but we still appreciate your input! Do you have any input you'd like to share with the Port related to regional economic development and the Waterfront area?



Source: Points Consulting, 2026

## 7. Situational Analysis

### SWOT Analysis

A strengths, weaknesses, opportunities, and threats (SWOT) analysis is a strategic planning tool that helps businesses, organizations, and other entities understand their unique competitive advantages within the marketplace. Strengths are assets or complementary factors that contribute to the Port's success. Weaknesses are liabilities or disadvantages that the Port currently faces. Opportunities arise from both strengths and weaknesses and include the ability to expand assets or address identified weaknesses. Threats are external factors largely outside of the Port's control. Conducting a SWOT analysis is important for identifying strategic positions the Port can capitalize on or areas it can improve.

First, a few caveats as an introduction to this SWOT. The Port exists within a broader socioeconomic context that includes the City of Hood River, Hood River County, and various other communities in the Columbia Gorge. Although this plan focuses specifically on the Port, it is influenced by economic factors that are outside of its control. As a result, this SWOT includes some issues that are more descriptive of the City of Hood River or the broader Columbia Gorge region, rather than the Port itself.

As a leading economic development organization in the region, the Port can influence many of these issues. However, some are clearly outside its purview (for example, road and street improvements). Second, please note that the same or similar issue may appear in more than one SWOT category if different dimensions of that issue meet the criteria for each category.

Figure 7.1: SWOT Workshop with Port Commissioners, June 2026

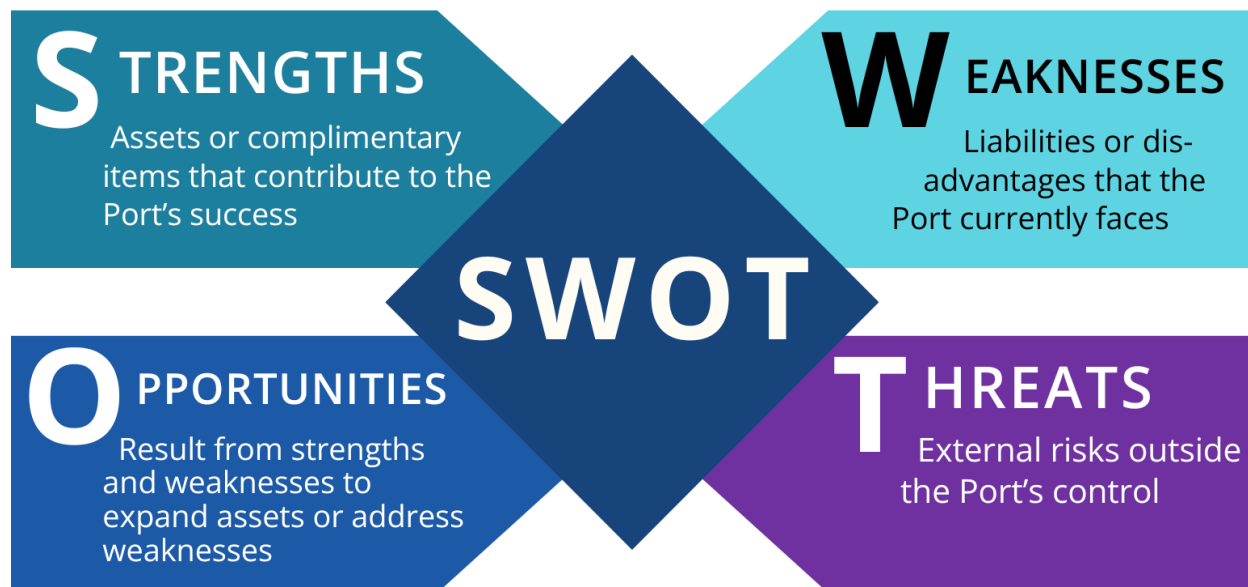




Source: Points Consulting, 2026

Our project team reviewed all aspects of the Port, including financial operations, real property assets, regional collaborators, the local environment, and more. We refined the list below throughout the course of the project as we gained additional information from Port Staff, Port Commissioners, local stakeholders, and our community engagement.

The following are definitions of the SWOT components:



# STRENGTHS

- 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 position
- Participation within the Hood River-White Salmon Bridge Authority (HRWSBA)
- Good partnerships with the City and County
- Intergovernmental Agreement (IGA) with Columbia Area Transit (CAT)
- 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
- A harmonious cluster of recreational, food and beverage, and light industrial uses within the Waterfront area
- Close proximity to Columbia Gorge Community College
- Very strong fermented beverage industry cluster
- Attractive quality of life in the town and 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
- Strong process of Port biannual 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, including funded Waterfront transportation projects in the design phase and ongoing Airport terminal planning

# WEAKNESSES

- Need 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 developing infrastructure
- Unattainable workforce housing costs
- Lack of a 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 the Waterfront recreation area positioned within an ODOT transition zone, requiring additional ODOT approvals for development
- Public concerns around development and political effect on City & County Staff
- Split views among locals regarding the impacts of high tourism traffic in the Waterfront area
- Limited opportunities for higher-paying jobs
- Limited boat slip capacity within the Marina
- Diminishing supply of developable lands and assets
- More demand for airport hangar space than supply
- Differences in parking policies between the City and the Port
- High costs of potential development for Lot 1
- Seasonal fluctuations in demand for economic activity
- Dependence on grant funding to deliver on large capital projects
- Lack of awareness of Port activities

# OPPORTUNITIES

- 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 improvements identified 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, including its funding sources and 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
- Opportunity to leverage the Hood River brand to attract aligned businesses
- Increased business attraction supported by 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 operation
- 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 of 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 of outsourcing tasks and projects to external partners

## THREATS

- Potential Bridge accident or failure
- National and state politics affecting Bridge funding
- 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.
- Loss of Bridge toll revenue (July 2026)

- 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

## Implementation of the 2021–2026 Strategic Business Plan

### Goal Evaluation & Status Summary

The 2021–2026 Strategic Business Plan (SBP) identified many important projects across the Port's areas of operation. Table 7.1 summarizes the key projects and their current status. Significant progress has been made over the past five years, and many projects are now complete. Several others remain underway due to unforeseen delays but continue to advance toward completion. The remaining projects are planned for future implementation.

Table 7.1: Key Capital Improvement Projects, 2021–2026 SBP

| Project                                | Projected Completion Yr | Status   |
|----------------------------------------|-------------------------|----------|
| <b>Interstate Bridge - Existing</b>    |                         |          |
| Complete Bearing Repair                | 2021                    | Complete |
| Pave Approach Ramps                    | 2021                    | Complete |
| Weight Limit Structural Upgrades       | 2022                    | Complete |
| Replace Rack Pinion Shafts/Couplings   | 2023                    | Complete |
| <b>Interstate Bridge - Replacement</b> |                         |          |
| Complete EIS/ROD                       | 2021                    | Complete |
| Complete 30% Preliminary Engineering   | 2023                    | Complete |
| Approve Bi-State Compact Legislation   | 2022                    | Complete |
| Identify Project Delivery Approach     | 2023                    | Complete |
| <b>Industrial Infrastructure</b>       |                         |          |
| Fill Wetland @ Lower Mill              | 2022                    | Complete |
| Construct E. Anchor Way                | 2022                    | Ongoing  |
| Construct N. 1st Street                | 2023                    | Ongoing  |

| Industrial/Commercial Buildings                |      |                    |
|------------------------------------------------|------|--------------------|
| Remodel Port Bldg./Expand Interior Space       | 2022 | Deferred           |
| Replace Jensen Bldg. Roof                      | 2023 | In Progress        |
| Replace Jensen Bldg. N. Side Windows           | 2023 | Deferred           |
| Property Development                           |      |                    |
| Re-develop Barman Property                     | 2023 | Deferred           |
| Lower Mill Industrial Building (25–30k sq. ft) | 2025 | No Longer Feasible |
| Acquire Industrial Property                    | 2026 | Future             |
| Airport                                        |      |                    |
| Purchase/Install AV Gas Tank                   | 2021 | Complete           |
| Construct Commercial Hangar                    | 2022 | Ongoing            |
| New Tie-Down Paving                            | 2023 | Deferred           |
| Taxi-Way Hangars Paving Ph. 1                  | 2025 | Complete           |
| Marina                                         |      |                    |
| Construct Ramp Boarding Floats                 | 2022 | Complete           |
| Restore/Expand South Basin Dock                | 2024 | Deferred           |
| Construct Dinghy launch Ramp & Dock            | 2025 | Deferred           |
| Rehabilitate Existing Docks                    | 2026 | Future             |
| Waterfront Recreation                          |      |                    |
| Install Interpretive Signage                   | 2021 | Complete           |
| Construct New Rigging Areas at Hook            | 2021 | Complete           |
| Replace Ped. Bridge Deck                       | 2022 | Complete           |
| Install Ped Bridge Lighting                    | 2023 | Complete           |
| Pave Nichols Dock Parking Lot                  | 2022 | Deferred           |
| Replace Trees @ Nichols Park                   | 2022 | Complete           |
| Re-Pave Marina Park Access Road                | 2024 | Deferred           |

Source: 2021–2026 Port of Hood River Strategic Business Plan

Beginning in 2023, the Port improved its tracking and reporting of projects through its Spring and Fall Planning Sessions. Each session included updates on completed projects, ongoing work, and new initiatives. Table 7.2 summarizes these projects.

Some of the projects were identified as priorities in the 2021 SBP, while others were listed as lower-priority efforts. Additional projects emerged in response to needs and opportunities that arose after the SBP was adopted.

**Table 7.2: Completed and Ongoing Projects, Spring and Fall Planning, 2023–2026**

| Project                                                        | Status             | Completion/ Target Yr | Area               |
|----------------------------------------------------------------|--------------------|-----------------------|--------------------|
| Boat Ramp float replacement project                            | Completed          | 2023                  | Marina             |
| Marina security cameras                                        | Completed          | 2023                  | Marina             |
| Bridge wire ropes project                                      | Completed          | 2023                  | Bridge Maint.      |
| Pier 6 & 8 concrete repairs                                    | Completed          | 2023                  | Bridge Maint.      |
| Scour evaluation                                               | Completed          | 2023                  | Bridge Maint.      |
| Pier Cap repairs                                               | Completed          | 2023                  | Bridge Maint.      |
| Lower Mill Development                                         | No longer feasible |                       | Real Estate        |
| AWOS Tree Survey                                               | Ongoing            |                       | Airport            |
| Embankment Slough repair                                       | Completed          | 2025                  | Bridge Maint.      |
| June 2024 Bridge Accident Insurance Claim                      | Completed          | 2025                  | Bridge Maint.      |
| C Row Hangar Condensation                                      | Completed          | 2025                  | Airport            |
| PERS Side Account                                              | Completed          | 2025                  | Central            |
| Show Internal Service (Admin) Fund allocation methodology      | Completed          | 2025                  | Central            |
| Create “ramp down” program for completion of Bridge            | Completed          | 2025                  | Bridge Replacement |
| Waterfront Parking Review                                      | Completed          | 2025                  | Waterfront         |
| Pursue additional parking lots on Waterfront                   | Completed          | 2025                  | Waterfront         |
| Columbia Area Transit (CAT) IGA for Bus Facility on Waterfront | Completed          | 2025                  | Waterfront         |
| Marina Survey                                                  | Completed          | 2025                  | Waterfront         |
| T-Hangars on South Apron                                       | Underway           | 2026                  | Airport            |
| Identify new airport property to lease                         | Completed          | 2026                  | Airport            |
| Increase presence on statewide boards                          | Completed          | 2026                  | Central            |
| Transfer of Indian Creek Trail                                 | In Progress        | 2026                  | Central            |
| Pursue Commercial Dock Proposals                               | Completed          | 2026                  | Marina             |
| Improve Toll User Experience Across Bridge                     | Completed          | 2026                  | Bridge Maint.      |
| Jensen Roof Replacement/Pursue Cell Service                    | Underway           | 2027                  | Waterfront         |
| Port Administration Building Relocation                        | Underway           |                       | Real Estate        |
| Jeanette Rd. Apron Development                                 | Ongoing            |                       | Airport            |
| Misc. Steel Repairs                                            | Ongoing            |                       | Bridge Maint.      |
| Maintenance painting                                           | Ongoing            |                       | Bridge Maint.      |
| Lot 1 Development Preparation (Roundabout)                     | Ongoing            |                       | Real Estate        |
| Big 7 Capital Improvements                                     | Ongoing            |                       | Real Estate        |
| Airport Terminal Building                                      | Ongoing            |                       | Airport            |

|                                                      |         |  |                    |
|------------------------------------------------------|---------|--|--------------------|
| Right of Way Acquisition                             | Ongoing |  | Bridge Replacement |
| Create property liquidation/real estate policy       | Ongoing |  | Real Estate        |
| Bridge Steel and Painting Project                    | Ongoing |  | Bridge Maint.      |
| Prepare License Plate Program;<br>Develop Foundation | Ongoing |  | Central            |
| Maritime Property Long-Term Planning                 | Ongoing |  | Real Estate        |
| Marina East and West Redevelopment                   | Ongoing |  | Waterfront         |
| Complete Capital Inspection Reports for Buildings    | Ongoing |  | Real Estate        |

*Source: Port of Hood River Spring & Fall Planning Packets, 2023–2026*

## Key Accomplishments

One of the Port's major accomplishments over the past five years has been steady progress toward replacing the Hood River-White Salmon Bridge. This effort has been underway since the early 2000s, when the need for a new Bridge was first identified. With the formation of the Hood River-White Salmon Bridge Authority in July 2023, completion of the environmental impact statement, and significant funding has been secured, the project continues pursuing the remaining federal funding necessary to advance to construction. This work has also led to related needs, including planning for the relocation of the Port's administration building.

The improvements at Ken Jernstedt Airfield have also been a great achievement. Hiring an Airfield manager with aviation experience has helped build momentum and focus improvements. Over the past five years, completed projects include the North Apron expansion, a new aviation fuel tank, and the recent construction of new T-hangars on the south apron. Additional improvements are now in the planning stages and are expected over the next several years.

The Port has also advanced planning for Lot 1 development by improving surrounding transportation infrastructure. A two-phase plan is underway, beginning with a roundabout at 2nd Street and Riverside, followed by the realignment of 1st Street. These projects will support future development of Lot 1 and improve vehicle and pedestrian circulation throughout the Waterfront area.

## Critical Priorities, Issues, and Risks

The Port faces several critical issues that will shape its priorities over the life of this SBP. The most urgent is the loss of a major funding source: as of June 30, 2026, Bridge toll revenue can no longer be used to support non-Bridge activities, ending a practice that transferred roughly \$2 million per year to other areas of the Port. Due to this change, building more self-sustaining operations at the Airport and Marina, and closing the revenue-expenditure gap for Port commercial and industrial real estate, are now central financial challenges.

At the same time, the Hood River-White Salmon Bridge itself is aging and needs replacement, but the timeline is uncertain and depends heavily on factors outside the

Port's control—including when it secures federal Bridge Investment Program (BIP) funding, and how state and national politics affect Bridge financing. Potential accidents on and around the Bridge, combined with environmental risks such as flooding, wildfire, and seismic activity, add further uncertainty to Bridge operations.

The Port's real estate and land assets present their own set of challenges. Lot 1, the last large undeveloped parcel on the Waterfront, remains a hot topic for the community. The Waterfront Roads Infrastructure Project aims to fix the infrastructure and traffic circulation issues that have blocked development in the past. More broadly, high workforce housing costs can shrink the local labor pool needed to staff new developments.

## 8. Policy Context

### Alignment with Statewide Goals

#### **Statewide Planning Goal 5 – Natural Resources, Scenic and Historic Areas, and Open Spaces**

*To protect and plan for areas and resources ranging from wildlife habitat to historic places and gravel mines.*

The State of Oregon requires local governments to identify and protect significant natural, scenic, cultural, and historic resources while balancing appropriate development and economic activity. This includes resources such as wetlands, riparian corridors, fish, and wildlife habitat, natural areas, cultural resources, and scenic viewpoints. Local jurisdictions must inventory these resources, evaluate potential conflicts between development and resource protection, and adopt policies and regulations to minimize adverse impacts.

Many Port properties and development activities are located along the Columbia River waterfront where sensitive environmental and scenic resources are present. The Port considers impacts to these areas as part of their considerations for infrastructure improvements, industrial development, Marina facilities, and other property redevelopment efforts.

#### **Statewide Planning Goal 9 – Economic Development**

*To provide adequate opportunities throughout the state for a variety of economic activities vital to the health, welfare, and prosperity of Oregon's citizens.*

The State of Oregon requires local jurisdictions to maintain a 20-year supply of employment land suitable to meet the needs of existing businesses and industries likely to relocate to the area during the planning horizon. The Mid-Columbia Economic Development District (MCEDD) is the federally recognized, federally funded economic development district for the six-county region, including Klickitat and Skamania counties in Washington and Gilliam, Hood River, Sherman, and Wasco counties in Oregon.<sup>9</sup> In 2022, MCEDD prepared a comprehensive economic development strategy (CEDS) for 2022–2027.<sup>10</sup> The CEDS identifies four major goals for economic development in the region:

- Strong Businesses
- Robust Workforce
- Resilient Infrastructure
- Powerful Regional Collaboration

The Port has a role in all four of these goals to some extent and has been an active participant in the economic development of the region. It has helped support business

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<sup>9</sup> Note, MCEDD originally included only five counties with Gilliam County, Oregon being added in April 2026.

<sup>10</sup> Mid-Columbia Economic Development District, *2022-2027 Comprehensive Economic Development Strategy* (The Dalles, OR: MCEDD, 2022), <https://www.gorgeeconomy.org/>.

establishment, retention, and growth in the region through its properties, such as the Waterfront Business Park, the Lower Mill Industrial Redevelopment Site, and others it owns and has leased or sold for industrial and commercial purposes. It also owns and operates the Ken Jernstedt Airfield, as well as roads, parking facilities, and transit centers on Port property. The Port is supporting the Hood River-White Salmon Bridge Authority's efforts to replace the Bridge while preparing for the transfer of Port bridge operations. On top of the current infrastructure that the Port maintains, it is working to ensure that proper transportation and other infrastructure exists at sites for future commercial and industrial development.

## **Statewide Planning Goal 12 – Transportation**

*To provide and encourage a safe, convenient, and economic transportation system.*

The State of Oregon requires all cities and counties to develop a Transportation System Plan (TSP) to support this goal. The City of Hood River as well as Hood River County each maintains a TSP. The Port was part of the collaboration efforts to create these plans, and they include Port operations such as the Ken Jernstedt Airfield and commercial and tourist water transportation at the Port's Waterfront property. These facilities are maintained by the Port and are critical to the transportation system of the region.

Several of the planned improvements for the Port over the life of this Plan are related to transportation. The most significant is the Waterfront Roads Infrastructure Project, which consists of both the construction of a roundabout at 2nd Street and Riverside Drive and the First Street Realignment project. These will greatly help the circulation of vehicular and pedestrian traffic in the Waterfront area.

The Hood River-White Salmon Bridge Replacement effort is also a significant transportation project for the Port. While the Port itself is no longer directly in charge of this project, it is still playing a large supporting role in it through continued maintenance of the current Bridge, relocation of Port offices, and dedicated use of Bridge tolls as of June 30, 2026, for solely Bridge-related expenditures. This effort is one that has been in the works for decades and is critical to improving the safety and reliability of the region's infrastructure.

## **Statewide Port Strategic Plan Recommendations**

In June 2010, the Oregon State Legislature released a background brief on ports in Oregon.<sup>11</sup> The document is an important guide for State planning efforts involving Oregon's 23 public port districts. It outlines how the State should work with ports through coordinated investment, planning, and infrastructure support. It also identifies core strengths and common challenges, including funding constraints and infrastructure needs.

The brief also defines the role of Oregon's public ports. It states that ports should play an active role in economic development by developing and maintaining industrial and commercial infrastructure, owning and managing business and industrial parks, and attracting jobs and private investment. The document further notes that several Oregon

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<sup>11</sup> Oregon State Legislature, *Background Brief on Oregon Ports* (Salem, Oregon: Oregon State Legislature, June 2010), <https://www.oregonlegislature.gov/lpro/Publications/2010OregonPorts.pdf>.

ports operate air terminals and railroads in addition to marine facilities. Air service is a particularly important function of the Port of Hood River.

Ports are also critical to the movement of goods within Oregon and to markets beyond. This role includes maintaining and improving roads and other transportation infrastructure needed to support commerce. The brief also mentions the importance of ports to tourism through their support of fishing, boating, and other water-based recreation.

Responsibilities and priorities identified in the 2010 legislative brief will help guide this Strategic Business Plan (SBP), as it establishes both short-term and long-term goals for the Port.

## **Environmental Issues**

The Port recognizes the interdependence of environmental quality and business development within its District. Because local residents enjoy exceptional scenic and riverine resources, the environment helps draw new businesses and recreational users to the Port District. The Port owns and manages much of the land bordering the Columbia River within the City of Hood River, a valuable, long-term community asset. Port operations and development projects will be carried out with careful consideration of environmental impacts and environmental laws.

### **Environmental Policies and Plan**

The Port's vision characterizes providing outstanding environmental stewardship as a guiding principle. The following policies, standards, and Actions (originally set in the 2014 Strategic Business Plan) support this commitment, identified in the Port vision.

#### ***Policies For Protecting Riverine Habitat***

- Ensure upland development does not degrade habitat conditions in the Columbia or Hood River.
- Provide for appropriate and adequate landscape plantings along the water's edge to minimize erosion and promote river shade/habitat.
- Protect, improve, and enhance areas of existing habitat and seek ways to create new habitat where opportunities exist.
- Ensure Port ordinances identify and disallow Actions or activities by members of the public, tenants, or businesses that could negatively affect environmental habitat.

#### ***Policies For Industrial/Commercial Development***

- Encourage a high level of green building, renewable energy, and sustainable design practices (e.g., LEED) on all development projects.

#### ***Policies For the Marina***

- Develop and adopt best practices for operation and development of the Marina to meet Oregon State Marine Board Clean Marina standards and status.

#### ***Policies For Agency Coordination***

- Work with local, state, and federal agencies in the review of proposed developments and policies to ensure environmental compliance is carried out.

- Coordinate with special interest groups such as Columbia Riverkeeper, Native American tribes, watershed management groups, and others as appropriate to promote healthy river systems and recreational opportunities.
- Comply with all local, state, and federal environmental laws in all Port activities.

### **Standard:**

Meet environmental best practices while complying with local, state, and federal environmental laws and permit requirements for the development and maintenance of Port properties. Be considered a leader in environmental best practices among public landowners in Oregon.

### **Actions:**

- Ensure all necessary environmental permits and standards are addressed during the design, approval, and construction of Port projects.
- Annually review adherence to Oregon State Marine Board Clean Marina standards and certification.
- Maintain a list of permit requirements and agency contact for in-house and developer reference.
- Provide project information to environmental and special interest groups and consider their input in completing project design and development.
- Ensure that the Port has Staff expertise and necessary equipment for immediate response to environmental contamination.
- Seek cost-effective ways and partnerships to monitor E-coli levels in the Columbia River adjacent to the Port's recreation sites and communicate issues to the public.
- Improve habitat conditions along the Waterfront by removing invasives and planting native species.

## **Management Plan for the Columbia River Gorge National Scenic Area**

Most of the Port of Hood River's Properties are located within the Columbia River Gorge National Scenic Area (NSA). The NSA has a Management Plan that lays out the regulations for preserving this beautiful area.<sup>12</sup>

The National Scenic Area Act has two purposes:

1. "To protect and provide for the enhancement of the scenic, cultural, recreational, and natural resources of the Columbia River Gorge; and
2. To protect and support the economy of the Columbia River Gorge area by encouraging growth to occur in existing urban areas and by allowing future economic development" consistent with the first purpose.<sup>13</sup>

The City of Hood River is designated in the Management Plan as an urban area, and as such is exempt from the Management Plan. Since any Port properties that are in the NSA

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<sup>12</sup> National Scenic Area, *Management Plan for the Columbia River Gorge National Scenic Area* (Hood River, OR: U.S. Department of Agriculture Forest Service, 2020), <https://gorgecommission.org/wp-content/uploads/2025/08/Management-Plan-Complete-and-Formatted-2.pdf>.

<sup>13</sup> Ibid, 2.

are within the boundaries of the City of Hood River, these properties are under the jurisdiction of the City rather than the NSA.

## **Other Local & Regional Plans**

### **City of Hood River Comprehensive Plan 2015**

Many of the Port of Hood River properties are within the City of Hood River Urban Growth Boundary. This means that plans and goals the City makes will have effects, whether direct or indirect, on the operations and planning of the Port.

The City Comprehensive Plan contains goals that could benefit from collaboration with the Port. Many relate to the quality of life and recreation in the area, such as goals to provide land for recreational use both for water sports or fishing as well as walking or biking. Conservation of the wetlands and riparian areas are also a focus of the Comprehensive Plan's environmental goals. As the Port owns a lot of the property along the river, this would be directly related to them.

This plan also emphasizes the need for safe and efficient transportation in the City. The Port has multiple projects currently that would help with this goal, and the City has a specific goal to coordinate transportation projects, policy issues, and development Actions with the Port.

One other area in which the Port and the City are interconnected is in industry and business development and support. The City hopes to promote energy efficient industry, as well as provide support for new businesses and existing local businesses and ensure that family-wage jobs are available to their residents.

### **Hood River County Strategic Plan 2023–2025**

While the Hood River County Strategic Plan does not specifically address the Port, there are certain goals that the Port and County may interact with each other on. The County has a goal to review the economic drivers of the County and create a new economic profile to understand what exists here and what may be needed. They also have goals to evaluate the transportation system, which the Port of Hood River has a role to play in, especially with reconstruction of the Hood River-White Salmon Bridge, and some roads and infrastructure the Port plans to develop on its property.

### **MCEDD CEDS 2022-2027**

The Columbia Gorge Economic Development Strategy highlights the key industries in the region to be agriculture, forest products, power generation, manufacturing, and health care. Hood River, in line with this, has high concentrations of agriculture, forest products, manufacturing, and health care.

There are four goals identified in this CEDS: Strong Businesses, Robust Workforce, Resilient Infrastructure, and Powerful Regional Collaboration. The Port of Hood River has a role to play in all of these. The CEDS identifies Ports as collaborators on things such as:

- Local and new business support, including incubator space, industrial site readiness, attraction of entrepreneurs into the region, increased opportunities for businesses to export goods, etc.
- Workforce education and skills development
- Infrastructure upgrades, including key water systems, transportation infrastructure, enhancements to the Ken Jernstedt airport, Columbia River transportation system, and emergency preparedness

## **Additional Port Plans**

In addition to the SBP, the Port also develops other plans for specific assets to ensure they are fully planned for.

### **Airport Master Plan**

This master plan was created in 2018 to define the current, short-term, and long-term needs of the Airport as required by the FAA. It provides an assessment of the existing facilities and the current and projected use of the Airport and develops a capital improvements plan based on current and future needs.

### **Marina Basin Survey**

While not a full plan yet, the Port conducted a survey in December 2025 to inform the long-term planning for the Marina Basin area. As a shared community asset, survey respondents emphasize that the Marina Basin is used for multiple purposes, with top priorities being walkability, recreation, boat slips, dry storage, and youth programs. Users would like to see commercial activity expansion conditional on managing traffic, protecting the environment, ensuring public benefits, and avoiding exclusive or incompatible uses.

### **Hood River-White Salmon Bridge Replacement Project**

The current Hood River Bridge was built in 1924 and has aged significantly since then, resulting in a current Federal Highway Administration sufficiency rating of “functionally obsolete.” The new Bridge project is expected to cost \$1.12 billion including design, oversight, removal, and construction costs. The environmental review for the project has been completed and state, local, and some federal funding secured. A grant application has been submitted to acquire the last piece of federal funding for the project to be fully funded.<sup>14</sup>

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<sup>14</sup> “Project Overview” Hood River-White Salmon Bridge Authority, accessed May 7, 2026, <https://hoodriverbridge.org/project-overview>.

# 9. Regional & Economic Context

## Demographic Profile

### Trends in Population Growth

Population growth generally signals a growing economy and increased demand for resources and industries in a region.

The City of Hood River is the only city in the Port District. However, Mount Hood CDP, Odell CDP, and Parkdale CDP also lie within the district. Table 9.1 displays the population and the increase or decrease in population in these municipalities. As of 2024, Hood River has a population of 8,361, up 14.4% since 2014. This is over double the national growth rate and 4.7 percentage points greater than the state of Oregon. Hood River County has grown at a much smaller rate, only increasing 5.7% since 2014.

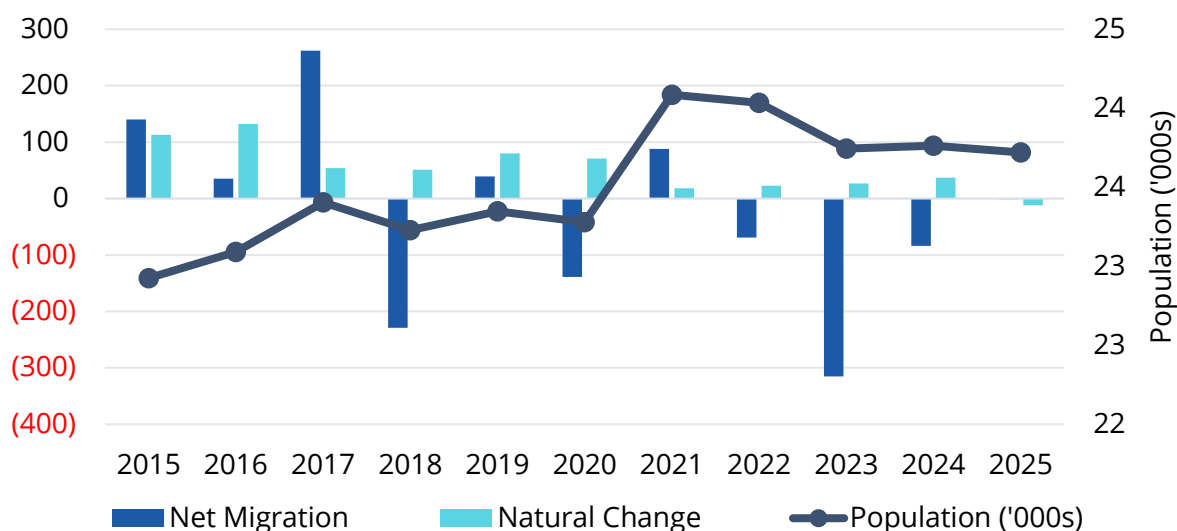
Table 9.1: Population Growth, 2014–2024

| Area              | 2014 Population | 2024 Population | Numerical Change | % Change |
|-------------------|-----------------|-----------------|------------------|----------|
| Hood River        | 7,311           | 8,361           | 1,050            | 14.4%    |
| Mount Hood        | 262             | 191             | (71)             | (27.1%)  |
| Odell             | 2,301           | 2,218           | (83)             | (3.6%)   |
| Parkdale          | 286             | 319             | 33               | 11.5%    |
| Hood River County | 22,620          | 23,905          | 1,285            | 5.7%     |
| Oregon            | 3.9M            | 4.3M            | 353,950          | 9.1%     |
| United States     | 314.1M          | 334.9M          | 20.8M            | 6.6%     |

Source: U.S. Census Bureau, 2014 & 2024 ACS 5-Year Estimates, Table DP05

Population change is driven by three factors: births, deaths, and migration. Figure 9.1 and Figure 9.2 illustrate the influence of these factors on the population over the last decade. In Hood River County, the natural change (births minus deaths) has positively influenced the growth rate while net migration has overall negatively influenced the growth of the County.

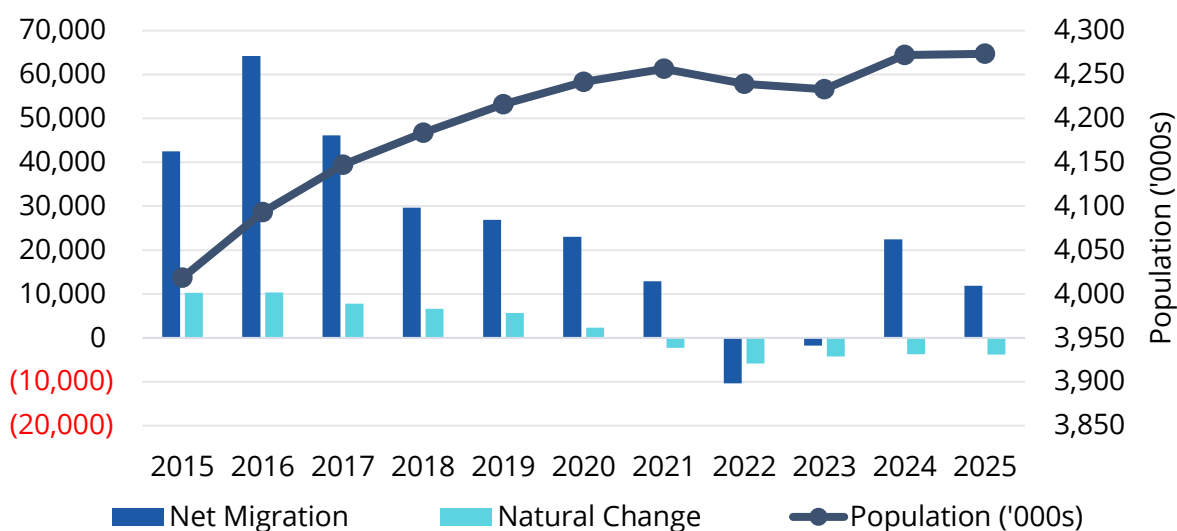
Figure 9.1: Sources of Population Change, Hood River County, 2015–2025<sup>15</sup>



Source: U.S. Census Bureau, Population Estimates Program, 2010–2020, 2020–2023, 2024 & 2025

In Oregon, both migration and natural population change contributed to population growth until 2021, when the population decreased until 2024. Over the past two years, net migration has been positive and greatly outweighed the negative influence of natural change (Figure 9.2).

Figure 9.2: Sources of Population Change, Oregon, 2015–2025

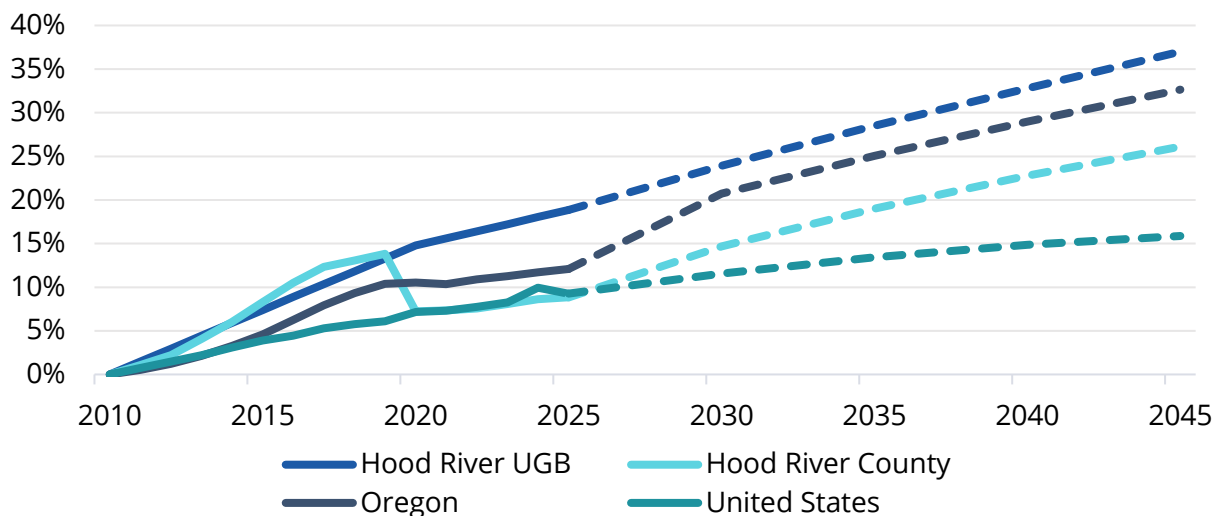


Source: U.S. Census Bureau, Population Estimates Program, 2010–2020, 2020–2023, 2024 & 2025

<sup>15</sup> For Figure 9.1 and Figure 9.2, PC used the U.S. Census Bureau's Population Estimates Program. Every 10 years when the Census Bureau carries out the decennial Census, the datasets for this program are "re-benchmarked." This may result in a visual break in the population estimates from 2020 to 2021.

Data from Portland State University, shown in Figure 9.3, projects a continuation of these trends. While Hood River UGB is expected to grow at a rate higher than the state average, Hood River County is expected to grow at a rate below the state average but above the national average.

**Figure 9.3: Population Projections, 2010–2045<sup>16</sup>**



Source: Portland State University, Population Research Center, and U.S. Census Bureau, 2023

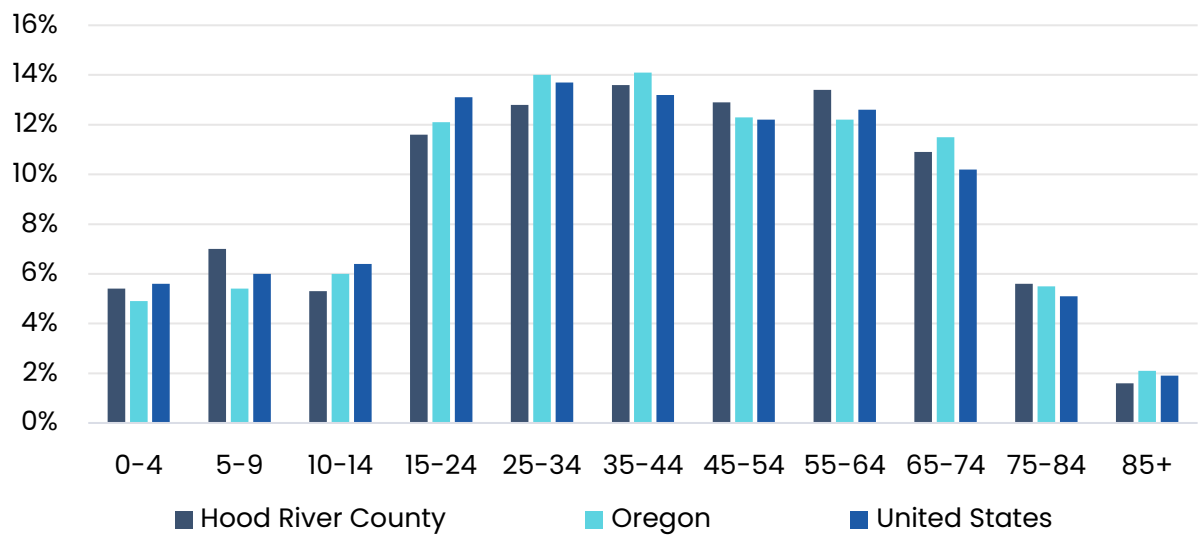
## Age

Hood River County has an age distribution very similar to the state and nation overall. On the younger end of the spectrum, 29.3% of residents are under 25 compared with 28.4% in the state and 31.1% in the nation (Figure 9.4). In Hood River, there are fewer residents who are middle school, high school, or college aged, but relatively more under the age of 10.

Residents in the prime-working age years (25-54), who make up the largest group of the region's labor force, constitute about 39.3% of the population in Hood River County. This is only about 1 percentage point lower than the state (40.4%) and on par with the nation (39.1%). Hood River is still clearly able to support working families and should continue to encourage economic development that helps this trend continue.

<sup>16</sup> Note that PSU population estimates were re-benchmarked in 2020, leading to some breaks in the data seen in that year.

Figure 9.4: Age Distribution, Hood River County, 2024



Source: U.S. Census Bureau, 2024 5-Year Estimates, Table DP05

Ethnicity

Regional diversity in backgrounds, races, and ethnicities can influence various social and economic dynamics. Table 9.2 shows the race and ethnicity distribution for Hood River, Hood River County, Oregon, and the United States.

Hood River and Hood River County have significantly higher concentrations of residents identifying as Hispanic than the state or nation. This group represents 23.1% of Hood River residents and 30.6% of Hood River County residents, compared to 14.7% in Oregon and 19.3% in the United States.

Table 9.2: Race and Ethnicity Comparison, 2024

| Race/Ethnicity                                 | Hood River | Hood River Co. | Oregon | U.S.  |
|------------------------------------------------|------------|----------------|--------|-------|
| White Alone                                    | 65.2%      | 61.8%          | 71.4%  | 57.4% |
| Hispanic Origin                                | 23.1%      | 30.6%          | 14.7%  | 19.3% |
| Black or African American Alone                | 0.7%       | 0.8%           | 1.8%   | 11.9% |
| American Indian & Alaska Native Alone          | 0.1%       | 0.1%           | 0.6%   | 0.5%  |
| Asian Alone                                    | 1.2%       | 0.8%           | 4.4%   | 5.9%  |
| Native Hawaiian & Other Pacific Islander Alone | 0.4%       | 0.1%           | 0.4%   | 0.2%  |
| Some Other Race Alone                          | 1.5%       | 0.9%           | 0.6%   | 0.6%  |
| Two or More Races                              | 7.7%       | 4.8%           | 6.1%   | 4.3%  |

Source: U.S. Census Bureau, 2024 5-Year Estimates, Table DP05

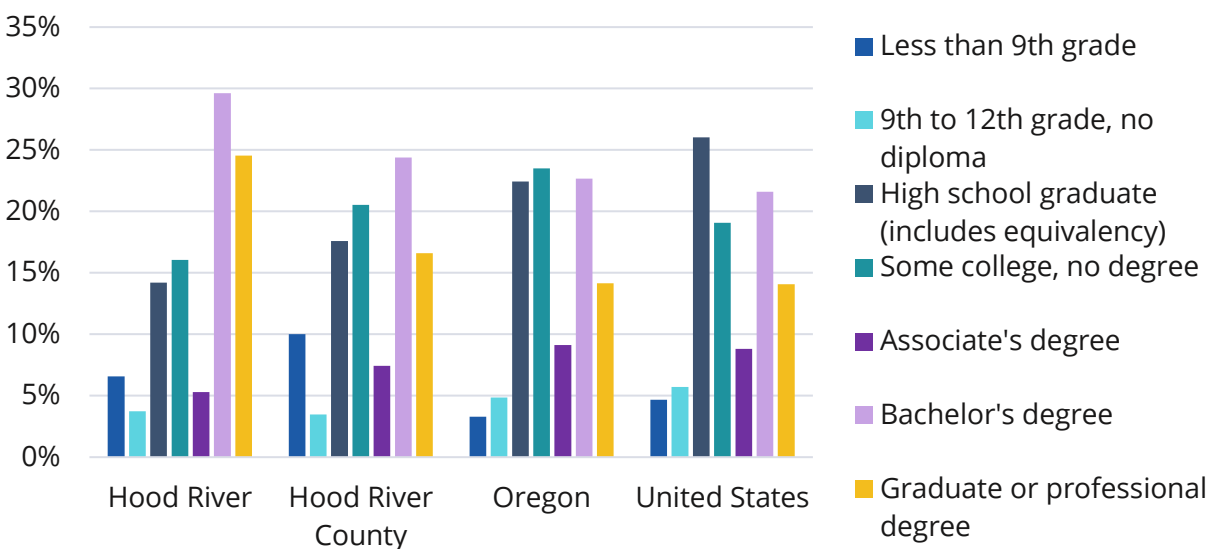
Education

The City of Hood River has a much higher concentration of residents with a bachelor’s degree or higher when compared with the nation, state, or even the County. In Hood River, 54.1% of residents over 25 years of age have at least a bachelor’s degree, compared to

36.8% in Oregon, and 35.7% nationally (Figure 9.5). Hood River County, though to a lesser extent than City, also has a high concentration of residents with a bachelor's degree or higher (41.0%). At the other end of the spectrum, the share of residents with less than a 9th-grade education is also higher in Hood River and Hood River County than at the state and national levels.

One option for higher education access in the Hood River region is Columbia Gorge Community College (CGCC). The college offers a range of certificates and associate degrees that support career readiness and transfer opportunities to four-year universities for continued higher education. CGCC also has a satellite campus in Hood River, as well as a bus service connecting the Hood River campus to the main campus (located approximately 25 miles east in The Dalles). This improves accessibility for Hood River residents.

**Figure 9.5: Educational Attainment, Population 25+, 2024**



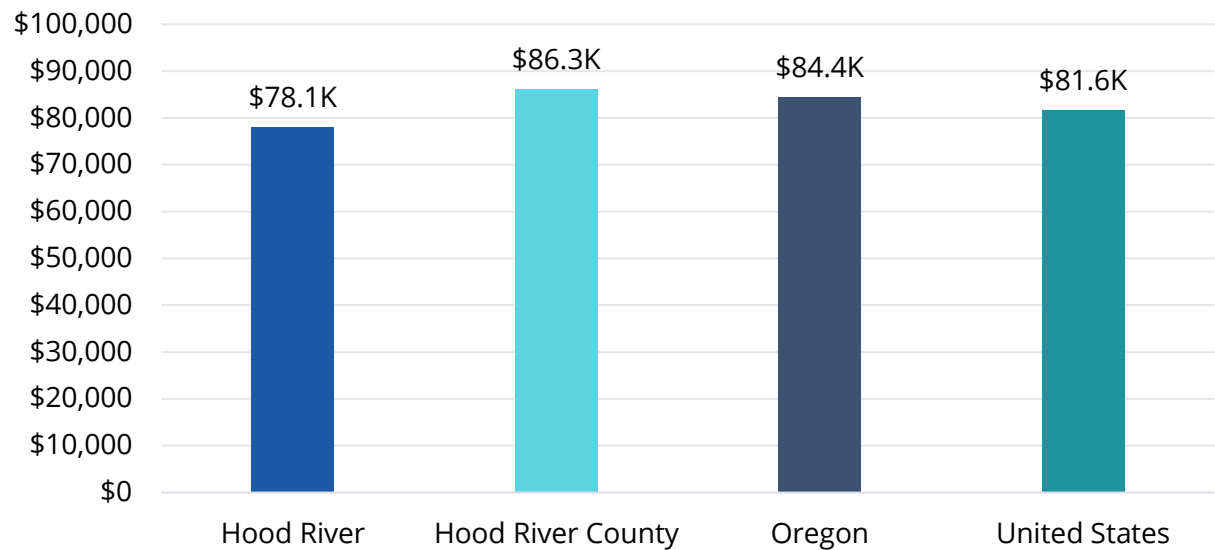
Source: U.S. Census Bureau, 2024 5-Year Estimates, Table S1501

## Income

Household income levels play an important role in the economic development of a region. They reflect the current state of the regional economy and signal what types of jobs are available (or may be needed) to drive further economic development.

Hood River has a median income of approximately \$78.1K. This is slightly below both the national and state averages of about \$81.6K and \$84.4K, respectively (Figure 9.6). Hood River County's median household income is significantly higher at \$86.3K and exceeds both the state and national medians.

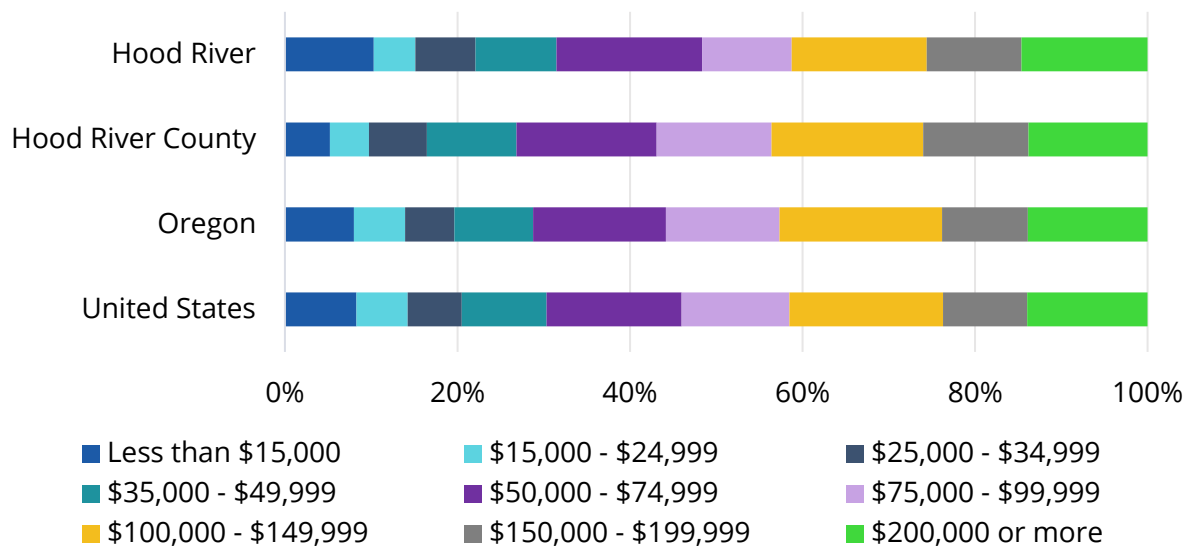
Figure 9.6: Median Household Income, 2025



Source: Esri Business Analyst, 2025

Figure 9.7 illustrates the distribution of income in Hood River and Hood River County compared to the state and nation. Hood River has a comparatively high population of residents earning less than \$35K (22.1%). For comparison, this segment represents 19.6% of the population statewide and 20.5% nationally. The County overall has a much smaller share of residents earning less than \$35K (16.4%) and a larger share of residents in higher income brackets.

Figure 9.7: Distribution of Household Income, 2025

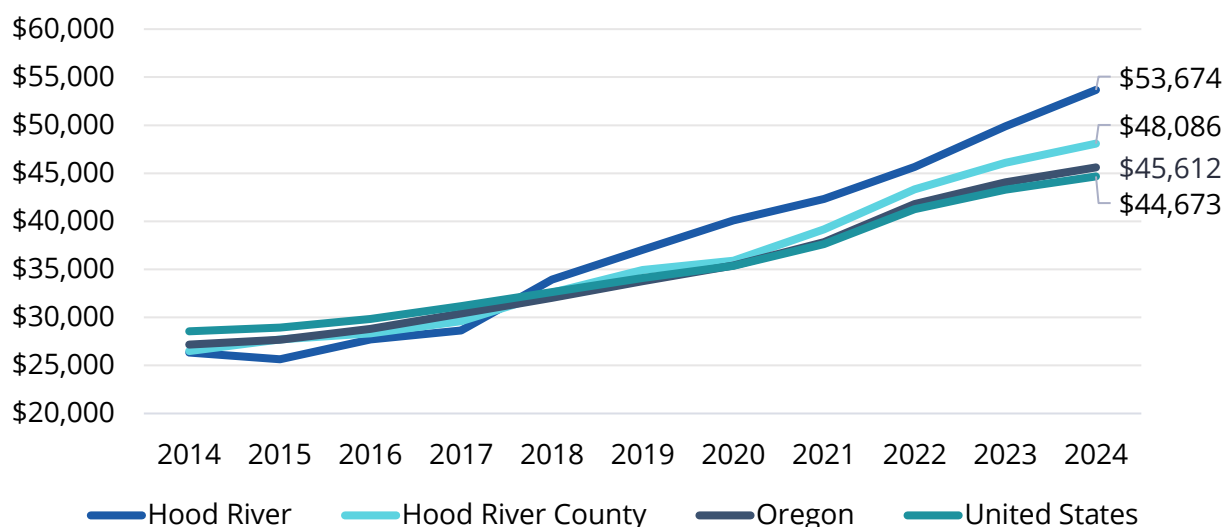


Source: Esri Business Analyst, 2025

Per capita income measures the average income per person within a given region. It is a useful metric for comparing wealth and assessing economic well-being. As shown in Figure 9.8, per capita income increased steadily from 2015 to 2024 across all regions. Since 2018,

per capita income for Hood River and Hood River County has exceeded both the state and the nation.

**Figure 9.8: Per Capita Income, 2014–2024**



Source: U.S. Census Bureau, 2014–2024, 5-Year Estimates, Table B19301

## Poverty

Residents living in poverty face significant financial constraints that limit their ability to spend at average levels. When a substantial portion of a population is financially constrained, the broader local economy is also often affected.

Hood River and Hood River County report lower poverty rates than both Oregon and the United States (Table 9.3). The County has the lowest poverty rate at 8.0%, which is 4.5 percentage points lower than the national rate and 3.9 percentage points lower than the state figure.

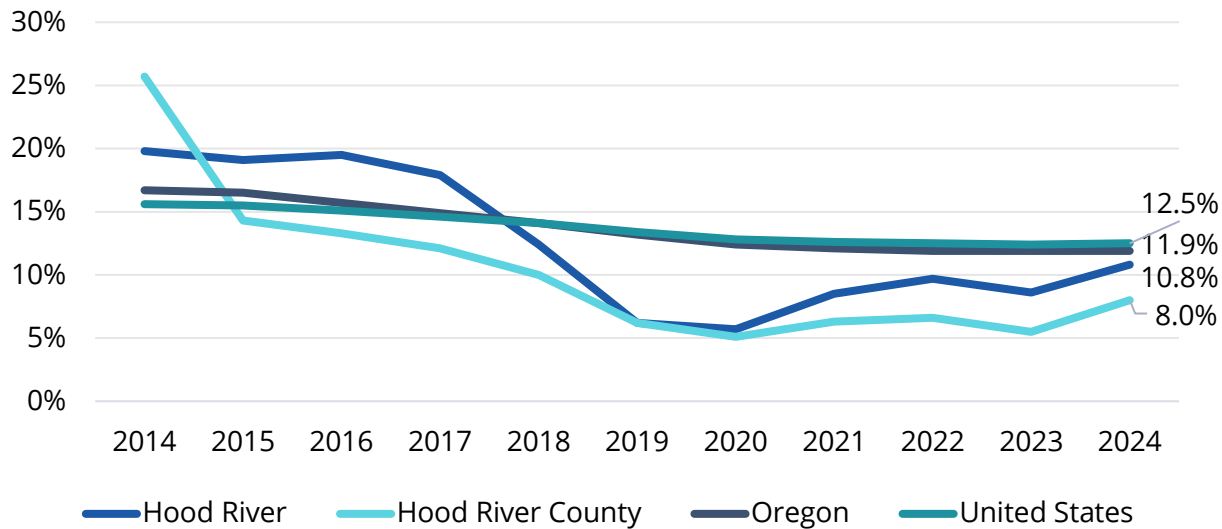
**Table 9.3: Population in Poverty, 2024**

| Area              | Number of People in Poverty | Percent of People in Poverty |
|-------------------|-----------------------------|------------------------------|
| Hood River        | 892                         | 10.8%                        |
| Hood River County | 1,902                       | 8.0%                         |
| Oregon            | 498,380                     | 11.9%                        |
| United States     | 40.7M                       | 12.5%                        |

Source: U.S. Census Bureau, 2024, 5-Year Estimates, Table S1701

Figure 9.9 shows that poverty rates have declined significantly since 2014 in the United States, Oregon, Hood River County, and Hood River. However, Hood River and Hood River County's poverty rates have increased again in the years following 2020 (although they are still lower than both the state and national averages.)

Figure 9.9: Percentage of the Population in Poverty, 2014–2024



Source: U.S. Census Bureau, 2014–2024 5-Year Estimates, Table S1701

### Commuter Patterns

According to the Census Bureau’s OnTheMap database, 78.5% of Hood River workers live outside the County (Table 9.4). After Hood River, the largest percentage of workers commute from The Dalles (8.7), followed by Portland (4.6%). In addition, 35.9% of residents live and work in Hood River, while 7.7% commute to Portland and 6.4% commute to the Dalles every day.

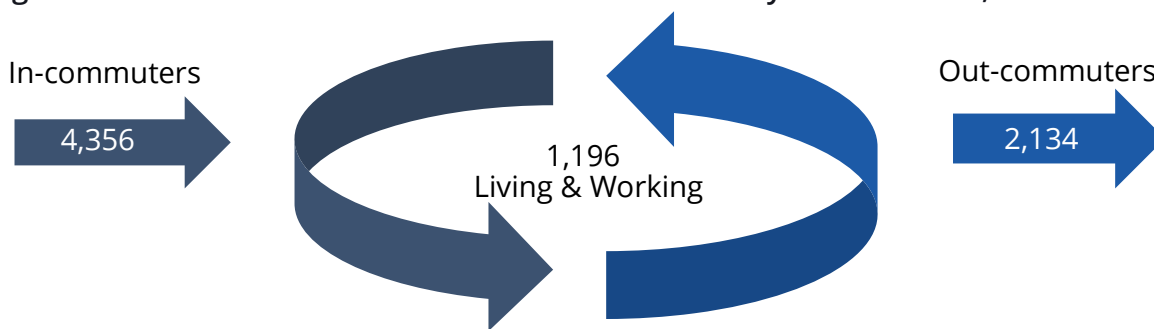
Table 9.4: Commuting Patterns, City of Hood River, 2023

| Where Hood River Residents Work |            | Where Hood River Workers Live |            |
|---------------------------------|------------|-------------------------------|------------|
| Location                        | Percentage | Location                      | Percentage |
| Hood River, OR                  | 35.9%      | Hood River, OR                | 21.5%      |
| Portland, OR                    | 7.7%       | The Dalles, OR                | 8.7%       |
| The Dalles, OR                  | 6.4%       | Portland, OR                  | 4.6%       |
| Odell CDP, OR                   | 2.4%       | Odell CDP, OR                 | 4.0%       |
| Bend, OR                        | 2.1%       | White Salmon, WA              | 1.6%       |
| White Salmon, WA                | 1.6%       | Cascade Locks, OR             | 1.5%       |
| Salem, OR                       | 1.4%       | Chenoweth CDP, OR             | 1.2%       |
| Gresham, OR                     | 1.0%       | Gresham, OR                   | 1.0%       |
| Hillsboro, OR                   | 0.8%       | Salem, OR                     | 0.8%       |
| Eugene, OR                      | 0.8%       | Bend, OR                      | 0.7%       |
| All Other Locations             | 40.1%      | All Other Locations           | 54.4%      |

Source: U.S. Census Bureau, OnTheMap, 2023

Overall, approximately 5,500 workers are employed in Hood River (Figure 9.10). Over three-quarters of these are in-commuters. In contrast, about 2,134 residents are employed elsewhere. Some of these are in CDPs within the Port District, while some reflect employment leakage for Hood River. Additionally, 1,196 workers both live and work in the City.

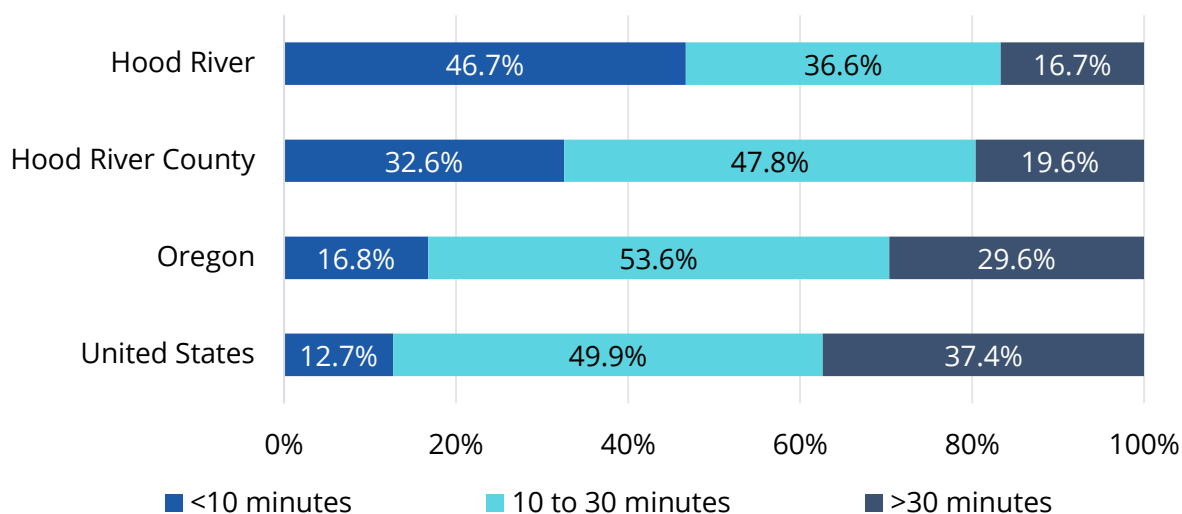
**Figure 9.10: Commuter Inflow and Outflow from the City of Hood River, 2023**



Source: U.S. Census Bureau, OnTheMap, 2023

Commute time to work is something that many people carefully consider. As shown in Figure 9.11, Hood River County, on average, reports much lower commute times than the state and nation. A large percentage (32.6%) of commutes last less than 10 minutes (compared to 16.8% in Oregon and 12.7% in the United States). Within the City of Hood River, commute times are even shorter. Just under half (46.7%) of commutes last less than 10 minutes.

**Figure 9.11: Time to Work, 2024**



Source: U.S. Census Bureau, 2024 ACS 5-Year Estimates, Table B08012

## Economic Profile

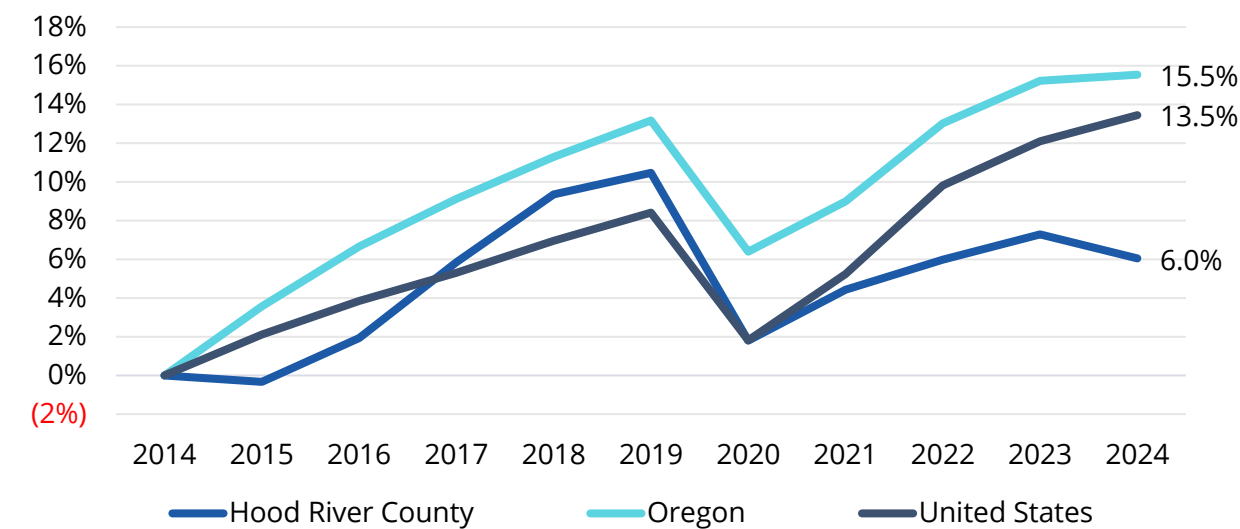
### Labor Force, Earnings, and Establishments

The growth of the labor force and establishments of new businesses in a region are essential for economic development and can be predictors of other areas of growth. Figure 9.12–Figure 9.15 display employment, establishment, and wage growth trends in Hood River County, Oregon, and the United States.

Across all geographies, employment growth slowed significantly in 2020 during the COVID-19 pandemic (Figure 9.12). However, Hood River County's employment has grown more

slowly in the years since 2020 compared to the state and nation, and it even decreased from 2023 to 2024.

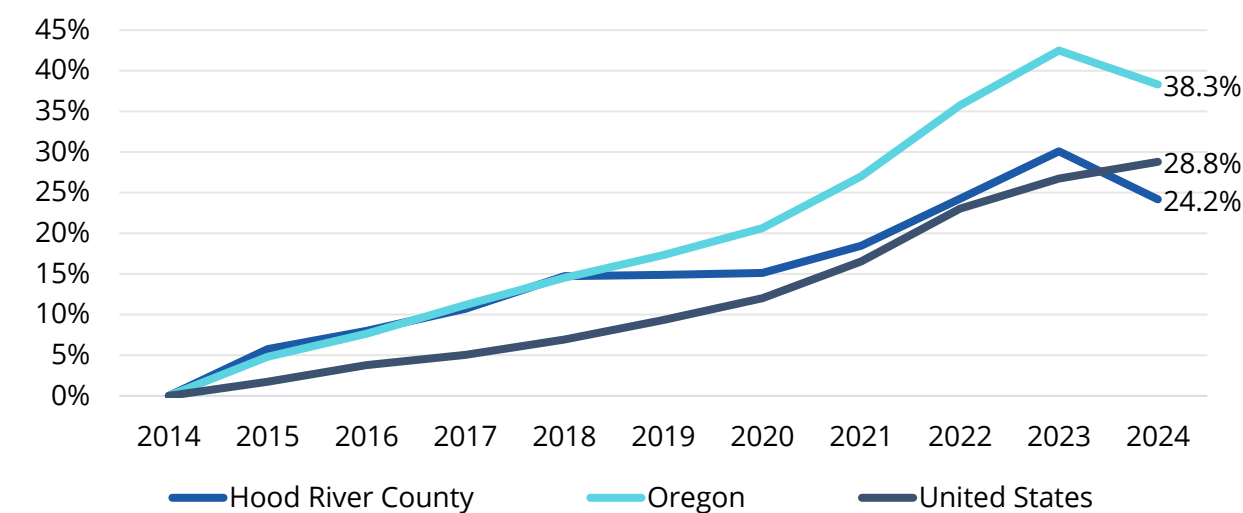
Figure 9.12: Cumulative Annual Growth in Employment, 2014–2024



Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Focusing on establishment growth, between 2014 and 2018 Hood River County grew at a very similar rate to that of the state of Oregon. However, from 2018 to 2020, growth stagnated. Although county growth increased again from 2020 to 2023, overall, it grew more slowly than in Oregon from 2014 to 2024.

Figure 9.13: Cumulative Annual Growth in Establishments, 2014–2024

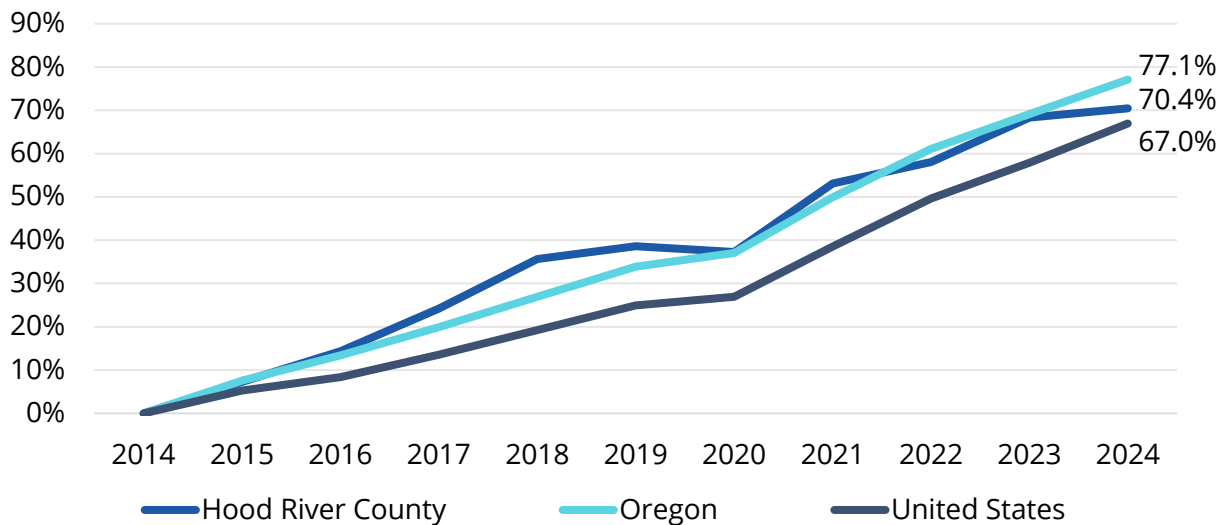


Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Wages in Hood River County have more closely followed statewide trends from 2014 to 2024. Despite stagnation or declines in establishment and employment growth, total wages

have increased every year except 2020 (Figure 9.14). While employment increased only 6% between 2014 and 2024, total wages increased 70.4%, impressively outpacing employment growth. This indicates that the increase is driven by higher earnings per worker rather than an influx of workers into the labor force.

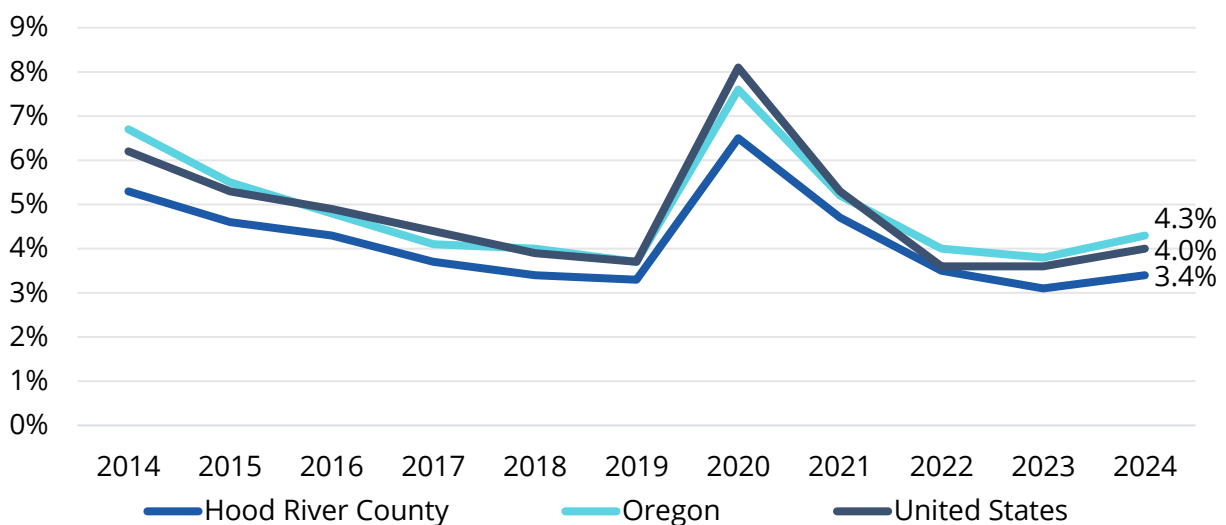
**Figure 9.14: Cumulative Annual Growth in Total Wages, 2014–2024**



Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages

Figure 9.15 shows the annual unemployment rate over the same period. Overall, unemployment has trended downwards since 2014 (there was a notable spike in 2020 due to the pandemic). Hood River County has consistently shown a slightly lower unemployment rate than both the state and the nation.

**Figure 9.15: Annual Unemployment Rate, 2014–2024**



Source: Bureau of Labor Statistics, Local Area Unemployment Statistics and Current Population Survey

## Commercial Real Estate

While there are clear trends across the private Commercial Real Estate (CRE) market in the Hood River area, sample sizes are small, so data should be treated as directional and not definitive. The commercial and industrial spaces saw the biggest surge in 2022 before entering a steep decline in 2023.

**Table 9.5: Commercial & Industrial Closed Sales by Year, 2021–2025**

| Year | Transactions | Median PPSF |
|------|--------------|-------------|
| 2021 | 6            | \$266       |
| 2022 | 13           | \$195       |
| 2023 | 1            | \$251       |
| 2024 | 4            | \$272       |
| 2025 | 4            | \$285       |

Source: Realtors Property Resource, 2026

2023 was the region's slowest year for CRE, with only four transactions closed. The years since 2024 have shown a leveling of the market after the surge and drop of 2022–2023, with the current price per square foot (PPSF) resting in the \$150–300 range. While the data is thin, there are signs of an increase in high-end commercial properties: 2025 and 2026 YTD show unusually high medians for commercially zoned properties, pulled upward by outlier transactions.

**Table 9.6: Transactions & Median Price per Sq. Ft by Property Type, 2023–2026**

| Year | Code | Property Type | Transactions | Median PPSF |
|------|------|---------------|--------------|-------------|
| 2023 | COM  | Commercial    | 1            | \$251       |
| 2023 | IND  | Industrial    | 0            | N/A         |
| 2023 | OFC  | Office        | 0            | N/A         |
| 2023 | RET  | Retail        | 3            | \$160       |
| 2024 | COM  | Commercial    | 1            | \$316       |
| 2024 | IND  | Industrial    | 3            | \$270       |
| 2024 | OFC  | Office        | 2            | \$343       |
| 2024 | RET  | Retail        | 4            | \$205       |
| 2025 | COM  | Commercial    | 2            | \$353       |
| 2025 | IND  | Industrial    | 2            | \$217       |
| 2025 | OFC  | Office        | 3            | \$465       |
| 2025 | RET  | Retail        | 2            | \$464       |
| 2026 | COM  | Commercial    | 3            | \$883       |
| 2026 | IND  | Industrial    | 1            | \$238       |
| 2026 | OFC  | Office        | 0            | N/A         |
| 2026 | RET  | Retail        | 0            | N/A         |

Source: Realtors Property Resource, 2026

C2 city zoning allows for a wide range of facilities and accounts for most CRE transactions. The City holds most of the region's commercial areas, while the outer County leans more industrial. Transaction volume is slowly recovering from the 2023 low, and values are holding steady with a slight upward trend. The highest prices are mostly in urban

commercial areas, where population density and foot traffic make C2 zoning especially attractive.

**Table 9.7: Closed Commercial Real Estate Sales (City Zoning), 2023–2026**

| Zoning | District    | Transactions | Median PPSF |
|--------|-------------|--------------|-------------|
| C1     | Commercial  | 1            | \$296       |
| C1/R2  | Commercial  | 1            | \$236       |
| C2     | Commercial  | 25           | \$267       |
| I      | Industrial  | 1            | \$272       |
| LI     | Industrial  | 6            | \$204       |
| R1     | Residential | 1            | N/A         |
| R3     | Residential | 1            | \$316       |
| UC2    | Commercial  | 6            | \$570       |

*Source: Realtors Property Resource, 2026*

CRE transactions in the County skew industrial, as there were more industrial transactions than all other county zoning classes combined. Industrial zoning is the most affordable option by cost per square foot.

**Table 9.8: Closed Commercial Real Estate Sales (County Zoning), 2023–2026**

| Zoning | District    | Transactions | Median PPSF |
|--------|-------------|--------------|-------------|
| C1     | Commercial  | 2            | \$39        |
| GRR10  | Residential | 2            | \$546       |
| M1     | Industrial  | 1            | N/A         |
| M2     | Industrial  | 11           | \$217       |
| N/A    | N/A         | 1            | \$119       |
| RC     | Residential | 2            | \$243       |

*Source: Realtors Property Resource, 2026*

## Employment by Industry Sector

Examining employment by industry sector helps identify a region's major employment clusters. These clusters often have different regional needs based on income levels, work schedules, and how long workers stay in the area. For example, many health care workers travel between assignments and spend only a few weeks or months in one location. As a result, they may not need long-term housing and might place less importance on local recreational amenities.

By contrast, local government employees typically prefer to live near their workplace and require more permanent housing. Because they spend most of their time in the area, they are more likely to value recreational amenities. The examples above show how a region's mix of industries can influence economic development priorities and investment decisions.

Because most of the Port's operations and real estate holdings are located within the City of Hood River, the City serves as the primary focus of much of PC's analysis. We reference Hood River County data when city-level data are unavailable, as the Port's tax district also includes unincorporated areas of the County.

The three largest industry sectors in Hood River are Health Care & Social Assistance (15.6%), Accommodation & Food Services (14.8%), and Manufacturing (10.6%). Retail Trade is the fourth largest industry sector, and, combined with Accommodation & Food Services make up a significant portion of the recreation and tourism industry. Accommodation & Food Services in tandem with Manufacturing align with the fermented beverage and fermentation science industry clusters as well.

Location quotients (LQs) compare the relative concentration of industries in a region to the national average. For example, Manufacturing accounts for about 10.6% of employment in Hood River and has an LQ of 1.11. This indicates that Hood River's share of Manufacturing employment is roughly 111.0% of the national share, which is about 9.6%. As shown in Table 9.9, Agriculture, Forestry & Fishing has the highest LQ in Hood River at 3.58, followed by Accommodation & Food Services at 2.23. These high LQs indicate that these industries form significant employment clusters in Hood River compared to the national average.

**Table 9.9: Employment by Industry Sector in City of Hood River, 2025**

| Sector                              | % Employment | LQ   |
|-------------------------------------|--------------|------|
| Health Care & Social Assistance     | 15.6%        | 1.07 |
| Accommodation & Food Services       | 14.8%        | 2.23 |
| Manufacturing                       | 10.6%        | 1.11 |
| Retail Trade                        | 9.2%         | 0.88 |
| Construction                        | 7.3%         | 1.05 |
| Educational Services                | 7.1%         | 0.75 |
| Professional, Scientific & Tech     | 6.3%         | 0.75 |
| Transportation & Warehousing        | 4.4%         | 0.88 |
| Public Administration               | 4.2%         | 0.84 |
| Agriculture, Forestry & Fishing     | 3.9%         | 3.58 |
| Arts, Entertainment & Recreation    | 3.3%         | 1.47 |
| Admin. & Support & Waste Management | 2.9%         | 0.64 |
| Information                         | 2.2%         | 1.22 |
| Finance & Insurance                 | 2.1%         | 0.44 |
| Other Services (Excluding Public)   | 1.9%         | 0.41 |
| Wholesale Trade                     | 1.7%         | 0.87 |
| Real Estate & Rental & Leasing      | 1.4%         | 0.85 |
| Utilities                           | 1.3%         | 1.40 |
| Mining, Quarrying & Oil & Gas       | 0.0%         | 0.00 |
| Management of Companies             | 0.0%         | 0.00 |

Source: Esri Business Analyst, 2025

Table 9.10 compares employment by industry sector in Hood River, Hood River County, and Oregon. Hood River has a higher share of employment in Accommodation & Food Services (14.8%) than Oregon (6.6%). Hood River County also has a much larger share of employment in Agriculture, Forestry & Fishing than either Hood River or Oregon. This difference is driven largely by the County's active, timber-producing forestlands.

**Table 9.10: Employment by Industry Sector Comparison, 2025**

| Sector                              | Hood River | Hood River County | Oregon |
|-------------------------------------|------------|-------------------|--------|
| Health Care & Social Assistance     | 15.6%      | 14.3%             | 15.5%  |
| Accommodation & Food Services       | 14.8%      | 10.1%             | 6.6%   |
| Manufacturing                       | 10.6%      | 9.7%              | 10.6%  |
| Retail Trade                        | 9.2%       | 9.7%              | 11.6%  |
| Construction                        | 7.3%       | 8.2%              | 6.7%   |
| Educational Services                | 7.1%       | 6.1%              | 8.6%   |
| Professional, Scientific & Tech     | 6.3%       | 5.7%              | 8.2%   |
| Transportation & Warehousing        | 4.4%       | 3.1%              | 3.8%   |
| Public Administration               | 4.2%       | 4.5%              | 5.3%   |
| Agriculture, Forestry & Fishing     | 3.9%       | 13.0%             | 2.5%   |
| Arts, Entertainment & Recreation    | 3.3%       | 1.7%              | 2.1%   |
| Admin. & Support & Waste Management | 2.9%       | 3.0%              | 4.2%   |
| Information                         | 2.2%       | 1.7%              | 1.5%   |
| Finance & Insurance                 | 2.1%       | 2.4%              | 3.4%   |
| Other Services (Excluding Public)   | 1.9%       | 2.6%              | 4.8%   |
| Wholesale Trade                     | 1.7%       | 2.1%              | 2.1%   |
| Real Estate & Rental & Leasing      | 1.4%       | 1.3%              | 1.7%   |
| Utilities                           | 1.3%       | 0.8%              | 0.8%   |
| Mining, Quarrying & Oil & Gas       | 0.0%       | 0.0%              | 0.1%   |
| Management of Companies             | 0.0%       | 0.0%              | 0.2%   |

Source: Esri Business Analyst, 2025

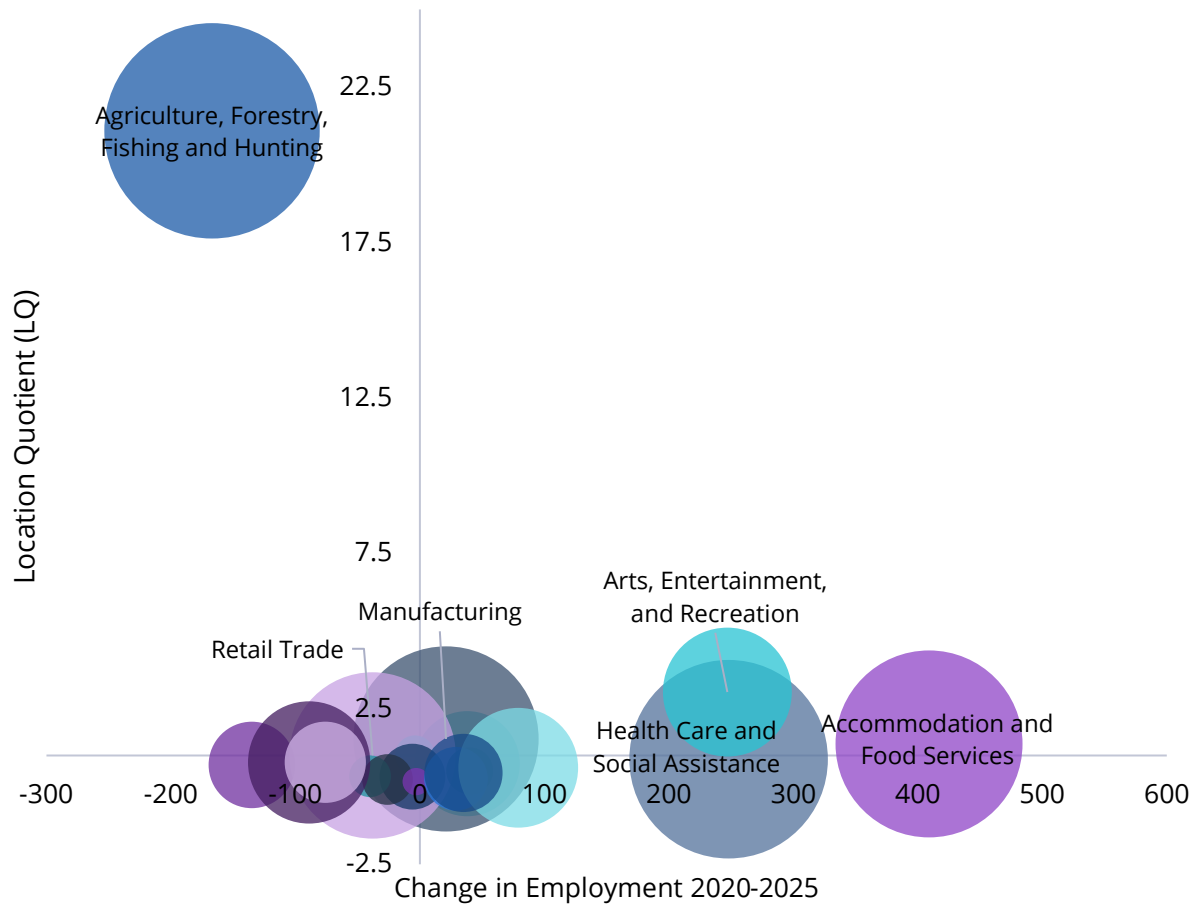
The charts below provide a visual representation of these industry sectors in Hood River County. Figure 9.16 includes all industry sectors, while Figure 9.17 excludes sectors with a location quotient (LQ) greater than 3 (Agriculture, Forestry, Fishing & Hunting; and Arts, Entertainment & Recreation) to better illustrate the distribution of the remaining industries.

Each chart is divided into four quadrants. Industries are positioned based on their five-year employment growth and LQ, while bubble size reflects relative employment levels. Industries in the upper-left quadrant are highly concentrated in the local economy but have experienced employment declines. The most notable example is Agriculture, Forestry, Fishing & Hunting, which has a very high LQ but lost 167 jobs between 2020 and 2025.

Industries in the upper-right quadrant are both concentrated and growing. In Hood River County, this includes Arts, Entertainment & Recreation, which has an LQ of 3.04 and added 247 jobs over the past five years.

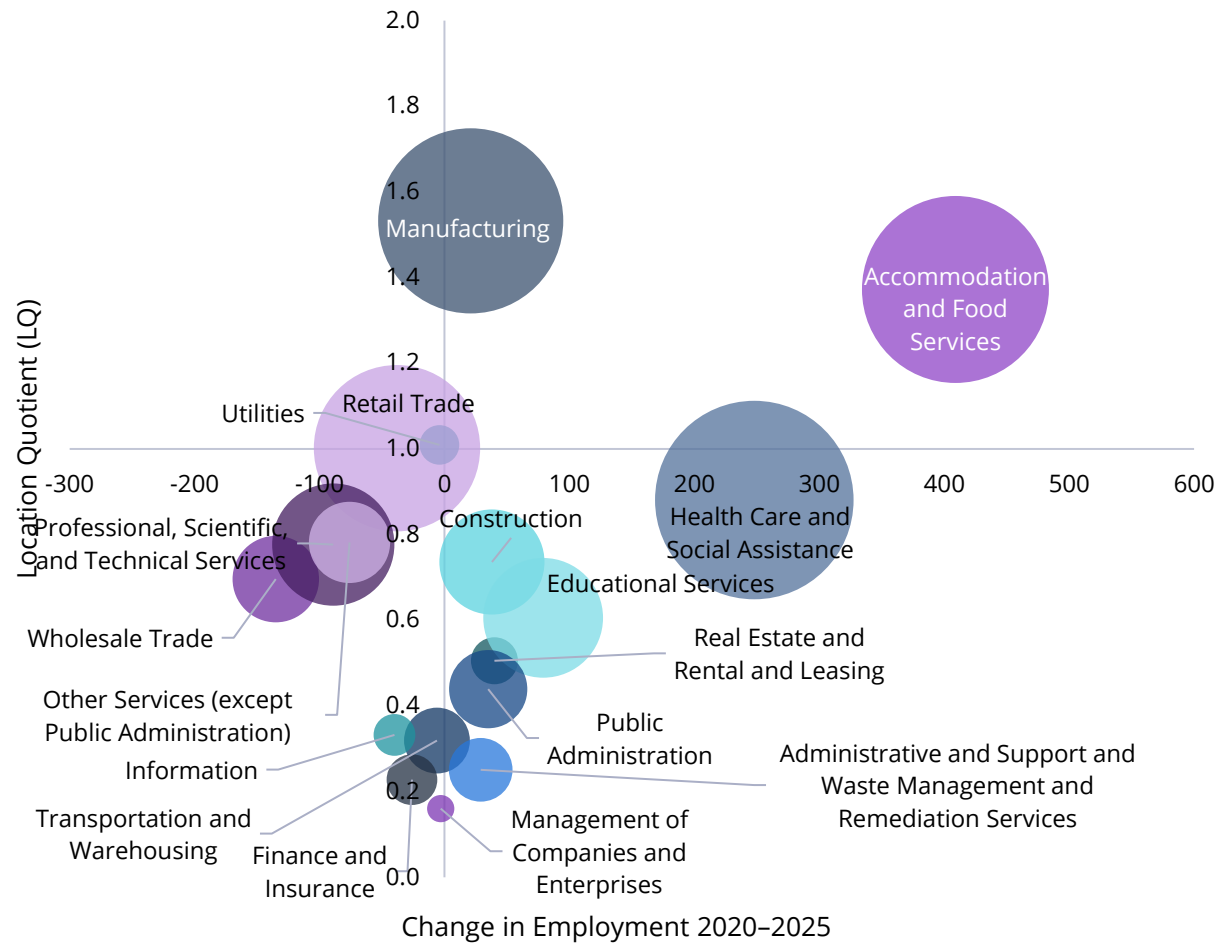
The lower two quadrants contain industries that are less concentrated in Hood River County than in the United States overall. Industries in the lower-left quadrant are both underrepresented and declining, while those in the lower-right quadrant are underrepresented but growing.

Figure 9.16: Industry Clusters, Hood River County, 2025



Source: Data Tactical Group 2025

Figure 9.17: Industry Clusters Excluding Agriculture and Arts, Hood River County, 2025



Source: Data Tactical Group 2025

Table 9.11 presents employment by occupation, showing the types of jobs workers hold across industries. Jobs can include management, sales, and administrative roles. In the City of Hood River, Food Preparation & Serving is the largest occupational group and accounts for 14.3% of employment. Food Preparation is followed by Management at 12.1%. In both Hood River County and Oregon, Management is the largest occupational group. It represents 14.1% and 12.3% of employment, respectively.

Table 9.11: Employment by Occupation Comparison, 2025

| Occupation                       | Hood River | Hood River County | Oregon |
|----------------------------------|------------|-------------------|--------|
| Food Preparation & Serving       | 14.3%      | 8.9%              | 5.3%   |
| Management                       | 12.1%      | 14.1%             | 12.3%  |
| Health care Practitioner         | 8.9%       | 7.9%              | 6.4%   |
| Office & Administrative Support  | 8.6%       | 7.6%              | 9.7%   |
| Transportation & Material Moving | 6.7%       | 5.7%              | 6.7%   |
| Architecture & Engineering       | 6.1%       | 3.1%              | 3.3%   |
| Sales & Sales Related            | 6.1%       | 7.6%              | 8.4%   |
| Construction & Extraction        | 5.1%       | 5.8%              | 4.4%   |

|                                    |      |      |      |
|------------------------------------|------|------|------|
| Education, Training & Library      | 4.5% | 3.7% | 5.8% |
| Computer & Mathematical            | 4.3% | 3.6% | 4.1% |
| Health care Support                | 3.8% | 3.7% | 4.7% |
| Life, Physical & Social Sciences   | 3.3% | 1.6% | 1.5% |
| Building Maintenance               | 2.9% | 4.0% | 2.9% |
| Farming, Fishing & Forestry        | 2.9% | 7.9% | 1.1% |
| Business & Financial               | 2.8% | 2.6% | 6.2% |
| Arts, Design & Entertainment       | 1.7% | 1.7% | 2.7% |
| Production                         | 1.4% | 3.4% | 4.9% |
| Legal                              | 1.2% | 1.0% | 0.9% |
| Personal Care & Service            | 1.2% | 1.2% | 2.2% |
| Community & Social Service         | 1.0% | 1.3% | 2.3% |
| Protective Service                 | 0.8% | 1.7% | 1.7% |
| Installation, Maintenance & Repair | 0.3% | 1.9% | 2.6% |

Source: Esri Business Analyst, 2025

## Industry Trends

In addition to identifying the existing clusters shown above, industry trends also provide insight into which industries are growing, declining, or have matured. Rapidly growing industries often represent strong opportunities for investment, as the potential for return is typically higher. In contrast, declining industries may pose a liability, as continued investment in shrinking sectors is less likely to yield a return.

Our analysis here examines employment trends over the last 10 years using the North American Industry Classification System (NAICS). NAICS organizes economic activity into a structured hierarchy based on the type of work performed by businesses. Sectors are broad groupings classified by two-digit codes, while industries represent more detailed categories within those sectors, using three-, four-, five-, or six-digit codes. For this analysis, we focused on two-digit sector trends and selected four-digit industry trends.

The following data are all at the county level rather than the local level. Counties are widely regarded as accurate geographic boundaries for regional economies and also provide more precise data as larger population numbers produce larger sample sizes and lower margins of error in data sampling. Additionally, county level data were more widely available than local level data for our analysis.

Hood River County is a useful indicator of the local economy relevant to the Port, since the Port supports activity across the County, particularly within its tax district. The City of Hood River is also the County's main population and employment center, so county-level estimates are largely influenced by conditions in the City. County data can also provide insight into industries across the broader economy that the Port may consider supporting or investing in to strengthen regional growth.

In Table 9.12 we report employment trends for each sector in Hood River County over the past decade. The five fastest-growing sectors by percentage change are:

- Arts, entertainment & Recreation (+46.3%)

- Construction (+43.9%)
- Real Estate, Rental & Leasing (+31.0%)
- Health Care & Social Assistance (+30.7%)
- Educational Services (+18.4%)

By contrast, Manufacturing (+2.8%), Retail Trade (+0.4%), and Administrative & Support & Waste Management & Remediation Services (+0.0%) represent relatively mature sectors. These have shown little change, neither growing nor declining more than 3.0% over the past decade. This indicates an employment base that is stable but not growing.

Seven sectors have experienced steep declines, with employment falling by 10.0% or more over the past 10 years. Agriculture, Forestry, Fishing & Hunting (-10.8%) is both the largest sector in the County and one of the largest sectors in decline. Wholesale Trade has also contracted by 22.0%, while the Information sector has lost more than one-third of its employment, declining by 38.7%.

**Table 9.12: Sector-Level Employment Trends, Hood River County, 2015–2025**

| NAICS Sector                                                       | 2015 Emp | 2025 Emp | Change | % Change |
|--------------------------------------------------------------------|----------|----------|--------|----------|
| Arts, Entertainment & Recreation                                   | 566      | 828      | 262    | 46.3%    |
| Construction                                                       | 383      | 551      | 168    | 43.9%    |
| Real Estate & Rental & Leasing                                     | 84       | 110      | 26     | 31.0%    |
| Health Care & Social Assistance                                    | 1,504    | 1,965    | 461    | 30.7%    |
| Educational Services                                               | 604      | 715      | 111    | 18.4%    |
| Public Administration                                              | 258      | 305      | 47     | 18.2%    |
| Accommodation & Food Services                                      | 1,539    | 1,743    | 204    | 13.3%    |
| Professional, Scientific & Technical Services                      | 680      | 745      | 65     | 9.6%     |
| Manufacturing                                                      | 1,662    | 1,709    | 47     | 2.8%     |
| Retail Trade                                                       | 1,373    | 1,379    | 6      | 0.4%     |
| Administrative & Support & Waste Management & Remediation Services | 202      | 202      | 0      | 0.0%     |
| Utilities                                                          | 82       | 78       | (4)    | (4.9%)   |
| Agriculture, Forestry, Fishing & Hunting                           | 2,593    | 2,313    | (280)  | (10.8%)  |
| Finance & Insurance                                                | 145      | 128      | (17)   | (11.7%)  |
| Management of Companies & Enterprises                              | 42       | 37       | (5)    | (11.9%)  |
| Transportation & Warehousing                                       | 248      | 216      | (32)   | (12.9%)  |
| Other Services (except Public Administration)                      | 397      | 329      | (68)   | (17.1%)  |
| Wholesale Trade                                                    | 478      | 373      | (105)  | (22.0%)  |
| Information                                                        | 142      | 87       | (55)   | (38.7%)  |

Source: Data Tactical Group, 2026

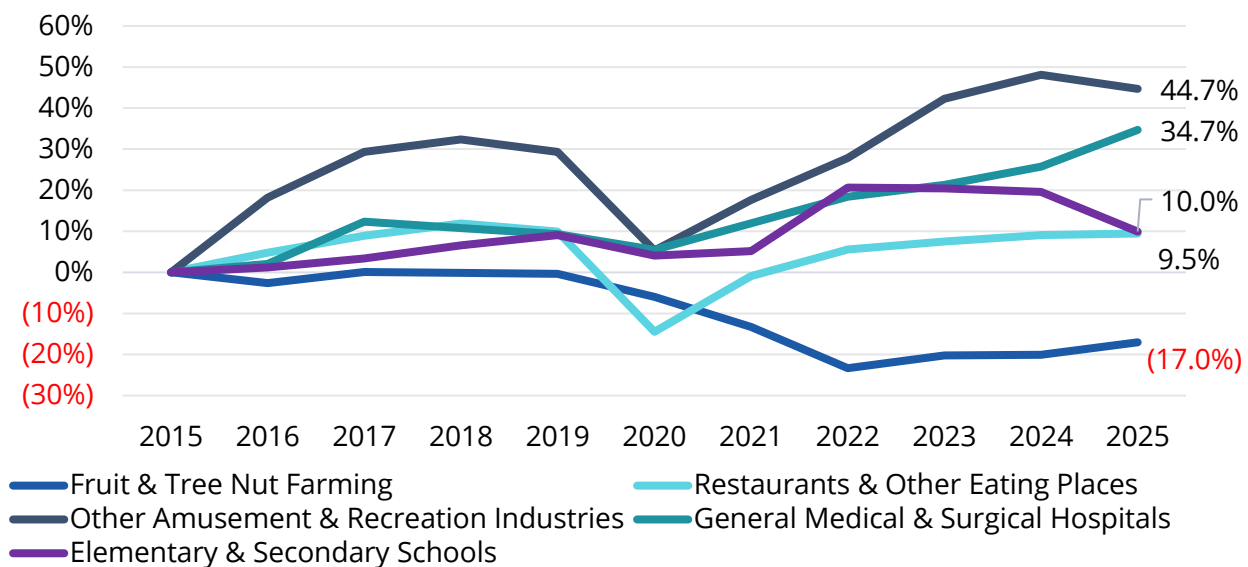
The five largest four-digit industries in Hood River County by employment are:

- Fruit & Tree Nut Farming
- Restaurants & Other Eating Places
- Other Amusement & Recreation Industries
- General Medical & Surgical Hospitals

- Elementary & Secondary Schools

In Figure 9.18 we display growth trends for these industries over the past decade. Three of the five industries experienced steady growth through 2020, before the COVID-19 pandemic disrupted those trends. Other Amusement & Recreation Industries grew rapidly through 2020 and has since resumed strong growth from 2022 through 2025. In contrast, Fruit & Tree Nut Farming has declined. By 2022, employment in the sector had fallen 23.3% relative to its 2015 level. The industry appears to have stabilized by 2025, though it remains 17.0% below its 2015 level.

**Figure 9.18: Employment Trends of the Five Largest Industries, Hood River County, 2015–2025**



Source: Data Tactical Group, 2026

Table 9.13 reports the top 15 industries by 2025 employment in Hood River County. In this group, only two industries have experienced declines over the past 10 years:

- Fruit & Tree Nut Farming (-17.0%)
- Support Activities for Crop Production (-4.8%)

Both of these industries are linked to the agricultural industry cluster within the region. Employment declines in the industry cluster are likely due to productivity gains from technological advancements in agriculture. Thanks to new technologies, fewer workers are needed to produce the same or greater output over the same period.

Specialty Food Retailers is the fastest-growing industry among the top 15 (+170.9%). Employment in this industry more than doubled over the past 10 years, increasing from 79 to 214 workers. This growth is likely linked to the region's fermentation science and value-added agriculture clusters in the Columbia Gorge.

**Table 9.13: Top 15 Industries by 2025 Employment, Hood River County, 2015–2025**

| Industry Name                                             | 2015 Emp | 2025 Emp | Change | % Change |
|-----------------------------------------------------------|----------|----------|--------|----------|
| Fruit & Tree Nut Farming                                  | 2,084    | 1,730    | (354)  | (17.0%)  |
| Restaurants & Other Eating Places                         | 1,024    | 1,121    | 97     | 9.5%     |
| Other Amusement & Recreation Industries                   | 528      | 764      | 236    | 44.7%    |
| General Medical & Surgical Hospitals                      | 493      | 664      | 171    | 34.7%    |
| Elementary & Secondary Schools                            | 562      | 618      | 56     | 10.0%    |
| Beverage Manufacturing                                    | 344      | 525      | 181    | 52.6%    |
| Traveler Accommodation                                    | 387      | 453      | 66     | 17.1%    |
| Architectural, Engineering & Related Services             | 370      | 399      | 29     | 7.8%     |
| Offices of Physicians                                     | 217      | 350      | 133    | 61.3%    |
| Individual & Family Services                              | 225      | 324      | 99     | 44.0%    |
| Grocery & Convenience Retailers                           | 313      | 318      | 5      | 1.6%     |
| Support Activities for Crop Production                    | 294      | 280      | (14)   | (4.8%)   |
| Executive, Legislative & Other General Government Support | 216      | 255      | 39     | 18.1%    |
| Other Food Manufacturing                                  | 155      | 239      | 84     | 54.2%    |
| Specialty Food Retailers                                  | 79       | 214      | 135    | 170.9%   |

Source: Data Tactical Group, 2026

Tables 9.14–9.16 show the fastest-growing industries, matured industries, and fastest-declining industries in Hood River County over the past 10 years.<sup>17</sup>

The fastest growing industries are:

- Specialty Food Retailers (+170.9%)
- Child Care Services (+75.0%)
- Offices of Physicians (+61.3%)

The three most “mature” industries (with minimal growth or some decline) are:

- Drinking Places of Alcoholic Beverages (+6.9%)
- Grocery & Convenience Retailers (+1.6%)
- Support Activities for Crop Production (-4.8%)

The Fastest-declining industries are:

- Fruit & Vegetable Preserving & Specialty Food Manufacturing (-35.0%)
- Grocery & Related Product Merchant Wholesalers (-34.8%)
- Glass & Glass Product Manufacturing (-21.4%)

<sup>17</sup> Of industries with 100 workers or more.

**Table 9.14: Fastest Growing Industries, Hood River County, 2015–2025**

| Industry Name                                          | 2015 Emp | 2025 Emp | Change | % Change |
|--------------------------------------------------------|----------|----------|--------|----------|
| Specialty Food Retailers                               | 79       | 214      | 135    | 170.9%   |
| Child Care Services                                    | 60       | 105      | 45     | 75.0%    |
| Offices of Physicians                                  | 217      | 350      | 133    | 61.3%    |
| Residential Building Construction                      | 131      | 205      | 74     | 56.5%    |
| Other Food Manufacturing                               | 155      | 239      | 84     | 54.2%    |
| Beverage Manufacturing                                 | 344      | 525      | 181    | 52.6%    |
| Other Amusement & Recreation Industries                | 528      | 764      | 236    | 44.7%    |
| Individual & Family Services                           | 225      | 324      | 99     | 44.0%    |
| General Medical & Surgical Hospitals                   | 493      | 664      | 171    | 34.7%    |
| Management, Scientific & Technical Consulting Services | 93       | 110      | 17     | 18.3%    |

Source: Data Tactical Group, 2026

**Table 9.15: Mature Industries in Hood River County, 2015–2025**

| Industry Name                          | 2015 Emp | 2025 Emp | Change | % Change |
|----------------------------------------|----------|----------|--------|----------|
| Drinking Places (Alcoholic Beverages)  | 101      | 108      | 7      | 6.9%     |
| Grocery & Convenience Retailers        | 313      | 318      | 5      | 1.6%     |
| Support Activities for Crop Production | 294      | 280      | (14)   | (4.8%)   |

Source: Data Tactical Group, 2026

**Table 9.16: Fastest Declining Industries in Hood River County, 2015–2025**

| Industry Name                                               | 2015 Emp | 2025 Emp | Change | % Change |
|-------------------------------------------------------------|----------|----------|--------|----------|
| Services to Buildings & Dwellings                           | 122      | 104      | (18)   | (14.8%)  |
| Building Material & Supplies Dealers                        | 132      | 111      | (21)   | (15.9%)  |
| Fruit & Tree Nut Farming                                    | 2,084    | 1,730    | (354)  | (17.0%)  |
| Department Stores                                           | 134      | 108      | (26)   | (19.4%)  |
| Glass & Glass Product Manufacturing                         | 224      | 176      | (48)   | (21.4%)  |
| Grocery & Related Product Merchant Wholesalers              | 282      | 184      | (98)   | (34.8%)  |
| Fruit & Vegetable Preserving & Specialty Food Manufacturing | 200      | 130      | (70)   | (35.0%)  |

Source: Data Tactical Group, 2026

## Supply Chain

Analyzing the regional economic supply chain is helpful for identifying industries that generate value within the regional economy. Some industries may produce more value through local purchasing and spending within the region. Meanwhile, other industries generate value using imported products, meaning not all of their value is retained within the region. To analyze the Port's regional economic supply chain, our team used Gross Regional Product (GRP) data, economic multiplier data, export data, and import data.

GRP estimates the total value a regional economy produces in a given year. Table 9.17 reports the top 10 industries by GRP in Hood River County. Crop Production produces the

greatest value for the regional economy at \$160.8 million, accounting for 8.1% of the total regional GRP. In total, the top 10 industries account for over one-third (37.1%) of the region's GRP. This shows the region's economy is relatively concentrated in terms of value. The Lessors of Real Estate industry has grown the fastest over the last 10 years, growing by 133.5% since 2015. Beverage Manufacturing is the second-largest industry by GRP but has declined slightly (2.2%) since 2015.

**Table 9.17: Top 10 Industries by GRP, Hood River County, 2025**

| Industry                                          | 2025 GRP        | % of Total GRP | 10-Yr Growth |
|---------------------------------------------------|-----------------|----------------|--------------|
| Crop Production                                   | \$160.8M        | 8.1%           | 15.5%        |
| Beverage Manufacturing                            | \$94.8M         | 4.8%           | (2.2%)       |
| Architectural, Engineering & Related Services     | \$87.0M         | 4.4%           | 71.1%        |
| General Medical & Surgical Hospitals              | \$76.4M         | 3.8%           | 59.0%        |
| Education & Hospitals (Local Government)          | \$61.4M         | 3.1%           | 57.2%        |
| Local Government, Excluding Education & Hospitals | \$57.9M         | 2.9%           | 84.9%        |
| Restaurants & Other Eating Places                 | \$56.5M         | 2.8%           | 85.8%        |
| Traveler Accommodation                            | \$51.8M         | 2.6%           | 128.6%       |
| Glass & Glass Product Manufacturing               | \$47.3M         | 2.4%           | 46.8%        |
| Lessors of Real Estate                            | \$44.4M         | 2.2%           | 133.5%       |
| <b>Total</b>                                      | <b>\$738.4M</b> | <b>37.1%</b>   | <b>44.8%</b> |

*Source: Lightcast Input-Output, Gross Regional Product, 2015–2025*

Reported in Table 9.18 are top exporting industries in Hood River County. These industries generate positive revenue for the region by exporting goods and services produced within the local economy. Crop Production, Beverage Manufacturing, and Other Food Manufacturing are the top three industries by export value in the region. Architectural, Engineering & Related Services, along with Glass & Glass Product Manufacturing, follow closely behind.

Crop production aligns well with the agricultural activity in Hood River County. Beverage Manufacturing and Other Food Manufacturing reflect the region's fermentation science and value-added agricultural clusters. Architectural, Engineering & Related Services is a part of the high-tech industry cluster in the Columbia Gorge region.

**Table 9.18: Top 10 Exporting Industries, Hood River County, 2025**

| Industry                                                                  | Exports  |
|---------------------------------------------------------------------------|----------|
| Crop Production                                                           | \$310.1M |
| Beverage Manufacturing                                                    | \$180.4M |
| Other Food Manufacturing                                                  | \$114.6M |
| Architectural, Engineering & Related Services                             | \$105.0M |
| Glass & Glass Product Manufacturing                                       | \$100.0M |
| General Medical & Surgical Hospitals                                      | \$58.0M  |
| Traveler Accommodation                                                    | \$56.9M  |
| Other Amusement & Recreation Industries                                   | \$56.7M  |
| Household Appliances & Electrical & Electronic Goods Merchant Wholesalers | \$45.1M  |
| Fruit & Vegetable Preserving & Specialty Food Manufacturing               | \$39.9M  |

Source: *Lightcast Input-Output, Exports Table, 2025*

Table 9.19 shows the total demand for specific industries within Hood River County. Total demand reflects where consumer and business spending occurs within the region. This demand can be met either by local companies or by imports from outside the region. The table also shows the share of total demand that is met locally versus through imports.

Lessors of Real Estate, General Medical & Surgical Hospitals, and Restaurants & Other Eating Places generate the highest total demand in the region. Demand for these top three industries is largely met in-region, with the lowest in-region share being 95.4% for the Lessors of Real Estate industry. In contrast, industries such as Insurance Carriers and Management of Companies & Enterprises are primarily met through imports. This provides evidence of strong local demand for these services, though firms providing them are largely not located within the County.

**Table 9.19: Regional Requirements by Total Demand, Hood River County, 2025**

| Industry                                   | % Demand Met In-region | % Demand Met by Imports | Total Demand |
|--------------------------------------------|------------------------|-------------------------|--------------|
| Lessors of Real Estate                     | 95.4%                  | 4.6%                    | \$80.8M      |
| General Medical & Surgical Hospitals       | 100.0%                 | 0.0%                    | \$80.0M      |
| Restaurants & Other Eating Places          | 99.3%                  | 0.7%                    | \$77.5M      |
| Management of Companies & Enterprises      | 7.6%                   | 92.4%                   | \$69.0M      |
| Crop Production                            | 82.6%                  | 17.4%                   | \$66.5M      |
| Insurance Carriers                         | 5.2%                   | 94.8%                   | \$59.5M      |
| Building Equipment Contractors             | 37.2%                  | 62.8%                   | \$58.6M      |
| Depository Credit Intermediation           | 13.0%                  | 87.0%                   | \$54.7M      |
| Computer Systems Design & Related Services | 22.1%                  | 77.9%                   | \$49.6M      |
| Offices of Physicians                      | 98.5%                  | 1.5%                    | \$48.2M      |

Source: *Lightcast Input-Output, Regional Requirements, 2025*

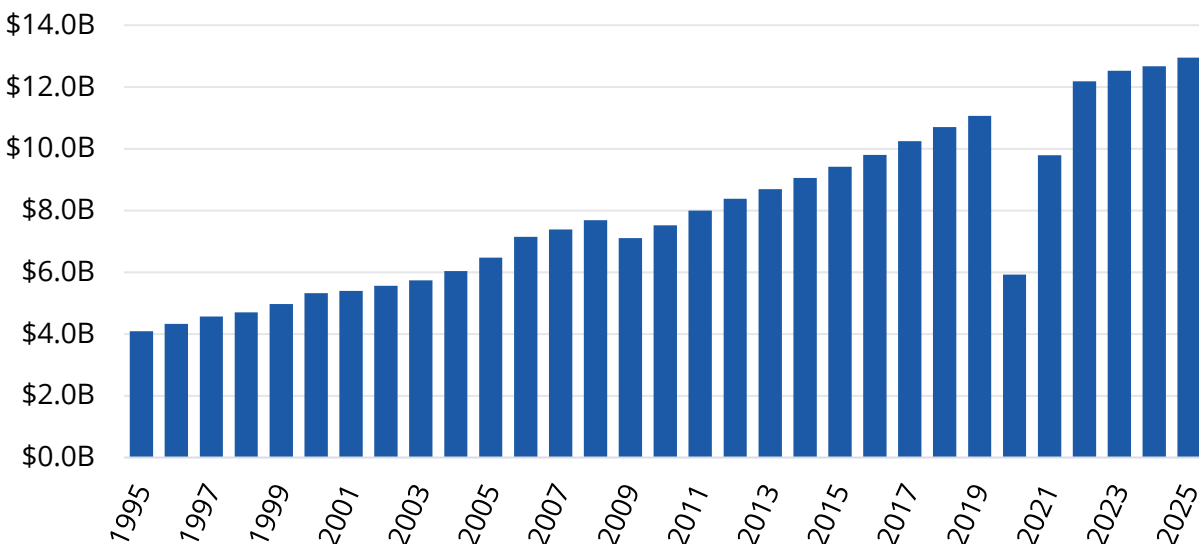
## Tourism

Hood River lies at the crossroads of the Columbia River Gorge and the Cascade Range, both known for their scenic beauty. Although known as the windsurfing capital of the world, people come to visit the region for a wide range of experiences, including watersports, hiking, biking, gliding, skiing, wine and brewery tasting, agritourism, and local dining.

Tourism is a major component of Hood River County's economy. As shown in Table 9.13 four of the County's 10 largest industries by employment are tied to tourism (Restaurants & Other Eating Places, Other Amusement & Recreation Industries, Beverage Manufacturing, and Traveler Accommodation).

At the state level, tourism has grown rapidly across Oregon over the past two decades. Figure 9.19 shows how visitor spending increased from nearly \$6.5 billion in 2005 to \$12.9 billion in 2025 (nearly doubling over the period).

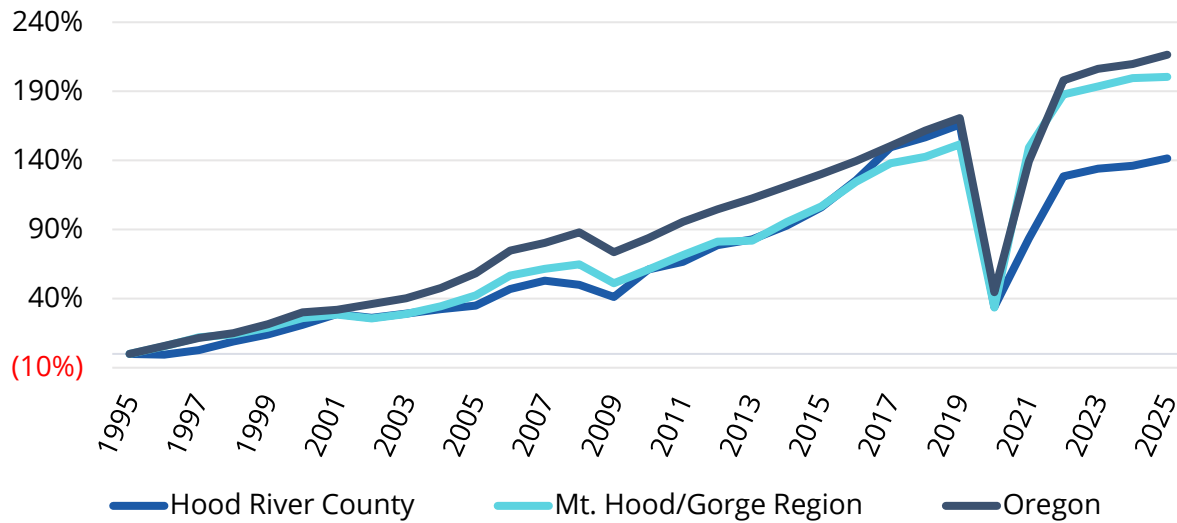
**Figure 9.19: Oregon Visitor Spending, 1995–2025**



Source: Travel Oregon

Hood River County and the Mt. Hood/Gorge region have followed similar visitor spending trends to the state of Oregon (Figure 9.20). All three areas have more than doubled in the past 30 years, with declines only during the Great Recession in 2008 and the COVID-19 pandemic in 2020. While Hood River County generally follows the same pattern, its post-pandemic recovery has been weaker than that of both the state and the broader region.

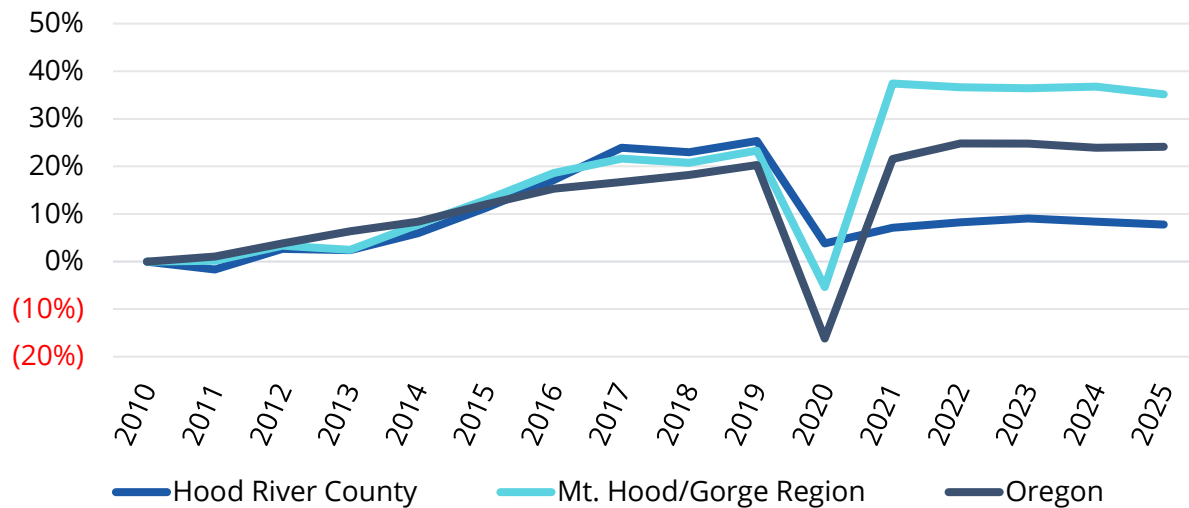
**Figure 9.20: Visitor Spending Cumulative Annual Growth Rate, 1995–2025**



Source: Travel Oregon

Figure 9.21 illustrates visitor trends in Hood River County and the region. The number of party nights (defined as the total number of nights spent by travel parties rather than individuals) increased substantially from 2010 to 2019, rising from 313.8K to 393.9K. During the COVID-19 pandemic, visitor volume declined sharply and has since recovered only modestly in the following years.

**Figure 9.21: Overnight Visitor Volume Cumulative Annual Growth, 2010–2025**

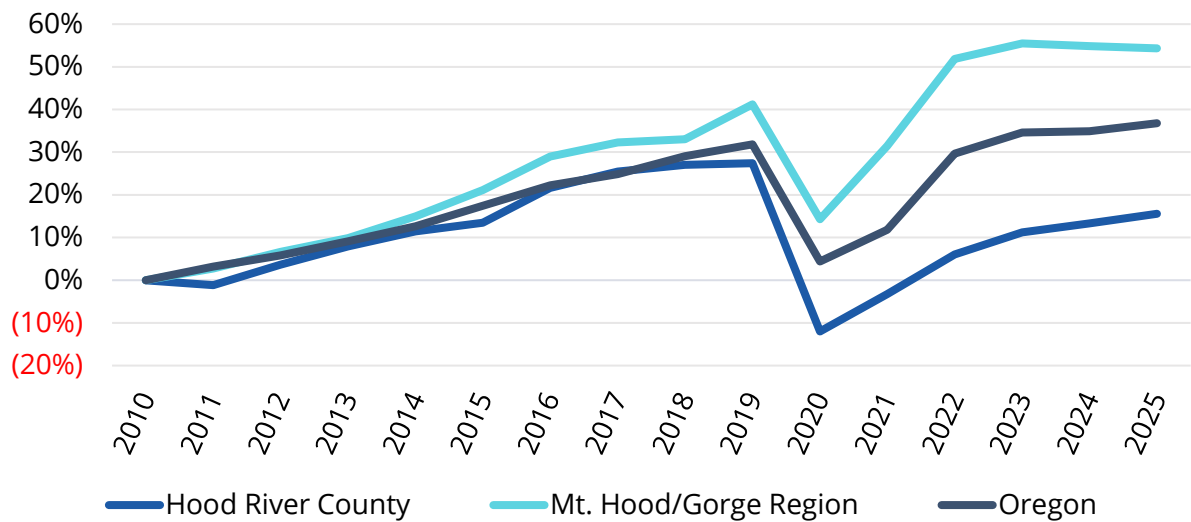


Source: Travel Oregon

Figure 9.22 shows trends in tourism-related employment in the region. Similar to other tourism indicators, employment in Hood River County grew steadily from 2010 to 2019 before declining sharply in 2020. By 2025, employment had recovered modestly but remained below pre-pandemic levels.

In contrast, the broader Mt. Hood/Gorge region not only recovered after the pandemic but has since remained relatively flat since 2022.

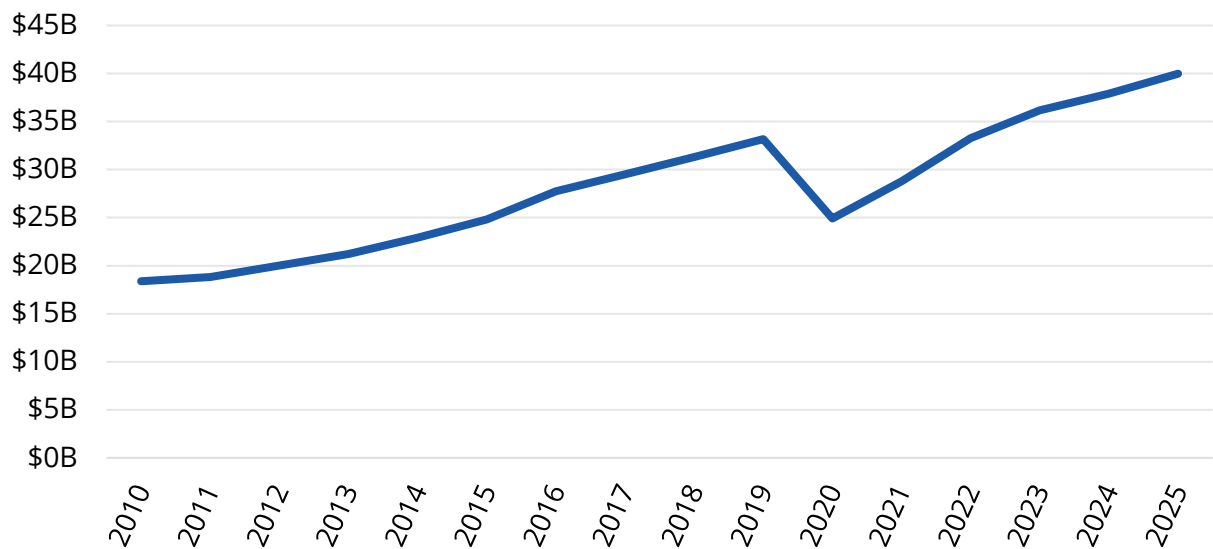
Figure 9.22: Tourism Employment Cumulative Annual Growth Rate, 2010–2025



Source: Travel Oregon

Employee earnings generated by travel-related spending in Hood River County increased from \$18.4 million in 2010 to nearly \$40.0 million in 2025 (Figure 9.23). Growth was steady over the period, except for a decline in 2020. This represents a 117.6% increase over the past 15 years. This growth has far outpaced tourism-related employment, which increased by only 15.6% between 2010 and 2025.

Figure 9.23: Earnings Generated by Travel Spending, Hood River County, 2010–2025



Source: Travel Oregon

Travel Oregon conducted an economic impact analysis of travel spending in Oregon. It provided a useful comparison of Hood River County with other Columbia River counties. Table 9.20 shows the impact of travel spending on Hood River County and six comparable counties.

Hood River County ranks near the top (third, behind Multnomah and Wasco counties) in travel spending, travel-related employment, and total tax revenue. Hood River is most similar to neighboring Wasco County in total travel spending (\$108.4 million in Hood River County compared to \$110.2 million in Wasco County). In contrast, Multnomah County is far higher at \$4.3 billion in travel spending.

**Table 9.20: Economic Impacts of Tourism in Counties Along the Columbia River, 2025**

| County     | Total Travel Spending | Employment | Total tax revenue | Local tax revenue | Local Tax Revenue Per Worker |
|------------|-----------------------|------------|-------------------|-------------------|------------------------------|
| Columbia   | \$50.6M               | 860        | \$2.4M            | \$166.0K          | \$193                        |
| Gilliam    | \$5.2M                | 50         | \$0.2M            | \$70.0K           | \$1,400                      |
| Hood River | \$108.4M              | 1,060      | \$6.4M            | \$2.5M            | \$2,363                      |
| Morrow     | \$18.6M               | 230        | \$0.9M            | \$224.0K          | \$974                        |
| Multnomah  | \$4,251.1M            | 21,840     | \$227.9M          | \$123.5M          | \$5,653                      |
| Sherman    | \$5.4M                | 40         | \$0.2M            | \$17.0K           | \$425                        |
| Wasco      | \$110.2M              | 1,750      | \$6.0M            | \$1.9M            | \$1,068                      |

*Source: Travel Oregon, The Economic Impact of Travel in Oregon, 2025*

## **Appendix A. Literature Review**

### **Airport Master Plan 2018**

The 2018 Airport Master Plan establishes a goal to maintain a safe and efficient airport that is economically, environmentally, and socially sustainable and lays out necessary and recommended projects for the future.

### **Marina Basin Survey**

The Port conducted a survey in December 2025 aimed at gathering community input to guide future discussions about the long-term vision for the Marina Basin. The themes that emerged from this survey are:

- The Marina Basin is a shared, multi-use community asset, serving both marina operations and broader public recreation.
- Use is frequent and local, with nearly half of all respondents visiting several times per week.
- Public access and marina-supportive amenities are top priorities, including walkability, recreation, boat slips, dry storage, and youth programs.
- Views on expanded commercial activity were generally conditional, with emphasis on managing traffic/parking, protecting the environment, ensuring public Benefit, and avoiding exclusive or incompatible uses.
- Overall feedback reflected strong community care for the marina's future, with interest in maintaining affordability, character, and long-term sustainability.

### **Marina Basin Planning Study 2007**

This study discussed the history of the Marina Basin and the Existing infrastructure and usages at the time evaluating what would be the best use of space for the future in line with the multi-functionality of the basin. The plan explored a few options for expansion including maximizing moorage area or balanced development (only adding slips based on lowest cost). The preferred option included keeping the existing docks and infrastructure and adding on more slips in phases as demand exists and funds allow. Other options and possible future expansion projects were also discussed including a dinghy storage dock, larger travel lift, extending the boat ramp, etc.

### **Port of Hood River Real Estate Transaction Policy**

Since the Port engages in acquisitions, disposition, and leasing of property on a regular basis, the Real Estate Transaction Policy is designed as a guide for these efforts. The Port strives to buy, sell, and lease property in accordance with their Strategic Plan and mission, maintaining a portfolio that supports the recruitment of new businesses to the district and expansion of existing businesses, while also capturing revenues and achieving a return on investment that covers the costs associated with property management, operations, and development.

## **Zoning**

The Port has property in the City of Hood River zoned as General Commercial (C-2), Columbia River Recreational/Commercial (RC), Light Industrial (LI), and Open Space/Public Facility (OS/PF)

## **Waterfront & Marina Policies**

The Waterfront & Marina Policies page of the Port website includes policies on multiple facets of the Marina including event rentals, moorage regulations, parking, boat craning, and waterfront recreation, concession, lesson, and rental permits.

## **Financial Administrative Policies**

The financial administrative policies lay out the principles, goals, and objectives for the Port's financial responsibilities. It includes policies and principles for financial planning, Budgeting, reporting, revenue, reserves, cost allocation, cash management, payment processing, debt management, IT management, and network access.

## **Economic Benefits and Needs of Oregon Public Ports (2024)**

This document highlights the significant economic role of Oregon's public ports. There are seven ports that are considered the Columbia River Ports (excluding the Port of Portland) which directly create 1,177 jobs and support over 3,500 employees.

Overall, Oregon port activities support over 106,799 jobs, \$7.1 billion in labor income, \$10 billion in value-added impacts, and \$19 billion in total economic output, with the Port of Portland accounting for the majority of these jobs. Ports contribute 5.6% of Oregon's employment (1 in 20 jobs), and including indirect/induced effects, support 220,000 jobs (1 in 10 jobs). Most ports (73%) reported growth over the past five years, including the Port of Hood River.

The Port of Hood River itself directly supports 267 jobs with a total of 795 jobs supported including indirect and induced effects.<sup>18</sup> Wages at Ports are generally higher than the overall state average.

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<sup>18</sup> Direct effects are immediate economy activity, such as workers employed and wages paid by the organization. Indirect effects are additional workers and wages supported by business-to-business activity. Induced effects originate from changes in household spending (or spending multipliers) impacting economic output. Sources include "industry located on Port property" which may explain higher than expected direct employment estimates.

## Appendix B. History Highlights

### 1933

The Port of Hood River was created and incorporated on July 28, 1933, as a result of the Bonneville Dam Project due to the expressed desire by the Oregon State Legislature and the United States Government to develop industrial lands in the Columbia River Basin. The first meeting was held August 12, 1933, with a Commission of five elected members. Five Commissioners, elected throughout the district for four-year terms, still guide the Port of Hood River today.

### 1940s

**AIRPORT:** First steps were taken by Hood River County to establish an Airfield at the present site of Hood River Airport.

**BRIDGE:** The owners of the Bridge, built in 1923 by the Oregon-Washington Bridge Co., approached cities, counties, and ports on both sides of the river regarding purchase of the Bridge. All declined except the Port of Hood River.

### 1950s

*J. L. Breckenridge - Bridge Manager/Exec. Secretary, Dec 1950 – Apr 1956*

*George D. Bartsch – Manager, Jul 1956 -*

**BRIDGE:** The Port of Hood River purchased the interstate Bridge for \$800,000 in 1950. Toll for auto was \$0.75; truck toll varied (by weight) up to \$5.00. The Port spent \$725,000 in Bridge improvements replacing timber trestle with two steel girder spans; auto toll was reduced to \$0.50 in 1954.

**WATERFRONT DEVELOPMENT:** Several significant property acquisitions took place in the 1950s along the waterfront to prepare for future fill and development of usable land in the area. The State of Oregon, U.S. Government, Corps of Engineers and Bonneville Power Administration all cooperated in the fill project. The property east of the Bridge was filled and prepared for development.



*The Port of Hood River purchased the Interstate Bridge for \$800,000 in 1950*



*In the 1950s The State of Oregon, U.S. Government, Corps of Engineers and Bonneville Power Administration all cooperated with the Port on property east of the Bridge as it was filled in and prepared for development.*

## 1960s

**George D. Bartsch – Manager, - Sep 1964**

**Burton E. Badley – Manager, Nov 1964 – Dec 1965**

**Michael V. McLucas – Manager, May 1966 -**

**BRIDGE:** Bridge improvements in 1965 included replacing railing and curbs with steel posts, adding mercury vapor lights; and replacing the toll house with a sheet metal building. In 1967, United Telephone Company added a cable across the Bridge valued at approximately \$4 million.

**WATERFRONT DEVELOPMENT:** Eddie Mays Inn (now Hood River Inn) was constructed on the eastern fill area in 1964. Fill of the second waterfront site, located west of the Hood River, was completed in the 1960s. Both properties supported the development of many business uses, including industrial, commercial and recreational. The waterfront planning and development continues to be an ongoing project for the Port of Hood River as the area's community and economy changes and diversifies.

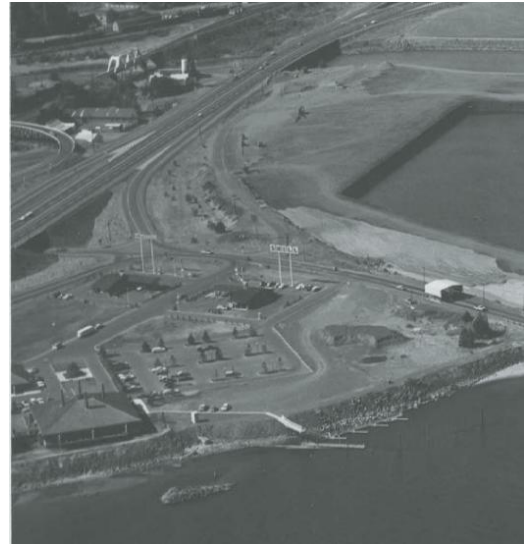
## 1970s

**Michael V. McLucas – Manager, - Mar 1972**

**Dallas B. Dusenbery – Manager, Apr 1972 -**

**AIRPORT:** In 1976, Hood River County deeded the Hood River Airport to the Port of Hood River, which agreed to assume ownership and upgrade the facility. The Port purchased additional land in order to provide space for potential future expansion of the Airport. In 1978, 24 T-hangars were constructed for small private plane rental.

**BRIDGE:** 1971 and 1972 Bridge improvements included portal bracing; guardrail replacement; repainting; and replacing operations of the river navigation and aerial obstruction lights with photocell. In 1973, the estimated cost of replacing the Bridge with an identical structure was \$5,600,000. In 1976, renovation began for mechanical maintenance, sandblasting, cleaning and painting. In 1976, the estimated cost of replacing the Bridge with an identical structure was \$7,900,000. In 1977, 10 spans were welded; new power and control cable supports were installed; and marine radio was



*Eddie Mays Inn (now the Best Western Plus Hood River Inn) was constructed on the eastern fill area in 1964.*



*In 1976, Hood River County Deeded the Hood River Airport to the Port of Hood River*

installed. Mechanical traffic axle counters were installed in 1978, and additional improvements to the concrete supports and to the communication system were made.

**ECONOMIC DEVELOPMENT:** A 29-acre tract of land west of Odell was purchased by the Port of Hood River to develop a light industrial park, which will later be named John Weber Business Park (JWBP).

**WATERFRONT DEVELOPMENT:** The third fill project, in the Marina Park area, was completed in 1970 and the area's general improvements began. In 1972, the first permanent moorage floats were installed in the marina. The Port Office Building was completed in 1973. A visitor dock was installed in the marina in 1975. In 1977, the Department of Motor Vehicles moved into the Port office complex, with Oregon State Police. The Hood River County Museum was built in Port Marina Park on land provided by the Port of Hood River. The Waterfront Industrial Park gained diverse industrial development from businesses such as Luhr Jensen, Western Power Products, Hood River Distillers, and Jantzen. The first Port of Hood River waterfront plan was produced in 1975.

## 1980s

*Dallas B. Dusenberry – Manager, - Jun 1980*

*James S. O'Banion – Manager, Jul 1980 -*

**BRIDGE:** Pier cap repairs were begun; United Telephone Service replaced its cable underwater between the towers. In 1980, the estimated cost of replacing the Bridge to meet 1980 design standards was \$35,000,000. Deck grating and repainting projects were completed.

**ECONOMIC DEVELOPMENT:** Economic base generated on port-developed property in 1982: 19 businesses; \$10 million valuation; \$6,925,000 payroll; 710 jobs created; \$172,000 property taxes generated. Port of Hood River purchased Wells Island in 1983.

**Diamond Fruit Complex:** The 21-acre cannery complex was purchased in 1984 for \$800,000. Yost, Grube, Hall Architects of Portland developed a master plan and



*The third fill project, in the Marina Park area (right), was completed in 1970 and the area's general Improvements began*



*The Waucoma Center was transformed from a 50-year old cold storage plant into a modern telecommunications center.*

economic/market study of the complex. In 1985, Waucoma Center and Graf Building began their rehabilitation and Wasco and Industrial Streets were reconstructed. The City of Hood River agreed to form an Urban Renewal District surrounding the Diamond Complex. The 50-year-old cold storage plant was transformed into a modern telecommunications center, with the help of a \$2.4 million bond issue. United Telephone Company of the Northwest began the process to purchase the building in 1986. In 1986, the Columbia Building renovation was completed and DaKine Hawaii moved in. Other businesses to take space shortly thereafter in the Columbia Building included Hood River Brewing Co., makers of Full Sail Ale, and Kerrits Activewear.

From 1988 to 1990, reconstruction of Industrial and Columbia between 3rd and 7th linked downtown and the Diamond Complex to the Waucoma Center. The project included new water mains, sanitary and storm sewers, underground electrical, streetlights, curbs and sidewalks, and paved streets. A \$521,000 grant/loan from the State along with additional funding from the Port (\$307,000) and the City (\$104,000) paid for these improvements. In 1989, the Port sold the property at 7th and Columbia and the Lodge at Hood River Condominiums were privately developed in that space.

**WATERFRONT DEVELOPMENT:** Marina swim beach opened in 1980. Hood River Waterfront Plan, Phase I, set waterfront development in process in 1983. In 1985, a pedestrian bridge was built across the Hood River to link Marina Park with downtown. Marina Park restrooms were remodeled adding showers. Cruise ships began stopping at the commercial dock in 1989. Also in 1989, the Hood River Waterfront Plan was updated.

## 1990s

*James S. O'Banion - Executive Director, - Jun 1994*

*Greg Baker - Executive Director, Jun 1994 -*

**AIRPORT:** In 1995, airport improvements included a new north access road, paving and sealing the runways and taxiways, and adding a new parking area. An FAA grant of \$397,000 helped fund the project. New fuel tanks were installed, and 12 new T-hangar spaces and a helicopter hangar were constructed in 1997.

**BRIDGE:** Bridge study was completed and recommendations were made for projects to extend the useful life of the Bridge, with a 1994-estimated cost of \$12-14 million. In 1994, the toll was increased by 25¢ to 75¢ and discount books were offered to frequent users. The increased revenue was placed in the Bridge Repair and Replacement Fund, to be spent solely on bridge repair and upgrades. Phase One Seismic Retrofit was completed in 1996 to



*The late 1980's and early 1990s saw a dramatic transformation of the Columbia/Industrial Wasco Street areas.*

strengthen the Bridge. In 1997, the Washington approach was widened at a cost of \$1.6 million. In 1998, the estimated cost of replacing the Bridge was \$175,000,000. The \$2.1 million lift span upgrade project began in 1999.

**ECONOMIC DEVELOPMENT:** Diamond Fruit Growers' office building located at 3rd & Cascade was sold in 1990 by the Port (the first Diamond property to be sold after rehabilitation). Full Sail Brewing purchased the Diamond Fruit Cannery building and built a new facility in 1995. In 1996, the Diamond Complex's Graf Building was sold. The Port contracted a study of industrial land availability with the results showing that only 28 acres remained. Land at 5th and Cascade was transferred to the City of Hood River for the construction of a parking lot and a \$350,000 grant was obtained for the project. Also in 1996, the Columbia Gorge Economic Development Association was formed as a coalition of all economic development agencies in the Gorge, including the Port of Hood River, with the mission of pooling resources to cooperatively market the bi-state Mid-Columbia region. In 1997, the Port partnered with Pacific Power to create a software incubator project at its Tucker Road facility. In 1998, fifteen years after the purchase of the Diamond Complex, the Port retained ownership of only two buildings. All others have been sold back to the private sector and are back on the tax rolls.

**JOHN WEBER BUSINESS PARK:** In 1990, Hogg & Davis and Wilbur Ellis established businesses in Odell at the new John Weber Business Park. In 1993, the Port and Hogg & Davis donated land to the Odell Improvement Committee to create a two-acre day park at JWBP. In 1994, Power Design and Round Top Window Products were new tenants in the completed 20,000 square foot tenant building. In 1997, Hood River Supply purchased two-and-a-half acres of property to expand its business. The Timber Incubator Building was completed with grant funds from the U.S. Forest Service and Rural Economic and Community Development. Within two months, all spaces were leased in the 10,080 square foot building.



*Full Sail Brewing purchased the Diamond Fruit Cannery building and built a new facility in 1995*



*The Hogg and Davis building takes shape at the John Weber Business Park in 1990*

**WATERFRONT DEVELOPMENT:** In 1991, Wells Island was sold to the Trust for Public Land and then subsequently sold to the U.S. Forest Service. An additional dock was added to the Marina moorage. Construction of the Event Site began for a cost of \$1 million, using \$317,000 in lottery funding, and improving the cruise dock as well. The Hood River Waterfront Plan was updated in 1992. Beginning in 1993, Clark Door building began its transformation into the Hood River Expo Center exhibition hall and Visitors Center. 71 cruise ships stopped at the commercial dock in 1993. National trade shows began booking events into the Expo Center. A 150-foot extension was built on the cruise dock allowing larger and multiple cruise ship dockings. A community Marina Planning Committee process began in 1994 to study ideas and concerns for the future development of commercially zoned areas of the Marina. In 1995, the Waterfront Advisory Committee was formed as part of an agreement between the Port and the City of Hood River to prepare a plan for the waterfront. Marina moorage was expanded in 1995 to accommodate longer boats and a new overflow dock was constructed.

A dedicated swimming beach was constructed in the Marina Park area. After two years of citizen involvement, the Waterfront Masterplan developed by the Waterfront Advisory Committee went to the City Planning Commission and City Council in 1996. The first Gorge Games brought world-class windsurfing, kayaking, mountain biking competition to the waterfront in 1996. A public/private partnership agreement between the Port and D.M. Stevenson Ranch was entered into in 1997 for the development of Hood RiverFront Lodge on the waterfront, which included a new conference facility. New restrooms were constructed in the Marina parking area with funds from Fish & Wildlife and State Marine Board. In 1998, the Port received a \$500,000 grant for street and utility improvements for the Second Street extension project.



*The Event Site watersports launching area was opened in 1992*



*Beginning in 1993, Clark Door building began its transformation into the Hood River Expo Center*



*In 1998, Port received \$500,000 grant for street and utility improvements for the Second Street Extension project*

A waterfront panel was appointed to study the development of a park on the waterfront in 1998. The old Jucho Building was demolished to make room for the new Hood RiverFront Lodge development in January of 1999. The Marina Landscape Committee commissioned a landscaping plan from Karen Mirande and \$95,000 was approved to complete the first phase of work. The Visitors Center expansion was completed in 1999. In July of 1999, the Port Commission denied extension of the DM Stevenson Ranch agreement and put the waterfront development on hold.

## 2000-2010

**Greg Baker – Executive Director, - Apr 2000**

**David Harlan – Executive Director, Jul 2000 – Dec 2005**

**Michael McElwee – Executive Director, Jul 2006 -**

**AIRPORT:** The Hood River Airport was renamed Ken Jernstedt Airfield in 2001 in recognition of the longtime local aviator and public servant. The Airport Master Plan update was completed in 2003, establishing priorities for future airport development. The Port acquired additional property within the Runway Protection Zone, and a grass runway for antique aircraft was added in 2008. Improvements were also made to airport access and supporting infrastructure.

**BRIDGE:** The Port completed lift-span mechanical and electrical improvements in 2000, replaced utility lines in 2002 and completed a \$7.5 million bridge-deck replacement in 2004. Toll plaza and approach improvements followed, and electronic tolling was implemented in 2007. These projects improved bridge operations and extended the useful life of the existing structure while planning for its eventual replacement continued.

**INDUSTRIAL AND COMMERCIAL DEVELOPMENT:** The Port renovated the Big 7 Building for Gorge Networks and the Columbia Gorge Community College Hood River Center, which opened in 2004. Development also continued at the Wasco and John Weber business parks, expanding the space available for commercial and light-industrial businesses. The Port continued improving utilities and preparing properties for private development.



*Ken Jernstedt, World War II pilot, local aviator, and longtime public servant. Courtesy of The History Museum of Hood River County*



*Major improvements during the 2000s extended the Bridge's operating life while replacement planning continued*

**WATERFRONT AND MARINA:** The Port completed waterfront restrooms, extended trails and made other public-access improvements. Utilities, streets and supporting infrastructure were improved, and additional waterfront properties were prepared for commercial and light-industrial development. These projects continued the transition of the waterfront from a primarily industrial area to a district combining employment, commercial activity and public recreation.

## 2010-2020

*Michael McElwee – Executive Director*

**AIRPORT:** The Port completed the runway shift at Ken Jernstedt Airfield in 2012, the first major project identified in the Airport Master Plan. Other projects included improvements to hangars, airport access, aprons and supporting infrastructure. These investments continued implementation of the Airport Master Plan, addressed airport safety and operational needs, and provided additional space for aviation activity.

**BRIDGE:** In 2011–2012, the Port completed the \$2.75 million Lower Chord Rehabilitation Project, which included cleaning, priming and painting fracture-critical joints on the existing bridge. The work protected critical structural components from corrosion. The Port also continued routine inspections, maintenance and repairs throughout the decade.

## INDUSTRIAL AND COMMERCIAL DEVELOPMENT:

The Port acquired and cleaned up the former Lower Hanel Mill property in Odell and prepared it for industrial development. The Port completed the Halyard Building in 2010, adding commercial and light-industrial space at the waterfront. Development and occupancy of Port-owned and formerly Port-owned properties continued during the decade.



*"Lot 6" was donated to the City of Hood River in January 2006 for use as a waterfront park*



*2012 Runway Shift work included relocating the runway, vacating a portion of Orchard Road and constructing a new road terminus*



*In 2011-2012, the Hood River Bridge underwent a major painting project as part of the Lower Chord Rehabilitation Project*

**WATERFRONT AND MARINA:** The Port improved Portway Avenue in 2012–2013 and completed additional trails, restrooms, landscaping, parking, marina and water-access improvements. Additional improvements were made at the Hook and other Port-owned recreation areas. These projects continued the waterfront’s transition into a mixed-use employment and recreation district. Paid parking was introduced in 2018 to help fund the operation and maintenance of Port-owned waterfront recreation areas.



*Business development since 2010 has dramatically changed Portway Avenue*

## 2020-Summer 2026

**Michael McElwee – Executive Director, - Jul 2022**

**Kevin M Greenwood – Executive Director, Oct 1, 2022 - present**

**AIRPORT:** In 2020, the Port completed the FAA-funded North Apron Rehabilitation and installed infrastructure to support future aviation development at Ken Jernstedt Airfield. During the early 2020s, the Port also developed a new self-service aviation fueling facility on the North Ramp, including a 12,000-gallon, above-ground 100LL fuel tank, dispensing equipment and automated payment system. In 2023, the North Apron expansion was completed, and the Port acquired the Bow Hangar, later named the Hoby Streich Hangar in recognition of Streich’s 21 years of service as a Port Commissioner. In 2026, construction began on 10 new T-hangars on the south apron, while planning advanced for an approximately 11,850-square-foot Airport Terminal and Resiliency Facility intended to provide aviation services, emergency communications and regional disaster-response capabilities.



*Conceptual rendering of the proposed Airport Terminal and Resiliency Facility. Design is preliminary and subject to change*

**WATERFRONT AND MARINA:** Beginning in 2020, the COVID-19 pandemic disrupted waterfront events, concessions and recreation operations while outdoor areas experienced unusually heavy use. During the following years, the Port increased its emphasis on waterfront safety through additional signage, life-jacket stations and other safety measures.

In 2022–2023, the Port completed a second rigging area at the Hook. In 2023, the Marina boat-launch dock floats were replaced, improving recreational boating access. In 2025, the Port completed the Anchor Way and Maritime parking lots, adding 131



*New waterfront parking lots were completed in October 2025, generating revenue to help maintain Port-owned waterfront recreation areas*

spaces to serve waterfront businesses, employees and recreational users. The additional parking also supported the Port's growing reliance on parking revenues to help fund waterfront operations.

During 2025–2026, planning advanced for a new roundabout at Second Street and Riverside Drive to improve waterfront access, safety and circulation. In 2026, the Port and regional partners also began studying potential habitat restoration near the mouth of the Hood River while preserving recreation and public access.



**INDUSTRIAL AND COMMERCIAL DEVELOPMENT:** During the early 2020s, the Port completed redevelopment of the former Lower Hanel Mill property in Odell following years of acquisition, environmental cleanup and site preparation. Businesses began operating at the property while the Port continued marketing remaining development-ready land.

In August 2026, the Port entered into a purchase and sale agreement with Dominguez Family Enterprises (DFE) for approximately 9 acres at Lower Hanel Mill. DFE is a food manufacturer with deep roots in Hood River and a national brand. The acquisition will provide room for expansion of another longtime Hood River industrial business.

The Port also continued investing in existing commercial properties, including improvements to the Big 7 Building and planning for future redevelopment.



**BRIDGE:** In 2021, new bridge load restrictions prompted extensive live-load testing and structural improvements. The Port completed lateral-bracing and other repairs that allowed load limits to be restored in 2023. That same year, the newly formed Hood River–White Salmon Bridge Authority assumed responsibility for advancing the replacement bridge project, while the Port continued operating and maintaining the existing bridge.

*2023 Lower Hanel Mill Site Grading*

On June 27, 2024, a semi-truck hauling an excavator struck six overhead structural braces in the lift-span area, forcing an emergency closure. Port Staff, engineers, contractors and transportation agencies worked around the clock to assess the damage and develop repairs. At a special Sunday morning meeting on June 30, the Commission authorized reopening the Bridge to passenger vehicles and approved emergency contracting authority. Permanent repairs followed on an accelerated schedule. The response later received ACEC Oregon's 2026 State Project of the Year Award, and the Port received a \$1 million insurance settlement in summer 2026.

Only months later, the Bridge's 100th anniversary was celebrated on October 6, 2024. The Port closed the Bridge to vehicles and opened it to pedestrians for a rare community walk across the Columbia River. More than 4,000 people participated in a celebration modeled in part on the original 1924 bridge opening, with historic vehicles, music, vendors and historical exhibits.

In 2025, the Port converted the Bridge to all-electronic tolling, ending staffed tollbooth operations. In May, high winds pushed an empty barge into the northern lift-span pier, causing only minor surface damage. During the June 2025 Rowena Fire, the Port waived tolls at ODOT's request while I-84 was closed, accommodating more than 8,600 diverted trips.

**ADMINISTRATION AND PORT FACILITIES:** As replacement Bridge planning advanced, the Port determined that its existing waterfront Administration Building would need to be vacated to accommodate construction of the new Bridge.

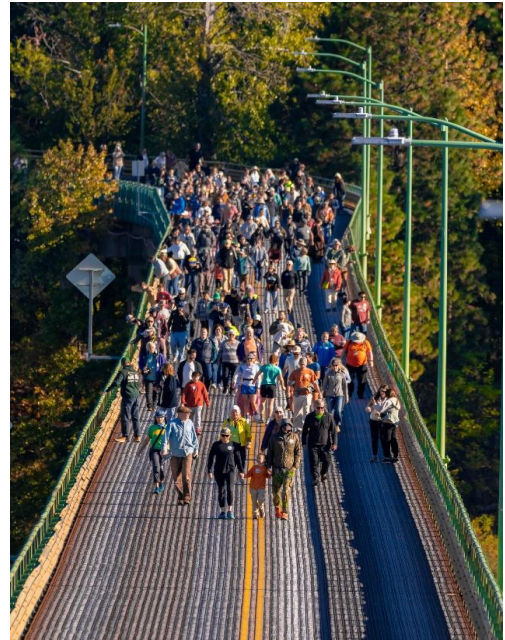
In February 2026, the Port purchased 200 N. Wasco Court for approximately \$1.25 million as a potential future location for Port administrative offices. Planning began for improvements including a Commission boardroom, offices and support spaces. If Bridge construction is delayed, the property can also be leased as an income-producing asset until it is needed for Port use.

The acquisition marked the beginning of a major physical transition for the Port, which is preparing to leave the waterfront administration site it has occupied since the 1970s.

**LEADERSHIP:** On July 8, 2022, Executive Director Michael McElwee retired after 16 years of service. Deputy Director Genevieve Scholl served as Interim Executive Director during the recruitment process.

In October 2022, the Commission hired Kevin Greenwood, who had served as Bridge Replacement Project Director since 2017, as Executive Director. The change was part of a broader leadership transition that included new finance, Bridge Replacement and legal leadership and the retirement of several longtime Port officials.

**FINANCIAL AND STRATEGIC TRANSITION:** In 2021, the Port adopted its 2021–2026 Strategic Business Plan (SBP), establishing priorities for Bridge Replacement, aviation, waterfront recreation, marina operations, real estate and economic development.



*The community gathered to celebrate the Bridge's 100<sup>th</sup> anniversary*

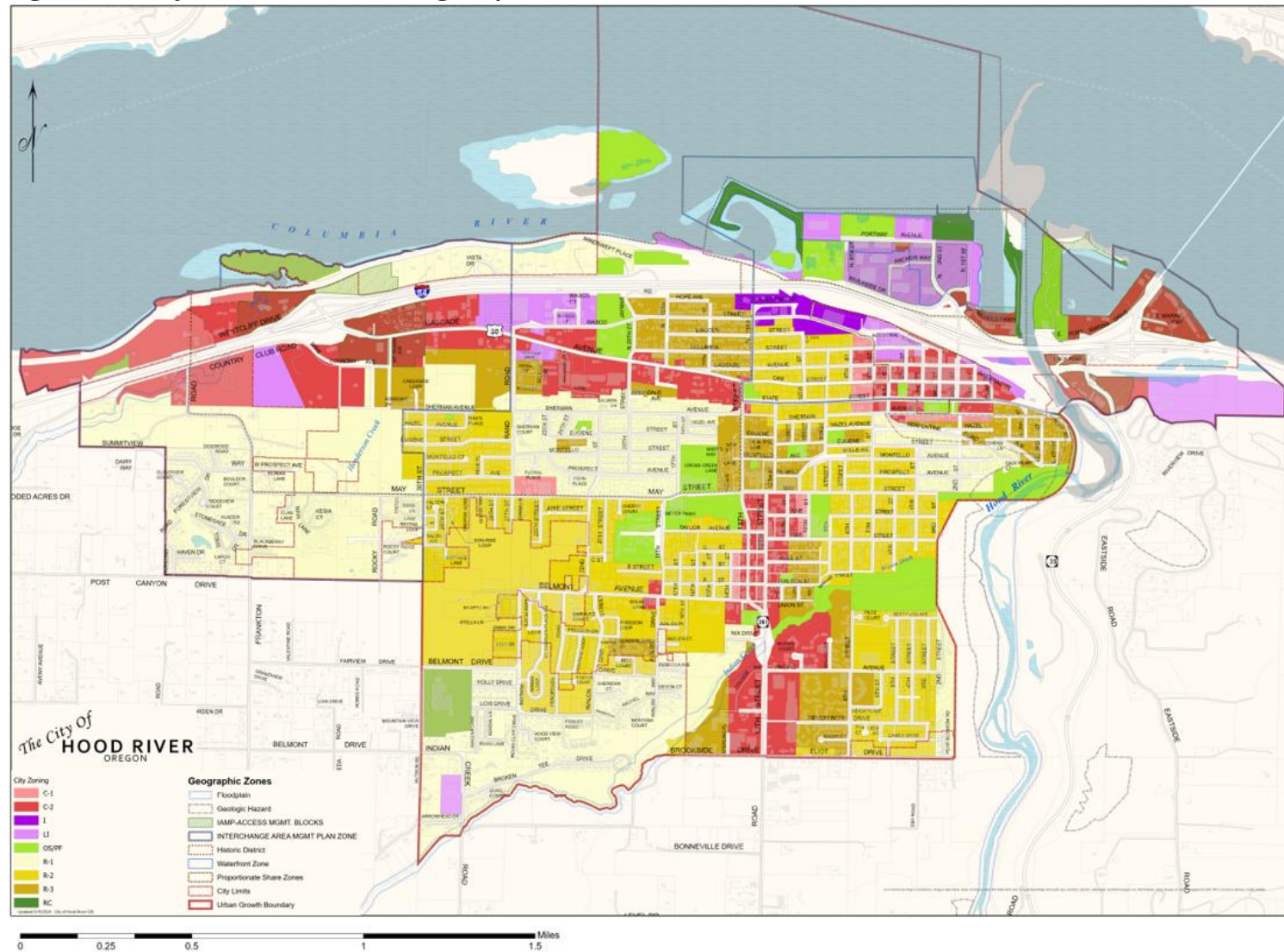
In 2023, the Commission committed to dedicating Bridge toll revenues exclusively to Bridge-related activities by June 30, 2026. The decision represented a major change in the Port's financial model because toll revenues had historically helped support waterfront recreation, airport operations and administrative services.

The Port also implemented new financial software and fund accounting to improve tracking of revenues and expenses by business line. During 2025–2026, paid parking, real-estate revenues and other user-generated revenues became increasingly important as the Port prepared for the end of toll subsidies.

On July 1, 2026, Bridge toll revenues ceased being used for non-Bridge activities. The Port also began updating its SBP to guide economic development, property investment and financial sustainability in this new operating environment.

## Appendix C. Zoning Maps

Figure C.1: City of Hood River Zoning Map



Source: City of Hood River

## Appendix D. Additional Community Engagement Materials

Figure D.1: Port Property & Zoning Poster (with public input)



Source: Points Consulting, 2026

Figure D.2: SWOT Poster



Source: Points Consulting 2026

Figure D.3: Port Funding Q&A

In your opinion, how can Port-owned public amenities such as parks, trails, marina facilities and waterfront recreation be funded in the future?

USER FEES — ? you have to pay the port?  No I don't think so

Grants

Diversity types of usership to attract more consumers to pay for fees

Less admin staff = less payroll expenses. The port is a property management entity, you do not need 10 employees to manage half a dozen properties.

MARINA INFRASTRUCTURE & EXPANSION PROJECTS EXIST IN BOTH THE PUBLIC & PRIVATE SECTOR AND ARE UNIVERSALLY PAID FOR BY THEIR USERS. THE HOOD RIVER MARINA CAN & SHOULD EXPAND TO MEET THE EXISTING DEMAND WHICH IS EVIDENCED IN THE LONG WAITLISTS FOR ALL SLIP TYPES.

Source: Points Consulting, 2026

Figure D.4: Commercial/Industrial Development Q&A

What Commercial or industrial developments would be beneficial to Hood River?

AIRPORT NEEDS 50 OR 500 ACRES OF AD ZONE.

REZONE AIRPORT GLIDER PARK

AMAZON FULFILLMENT SHOULD BE PUSHED FORWARD

FOOD SERVICE + BASIC AMENITIES

TAX-GENERATING BEDROOMS (TRANSIENT LODGING)

CURATED RETAIL

Community Agriculture Co-op Cold storage  
or distribution hub

Rental workspace in Odell industrial park

Source: Points Consulting, 2026

Figure D.5: Toll Revenue Q&A

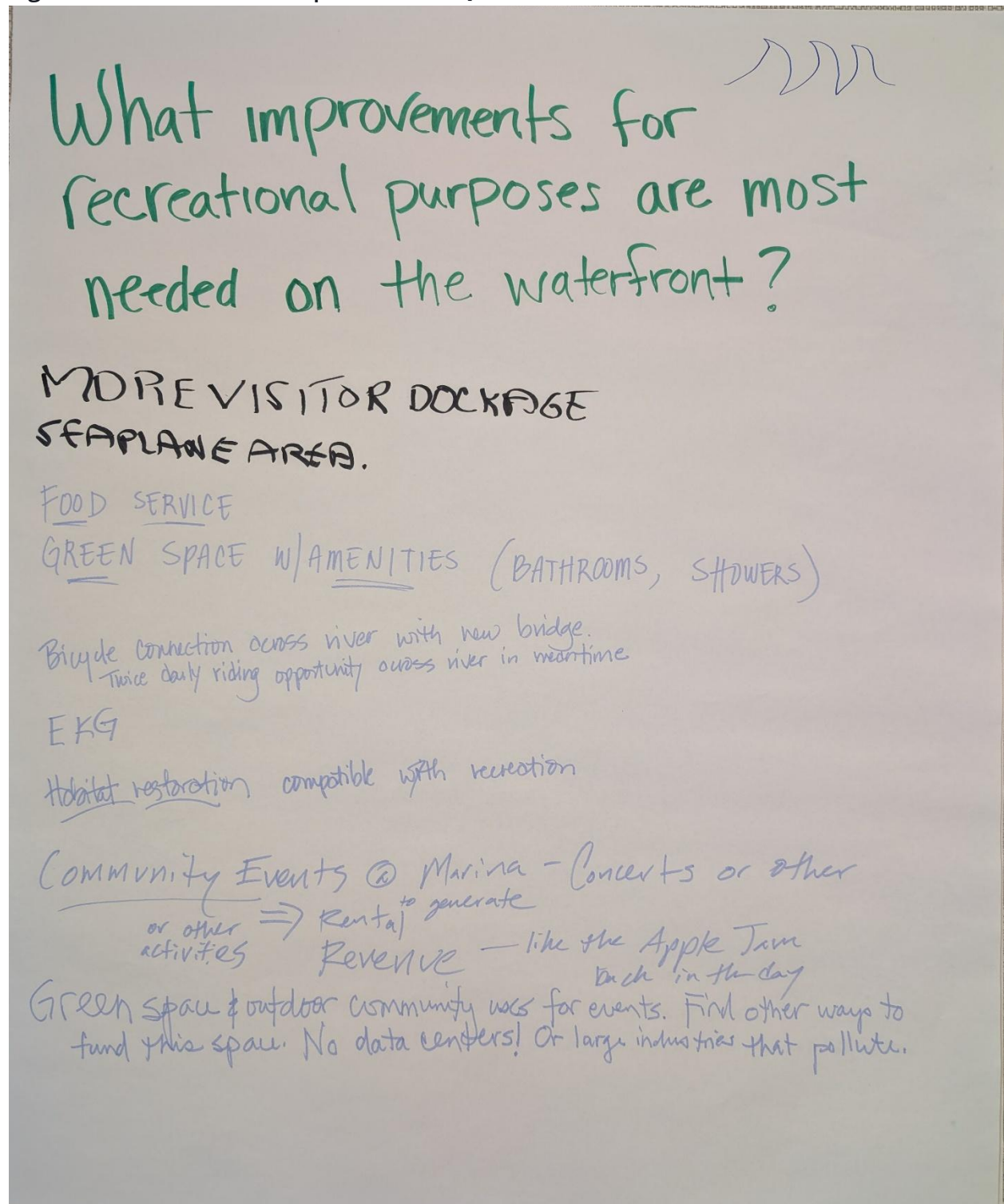
How can the Port maintain existing services & amenities following July 1, after which bridge toll revenues will be restricted to bridge-related purposes?

LAND LEASES W/ PROFIT SHARES  
SELL MONEY-LOSING ASSETS

MAYBE THE PORT IS NO LONGER RELEVANT

Source: Points Consulting, 2026

Figure D.6: Recreational Improvements Q&A



Source: Points Consulting, 2026

Figure D.7: Airfield Evolution Q&A

How would you like to see the  
airfield evolve to better serve the  
community?



LONG TERM LEASES ARE BEST

PRIVATE BUILDING IS MOST COST EFFECTIVE

Maintain port control - so uses will not conflict  
with community + neighbors - i.e. noise

AIRPARK / RESIDENTIAL AIRPORT USES  
NO AIRPARKS  
Careful plan so noise does not impact neighbors + become  
a long-term issue.

Source: Points Consulting, 2026

## Appendix E. ORS 777

### Oregon Revised Statutes (ORS) Chapter 777 – Ports Generally 2025<sup>19</sup>

#### Ports

#### Definitions

**777.005 Definitions for ORS 777.005 to 777.725 and 777.915 to 777.953.** As used in ORS 777.005 to 777.725 and 777.915 to 777.953, unless the context requires otherwise:

- (1) “Board” means the board of commissioners of a port.
- (2) “County” means the county in which the port, or the greater portion of the area of the port, is located.
- (3) “County board” means the county court or the board of county commissioners of the county.
- (4) “County clerk” means the county clerk of the county.
- (5) “Port” means a port formed pursuant to ORS 777.010 and 777.050.
- (6) “Owner” or “landowner” means the record owner of real property or the vendee of a recorded contract of purchase of real property, if any, to the exclusion of the vendor. [Amended by 1971 c.728 §1; 1983 c.83 §109; 2003 c.802 §148]

#### Organization of Ports

**777.010 Areas that may be included in port.** (1) Ports may be formed in the manner provided in this section and ORS 777.050.

(2) A proposed port may include all the territory in one county. However, where a petition is filed for formation of a port, the territorial limits of which do not include the county as a whole, the limits proposed by the petition shall not extend beyond the natural watershed of any drainage basin whose waters flow into another bay, estuary or river navigable from the sea situate within the county. [Amended by 1959 c.602 §1; 1963 c.209 §1; 1967 c.342 §1; 1971 c.727 §182; 1971 c.728 §2; 2003 c.802 §149]

**777.015** [Amended by 1967 c.342 §2; repealed by 1971 c.727 §203]

**777.020** [Amended by 1959 c.602 §2; 1963 c.252 §1; repealed by 1971 c.727 §203]

**777.022** [1959 c.602 §4; 1963 c.252 §2; repealed by 1971 c.727 §203 and by 1971 c.728 §138]

**777.025** [Amended by 1967 c.342 §3; repealed by 1971 c.647 §149 and by 1971 c.728 §138]

**777.030** [Amended by 1959 c.57 §1; 1963 c.252 §3; repealed by 1971 c.647 §149]

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<sup>19</sup> Oregon Revised Statutes, ch. 777 (2025), accessed April 2026, [https://www.oregonlegislature.gov/bills\\_laws/ors/ors777.html](https://www.oregonlegislature.gov/bills_laws/ors/ors777.html).

**777.035** [Amended by 1967 c.342 §4; repealed by 1971 c.727 §203]

**777.040** [Amended by 1959 c.602 §5; repealed by 1971 c.727 §203]

**777.045** [Repealed by 1971 c.647 §149 and by 1971 c.727 §203]

777.050 Operation and effect of proclamation; general corporate powers and capacity. From the date of the formation order, the port specified in the order shall:

(1) Have perpetual succession.

(2) Have, and may exercise and carry out, the corporate powers and objects declared by ORS 777.005 to 777.725 and 777.915 to 777.953.

(3) Make all contracts, hold, receive and dispose of real and personal property, and do all other acts and things which may be requisite, necessary or convenient in carrying out the objects of the corporation or exercising the powers conferred upon it.

(4) Sue and be sued, plead and be impleaded in all actions, suits or proceedings brought by or against it. [Amended by 1971 c.727 §184; 1971 c.728 §10]

**777.055** [Repealed by 1971 c.728 §138]

**777.060** [Amended by 1963 c.268 §18; repealed by 1971 c.727 §203]

### ***Facilities for World Maritime Trade***

**777.065 Development of port facilities at certain ports as state economic goal; state agencies to assist ports.** The Legislative Assembly recognizes that assistance and encouragement of enhanced world trade opportunities are an important function of the state, and that development of new and expanded overseas markets for commodities exported from the ports of this state has great potential for diversifying and improving the economic base of the state. Therefore, development and improvement of port facilities suitable for use in world maritime trade at the Ports of Umatilla, Morrow, Arlington, The Dalles, Hood River and Cascade Locks and the development of deepwater port facilities at Astoria, Coos Bay, Newport, Portland and St. Helens is declared to be a state economic goal of high priority. All agencies of the State of Oregon are directed to assist in promptly achieving the creation of such facilities by processing applications for necessary permits in an expeditious manner and by assisting the ports involved with available financial assistance or services when necessary. [1981 c.879 §6; 1993 c.106 §1]

**Note:** 777.065 was enacted into law by the Legislative Assembly but was not added to or made a part of ORS chapter 777 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

### ***Port Powers and Functions; Port Commissioners***

777.080 Application of special district election laws to ports. (1) ORS chapter 255 governs the following:

(a) The nomination and election of district commissioners.

(b) The conduct of district elections.

(2) The electors of the district may exercise the powers of the initiative and referendum regarding a district measure, in accordance with ORS 255.135 to 255.205. [1983 c.350 §325]

**777.090 Agreements between ports; allocation of expenses and revenues.** A port may enter into agreements with other ports to exercise jointly all powers granted to any of the agreeing ports. The agreement may authorize joint acquisition of real property or other interests in land and may provide for the allocation among the agreeing ports of expenses incurred or revenues received in the performance of the agreement. [1981 c.879 §10]

**Note:** 777.090 to 777.100 were enacted into law by the Legislative Assembly but were not added to or made a part of ORS chapter 777 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

777.095 Agreement between Port of Astoria and State Land Board concerning deepwater port facility at Tongue Point; division of revenue; board's share credited to Common School Fund. Any agreement between the Port of Astoria, individually or in conjunction with another port, pursuant to ORS 777.090, and the State Land Board shall specify a division between the parties of all net revenues accruing from the management of the deepwater port facility at Tongue Point. The State Land Board's share of the net revenues shall be transferred to the Department of State Lands and credited to the Common School Fund. [1981 c.879 §9]

**Note:** See note under 777.090.

**777.100 Annual report to legislative committees concerning agreements made under ORS 777.090.** Annually, the directors of any agreeing ports and the Director of the Department of State Lands shall report to appropriate legislative committees the nature of all agreements made under ORS 777.090 and accomplishments thereunder. [1981 c.879 §11; 2007 c.354 §26]

**Note:** See note under 777.090.

**777.105 Bay, river and harbor improvement.** A port may improve bays, rivers and harbors within its limits and between its limits and the sea for the width and length and to the depth the port considers necessary or convenient for the use of shipping and as the means at its disposal will allow. It may construct the canals, basins and waterways necessary or convenient for the use of shipping or the extension of the commerce of the port. [Amended by 1971 c.728 §12]

**777.108 Agreements between two or more ports.** Two or more ports may enter agreements, to exercise jointly all powers granted to each of the agreeing ports individually. In the exercise of such powers ports may acquire jointly all lands, rights in real property, leases or easements necessary for their purposes. However, ports so acting jointly shall not acquire real property or rights in any other port without the consent of such port. [1961 c.367 §2; 1971 c.728 §13]

777.110 Contracts with federal government. A port may:

(1) Contract with the federal government to do all or part of the work of making or maintaining, or both, a depth of water in the bays, harbors or rivers as determined by the federal government; and

(2) Receive therefor compensation as agreed between the federal government and the port. [Amended by 1971 c.728 §14]

777.112 Contracts or intergovernmental agreements between ports and others.

(1) A port may enter into intergovernmental agreements under ORS chapter 190 for any purpose permitted under that chapter.

(2) Any port may enter into a contract with any person or into an intergovernmental agreement under ORS chapter 190 for the use and control of water for promoting erosion control, pollution control or otherwise protecting, maintaining and enhancing waters within the boundaries of the port district.

(3) Expenses incurred or revenues received in the performance of a contract or agreement entered into under subsections (1) and (2) of this section shall be allocated among the parties as the contract or agreement shall provide. [1961 c.367 §3; 1971 c.691 §1; 1971 c.728 §139; 2003 c.802 §150; 2017 c.84 §1]

**777.113 Port assistance to public bodies within port boundaries.** Consistent with the purposes, functions and powers granted to it by law, a port may provide research or technical assistance for the planning, promotion or implementation of commercial, industrial or economic development projects upon request by any public body as defined in ORS 174.109 within the boundaries of the port. [1977 c.209 §2; 2003 c.802 §151]

**Note:** 777.113 was added to and made a part of ORS chapter 777 by legislative action but was not added to any smaller series therein. See Preface to Oregon Revised Statutes for further explanation.

**777.115** [Repealed by 1971 c.728 §16 (777.116 enacted in lieu of 777.115)]

777.116 Port may acquire real and personal property; appraisal by state certified appraiser required; purchase contract limited. (1) A port may acquire, by condemnation or other lawful method, hold, use, enjoy and convey, lease or otherwise dispose of real and personal property, or any interest therein, necessary or convenient in carrying out its powers. Condemnation proceedings shall be conducted as provided by ORS chapter 35.

(2)(a) A port may not purchase real property unless the port first obtains an appraisal of the fair market value of the property from a state certified appraiser who is disinterested in the transaction and independent of the port.

(b) If the appraisal obtained under paragraph (a) of this subsection concludes that the value of the property exceeds \$2,000,000, then the port must obtain an additional appraisal of the fair market value of the property before purchasing the property. The appraiser who conducts the additional appraisal must be a state certified appraiser but need not be disinterested in the transaction or independent of the port.

(c) Nothing in this subsection requires the port to purchase the real property at the appraised value.

(d) The appraisals obtained under this section may not be admitted as evidence in any condemnation proceeding.

(3) A port may purchase real or personal property upon a contractual basis when the period of time allowed for payment under the contract does not exceed 20 years.

(4) As used in this section, "state certified appraiser" has the meaning given that term in ORS 674.010. [1971 c.728 §17 (enacted in lieu of 777.115, 777.185 and 777.187); 1973 c.127 §2; 1975 c.43 §1; 1979 c.17 §1; 1991 c.5 §45; 1993 c.201 §1; 2017 c.86 §1]

**777.120 Port's authority over harbors, wharf lines and navigation.** (1) To the full extent the State of Oregon might exercise control or grant to ports the right to exercise control, a port has full control of all bays, rivers and harbors within its limits, and between its limits and the sea. As convenient, requisite or necessary or in the best interests of the maritime shipping and commercial interests of the port, a port may, within its limits:

(a) Make, change or abolish wharf lines in bays, rivers and harbors.

(b) By ordinance make, modify or abolish regulations for the use of navigation, or for the placing of obstructions in or the removal of obstructions from bays, rivers and harbors.

(2) A port shall have the authority to engage in the control and prevention of river and stream bank erosion, and the prevention of damage from floodwater and sediment, and to make, establish, change, modify or abolish such rules and regulations to preserve natural resources and prevent estuary and stream pollution within the boundaries of the district. [Amended by 1971 c.268 §20; 1971 c.691 §2; 1971 c.728 §140]

**777.125 Ports may maintain tug and pilotage service; charges; port's liability limited; salvage claims.** (1) A port may establish, maintain and operate a tugboat and pilotage service in the port and between the port and the sea. To provide such service, it may purchase, lease, control and operate tugboats and pilot boats and collect charges from vessels employing such tugs for towage or pilotage services.

(2) The charges for towage and pilotage shall be fixed by the board and filed in the records of the port. A port is entitled to a lien upon a vessel for any sums due the port for piloting or towing such vessel. The master and owner of such vessel shall, in addition, be jointly and severally liable to the port for the sums due.

(3) If a vessel or cargo, while being towed by a vessel owned or operated by a port or while under the charge of a pilot employee thereof, suffers injury or loss by reason of the fault of the tug, or the negligence or incompetency of the pilot, the port shall not be liable for any loss or injury thereof in excess of \$5,000.

(4) A port may claim and collect salvage for services rendered to vessels in distress in the same manner as a natural person. [Amended by 1971 c.728 §20]

**777.130** [Amended by 1963 c.219 §1; 1963 c.365 §1; 1965 c.445 §1; 1967 c.416 §2; 1969 c.497 §1; repealed by 1971 c.728 §21 (777.195 to 777.258 enacted in lieu of 777.130)]

**777.132 Authority of ports to distribute water; construct and maintain marina and recreation facilities.** (1) A port may distribute water for domestic purposes, industrial purposes, irrigation purposes or for the purposes of recharging ground water basins or reservoirs within or without the port.

(2) A port may construct, improve, maintain and operate public marina or other recreation facilities. Such facilities may include campgrounds or parks which the port may operate and maintain or lease to public or private organizations or persons for operation and maintenance. [1969 c.497 §3; 1971 c.728 §29; 1973 c.127 §1; 1974 c.39 §1; 1987 c.103 §1]

**Note:** 777.132 was added to and made a part of ORS chapter 777 by legislative action but was not added to any smaller series therein. See Preface to Oregon Revised Statutes for further explanation.

**777.133 Coordination with other ports.** (1) The Legislative Assembly finds and declares that:

(a) Oregon public ports were created to preserve public ownership of public resources, giving local governments the ability and statutory authority to support economic development for the benefit of the public;

(b) Oregon public ports are vital links in the transportation and economic infrastructure of this state and perform critical services that support and facilitate movement of cargo and passengers within this state and in commerce worldwide;

(c) Oregon public ports that carry out or seek to carry out operations that involve moving cargo or passengers are a vital part of the economy and trade infrastructure of this state; and

(d) Enabling Oregon public ports to coordinate, reach agreements on and implement actions with members of the Northwest Marine Terminal Association and other public ports within and outside this state with respect to matters within each public port's authority is an important public purpose.

(2) The Legislative Assembly declares that the policy of this state and the intent of this section is, notwithstanding the applicability of the antitrust laws of this state or the United States, to displace competition under the state action doctrine to the extent specified in subsection (3) of this section.

(3) A public cargo or passenger port located in this state and any other public port, including a member of the Northwest Marine Terminal Association, may coordinate, reach agreements on and implement any action that is within the public port's authority, including actions to specify:

(a) Rates and charges that each public port will assess;

(b) Rules, practices and procedures that each public port will implement with respect to cargo and passenger service operations;

(c) Planning, development, management, marketing, operations and uses of public port facilities; and

(d) Other matters that relate to cargo and passenger service operations at public ports.  
[2023 c.164 §2]

**Note:** 777.133 was added to and made a part of ORS chapter 777 by legislative action but was not added to any smaller series therein. See Preface to Oregon Revised Statutes for further explanation.

**777.135 Board of port commissioners; qualifications; appointment; term; first meeting; election; vacancies.** (1) The power and authority given a port is vested in and shall be exercised by a board of five commissioners, each of whom shall be an elector registered in the port.

(2) Within 10 days after the formation of the port, the Governor shall appoint the first board of five commissioners, each of whom shall be an elector registered in the port.

(3) The commissioners shall meet at a place within the port, designated by the Governor, on the fifth day after their appointment and shall organize as a board, first making and subscribing to an oath of office. The term of office of each commissioner shall be determined by lot at the first meeting of the board. The terms of two of the commissioners expire June 30 next following the first regular district election, and the terms of the remaining three commissioners expire June 30 next following the second next regular district election.

(4) At the first regular district election following the appointment of the first board, two commissioners shall be elected. At the second regular district election following the appointment of the first board, three commissioners shall be elected.

(5) Except as provided in subsection (3) of this section, the term of commissioner is four years.

(6) The term of a commissioner shall expire when the commissioner is absent from four or more consecutive regular meetings of the board of port commissioners and the board declares the position vacant. The vacancy shall be filled as provided by ORS 198.320.  
[Amended by 1967 c.185 §1; 1971 c.647 §136; 1971 c.727 §§185,200; 1971 c.728 §30; 1973 c.796 §74; 1983 c.83 §110; 1983 c.350 §318; 1995 c.705 §1]

**777.137 Designation of position numbers for commissioners.** (1) Each office of commissioner of the board of a port shall be designated by number as Position No. 1, Position No. 2, and so forth.

(2) The secretary of a port shall assign a position number to each office on the board. The number so assigned shall be certified by the secretary to the commissioner in office holding that position. The secretary shall file a copy of the certification with the elections officer for the district. [1969 c.297 §2; 1971 c.728 §31; 1983 c.350 §319]

**777.140 Board meetings; board officers; rules; public records.** (1) A board shall meet at a place within the port as it may from time to time determine. A board shall hold at least one regular meeting in each month on a day to be fixed by it, and may hold special meetings as provided by its rules.

(2) A board shall choose from its number a president, vice president, treasurer and secretary, who shall hold their offices until the next election of officers and who shall have the powers and perform the duties usual in such cases. Annual reports shall be made by the president, vice president, treasurer and secretary and filed with the board.

(3) All proceedings of a board shall be entered in the records of the board. All books, maps, plans, documents, vouchers, reports and other papers and records pertaining to the business of the port shall be public records. [Amended by 1971 c.728 §32]

**777.145** [Repealed by 1969 c.345 §20]

**777.150 Port employees; compensation.** A port may employ engineers, superintendents, mechanics, clerks or other persons as it may find requisite, necessary or convenient and fix their rates of compensation. [Amended by 1967 c.412 §1; 1971 c.403 §16; 1971 c.728 §36]

**777.155 Division of ports into subdistricts.** Upon a petition of the electors filed with the board within 10 days after the date of a boundary or name change order a board shall subdivide the port. Such a petition shall be signed by electors registered in the district equal in number to at least 25 percent of the electors who voted at the last port election. The board by resolution shall divide the port into five subdistricts approximately equal in population. Not later than the 10th day after the resolution is adopted, the secretary of the board shall file a certified copy of the resolution with the county clerk of each county in which the district is located. [Amended by 1963 c.268 §19; 1967 c.498 §3; 1971 c.727 §186; 1971 c.728 §37; 1983 c.83 §111; 1983 c.350 §320]

**777.160 Representation by subdistricts; terms of commissioners after subdistricting.** (1) At the first regular district election after the effective date of the division of a port into subdistricts under ORS 777.155 or 777.326, one commissioner shall be elected from each subdistrict. Thereafter election of commissioners shall be by subdistrict and by the electors in each such subdistrict.

(2) The terms of office of the incumbent commissioners of a port that is subdivided as provided by ORS 777.155 or 777.326 terminate on June 30 following the first regular district election after the effective date of the division of the port into subdistricts.

(3) The two commissioners who receive the greatest number of votes cast at the election under subsection (1) of this section shall hold office for the term of four years beginning July 1 following the election. The three commissioners who receive the lesser number of votes cast at the election shall hold office for the term of two years beginning July 1 following the election. [Amended by 1963 c.268 §20; 1967 c.498 §4; 1971 c.727 §187; 1971 c.728 §38; 1973 c.796 §75; 1983 c.350 §321]

**777.165 Vacancies.** Notwithstanding ORS 198.320, the Governor may fill vacancies on the board of any port by appointment when the vacancies exist as a result of the failure to nominate and elect board members as provided in ORS 777.080, 777.135 and 777.160. The appointees shall be electors registered in the port. If the port is divided into subdistricts under ORS 777.155 or 777.326, the appointees shall be electors registered in the subdistrict represented by the vacant position. The terms of the appointees shall be determined by lot at a meeting of the board held within five days after the appointment. However, the term of an appointee shall expire on June 30 next following the succeeding regular district election at which a successor is elected. The terms of the appointees shall be arranged with the terms of the other members so that the terms of not more than three commissioners expire on June 30 next following any regular district election. [Amended by 1969 c.669 §18; 1971 c.728 §39; 1981 c.173 §53; 1983 c.83 §112; 1983 c.350 §322]

**777.170** [Amended by 1971 c.728 §40; 1975 c.647 §51; repealed by 1981 c.173 §54 (777.171 enacted in lieu of 777.170)]

**777.171** [1981 c.173 §55 (enacted in lieu of 777.170); repealed by 1983 c.350 §331a]

**777.175** [Repealed by 1971 c.728 §138]

**777.180 Powers of ports created by special laws.** All ports created prior to April 17, 1920, under any special law of the Legislative Assembly of this state shall, in addition to the powers they possessed on that date, have all the powers possessed by ports under the general laws of this state, except the power to borrow money and issue bonds under ORS 777.410 and 777.415. [Amended by 1971 c.728 §41]

**777.185** [Amended by 1963 c.327 §1; 1971 c.545 §1; repealed by 1971 c.728 §16 (777.116 enacted in lieu of 777.185)]

**777.187** [1967 c.186 §2; repealed by 1971 c.728 §16 (777.116 enacted in lieu of 777.187)]

**777.190 Ordinances for policing or regulating of port property.** A port may by ordinance in accordance with ORS 198.510 to 198.600 make, modify or abolish regulations to provide for the policing, control, regulation and management of property owned, operated, maintained or controlled by the port. A port, for the purpose of enforcing such ordinances, may appoint peace officers who shall have the same authority, for the purpose of the enforcement of the ordinances, as other peace officers. [1955 c.699 §2,3,4; 1959 c.255 §1; 1971 c.268 §21; 1971 c.728 §42]

777.195 Port may engage in certain water commerce-related activities. A port may, for hire:

(1) Acquire, charter, own, lease, rent, dispose of, maintain and operate towboats, barges and other watercraft for the transportation of all kinds of merchandise, freight and commercial or recreational passengers, and engage generally in maritime trade and commerce, within or without the boundaries of this state.

(2) Own, acquire, construct, operate and maintain railroad terminal grounds and yards; and construct, operate and maintain such line or lines of railroad, with necessary sidetrack,

turnouts, switches and connection and arrangements with other common carriers, as may facilitate water commerce between common carriers and points within the port; and carry and transport freight and passengers and move passenger trains over the lines.

(3) Acquire, own, lease, rent, operate, maintain and dispose of unit trains and related facilities for the transportation of bulk commodities to facilities within the port from locations within or without the port. [1971 c.728 §22 (enacted in lieu of 777.130); 1979 c.109 §1; 1981 c.879 §2; 2001 c.883 §39f]

**777.205** [1963 c.209 §3; repealed by 1971 c.727 §203]

777.210 Port may engage in certain port management activities. A port may:

(1) Establish, operate and maintain water transportation lines in any of the navigable waters of this state and waters tributary thereto, any portion of which may touch the boundaries of the port.

(2) Engage generally in the business of buying and selling coal, fuel oil and all kinds of fuel for watercraft of all kinds.

(3) Acquire, construct, maintain and operate sea walls, jetties, piers, wharves, docks, boat landings, warehouses, storehouses, elevators, grain bins, terminal icing plants, facilities for processing agricultural, fish or meat products, bunkers, oil tanks, ferries, canals, locks, tidal basins, bridges, subways, tramways, cableways, conveyors, power plants, power transmission lines, administration buildings and fishing terminals, and modern appliances and buildings for the economical handling, packing, storing and transportation of freight and handling of passenger traffic with full power to lease and sell the same, together with the lands upon which they are situated, whether held by the port in its governmental capacity or not.

(4) For the public convenience and the convenience of its shipping and commercial interests, may improve all or any portion of the waterfront of its harbors, rivers and waterways.

(5) Enlarge its tidal area, and construct, excavate and dredge canals and channels connecting its waterways with one another or with other waterways and the sea.

(6) Acquire, construct, maintain and operate airports anywhere within the port.

(7) Acquire, construct, maintain, operate, support, promote and invest in facilities and related activities for the propagation of fish in accordance with the commercial fishing laws.

(8) Acquire, construct, maintain and operate facilities for constructing, repairing or maintaining any type of watercraft. [1971 c.728 §23 (enacted in lieu of 777.130); 1979 c.407 §3; 2017 c.165 §1]

**777.215** [1963 c.209 §4; repealed by 1971 c.727 §203]

**777.220 Port may collect certain fees from port users.** A port may collect from vessels using any port facility, wharfage, dockage and drydockage; and collect from owners or consignees of goods passing over the docks and warehouses, wharfage and storage charges for goods so handled. [1971 c.728 §24 (enacted in lieu of 777.130)]

**777.225** [1963 c.209 §5; repealed by 1971 c.727 §203]

777.230 Port may generate electric power; sale of power limited to utilities and federal agency; use of natural gas as fuel for generating facilities. (1) A port may:

(a) Design, erect, complete, operate and maintain all necessary hydroelectric, steam-generating, electric, oil, gasoline or other power-producing plants or systems, for the purpose of generating electrical current for lighting and power purposes.

(b) Acquire rights of way for the placing of transmission lines over which to carry the electrical energy required between the points of origin or production and the locations where such power may be carried for distribution, and sell, lease and dispose of same.

(2) This section does not authorize a port to enter into the business of supplying electric energy or services, or other power service, to municipalities or to the public, or for any purpose other than the construction or operation of docks, terminals, elevators or other shipping facilities, or in any of the work ports are authorized by law to engage in.

(3) Notwithstanding subsections (1) and (2) of this section, a port may construct, acquire, own or operate, by itself or with other public or private entities, electrical generating plants, electric distribution facilities and related fuel supply and steam generation and distribution facilities. However, the electric output of such plants or systems shall not be sold or delivered, directly or indirectly, to any person or other entity located within this state other than:

(a) An electric utility as defined in ORS 758.505; or

(b) The Bonneville Power Administration.

(4) The related fuel supply facilities of a port shall be constructed and operated for the sole purpose of furnishing fuel to the generating plants or systems owned by the port by itself or with other public or private entities.

(5) Except as provided in subsection (6) of this section, natural gas used to fuel the generation of electricity or energy by any port as described in subsection (3) of this section shall be purchased from or transported by an entity, if any, that is a public utility as defined in ORS 757.005 and approved by the Public Utility Commission under ORS 758.400 to 758.475 to distribute natural gas in the service territory in which the port is located.

(6) The rate charged a port by the public utility shall be the rate found to be reasonable by the Public Utility Commission under ORS 757.230. When reviewing the rate, the Public Utility Commission shall also determine the cost of alternatives to natural gas service from the public utility. For the purposes of this subsection, the cost of alternatives to natural gas service from the public utility is the cost incurred by a person other than a port without consideration of governmental entitlements that are available to a port but not to private

persons. If the rate acceptable to the public utility and found to be reasonable by the Public Utility Commission is greater than such cost of alternatives, the port may pursue other alternatives for natural gas service. [1971 c.728 §25 (enacted in lieu of 777.130); 1985 c.773 §4; 1991 c.253 §1]

**777.240 Port may advertise and promote facilities, commerce and activities.** A port may advertise and promote facilities and commerce of the port, activities of the port and activities of others using port facilities, through public and trade media, exhibits, fairs, trade fairs and trade tours, either alone or in cooperation with others or through associations or organizations having similar interests. [1971 c.728 §26 (enacted in lieu of 777.130); 2017 c.85 §1]

777.250 Port powers with respect to development and use of its lands; industrial or research and development parks; sports, recreation, convention, trade show facilities. (1) A port may construct buildings or other improvements and acquire personal properties including but not limited to machinery and equipment considered necessary whether or not now in existence or under construction, suitable for use by any industry for the manufacturing, refining, processing or assembling of any agricultural, mining or other products or by any commercial enterprise in storing, warehousing, distributing or selling or servicing any products of agriculture, mining or industry or by any profit or nonprofit enterprise for research and development. The port has full power to lease and sell the buildings, improvements and personal property, together with the lands upon which they are situated, whether held by the port in its governmental capacity or not.

(2) In addition, a port may:

(a) Acquire and develop land, or develop land already owned, as the site for an industrial or research and development park, including as a part of such development provisions for water, sewage, drainage, roads, transportation, power, communication or other similar facilities which are incidental to the development of the site;

(b) Develop the site pursuant to a comprehensive plan in a manner compatible with other uses in the area in which the industrial or research and development park is located and adopt regulations necessary to implement the plan;

(c) Lease, sublease or sell tracts of land within an industrial or research and development park as building sites to any industry or commercial enterprise or profit or nonprofit enterprise described by this subsection; and

(d) Charge and collect fees for services made available within the industrial or research and development park.

(3) A port may acquire, construct, maintain or operate sports, recreation, convention and trade show facilities.

(4) For revenue bonding purposes under ORS 777.560 to 777.590, projects undertaken under this section shall be classified as either:

(a) Sales, if the port is to sell outright or by conditional sale its interest in the property, or, if by contract the port's title to the property is retained for a limited term only;

(b) Leases, if the port is only to rent, lease, sublease or charge a user fee for the property with the intention of retaining title to, or possession of, the property for its future benefit and use; or

(c) Loans, if the port is to lend the proceeds of such revenue bonds and has no ownership interest in the property. [1971 c.728 §27 (enacted in lieu of 777.130); 1979 c.109 §2; 1979 c.407 §1a; 1983 c.459 §15; 1987 c.103 §2; 1997 c.171 §22]

**777.255** [Repealed by 1963 c.268 §21]

**777.258 General powers of port in promotion of certain interests.** A port may, in general, do such other acts and things, not mentioned by ORS 777.195 to 777.258, as tend to promote the maritime shipping, aviation and commercial interests of the port. [1971 c.728 §28 (enacted in lieu of 777.130)]

**777.260** [Repealed by 1963 c.268 §21]

777.262 Port dredging activities; legislative findings and purpose. (1) The Legislative Assembly finds:

(a) That recent changes in federal law authorize the United States Army Corps of Engineers to require ports and other local communities to provide a portion of the costs of dredging harbors and channels near those communities;

(b) That port districts and communities in this state cannot afford to pay the costs necessary to continue the dredging activities that are essential to keep the major harbors and waterways navigable for larger vessels in maritime trade; and

(c) That the State of Oregon must therefore pay for the dredging activities when ports cannot, or this state must tolerate the loss of maritime trade and commerce that will inevitably result from the halt of dredging activities.

(2) Therefore, it is the purpose of this section and one purpose of ORS 777.267 to provide a method of financing all or part of the nonfederal portion of the costs of dredging activities that constitute new federally authorized navigation improvements in the ports of this state when those ports are unable to finance the activities. [1989 c.1020 §1; 2013 c.621 §3]

**Note:** 777.262 and 777.267 were enacted into law by the Legislative Assembly but were not added to or made a part of ORS chapter 777 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

**777.265** [Repealed by 1963 c.268 §21]

**777.267 Marine Navigation Improvement Fund.** (1) The Marine Navigation Improvement Fund is established in the State Treasury, separate and distinct from the General Fund. Interest earned by the Marine Navigation Improvement Fund shall be

credited to the fund. The moneys in the fund and interest earnings on the moneys in the fund are continuously appropriated to the Oregon Business Development Department for the Oregon Infrastructure Finance Authority for the purposes of:

(a) Paying a portion of the construction costs of dredging activities that constitute new federally authorized navigation improvement projects and are carried out in the harbors and channels on the Oregon coast and along the Columbia River when federal law or regulation requires a portion of the costs to be paid by nonfederal interests;

(b) Paying the study and construction costs of other new navigation improvement projects that directly support, or provide access to, a federally authorized navigation improvement project;

(c) Paying the study and construction costs of maintenance projects related to existing federally authorized navigation improvement projects; and

(d) Paying for portions of the cost of maintenance dredging projects undertaken with equipment owned by the State of Oregon at publicly owned ports and marinas.

(2) The Marine Navigation Improvement Fund established by this section consists of:

(a) Moneys appropriated or otherwise deposited into the fund by the Legislative Assembly;

(b) Repayment of loans made with moneys in the fund; and

(c) Bond proceeds deposited in the fund.

(3) Moneys in the fund shall be used primarily to make loans to ports for eligible projects. The authority may award a grant or provide other assistance from moneys in the fund to a port for an eligible project only if a loan is not feasible due to the financial hardship of the port or other special circumstances, as set forth in rules adopted by the department.

(4) Eligibility for assistance from the Marine Navigation Improvement Fund shall be limited to and funded, subject to the availability of funds, in the following order of priority:

(a) Maintenance projects related to existing federally authorized navigation improvement projects.

(b) Other new navigation improvement projects that directly support, or provide access to, a federally authorized navigation improvement project or a federally authorized navigation channel.

(c) New federally authorized navigation improvement projects.

(d) Payment of portions of the cost of maintenance dredging projects undertaken with equipment owned by the State of Oregon at publicly owned ports and marinas.

(5) The authority shall limit financial assistance for construction costs under subsection (1)(a) of this section to those projects that have completed all federally required studies.

(6) The authority shall limit financial assistance for construction costs under subsection (1)(b) of this section to projects sponsored by a port, as defined in ORS 777.005 or 778.005, that meet criteria developed by the authority.

(7) The authority shall limit financial assistance for study costs under subsection (1)(b) of this section to projects that meet criteria developed by the authority.

(8) The authority shall limit financial assistance for study and construction costs under subsection (1)(c) of this section to projects that meet criteria developed by the authority. [1989 c.1020 §2; 1991 c.461 §87; subsection (3) enacted as 1991 c.461 §88; 2001 c.570 §1; 2003 c.741 §13; 2009 c.830 §143; 2013 c.621 §4; 2017 c.750 §87]

**Note:** See note under 777.262.

**777.270** [Amended by 1959 c.602 §6; repealed by 1963 c.268 §21]

**777.271 Authority of rural ports to operate telecommunications facilities; exceptions.** (1) A rural port may construct, purchase, acquire, develop, finance, lease, license, handle, provide, add to, contract for, interconnect, alter, improve, repair, operate and maintain any telecommunications facilities within or without the port's limits for the port's own use.

(2) This section does not authorize a rural port to provide telecommunications services to end users.

(3) A rural port may not exercise powers of eminent domain to acquire telecommunications infrastructure or facilities or contractual rights to telecommunications infrastructure or facilities held by any other person or entity.

(4) As used in this section, "rural port" means a port that has a population of less than 750,000 within its territorial boundaries. [2015 c.164 §2]

**777.272** [1959 c.602 §8; repealed by 1963 c.268 §21]

**777.273 Authority of ports to operate pipelines; exceptions.** (1) A port may own, acquire, construct, operate, improve and maintain pipelines and related facilities for the transportation of products and materials that promote the maritime shipping, aviation and commercial interests of the port.

(2) A port may enter into connection and other agreements with entities owning or operating pipelines and related facilities as may assist the port with regard to its authority described in this section.

(3) A port may acquire by purchase, gift or the exercise of the power of eminent domain rights of way for the placement of pipelines and related facilities.

(4) This section does not grant any additional authority to a port to own, purchase or sell the products and materials carried within the pipelines, but only grants authority over pipelines and related facilities used for transportation purposes.

(5) Except as otherwise specifically authorized by law, this section does not authorize a port to exercise authority over natural gas pipelines and related facilities, the transportation of natural gas or the acquisition of natural gas pipeline rights of way. [1991 c.367 §2]

**777.275** [Repealed by 1963 c.268 §21]

### ***Columbia River Channel Deepening Project***

777.277 Definitions for ORS 777.277 to 777.287. As used in ORS 777.277 to 777.287:

(1) "Channel Deepening Account" means the account in the Marine Navigation Improvement Fund created by ORS 777.282.

(2) "Channel Deepening Debt Service Account" means the account in the Marine Navigation Improvement Fund created by ORS 777.282.

(3) "Channel deepening project" means a project to deepen the deep draft Columbia River navigation channel from an authorized depth of 40 feet.

(4) "Grant agreement" means the grant agreement described in ORS 777.284.

(5) "Oregon nonfederal share" means that portion of the cost of the channel deepening project that is allocable to the Oregon sponsors and that is not paid by the federal government, the State of Washington or the Washington sponsors.

(6) "Oregon sponsors" means the Port of St. Helens, the Port of Portland or any agency acting on behalf of the government of the State of Oregon as a financial contributor to the channel deepening project.

(7) "Primary sponsor" means the Port of Portland as representative of the Oregon sponsors.

(8) "Project cooperation agreement" means a written agreement between the United States Government and a nonfederal sponsor that requires the United States Government to construct, and the nonfederal sponsor to share in the cost of, a project authorized under the Water Resources Development Act or a similar Act of the United States Congress.

(9) "Washington sponsors" means the Port of Vancouver, the Port of Kalama, the Port of Woodland, the Port of Longview or any agency acting on behalf of the government of the State of Washington as a financial contributor to the channel deepening project. [1997 c.644 §1; 1997 c.612 §16; 2002 s.s.3 c.6 §20; 2003 c.741 §14; 2009 c.830 §144]

**Note:** 777.277 to 777.287 were enacted into law by the Legislative Assembly but were not added to or made a part of ORS chapter 777 or any series therein by legislative action. See Preface to Oregon Revised Statutes for further explanation.

**777.279** [1997 c.644 §2; 2001 c.942 §8; repealed by 2003 c.741 §17]

**777.280** [Repealed by 1963 c.268 §21]

777.282 Channel Deepening Account; Channel Deepening Debt Service Account; payments to primary sponsor. (1) The Channel Deepening Account is hereby created in the Marine Navigation Improvement Fund.

(2) Any earnings and interest earned on amounts in the Channel Deepening Account shall be credited to the Channel Deepening Account. The moneys in the Channel Deepening Account are continuously appropriated to the Oregon Business Development Department for the Oregon Infrastructure Finance Authority and shall be transferred by the authority to the primary sponsor pursuant to and upon the terms and conditions set forth in the grant agreement entered into under ORS 777.284 to pay the Oregon nonfederal share.

(3) The Channel Deepening Debt Service Account is hereby created in the Marine Navigation Improvement Fund.

(4) Any earnings and interest earned on amounts in the Channel Deepening Debt Service Account must be credited to the Channel Deepening Debt Service Account. The moneys in the Channel Deepening Debt Service Account are continuously appropriated to the Oregon Business Development Department for the Oregon Infrastructure Finance Authority for payment of bond-related costs for lottery bonds issued under ORS 285B.551 (5) and section 12, chapter 741, Oregon Laws 2003, and for lottery bonds issued for channel deepening under ORS 285B.551 (3) and section 6, chapter 942, Oregon Laws 2001.

(5) The restrictions on the use of moneys in the Marine Navigation Improvement Fund set forth in ORS 777.267 do not apply to moneys in the Channel Deepening Account or the Channel Deepening Debt Service Account. [1997 c.644 §3; 2001 c.942 §9; 2003 c.741 §15; 2009 c.830 §145]

**Note:** See note under 777.277.

**777.284 Grant agreement with primary sponsor; request for issuance of lottery bonds.** (1) The Director of the Oregon Business Development Department shall enter into, or modify, a grant agreement with the primary sponsor committing the Oregon Business Development Department to request that the State Treasurer issue lottery bonds as provided in ORS 285B.551 (3) and section 6, chapter 942, Oregon Laws 2001, to obtain lottery bond proceeds for deposit in the Channel Deepening Account for payment of the Oregon nonfederal share.

(2) The total amount paid to the primary sponsor pursuant to the grant agreement may not exceed the lesser of the amount of the Oregon nonfederal share or the total amount deposited in the Channel Deepening Account. The grant agreement:

(a) Shall specify a method for determining the total amount of the Oregon nonfederal share; and

(b) May not contain provisions or be construed or enforced in any manner that would cause the grant agreement to constitute a debt or liability of the state that violates section 7, Article XI of the Oregon Constitution. [1997 c.644 §4; 2001 c.942 §10; 2002 s.s.1 c.8 §3; 2003 c.741 §16; 2009 c.830 §146]

**Note:** See note under 777.277.

**777.285** [Repealed by 1963 c.268 §21]

**777.287 Agreements with federal agencies.** The Oregon sponsors are each hereby authorized to enter into agreements with agencies of the United States for the channel deepening project and, notwithstanding any other provision of law, may each agree to be bound by any requirement imposed by an Act of the United States Congress as a condition of federal participation in the channel deepening project. [1997 c.644 §5]

**Note:** See note under 777.277.

**777.289** [1997 c.644 §6; 2001 c.942 §11; repealed by 2003 c.741 §17]

**777.290** [Repealed by 1963 c.268 §21]

**777.295** [Repealed by 1963 c.268 §21]

**777.300** [1963 c.268 §2; repealed by 1971 c.727 §203]

**777.303** [1963 c.268 §3; repealed by 1971 c.727 §203]

**777.305** [Repealed by 1963 c.268 §21]

**777.307** [1963 c.268 §4; repealed by 1971 c.727 §203]

**777.310** [Repealed by 1963 c.268 §21]

**777.313** [1963 c.268 §5; repealed by 1971 c.727 §203]

**777.315** [Repealed by 1963 c.268 §21]

**777.317** [1963 c.268 §6; repealed by 1971 c.727 §203]

**777.320** [Repealed by 1963 c.268 §21]

**777.323** [1963 c.268 §7; repealed by 1971 c.727 §203]

**777.325** [Amended by 1959 c.602 §9; repealed by 1963 c.268 §21]

### **Annexation**

777.326 Special procedure for annexations increasing by one-half or more the area or assessed value of taxable property within the port. (1) This section applies when an annexation would increase the area of a port by one-half or more, or would increase the assessed value of taxable property within a port by one-half or more. An annexation proposal subject to this section, if approved by the county board, shall be submitted to the electors at an election which shall be held at the same time as a primary election or general election.

(2) When the county board orders an election on the annexation proposal, the board shall adopt an order dividing or redividing the area of the port, including the territory annexed, into five subdistricts. The boundaries of the subdistricts shall be determined in

accordance with ORS 777.155 and shall be described in the order calling the election on the proposed annexation.

(3) At the first regular district election following the effective date of the annexation, one commissioner from each of the five subdistricts established under subsection (2) of this section shall be elected. The terms of the incumbent commissioners shall terminate and the terms of the commissioners elected under this subsection shall commence as provided in ORS 777.160.

(4) If the annexation is approved, the order proclaiming the annexation shall also describe the boundaries of the subdistricts established as provided by subsection (2) of this section. [1967 c.498 §2; 1971 c.647 §140; 1971 c.727 §§188,201; 1971 c.728 §49; 1983 c.350 §323; 1987 c.267 §79; 1995 c.712 §111; 1997 c.541 §386]

**777.327** [1959 c.602 §11; repealed by 1963 c.268 §21]

**777.328** [1963 c.268 §8; repealed by 1971 c.727 §203]

**777.330** [Repealed by 1963 c.268 §21]

**777.333** [1963 c.268 §9; repealed by 1971 c.727 §203 and by 1971 c.728 §138]

**777.335** [Repealed by 1963 c.268 §21]

**777.337** [1963 c.268 §10; repealed by 1971 c.727 §203]

**777.340** [Repealed by 1963 c.268 §21]

**777.343** [1963 c.268 §11; repealed by 1971 c.727 §203]

**777.345** [Repealed by 1963 c.268 §21]

**777.347 Consent of Department of State Lands for state lands.** The Department of State Lands is authorized to consent to annexation with respect to any land owned by the State of Oregon, under the jurisdiction of the department, which is located in the territory proposed to be annexed. [1963 c.268 §12; 1971 c.727 §189]

**777.350** [Repealed by 1963 c.268 §21]

**777.353 Annexation of enclave.** When territory not part of another port or wholly belonging to the state or federal government is surrounded by the boundaries of a port, the board of the surrounding port may, by resolution, annex the territory to the port with or without the consent of any resident or owner of property within the territory and without submitting the proposed annexation to the electors for approval. [1963 c.268 §13; 1971 c.728 §52]

**777.355** [Repealed by 1963 c.268 §21]

**777.357** [1963 c.268 §14; repealed by 1971 c.727 §203]

**777.360** [1963 c.268 §15; repealed by 1971 c.647 §149 and by 1971 c.727 §203 and by 1971 c.728 §138]

**777.365 Name change of port; notice.** A board may, within 60 days following an order of annexation, change the name of the port by order made at any regular meeting. Notice of the proposed change, including the new name, shall be given by publication in a newspaper of general circulation in the port once a week for three successive weeks prior to the meeting. [1963 c.268 §16; 1971 c.727 §190; 1971 c.728 §54]

**777.370** [1963 c.268 §17; repealed by 1971 c.727 §203]

**777.395** [1967 c.416 §3; 1971 c.728 §18; repealed by 1975 c.771 §33]

### **Port Fiscal Matters**

**777.405 Deposit and disbursement of moneys; financial records.** (1) Money of a port shall be deposited in one or more banks designated by the board. Funds shall be withdrawn only when previously ordered by the board, upon a check signed and countersigned by such persons as may be authorized by resolution of the board.

(2) A receipt or voucher showing clearly the nature and items covered by each check drawn shall be kept on file. [Amended by 1971 c.728 §33; 1989 c.428 §1]

**777.410 Ports may borrow money and issue bonds.** (1)(a) For the purpose of carrying into effect any of the powers granted by ORS 777.105 to 777.258, a port may, when authorized so to do by the electors, borrow money and sell and dispose of bonds, which shall constitute a general obligation of the port and be secured by the port's full faith and credit. The bonds shall be secured by the taxing power of the port as provided in ORS 777.430 (2). In addition, the port may provide that the bonds shall be payable from and secured by a lien and pledge of all or any part of the revenues derived by the port from the facilities constructed from the proceeds of the bonds. Bonds outstanding at any one time shall never exceed in the aggregate two and one-half percent of the real market value of all taxable property within the port, computed in accordance with ORS 308.207.

(b) A port may provide for the creation of special trust funds and may authorize the appointment of a trustee to administer such funds. A port may obligate itself to set aside and pay into a special trust fund any revenues pledged to the payment of bonds. A port, from available funds, may establish and fund debt service, operation and maintenance reserves.

(c) Proceeds from the sale of bonds may be used by a port to pay the costs incurred in issuing the bonds, to pay the costs of preliminary work incident to issuing and selling the bonds, including but not limited to planning, engineering, inspection, accounting, fiscal, legal, trustee and other similar expenses, to pay interest on the bonds for such time as the port may determine, but not exceeding six months beyond completion of the facilities financed with the bonds, and to establish reserves for debt service on the bonds.

(2) Without elector approval the board may, whenever it determines that an emergency exists, issue bonds, within the limitation provided by subsection (1) of this section, in an aggregate amount not exceeding \$100,000 in any period of 12 months. Bonds shall not be issued under this subsection to provide funds for the acquisition of land. Bonds issued under this subsection shall be issued and sold in accordance with subsection (3) of this

section but shall mature in such length of time, not exceeding five years, as the board determines.

(3) All bonds issued under this section shall be issued as prescribed in ORS chapter 287A. [Amended by 1957 c.375 §1; 1963 c.9 §37; 1965 c.223 §1; 1971 c.728 §71; 1973 c.127 §3; 1977 c.698 §1; 1981 c.94 §52; 1981 c.289 §1; 1985 c.773 §2; 1991 c.459 §439; 2007 c.783 §223]

**777.415 Resolution and election prerequisite to issuance of bonds.** When it is proposed to borrow money or to sell and dispose of bonds as authorized by ORS 777.410 (1), a board shall first pass a resolution authorizing the borrowing of money and the issuance and sale of bonds. The resolution shall state the amount of money to be raised, the maximum rate of interest that the bonds will bear and the nature and terms of the bonds. The resolution also shall state the general purpose for which the moneys to be raised are to be used. The question of issuance of the bonds shall then be referred by the board to the electors of the port at a special election to be called for that purpose. The money raised shall be expended for no other purpose than that expressed in the resolution and the purpose shall be stated in the ballot title used in the election. A contract involving the expenditure of funds to be raised under ORS 777.410 (1) shall not be entered into by the board until the borrowing of the funds is approved by a majority of those voting on the question at the special election provided for by this section. [Amended by 1957 c.375 §2; 1971 c.647 §142; 1971 c.728 §72]

**777.420** [Repealed by 1957 c.375 §3]

**777.425** [Repealed by 1957 c.375 §3]

**777.430 Taxing powers of ports.** (1) In carrying out the purposes of ORS 777.005 to 777.725 and 777.915 to 777.953, a port may assess, levy and collect taxes upon all taxable real and personal property situated within the port, in an amount each year not to exceed one-fourth of one percent (0.0025) of the real market value of the property, computed in accordance with ORS 308.207.

(2) Each year a port may also assess, levy and collect a tax upon all such property in an amount sufficient to pay the yearly interest on general obligation bonds or other evidences of indebtedness theretofore issued by the port and then outstanding, together with any portion of the principal of general obligation bonds maturing within that year. The tax shall be applied only in payment of interest and principal of such bonds or indebtedness. However, the board may apply any other funds it may have toward such payments.

(3)(a) A port may assess, levy and collect a tax upon all taxable real and personal property situated within the port for the purpose of providing revenue to a city or county in which the port is located for law enforcement services provided by the city or county within the boundaries of the port.

(b) A tax described in this subsection may be levied only as prescribed under ORS 280.040 to 280.145.

(c) The transfer of moneys raised pursuant to this subsection to a city or county for funding law enforcement services of the city or county within the port is a public purpose for which a port levying a tax under this subsection has been organized. [Amended by 1963 c.9 §38; 1971 c.728 §73; 1991 c.459 §440; 2001 c.500 §1]

**777.435 Levy, assessment and collection of taxes.** (1) Taxes authorized by ORS 777.430 shall be levied in each year and returned to the county officer whose duty it is to extend the tax roll by the time required by law for city taxes to be levied and extended. The county officer whose duty it is to extend the county levy shall extend the levy of a port in the same manner as city taxes are extended.

(2) All taxes levied by a port become payable at the same time and shall be collected by the same officers as regular county taxes. The county officers collecting the taxes shall pay them to the treasurer of the port as provided by law. [Amended by 1971 c.728 §74]

**777.437 Filing boundary change with county assessor and Department of Revenue.** For purposes of ad valorem taxation, a boundary change must be filed in final approved form with the county assessor and the Department of Revenue as provided in ORS 308.225. [2001 c.138 §52]

**777.440 Levy of special tax by county court upon default of port officers.** If a port fails or refuses to levy the special tax provided by ORS 777.430 (2), within the time provided, in an amount sufficient to pay the interest accruing during the 12 months following October 1 next ensuing on bonds theretofore issued by the port and then outstanding, together with any portion of the principal of such bonds maturing within the 12 months, the county board of the county in which the port is located, shall levy at its July term immediately following such failure or refusal by the port, a tax on all the taxable real and personal property situated within the port, at a rate sufficient to pay such interest and principal. [Amended by 1971 c.728 §75]

**777.445 Procedure subsequent to levy under ORS 777.440.** (1) Taxes levied under ORS 777.440 by the county board shall be assessed and collected as if the levy had been made by the port itself.

(2) However, taxes thus levied by the county board shall not be paid to the treasurer of the port by the county officers collecting the tax, but shall be paid to the county treasurer to the credit of the port issuing the bonds to be used for the purpose provided by subsection (3) of this section.

(3) The county treasurer shall pay from the fund the interest on or maturing principal of any bond described by ORS 777.440 as it becomes due, and at such places as are designated in the bonds or interest coupons thereof, or upon the presentation at the county treasurer's office of the bonds or coupons, which must show the amount due and the number and series of the bond.

(4) All bonds or coupons thereof thus paid shall be immediately reported by the county treasurer to the port board.

(5) On October 1 of the next calendar year following the year of the levy by the county board, the county treasurer shall ascertain the exact amount of interest and principal payable and still remaining unpaid. The county treasurer shall retain from the fund an amount sufficient to pay such principal and interest and pay to the treasurer of the port any balance of the fund remaining after making such deduction. [Amended by 1971 c.728 §76]

**777.447 Promissory notes authorized for port development purposes; limitations; form; payment.** In addition to other powers granted a port, a port may, at any time, upon proper resolution adopted by the board, issue promissory notes to assist it in carrying out the powers granted the port under this chapter. The promissory notes shall not exceed a term of 10 years, shall be considered bonds for purposes of ORS chapter 287A and shall be issued as prescribed in ORS chapter 287A. A port may not have more than \$10 million in promissory notes outstanding at any one time and may not pledge or use tax-derived revenues to retire the notes. The notes shall be signed by the president and the treasurer of the port and shall state what assets and revenues of the port shall be security for the notes and that the notes do not constitute a full faith and credit pledge of the port. No officer or employee of the port shall hold promissory notes under this section. Expenditure of note proceeds and payment on notes issued under this section shall first be properly budgeted in accordance with the Local Budget Law. [1979 c.119 §2; 1981 c.94 §53; 1993 c.97 §28; 1999 c.177 §1; 2007 c.783 §224; 2019 c.627 §1]

**777.450** [Repealed by 1971 c.728 §138]

**777.455 Authority to issue refunding bonds for specified purposes; amounts.** A port may, in accordance with ORS 777.455 to 777.505, issue refunding bonds for the purpose of refunding and retiring all or any part of its outstanding bonds when the holders are willing to surrender such bonds. When judgment is taken against a port based on bonds and interest coupons issued by the port, refunding bonds may be issued to provide funds with which to pay such judgment. Such bonds may be issued, pursuant to an ordinance or resolution adopted by the board, without elector approval. Such bonds may be issued in the full amount of the outstanding bonds and any judgment on bonds and interest coupons less any sinking funds applicable thereto. The full faith and credit of the issuing port shall be pledged to the payment of the principal of and interest on each of such bonds. Debt limitations imposed by law do not apply to refunding bonds. [Amended by 1971 c.728 §77]

**777.460 Refunding bonds; terms and conditions; bond call.** (1) The refunding bonds shall bear interest at a rate determined by the board, payable semiannually, and shall be in such denominations and mature at such times as determined by the board, but the bonds must all mature not later than 30 years after their date of issue.

(2) The board may provide that the bonds are subject to call and redemption prior to maturity, in numerical order, in inverse numerical order or in the entire amount of the issue outstanding. The bonds may be called only on interest-paying dates.

(3) Before calling bonds containing optional provisions, the port shall publish a notice of call in one issue of a newspaper specializing in financial matters published in New York, New York, at least 30 days before such interest-paying date.

(4) Callable refunding bonds, at the option of the board, may be called and retired or may be refunded again in accordance with the terms of the bonds and the provisions of ORS 777.455 to 777.505.

(5) Both the principal of the bonds and the interest thereon, when due, shall be paid in lawful money of the United States at the office of the treasurer of the issuing port, or at the fiscal agency of the State of Oregon in the City and State of New York, at the option of the board. [Amended by 1971 c.728 §78; 1981 c.94 §54]

**777.465 Disposition of refunding bonds.** The refunding bonds may be exchanged par value for par value for the bonds they are issued to refund and may be issued and delivered to a judgment creditor in the amount of the judgment, or the bonds may be advertised for sale and sold for not less than the par value thereof.

**777.470 Levy of tax to meet principal and interest; amount required; disposition of proceeds of tax.** Upon issuance of any refunding bonds the port board shall levy a tax sufficient to pay the principal and interest of such bonds at maturity. If the bonds are serial bonds the tax shall provide an amount of money sufficient to pay the next maturing installment of principal and the interest on the entire issue. If the bonds are issued as term bonds the tax shall be sufficient to raise an amount of money, which, if the same amount were raised each year thereafter for the life of the bonds, would produce a sum equal to the principal amount of the bonds so issued. The proceeds of taxes levied under this section shall be set aside when collected into a special fund and used for no other purpose than the payment of the bonds so issued. [Amended by 1971 c.728 §81]

**777.475 Remedies of holders of refunding bonds on default.** If there is a default in payment of principal or interest of bonds issued pursuant to ORS 777.455, the holders thereof shall be reinvested with and have all the remedies they would have had if they were holding obligations refunded by the issuance of such bonds. [Amended by 1971 c.728 §82]

**777.480 Construction of ORS 777.455 to 777.505.** The authority contained in ORS 777.455 to 777.505 is supplemental and in addition to all other powers granted to port districts to issue bonds. [Amended by 1971 c.728 §83]

**777.485 Compromise and refunding agreements; contents; subsequent procedure; effect.** (1) A board may enter into agreement with the holders of its outstanding indebtedness providing for compromise of the indebtedness and the refunding thereof by the issuance of bonds under ORS 777.455. An agreement may provide for the amount of refunding bonds to be issued, the interest rate the bonds are to bear, the dates of maturity of the bonds and the amount of money to be raised by taxes each year to pay the principal of and interest on the bonds. When an agreement is entered into, a port shall have complete authority to issue bonds in accordance therewith.

(2) The board may provide in the ordinance authorizing such refunding bonds:

(a) For setting aside a sinking or other fund into a special trust fund for payment of the bonds.

(b) For the pledging of taxes and other revenues directly to the payment of the principal of or interest on the bonds or to the sinking fund.

(c) For limitations on subsequent borrowings by the port either in the nature of permanent debt or temporary financing.

(d) For limitations on the amounts of appropriations in subsequent budgets for operating expenses.

(3) A port has all necessary authority to carry out the terms and conditions so included in any such ordinance. The validity of the refunding bonds, however, shall not be dependent upon nor affected by the validity or regularity of the ordinance provisions enumerated in subsection (2) of this section. [Amended by 1971 c.728 §84]

**777.490** [Repealed by 1971 c.728 §138]

**777.495** [Amended by 1965 c.223 §2; repealed by 1971 c.728 §138]

**777.500 Advertisement of bonds; bids; rejection of bids; readvertisement; time of sale limited.** (1) Refunding bonds shall be advertised for sale at least once each week for not less than two successive weeks in a newspaper of general circulation published within the port or, if there is no such newspaper, then in a newspaper published in the county in which the port is located.

(2) All bids for such bonds shall be in writing and be sealed and, unless the sale is made to the sinking fund of the particular port or to the State of Oregon, shall be accompanied by a certified check or a cashier's check upon a bank doing business in this state for an amount of not less than two percent of the par value of the bonds for which the bid is submitted. Bids shall be opened publicly at the time and place specified in the advertisement. The bonds shall be sold for cash.

(3) If the bids for the purchase of the bonds are not satisfactory, the board may reject any and all of the bids and may readvertise for bids in the manner provided by this section.

(4) The date of sale shall not precede by more than four months the first succeeding date upon which the bonds to be refunded thereby will mature or may be called, redeemed or otherwise retired. [Amended by 1971 c.728 §79; 1981 c.94 §55]

**777.505 Delivery of bonds to purchaser; deposit of sale proceeds; redemption and retirement of refunded bonds.** (1) Refunding bonds, upon payment therefor in cash, may be delivered to the purchaser thereof at any time after sale date, but not later than the date as of which the refunded bonds have been called for payment. The bonds shall be delivered at the place in the State of Oregon designated by the board in the notice of sale of the bonds.

(2) Proceeds of sale of the bonds equal to the total par value of the bonds refunded shall be deposited at the fiscal agency mentioned in ORS 777.460 in conformity with the laws relating to deposits of funds with the fiscal agency or, at the option of the issuing port, pursuant to ORS 295.001 to 295.108, in a special trust account to be used solely for the payment of the principal of the outstanding refunding bonds and for no other purpose.

(3) The outstanding refunded bonds shall be redeemed and retired as soon as possible after the date of sale of the refunding bonds issued in lieu thereof, but in no case shall such refunding bonds be invalidated by reason of the failure of the port to redeem or retire the refunded bonds. [Amended by 1967 c.451 §29; 1971 c.728 §80]

**777.510 Port warrants; execution; contents.** A port board may issue warrants drawn upon any officer designated the custodian of money belonging to or credited to the port. Warrants shall be signed by the treasurer and countersigned by the president of the port or in the absence or inability of the president to act, by the vice president. Warrants shall show upon their face the nature and extent of the obligation satisfied. They may be used in payment of any obligation of the port, including expenses of operation, payment of the principal amount of port bonds at their maturity and in payment of interest or interest coupons of the bonds at the time the interest becomes due and payable. [Amended by 1971 c.728 §34]

**777.515 Payment of warrants; interest on warrants.** (1) The treasurer of a port, or the treasurer of the county who is the legal custodian of funds belonging to or credited to a port, shall pay the warrants of the port when presented, if the treasurer has money in custody for the purpose of paying the obligation for which the warrant was given. The treasurer shall write on the face of the warrant the date of redemption and the treasurer's signature.

(2) If there are no funds in the custody of the port treasurer to pay the warrant when presented, the port treasurer shall indorse thereon "Not Paid for Want of Funds" and the date of presentment over the signature of the port treasurer. The warrant shall draw interest at the legal rate from the date of such indorsement. Thereafter, the county treasurer, upon presentment of the warrant, shall pay upon the warrant any funds which may come into the county treasurer's custody for the purpose of paying the obligation for which the warrant was issued and shall, over the signature of the county treasurer, indorse the amount of the payment upon the warrant with the date of the payment.

(3) However, a warrant drawn in payment of the principal or face amount of a port bond shall in no event draw interest in excess of the rate of interest expressed upon the face of the port bond, and the rate of such interest shall appear upon the face of the warrant. Interest on a warrant shall cease from the date of notice by publication in some newspaper printed or circulated in the county. Notice shall be given by the port treasurer authorized to redeem the warrant, stating that there are funds to redeem outstanding warrants. The treasurer shall give notice when the treasurer has \$10,000 belonging to the fund. [Amended by 1971 c.728 §35]

**777.520 Special tax levy, rate, use of proceeds; bond sinking fund.** (1) A port may assess, levy and collect each year in addition to other taxes which it is by law authorized to levy, a special tax upon all taxable real and personal property situated within the port.

(2) Such annual levy shall not exceed one-tenth of one percent. The proceeds thereof shall be used only in the purchase on the open market of bonds of the port, at such prices, as the board determines.

(3) All funds collected from such levy shall be placed in a separate fund, designated the bond sinking fund, and shall be used exclusively for the purposes provided by this section as long as the principal of any bond of the port remains outstanding or unpaid. After the principal of all bonds of the port has been paid, the balance remaining in such fund may be transferred to any other fund as the board may direct. [Amended by 1971 c.728 §85]

**777.525** [Repealed by 1971 c.728 §138]

**777.530 Special assessments for local improvement; assessment ordinance; assessment districts.** (1) When a port constructs or acquires a local improvement which the port is authorized to construct or acquire, the board of that port may levy special assessments against property within the port in proportion to the benefits such property will receive on account of the construction or acquisition of the local improvement. However, before proceeding to construct or acquire a local improvement for which special assessments will be levied, the board shall adopt an ordinance that:

(a) Describes the local improvement to be constructed or acquired and the part of the work to be undertaken immediately;

(b) Contains a preliminary estimate of the probable cost of the local improvement;

(c) Determines the manner of financing the local improvement. The board may provide that the cost of the construction or acquisition shall be paid in part by assessments against the property directly benefited and in part out of general funds, ad valorem tax levies, the proceeds of the sale of bonds, service charges or any combination of such sources. The determination of the board as to the proportion of cost allocation shall be based on its sound discretion;

(d) Describes one or more assessment districts containing the properties against which the cost of the local improvement will be assessed;

(e) Provides for the method of assessment, the recording of assessment liens on properties that are directly benefited and for the making of supplemental assessments and rebates;

(f) Contains provision for a notice to be mailed to each affected property owner announcing the intention of the board to construct or acquire a local improvement, to create one or more assessment districts and to assess benefited property for a part or all of the cost; and

(g) Provides for a hearing not sooner than 20 days after the mailing of the notices described in paragraph (f) of this subsection at which affected property owners may

appear to support or object to the proposed local improvement and assessment. The board shall consider such objections and may adopt, correct, modify or abandon the proposed local improvement or assessments.

(2) Special assessments in the port shall, so far as practicable, be apportioned within the port in accordance with the special and peculiar benefit each lot or parcel of land receives from the construction or acquisition of a local improvement.

(3) Special assessment districts authorized by this section may be established for, and limited to, financing the costs of planning and engineering required for the construction or acquisition of a local improvement.

(4) As used in this section, "local improvement" has the meaning given that term by ORS 223.001. [1989 c.644 §2; 1991 c.902 §117]

**Note:** 777.530 and 777.535 were added to and made a part of ORS chapter 777 by legislative action but were not added to any smaller series therein. See Preface to Oregon Revised Statutes for further explanation.

**777.535 Installment payment of special assessment; limitation.** The provisions of ORS 223.205 to 223.316 (Bancroft Bonding Act) and ORS 223.770 relating to the assessment of property benefited by public improvements and to the issuance of bonds and other obligations for the cost of such improvements, shall apply insofar as practicable and applicable in relation to the assessment by ports of the cost or any portion of the cost of improvements against the property benefited in accordance with ORS 777.530 and to the issuance of bonds and other obligations by the port. However, notwithstanding ORS 223.295, the limitation specified in ORS 777.410 (1)(a) on the amount of general obligation bonds outstanding at any one time applies to bonds and other obligations issued under this section. [1989 c.644 §3; 1991 c.902 §116; 1995 c.333 §21; 1997 c.249 §223]

**Note:** See note under 777.530.

**777.560 Ports may issue and sell revenue bonds; use of proceeds.** (1) For the purpose of carrying into effect any of the powers granted to ports, a port may issue and sell revenue bonds in accordance with ORS 777.560 to 777.590 without the necessity of obtaining the prior approval of the electors of the port. Proceeds from the sale of revenue bonds may be used by the port in its governmental capacity or loaned to private parties. The proceeds may be used to cover the costs incurred in issuing the bonds, and preliminary work incident to carrying out such purposes and powers, including but not limited to planning, engineering, inspection, accounting, fiscal, legal and trustee expenses, the cost of issuance of bonds, engraving, printing, advertising and other similar expenses, and to pay interest on the outstanding bonds issued for any project during the period of actual construction and for six months after the completion thereof. Revenue bonds shall not be a general obligation of the port nor a charge upon the tax revenues of the port, nor a charge upon any other revenues or property of the port not specifically pledged thereto.

(2) In addition to the powers granted by subsection (1) of this section, a port may authorize and issue revenue bonds under ORS 287A.150. [1955 c.423 §2; 1959 c.337 §1; 1971 c.728 §86; 1993 c.97 §29; 2007 c.783 §225]

**777.565 Resolution or ordinance authorizing revenue bonds and creating special trust fund.** (1) Revenue bonds issued under ORS 777.560 (1) shall be authorized by resolution or ordinance of the board. The resolution or ordinance shall provide for the creation of a special trust fund, authorize the appointment of a trustee to administer the fund, and obligate the port to set aside and pay into the special trust fund all, or a portion, of its nontax-derived revenues not otherwise pledged or committed for other purposes for any activity authorized by ORS 777.105 to 777.258, other than an activity under ORS 777.250 (4)(a) or (c). For a facility or facilities designated under ORS 777.250 (4)(a) or (c), no revenues other than those derived from the particular facility or facilities to be financed by the sale of the particular issue of revenue bonds then being authorized shall be pledged. The board may, in addition, pledge for the payment of the principal and interest of any issue of such bonds any property of the port not pledged for other purposes. However, with respect to revenue bonds issued to finance a facility or facilities designated under ORS 777.250 (4)(a) or (c), the board, in addition, may only pledge or mortgage such facilities including buildings, improvements or properties, and any land acquired in connection with such facilities, for the benefit of the holders of revenue bonds issued therefor. Notice that action upon the bond resolution or ordinance will be taken at the designated meeting of the board shall be given for a period of not less than two consecutive weeks, prior to the meeting, by publication once each week in a newspaper of general circulation, published within the port or, if there be no such newspaper, in a newspaper of general circulation, published within the county.

(2) A special trust fund created by a resolution or ordinance adopted under subsection (1) of this section shall be used solely for payment of principal and interest due upon the revenue bonds issued and sold pursuant to ORS 777.560 (1), and to the payment of the costs and expenses enumerated in ORS 777.560.

(3) The resolution or ordinance may provide that if the money in the special trust fund is insufficient to pay the revenue bonds the bonds shall be payable out of any part or all of other nontax-derived revenues of the port. However, for a facility or facilities designated under ORS 777.250 (4)(a) or (c), no revenues other than those derived from the particular facility or facilities to be financed by the sale of the particular issue of revenue bonds then being authorized shall be pledged. When all bonds issued and sold pursuant to ORS 777.560 (1) and expenses thereof have been paid so that no charge remains upon the special fund, the board may, by resolution or ordinance, transfer any balance remaining in the fund to its general fund, discharge the trustee and dissolve the special fund. The trustee authorized to administer the fund may, subject to approval of the board, invest and reinvest moneys in the special fund in securities in which the State of Oregon may by law invest.

(4) ORS 777.560 to 777.590 and the provisions of the resolution or ordinance authorizing a revenue bond issue constitute a contract with the holders of the bonds, and

shall be enforceable by any owner or holder of the bonds. [1955 c.423 §3; 1959 c.337 §2; 1965 c.223 §3; 1967 c.621 §1; 1971 c.728 §87; 1979 c.407 §2; 1997 c.171 §23; 2007 c.783 §226]

**777.570 Form of bonds.** Revenue bonds issued under ORS 777.560 (1):

(1) Shall be negotiable instruments.

(2) Shall be issued under ORS chapter 287A, but the requirements of ORS 287A.150 do not apply.

(3) Shall contain a recital that principal and interest on the revenue bonds are payable solely out of revenues and property of the port pledged to the payment thereof by the ordinance of the board authorizing the issue of which the bonds are a part.

(4) May contain covenants of the port to protect and safeguard the security and rights of holders of such bonds and such other terms and conditions, in conformity with ORS 777.560 to 777.590, which the board determines are necessary or desirable to protect the port or increase the marketability of the bonds. [1955 c.423 §4; 1959 c.337 §3; 1965 c.223 §4; 1971 c.728 §141; 1971 c.778 §1; 1981 c.879 §3; 1997 c.171 §24; 2007 c.783 §227]

**777.575 Sale of bonds.** (1) The board may from time to time sell revenue bonds authorized pursuant to ORS 777.565, as provided by this section.

(2) Except as provided by subsections (3) and (4) of this section, the bonds shall be advertised for sale at least once each week for not less than two successive weeks in a newspaper of general circulation published within the port or, if there is no such newspaper, then in a newspaper published in the county. Bids shall be in writing and be sealed and, unless the bidder is the State of Oregon, accompanied by a certified check or a cashier's check upon a bank doing business in this state in an amount not less than two percent of the par value of the bonds. Bids shall be opened publicly at the time and place specified in the advertisement. If the bids are not satisfactory, the board may reject any and all bids and may readvertise for bids in the manner provided by this subsection.

(3) The board may sell any of the bonds to the federal government or any agency thereof at private sale without advertisement or calling for bids.

(4) Revenue bonds including revenue bonds to refund such bonds of a port may be sold to any person either at a public or private sale without advertisement or calling for bids as the board may in its sole discretion determine. [1955 c.423 §5; 1959 c.337 §4; 1965 c.223 §5; 1967 c.416 §1; 1971 c.728 §89; 1981 c.94 §56]

**777.580** [1955 c.423 §6; 1959 c.337 §5; 1965 c.223 §6; repealed by 1971 c.728 §138]

**777.585 Refunding revenue bonds.** (1) A port may, without the necessity of authorization from the electors of the port, issue and sell its refunding revenue bonds for the purpose of redeeming revenue bonds which are outstanding or paying interest due thereon:

(a) At maturity pursuant to redemption provisions in the outstanding revenue bonds; or

(b) At any time before maturity if the holders of the outstanding revenue bonds consent or if the outstanding revenue bonds authorize redemption before maturity.

(2) ORS 777.560 to 777.590 apply to bonds authorized to be issued and sold under this section. [1955 c.423 §7; 1959 c.337 §6; 1965 c.223 §7; 1971 c.728 §90]

**777.590 Authority to issue and sell revenue bonds; leasing property and pledging revenues.** (1) ORS 777.560 to 777.590 are complete authority for the issuance and sale of revenue bonds and refunding revenue bonds. Any restrictions, limitations, conditions or procedure provided by other statutes relating to issuance and sale of bonds or other obligations do not apply to the issuance and sale of revenue bonds and refunding revenue bonds under ORS 777.560 to 777.590.

(2) The lease of any property of the port and the pledging of revenues therefrom to the payment of the costs and expenses enumerated by ORS 777.560, and to the payment of principal and interest on bonds issued and sold under ORS 777.560 to 777.590, shall be considered to further the public interest within the meaning of ORS 271.310. [1955 c.423 §8; 1959 c.337 §7; 1965 c.223 §8; 1971 c.728 §91; 2005 c.443 §27]

### **Special Elections**

**777.605 Special elections.** When a board desires to hold an election for the purpose of submitting to the electors of the port any measure that may lawfully be submitted to the electors, at any meeting called in accordance with its rules or the statutes governing the board, the board may adopt a resolution calling a special election. In the resolution the board may describe in general terms the measures which are to be submitted at the election. [Amended by 1971 c.728 §92; 1973 c.796 §76; 1975 c.647 §52; 1983 c.350 §326]

**777.610** [Repealed by 1971 c.647 §149]

**777.615** [Repealed by 1971 c.647 §149]

**777.620** [Repealed by 1971 c.647 §149]

**777.625** [Repealed by 1971 c.647 §149]

**777.630** [1987 c.607 §10; renumbered 285.825 in 1991]

**777.635** [1987 c.607 §11; 1989 c.908 §64; renumbered 285.827 in 1991]

**777.640** [1987 c.607 §12; renumbered 285.830 in 1991]

**777.645** [1987 c.607 §13; renumbered 285.833 in 1991]

**777.650** [1987 c.607 §14; renumbered 285.835 in 1991]

**777.655** [1987 c.607 §15; renumbered 285.837 in 1991]

**777.660** [1987 c.607 §16; renumbered 285.840 in 1991]

**777.665** [1987 c.607 §21; renumbered 285.843 in 1991]

### ***Establishment of Water Transportation Lines***

**777.705 Definitions for ORS 777.705 to 777.725.** As used in ORS 777.705 to 777.725, “bonus” or “bonuses” includes payment of funds for:

- (1) Chartering vessels;
- (2) Guaranteeing to vessels, transportation lines, companies or persons, cargo and tonnage, and guaranteeing to vessels, transportation lines, companies or persons against loss on account of delay in the Columbia River or Willamette River or at the Columbia River bar;
- (3) Absorption of charges for lightering, dredging, towage and pilotage of any vessels; or
- (4) Fixing of pilotage and stevedoring charges, seamen’s wages, fuel costs, supplies and other charges and expenses incident to maritime commerce, at such a rate as may place a port on a competitive basis in such matter with other ports. [Amended by 1971 c.728 §97]

**777.710 Payment of bonus explained.** The payment of a bonus authorized by ORS 777.715 and 777.720 includes the payment of sums necessary to make good the guarantee described by ORS 777.705. [Amended by 1971 c.728 §98]

**777.715 Ports may pay bonuses in aid of water transportation and may charter vessels.** (1) By the payment of bonuses to a person engaged or preparing to engage in the operation of water transportation lines, a port may:

- (a) Aid in establishing water transportation lines between the port and any other domestic or foreign port or ports; and
- (b) Aid in establishing water transportation lines on the interior rivers of this state, on the rivers between Washington and Oregon, or on the rivers of Washington and Idaho reached by navigation from Oregon’s rivers.

(2) A port may charter vessels. [Amended by 1971 c.728 §99]

**777.720 Discretion of board in making payment; contracts.** A board may expend the money raised as authorized by ORS 777.725 in the form of a bonus or bonuses payable to the persons described by ORS 777.715. The money shall be expended in the manner and at such times as the board determines will result in the greatest benefit and advantage to the port and will best aid the establishment and continued operation of the water transportation lines. The board may contract as may be necessary to carry into effect the purposes of ORS 777.725. [Amended by 1971 c.728 §100]

**777.725 Borrowing money to pay bonus; bond issues, amount, terms, interest, signature, approval by electors, name of bonds, sale.** (1) For the purpose of ORS 777.705 to 777.725 and 777.915 to 777.953, a port may borrow money and sell and dispose of bonds. The bonds shall not, singly or in the aggregate, with previous debts and liabilities incurred and outstanding for such purposes, exceed one-fourth of one percent (0.0025) of the real market value of all taxable property within the port. The bonds shall be issued from time to

time as the board may determine, and shall be of such denominations, run for such period of years and for such rate of interest as the board determines.

(2) Bonds shall not be issued unless authorized by the majority of the electors voting upon the question at an election called for that purpose.

(3) Every issue of bonds shall be in serial form so as to mature in numerical order in equal installments annually on and after five years from date. The bonds shall not bear interest exceeding in any event a net effective rate of seven percent per annum. The bonds shall be signed on behalf of the port by its president and countersigned by its secretary. The bonds shall be so conditioned that the port shall agree, in consideration of the premises, to pay at a place therein named to the bearer or registered holder thereof the sum named therein at the maturity thereof in lawful money of the United States, with interest thereon in like lawful money at the rate per annum named therein, payable semiannually in accordance with the tenor and terms of interest coupons thereto attached.

(4) The bonds shall be known as water transportation bonds of the Port of (insert name of port), County of (insert name of county), State of Oregon, as the case may be.

(5) The bonds shall be sold for cash to the highest responsible bidder, upon sealed bids, after advertising; but the board may reject any and all bids tendered and proceed to readvertise when bids are not satisfactory. [Amended by 1967 c.293 §35; 1971 c.728 §101; 1991 c.459 §441]

**777.727** [1985 c.775 §1; renumbered 285.850 in 1991]

**777.729** [1985 c.775 §2; renumbered 285.853 in 1991]

**777.732** [1985 c.775 §§3,6; 1987 c.607 §18; renumbered 285.857 in 1991]

**777.735** [Repealed by 1971 c.647 §149 and by 1971 c.728 §138]

**777.736** [1985 c.775 §5; renumbered 285.860 in 1991]

**777.738** [1985 c.775 §7; renumbered 285.863 in 1991]

**777.740** [Amended by 1971 c.647 §143; repealed by 1971 c.728 §138]

**777.745** [Repealed by 1971 c.728 §138]

**777.750** [Repealed by 1971 c.728 §138]

### ***Export Trading Corporations***

777.755 Legislative findings and policy. The Legislative Assembly hereby finds that:

(1) The geographical location of this state, its maritime resources, its skilled labor force and the availability of land for industrial and commercial development provide an opportunity for the citizens of this state to expand participation in and increase the benefits from international trade and commerce.

(2) The development and operation of international trade and commerce is in the public interest because that trade and commerce promotes the commerce of this state, creates and retains jobs and diversifies the economy of this state.

(3) Export trading corporations, encouraged by federal law, provide a means to develop and facilitate international trade and commerce and the export and import of goods and services through this state by furnishing services necessary to international trade and by the purchase, sale and financing of goods and services.

(4) Export trading corporations can facilitate the expansion of total exports and imports and are an important mechanism for experimentation in the development of innovative international trade programs beneficial to local, state, regional and national economic needs.

(5) Export trading corporations can provide a means for meeting this state's need for well-developed export and import trade intermediaries and can achieve economies of scale and acquire expertise enabling them to export and import goods and services or provide export and import trade services at a reasonable cost to producers. [1983 c.200 §1]

**777.760 Definitions for ORS 777.755 to 777.800.** As used in ORS 777.755 to 777.800, unless the context requires otherwise:

(1) "Board" means the board of directors of an export trading corporation.

(2) "Commissioner" means a member of the board of commissioners of a port.

(3) "Commissioners of the port" means the board of commissioners of the port which formed the export trading corporation.

(4) "Export trading corporation" means a municipal corporation formed by a port under ORS 294.125, 294.316, 646.740 and 777.755 to 777.800.

(5) "Export trading project" means a transaction or arrangement for the purchase, sale, exchange or delivery of goods or services in international trade or commerce.

(6) "Port" means a municipal corporation formed under ORS 777.005 to 777.725, 777.915 to 777.953 and 777.990 or ORS chapter 778.

(7) "Services" includes, but is not limited to, architectural, automatic data processing, business, communications, consulting, engineering, financial, insurance, legal, management, product research and design, repair, training and transportation services. [1983 c.200 §2; 2007 c.804 §81]

**777.763 Export trading corporation; formation by port; hearing; dissolution of corporation.** (1) Any port may form an export trading corporation. Proceedings to form an export trading corporation shall be initiated by a resolution adopted by the commissioners of the port proposing the formation of an export trading corporation and fixing a time and place for a public hearing on the resolution. The hearing shall be held not less than 30 days after adoption of the resolution.

(2) Notice of the public hearing shall be published in one or more newspapers of general circulation within the port not less than 15 days prior to the date fixed for the public hearing.

(3) Any person may appear at the public hearing and present oral or written statements for or against the proposal to form an export trading corporation.

(4) After the public hearing, if the commissioners of the port determine the formation of an export trading corporation would promote the purposes of ORS 294.125, 294.316, 646.740 and 777.755 to 777.800, the board may by ordinance form an export trading corporation.

(5) An ordinance forming an export trading corporation shall include:

(a) The name of the export trading corporation.

(b) The names of the initial board of directors.

(c) The office address and the name and address of the initial registered agent.

(6) Unless a later date is specified, the ordinance shall take effect and the export trading corporation formed on the 30th day after enactment of the ordinance. The ordinance shall be subject to the powers of initiative and referendum vested in the electors of the port.

(7) A certified copy of the ordinance shall be filed with the Secretary of State.

(8) The port by ordinance may dissolve the export trading corporation. The ordinance shall include a plan for the dissolution and liquidation of the assets of the export trading corporation. Any surplus assets remaining after payment of the indebtedness of the export trading corporation shall be transferred to the port. [1983 c.200 §3]

**777.765 Powers of export trading corporation.** An export trading corporation shall constitute a municipal corporation of this state and a public body, corporate and politic, exercising public power. No part of the net earnings of an export trading corporation shall accrue to the benefit of a private person. An export trading corporation may:

(1) Develop, manage and operate export trading projects.

(2) Conduct market research, advertising and marketing, within and outside the boundaries of this state.

(3) Purchase or otherwise acquire, finance, hold, maintain, sell, lease or otherwise dispose of goods or services of every type or nature, within or outside the boundaries of this state.

(4) Acquire or provide communication, insurance, legal assistance, transportation, including trade documentation and freight forwarding, foreign exchange, letters of credit and other necessary or desirable services.

(5) Purchase or otherwise acquire, construct, operate, maintain, lease, rent and dispose of warehouses, elevators, terminals, buildings and other necessary or desirable facilities, within or outside the boundaries of this state.

(6) Enter into contracts, joint ventures, brokerage or other agreements with any person for the purchase, sale or distribution of goods or services, within or outside the boundaries of this state.

(7) Levy and collect rentals, commissions, fees, storage and other charges for use of facilities or services rendered.

(8) Apply for and accept financial, technical or other assistance from any person, including the federal, state, county or city government, or other municipal corporations.

(9) Enter into contracts with any governmental entity or municipal corporation.

(10) Do such other acts or things as may be necessary or convenient for the exercise of the powers granted by ORS 294.125, 294.316, 646.740 and 777.755 to 777.800. [1983 c.200 §10]

**777.767 Authorized agreements.** (1) An export trading corporation may enter into agreements which provide for the establishment of prices or rates, or which require a party to the agreement to sell, lease or purchase a commodity or service solely to or from the export trading corporation or to the persons designated in the agreement, when such agreements are entered into pursuant to export trade activities specified in a certificate issued to the corporation under 15 U.S.C. 4001 to 4021. This subsection is not intended to confer any immunity from federal antitrust laws beyond the immunity conferred by a certificate issued under 15 U.S.C. 4001 to 4021.

(2) When entering into agreements containing the provisions described in subsection (1) of this section, the export trading corporation shall be deemed to be performing a governmental function essential for the benefit of the people of this state and the development and diversification of the economy of this state.

(3) An export trading corporation and a port may enter into agreements for the port to provide accounting, clerical, technical, sales, promotional and other administrative services. The port shall be reimbursed not less than the actual cost for providing such services. [1983 c.200 §13]

**777.770 Additional fiscal powers of export trading corporation.** For the purpose of carrying into effect all or any of its powers, an export trading corporation may:

(1) Borrow money, evidence such borrowing with its promissory notes or other obligations of indebtedness, and pledge in whole or in part any of its assets or revenues not subject to prior liens or pledges.

(2) Issue and sell revenue bonds in the manner and upon the terms and conditions authorized by ORS 777.560 to 777.590.

(3) Purchase, negotiate and sell letters of credit, bills of lading, dock receipts, dock warrants, drafts and other documents of title as defined in ORS 71.2010 (2)(p). [1983 c.200 §11; 2009 c.181 §108]

**777.773 Status of obligations of export trading corporation; prohibited investments.** (1) An obligation of an export trading corporation, whether arising from the sale of revenue bonds or otherwise, shall not in any manner be a general obligation of the port, nor a charge upon any revenues or property of the port.

(2) An export trading corporation shall not acquire stock or other equity interest in any private corporation organized for profit. [1983 c.200 §12]

**777.775 Status of export trading corporation; application of certain laws.** (1) An export trading corporation is not a contracting agency for the purposes of ORS 279A.055, 279A.065, 279A.070, 279A.075, 279A.100, 279A.105, 279A.120, 279C.005, 279C.100 to 279C.125, 279C.300 to 279C.470 and 279C.570 and ORS chapter 279B, except ORS 279B.025, 279B.235, 279B.240, 279B.270, 279B.275 and 279B.280.

(2) An export trading corporation is not a public employer for the purposes of ORS chapters 238 and 238A. [1983 c.200 §16; 2003 c.733 §81; 2003 c.794 §331]

**777.780 Board of directors; election; term; compensation; board officers.** (1) The board of directors of the export trading corporation shall consist of three members. Only commissioners of the port shall be eligible to serve as members of the board of directors. The board of directors shall be elected by majority vote of the commissioners of the port.

(2) The initial board of directors shall consist of one director elected for a one-year term, one director elected for a two-year term and one director elected for a three-year term. Following election of the initial board, the term of office of a director is three years. A director shall serve until a successor is elected and qualified.

(3) Before the expiration of the term of a director, the commissioners of the port shall elect a successor. A director is eligible for reelection. In case of a vacancy for any cause, the commissioners of the port shall elect a person to serve for the unexpired term.

(4) The board shall choose from among its members by majority vote a president, vice president and secretary-treasurer to serve for such terms as the board may determine.

(5) Directors shall not be entitled to compensation for their services but shall be entitled to reimbursements for actual and necessary expenses incurred or paid in the performance of their duties as members of the board. [1983 c.200 §4]

**777.783 Board meetings; rules; quorum.** (1) The board may hold regular meetings at the time and place fixed by the rules of the board. A majority of the members of the board constitutes a quorum for the transaction of business.

(2) Special meetings may be held when called by the president of the board or by a majority of the members of the board in the manner prescribed by the rules of the board. [1983 c.200 §5]

**777.785 Meetings of board to be open to public; executive sessions.** (1) Except as provided in subsection (2) of this section, all meetings of the board shall be open to the public and all persons shall be permitted to attend any meeting.

(2) In addition to matters which may be considered in executive session under ORS 192.660, the board may also meet in executive session to:

(a) Consider preliminary negotiations for an export trading project involving financial or commercial information which the board in good faith determines should be kept confidential.

(b) Review the operation, modification, enlargement or abandonment of an export trading project involving financial or commercial information which the board in good faith determines should be kept confidential.

(3) In its discretion the board may allow representatives of the news media to attend executive sessions held under subsection (2)(a) and (b) of this section on such terms and conditions as the board may prescribe. [1983 c.200 §6]

**777.787 Chief executive officer of export trading corporation; appointment; removal.** (1) The board may appoint a chief executive officer who shall be responsible for the administration of the business affairs of an export trading corporation. The chief executive officer shall perform such duties as the board may prescribe.

(2) The chief executive officer shall hold office for an indefinite term and may be removed from office only by the affirmative vote of a majority of the board. Removal of a chief executive officer may be reconsidered by the board but is otherwise final and not subject to appeal. [1983 c.200 §7]

**777.790 Employees of export trading corporation.** (1) An export trading corporation may employ such persons within or outside the boundaries of this state as necessary or convenient to accomplish its purposes. In addition, an export trading corporation may appoint such agents, brokers or representatives, within or outside the boundaries of this state, as necessary or convenient to accomplish its purposes.

(2) The chief executive officer of an export trading corporation may employ, appoint, discipline or remove all employees, agents, brokers and representatives of an export trading corporation, and fix the compensation to be paid to such persons. [1983 c.200 §8]

**777.793 Disclosure of commercial or financial information prohibited; exception.** (1) Except as provided in subsection (2) of this section, no officer, agent or employee of an export trading corporation shall disclose commercial or financial information concerning an export trading project.

(2) Commercial or financial information may be disclosed:

(a) In a judicial proceeding when disclosure is ordered by a court of competent jurisdiction;

(b) With the consent of the persons whose interests are affected by disclosure;

(c) By an officer, agent or employee of an export trading corporation acting within the scope of employment, as prescribed by rules of the board; or

(d) When the board finds the information would not reasonably be considered confidential, the export trading corporation has not obliged itself in good faith not to disclose the information and disclosure is in the public interest. [1983 c.200 §9]

**777.795 Right to inspect records of export trading corporation; certain records exempt from disclosure.** (1) Except as provided in subsection (2) of this section, the written records of an export trading corporation shall be public records available for inspection under ORS 192.311 to 192.478.

(2) In addition to the exemptions set forth in ORS 192.338, 192.345 and 192.355, the following public records of an export trading corporation are exempt from disclosure:

(a) Information consisting of financial, commercial, sales, production, cost or similar business records of a private concern or enterprise which is not otherwise required to be disclosed by state or federal law.

(b) Trade secrets, as defined in ORS 192.345 (2). [1983 c.200 §14]

**777.800 Annual report.** An export trading corporation shall report annually to the port on the operations of the export trading corporation. A copy of the report shall be filed by the export trading corporation with the Secretary of State. [1983 c.200 §15]

**777.805** [1969 c.599 §39; 1973 c.249 §78; 1975 c.371 §1; 1985 c.565 §120; 1989 c.908 §65; renumbered 285.805 in 1991]

**777.810** [1969 c.599 §40; 1973 c.249 §79; 1975 c.371 §3; 1985 c.565 §121; renumbered 285.807 in 1991]

**777.815** [1969 c.599 §42; 1969 c.599 §42a; repealed by 1973 c.249 §91]

**777.817** [1987 c.607 §17; 1991 c.651 §22; renumbered 285.810 in 1991]

**777.820** [1969 c.599 §43; repealed by 1973 c.249 §91]

**777.825** [1969 c.599 §44; repealed by 1973 c.249 §91]

**777.830** [1969 c.599 §45; 1973 c.249 §80; renumbered 285.813 in 1991]

**777.835** [1969 c.599 §46; 1973 c.249 §81; 1975 c.371 §4; renumbered 285.815 in 1991]

**777.840** [1969 c.599 §47; renumbered 285.817 in 1991]

**777.845** [1969 c.599 §48; 1973 c.249 §82; renumbered 285.820 in 1991]

**777.850** [1977 c.838 §3; 1985 c.565 §122; 1985 c.773 §3; 1989 c.908 §66; 1991 c.483 §1; renumbered 285.870 in 1991]

**777.852** [1977 c.838 §4; 1989 c.908 §67; renumbered 285.873 in 1991]

**777.854** [1977 c.838 §5; 1989 c.908 §68; renumbered 285.875 in 1991]

**777.856** [1977 c.838 §6; renumbered 285.880 in 1991]

**777.858** [1977 c.838 §7; 1979 c.182 §11; 1979 c.800 §1; 1989 c.645 §1; 1989 c.908 §69; renumbered 285.883 in 1991]

**777.860** [1977 c.838 §8; 1979 c.800 §2; 1985 c.773 §1; 1989 c.645 §2; 1989 c.908 §70; 1991 c.483 §2; renumbered 285.885 in 1991]

**777.862** [1977 c.838 §9; 1989 c.908 §71; renumbered 285.887 in 1991]

**777.864** [1977 c.838 §10; 1989 c.908 §72; renumbered 285.890 in 1991]

**777.866** [1977 c.838 §11; 1989 c.908 §73; renumbered 285.893 in 1991]

**777.868** [1977 c.838 §12; 1989 c.908 §74; renumbered 285.895 in 1991]

**777.870** [1977 c.838 §14; 1989 c.908 §75; renumbered 285.897 in 1991]

**777.872** [1977 c.838 §15; 1989 c.908 §76; renumbered 285.900 in 1991]

**777.874** [1977 c.838 §21; 1989 c.908 §77; renumbered 285.903 in 1991]

**777.876** [1977 c.838 §27; 1989 c.908 §78; renumbered 285.905 in 1991]

**777.878** [1977 c.838 §16; renumbered 285.907 in 1991]

**777.880** [1977 c.838 §17; 1979 c.800 §3; 1989 c.908 §79; renumbered 285.910 in 1991]

**777.882** [1977 c.838 §18; 1989 c.645 §3; 1989 c.908 §80; renumbered 285.913 in 1991]

**777.884** [1977 c.838 §§20,24; 1979 c.416 §6; 1985 c.773 §5; 1989 c.908 §81; renumbered 285.915 in 1991]

**777.886** [1977 c.838 §22; 1981 c.653 §6; 1989 c.908 §82; renumbered 285.917 in 1991]

**777.888** [1977 c.838 §23; renumbered 285.920 in 1991]

**777.890** [1977 c.838 §1; renumbered 777.910]

**777.892** [1981 c.532 §2; 1989 c.908 §83; renumbered 285.923 in 1991]

**777.894** [1981 c.532 §3; 1989 c.908 §84; renumbered 285.925 in 1991]

**777.896** [1981 c.532 §4; renumbered 285.927 in 1991]

**777.898** [1981 c.532 §5; renumbered 285.930 in 1991]

**777.900** [1981 c.532 §6; renumbered 285.933 in 1991]

**777.902** [1981 c.532 §7; renumbered 285.935 in 1991]

**777.904** [1981 c.532 §8; renumbered 285.940 in 1991]

**777.910** [Formerly 777.890; renumbered 285.943 in 1991]

### ***Oregon International Port of Coos Bay***

**777.915 Definitions for ORS 777.915 to 777.953.** As used in ORS 777.915 to 777.953, unless the context requires otherwise:

(1) "Board" means the board of commissioners of the Oregon International Port of Coos Bay.

(2) "Coos Bay rail link" means a railroad right-of-way, including spur lines, appurtenances, facilities and related property within the railroad right-of-way, that connects the station of Danebo in Lane County with the station of Coquille in Coos County.

(3) "Port" means the Oregon International Port of Coos Bay. [1987 c.565 §2; 2011 c.437 §1]

**777.917 Oregon International Port of Coos Bay; applicability of statutes.** (1) The Port of Coos Bay is hereby renamed the Oregon International Port of Coos Bay.

(2) Notwithstanding ORS 777.135 to 777.165, 777.410 and 777.415, ORS 777.915 to 777.953 apply to the Oregon International Port of Coos Bay. [1987 c.565 §§2a,3]

**777.920 Board of port commissioners; powers.** (1) The power and authority given to the Oregon International Port of Coos Bay is vested in and shall be exercised by a board of five commissioners. The board may exercise such powers, at regular or special meetings, as is usual and customary with similar bodies.

(2) The port may own, operate, repair and maintain the Coos Bay rail link. [1987 c.565 §4; 2011 c.437 §2]

**777.923 Qualifications of port commissioners.** (1) The board shall be composed of electors registered in the port.

(2) A person is eligible for appointment as a commissioner of the port who at the time of the appointment is a citizen of the United States and of the State of Oregon, and who has for one year immediately preceding appointment resided within the port. [1987 c.565 §5]

**777.925 Appointment of port commissioners; term; vacancies.** (1) Upon the expiration of the term of a commissioner, a successor shall be appointed by the Governor, subject to confirmation as provided by ORS 171.562 and 171.565. Except as provided in ORS 777.927 and 777.930, appointees, when confirmed, shall hold office for a term of four years and until their respective successors have been appointed, confirmed and qualified.

(2) If a vacancy occurs by death, resignation or disqualification of a commissioner, the vacancy shall be filled by appointment by the Governor for the unexpired term subject to confirmation as provided by subsection (1) of this section. [1987 c.565 §6]

**777.927 Removal of port commissioner for malfeasance; statement of charges; notice; court hearing.** If the Governor is at any time satisfied that a commissioner has been guilty of malfeasance in office, the Governor may file with the Secretary of State a written statement of the acts of the commissioner constituting the malfeasance.

Thereupon the Secretary of State shall transmit a copy of the statement to the commissioner named and another copy to the clerk of the Circuit Court for Marion County. After the expiration of 10 days following the delivery of the statement to the commissioner a hearing shall be held before the court, of which hearing the commissioner is entitled to at least five days' notice. If upon the hearing the court determines that the commissioner has been guilty of malfeasance in office, written findings to that effect shall be made and filed by the court. Thereupon the commissioner shall be considered removed from office. The vacancy so created shall be filled as provided in ORS 777.925. [1987 c.565 §7]

**777.930 Removal of port commissioner for lack of attendance; authorized leave of absence.** (1) If a commissioner appointed under ORS 777.925 fails, without being excused by the remaining members of the board, to attend for a period of 60 days any of the regular or special meetings of the board regularly and duly called and held, that commissioner may be removed from office by the Governor.

(2) The board may grant a leave of absence not exceeding three months to a commissioner unable to attend meetings of the board by reason of illness or continued absence from the Oregon International Port of Coos Bay. [1987 c.565 §10]

**777.933 Board meetings; rules; executive committee.** (1) The board shall hold at least one regular meeting in each month on a day to be fixed by it, and may hold special meetings as provided by the rules of the board. At all regular and special meetings a majority of the commissioners then members of the board constitutes a quorum.

(2) The board may create an executive committee of which every commissioner shall be a member and of which a number less than a majority, as the board may determine, may constitute a quorum for the transaction of business. The committee may hold its meetings under such rules as the board may prescribe. However, the executive committee has no power except as a committee and only as expressly conferred upon it by the rules of the board. In no event shall the committee exercise the general powers of the board. The board has no power to appoint or delegate any part of its power or authority to any committee except the executive committee. [1987 c.565 §8]

**777.935 Board officers.** (1) The Governor shall designate one member of the board as president of the board, who shall hold that office until removed from it by the Governor. The president of the board shall have the powers and perform the duties usual to the office of president.

(2) The president of the board shall designate from the other members of the board a vice president, treasurer and secretary of the board, who shall hold those offices until removed from them by the president. Each officer shall have the powers and perform the duties usual to the respective offices. [1987 c.565 §9]

**777.937 Board to report to Legislative Assembly.** The board shall report to the Legislative Assembly of this state, biennially, everything done or performed by the board under this chapter. [1987 c.565 §11]

**777.940 Power to issue general obligation bonds; limitation; dedication of revenues; use of proceeds.** (1) For the purpose of carrying into effect any of the powers granted to the port, the port has the power to borrow money and to sell and dispose of bonds which shall constitute a general obligation of the port and be secured by the port's full faith and credit. Such bonds outstanding at one time shall never exceed in the aggregate one and three-fourths percent of the real market value of all taxable property within the limits of the port, computed in accordance with ORS 308.207. The bonds shall be secured by the taxing power of the port as provided in ORS 777.430 (2). In addition, the port may provide that the bonds shall be payable from and secured by a lien and pledge of all or any part of the revenues derived by the port from the facilities constructed from the proceeds of the bonds.

(2) The port may provide for the creation of special trust funds and may authorize the appointment of a trustee to administer the same and may obligate itself to set aside and pay into a special trust fund any revenues pledged to the payment of the bonds. The port may establish and provide from available funds for the funding of debt service, operation and maintenance reserves.

(3) Proceeds from the sale of the bonds may also be used to pay the costs incurred in issuing the bonds, preliminary work incident to carrying out such powers, including but not limited to planning, engineering, inspection, accounting, fiscal, legal and trustee expenses and other similar expenses, and to pay interest on the bonds for such period as the port may determine, but not to exceed six months beyond completion of the facilities financed with the bonds, and to establish reserves for debt service on the bonds. [1987 c.565 §12; 1991 c.459 §442]

**777.943 Issuance of bonds.** Bonds authorized by ORS 777.940 shall be issued as prescribed in ORS chapter 287A. [1987 c.565 §13; 1997 c.171 §25; 2007 c.783 §228]

**777.945 Certain uses of bond proceeds prohibited in absence of elector approval.** Bonds shall not be issued by the port to provide funds for the establishment or operation of surface ship and air lines or for the payment of bonuses to either such line or lines without the approval of the electors of the port expressed at an election called and held within the port at which such question is submitted. [1987 c.565 §14]

**777.947 Limitation on annual issuance and aggregate amount of bonds in absence of elector approval.** (1) The total amount of general obligation bonds issued in any calendar year by the port without the approval of the electors of the port shall not exceed \$500,000.

(2) The aggregate outstanding principal amount of general obligation bonds issued by the port without the approval of the electors of the port shall not at any time exceed \$1.5 million.

(3) Nothing in this section applies to refunding bonds. [1987 c.565 §15]

**777.950 Certain uses of proceeds of bonds issued without elector approval prohibited.** Notwithstanding any other provision of law, proceeds from the sale of bonds

issued by the port without the approval of the electors of the port under ORS 777.947, except for refunding bonds, shall be used only for construction, maintenance and repair of facilities and works necessary for industrial development within the port, construction, maintenance and repair of docks, piers, wharves, dredge and spoil sites and navigation aids and as matching moneys for state and federal grants for the purposes described in this section. [1987 c.565 §16]

**777.953 Annexation; authority; procedure; effect.** (1) The board, on its own motion, may initiate a proposal for annexation to the Oregon International Port of Coos Bay of territory that is not within the boundaries of another port organized under this chapter. Annexed territory may be either wholly or partially within or outside the same county in which the Oregon International Port of Coos Bay is located. However, if the territory proposed to be annexed is outside Coos County, the territory must be situated entirely within the watershed of the Coos River and its tributaries. The proposal for annexation shall be made in a resolution adopted by the board.

(2) After adoption of a resolution proposing annexation of the territory described in subsection (1) of this section to the port, the board shall fix a day for a public hearing before the board at which time the electors of the port and of the affected territory may appear and be heard on the question of annexation.

(3) The board shall cause notice of the hearing to be published once each week for two successive weeks prior to the day of the hearing in a newspaper of general circulation in the county and shall cause notices of the hearing to be posted in four public places in the port for the same period.

(4) After the public hearing, the board shall file the resolution proposing annexation with the governing body of the county in which the territory proposed to be annexed is situated. The county governing body shall order an election to be held in the territory. The county governing body shall also order the board to hold an election within the boundaries of the port on the same day, both elections to be held for the purpose of submitting the proposed annexation to the electors. The board shall certify the results of the election to the county governing body. The order of annexation shall be entered by the county governing body when a majority of all the votes cast in the territory and the port are in favor of the annexation.

(5) After the date of entry of an order by the county governing body annexing territory to the port, the territory annexed shall become subject to the outstanding indebtedness, bonded or otherwise, of the port in like manner as the territory within the port.

(6) Except as necessary to implement the provisions of subsection (7) of this section, ORS 198.705 to 198.955 and 777.326 do not apply to an annexation proceeding conducted under this section.

(7)(a) Notwithstanding subsection (1) of this section, the board may annex territory within the area constituting the Coos Bay rail link or land planned and zoned for industrial uses that is contiguous to the Coos Bay rail link. In lieu of the procedures described in subsections (2) to (5) of this section, annexation of territory within the area of the Coos Bay

rail link or land planned and zoned for industrial uses that is contiguous to the Coos Bay rail link shall proceed only at the request of the landowner, in accordance with the annexation procedures set forth in ORS 198.857.

(b) Notwithstanding ORS 198.720 (2), the Oregon International Port of Coos Bay may annex territory described in paragraph (a) of this subsection that is within the boundaries of another port. Annexation under this subsection does not withdraw the territory from the other port. [1987 c.565 §16a; 2007 c.804 §82; 2011 c.437 §3]

### ***PENALTIES***

**777.990 Penalties.** (1) Failure by a port treasurer, or county treasurer charged with the duties provided by ORS 777.515, to comply with the requirements of that section for a period of 10 days is a Class A violation.

(2) Subject to ORS 153.022, any person violating a regulation adopted by a port board under ORS 777.120 or 777.190 commits a Class A misdemeanor. [Amended by 1971 c.728 §102; 1999 c.1051 §226; 2011 c.597 §95]

## Appendix F. Port By-Laws



# BY-LAWS

For the Port of Hood River  
Board of Commissioners

Created by Ordinance No. 28



Adopted: May 20, 2025

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**PORT OF HOOD RIVER  
ORDINANCE NO. 28**

**AN ORDINANCE CREATING BY-LAWS FOR  
THE PORT OF HOOD RIVER BOARD OF COMMISSIONERS**

**WHEREAS**, the Port of Hood River is a duly organized municipal corporation of Hood River County, Oregon (ORS 777); and

**WHEREAS**, it is in the best interest of the citizens of the district of this Port and the public generally to have certain ordinances and regulations regarding and relating to the public process of policy development codified; and

**WHEREAS**, an ordinance adopting, amending or repealing a regulation shall not be voted upon unless the ordinance title is included in the published agenda of the meeting (ORS 198.540(1)) and the ordinance title included on the May 20, 2025 agenda was published in the May 14, 2025 issue of the *Columbia Gorge News*; and

**WHEREAS**, the agenda with the ordinance title was published on May 14, 2025 in the *Columbia Gorge News* six days in advance of the regularly scheduled Port of Hood River Board Meeting (ORS 198.540(2)); and

**WHEREAS**, a copy of the ordinance was made available to the public (ORS 198.550(1)(a)); and

**WHEREAS**, the Board of Commissioners (the "Commission") voted to read the ordinance by title only (ORS 198.550(1)(b)) on April 15, 2025 and again on May 20, 2025; and

**WHEREAS**, any interested person who is a landowner within the district or an elector registered in the district may petition the district board to adopt, amend or repeal an ordinance and shall be given a reasonable opportunity to be heard (ORS 198.590); NOW THEREFORE,

**THE PORT OF HOOD RIVER BOARD OF COMMISSIONERS ORDAINS  
AS FOLLOWS:**

**PART I. GOVERNANCE BY POLICIES**

**Section 1. Name.** This document and future amendments to this document will collectively be referred to as "By-laws for the Port of Hood River Board of Commissioners" or simply as "By-laws".

**Section 2. Policies and Procedures.**

- A. The Commission shall adopt, by a majority vote of the entire Commission, By-Laws, fiscal policies, administrative policies, and any other policies determined necessary and reasonable to govern the operation of the Commission, at any regular or special meeting. The Executive Director shall give thirty (30) days' public notice prior to

proposed changes to the By-Laws. Administrative Policies and By-Laws be reviewed no less than every three (3) years, unless otherwise directed by individually approved policies.

- B. Any action of the Commission relative to personnel, administrative, or fiscal matters shall be referenced in the Minutes according to the applicable policy and procedure.
- C. In the absence of an applicable policy or procedure, the Commission may take such action as is necessary for the operation of the Commission by a majority vote. Such action shall become a policy or procedure of the Commission.

## PART II. BOARD OF COMMISSIONERS

### Section 3. Membership.

#### A. Positions and Terms.

- 1. The Commission shall consist of five members, each of whom shall be an elector registered in the Port, serving four-year terms staggered by two years.
- 2. Each Commission member is identified by a position number. Position numbers shall be transferred to the successors of each Commission position. Positions 1, 2 and 3 run concurrently. Positions 4 and 5 run concurrently.
- 3. All Commission members shall represent the entire district.

#### B. Election of Commissioners. The election of Commissioners shall be conducted as provided by ORS chapter 777 and 255.

#### C. Qualifications. No person elected or appointed to the Commission shall be sworn in unless such person meets the qualifications for office set forth in these By-Laws. If questions exist regarding the eligibility of any candidate, the Commission shall obtain an opinion from the Port's legal counsel prior to swearing in such person. No person shall be eligible to be a Commission member under the following circumstances:

- 1. If, at the time of election or appointment, the person is not an elector registered in the Port. (ORS 777.135(1)).
- 2. If the person is affiliated with organizations advocating the overthrow of the government. (ORS 236.030)
- 3. An employee of the district. (ORS 198.115)

#### D. Oath of Office. Each newly elected or appointed Commission member shall take an oath of office, after certification of the election, prior to assuming the duties of the position. A Circuit Court Judge, the Port's Elections Officer, or other, shall give the oath of office:

*"Please raise your right hand. Do you solemnly swear that you will honestly and faithfully discharge the duties of the Office to which you have been elected/appointed, and that you will support the Laws and Constitution of the State, and of the United States of America to the best of your ability?"*

E. Term of Office - Starting Date. Except where the Commission is filling a vacancy on the Commission, terms of office shall start on July 1st following the Port of Hood River's regular election.

F. Vacancies.

1. *Occurrence*. The Commission shall formally declare a position vacant before the expiration of the term if a Commission member:

- a. dies, resigns, or is removed;
- b. ceases to be an elector of the district;
- c. is convicted of an infamous crime, or any offense involving the violation of the oath of office;
- d. refuses or neglects to take the oath of office, or to give or renew the official bond of the Commission member, or to deposit such oath or bond within the time prescribed by law;
- e. the Commission member's election or appointment is declared void;
- f. is found to be mentally unfit to hold such position by the decision of a competent tribunal;
- g. ceases to possess any other qualification required for election or appointment to such office;
- h. is a member of, or affiliated with, any organization which advocates the overthrow of the Government of the United States by force or violence;  
or
- i. is absent from four (4) or more consecutive regular meetings of the Commission.

2. *Filling*. The Commission shall establish a policy for the filling of vacant Commission positions by resolution.

3. *Term*. An individual appointed to fill a vacancy shall only fill that vacancy until the June 30 next following the Port's next regular election. The successor elected at the Port's next regular election shall fill the vacancy from July 1 to the end of the term during which the vacancy occurred. (ORS 198.320(2) and 255.245)

**Section 4. Powers and Duties.**

A. The primary duty and function of the Commission is to conform in every way to all applicable local, state, and federal laws in its functioning and to execute the laws of the state of Oregon governing port districts. Oregon's ports are granted broad authority by the Oregon legislative authority to promote economic development within their local districts. The powers and functions of ports are delineated in the principal act for port districts, Oregon Revised Statutes (ORS) Chapter 777, specifically ORS 777.080 – 777.725. The power of Ports, as special districts, are specified in ORS Chapter 198, and elections for ports are specified in ORS Chapter 255.

B. If any policy, rule, or portion thereof is found to conflict with any local, state, or

federal law or regulation, such policy or portion as determined by the Commission shall be deemed void until further Commission action. It shall be the responsibility of all Port personnel to bring any such conflict to the Executive Director's attention immediately upon discovery for consideration by the Commission.

- C. Meeting the Needs of the Port. The Commission shall exercise those powers granted to it, and shall carry out those duties assigned to it by law, in such a way as to best meet the needs of the Port.
- D. Represent Constituents. The Commission shall: (1) represent the constituents of the Port; (2) inform the public concerning the progress and needs of the Port and solicit and consider public opinion as it affects the programs and services provided by the Port; (3) limit contact with the media to re-stating the Commission's position and not individual agendas. Official statements from the Commission shall be directed through the President with coordination with the Executive Director.
- E. Formulation and Interpretation of Port Policy, Rules, and Regulations. The Commission shall establish and interpret policy, rules, and regulations, reserving to itself all authority and responsibility not expressly assigned to the Executive Director.
- F. Select Officers/Compensation. The Commission shall select board officers, create personnel rules by resolution, create employment classifications, and determine compensation and reimbursement amounts.
- G. Form Committees.
  - 1. *General.* The Commission has the authority to form, dismantle, inactivate, or activate committees as permitted by state law. Committees do not have the authority to act on behalf of the Commission though they may make recommendations. Committees formed by the Commission shall conform to public meeting, ethics, and records laws. Unless specified differently in resolution, committee members must be electors of the Port District; and include at least one non-voting Commissioner who shall serve as the liaison between the committee and the Commission. All Commissioner liaisons to committees must be appointed as such via resolution. Committee reports shall be given to the Commission monthly.
  - 2. *Types of Committees.*
    - a. Statutory. The Budget Committee, mandated and governed by ORS 294.336, is a statutory committee whose membership consists of the members of the Commission and five private citizen appointees. Budget Committee members must be electors of the district. A resolution is not necessary for the Budget Committee.
    - b. Permanent. Permanent Committees are standing committees that exist to make recommendations to the Commission and work with staff on issues primarily related to specific departments of the Port.
    - c. Ad Hoc. Ad Hoc Committees have limited assignments set by resolution and typically are terminated upon completion of an assignment or a

decision of the Commission.

- d. Internal. Internal Committees are made solely of no more than two Commissioners and staff. These committees assist staff with operational issues or allow for a more detailed discussion of Port operations than would normally be accommodated during a regular Commission meeting. A quorum shall not be present at Internal Committee meetings. Internal Committees shall not make recommendations directly to the Port Commission.

3. *Creation of Committees*. Other than those required by state law, committees shall be formed by resolution. Committees shall use the Port Commission Rules of Order. The resolution should, at minimum, address the following criteria:

- a. Membership and quorum requirements;
- b. Appointing requirements;
- c. Criteria for membership (if any);
- d. Staff person assignment (if any);
- e. Length of membership terms;
- f. Committee category (ad hoc, internal, statutory, or permanent);
- g. Purpose, scope, and authority;
- h. Budget (if any) for carrying out the purpose; and
- i. Acknowledgement of budgetary impacts to the port (if any) generated by a recommendation from the committee.

4. *Procedures for Member Recruitment*.

- a. Required for Statutory, Permanent and Ad Hoc Committees.
- b. Advertise position vacancy in local media for two (2) consecutive weeks.
- c. Require applicants to complete and return to the Port a written application.
- d. Staff will prepare staff report with qualifying applicants for the reviewing board. Reviewing board will select those to be interviewed.
- e. The Commission may choose to forego the interview process if the entire Commission agrees.
- f. Appoint members to the committee.
- g. Incumbents are required to re-apply at the end of their terms as part of the recruitment process.
- h. The Commission may modify these procedures by separate resolution, if necessary.

5. *Removal, suspension, or reprimand*. The Commission may remove, suspend or reprimand a member whenever, upon proper proceedings for that purpose, it appears to the Commission that:

- a. The member has committed an act or carried on a course of conduct of such nature that, if the member were applying for the commission, the application should be denied;

- b. The member has been convicted in any jurisdiction of an offense which is a misdemeanor involving moral turpitude or a felony under the laws of this state, or is punishable by death or imprisonment under the laws of the United States, in any of which cases the record of the conviction shall be conclusive evidence;
  - c. The member is guilty of willful misconduct;
  - d. The member is guilty of violation of any of the provisions of Oregon Government Ethics Law;
  - e. The member is guilty of gross or repeated neglect of duty on the committee, including having three or more unexcused absences within two years; or
  - f. The member has violated any of the provisions of the resolution establishing such commission.
- H. Provide Safe Work Environment. The harassment and discrimination policies that apply to Port personnel also apply to elected officials. Commission members are held to the same standard and for doing their part in reaching this goal of a harassment- and discrimination-free workplace by ensuring clear and written policies on these topics and abiding by these policies.
- I. Strategic Business Planning. The Commission shall update its strategic business plan no later than every ten years and use this plan as its guiding document in the development and direction of the Port's mission, vision and goals. The Commission should annually review components and goals stated within the Strategic Business Plan, as part of the budget planning process. (OAR 123-0025)
- J. Fiduciary Responsibilities. The Commission has ultimate responsibility over the Port's finances, including the adoption of the budget (ORS 294), approval of financial reports, payment of bills and the annual audit. The Commission shall adopt resolutions for the development of financial policies.
- K. Membership Liaisons. The Commission shall annually review organizational memberships and assign liaisons to represent the Port's interests to and participation in those organizations.
- L. Appointment/Removal of Executive Director.
  - 1. The Commission confers chief executive authority to the Executive Director. A resolution naming the Executive Director as the Port's registered agent shall be forwarded to the Secretary of State and County Clerk. (ORS 198.340)
  - 2. The Commission is solely responsible for the appointment and removal of the Director. The Director is responsible to the Port Commission.
  - 3. A majority of the full Commission shall appoint and may remove the Director.
  - 4. When the Director is temporarily unable to act as Director or when the office of Executive Director becomes vacant, the Commission shall appoint a Director pro tem. The Director pro tem has the authority and duties of Director, except that a pro tem Director may appoint or remove employees

- only with Commission approval. If the Director will be taking paid time off, the Director will name a Director pro tem.
5. Upon a vacancy in the office, the Commission shall fill the position within six months. The Commission shall adopt a process for the appointment of the Director by resolution.
  6. No Commissioner shall directly or indirectly attempt to coerce the Director or a candidate for the office of Director in the supervision, appointment or removal of any employee, or in administrative decisions regarding the implementation of port policies.
  7. The Commission shall review the Director's work performance annually as set forth in the Port's personnel policy or employment agreement.
- M. Approve all Contract Agreements. The Commission is designated as the Port local contract review board for the purpose of carrying out the obligations of ORS 279A, 279B, and 279C, and enacting, enforcing, and regulating the Port local contracting rules. The Commission shall approve all contracts and agreements as set forth in the Port local contracting rules and other policies.
- N. Adopt Annual Budget. Prior to the last regular meeting of the fiscal year, the Executive Director or his/her designated representative shall submit to the Commission a proposed operating budget for the upcoming year for review by the Commission. The proposed budget will have been approved and recommended by the Budget Committee, per Oregon Budget Law. Matters involving the budget shall be handled in accordance with ORS 294. The fiscal year for the Commission shall commence on July 1 and end on June 30.
- O. Conduct Audit. A financial audit of the Port shall be done on an annual basis. The Finance Director, shall ensure the preparation of an annual financial report which shall be presented to the State of Oregon pursuant to the provisions of ORS 297.425.
- P. Access to Attorney, other consultants. The President and/or Executive Director may request any legal, financial or insurance advice that may be needed in dealing with matters pertaining to the welfare of the Port. Individual Commissioners should direct requests for information from contracted service providers through the President and/or Director to avoid incurring personal charges for unapproved contact. A quorum of the Commission may request information from Port consultants during any public meeting.
- Q. Direct Use and Disposal of Real Estate and Property. The Port has real estate holdings that are important strategic assets for the Port and the region. Therefore, the Port engages in acquisition, disposition and leasing of real property on a regular basis. The Port shall adopt a resolution that describes the procedures for management of Port property.
- R. Leasing of Port Property. Matters involving the leasing of Port property shall be handled in the matter prescribed by the Port's adopted Lease Policy, when adopted by resolution.
- S. Interactions with Port Personnel. Neither the Commission nor any of its

Commissioners shall give orders or directives directly to any Port employee, other than the Executive Director and any other Port officers directly appointed by the Commission, except to and through the Executive Director. The Commission and its Commissioners shall respect the separation between the Commission's policy role and the Executive Director's administrative responsibilities by:

1. Not interfering with the day-to-day administration of Port business, which is the Executive Director's responsibility and includes personnel management.
2. Refraining from actions that would undermine the Executive Director's authority.
3. Directing individual inquiries and requests for information to Port personnel through the Executive Director, who will then communicate with Port personnel on the requesting Commissioner's behalf.
4. Refraining from contacting Port personnel, other than the Executive Director.
5. Notwithstanding the above, Commissioners may interact with Port personnel directly in the following circumstances:
  - a. Commissioners who are given express permission to contact Port personnel by the President, or by majority vote of all Commissioners present at a public meeting, may contact such Port personnel directly.
  - b. Commissioners who are appointed by the Commission to serve as liaison to Port committees may contact Port personnel associated with the committees regarding matters related to those the committees.

#### T. Decorum and Conduct.

1. Commissioners shall observe the highest levels of decorum and conduct during all Commission meetings and while representing the Commission.
2. Commissioners shall not, by conversation or action, delay or interrupt any proceedings or refuse to obey the orders of the President or these by-laws.
3. Commissioners shall, at all times, be mindful of the role of the Commission and of their roles as Commissioners and shall refrain from acting outside of their role or in a manner that unduly interferes with the conduct of the Port's business.
4. Commissioners shall, at all times, treat their fellow Commissioners, Port personnel, Port volunteers, and members of the public with respect and courtesy and refrain from using profanity and vulgarity and from making abusive and harassing comments.

#### Section 5. Commissioner Orientation.

- A. Cooperation with Commission Candidates. The Commission, through its Executive Director, shall cooperate impartially with candidates for the Commission and provide them with information about policies, administrative regulations and other aspects of the operation of the Port.
- B. Orienting New Commissioners. The Commission and its Executive Director shall

assist each new member-elect and appointee to understand the Commission's functions, policies, and procedures before he/she takes office. The following methods shall be employed:

1. New Commission members shall be invited to attend and participate as a member of the audience in public Commission meetings prior to being sworn in.
2. New Commission members shall be invited to meet with the Executive Director to discuss services provided by the Port.
3. The Executive Director shall provide material pertinent to Port meetings and respond to questions regarding such material upon request.
4. The Executive Director shall provide access (preferably via digital files) to each new Commission member:
  - a. A current list of all active ordinances and resolutions.
  - b. A copy of the Port's most recent Strategic Business Plan including Mission, Vision and Goals.
  - c. A copy of the Attorney General's "Public Records and Meetings Manual."
  - d. A list of all Port personnel by position and the Executive Director's employment contract.
  - e. Copies of the minutes of all Commission meetings, except for executive sessions, for the preceding twelve (12) months.
  - f. Copies of the Port's current and previous fiscal year budgets and financial audits.
  - g. Copies of the Port's insurance policies upon request.
  - h. Copies of all such documents as the Port's attorney may recommend with respect to any pending claims or lawsuits upon request.
  - i. Such other materials as the Commission may direct or the Executive Director deems appropriate.
5. New Commission members shall receive training sanctioned by the Special Districts Association of Oregon (SDAO), Oregon Public Ports Association (OPPA), Oregon Government Ethics Commission (OGE) and/or other similar organization within one year of taking office. It is strongly encouraged that Commission members maintain continuing training in subsequent years. The Port budget shall include funds to train Commission members. Commission member education or training shall be generally described and summarized in the Annual Report to the Commission.

## **Section 6. Financial Considerations.**

- A. Commissioner Compensation. Commission members shall not receive compensation for their service to the Port District unless otherwise defined in the Annual Business Matters Resolution.
- B. Travel Advancement and/or Reimbursement. Commission members shall be advanced or reimbursed for their actual and reasonable travel and other expenses

incurred in the performance of official Port duties, as funds are available through the budget process following the same procedures as identified in the Port's Personnel Policy.

- C. Advancement/Reimbursement Documentation. Commission members incurring reimbursable expenses or requesting advancement shall submit proper documentation of such expenses on a signed form to the Executive Director for reimbursement or advancement by the Port. Payment shall be made following normal bill paying procedures.

**Section 7. Bonding and Insurance.** The Commission shall purchase crime coverage that addresses the fiduciary responsibility set forth in ORS 198.220 and the Port shall pay the premium.

**Section 8. Political Activities.** Any Commission political activities will be conducted in accordance with Oregon state law (ORS 260.432).

**Section 9. Public Records.** The Commission shall adopt a Public Records resolution in accordance with ORS 192.440.

### **PART III. DUTIES OF COMMISSION OFFICERS**

#### **Section 10. Duties of the President.**

- A. The President of the Commission shall preside at meetings of the Board of Commissioners.
- B. The President shall consult with the Executive Director regarding the preparation of each Commission meeting agenda.
- C. The President shall have the same right as other members of the Commission to discuss and to vote on questions before the Commission.
- D. The President may call Special Meetings of the Commission as described here forth.
- E. The President shall serve as Port's media contact.
- F. The President shall sign and shall sign all resolutions, contracts, leases, and other instruments on behalf of the Commission, unless otherwise provided by a decision of the Commission.
- G. Shall submit an annual report to the Commission. (ORS 777.140(2))
- H. The President shall perform all such other duties as are incident to his/her office or are properly required of him/her by the Commission.
- I. The President shall ensure and enforce decorum during all Commission meetings, as required by these by-laws.

#### **Section 11. Duties of the Vice President.**

- A. The Vice President of the Commission shall, in the President's absence, or during any disability of the President, have the powers and duties of the President of the Commission.
- B. The Vice President shall submit an annual report to the Commission. (ORS 777.140(2))
- C. The Vice President shall have such other powers and duties as a majority of the Commission may from time to time determine.

#### **Section 12. Duties of the Secretary.**

- A. The Secretary shall attest the signature of the President on all officially approved documents.
- B. The Secretary shall ensure that minutes, documents and records created through public meetings are properly recorded and codified. These responsibilities shall be delegated to staff.
- C. The Secretary shall submit an annual report to the Commission. (ORS 777.140(2))

#### **Section 13. Duties of the Treasurer.**

- A. The Treasurer shall ensure that the Commission maintains accounting and financial statements. These responsibilities shall be delegated to staff.
- B. The Treasurer shall review financial reports.
- C. The Treasurer shall submit an annual report to the Commission. (ORS 777.140(2))
- D. The Treasurer shall have such powers and duties as usual in accordance with the office as described in ORS 777.140 and shall act in the capacity of Acting Secretary when the Secretary is absent or unable to fulfill his/her duties.
- E. The Treasurer shall strive to meet with staff monthly to review financial documents.

#### **Section 14. Duties of Commissioners Generally.**

- A. All Commission members are eligible to sign checks upon approval. Public officials, however, are prohibited from signing checks paid to themselves, their relatives, or businesses with which the official or their relatives are associated, as such terms are defined by state law.
- B. Commission members shall have such other powers and duties as a majority of the Commission may from time to time determine.

- C. If any office becomes vacant, the vacancy will be filled at the next regular meeting of the Commission following the process set forth in the Election of Commission Members.

**Section 15. Election of Officers.** At the first regular meeting of July, on an annual basis, the Commission shall elect a President, Vice President, Secretary and Treasurer.

- A. The order of nominations shall be President, Vice President, Secretary and Treasurer.

**B. Process:**

1. Four of five Commission members must be in attendance before an officer may be elected.
2. A Commission member may be elected as an officer upon receiving a nomination, a second and a vote of the majority in attendance. A Commission member may not nominate or second their nomination but may vote on the nomination.
3. If the nominated Commission member does not receive a majority, the sitting Commission President shall continue asking for nominations until the office is filled. If an office is unable to be filled, the sitting office holder shall remain in the position (the office may become vacant if the most recent office holder is not available) until the next scheduled meeting. The business item will then be placed on the next agenda.
4. An alternative process is to elect a plank of officers. Commission member not on the proposed plank shall nominate their nomination. All Commission members are eligible to second and vote for the plank.
5. In case of emergency, other processes may be used to appoint officers.

- C. The one-year term of office is from July 1st until June 30th of the following year.

#### **PART IV. ETHICS AND CONFLICTS OF INTEREST**

**Section 16. Public Officials.** Elected officials are public officials for purposes of Oregon's Ethics Laws. (ORS 244.020(14))

**Section 17. Prohibitions Regardless of Disclosure.** The following actions are prohibited regardless of disclosure:

- A. Use of or an attempt to use official position for financial gains or to avoid financial detriment that would not otherwise be available but for the public official's holding of the official position or office for the public official, a relative or household member of the public official, or any business with which the public official or a relative or household member of the public official is associated (ORS 244.020(15));
- B. Using confidential information to further or attempt to further the personal gain of the public official, a relative or household member of the public official, or any business with which the public official, a relative or household member is associated;
- C. Promises of future employment based upon a specific vote, official action, or

judgment of the public official;

- D. Receipts of gifts over \$50 in a calendar year received by a public official, relative or member of their household from anyone who has a legislative or administrative interest in the business of the port (ORS 244.025);
- E. A public official may not participate in any interview, discussion or debate regarding the appointment, employment, promotion, discharge, firing, or demotion of a relative as defined by ORS 244.175(4); or
- F. A person may not, for two years after they cease to hold a public official position, have a direct beneficial interest in a public contract that was authorized by:
  - 1. The person acting in the capacity of a public official; or
  - 2. The person participating as a member of the commission authorizing the contract.

**Section 18. Nepotism.** Commission members cannot participate in any personnel action taken by the Port that would impact the employment of a relative or member of the Commission member's household. (ORS 244.177) The Commission is prohibited from hiring an applicant for the position of Executive Director if a member of the Commission is related to the applicant. The Commission should avoid appointing a Commission member to fill a vacancy who is related to the Executive Director.

**Section 19. Financial Disclosure.** Commission members are required to file Statements of Economic Interest (SEI) annually (ORS 244.050(r)).

**Section 20. Conflicts of Interest.** There are two types of Conflicts of Interest: potential and actual. There are also exceptions to these rules.

- A. Potential Conflict of Interest. A potential conflict of interest is any official action of a public official that *could* result in private financial benefit detriment to the person, or the person's relative, or any business with which the person or the person's relative is associated. When a Commission member becomes aware that his or her public action may result in a personal financial benefit to himself/herself, or one of his/her relatives, or a business with which he/she or one of his/her relatives is associated, then the Commission member must publicly disclose the nature of the conflict of interest. After publicly announcing the potential conflict of interest at each meeting where the matter giving rise to the conflict is being discussed or acted upon, the Commission member may participate in the discussion and vote on that matter. The disclosure must be recorded in the meeting minutes. A Commission member must announce a conflict of interest on each occasion when the matter giving rise to the conflict of interest is discussed or debated.
- B. Actual Conflict of Interest. An actual conflict of interest is any official action of a public official that *shall* result in private financial benefit or detriment for the person, or the person's relative, or any business with which the person or the person's relative is associated. As with potential conflicts of interests, the Commission member must publicly disclose the nature of the conflict of interest at

each meeting where the matter giving rise to the conflict is being discussed or acted upon. The disclosure must be recorded in the meeting minutes. When facing an actual conflict of interest, the Commission member must also refrain from participating in any official action on the matter, including any discussion or vote. A Commission member must announce an actual conflict of interest on each occasion when the matter giving rise to the conflict of interest is discussed or debated.

- C. Class Exemptions Regarding Conflicts of Interest. The "class exemption" regarding conflicts of interest means that a public official does not have a conflict of interest if their decision or action would affect them and a large group of people ("class") to the same degree, essentially meaning their personal interest is not significantly different from the interest of the whole group they are part of, allowing them to participate in the decision-making process without a conflict of interest issue. The Oregon Government Ethics Commission (OGECE) has the authority to decide whether a group constitutes a valid "class" and whether a class exemption applies in a particular situation. (ORS 244.020(12)(c))

**Section 21. Acceptance of Contributions.** The Commission may accept contributions from individuals, groups, corporations, foundations, or any branch of government. Such contributions shall be regulated according to ORS 244.020(6)(a).

## **PART V. COMMISSION MEETINGS**

### **Section 22. Preparation for Meetings.**

- A. Preparation of Agenda. The Executive Director shall draft the Agenda after conferring with the President. Any Commission member may submit a request to the President or Executive Director for an item to be added to the agenda no later than five days before a scheduled meeting.
- B. Distribution of Materials to Commission Members. The Agenda, Executive Director's Report, financial reports and other materials related to Commission business shall be given to each Commission member at least five (5) days prior to any regularly scheduled Commission meeting, unless circumstances require otherwise. The Port shall attempt to distribute materials electronically or digitally to conserve resources. At the same time, the Executive Director shall provide members with detailed information relative to the Agenda, and references to existing policy pertinent to Agenda items.
- C. Anonymous Communications. Anonymous and unsigned communications shall not be introduced in Commission meetings or included in the board packet and record.

**Section 23. Order of Business.** Agenda items and/or the order of business may be modified from time to time at the discretion of the President, as necessary. The following order shall be generally observed:

- A. The following order shall be generally observed:
1. Call to Order

each meeting where the matter giving rise to the conflict is being discussed or acted upon. The disclosure must be recorded in the meeting minutes. When facing an actual conflict of interest, the Commission member must also refrain from participating in any official action on the matter, including any discussion or vote. A Commission member must announce an actual conflict of interest on each occasion when the matter giving rise to the conflict of interest is discussed or debated.

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- A. The following order shall be generally observed:
1. Call to Order

2. Changes to the Agenda
3. Public Comment/Correspondence
4. Consent Agenda
5. Informational Reports
6. Presentations & Discussion Items
7. Executive Director's Report
8. Commissioner, Committee Reports
9. Action Items
10. Commission Call/Upcoming Meetings
11. Adjournment

**B. Consent Agenda**

1. The purpose of the consent agenda is to expedite regular Commission meetings by grouping routine or uncontested items of business so that they may be approved by one motion. The consent agenda may include any or all of the items on the regular agenda. The President and Executive Director shall develop the consent agenda during preparation of the agenda. The Commission, by consensus, may add any item of business on the regular agenda to the consent agenda. Any Commission member may remove any item from the proposed consent agenda for consideration during Action Items. Revisions, corrections, or clarifications to consent agenda items shall be considered first, prior to voting on and without removing these items from the consent calendar. The remaining items on the consent agenda may then be considered for action by a single vote. A vote in favor of or opposition to the consent agenda is considered to be a vote on each of the individual action items.
2. Consent agendas may not include action items related to Ordinance adoption.
3. If the consent agenda is used, public comment shall be scheduled in advance of the consent agenda adoption.

**C. Modifications to the Order of Business can be made by a consensus of the Commission.**

**Section 24. Notice and Location of Meetings.**

- A. Application. This policy applies to all meetings of the Board of Commissioners, and to any meetings of committees or advisory groups appointed by the Commission if such committees are subject to Oregon public meetings law.
- B. Location of Meetings. All meetings shall be held within the geographic boundaries of the Port, except for training sessions held without any deliberative action. No meeting shall be held in any place where discrimination based on race, creed, color, sex, age, national origin or disability is practiced. All meetings shall be held in places accessible to the handicapped. All regular and special meetings will be held at the Commission meeting location named in the annual Business Matters Resolution or at such other place designated by the President, subject to all notice requirements as provided by statute and this Ordinance. The President shall have discretion as to how

public comment is received.

- C. Meetings Held by Telephone or E-Mail. The Commission shall refrain from e-mail exchanges or conference calls between or involving a quorum of the Commission that may trigger public meeting rules. A series of one-on-one conversations between members of the Commission with the intent to discuss a vote or the outcome of a vote (a "serial" or "shuttle" meeting) would also be considered an improperly noticed meeting.
- D. Regular Meetings. The Commission shall hold one regular monthly meeting on the third Tuesday of each month. Such meetings shall be held at the Port of Hood River's Registered Business Office or other location as stated by resolution at 5:00 p.m. or at such other places and times as the Commission may designate from time to time. The Commission may reconsider meeting times and locations annually as part of the review of the annual Business Matters Resolution. (ORS 198.340(2))
- E. Special Meetings. The Commission shall hold special meetings at the request of the President or any three members of the Commission. If the President is absent from the Port, Special Commission meetings may be held at the request of the Vice-President. No special meeting shall be held upon less than 24 hours public notice.
- F. Work Sessions. Work sessions may be called by the President or by any three members of the Commission. Notices of work sessions will be given, and minutes taken the same as with special meetings. Work sessions may be held for the purpose of discussing Port business that requires more time and exploration than a regular meeting would allow. Final decisions shall not be made at a work session. However, a workshop may be held in conjunction with a regular or special meeting where a final decision may be made.
- G. Emergency Meetings. Emergency meetings of the Commission may be held upon a call of the President or any three members of the Commission and require as much notice as possible under the circumstances. The minutes of the meetings must reflect the reason for the emergency meeting and explain why less than 24 hours' notice was given. Only such matters as pertaining to the emergency may be discussed at such a meeting. Final action may be taken at an emergency meeting.
- H. Executive Sessions. The President or any two members of the Commission may call an executive session. Only Commission members and persons specifically invited by a majority of the Commission shall be allowed to attend executive sessions. Members of the press may attend executive sessions. Attendance should be in person to ensure discretion. Any person present may disclose no matter discussed during such session, though members of the press may use information gained during an executive session to follow new leads. Notices shall be given in the same manner as for regular, special and emergency meetings, except that the notice need only indicate the general subject matter to be considered by citing the statutory basis for calling the executive session. Before entering executive session, the President shall read into the record the statutory authority for the executive session in accordance with ORS 192.660. The Commission shall not take any votes nor make any final decisions while in executive sessions.

**I. Notice of Meetings.**

1. The proposed Agenda will simultaneously be distributed to all Port Commission members and personnel, local and other news media, and posted at the required locations convenient for review by the public following guidance in the Commission's Annual Business Matters Resolution.
2. Notice of the time, place, and principal subjects to be considered shall be given for all meetings. For regular meetings, the notice shall be in the form of an agenda.
3. The agenda shall be published on the Port's website.
4. E-mailed notice shall also be sent to any persons whom the Port knows may have a special interest in a particular action, unless such notification would be unduly burdensome or expensive. For special meetings, notices shall be issued or phone calls made to local media; and interested persons shall be notified by e-mail or telephone. For emergency meetings, the Port shall attempt to contact local media and other interested persons by telephone to inform them of the meeting. The Port shall attempt to distribute Agendas and Notices via e-mail or the Port's website when possible.

**J. Social Gatherings, Public Functions and Training.** Gatherings or other functions in which the purpose is not to discuss business items or to receive background information on a potential future business item are not covered by Public Meeting Law. However, Commission members should be warned that if during the course of the gathering a quorum of the Commission were to deliberate on a matter, that would lead to a violation.

**Section 25. Quorum.** Three Commission members shall constitute a quorum. If only a quorum is present, a unanimous vote shall be required to take final action unless otherwise allowed by policy. A lesser number may meet and adjourn from time to time and compel the attendance of absent members.

**Section 26. Roster.** Staff shall require all members of the public interested in speaking to sign a public roster indicating agenda items of interest and affiliations. The roster shall be part of the public record.

**Section 27. Minutes of Meetings.**

**A. Written Minutes.** The Commission shall keep and approve written minutes of all its meetings in accordance with the requirements of ORS 192.650. Minutes shall be signed by the President, attested by the Secretary and codified following standard practices. Minutes of public meetings shall include at least the following information:

1. All members of the Commission present;
2. All motions, proposals, resolutions, orders, ordinances and measures proposed and their disposition;
3. Results of all votes, including the vote of each member by name unless unanimous;

4. The substance of any discussion on any matter; and
  5. A reference to any document discussed at the meeting.
- B. Written Notes Submitted to Record. Staff's written notes, if any, used to develop the minutes, shall be submitted into the record. If these notes contain substantive information not included in the official minutes, they shall be retained in accordance with the applicable records retention schedule. Otherwise, they may be discarded once the official minutes are approved. All recordings of public meetings shall be submitted into the record.
- C. Minutes of Executive Sessions. Minutes of executive sessions shall be kept separately from minutes of public meetings. Minutes of executive sessions may be kept either in writing, in the same manner as minutes of public sessions, or by tape recording. If minutes of an executive session are kept by tape recording, written minutes are not required, unless otherwise provided by law. (ORS 192.650(2))
- D. Disclosure of Executive Session Matters. If disclosure of material in the executive session minutes would be inconsistent with the purpose for which the executive session was held, the material may be withheld from disclosure. No executive session minutes may be disclosed without prior authorization of the Commission. (ORS 192.650 (2))
- E. Amendments to Minutes. Additions and corrections to minutes shall be identified in the minutes of the meeting in which the additions and corrections were discussed.
- F. Retention. Officially approved minutes, resolutions, ordinances and a meeting packet shall be retained in accordance with the Oregon Administrative Rule (OAR) 166 Division 150 County and Special District Retention Schedule. Audio recordings of the Meeting Minutes will be kept for three years, unless otherwise noted in OAR.
- G. Availability to the Public. Draft and approved minutes of public meetings shall be made available to the public within a reasonable time after the meeting. Every attempt will be made to post minutes to the Port's website to increase public access. (ORS 192.650(1))

## PART VI: RULES OF ORDER

**Section 28. Purpose.** The rules of order should be liberally construed to that purpose, and Commissioners should avoid invoking the finer points of parliamentary procedure when such points serve only to obscure the issues before the commission as a whole and confuse the audience at public meetings and the citizens in general.

**Section 29. Presiding Officer.** The President shall preside at Commission meetings. In the President's absence, the Vice President shall preside. If both the President and Vice President are absent, any other member of the Commission may preside.

**Section 30. Convening the Meeting.** At or near the time appointed, the President shall immediately call the meeting to order. Staff shall enter in the meeting minutes the names of the Commission members present.

**Section 31. Recognition.** Every Commission member, staff member and member of the public shall refrain from discussion until recognized by the President. The President reserves the right to lessen recognition requirements to encourage communication as long as staff can adequately record the proceedings.

**Section 32. Changes to the Agenda.** A request to add a business item to the agenda or to otherwise consider a special order of business may be requested by any Commission member, but shall require a majority concurrence of the Commission members present.

**Section 33. Public Comment.**

- A. Generally. Public comment during Commission meetings is not an absolute right. Rather, the Commission permits public comment only for the limited purpose of hearing from the public about matters directly related to the business of the Port that is within the Commission's jurisdiction. The public comment period is a limited public forum and comments are therefore appropriately limited to matters of concern, official action, or deliberation which are or may come before the Commission. The Commission is not creating an opportunity for and will not accept public comment on matters that fall outside the scope of the Commission's jurisdiction. Any member of the general public wishing to address the Commission on a matter within the Commission's jurisdiction may do so at the time set for public comment during each regular meeting. Public comment shall be limited to three minutes per person. The Commission, in its sole discretion, may extend this time, or may request further information be presented to the Commission at a later date.
- B. Complaints and Suggestions to the Commission. When any citizen brings a complaint before or makes a suggestion to the Commission, other than for items already on the agenda, the President shall first determine whether the issue is legislative or administrative in nature and then:
1. If legislative, and a complaint about the letter or intent of the legislative acts or suggestions for changes to such acts, and if the Commission finds such complaint suggests a change to an ordinance or resolution of the Port, the Commission may refer the matter to staff for study and recommendation.
  2. If administrative, and a complaint regarding staff performance, administrative execution or interpretation of legislative policy, or administrative policy within the authority of the Executive Director, the President shall then refer the complaint directly to the Executive Director for review. The Commission may direct the Executive Director to report to the Commission when the review has been made. In a complaint against the Executive Director, the President may investigate and report back to the Commission at a later date.
- C. Decorum. All those participating in public comments must adhere to the same standards of decorum as the Commissioners. Public comment must not unduly interfere with the Commission's ability to conduct business or otherwise disrupt Commission meetings. Comments that substantially interrupt, delay, or disturb the peace and good order of the proceedings of the Commission are not permitted.

Examples of such types of comments include shouting, use of profanity or vulgarity, or speaking outside of allotted time. In addition, public comment may not be used for belligerent or abusive behavior including true threats, fighting words, or incitements to imminent lawless action. Abusive and harassing comments that could lead to the creation of a hostile work environment for Commission employees required to attend Commission meetings likewise unduly interferes with the Commission's ability to conduct its business and are therefore prohibited. The Commission requests that all public comment is provided in a manner that is respectful to those in attendance at the meeting.

**Section 34. Forms of Action.** A motion is a procedural device to place a matter before the Commission for consideration and action. Motions may be made by any Commission member in attendance including the President, and each motion shall require a second. Each form of action listed below (except consensus) must be initiated by motion, and shall be recorded in the official minutes kept for such purpose:

- A. **Ordinances.** Ordinances have the force of law. They are generally used to enact rules and regulations that apply to residents or customers of the Port and can be enforced by the Commission or by local law enforcement personnel. Adoption of ordinances is subject to statutory adoption procedures found in ORS 198.510 to 198.600. Except under emergency provisions, ordinances must be available for the public to comment on in two consecutive meetings. A hearing shall be noticed before motions to read or adopt an ordinance. Ordinances shall be numbered consecutively without regard to year, signed by the President, attested by the Secretary, notarized, codified and a copy sent to the County Clerk.
- B. **Resolutions.** Resolutions are used to establish policy, express a position of the Commission (often associated with a grant or agreement), form committees, incur debt, create rules and policies required by ordinance, set fees and create the budget. Many resolutions are updated annually or more frequently than would be required by an ordinance. Resolutions may be passed at a single meeting. Resolutions shall be numbered first by fiscal year and secondly in the order adopted within the fiscal year, signed by the President, attested by the Secretary and codified following standard practices. Resolutions shall continue in force from year to year and may be amended or repealed by a majority vote of the Commission.
- C. **Routine Decisions.** Routine decisions, decisions of an administrative nature, and other procedural matters may be decided by a simple vote of the Commissioners, which is recorded in the minutes.
- D. **Consensus.** Minor questions of clarification, interpretation, implementation or procedure may be determined by a consensus of the Commission without motion. Consensus shall be used sparingly and not for determining business matters in front of the Commission.

**Section 35. Motions Process.**

- A. The President shall entertain motions from the Commission, though the President may ask for a staff report in advance to suggest a recommended motion along with

background material. The President shall refrain from making or seconding motions.

- B. No motion shall be debated until it has been seconded and announced by the President. Before debate, Staff will ensure the accuracy of the motion for the minutes.
- C. If a motion does not receive a second, then the issue is not considered. The President shall allow an opportunity for the motion to be rephrased or otherwise discussed before moving on to the next business item.
- D. A motion may not be withdrawn without the consent of the Commission member seconding it.
- E. If during discussion, the originator of the motion and the Commission member seconding it agree, a friendly amendment may be moved forward.

#### Section 36. Debate.

- A. Any Commission member who has the floor shall confine comments to the question under debate, avoid personalities, and refrain from impugning the motives of any member argument or vote.
- B. Commission members shall limit their remarks on a subject to five minutes unless granted additional time by the majority of the Commission.
- C. Commission members, once recognized, shall not be interrupted while speaking, unless called to order by the President, or unless a Commission member raises a point of order while he or she is speaking, in which case, he or she shall cease speaking immediately until the point is determined. Points of order focus on whether the rules are being followed. If ruled to be in order, he or she shall be permitted to proceed; if ruled to be out of order, he or she shall remain silent or shall alter his or her remarks as to comply with the ruling. (Robert's Rules of Order Newly Revised, 10<sup>th</sup> Edition, pg. 240)
- D. Commissioners desiring to question the administrative staff shall address his or her question to the President, who shall be entitled to either answer the question or designate a staff member for that purpose.
- E. Citizens desiring to address the Commission shall first be recognized by the President and shall limit remarks to the question then under discussion. All remarks and questions shall be addressed to the Commission as a whole and not to any individual Commission member thereof. The President has full authority to allow or disallow public comments during debate.
- F. Subsidiary Motions. When a question is before the Commission, no motion shall be entertained except:
  - 1. to postpone indefinitely (dispose the question without a vote).
  - 2. to amend (make changes to the question);

3. to refer (establish a committee to further review);
4. to postpone (consider the question at a later time);
5. for the previous question (end discussion and vote);

These motions shall have precedence in the order indicated. Any such motion, except a motion to amend, shall be put to a vote without debate. (RR, 10<sup>th</sup> Ed., pg. 60)

#### **Section 37. Voting.**

- A. Votes Made Public. Upon conclusion of discussion or when the previous question has been called for, the President shall first ask for the 'yes' votes, followed by the 'no' votes. After a vote has been taken, the President shall announce the results of the vote. Modifications to this policy are allowed, but all individual votes must be made public and entered into the minutes.
- B. Voting Required. When the vote has been called for, every present Commission member shall vote either yes, no, or abstain. Commissioners shall, at the time of voting, make a statement for the minutes indicating their reason for abstaining. No Commissioner may vote by proxy.
- C. Minimum Votes Required. The passage of any motion shall require the affirmative vote of at least a quorum of the whole Commission or as defined by resolution.
- D. Tie Vote. In case of a tie vote, the proposal shall be considered lost.
- E. Changes. Any member may request that his or her vote be changed, if such request is made prior to consideration of the next order of business.
- F. Abstention. For purposes of voting, an abstention is neither an affirmative vote nor a negative vote on any matter before the Commission. A Commission member who abstains from voting is still counted towards the number of members required present for a quorum, but the abstention vote does not count for either a yes or no.

**Section 38. Recess.** The President may call a recess of a meeting for a specified time whenever it appears, in the opinion of the President, that a meeting will be unusually long or that a recess would be beneficial for other reasons. A recess may be called during debate or at any other time during the meeting.

**Section 39. Adjournment.** The meeting shall be adjourned by decision of the Chair, a majority vote or as a result of the loss of a quorum. The time of adjournment shall be recorded in the minutes.

#### **Section 40. Violations of By-Laws.**

- A. The Commission has the authority to enforce these By-laws and ensure compliance with Port ordinances and state laws applicable to the Port and special districts generally. If a Commissioner violates these By-laws, Port ordinances, or state law applicable to the Port Commission, the Commission may take action to protect the integrity of the Commission and impose discipline on the Commissioner in the form

of a public reprimand.

- B. Prior to imposing a public reprimand, the Commission must issue the Commissioner written notice of intent to impose a public reprimand. The notice must state, with particularity, the grounds on which the Commission is considering imposing a public reprimand and must include reference to the specific Bylaw, local ordinance, or state law that the Commission believes the Commissioner to have violated. The written notice must inform the Commissioner that the Commissioner has the right to respond to the notice either in writing or at an open public meeting. The notice must state the date on which the Commissioner's response must be received by the Commission in order for the Commission to consider such response.
- C. After the Commissioner has the opportunity to respond to the Commission's notice of intent to impose a public reprimand, the Commission shall decide whether to impose a public reprimand. The Commission's decision shall take into consideration the severity of the violation and any information or mitigating circumstances that the Commissioner provided in the Commissioner's response. If the Commission decides to impose a public reprimand, the Commission shall do so via resolution.

## **PART VIII. ADMINISTRATIVE PROVISIONS**

**Section 41. Amendment.** These by-laws may be amended by Ordinance by following the provisions in ORS 198.510 to 198.600.

**Section 42. Severability.** If any provision, section, phrase, or word of this Ordinance or its application to any person or circumstance is held invalid, the invalidity does not affect other provisions that can be given effect without the invalid provision or application.

**Section 43. Codify.** Staff is directed to organize these by-laws and potential future amendments to these by-laws into a generally accepted professional format for public use and viewing.

**Section 44. Recitals.** The recitals of this Ordinance are incorporated herein by reference and adopted as findings in support of this Ordinance.

**Section 45. Scrivener's Errors.** A scrivener's error in any portion of this ordinance may be corrected by the Executive Director during codification.

**Section 46. Repeal.** Previously adopted policies that conflict with this Ordinance are hereby repealed, including Governance Policy documents and/or references.

**Section 47. Effective Date.** All rights and privileges hereby granted shall be effective 30 days after its adoption. (ORS 198.570(1))

**Appendix A**  
**Amendments to the By-Laws**

| Ord. No. | Working Title | Adoption | Effective |
|----------|---------------|----------|-----------|
|----------|---------------|----------|-----------|

## Appendix B

### Resolutions Supporting By-Laws

*as of June 17, 2025*

| BYLAWS SEC.                        | TOPIC                                          | RES. NO.   | DATE          |
|------------------------------------|------------------------------------------------|------------|---------------|
| Section 3(F)(2)                    | <sup>1</sup> Filling Commission Vacancies      | N/A        |               |
| Section 4(F)                       | Personnel Rules                                | 2024-25-8  | Oct. 15, 2024 |
| Section 4(G)(3)                    | <sup>2</sup> Create Committees                 | N/A        |               |
| Section 4(G)(1)                    | <sup>3</sup> Committee Liaisons                | 2025-26-__ | Jul. 15, 2025 |
| Section 4(G)(4)(h)                 | <sup>1</sup> Alternate Recruiting Procedures   | N/A        |               |
| Section 4(L)(1)                    | <sup>3</sup> Naming Registered Agent           | 2024-25-5  | Sep. 17, 2024 |
| Section 4(L)(5)                    | <sup>2</sup> Appointment of Executive Director | N/A        |               |
| Section 4(Q)                       | Management of Port Properties                  | Vote       | Aug. 21, 2018 |
| Section 4(R)                       | Leasing Policy                                 | Vote       | Feb. 5, 2013  |
| Section 6(A)                       | <sup>3</sup> Commissioner Compensation         | 2024-25-5  | Sep. 17, 2024 |
| Section 9                          | Public Records Policy                          | 2024-25-25 | Jun. 17, 2025 |
| Section 24(B)                      | <sup>3</sup> Location of Meetings              | 2024-25-5  | Sep. 17, 2024 |
| Section 24(D)                      | <sup>3</sup> Regular Meeting Times             | 2024-25-5  | Sep. 17, 2024 |
| Section 24(I)                      | <sup>3</sup> Posting of Notices                | 2024-25-5  | Sep. 17, 2024 |
| Section 37(C)                      | <sup>1</sup> Alternate Quorum Defined          | N/A        |               |
| Section 40(C)                      | <sup>1</sup> Public Reprimand                  | N/A        |               |
| Annual Business Matters Resolution |                                                | 2024-25-5  | Sep. 17, 2024 |

<sup>1</sup> If necessary

<sup>2</sup> As needed

<sup>3</sup> As part of Annual Business Matters Resolution

## Appendix C

### Procedures for Amending By-Laws / Oregon Revised Statutes

**198.510 Definitions for ORS 198.510 to 198.600.** As used in ORS 198.510 to 198.600, unless the context requires otherwise:

- (1) "County" means the county in which the district, or the greater portion of the assessed value of the district, is located.
- (2) "County board" means the board of county commissioners or the county court of the county.
- (3) "County clerk" means the county clerk of the county.
- (4) "District" has the meaning given that term in ORS 198.010 (2), (4), (5), (11), (12), (14), (16), (17), (19), (20) to (23), (25) to (28). In addition, "district" means any one of the following:
  - (a) A county service district organized under ORS chapter 451.
  - (b) The Port of Portland established by ORS 778.010.
- (5) "District board" means the governing body of a district and the term includes a county board that is in the governing body of a district.
- (6) "Presiding officer" means the chairperson, president or other person performing the office of presiding officer of the district board.
- (7) "Principal Act" means the law, other than ORS 198.510 to 198.600, applicable to a district. [1971 c.268 §2; 2007 c.179 §5; 2007 c.562 §22b; 2009 c.584 §22; 2015 c.544 §17; 2015 c.560 §12; 2019 c.621 §30]

**198.520** [1971 c.268 §1; 1975 c.782 §48b; 1977 c.756 §3; 1981 c.226 §20; repealed by 2007 c.179 §9]

**198.530 Procedure for adopting, amending or repealing ordinances or regulations.** When a district board is authorized by the principal Act of a district to enact, amend or repeal regulations, it shall do so in accordance with ORS 198.510 to 198.600. In all counties which do not provide by ordinance or charter for the manner of enacting, amending or repealing ordinances and regulations, this section applies when a county board pursuant to statute is acting as the governing body of a district. [1971 c.268 §3]

**198.540 Notice prior to adoption of ordinance affecting regulation.** (1) Except in an emergency, an ordinance adopting, amending or repealing a regulation shall not be considered or voted upon by a district board unless the ordinance is included in the published agenda of the meeting. The agenda of a meeting shall state the time, date and place of the meeting, give a brief description of the ordinances to be considered at the meeting and state that copies of the ordinances are available at the office of the district board.

(2) The presiding officer shall cause the agenda to be published not more than 10 days nor less than four days before the meeting, in one or more newspapers of general circulation within the district or, if there is no such newspaper, in a newspaper of general circulation in each county in which the district is located. The presiding officer may also cause the agenda:

- (a) To be posted in three public places within the district at least 10 days before the meeting; or
- (b) To be published by radio and television stations broadcasting in the district as provided by ORS 193.310 and 193.320. [1971 c.268 §4]

**198.550 Publication of ordinance; emergency ordinance procedure.** (1) Except as provided by subsection (3) of this section, before an ordinance is adopted it shall be read during regular meetings of the district board on two different days at least six days apart. The reading of an ordinance shall be full and distinct unless at the meeting:

- (a) A copy of the ordinance is available for each person who desires a copy; and
- (b) The board directs that the reading be by title only.
- (2) Except as provided by subsection (3) of this section, the affirmative vote of a majority of the members of the district board is required to adopt an ordinance.
- (3) An ordinance to meet an emergency may be introduced, read once and put on its final passage at a

regular or special board meeting, without being described in a published agenda, if the reasons requiring immediate action are described in the ordinance. The unanimous approval of all members of the board at the meeting, a quorum being present, is required to adopt an emergency ordinance. [1971 c.268 §5]

**198.560 Filing of ordinance; notice of adoption of emergency ordinance.** (1) Within seven days after adoption of an ordinance, the enrolled ordinance shall be:

- (a) Signed by the presiding officer;
  - (b) Attested by the person who served as recording secretary of the district board at the session at which the board adopted the ordinance; and
  - (c) Filed in the records of the district.
- (2) A certified copy of each ordinance shall be filed with the county clerk, available for public inspection.
- (3) Within 15 days after adoption of an emergency ordinance, notice of the adoption of the ordinance shall be published as provided by ORS 198.540 (2) for notice of proposed ordinances. The notice shall:
- (a) Briefly describe the ordinance;
  - (b) State the date when the ordinance was adopted and the effective date of the ordinance; and
  - (c) State that a copy is on file at the district office and at the office of the county clerk of the county, available for public inspection. [1971 c.268 §6]

**198.570 When ordinances take effect.** (1) Except as provided by subsection (2) of this section, an ordinance shall take effect on the 30th day after it is adopted, unless a later date is prescribed by the ordinance. If an ordinance is referred to the electors of the district, it shall not take effect until approved by a majority of those voting on the ordinance.

- (2) An emergency ordinance may take effect upon adoption. [1971 c.268 §7; 1983 c.350 §3]

**198.580** [1971 c.268 §8; repealed by 1979 c.190 §431]

**198.590 Petition to adopt, amend or repeal ordinance.** Any interested person who is a landowner within the district or an elector registered in the district may petition the district board to adopt, amend or repeal an ordinance. Any such person may appear at any regular meeting of the board and shall be given a reasonable opportunity to be heard. [1971 c.268 §9; 1983 c.83 §6]

**198.600 Penalty for violation of regulations; jurisdiction; enforcement.** (1) If a penalty for a violation is not otherwise provided, violation of any regulation adopted by a district board under ORS 198.510 to 198.600 is a Class C misdemeanor.

(2) Actions to impose punishment shall be brought in the name of the district or county, as the case may be, in any court having jurisdiction of misdemeanors under state laws. The action shall be brought in the county in which the district, or the greater portion of the area of the district, is located.

(3) Any peace officer may enforce an ordinance adopted under ORS 198.510 to 198.600. ORS 221.333 is applicable to the enforcement of such ordinances. [1971 c.268 §10; 2011 c.597 §170]

## Appendix G. Financial Definitions

Table G.1: Port Financial Definitions

| Financial Measure     | Inflows                                                                                                                        | Outflows                                                                                                      | Difference                                                                             |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| <b>Operating</b>      | <b>Operating Revenue:</b><br>earned through ongoing Port operations: leases/rents, moorage, parking, airport fees, tolls, etc. | <b>Operating Expenditures:</b><br>ongoing costs (O&M): Personnel Services, Materials & Services, Debt Service | <b>Net Operating Income (NOI):</b> Operating Revenue less Operating Expenditures       |
| <b>Non-Operating</b>  | <b>Non-Operating Revenue:</b><br>taxes, grants, interest, transfers in, loan proceeds, etc. (BFB not included)                 | <b>Non-Operating Expenditures:</b> Capital Outlay, loans made, transfers out, etc. (EFB not included)         | <b>Net Non-Operating Income:</b> Non-Operating Revenue less Non-Operating Expenditures |
| <b>Total Activity</b> | <b>Revenue:</b> Operating plus Non-Operating Revenue                                                                           | <b>Expenditures:</b> Operating plus Non-Operating Expenditures                                                | <b>Net Income:</b> Revenue less Expenditures                                           |
| <b>Budget</b>         | <b>Resources:</b> Revenue plus Beginning Fund Balance                                                                          | <b>Requirements:</b> Expenditures plus Ending Fund Balance                                                    | <b>\$0:</b> Resources and Requirements balance                                         |

Source: Port of Hood River, Points Consulting

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## Appendix I. About Points Consulting

At Points Consulting we believe in the power of peoples' interests, passions, and behaviors to shape the world around us. Now more than ever, people are the primary factor in the success of businesses, organizations, and communities. For that reason, our work is focused not only on how people impact communities and organizations, but how to align their potential to create more successful outcomes.



We partner with a variety of industries including state and local government agencies; higher education not-for-profits; real estate developers; and private companies to understand and unleash the power of the workforce in our midst. Built on our experience advising hundreds of high performing organizations, Points Consulting strives to answer complex economic questions and recommend workable solutions.