

PORT OF CASCADE LOCKS STRATEGIC BUSINESS PLAN REVISIONS CHAPTER VII: PRIORITIES & PROJECTS

Priority 1: Bridge of the Gods

- 1.1) Maintain a ten -year maintenance and operations plan, including a funding plan to keep bridge functioning at the 40 ton / 80,000 pound legal load limit, to maximize the lifetime of the bridge, to include seismic upgrades.
- 1.2) Schedule and lobby for major grant application packages for state and federal bridge dollars.
- 1.3) Leverage Homeland Security Department grant dollars to develop and implement Port Security Master Plan, to include enhanced cameras along the bridge and riverfront.
- 1.4) Adopt long range plan to improve bridge capacity and safety for non-motorized users: pedestrians, bicycles, and equestrians.
- 1.5) Plan for toll rates to keep pace with operations budget.
- 1.6) Plan for toll collection technology upgrades, following Port of Hood River implementation.
- 1.7) Plan for an eventual complete bridge replacement.

To Be Encouraged By Others

- Utility providers will collaborate with Port for routing of utilities across the Bridge of the Gods, including fiber optics and natural gas, in exchange for annual lease fees.

Priority 2: Business (Industrial) Park

- 2.1) Maintain a revised phased Business Park (and Infrastructure) Master Plan to support business development, including but not limited to: new subdivision lot lines, full utilities build-out, and public access along riverfront.
- 2.2) Construct phased infrastructure improvements, as identified in the Business Park Master Plan, beginning with the completion of NE Columbia Gorge Way to serve new industrial lots.
- 2.3) Facilitate secondary emergency access and utility easement across the railroad into the Industrial Park.
- 2.4) Identify transportation solutions for trucking access into the Business Park, including solutions at Frontage Road, westbound on-ramp at Exit 47, and a grade-separated entrance into the Business Park.
- 2.5) Revise City Zone Code Language and re-zone Port property to allow for an appropriate mix of industrial, commercial, and recreational uses.
- 2.6) Sell or lease industrial lots as a catalyst for industrial development and job creation, through continued marketing of Business Park properties.
- 2.7) Plan to build leasable industrial building space in the Business Park, likely lot #2.
- 2.8) Explore potential partnerships with adjacent property owners, including SDS, Warm Springs Tribes, Snyders, Bear Mountain Forest Products, and the Heuker Family.
- 2.9) Continue to collaborate with firms to bring in jobs and community investment, including Nestle Waters North America, data centers, and others.

- 2.10) Convene regional partners on Herman Creek Cove habitat improvement project.
- 2.11) Maintain and improve existing recreation facilities – Blackberry Beach, the jetty, Herman Creek Cove boat ramp, easy climb trail, disc golf course, and existing access roads.
- 2.12) Identify and expand Port water rights.
- 2.13) Develop long-term plan for full I-84 interchange at the Business Park.

To Be Encouraged By Others

- Construction of new industrial facilities for job creation and local investment.
- Improved frontage road alignment for truck traffic to the Business Park.
- Development of exit 47 from I-84 and/or full interchange on I-84.
- Grade separate entrance to the Business Park.
- Interchange and access improvements if, as, and when, necessary and feasible/advisable.
- Creation of new recreational and resort/conference facilities, including sports center, amphitheater, and marina.
- Development of Government Rock by the Warm Springs Tribes.

Priority 3: Herman Creek Lane

- 3.1) Fill Flex Building #1 with lease tenants, including necessary tenant improvements.
- 3.2) Plan, budget, bid, and construct Flex Building #2 once tenant is committed.
- 3.3) Remove grey house / structure with appropriate abatement and septic measures in place.
- 3.4) Coordinate with City on several small boundary line adjustments around the public road, sewer plant, and city well head, to include possible Port easement across the city property.
- 3.5) Continue old shop building remodel analysis, with roof replacement as the top priority.
- 3.6) Plan and design Flex Building #3.
- 3.7) Partner with private industry to re-commission rail spur.
- 3.8) Support City's efforts to secure "whistle free community quiet zone."
- 3.9) Upgrades of existing treatment plant or other innovative technology as required to meet any future business needs.

Priority 4: Downtown / Town Center

- 4.1) Complete property sale to support the permanent development of Thunder Island Brewing in the downtown core of Cascade Locks.
- 4.2) Complete the negotiation, rezone, clearing, purchase, and marketing of the County property east of the new fire hall.
- 4.3) Complete the transfer of Venture Street property to the City of Cascade Locks.
- 4.4) Continue to market the Hillside (Parkview) Parkview property across from the East Wind.
- 4.5) Work with City to identify revisions to the Downtown Plan and parking standards to be more business friendly.
- 4.6) Continue to support existing downtown businesses through a Cooperative Marketing, etc.
- 4.7) Support community enhancement programs including blue bike rack program, lamp post banners, Christmas lighting, public art, or sidewalk planters.

To Be Encouraged By Others

- Reuse of the Old Fire Hall as an active business space.

- Streetscape improvements and upgrades on WaNaPa, including crosswalk enhancements.
- Development of a downtown trail hub at Overlook Park.
- Community efforts including new and upgraded businesses and new housing starts.

Priority 5 - Marine Park

- 5.1) Continue negotiations, design, and funding for 800 foot Marine Park Beach expansion.
- 5.2) Develop safe pedestrian and bicycle overcrossing from WaNaPa into the Marine Park to connect park to downtown businesses and better facilitate visitor parking and use.
- 5.3) Develop Marine Park Master Plan, to address irrigation, pedestrian circulation, parking, and improvements to rental facilities.
 - 5.3.1) Construct pavilion improvements including ADA entry, service kitchen, and chair/table storage.
 - 5.3.2) Improvements to Thunder Island event site and wedding platform.
- 5.4) Develop plan for incubator space, maintenance storage, railroad warehouse property, explore yurts and other revenue generating concepts.
- 5.5) Review Union Pacific Railroad leases and negotiate for future improvements, park access, and parking opportunities.
- 5.6) Implement signage and wayfinding for the Marine Park, including addressing the buildings.
- 5.7) Continue to market Marine Park for special events and private event facility rentals.
- 5.8) Support the growth of the Sternwheeler Columbia Gorge and associated business to benefit both partners, including the Locks Waterfront Grill, gift shop, and Explorer day excursions.
- 5.9) Support ongoing CGRA programs for competitive and instructional sailing from the Marine Park.
- 5.10) Develop a plan to enhance or replace the Oregon Pony Building.
- 5.11) Complete seawall structure to the Thunder Island foot bridge.
- 5.12) Explore opportunities to partner with and expand cruise boat visitations in the historic locks to benefit the local economy.

To Be Encouraged By Others

- Additional river-based tourism, transportation, and recreation activities.
- Ongoing improvements and growth of the Sternwheeler Columbia Gorge.
- Growth & professionalization of the Columbia Gorge Racing Association.
- Encourage the Museum to be a stable non-profit entity.

Priority 6- Moody Road

- 6.1) Conduct Timber Cruise to determine economic benefit of logging all or part of property.
- 6.2) Explore land clearing and preparation for public trailhead parking, with possible transit stop.
- 6.3) Continue to work with USFS and stakeholders on a 25- mile multi-use CLIMB trail.
- 6.4) Future annexation and zoning of new Port property.
- 6.5) Sale and/or lease of Port property for appropriate development.
- 6.6) Re-envisioning and support for Tramway project partnership.

Priority 7: Other

- 7.1) Explore acquisition of the State airport property.
- 7.2) Explore opportunity with Hood River Sand & Gravel Property acquisition.
- 7.3) Improve relationship with businesses located on Mt. Hood Highway 35, including Cooper Spur and Mt. Hood Meadows.
- 7.4) Support the City efforts to bring fiber optics to Cascade Locks.
- 7.5) Strengthen strategic regional advocacy partnerships, including One Gorge, Gorge Commission, Tribes, Friends of the Gorge, and agencies.
- 7.6) Investigate and support local environmentally-sensitive power generation, including wind, solar, and hydro.
- 7.7) Support enhancing key viewing areas within the city limits by removing/trimming trees along I-84 corridor.
- 7.8) Support Natural Gas to Cascade Locks.