

# MASTER PLAN FOR DEVELOPMENT OF THE PORT OF CASCADE LOCKS BUSINESS PARK

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# **MASTER PLAN FOR DEVELOPMENT OF THE PORT OF CASCADE LOCKS BUSINESS PARK**

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## MASTER PLAN FOR DEVELOPMENT OF THE BUSINESS PARK

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## EXECUTIVE SUMMARY

This Master Plan for the Port Business Park in Cascade Locks, Oregon proposes a comprehensive balanced approach to the improvement and development of resources, utilities and infrastructure, that will facilitate commercial and industrial development. It attempts to foresee improvements that will directly impact potential new business development as well as position the balance of the Business Park for the future.

This plan has been prepared by the Economic Development staff of the Port of Cascade Locks and Jim Bussard P.E., Bussard Engineering, and includes input from the City of Cascade Locks, Tracy Hupp, Bob Sourek of Bear Mountain Forest Products, Gary Neal of the Port of Morrow and David Palais of Nestle Waters North America.

### **Context and Background**

The 200-acres on the east edge of the City of Cascade Locks adjacent to Government Cove, Herman Creek and the Columbia River has been un-developed or under-developed for decades. For about the last fourteen years the Port has worked on a concept of a casino-resort facility that would have occupied much of the available land in the Business Park.

In 1999 Cramblett Way and the cul-de-sac were built, utilities added, and there was a vision created for the Business Park, but nothing else happened. There has been no business development or job creation. It is now known that these improvements, though needed, were inadequate for most industrial development.

Over the past twenty-four months, initiatives within the City and opportunities from new private businesses have provided the impetus for a coordinated, comprehensive master plan that envisions the highest best use of this property, stewardship and the creation of jobs and new growth within the community. Significant recent developments include the creation of the Cascade Locks Water Master Plan, Sewer Master Plan and Electric Master Plan; building of a Disc Golf Course and Easy-Climb Trail and Blackberry Beach; and envisioning of a Sports Center. There is now common recognition that Business Park development cannot wait any longer, and that these opportunities will serve to stimulate community re-development.

The City of Cascade Locks is entering a new period of change as is evidenced in the downtown core with the creation of new businesses like the Brigham Fish Market, Jumpin' Jax Java and

Thunder Island Brewing, the acquisition of the Best Western and CharBurger by Stevenson Ranch, and new ownership of the Cascade Locks Ale House. As of the 2021 revision, Jumpin Jax has sold their building to Thunder Island Brewing, The CharBurger is now the Bridgeside Restaurant.

This plan is the next logical step flowing from adoption of the Port of Cascade Locks Strategic Business Plan [November 2013], in which a wide variety of opportunities and projects were examined and outlined for future action. It is thought that development of this master plan will:

- Facilitate completion of much of the lacking infrastructure, including the build-out of roads, water loops, emergency access points, and more.
- Improve the prospects for selling industrial property by making the property “decision ready” by Business Oregon certification program standards.
- Grow the local economy with new businesses, large new utility customers and new employment opportunities.
- Add new families of full-time employees with good family wage jobs.
- Enhance important scenic and recreational resources.
- Create renewed interest in Cascade Locks as a great place to live, work and play.

*This Master Plan was adopted by the Port of Cascade Locks Commission on February 20, 2014 with the understanding that it will be reviewed and updated annually each May in coordination with the annual budget process.*

## BACKGROUND

The Port of Cascade Locks, established in 1937, has district boundaries that encompass the western section of Hood River County, Oregon. The one incorporated city within the district is the City of Cascade Locks. Port offices are located adjacent to the historic Cascade Rapids locks in the Marine Park on the south side of the Columbia River. The Port also owns land elsewhere within the district that is available for business and residential development. This report describes a plan to improve and develop the area known as the Business Park.

The locks that allowed sternwheelers to skirt around Cascade Rapids were originally built in 1896 but became obsolete in 1939 because construction of Bonneville Dam flooded the rapids. Lock tender buildings have been converted to the Port's administrative offices, a community meeting center, and a museum. Upstream of the locks' entry is a recently renovated marina. Next to the marina is a visitor center where the Port's triple-deck paddle-wheeler tour boat "Columbia Gorge Sternwheeler" boards passengers. Downstream of the locks is a recreational boat launch ramp. The building and visitor amenities are contained in a park setting with picnic and camping accommodations.

The Port owns and operates the Bridge of the Gods toll bridge that crosses the Columbia River. The bridge was constructed in 1926 and raised in 1938 due to elevated water levels behind the Bonneville Dam. It is named after a landslide that occurred near its location. It is surmised a tunnel formed interior to the landslide allowing Native Americans to cross the river. The tunnel subsequently eroded, leaving the gap seen today just downriver of the toll bridge.

On the east end of town, the Port owns approximately 200 acres of property zoned heavy industrial, light industrial, resort commercial, and high-density residential, of which about 70 acres are developable. The property is located about 2-1/4 miles east of the City of Cascade Locks central business district. The Port is planning for a portion of the property as a Business Park for business sitings and a portion for commercial and recreational development. Previously there were two wood product businesses located at the site. Today there is only Bear Mountain Forest Products and 90 percent of the land is vacant. Approximately 14 acres of the vacant land was traded and then sold to Cascade Locks Lumber Company that is now SDS Lumber Company. The Port sold an adjacent approximately 30-acre parcel, referred to as Government Rock, to the Metolius Land Company. At the time, the plan was to develop this property as a tourist destination resort by the Confederated Tribes of the Warm Springs.

The Port completed a master development plan for the Business Park in 1994. Since that plan was completed, there have been some infrastructure improvements and the City has made refinements to its comprehensive land use plan and zoning ordinance. In 2004 a marketing and development plan was commissioned. There have been five plans created since 1988.

In 2000, the Port of Cascade Locks borrowed the funds from the Infrastructure Finance Authority (IFA) to put in a parkway entrance and cul-de-sac. These changes provided new incentives for business sitings at the front entrance to the park. Infrastructure development at the time included an eight-inch waterline connected to the City's water system, an eight-inch sewer line with pump station, Sprint phone lines, and electrical conduits. Upon completion of these upgrades, the Port received a grant from the State for surveying and platting of 11 parcels primarily located as an overlay to the 25-acres intended for development by the Confederated Tribes of Warm Springs. These plats were never filed and sunset. In 2004 and 2006 subsequent studies were completed outlining potential marketing and development steps to make the Business Park successful. But no subsequent action was taken.

Since 2000 the City of Cascade Locks has seen virtually no growth, and today about 60% of the employed base works outside of Cascade Locks in Portland, Stevenson, North Bonneville, Hood River, Bingen, White Salmon or The Dalles (2010 Census). Unemployment is currently in excess of 16 % (double the unemployment of Hood River County as a whole) (Sorte, 2013). Cascade Locks School has been reduced from k-12 to k-5 with students being bused to schools in Hood River twenty miles away. There are no banks, dentists, doctors, or other critical service providers in the City.

In 2013 the Port of Cascade Locks successfully helped three commercial retail businesses get launched: Brigham Fish Market, Jumpin' Jax Java and Thunder Island Brewing. Also, the Best Western and Charburger were acquired by Stevenson Ranch (owner of the Hood River Best Western and numerous other businesses) and are currently being remodeled. In 2020, Thunder Island Brewing built new Restaurant Brewery on Wa Na Pa Street and Gorges Brewing is also constructing a building there to be completed by 2021.

The purpose of this Master Plan is to set the stage for real meaningful industrial development... *in the next two decades*. Currently, the Port of Cascade Locks is negotiating with four industrial businesses that, if successful, will partner with the Port in the development of about one-third of the developable property in the industrial property. These businesses will provide: Over 100 new

- Add 150 or more new residents to the local population (an increase of 14%)
- Including perhaps 30 additional children to the school system
- Provide \$1,800,000 annually in increased payroll
- Using an economic multiplier, add \$9,720,000 to the region annually
- Stimulate the housing market with 60 new home sales or rentals
- Create \$12 million in building construction and development costs
- Add significantly to the City revenue through user fees, system development charges and increased property taxes
- Diversify a local economy that is becoming increasingly dependent on seasonal tourism
- Help the City rebuild much of its infrastructure

And perhaps most importantly, these improvements will position the City of Cascade Locks to be able to handle larger, more complex commercial, industrial, and recreational development.

It's important to note, in a recent study conducted by Bruce Sorte, Oregon State University economist, jobs in depressed rural areas carry the same weight or value to the local economy as 25x the number of jobs in a large metropolitan area like Portland. In other words, 60 new jobs in Cascade Locks is the equivalent of adding 1,500 jobs in Portland.

The plan outlined, if fully implemented, will result in the provision of ready-to-build lots, or, as the State likes to call them, "Decision Ready" and "Shovel Ready" industrial properties. It is envisioned that these improvements should create 11 parcels ready for industrial development.

This planning effort draws upon other local and regional economic development planning efforts, including: the Port of Cascade Locks Strategic Business Plan adopted in November 2013; the City of Cascade Locks Electrical Rate Study adopted in October 2013; and the City of Cascade Locks Water Master Plan currently being reviewed with its anticipated update. It also reflects recent collaboration between the City of Cascade Locks and the Port of Cascade Locks through an Intergovernmental Agreement (IGA) entered into July 2013; the regional Comprehensive Economic Development Strategy (CEDS); the Hood River County Economic Development Working Group (EDWOG); and the Cascade Locks Joint Work Group on Economic Development (JWGED).

## LAND USE DEVELOPMENT FACTS

Site characteristics and other plans affecting the property are summarized below:

### A. Community Setting

- The property is located in the City of Cascade Locks, a small community located in the Columbia River Gorge, approximately 25 miles east of Troutdale, 45 miles east of Portland, and 20 miles west of Hood River. The City stretches approximately four miles along the south bank of the Columbia River. In 2020, the population was 1410.
- Commercial development within the City consists of smaller facilities serving the local small commercial, office and retail buildings, and government/community buildings.
- Residential development is primarily traditional single family and includes a mix of homes that vary in age from new to the early 1900's, with some manufactured homes. Quality and condition vary from fair to good, with some better quality homes located along the riverfront and in two subdivisions located on the east end of Forest Lane.
- The largest employer is the U.S. Army Corp of Engineers at the Bonneville Dam. The Dam is also a destination recreational area.
- The Port's public Marine Park and Marina along the waterfront near the City's central business district receives approximately 1.5 million visitors per year. The sternwheeler tour boat "Columbia Gorge" boards passengers at this park. The vessel provides sightseeing tours of the Columbia River Gorge during the summer. The vessel is leased to the Portland Spirit and is relocated to Portland in the winter months to provide tours of the Willamette and Columbia Rivers.
- A small airstrip and an elementary school are located within the city.
- Providence Hospital (previously Hood River Memorial) is located approximately 24 miles east in the City of Hood River. The City of Hood River provides a full range of commercial services and is the County Seat.
- Approximately 60% of Cascade Locks working residents commute outside of the City to: Portland, Gresham, and Troutdale 30 miles to the west; across the Columbia River to Stevenson, Carson or North Bonneville, WA; or east to Hood River, Bingen, White Salmon and The Dalles.
- Local unemployment is currently 16%. This is double that of the State of Oregon. In contrast, Hood River County as a whole is 6.8%.

## B. Location and Ownership

- The Business Park encompasses about 200 acres of land and water bounded on the north by the Columbia River, to the east by Government Cove, by the Herman Creek watershed to the west, and to the south by I-84 and the Union Pacific rail line. Approximately 70 acres are developable.
- The property site is located approximately 2-1/4 miles east of the main business district from the City of Cascade Locks.
- The property currently has five land use zones, with four categories of proposed development: heavy industrial, light industrial, resort-commercial, and high-density residential. Initial development phases are for industrial uses.
- The SDS Lumber Company (former operators of Cascade Locks Lumber Company) purchased 14 acres located directly off the end of Cramblett Way. No businesses are located on this property, and the Port is working on arrangements with SDS for cooperation in development.
- All the Port property is within the Cascade Locks city limits and urban growth boundary, and therefore the property is outside the purview of the Columbia River Gorge Commission's management plans.
- Government Rock is a separate parcel about ½ mile to the east. Government Rock is a vacant peninsula sold to the Metolius Land Company for possible development as a tourist resort destination with casino type gaming facilities. It is shaped and contoured by current quarry operations and construction spoils placement. Government Cove separates Government Rock from the Business Park.
- The Port has built Flex 2, Flex 4, Flex 5 and is in the process of building Flex 6 building. They are occupied. Grain Integrative has moved into Flex 3. pFriem Brewing has moved into Flex 5 building. Let's Truck occupies Flex 4. The Renewal Workshop is expanding and will soon be moving into Flex 6 when the building is complete.

## C. Transportation and Circulation

- The property is accessible from I-84 by Exit 47 for westbound traffic, Exit 44 eastbound via downtown Cascade Locks, and Exit 45, the Oregon Department of Transportation Weigh Station for eastbound truck traffic.
  - Columbia Gorge Way was built in 2015 in the Business Park and deeded to the City in

- State of Washington Highway 14 access is across the Bridge of the Gods.
- There was a rail spur located at Bear Mountain Forest Products that has been removed.
- No barge access currently exists.
- A small state-owned airport is suitable for limited general aviation use.
- Portland International Airport (PDX) is located 40 minutes west via I-84.
- I-205 is located 40 miles to the west, connecting to I-5 that connects north to Seattle and south to Los Angeles.
- The City of Cascade Locks Transportation Plan has not been updated since 2013.
- Additionally, there is no secondary emergency exit from the Business Park. As of February 2021, revision, the emergency road in development can be used in case of an emergency. However, to complete the road, paving phase needs to be complete after budget year 20-21.

#### D. Utilities

- City sanitary sewer service is available to Cramblett Way and the cul-de-sac through a pump station located at the entrance to the site. This pump station has been used in the last 15 years and has been cannibalized for parts and will require rebuilding. The current use of the City sewer system is only 25% of the total capacity of the system. But the existing system is not able to handle industrial waste streams. Future pre-treatment requirements will be at the developer's expense.
- City water is available by a 12 -inch line extension along Forest Lane. There is not sufficient fire flow for any business. (rev February 2021)
- Bear Mountain Forest Products is currently served by a separate six-inch water line and sewer connection.
- The City water has recently been upgraded through a \$4 million USDA/State funded Water System Improvement Project including a new 450,000-gallon reservoir at the west end of the Port's Moody Road Property, upgrading the water main through town to 12 inches, and the development of a third well in the Herman Creek well field (rev February 2021)
- Telephone service to the property is by CenturyLink (rev February 2021)
- City cable TV service is not presently available in the park. Internet service is available Through Gorge.net of CenturyLink. TV service is available through Dish (rev February 2021)
- Natural gas service is available across the river in Stevenson, but is not available in Cascade Locks. A recent feasibility study in 2015 showed it would cost \$14 million to connect. (rev February 2021)
- City three-phase power service is not currently available. The current overhead line into

- the park is not energized because of safety concerns. The electrical conduits in Cramblett Way are currently empty. There are two nearby substations – BPA and City owned “Pyramid”. The City has received a grant from the Department of Commerce EDA to help pay for increasing the electrical capacity and hardening the distribution system to and throughout the Port of Cascade Locks Business Park. Current distribution lines will be upsized, and new lines will be installed underground to service the developable property in the Business Park. Current distribution lines will be upsized, and new lines will be installed underground to service the developable property in the Business Park. (rev February 2021)
- Stormwater drain lines are place and currently empty into Herman Creek Cove. Future major development will require relocation to the main stem of the Columbia River.
  - CenturyLink currently has a fiber optic cable running down Forest Lane, but this service has not been provided into the park

## E. Site Characteristics

- Both the Business Park and Government Rock sites received substantial amounts of fill material during 1991-1993 from excavations at the Bonneville Dam Locks Improvement Project. Depths of fill range from 12-24 feet based on 2013 geologic sampling.
- Over the past two years the “Mill Site” – current location of the quarry scales, north of Bear Mountain Forest Products – received 2-8 feet of clean rock and dirt fill.
- The property slopes an average of 2.5 percent from the west side down to the water on the east side with several terraces built using fill material.
- Soil conditions are relatively uniform across the property due to the filling. The fill consisted mainly of fine sands, silts, boulders, and cobbles. The filling was accomplished as a general, not a structural fill.
- Fluctuations in water surface elevation resulting from operations of Bonneville Dam vary by about eight feet to a maximum height of 82.2 feet and are not expected to affect the property use. Flowage Easement was changed to 82.2 at PNWA in 2017 in the WRRDA Bill.
- The 100-year flood line will affect only a small portion of the Business Park banks along Herman Creek, and none of the developable property.
- The property has emergent wetland and riparian vegetation along the shoreline in Herman Creek, Herman Creek Cove, and the Columbia River. There are also mature stands of fir and oak on property enclaves. This vegetation could be incorporated into natural landscaping schemes. Wetlands do not exist on the large bench leveled from the fill operation.
- Environmental Resources Management (ERM) conducted a Level 1 environmental assessment of the former Cascade Locks Lumber Co. mill site in 2004 and concluded that there were no significant environmental concerns.
- A cultural resource investigation of those areas receiving fill material from the Bonneville Locks Improvement Project indicated no impacts to significant cultural resources.
- The ridge running north and south parallel to Herman Creek is comprised of rock tested for ODOT standards and deemed not acceptable for highway construction. This rock can be used for roadbeds and construction projects within the City and Business Park. It is estimated that 450,000 cubic yards could be mined from the ridge. Quarrying is allowed in the current zone and is currently being mined by Dennis Snyder.

- The Port of Cascade Locks has an active storm water permit through DEQ for drainage of the mill site. No drainage currently occurs.
- SLR Engineering was retained by the Port in 2008 to work with Alpha Engineering (retained by SDS Lumber Company) to handle any mitigation of environmental problems found on the old Cascade Locks Lumber Company site. Currently, there are no concerns except for extremely low levels of PCBs at the mouth of Herman Creek. Alpha reported. In 2014 that they received a No Further Action (NFA) letter from DEQ.
- Much of the east and north edge of the property is currently used for the Easy Climb trail and a Disc Golf Course.

## F. Weather

- Cascade Locks is located at about 100 feet above sea level.
- Winds are a significant climatic factor in Cascade Locks. The Columbia River Gorge acts as a conduit, funneling moist Pacific marine air to inland areas during the warm periods of the year. The cycle reverses itself in the fall and winter as pressure gradients move cooler and drier air from the east back to the ocean.
- The area has an average annual precipitation of 76 inches; 78 percent of this occurs from October through March. There is an annual average of 30 inches of snow; most of this occurs in January and it does not normally stay long. Temperatures average between 48 and 51 degrees.
- The frost-free period varies year-to-year, but there is generally a long growing season. Summers are usually warm and dry, while winters are typically wet.

## G. Available Development Land

- The Business Park has approximately 70 developable acres suitable for industrial, commercial, and recreational development. As of February 2021, Lot 2 and 3 are no longer available.
- SDS Lumber Company owns 14 acres of bare land ready for development.

- One platted lot exists within the property. This 25-acre parcel was previously set aside when the casino was considered a possible development option and is now available for future development.

#### H. Other Plans and Regulations

- The City of Cascade Locks Comprehensive Land Use Plan adopted in 2001 zoned districts for heavy and light industrial, resort commercial, and high-density residential use. This master plan proposes eliminating the high-density residential in favor of resort commercial zoning.
- The region is in an ODEQ designated Class 1 air shed. Emission sources will need to file for an Air Containment Discharge Permit. The Portland area Air Quality Maintenance Area boundaries are inclusive of Multnomah County to the west of Hood River County.
- The City of Cascade Locks, Mid-Columbia Economic Development District, and Columbia River Gorge National Scenic Area all have adopted economic development priorities that recommend that land and buildings be ready for occupancy by sale and/or lease to prospective businesses that will create jobs.
- The Oregon Economic and Community Development Department has designated the area as “distressed”.
- The Business Park is an “Enterprise Zone”. Such designations give higher priority public assistance and carry private development incentives through property tax exemptions.
- Improvement projects for the property have received high priority rankings in listings for economic development program funding by the City of Cascade Locks, Hood River County, Mid-Columbia Economic Development District, and the Oregon Department of Transportation (ODOT).

## SITE IMPROVEMENT AND MANAGEMENT CONSIDERATIONS

Applicable site improvement and property management opportunities are outlined below:

### Site Improvement Opportunities and Constraints (See Phase Map)

Many of the opportunities are tied directly to pending property sales. These transactions will facilitate and pay for much of the required infrastructure improvements, which will in turn make additional opportunity development possible. The components outlined in this report will also make much of the Business Park ready for development and “Decision Ready”.

Opportunities include:

- A) Creation of a looped water source will provide fire flow throughout the Business Park. As of February 2021, there is sufficient fire prevention flow throughout the Business Park.
- B) Build-out of new overhead electric service as well as conductors in Cramblett Way will ensure two methods (pathways) for delivering electricity.
- C) Improved access to Herman Creek Cove for recreational uses. (As of February 2021, Fisherman Access Road was completed, and government cove access improved.)  
Creation of a municipal utility access will also provide an emergency road for exiting the park in the event of a catastrophe when the rail crossing is blocked.
- D) Habitat restoration in Herman Creek is part of the new DOGAMI permitting. This site has been designated as cold-water refuge restoration area. EPA Region 10 list has included Herman Creek Cove in the Final Columbia River Cold Water Refuge Plan. (February 2021),
- E) Better access to the quarry will facilitate mining, reclamation and development of additional industrial property. As of February 2021, the site is in the process of being mined.
- F) Completion of “Decision Ready” certification of much of the industrial property will improve the marketability of these properties by the State of Oregon

Constraints include:

- A) In-water work periods must be hit to make some of these opportunities possible
- B) Timing of any one opportunity may make a future opportunity more or less expensive
- C) A wide variety of agencies, including the City, DOGAMI and DEQ, must agree on the future direction and could add considerable time to many of these opportunities

- D) Funding may or may not be available as outlined, or when needed
- E) Port's lack of manpower may impact the completion of all improvements
- F) Future financial concerns over the Bridge of the Gods or other funding requirements within the Port may impact when these projects can be funded

## FINANCING METHODS

Port of Cascade Locks finances operations using bridge tolls and general funds. General funds are usually associated with revenue streams not identified with a particular operation. Enterprise funds have revenue streams associated with particular services and facilities, such as the marina or Sternwheeler operation. In the case of the Business Park, infrastructure and development expenses will be derived separately through the sale of property and property reserves. Where reserves from these funds are not sufficient, other government grants/loans will be needed for initial project work. Irrespective of the source of funds for these projects, user fees should be considered to pay for facility management, maintenance, and replacement.

In the later stages, public/private partnerships with developers could provide facilities and/or infrastructure required by the City and Port that cannot be economically justified. Public/private partnerships may accomplish major changes not feasible by any other means. These might include the siting of future businesses or creation of future utility resources such as a new electrical substation.

Government financial tools and taxing arrangements can be used in combination to fund projects. Once the Master Plan is adopted, several potential programs will be investigated. Some of these are anticipated in the attached *Master Plan with Funding Identified*.

Possible resources for consideration in the future are:

- A. State Grant/Loan Funding
  - a. Infrastructure Finance Authority (IFA)
  - b. Oregon Port Revolving Loan Fund
  - c. Oregon Immediate Opportunity Fund (administered by ODOT)
  - d. Oregon Department of Energy Fund (grant)
  - e. Oregon Rural Investment Fund (grant)
  - f. Oregon Water Development Loan Program (administered by Oregon Water Resources Dept.)
  - g. U.S. Community Development Block Grant (administered by Oregon Economic Development Dept.)
  - h. U.S. Rural Development Administration Communities Facilities Program

B. Regional Programs

- a. Mid-Columbia Economic Development District programs (loan)
- b. Oregon Investment Board (small grants and loans for infrastructure)
- c. Mt. Hood Alliance (loan)

C. Port General Fund or Enterprise Funding

- a. User Fees
- b. Systems development charges (cannot exceed cost of providing capacity)
- c. Property Tax Revenues

D. Public/private Funding

- a. Privately financed construction utilizing tax credits or development credits
- b. Financed construction through a local improvement district

In general, public services operation, maintenance, and replacement costs can be recovered through a user fee, and a combination of public and private sources can be used for initial construction financing. For example, a major component of an infrastructure project may be paid 50 percent from government grants and 50 percent from a local bond issue. Because many facility projects have state and national economic benefits, it's justified that municipalities maximize the percentage of total facility costs they can obtain from state and federal grants.

To recover annual costs (i.e., operation, maintenance, and replacement) the Port may use a combination of user fees, one-time system development charges and connection fees. This combination of local funding is usually designed so that each user pays the cost that is imposed on the system or the benefits received from the system.

If the Port cannot pay for new infrastructure with federal or state grants, then it still has choices: charge the entire cost to the new private developer, transfer revenues from other programs, use existing cash reserves, or finance it by pledging future revenues from fees or taxes.

To encourage new development, the Port may choose to go beyond its conventional role to provide incentives. These incentives might be tied to job creation in the form of an employment credit, or a development credit where the new company can provide the required infrastructure needs. The benefits in each case should be weighed against the creation of new jobs, opening of otherwise undevelopable property, or a larger tax base that has the effect of benefiting everyone in the community.

## IMPROVEMENT PLAN

Preliminary design and engineering were collected for the subarea of the property to be initially developed. The design objectives were as follows:

- The City of Cascade Locks will provide a new overhead electric service through the Business Park designed to deliver 2.5 megawatts of power. This will replace the current line that is not currently energized, too low to be safe, and generally in bad condition. Feb 2021 update: The EDA funded project will provide upgraded electrical service to and throughout the Business Park by the end of 2022.
- The Bench Property road will be a private drive with deeded municipal utility access and public easement to Herman Creek Cove connected to Cramblett Way.
- Streets other than the entrance parkway will be 32-foot-wide private streets to be constructed per industrial development standards created by the Port's engineer and adopted by the City.
- All utilities -- water, sewer and storm drain lines -- will be installed at the same time as the streets and will have municipal utility easements for future servicing by the City.
- Sanitary sewer utilities are adequate for this area. The existing service line feeds, by gravity, to a pump station and then, by pump, through a force main to the City treatment plant. Sanitary sewer lines will be extended as streets are added. The "Bench Property" will require a pump. The "Mill Site" will not.
- The quarry road will provide access to the quarry for future development and open the middle lot for development. This roadbed will be utilized for the new electric line as well as the first stage of a looped water system.
- A new 12-inch waterline from the intersection of Forest Lane and Herman Creek Lane is anticipated to create a looped system with adequate fire flow for future development. Feb 2021 update: this is completed.

An important consideration will be the timing and build-out of the entire heavy industrial zone. Phasing the development to meet all of the objectives laid out in the plan is crucial.

Also, important will be the size and mix of development. There are some general rules that can be applied to determine the size of facilities and the number of workers that can be

Port of Cascade Locks – MASTER PLAN

accommodated. If buildings at full build-out cover a maximum of 25 percent of the site, then a one-acre (43,650 sq. ft.) lot will accommodate a building with a maximum size of 10,000 sq. ft.

This allows the site to also accommodate off-street parking, truck maneuvering, loading docks, perimeter buffers, landscaping, and other off-site uses.

Most companies prefer to buy excess land to provide capabilities and room for future expansion. While the amount varies, a general rule is the lot size should enable the tenant to double the size of the intended facility without having to move to a larger lot.

Employment densities vary greatly with the type of use, ranging from 250 square feet per worker in high-density, office types of environments to more than 1,500 square feet per worker for low-density manufacturing or distribution operations. Most heavy manufacturing operations average around 800 square feet per worker. Using this figure, 10,000 square feet will provide space for about 12 workers. Again, this varies by type of use.

The subdivision plan is to survey and plat 11 parcels – four industrial lots for immediate development, four lots for future sale or lease, one lot as a dedicated greenspace at the entrance to the Business Park, and two quarry lots.

## **DEVELOPMENT PHASES**

The Master Plan describes eight phases. These phases are organic, must be flexible and subject to change. Preliminary design and construction estimates were created for each.

**PHASES OF IMPROVEMENTS – See Map (Jim Bussard)**

- A) Bench Property Phase
- B) Business Park Phase
- C) Environmental Restoration Phase
- D) Recreation Phase
- E) Quarry Phase
- F) Sporting Center Phase
- G) Large Industrial Phase
- H) Existing Expansion Phase

## **Planning Phase**

Currently underway, this phase includes gathering the background information needed to create this Master Plan. Port staff endeavored to include everything currently known about the property, all current possible developments, and envision the build-out of the property. Since October, Port staff has reviewed the preliminary title report, a hydro-geologic exploration has been completed, and the City development codes have been considered, as well as CCR's. In this phase, the Master Plan includes projected timelines and cost estimates for all the opportunities considered.

Once the Master Plan has been adopted, the next steps will include:

- Creation of municipal access into the park from Forest Lane under the railroad bridge for purposes of engineering and surveying of a 12-inch water line and emergency access
- Surveying and platting of 11-parcel subdivision to facilitate sales and development
- Starting the Phase 1 Environmental Assessment
- Agreement for payment of new overhead electrical service as proposed by the City.
- Engineering plans that will create development standards for all future businesses. Plans will be submitted to the City with a request for approval of design standards, i.e., road widths, overlays, formal adoption of road names, etc. When adopted by the City, these will become the adopted standard for all future development.

### **A. Bench Property Phase**

The Bench Property Phase opens up two 4-acre parcels for anticipated buildout by the Heuker Brothers Inc. The lower Bench Property and the upper Mill Property currently lack all infrastructure. This phase includes creation of a new private road built to Port specifications with water, sewer, and storm drains. Additionally, the new overhead electric service into the Business Park will eventually provide 2.5 megawatts of power. Initially 1.5 megawatts will be for these two new businesses. Important to this phase will be completion of surveying and subdividing of the property as outlined above.

### **B. Business Park Phase**

This phase includes rezoning of the north point of the park, and transportation planning. Currently the north point has two very different zones: "high-density residential" and "resort

commercial”. The City has recommended that the Port eliminate the high-density residential in favor of the more inclusive, resort commercial zoning.

In this phase, the Port is anticipating working with Kittleson Engineering and the Oregon Department of Transportation (ODOT) to engineer improved highway approaches with the goal of meeting all future needs and expectations created as a result of any major new development.

### **C. Environmental Restoration Phase**

Of all of the phases of development outlined, this phase may be the most critical. This phase includes creation of a municipal access and emergency road for fire and ambulances into the park in the event of a problem when the at-grade rail crossing at the entrance to Cramblett Way. It also includes habitat restoration in Herman Creek required for changing the current 200-foot setback to 100 feet... *a necessary change in order to do anything with the quarry in the future.*

Timing of this phase is important because Herman Creek is a protected salmonid habitat. Consequently, any development of a municipal access or emergency road near Herman Creek may require cooperation from Oregon Department of Fish and Wildlife (ODFW) and must correspond to the current in-water work window which is currently August-September.

### **D. Recreation Phase**

Recreation has become an important component of the use in the Business Park. The Easy-Climb Trail, Blackberry Beach and Locks Approach Disc Golf Course draw thousands of people to the property every year. This phase, though of minimal cost, is important because it includes work on the trails and environment in support of the Port’s recreational volunteers. Improvements will include improve drainage on the disc golf course.

### **E. Quarry Phase**

The Quarry Phase opened the portion of the property bounded by the quarry and the existing cell tower hill for future development.

### **F. Sporting Center Phase**

Thousands of people currently use the Business Park property because of the Easy-Climb Trail, Blackberry Beach, and the Locks Approach Disc Golf Course. The Sporting Center Phase will open the north point of the property for greater use, including improved access to Blackberry Beach. Possible construction of a sports center and creation of camping areas, marinas and docks will open this property for use by the Columbia Gorge Racing Association (CGRA) for expanded sailing, hiking and biking groups, and creation of a future sports concession.

### **G. Large Industrial Phase**

With development of the quarry road, an emergency access, additional electrical power through Cramblett Way, and solutions to potential transportation issues, large industrial development will be possible in the Business Park.

This phase will consider drilling of wells to supplement or backup the City water capacity, engineering and development of a new storm drain to the Columbia River just east of Blackberry Beach, and development of engineered sites ready for new business development. We may also include a compressed natural gas station and possible siting of a co-gen power plant.

### **H. Existing Expansion Phase**

The Existing Expansion Phase anticipates expansion of Bear Mountain Forest Products, creation of a dedicated greenspace on the west side of the Business Park entrance, building of the quarry road and increased water capacity in a loop back to Cramblett Way.

When this phase is completed, the Business Park will have a complete looped water system with the capacity to supply fire flow, as well as having a looped electrical system capable of providing 6.5 megawatts total (2.5 megawatts from the new overhead line and 4 megawatts through Cramblett Way).

Following is a breakout of the areas of capital expenses required by the outlined phases:

**Projected Costs for Phased Buildout of Port Property**

Utilities

Electric Service	\$65,000
Waterline Loop	\$300,000
Expanded Utilities	\$600,000
Fiber Optics	\$10,000
Road Construction	\$915,000
Permits, Flowage Easements, other	\$177,000
Sports Center	\$1,000,000
<u>Miscellaneous</u>	<u>\$313,125</u>
	\$3,380,125
<u>Contingencies at 15%</u>	<u>\$507,018</u>
Total	\$3,887,133

**Breakdown of Estimated Project Costs for All Components  
with possible timing and suggested funding:**

<i>Components</i>	<i>Estimated Cost</i>	<i>Timeframe</i>	<i>Grant</i>	<i>Loan</i>	<i>Other</i>	<i>Funding Source</i>
<b>Master Plan</b>						
Business Park Title Report		Done				Port
Master Planning Costs	\$10,000	Done	X			OIB
Development Codes & CCRs	\$10,000	April 2014				Port
Phase One Environmental Assessment	\$4,000	May 2014				Port
<b>Other</b>						
Partitioning of property	\$22,000	2014			X	Heuker Property Sale
Rezoning of High Density Res	\$2,000	2014-15			X	Heuker Property Sale
Engineering, Project Management	\$200,000	2014-15		X		Heuker Property Sale
<b>Quarry</b>						
DOGAMI Permit & Habitat Restoration	\$20,000	2014-15	X			State Grant
Road to Herman Creek	\$25,000	2014	X			State Grant
Quarry Roadbed & Utilities Installation	\$80,000	2014			X	BM Property Sale
Quarry Development	\$30,000	2015				Port
<b>Utilities</b>						
New Electric Service	\$35,000	2014			X	Heuker Earnest
Expanded Water	\$300,000	2014-15			X	Morale Property Sale
Fiber Optics	\$10,000	2014-15			X	Morale Property Sale
Electricity to Cramblett Way	\$30,000	2015		X		Port
Water Wells	\$200,000	2015-16			X	Nestle
Storm Drain to Point	\$400,000	2015			X	Nestle
BPA Electric Substation	\$3,000,000	2016			X	Public/Private Partnership

**Roads**

Bench Property Road	\$210,000	2014			X	Heuker Dev Credit
Emergency Road	\$400,000	2014-15			X	Heuker Property Sale
Finished Quarry Road	\$200,000	2014-15			X	Middle Property Sale
Road to Point	\$500,000	2015-15		X		IFA

**Recreation**

Recreational Development	\$50,000	2014	X			State Parks
Sports Center	\$400,000	2014-15			X	BM Property Sale
Sports & Rec Facilities	\$500,000	2015			X	BM/Middle Property Sale
Westside of Entrance	\$20,000	2014-15			X	BM

**Other**

Relocate Bioswale	\$20,000	2014		X		Port
Natural Gas	\$1,200,000	2016	X			DOE
CoGen PowerPlant	\$200,000	2016	X			State
Siting of Powerplant	\$5,000,000	2015-16		X		Port/DOE
Utility Management	\$900,000	2015				Port

## MANAGEMENT PLAN

Development procedures will be to complete the phase improvements as outlined above, decide on land disposition methods, and manage the land. See *Bussard Master Plan Phases* attached.

The schedule for undertaking future improvements will depend on commitments from businesses, development sitings and the availability of local, regional, state, and federal financing programs. The Port will need to include particular infrastructure improvements in their capital budgeting process as demanded by the business siting requirements and financing program availability. Land disposition methods include surveying, platting, filing lots and the creation of development standards for adoption by the City. The standards are enforced through controls that run with the land, called conditions, covenants and restrictions (CCR's).

Priorities and phasing will be driven in large measure by the demand of private investment and the timeline for development. In the attached document - *Master Plan – Phases Identified with Possible Timeline* – the phases were laid out as a continuum based on anticipated payments for earnest monies and property purchases, grants, and possible IFA infrastructure loans. It's important to note, as of the preparing of this report, none of these events have happened, so any changes may impact this entire timeline.

### A. LAND DISPOSITION METHODS

The combination of sale and lease of properties provides the greatest opportunity for development success. Generally, the sale of property will do more for getting a ground up development project underway than leasing property. Leasing allows the Port to maintain an interest in future development and land use standards.

Ground leasing is used extensively in existing commercial real estate in Portland. Ground leasing of industrial property to-date has met with limited success outside the Portland area. Only prime urban lands or one-of-a-kind properties have been successfully leased in the Pacific Northwest. A technique used to encourage leasing is to sell the first lots, and then convert to a leasing program on the balance.

Another consideration is whether the Port should restrict sales and leases to user-tenants or open them up to developers, investors, and speculators. The Port's objective should be to accelerate the return of its capital investment by selling or leasing lots to any entity willing to pay the price as well as provide the earliest development cycle for creating jobs. To guarantee

performance purchasers should be allowed to buy or lease sites with specific requirements to begin construction within a specified time subject to cancellation for non-performance.

If the Port's goal is to maximize cash flow, then it will make sales and leases to any party that demonstrates the ability to acquire the property, whether they utilize it in the short term. However, if the Port's objectives are to create jobs, generate property tax revenues from capital investment, and generate user fees for the repayment of infrastructure costs, then the appropriate policy would be to require short-term build out as a condition of the sale.

These alternative goals may not be as incompatible as they first appear. In real estate development, a very high proportion of all sales are made to developers, builders, or investors rather than end users. In the development of residential subdivisions, it is common for the developer to sell lots to builders who then find qualified buyers and construct custom homes. In essence, the developer uses the builder as a medium to find the end user. A similar process applies to the industrial market and it would seem reasonable for the Port to sell sites to developers/builders without excessive restrictions on timelines for build-out.

### *Financing*

The major benefit to a tenant in a commercial ground lease is leverage. Minimizing cash investment in a property increases the yield on cash invested. The buyer wants to minimize his investment in order to qualify for financing on a property he would not otherwise be able to purchase. On the other hand, many tenants will find it very difficult to find permanent financing for improvements on leased land. Lenders in the Pacific Northwest have historically preferred to finance on fee simple ownership rather than leasehold improvements. Therefore, it is important to note, the decision to only ground lease a site would undoubtedly reduce the number of potential prospects who could successfully obtain the financing necessary for their project.

### *Subordination*

Subordination of a tenant's construction loan by the Port will greatly enhance the advantage of a ground lease to a tenant provided there are no undue restrictions placed on the building improvements. In such a case, the Port must protect itself against the possibility of foreclosure against the fee interest because of a default of the tenant on his mortgage. A careful evaluation of each tenant's net worth must be made. Such net worth should show sufficient financial strength and stability. If the Port does agree to subordinate its interest to the mortgage, it should

do so only if the net worth standards continue throughout the term of the lease. The disadvantage is the constant monitoring required of the ground lease tenants in the park.

Obviously, subordination is not a risk or an issue if the land is being sold unless the Port is being asked to finance a portion of the purchase.

### *Taxes*

Port property is tax exempt until sold or leased. All property taxes should be the responsibility of the owner or tenant. The advantage to the tenant is that all the improvements constructed on the leased land is depreciable and still provide a large tax shelter position for the tenant. All rental payments made on the ground lease are also deductible for tax purposes.

### *Pricing*

Usually, the price is negotiated between the principals, based on property values, appraisals when available, and lease terms. A lease containing a subordination clause is much more valuable than one containing only leasehold mortgaging rights. Also, escalation should be firmly established in every lease. A lender, in its underwriting of the leasehold, must consider the rental and other charges. Unless the rental can be firmly fixed, it is possible that the lender will be unwilling to lend against the leasehold interest in the property.

## **B. DEVELOPMENT STANDARDS**

The Business Park has been zoned for a wide variety of uses. The Port needs to consider all proposed developments and business sitings to make sure less desirable neighbors are not in proximity. Zoning will restrict major locational options to companies and CCR's will place strict restrictions on site building plans. The performance standards and architectural review procedures in CCR's can be different for separate development areas.

## **C. PROPERTY PRICING**

Recruiting companies to Cascade Locks will have to be done in competition with other communities that are also promoting their economic development. The major competition will come from the areas where growth is expected to be the highest. Most of these larger communities have well-established economic development programs, as well as large private sector developers and industrial real estate brokers aggressively promoting sites for new and expanding companies.

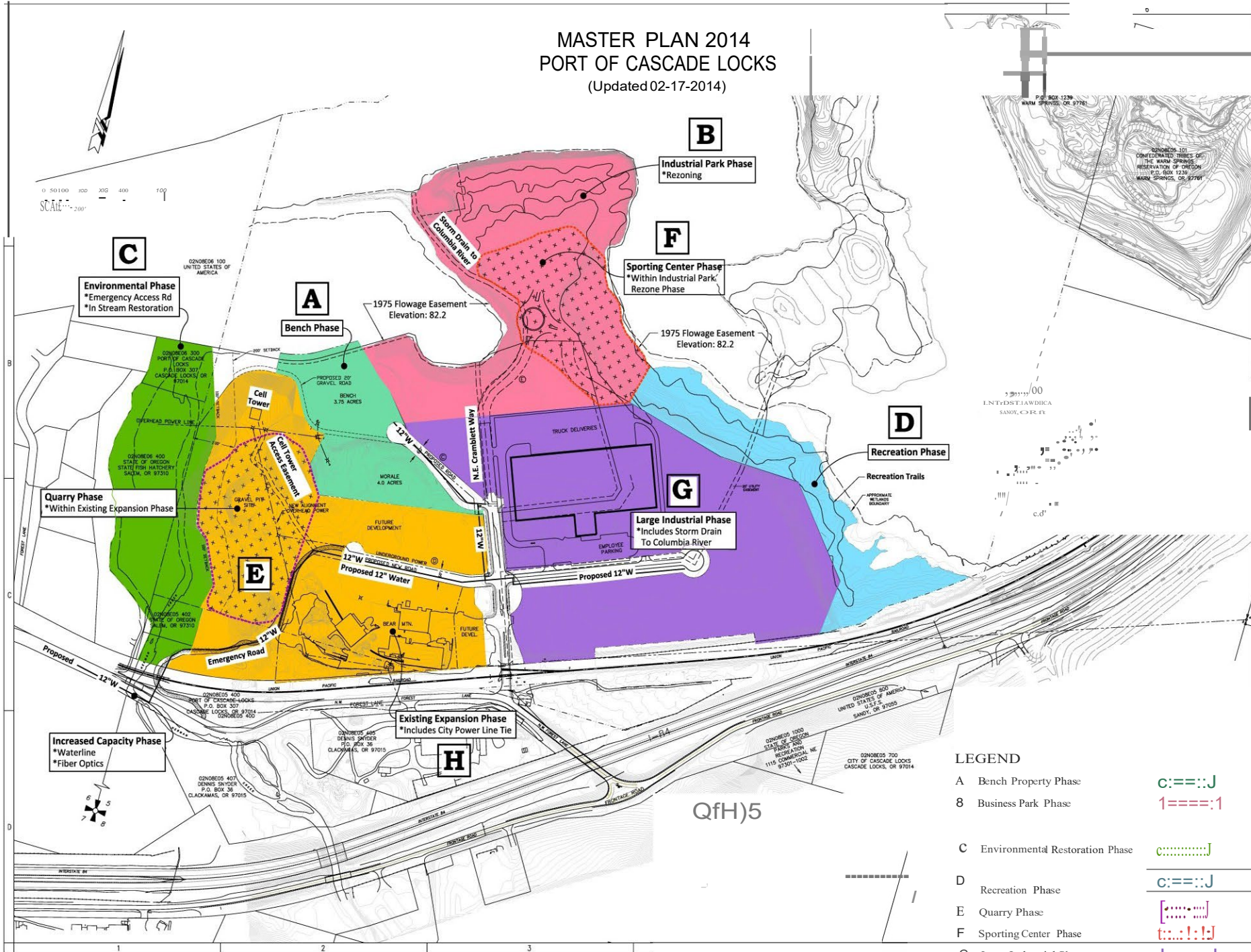
A property appraisal was commissioned from Palmer, Groth and Pietka in 2000. This study concluded an appropriate market value of \$45,000 per acre for property in the Business Park. More recently in 2013 the Port commissioned a study of the Cascade Wood Components site by Integra Realty. They concluded this 8.59-acre site was best valued at \$85,000 per acre. The Port has been successful over the course of the past year in attracting interest in its property at an even higher valuation of <\$100,000 per acre.

The recent economic development pricing model has been to start at a valuation that reflects the built-out value of the property, not its current undeveloped state, and then discount off this price with development incentives and employment credits. This makes the value of each acre higher which in turn increases the comparables for any future property valuations.

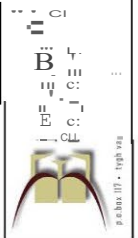
Recent proposals have ranged from \$71,000 per acre with no discounts to \$155,000 with substantial credits and discounts applied. It's important to note much of the pricing of Port property will be driven by the willingness and ability of the purchaser to either purchase the property "as is" or participate in needed improvement.

## **APPENDICES**

# MASTER PLAN 2014 PORT OF CASCADE LOCKS (Updated 02-17-2014)



SCALE 1"=200'



## LEGEND

- A Bench Property Phase c:::j
- 8 Business Park Phase 1:::1
- C Environmental Restoration Phase c:::j
- D Recreation Phase c:::j
- E Quarry Phase [:::]
- F Sporting Center Phase t:::!
- G Large Industrial Phase |:::j
- H Existing Expansion Phase c:::j

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1"=200'

201-MASTCROW

02-2014

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Master Plan  
Possible Opportunities

<i>Components</i>	<i>Explanation</i>	<i>Estimated Cost</i>	<i>Considerations</i>	
<b>Business Park Master Plan &amp; Capital Expenditures</b>				
<b>1</b>	Business Park Title Report	Prelim report and searches for additional easements, rights, and encumbrances	-	Amerititle
<b>2</b>	Geo-Hydro Exploration	Test wells to determine underlying geology and hydrology	-	Hansen Drilling
<b>3</b>	Master Plan	Outline of all components; rough outline of key components; estimated costs	\$10,000	Bussard; CAD costs
<b>4</b>	Development Codes & CCRs	Review and include changes, update development codes to facilitate build out	\$10,000	City; Bussard
<b>5</b>	Phase One Environmental Assess	Needed to finalize sale of properties	\$4,000	Wallace
<b>6</b>	New Electric Service	Overhead lines raised and moved to west; provide 2.5megawatts	\$35,000	City & BM
<b>7</b>	Flowage Easements	Remove antiquated Army Corp restrictions on property	\$20,000	Army Corp
<b>8</b>	Survey, plat & file for lots	Creating partitions of the Bench, Mill Site, Middle, Bear & Quarry; 11 lots total	\$11,125	TerraSurvey
<b>9</b>	Rezoning of High Density Res	Changed to expanded uses in "resort commercial"	\$5,000	ED Staff; contractor
<b>10</b>	Bench Property Road	Private road access to Bench, Mill Site and mouth of Herman Creek; include SDS	\$210,000	Heuker Dev Credit
<b>11</b>	Municipal-Emergency Access	Connects quarry road (20) to Forest Lane for emergencies only; gravel & gated	\$100,000	BNSF; Bussard; Contractor
<b>12</b>	Recreational Development	Expanded walking & bike paths; in support of volunteers; relocate bioswale	\$50,000	Port maintenance
<b>13</b>	Revised DOGAMI Permit	Change to 100' Setback requires inwater work; cooperation with ODFW	\$20,000	Contractor; ODFW
<b>13a</b>	Road to Herman Creek	Road behind Bear Mountain to Herman Creek to create habitat	\$25,000	Contractor
<b>14</b>	Construction Engineer	Project Manager to oversee various construction projects; works with Mohr	\$100,000	New hire; Port maintenance
<b>15</b>	Expanded Water	12" waterline; 1/2 mile; Herman Creek Lane to park; loop	\$300,000	City plan; contractor
<b>16</b>	Fiber Optics	None currently; agrmt for install & service; trench in road	\$10,000	Sprint; CenturyLink
<b>17</b>	Expand Bear Mountain Property	Allows for future expansion; include fencing, mitigation & park at east end	\$10,000	Staff; Port Legal
<b>18</b>	Westside Entrance Park	Plan for creation of a park in what is currently the BM bioswale	\$20,000	BM; landscape arch
<b>19</b>	Quarry Roadbed for utilities	Private road off Cramblett Way for access to quarry; phase one gravel	\$80,000	Contractor
<b>19a</b>	Finished Quarry Road	Phase 2; completion based on use by BM, lower mill site or quarry	\$200,000	Contractor
<b>20</b>	Quarry Development	Creation of grades, survey, testing of other areas for mining	\$30,000	Hood River Sand; Bussard
<b>21</b>	Road to Point	Facilitates development of Sports Center and SDS	\$500,000	SDS easement
<b>22</b>	Electricity to Cramblett Way	City to pull conductors in Cramblett Way; required for big client	\$30,000	City
<b>23</b>	Sports Center	Development of first phase; create concession	\$400,000	Port maintenance; contractor
<b>23a</b>	Sports & Rec Facilities	Phase 2, addition of boat launch, marina, camping, service buildings, beach	\$500,000	Contractor
<b>24</b>	Construction Manager	Project Manager to oversee Sports & Rec; and big client development	\$100,000	New hire; Port maintenance
<b>25</b>	Water Wells	Backup wells for fireflow & augment expanded waterline	\$200,000	City IGA; Contractor
<b>26</b>	Storm Drain to Point	Rerouting and extension to Col River; required for big client	\$400,000	Big client; Contractor

**Total Development Needs****\$3,380,125****Potential Future Concerns**

<b>27</b>	Natural Gas	Avista has estimated \$14mm; alternative compressed natural gas delivery	\$1,200,000	Rawhide
<b>28</b>	BPA Electric Substation	Purchase of BPA substation; expansion of current service to 10-12 megawatts	\$2,300,000	BPA; City
<b>29</b>	CoGen PowerPlant	Port of Morrow; 5 megawatt; analysis of need & access to fuel stocks	\$5,000,000	Morrow; Contractor
<b>30</b>	Truck Transportation Issues	Fixes to frontage road and turns	\$2,400,000	ODOT; contractor

**Total Including Opportunities****\$11,425,000**

2/14/14

Master Plan  
with Possible Funding

X	Components	Explanation	Estimated Cost	Balance	Grant	Loan	Private
<b>Business Park Master Plan &amp; Capital Expenditures</b>							
1	Business Park Title Report	Prelim report and searches for additional easements, rights and encumbrances					
2	Geo-Hydro Exploration	Test wells to determine underlying geology and hydrology					
3	Master Plan	Survey; design; cad drawings to show phases of development as required	\$ (10,000)				X
	OIB Grant		\$ 10,000		X		
4	Development Codes & CCRs	Review and include changes, update development codes to facilitate build out	\$ (10,000)				
5	Phase One Environmental		\$ (4,000)			X	
	Heuker Earnest Money		\$ 40,000	\$ 26,000			X
6	New Electric Service	Overhead lines raised and moved to west; provide 2.5megawatts	\$ (35,000)				X
	Heuker Property Sale		\$ 380,000				X
7	Survey, plat & file for lots	Creating partitions of the Bench, Mill Site, Middle, Bear & Quarry	\$ (11,125)				X
8	Rezoning of High Density Res	Changed to expanded uses in "commercial resort"	\$ (5,000)				X
	Big Client Right of First Offer		\$ 15,000				X
9	Bench Property Road	Private drive for access to Bench, Mill Site and mouth of Herman Creek	\$ (210,000)				X
	Heuker Development Credit		\$ 200,000	\$ 379,875			X
	State Grant		\$ 50,000		X		
11	Municipal-Emergency Access	Connects road to Forest Lane for emergencies only	\$ (100,000)				X
12	Recreational Development	Expanded creation of walking paths, bike paths, etc. throughout property	\$ (50,000)		X		
13	DOGAMI Permit & Habitat Rest	Change to 100' Setback requires survey & inwater work (14a)	\$ (20,000)		X		
13a	Road to Herman Creek	Road behind Bear Mountain to Herman Creek to create habitat (14a above)	\$ (15,000)		X		
14	Construction Engineer	Project Manager to oversee various construction projects; works with Mohe	\$ (100,000)			X	
	Grant	Habitat restoration	\$ 25,000	\$ 169,875	X		
15	Expanded Water	12" waterline connecting City lines at Herman Creek and Forest Lane	\$ (300,000)				X
	IFA Infrastructure Loan		\$ 500,000			X	
16	Fiber Optics	None currently; partnership with provider; legal agreements for install & service	\$ (10,000)				X
17	Expand BM Property	Increase property to allow for future expansion; legal agreements	\$ (10,000)				
	BM Option		\$ 20,000		X		
18	Westside of Entrance	Plan for creation of a park in what is currently the BM bioswale	\$ (20,000)				X
19	Quarry Road with Utilities	Private road off Cramblett Way behind Bear Mountain for access to quarry	\$ (80,000)				X
19a	Finished Quarry Road	Completion of road based on use by BM, lower mill site or quarry	\$ (200,000)				X
20	Quarry Development	Creation of grades, survey, testing of other areas for mining	\$ (30,000)				
	Middle Property Earnest Money		\$ 40,000	\$ 79,875			X
21	Road to Point	Needed to facilitate development of Sports Center and other development	\$ (500,000)			X	
22	Electricity to Cramblett Way	City to pull conductors through conduits in Cramblett Way	\$ (30,000)			X	
	BM Purchase		\$ 600,000				X
23	Sports Center	Development of first phase of sporting complex; create concession	\$ (400,000)	\$ (250,125)			X
	Middle Property Purchase	5 acres	\$ 400,000				X
	Sports Center Concession	Agreement with plan and timeline, initial payment	\$ 50,000				X
	Grant for develop sports facility		\$ 200,000		X		

2/14/14

Master Plan  
with Possible Funding

<b>23a</b>	Sports & Rec Facilities	Phase 2, addition of boat launch, marina, camping, service buildings, beach	\$ (500,000)	\$ (100,125)			X
<b>24</b>	Construction Manager	Project Manager to oversee Sports & Rec; and beg client development	\$ (100,000)			X	
	<i>Well Development Agree</i>		\$ 200,000				X
<b>25</b>	Water Wells	Two wells to provide backup for fireflow & augment expanded waterline	\$ (200,000)				X
	<i>Big Client Earnest Money Agree</i>		\$ 250,000				X
<b>26</b>	Storm Drain to Point	Rerouting and extension to Col River	\$ (400,000)	\$ (149,000)			X
	<i>Big Client Property Purchase</i>		\$ 4,750,000				X

**Total Net Revenue**

**\$ 4,399,875**

<b>Potential Future Opportunities</b>							
	<i>DOE Match</i>	<i>50% match</i>	\$ 1,000,000			X	
<b>27</b>	Natural Gas	Avista has estimated \$14mm; alternative is compressed natural gas delivered	\$ (1,200,000)	\$ 4,199,875		X	
	<i>Public/private partnership</i>	<i>Partnership with Port; to own and produce power for city and industrial park</i>	\$ 3,000,000				X
<b>28</b>	BPA Electric Substation	Purchase of BPA substation; expansion of current service to 10-12 megawatts	\$ (3,000,000)				X
	<i>Grant</i>	<i>Development of alternative power sources</i>	\$ 500,000			X	
<b>29</b>	CoGen PowerPlant	Port of Morrow; 5-megawatt station	\$ (200,000)	\$ 4,499,875		X	
<b>29a</b>	Siting of Powerplant	Actual moving, install, testing and use of powerplant	\$ (5,000,000)				X
			<b>\$ (500,125)</b>				

**Total with Opportunity costs**



