



PORT OF HOOD RIVER
COMMISSION WORK SESSION – STRATEGIC BUSINESS PLAN

Tuesday, July 21, 2026, at 4:00 PM

Port Conference Room

1000 E. Port Marina Drive, Hood River

View the live stream at: <https://www.youtube.com/@portofhoodriver2178/streams>

AGENDA

1. **Call to Order** – 4:00 PM
2. **Strategic Business Plan Discussion**
 - a. Goals & Actions Plan
 - b. Key Statistics Highlights
3. **Adjourn**

If you have a disability that requires any special materials, services, or assistance, please contact us at (541) 386-1645 so we may arrange for appropriate accommodations.

*The chair reserves the opportunity to change the order of the items if unforeseen circumstances arise. The Commission welcomes public comment on issues not on the agenda during the public comment period. With the exception of factual questions, the Commission does not immediately discuss issues raised during public comment. The Commission will either refer concerns raised during public comment to the Executive Director for a response or will request that the issue be placed on a future meeting agenda. People distributing copies of materials as part of their testimony should bring **10 copies**. Written comment on issues of concern may be submitted to the Port Office at any time.*

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Commission Memo



Prepared by: Kevin Greenwood, Executive Director
Date: July 21, 2026
Re: Strategic Business Plan – Goals & Actions Plan

BACKGROUND:

Progress continues on the Strategic Business Plan (SBP) update. Points Consulting (PC) has continued to compile and analyze feedback and information gathered through the June open house and stakeholder interviews. The community survey also continues to collect fruitful input from the community for the plan. Drawing on this feedback as well as regional reports and supporting data, PC has developed a draft goals and actions framework that aligns with the Port's mission, vision, and values. In addition, work has started on the Economic Impact Analysis, beginning with gathering information from Port tenants and concessionaires to be aggregated and used to model the impact the Port has on the economy of the region.

REMAINING SCHEDULE TENTATIVE PUBLIC PROCESS & KEY MILESTONES

☒ **April 21, 2026**

SBP Kickoff / Spring Planning
Introduction

☒ **May 18–19, 2026**

Stakeholder Interviews & Focus
Groups

☒ **May 19, 2026**

Commission SWOT & Visioning
Workshop

☒ **June 9, 2026**

Public Open House / Community
Workshop #1

☒ **June 10, 2026**

Community Survey Launch through
July 31

☒ **July 21, 2026**

Status Update, Draft Goals & Strategic
Direction Presentation & Discussion
Workshop

☐ **August 2026 (Tentative: August 18 Commission Meeting)**

Survey & Other Progress Presentation

☐ **Sept. 2026 (Tentative: Sept 8)**

Release of Draft Strategic Business
Plan via website/social, Draft
Economic Impact Analysis for
Commissioners

☐ **Sept. 2026 (Tentative: Sept 15 Regular Commission Meeting)**

Commission Review of Draft SBP

☐ **October 2026 (Tent: October 20)**

Final Strategic Business Plan
Adoption, Final Economic Impact
Analysis

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Goals & Actions Framework Workshop

Purpose:

The purpose of this memo is to provide Commissioners with an opportunity to review the draft **Objectives, Goals, and Implementation Initiatives** in advance of the Strategic Business Plan workshop. This review is intended to gather commission feedback, identify any missing priorities, and ensure the Strategic Business Plan reflects the Commission's collective vision before the implementation framework is finalized.

The attached packet is organized by Strategic Area. Within each Strategic Area you will find:

- **Objective(s)** – The desired long-term outcomes.
- **Goals** – The key priorities that support each objective.
- **Implementation Initiatives** – Specific actions that will help achieve each goal.

Workshop Activity:

During the workshop, the Objectives, Goals, and Implementation Initiatives will be posted on the walls of the room. Commissioners will each be given a marker and asked to make edits on the posters reflecting changes they would like to see made. They will have approximately 20-30 minutes.

As you review, please be prepared to:

- Mark any suggested edits or clarifications directly on the posters
- Add additional goals or implementation initiatives if you believe something important is missing
- Place an "X" next to any goal or implementation initiative that you do not support or believe should be reconsidered
- Consider which goals should be the highest priority
- Make notes of any questions or discussion topics you would like to raise

Following the review period, the Commission will reconvene for a facilitated discussion to review comments, identify areas of consensus, and discuss any proposed revisions. Feedback from the workshop will be incorporated into the next draft of the Strategic Business Plan.

Thank you for your thoughtful review and continued guidance through the strategic planning process.

Central Services and Administration

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

Goals:

1.1: Increase Port brand awareness

- Host and sponsor community events
- Complete SBP videos and distribute via channels
- Create regular Port video updates to ensure the public knows what's happening at the Port

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

- Offer regular "office hours" for Port tenants to talk to the Executive Director and Real Estate Director
- Hold tenant only bi-annual or quarterly events as a channel to interact with and receive feedback from tenants
- Ensure clear communication of biennial report to the Legislative Assembly (per ORS 777.937)
- Establish a Port Tenant Advisory Committee
- Develop a Comprehensive Stakeholder Engagement Strategy
- Publish an Annual State of the Port Report
- Maintain a Public Strategic Plan Implementation Dashboard

1.3: 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 for discussions of regional needs and collaboration opportunities with other local port districts, tribes, chamber of commerce, Latino Chamber, Parks and Rec, etc.

1.4: Develop succession plans for key positions

- Determine which roles could be considered key leadership roles
- Determine what factors are most important to consider in determining how to refill these roles
- Develop plans for how to refill these roles and provide training to new personnel before key roles are vacated

Objective 2: Support informed decision making through ongoing strategic plan implementation

Goals:

2.1: Hold bi-annual commission planning sessions to ensure alignment with strategic priorities

- In each planning session, review the objectives and goals from the Strategic Business Plan
- Retain and update an ongoing list of completed, in-progress, deferred, and no longer feasible initiatives by strategic area updated at each planning session
- Before planning meetings, Port staff will review what new initiatives from the SBP should be brought to the commissioners for direction for the next 6 months
- During each planning session, formally establish the Ports 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.

Real Estate Management and Development

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 repair and enhancements likely to produce the greatest ROI
- Divest of properties that are more profitable to non-profit/private sector utilization
- Ensure clear communication with tenants in all decisions made that could affect them or the building they lease
- Develop and market existing vacant property to generate revenue and create and retain quality jobs

3.2: Augment revenue with lodging/overnight parking opportunities

- Evaluate what areas/seasons would make the most sense for lodging/overnight parking options
- Explore different options for these areas such as RV park development, yurts, dry camping, simple overnight parking for vans/rvs, etc.
- Evaluate what the best fit for Hood River and the identified areas would be 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 and/or are unattractive for private sector utilization; and brownfields that are in some way expensive/compromised within the Port District
- Pursue Business Oregon Brownfield funding
- Interact with Odell leadership to determine preferences/opportunities for redevelopment

4.2: Add "flex space" for small scale industrial incubation

- Commissioners/staff visit comparable locations at other Ports
- Conduct internal performance pro-forma for flex buildings
- Discuss program partnerships with CGCC, MCEDD, other non-profit 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 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

4.4: Consider residential development partnerships

- Evaluate property portfolio for properties that's highest and best use is likely to be housing
- Develop or divest of these properties potentially with deed-restrictions/affordability standards imposed before transfer of ownership

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/sponsor a national/international trade show focused on water sports manufacturing businesses
- Notify Business Oregon of economic impact analysis and industry cluster focus areas, to narrow in on most appropriate recruitment opportunities

4.6: Resolve stalled pathway for Lot 1 and Barman property development

- Reframe master vision from "develop lot 1" to "Catalyze Oregon's premier Columbia Gorge Innovation District"
- Initial communication with state reps and Biz Oregon reps
- 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 SRF funds
- Pursue ancillary funds: SPWF, Port revolving loan fund, Brownfields Properties Revitalization Fund, Industrial Lands Technical Assistance Grant, Water/Wastewater Financing Program

Ken Jernstedt Airfield

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-run
- Market the airport's unique combination of the Marine Layer and being on the desert edge
- Maintain a mutually supportive relationship with WAAAM
- Partner with Hood River 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 pro-active 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 towards financial self-sustainability

- Discuss development and planning opportunities with other small airfields such as Felts Field in Spokane, WA
- Evaluate the feasibility of implementing long-term leases to private party aviation operators to do their own airport development
- Explore the possibility of rezoning the current glider area for airport development

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 WAAM, Hood River Soaring, HRVHS, CGCC, community social clubs and aviation technology businesses to develop education programs and activities, career pathways, and course curricula

Marina Basin

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 number of slips, align with waiting list demand numbers to ensure there will not be an oversupply
- Regularly evaluate the costs and benefits of raising marina moorage rates
- Make best effort to redevelop Marina East and Marina West for commercial use compatible with Marina/waterfront offerings
- Consider adding in community meeting room/space in Marina East/West development
- Conduct annual or bi-annual audits of slip users, encouraging turnover of slip lessees who do not utilize their boats
- Form a Marina Stakeholder/Advisory Group for the master plan process

- Utilize Oregon State Marine Board design concepts for Marina/waterfront center in any redevelopment
- Maintain the Marina as a safe and efficient facility and assure continued status as a certified "Clean Marina"

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

- Explore development of local resident or volunteer discounted rate
- 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, special emphasis on youth programs
- Evaluate potential expansion and upland improvements to the South Basin for small boat storage and enhance launch access.
- Consider adding a hoist or jib crane to the Marina
- Explore potential to develop a small boating center at either the S. Basin Docks or the NW corner of the Marina Basin with a roll down gravel launch, temporary seasonal float dock configuration

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/County Parks and other partners
- Pursue state OPRD grants for specific enhancements
- Develop more boat and watersport storage options to help cut down on parking/traffic issues in busy seasons as well as a potential revenue source

Waterfront Recreation

Objective 9: Maintain and expand existing levels of service at the waterfront

Goals:

9.1: Cohost a national/international wind sports event

- Coordinate with PWA and local businesses to ideally schedule on a "shoulder season" so it is additive to their existing business and not just piling on when they are already busy
- Consider potential partnerships with other facilities in the Gorge such as Port of Cascade Locks, Port of Arlington, etc.
- Ensure that the Port has a revenue stream from event sponsors

9.2: 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
- Evaluate the feasibility of an "in-lieu" waterfront cleanup option or event for parking passes
- 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

9.3: 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/updated bathrooms at the waterfront
- Seek funding and partnership opportunities to design, permit, and develop additional recreational enhancements in all areas

Hood River–White Salmon Bridge

Objective 10: Ensure dependable and safe cross-river transportation as the bridge moves towards replacement

Goals:

10.1: Continue to plan for and support the HRWSBA in bridge building efforts

- Execute movement of administrative offices to another building
- secure state/federal lobbyist for project fundraising/ consider adjacency with Lot 1 catalytic development
- Transfer revenue collection and customer service responsibilities to the HRWSBA
- Ensure clear transparent communication with community members as it relates to the 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

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Port of Hood River, www.portofhoodriver.com

Port of Hood River 2026 Strategic Business Plan Update & Economic Impacts Study

Port Commissioners Workshop

July 21, 2026



Project Milestones & Timeline

- ✓ **SBP Kickoff/Spring Planning Introduction |** April 21, 2026
- ✓ **Stakeholder Interviews & Focus Groups |** May 18–19, 2026
- ✓ **Commission SWOT & Visioning Workshop |** May 19, 2026
- ✓ **Public Open House |** June 9, 2026
- ✓ **Community Survey Launch through July 19 |** June 10, 2026
- ✓ **Status Update, Draft Goals & Strategic Direction Workshop |** July 21, 2026
- ❑ **Survey & Other Progress Commission Presentation |** August 18, 2026
- ❑ **Release of Draft SBP |** September 8, 2026
- ❑ **Commission Workshop Review of Draft SBP |** September 15, 2026
- ❑ **Final Strategic Business Plan Adoption |** October 20, 2026

Goals & Objectives Workshop



- Similar to the SWOT analysis workshop, large physical copies of the Objectives, Goals, and Implementation Initiatives are provided
- The Commissioners have approximately 30 minutes to read, and make comments or adjustments
- You may also add additional goals if you feel anything is missing, or put an x next to any you don't agree with
- We will debrief at the end to discuss

