

## JOINT (CITY/PORT) WORK GROUP FOR ECONOMIC DEVELOPMENT

Meeting Notice and Agenda

Thursday, August 31, 2017

7:00 PM

City Hall Council Chambers

1. Call To Order/Pledge of Allegiance
2. Welcome and Self-Introductions
3. Adoption of June 29, 2017 Minutes
4. Citizen Input
5. City/Port Issues:
  - a. Discussion of the JWGED members to determine if any information or facts needs to be sent to the broader community.
  - b. City Economic Development Activities.
  - c. Port Economic Development Activities.
  - d. Report on Joint Port of Hood River/JWGED Tour.
6. Reports from Other Agencies.
7. Other Matters.
8. Next Meeting: September 28, 2017.
9. Adjournment.

**The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired, or for other accommodations for person with disabilities, should be made at least 48 hours in advance of the meeting by contacting the City of Cascade Locks office at 541-374-8484.**



**Minutes**

**June 29, 2017**

1. **Call to Order/Pledge of Allegiance.** The JWGED was called to order by Mayor Cramblett at 7:00 PM. Members present: PP Jess Groves, PGM Paul Koch, CA Gordon Zimmerman, Port Secretary Sally Moore, Mount Hood Community College (MHCC) Representative Jarrod Hogue, PC Brad Lorang and Citizen Member Citizen Member Gary Munkhoff. Others present were: Joanne Wittenberg, Margie Curtis, Katelin Stuart, Ray Cless, Bill Symes, Mark Sedars and Mt. Hood Meadows Representative Jeremy Rist.
2. **Welcomes and Self-Introductions** All in the room introduced themselves. Mt. Hood Meadows Representative Jeremy Rist stated they are the largest employer in Hood River County. He stated there is a housing shortage for employees. They are looking for possible solutions to the housing shortage. PP Groves stated he envisions a pod style housing arrangement with a kitchen in the middle and 4 sleeping areas surrounding it. PP Groves stated he has brought it to the State level through Regional Solutions about building a complex in the Parkdale area. Mayor Cramblett stated Mt. Hood Meadows is trying to find affordable housing in the Parkdale area. They looked at industrial land for a Park and Ride off of Highway 35, however that did not work out. PP Groves stated there was a discussion between the Port and Jake Bollard, CEO of Mt. Hood Meadows about having a boat, bicycle and sports equipment rental shop in CL. PP Groves stated there is a Client that would like to build in CL and they are interested in having a rental shop like that and would like to get touch with Mt. Hood Meadows.
3. **Adoption of meeting minutes May 25, 2017**  
**Motion:** PP Groves moved, seconded by PC Lorang to approve the May 25, 2017 minutes. Motion passed unanimously by Mayor Cramblett, PP Groves and PC Lorang.
4. **Citizen Input: None**
5. **City/Port Issues:**
  - a. **Discussion of the JWGED members to determine if any information or facts needs to be sent to the broader community.** – PGM Koch stated this will always be on the agenda to remind the group that there are always issues and facts to get out to the community and the public. PGM Koch stated the group will use Facebook, newsletters and email to continue to get facts and information out to the community.
  - b. **City Economic Development Activities.** City Administrator Gordon Zimmerman stated there was one housing permit this month. There are 3 ongoing building lot permits in the Shahala housing development. He stated the Water System Improvement Project bid process will go out in soon. He stated the City is waiting for approval for the City Water System Improvement Project from the United States Department of Agriculture (USDA). The bid process will go out mid-July and bids will be opened August 15. The Notice to Proceed will go out August 28 after the 7-day protest period. The project will start in mid-September. He stated the City will have until Mid-May of 2018 to complete the project. CA Zimmerman stated it is a 180-day project and can be split up. Wa Na Pa Street will be done in the spring of 2018. The project will start at the east end of CL. Katelin Stuart asked if it is a 9-month project and if it will be split up. CA Zimmerman stated it will be a little longer than 180 days and will split it if the Contractor wants to because winter will be in the middle of it. Everything will be done except Wa Na Pa Street this fall; it will be done in the spring of 2018. Mayor Cramblett stated the project needs to be done and there was a lot of things that held it up along the way. CA Zimmerman stated that the project is two years late and the costs may be higher now.
  - c. **Port Economic Development Activities** – PGM Koch stated that the Port received a loan for 1.8 million dollars to build Flex buildings 2 and 4 all have been leased except for half of Flex 4

They are focusing on building Flex 2 now. There have been many bids coming in for plumbing and electrical this week. The concrete slab for Flex 2 will be poured August 14, 2017. PGM Koch stated the Port is in negotiations with a potential client for lots 2 and 3 in the Business Park. The client is doing their 90-day diligence by digging test pits and doing a Geotech survey. PGM Koch reported that an RFP has been advertised to perform a feasibility study on the Airport property in CL. He stated there has been one applicant. The deadline for the RFP is July 31, 2017. The study is being done to determine the highest and best use of the property. A Steering Committee will be formed comprised of State and local communities. Some of the agencies include the Oregon Pilot's Association, Oregon Department of Aviation, Mid-Columbia Economic Development District (MCEDD), Oregon Department of Transportation, Cascade Columbia Housing Corporation Hood River County, Regional Solutions the City of CL, the Port of CL and other agencies. The Port will apply for two grants to complete the study. One is a federal grant through the Department of Commerce and the other is through Business Oregon. The Port will match \$25,000. PGM Koch stated the study should take around six months to complete and an economic feasibility study will determine the highest and best use of the property. PGM Koch reported the Port has received letters of support from MCEDD, Hood River County, the City of CL, the Port of Skamania and the Oregon Department of Aviation. He stated there has been some striping done on Toll Booth Road. It has a left and right turn striped lane now. PGM Koch stated that the Port had a transportation Freight Mobility and Safety Scoping Project done by the firm HDR Engineering. There are five projects that were scoped. PGM Koch stated that CL needs better access to industrial and commercial properties, better public safety on Wa Na Pa Street, a safer intersection at Toll Booth Road and Wa Na Pa Street and needs to improve the connectivity to I-84 for public safety and the local economy. The possible solutions are listed in the scoping project. PGM Koch stated the scoping project was presented to ODOT. The Port will meet again in July with ODOT staffer Kristen Stallman to take a harder look the scoping project. PP Groves will take it to ODOT Region One Committee for a review as well. This may make it easier to apply for STIP grants. STIP is defined as: **The Statewide Transportation Improvement Program, also known as the STIP, is the Oregon Department of Transportation's capital improvement program for state and federally-funded projects. The Oregon Transportation Commission and ODOT develop the STIP in coordination with a wide range of stakeholders and the public.** PGM Koch stated the Port received \$14,000 in donations for the 4<sup>th</sup> of July celebration held in Marine Park. He stated this will help with "seed money" for next year. The cost this year is \$12,000. He stated there is a new wedding site on Thunder Island. There are now two wedding sites there. He reported the Pony Advisory Team report and recommendation was accepted by the Port Commission. There will be \$30,000 set aside for renovations done on the building this summer. PGM Koch stated that Bridge of the Gods (BOG) Manager Ryan Vollans has been meeting with Skamania county members to determine where the Bike/Ped crossing will come out at on the Washington side of the BOG. He stated there will be a grant application made for the Bike/Ped crossing next year. In the Port's 15 Year Maintenance and Preservation Plan, the Bike/Ped crossing is listed. The bike/ped overcrossing will strengthen the bridge according to the Bridge Engineers. GM Koch stated the Pony Advisory Team came up with four ideas for the Pony. In the 2017-18 budget, there is \$30,000 for renovations to be done on the current building this fall.

**d. Discussion on beach expansion and alternative location:** PGM Koch stated that Marine Park has been very busy and is used beyond its capacity; and that the current location for the Sailing program in the Marina is being used far beyond its capability. He opened the discussion stating he invited CGRA representative Bill Symes to discuss the Sailing program with the JWGED and to begin the conversation about moving the Sailing program to the Business Park. Bill Symes stated a "White Paper" was written on the economic impact the Sailing Program has in CL in 2003 and can be found on the CGRA website. Bill Symes stated in 2005 a Sailing

**JWGED on Economic Development Page 3 of 5**  
**Minutes**  
**June 29, 2017**

Feasibility Study was done. (Exhibit 1) The study looked at the possible location options for growing the Sailing program in CL. The first option was to enhance and stay in the Marina in Marine Park and the Herman Creek Cove and the study scanned the whole coastline in CL. The study recommended having the sailing program "Living in the Park for 1-5 years". They were to do some upgrades but he stated most of them have not been done. The long term was to move to Herman Creek Cove. It involves a lot of infrastructure building in the cove. The study shows the pros and cons of the options. Mayor Cramblett stated that a lot has changed since 20005 and some of that projected property in the study is no longer available as it has been sold. Mayor Cramblett sees a lot of the property in the Business Park as very valuable and this is the chance to talk about. Swimming at the beach has become a growing issue and conflict with the Sailing Program. He stated at the very minimum there needs to be another beach for the locals to use. He stated at the cove it is very family friendly. He said something very simple and easy needs to be done. It could be as easy as Snyder making a road down to one of the coves. He stated right now there is a lot of blackberries and brush that needs to be cleared to get a better picture of the area. There are three excellent holes at the Business Park, but they all have issues, such as low water in late summer. PP Groves stated that there is a potential client that is interested in creating a Sailing venue in the Business Park. PP Groves also stated a Sailing program could be taken to a potential investor. Citizen Member Citizen Member Gary Munkhoff stated that several weeks ago he visited the waterfront in Hood River. He stated it is amazing. They did this by making a detailed plan. Now they have a booming recreational area next to an industrial area. Gary said the JWGED should study their model. He stated this community deserves to have a long range well thought out plan; and to look at it as an economic driver and a livability situation. He said the dynamics of the area has changed and the timing is perfect to plan it before it is too late. Citizen Member Gary Munkhoff stated that if we do not have a plan in 20 years we will regret it. PP Groves stated there is a plan, he has seen it. The 26-mile Mountain Bike Trail is an example. There is an EasyClimb Trail in the Business Park. PP Groves stated there is a 50-foot riparian zone in the Business Park that can never be sold and will always be open to the public. Citizen Gary Munkhoff stated that industrial and recreational uses can be combined in the Business Park. He said CL needs zoned lots strictly for recreation. PC Lorang stated there is value at looking at the POHR plans and how they accomplished their waterfront. PC Lorang stated the terrain is much different than the POHR waterfront. He noted there needs to be some flexibility as CL is not HR and never will be and zoning it may be hazardous. PP Groves stated the POHR got the flood zone extinguished making the riparian zone bigger. He stated CL only has a small area for businesses. He noted CL will never sustain itself on tourism and recreation alone.

Katelin Stuart stated that CGRA has contributed a lot to the community. Instead of talking about a 30-year plan, talk about "Baby Steps", possibly a 5-year plan. Katelin stated the first thing to do is to look at what is still possible, look at the Tribes role and Union Pacific's and ODOT's restrictions. Mayor Cramblett agreed and stated this is a good conversation. PGM Koch stated that we are in a very unique situation. He said, "CGRA are willing to go down the road with you". GM Koch stated to keep in mind that with the market the way it is right now, he does not believe there is more than six months because of a lot of interest and activity in CL. He suggested that the JGWED may want to consider a subcommittee to go and study how the POHR did accomplished their waterfront. PC Lorang stated that he is all for learning from people that are years ahead CL. He noted that there is a need to address how to get big boats in and out of the water. PC Lorang stated there is a need for a world Class facility for a world class Sailing venue.

PC Lorang stated everyone is finally coming together to form a common vision. PGM Koch summed up the plans to form a subcommittee to come up with a plan to enhance swimming and Sailing for the local community and the Sailing program. PGM Koch stated the first step is to tour

**JWGED on Economic Development Page 4 of 5**  
**Minutes**  
**June 29, 2017**

to the Hood River (HR) Waterfront. He stated everyone at the meeting will have to find people to go on the tour to HR. He will let everyone know the date. He and CA Zimmerman will sit down and put together a work plan and a schedule first. PGM Koch would like all that were present to bring someone with them that was in the meeting. PGM Koch asked the audience if the group is going down the right path. They replied yes. CA Zimmerman suggested taking an inventory of land that is available. Gary stated the waterfront belongs not to the Port but belongs to the Community and it's a tremendous asset. PGM Koch stated that it is the Community's advantage right now because in the next six months there may be a developer that want to come in and piggy back on that notion. The City needs to look at their plans stated Mayor Cramblett. Katelin Stuart suggested to inventory properties that are not available and what CGRA is interested in. Get a field trip together to go to the Waterfront in Hood River. Katelin Stuart wrote on a white board the steps involved to create a plan. Number 1 is to inventory all waterfront properties, the type of properties, identify the riparian zone, where the trails are, wetland restrictions and barriers to development. Number 2 is to look at current zoning. Number 3 is to keep the Tribes informed. Number 4 is to get the Community involved, get Fish and Wildlife involved and contact Mike McElwee to set up a field trip to the Waterfront at the Port of Hood River. Mayor Cramblett stated he does not want to see a conflict with CGRA, sailors and swimmers. Mayor Cramblett said 10 years ago, the Park was not utilized or cared for, however the sailors were using it. Now that the Park is being maintained more, the Public is using the Park more. He stated there are better spots in the Business Park for swimmers and Sailing Programs. Citizen Member Gary Munkhoff stated there will be conflicts with sailors and swimmers, and proposed looking for a better solution in the coves in the Business Park. He suggested taking some pressure off the sailors and move them out to the Business Park. Katelin Stuart stated she sees a small problem and asked to the definition of a beach. She asked what brings the Sailors and Swimmers there? Gary said that was a good question. Mayor gave his definitions: no current, shade, sun, shallow and deep. Bill said need there needs to be a place to store and launch the boats. He said CGRA has been hosting bigger and bigger boats. CGRA said if they continue the program in CL, they will need an infrastructure for bigger boats. He said their white paper "*Columbia Gorge Sailing Center 2004*" is on their website. PGM Koch stated he will get copies for the group. PGM Koch with everyone sitting at the table a lot can get done for less expense. The plan is to facilitate a meeting with POHR and bring citizens and get them involved. PGM Koch stated there is now a commitment and posed the question how to get citizens involved and how to get the communication out. Katelin Stuart suggested to get info out on the Port's FB page, post information regarding the subcommittee at the Post Office, channel 23 and the Port website. PP Groves stated the some from the City Council should be on the subcommittee. MHCC Representative Jarrod Hogue stated to be successful you have to get to a shared vision. He stated you have to call people and do a personal invitation and you will get a better turn out for your vision. Katelin Stuart stated that you have to get the new people in town interested. Joanne Wittenberg stated that most do not have channel 23 anymore, but those attending meetings can tell others about attending the subcommittee. She said talking to people face to face it is more personal, they can feel your passion. Margie Curtis said she would speak to people at TIB and the Ale House as they would be interested and could get the word out. Katelin Stuart asked Jarrod Hogue when to ask the stakeholders to join. Jarrod answered once you have the vision formed. PGM Koch asked if CGRA would make the commitment to be a partner in the subcommittee? Bill Symes answered yes and stated this is one of the most spectacular Sailing venues in the world. Bill Symes said the vision is there. It is the most beautiful waterfronts on the Columbia River. He stated there is a need to figure out how to develop it; and to look at this as an opportunity.

**6. Reports from Other Agencies**

Jarrold Hogue, Representative with Mt Hood Community College stated that the Megatronics program is set to begin. With the Amazon Fulfillment Center moving in he stated it is somewhat fortuitous as they will use robotics. Robotics are industrial arms that move equipment. They are moving into new technologies in their classes. Jarrod stated to create a waterfront plan you need to get everyone committed, take a tour, and everyone in the room has to find other citizens to go on the tour.

- 7. Other Matters:** PP Groves stated that the 24-mile biking and equestrian trail when completed may have some challenges such as parking. He would like to have this on a future JWGED agenda to address this issue. PGM Koch stated that as community members need to be aware of the livability of the community for the long haul. Businesses will come and go. PP Groves stated "Let's get our school back". Katelin Stuart stated, "Let's start with Baby Steps". Citizen Member Citizen Member Gary Munkhoff stated livability is just as important as economic development. PP Groves stated the Port is working on a transportation scoping project, are there have been some roadblocks to the plan. PP Groves took the crosswalk safety issue at the Post Office to ODOT. He thinks there will be an enhanced crosswalk there eventually. He stated right now the community cannot pay for this. WA NA PA street is a State Highway. Katelin Stuart stated a lot of small towns have a beautification project and downtown Ridgefield is a good example. Katelin stated livability is nice flowers, not just crosswalks and taking on ODOT. She said there is a lot the City can do that does not cost too much. Katelin suggested using perennials and suggested there may be someone in town that would be interested in volunteering to help with this kind of project. PP Groves agreed and stated there may be some downtown grants available to beautify the downtown area. PP Groves stated they will call Executive Director for the Port of Hood River, Mike McElwee to set up a time for the tour and get back to everyone.
- 8. Next meeting: July 27, 2017**
- 9. Adjournment. PC Lorang moved. Seconded by PP Groves. The meeting adjourned at 8:55pm.**

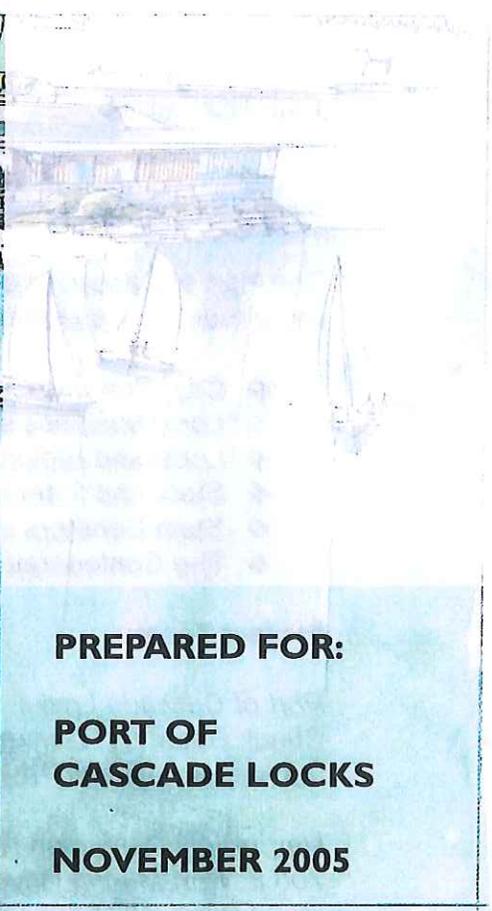
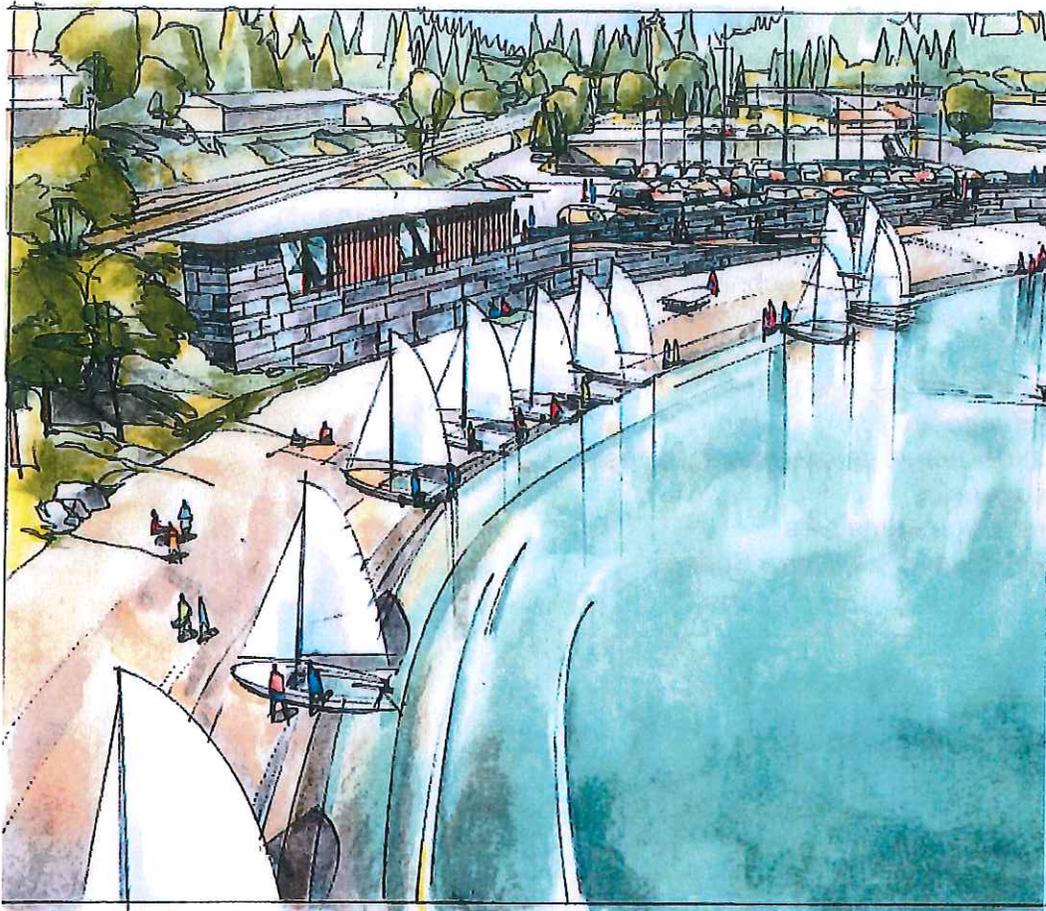
Prepared by  
Sally Moore Port of CL

APPROVED:

---

Jess Groves, Port President





**PREPARED FOR:**

**PORT OF  
CASCADE LOCKS**

**NOVEMBER 2005**

## **Sail Park Feasibility Study**



**PREPARED BY:**



**Harper  
Houf Peterson  
Righellis Inc.**

**ENGINEERS • PLANNERS • SURVEYORS**

**IN ASSOCIATION  
WITH:**

**ANKROM MOISAN  
ASSOCIATED  
ARCHITECTS**

**FISCAL RESEARCH  
INSTITUTE, LLC**

**FLOWING  
SOLUTIONS, LLC**

## **PARTICIPANTS**

### **Project Advisory Team**

The Port of Cascade Locks assembled a Technical Advisory Committee consisting of more than 25 representatives (see Appendix A) from organizations including:

- ❖ City, Port and Citizens of Cascade Locks
- ❖ Local business and industry
- ❖ Local and regional economic development interests
- ❖ State and federal agencies
- ❖ State Senators and Representatives
- ❖ The Confederated Tribes of the Warm Springs

### **Project Team**

*Port of Cascade Locks*  
Chuck Daughtry, General Manager  
Ian Macek, Special Projects

*Harper Houf Peterson Righellis, Inc.*  
700 E. Port Marina Drive, Suite 200  
Hood River, OR 97031 ph: 541.387.2400

Scott Keillor, AICP, Project Manager  
Keith Jones, AICP, Project Planner  
Morgan Will, Planner/GIS Specialist  
Ken Valentine, PE, Project Engineer

*Ankrom Moisan Associated Architects*  
Eric Talbot, Architect

*Fiscal Research Institute, LLC*  
Todd Chase, Senior Economist  
Matt Ransom, Economist

*Flowing Solutions, LLC*  
Andrew Jansky, PE Water Resource Engineer



### **Endorsements**

Port Commission, Port of Cascade Locks

### **Acknowledgements**

This project was funded by a grant from the Oregon Economic and Community Development Department.

<b>TABLE OF CONTENTS</b>	<b>PAGE</b>
Introduction.....	3
Phase I Market and Financial Feasibility Analysis.....	3
Phase II Sail Park Development and Implementation Strategy.....	5
Workshop/TAC Process.....	5
Alternatives and Analysis.....	6
Sail Park Site Alternatives.....	6
Alternatives Evaluation.....	8
Selecting the Preferred Alternative(s).....	8
Marina Expansion.....	9
Herman Creek Cove.....	10
Cost Estimates.....	11
Summary.....	11
Recommendation.....	11

**LIST OF FIGURES**

Table 1. Sailboat Racing Facility Development Options.....	5
Table 2. Comparison of Site Development Options.....	5
Table 3. Site Alternatives Evaluation Matrix.....	8
Table 4. Planning-level Engineer's Cost Estimates.....	12
Figure 1. Marina Opportunities and Constraints.....	13
Figure 2. Coves Opportunities and Constraints.....	14
Figure 3. Marina Site Alternatives.....	15
Figure 4. Coves Site Alternatives.....	16
Figure 5. Preferred Marina Improvement Plan.....	17
Figure 6. Preferred Herman Creek Cove Improvement Plan.....	18

**APPENDICES**

Appendix A	Technical Advisory Committee Members and Meeting Summaries
Appendix B	Market and Financial Feasibility Analysis
Appendix C	Implementation Strategies



## INTRODUCTION

Cascade Locks is a well-established sailboat racing destination, drawing regional, national and international competitors. Enthusiasts come to enjoy the beautiful Columbia River Gorge, with its consistent wind and fresh water sailing conditions from spring through fall. A growing number of sailboat venues are held each year, as competitors arrive to spend long weekends (or even weeks) enjoying the historic and dynamic setting at Cascade Locks.

In order to maintain current momentum, new and improved sailboat racing and multiple use waterfront facilities are required. From the community perspective, such water accessible improvements must benefit local residents and businesses, as well as sailboat racing patrons.

The Port of Cascade Locks recognized this need, and in collaboration with the Columbia Gorge Racing Association, applied for and received a grant from the Oregon Economic and Community Development Department to complete this Sail Park Feasibility Study.

From June through October, 2005, a consultant team worked diligently with the Technical Advisory Committee (TAC) to study a number of alternative sites along the four mile Cascade Locks waterfront. This report presents the group's findings and recommendations for a world class sail park on the Cascade Locks waterfront. The following gives a brief overview of project findings per project phase:

- ❖ Phase I: Market and Financial Feasibility Analysis
- ❖ Phase II: Sail Park Development and Implementation Strategy
  - Workshop/TAC process
  - Alternatives and Analysis
  - Preferred Plan and Cost Estimates
  - Implementation Strategy

### Phase I, Market and Financial Feasibility

Phase I of the study looked at the market and financial feasibility of providing a world class sailboat racing facility on the Cascade Locks waterfront. The market and financial findings support development of the sailing center and were accepted by the Port Commission as a basis for a "go" decision for Phase II work. Key findings include:

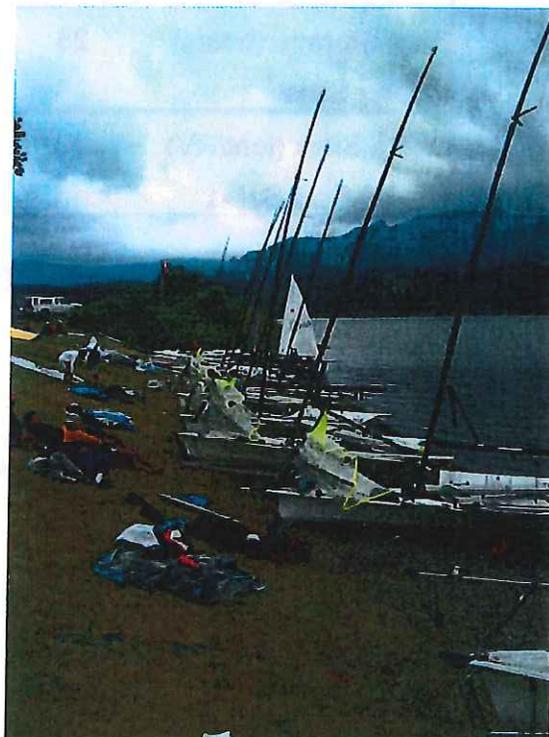
- ❖ Sailboat racing is a stable long-time competitive sport and recreational activity.
- ❖ Sailboat racing and recreation in the Gorge has international & national draw.
- ❖ Racing is on scholastic, college and amateur & professional levels.
- ❖ Sailing is niche market with 4% of total boating activity in Oregon, but 81% of boating activity use in Columbia & Upper Willamette.
- ❖ According to the US Sailing Association website, over 120 sanctioned sailboat race events are held annually in USA. The Columbia Gorge Racing Association estimates that several hundred non-sanctioned races also occur annually.



The team reviewed dozens of sailing center case study locations around the United States to ascertain existing ownership and management structure, facilities, services, operating costs, and revenue sources. The following gives basic and additional program requirements for sailboat racing facilities. See Appendix B for details.

#### Basic Sailboat Racing Program Requirements

- ❖ Boat Launch
- ❖ Boat ramps (two preferred);
- ❖ Boat hoist
- ❖ Floating or fixed docks
- ❖ Boat Set Up Area for Rigging and Staging (1 acre)
- ❖ Beach and/or grassy area for outdoor staging and spectators
- ❖ Water access with 6 foot depth
- ❖ Sheltered sailing area for beginner lessons
- ❖ Restrooms (flush toilets and showers preferred)
- ❖ Outside fenced storage area (1-2 acres)
- ❖ Parking area for cars and trailers (2-3 acres)
- ❖ Picnic tables
- ❖ Inside facilities (2,000 to 4,000 square feet)
  - Office
  - Classroom
  - Equipment storage
  - Communications
  - Boat weighing
  - Sail measurement



#### Additional Facilities (ideal but not required)

- ❖ Snack shop
- ❖ Kitchen
- ❖ Sleeping quarters for site manager
- ❖ Inside boat storage
- ❖ Additional meeting rooms
- ❖ Pavilions and barbeques
- ❖ Fuel sales
- ❖ Boat rentals
- ❖ Transient marina slips
- ❖ Long-term marina slips
- ❖ Boat repair and restoration
- ❖ Ancillary boat making and sail making facilities

If the sailing center intends to attract major national or world class regattas, the locality must be capable of hosting between 100 and 300 event participants, at hotels, motels or campgrounds. While some sailing centers have provided overnight dormitory lodging on site, we do not recommend that in the start up program for Cascade Locks Sail Park.

Table 1 gives three sailboat racing facility development options. The base case models the program the Columbia Gorge Racing Association (CGRA) outlined in their recent Working Document. Facilities in Option 2 are reduced, and are enhanced in Option 3 for a more aggressive program. Table 2 shows the economic impacts of the Options in terms of job creation, economic gains and feasibility. The results are favorable, including creation of 3 to 7 direct jobs, and economic impacts of \$2M to \$4M.

**Table 1. Sailboat Racing Facility Development Options**

	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
Description	Base Case	Reduced	Enhanced
Full Time Workers	1	0	2
Part Time Workers	1	3	3
Main Building	wood	Portable	Wood
Storage Building	no	No	Yes
Boat Storage (boats)	25	No	50
Marina Slips	25	Seasonal	50
Camp Sites (tent/RV)	20/10	No	30/20
Marina Fuel Sales	no	No	Yes

**Table 2. Comparison of Site Development Options**

	<b>Option 1</b>	<b>Option 2</b>	<b>Option 3</b>
<b>Jobs Supported</b>	3.7	3.3	6.7
<b>Annual Economic Impact</b>	\$2,300,000	\$2,100,000	\$4,300,000
<b>Overall Feasibility</b>	Fair	Fair	Good

## Phase II, Sail Park Development and Implementation Strategy

### Workshop/TAC Process

The Project Advisory Committee for the Sail Park Study included a number of interest groups and perspectives. Representatives from the Columbia Gorge Racing Association, local economic development groups, local business, the Oregon Economic Development Department, resource agencies, the Warm Springs Tribe, and state

representatives were among those invited to three key meetings. At the heart of this program was the task of conceptual planning and evaluation for several site concepts. The project was initially planned to cover four potential sites:

- ❖ Existing Marina
- ❖ Herman Creek Cove
- ❖ Hole No. 2
- ❖ Government Cove

The project team assembled the following opportunities and constraints maps for discussion with the TAC. Figure 1 covers the existing Marina, and Figure 2 shows the eastern coves, located near the planned I-84 interchange and Warm Springs Casino.

### Alternatives and Analysis

The second TAC meeting was conducted as an alternatives workshop. The TAC broke into four focus or work groups; each discussing and recording ideas about site alternatives with project team members. At the conclusion, each group had their team leader present findings. Areas of focus for each group were:

- ❖ Access and Parking
- ❖ Boat launch (type of ramp)
- ❖ Type of Structures (Indoor office, restrooms, outdoor covered area, etc.)
- ❖ Storage (Pier or storage building)
- ❖ General Observations

Significant background work on opportunities and constraints, sailing venue observation at the Cascade Locks Marina and elsewhere, together with water and land site visits went into the four-site workshop focus. The TAC workshop, together with a follow-up meeting with CGRA and Port staff, produced several new alternatives, including:

- ❖ Thunder Island
- ❖ Herman Cove North
- ❖ Government Rock

### Sail Park Site Alternatives

The following descriptions accompany site alternatives shown in Figures 3 and 4. Each site and proposed improvements are generally described, and key concerns are listed per site.

#### Option 0. Existing Marina

The existing Marina would be left in tact, with an extension of a breakwater and beach to the northeast. This would allow for circulation, launching, parking and facilities in addition to both east and west



wind beaches. The site offers a great location close to downtown, and is the site of existing CGRA racing.

Concerns: Environmental Permits. The team visited the sites with permitting agencies; however they discussed a more modest beach expansion. The extent of fill proposed is needed to host the full program, but is not likely to be approved. User conflicts must be managed and avoided.

#### Option 00. Thunder Island

This option was developed after the TAC workshop, during a follow-up meeting with CGRA members and Port staff. The concept widens the existing bridge deck, and provides parking on the west side of the locks. Development is kept to a minimum on the island, with a majority of the program elements (west of the turnaround) located on fill placed over the shoal, adjacent west of the island.

Concerns: There were several Port Commissioners present at the Final TAC meeting. Their concern is a possible lack of political acceptance to the entire Commission. Like the Marina, this national historic site is highly sensitive and is valued.



#### Option 1. Herman Cover South

Again, this alternative has been studied by CGRA in the past. It offers good access, but requires a breakwater breach for access to the Columbia River channel.

Concerns: Impacts to fisheries, given that cooler water could be warmed by a breakwater breach. Requires renegotiation of the existing SDS Lumber lease area.

#### Option 2. Herman Cove North

This site would require a steep access cut to reach the existing breakwater. Limited space pushes key elements above the bluff.

Concerns: The Herman Cove is a sensitive fish habitat, but this option avoids a breach in the breakwater. SDS lumber lease area is impacted above the bluff.

#### Option 3. Hole No. 2

Considered in the past, Hole No. 2 has potential, but is largely a sensitive shoreline.

Concerns: Natural area impacts, including access to the peninsula and sensitive wetlands.

#### Option 4. Government Cove

This cove offers a beautiful setting, but requires dredging.

Concerns: Access approval to this natural peninsula is unlikely.



*Photos: Richard Calnon*

Option 5. Government Island

Access to Government Island exists from the Herman Creek exit from I-84. This quarry site offers deep water access.

Concerns: The Island is owned by the Warm Springs Tribe; and partnering options have not been explored.

**Alternatives Evaluation**

The project team provided preliminary site ratings based on predetermined criteria. TAC members then reviewed and refined the draft ratings. Ratings are not weighted, and are intended as a guide, not as a final decision-making tool in evaluating each site. Site Evaluations are shown below. See Figures 3 and 4 for Conceptual Site Plans.

Table 3. Site Alternatives Evaluation Matrix							
Potential Sites	Name (Site No.)	Rating Scale: 1=poor; 5=best					
Existing Marina (0)	Thunder Island (00)	Herman Cove S. (1)	Herman Cove N. (2)	Hole No. 2 (3)	Gov't Cove (4)	Gov't Island (5)	Evaluation Criteria
2	3	3	3	3	2	5	Access by land and to water
3	2	1	3	3	1	5	Environmental/Fisheries concerns
							Existing River Conditions:
4	3	3	5	2	2	1	<input type="checkbox"/> Wind (consistency is best)
4	3	4	4	2	1	1	<input type="checkbox"/> Waves (smaller is best)
4	4	3	4	2	1	1	<input type="checkbox"/> Weeds (less is best)
4	4	4	4	2	1	4	<input type="checkbox"/> Water depth (more is best)
4	3	5	3	5	5	5	<input type="checkbox"/> Current (less is best)
5	5	3	3	2	2	1	Nearby Amenities
4	4	3	4	4	4	2	Beach space
2	1	4	2	4	1	1	Costs (less scores higher)
3	3	2	2	3	1	5	Permitting Schedule
5	5	2	3	2	2	1	Other users needs/synergy
4	3	3	3	3	4	3	Joint use with motor boats
3	2	2	2	4	3	2	Other recreational opportunity
1	1	3	3	2	1	3*	Potential synergy w/ Warm Springs
<b>51</b>	<b>46</b>	<b>45</b>	<b>48</b>	<b>43</b>	<b>31</b>	<b>40</b>	<b>TOTAL SCORE</b>

\*The Government Island site is owned by the Warm Springs Tribe, and thus would require a partnership. The rating of "3" is intended as a neutral score, and reflects no current discussion or buy-in by the Tribe.

**Selecting the Preferred Alternative(s)**

At the final TAC meeting, CGRA expressed a desire to keep their sail boat races near downtown, but also wanted to seek a long-term solution in the Herman Cove area. After significant follow-up discussion between the Port staff and CGRA, the team determined that the preferred solution should include an improved Marina site as the preferred near term alternative (i.e. 1 to 5 years) and the modified Herman Cove site as



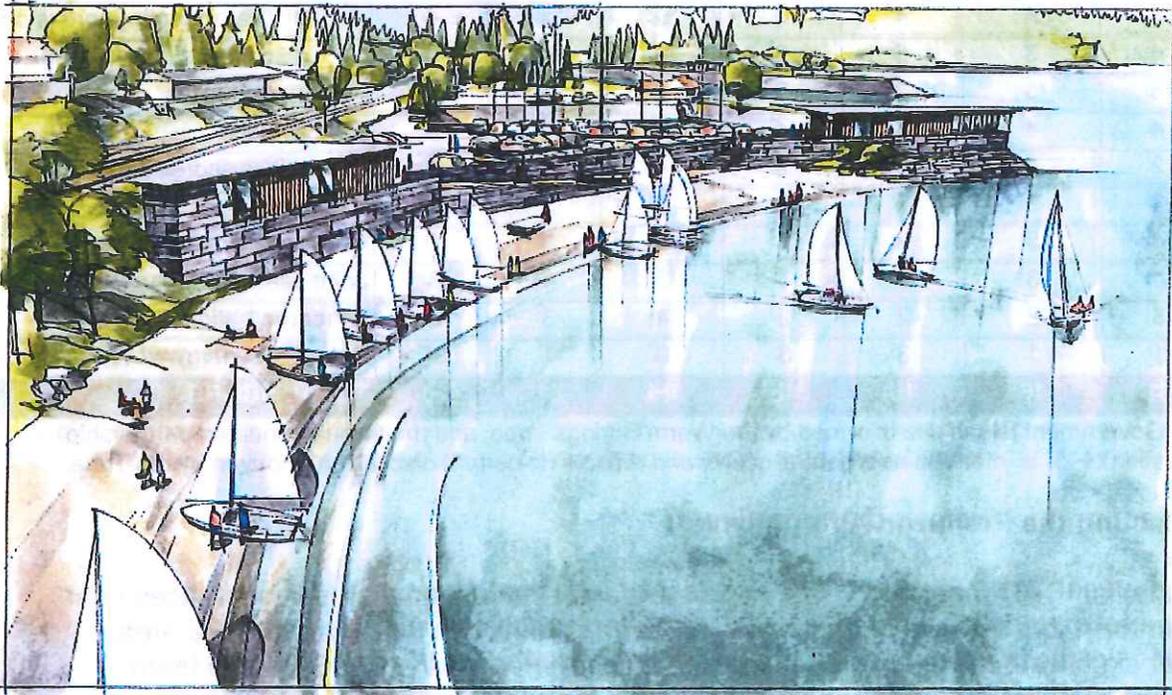
the preferred long term alternative (i.e. 5 to 10 years). Both sites can be pursued for design and funding at this time. However, the two-tiered solution allows for present expansion of the Marina at a level below the base case. This will allow racing to continue and to expand, while providing an expanded facility for future community use when the ultimate improvements at Herman Creek Cove are developed. A longer term horizon for the Herman Cove site is needed based its location, and its unique fish habitat. Descriptions and planning-level cost estimates for these alternatives follow.

### **Marina Expansion – Preferred Near Term Alternative**

The preferred Marina improvement plan is shown in Figure 5, and includes:

- ❖ Parking Improvements – the 64 space parking area is achieved by providing a perimeter retaining wall/revetment. This extends parking south to the UP railroad right-of-way; north 15' for ramp access to the beach and added parking; and west 5' to 15' toward the existing marina.
- ❖ A 2,700 square foot sailing center on the western point. This facility includes restrooms, showers, offices, meeting room and communications/I.T. room.
- ❖ A 1,700 square foot storage building at the northeast point. This building includes storage racks for 10 boats, and storage and equipment space.
- ❖ A 400-foot beach extension northeast along the shoreline. Care would be required to retain existing shoreline trees to the greatest extent possible in order to mitigate any impacts to fish habitat.

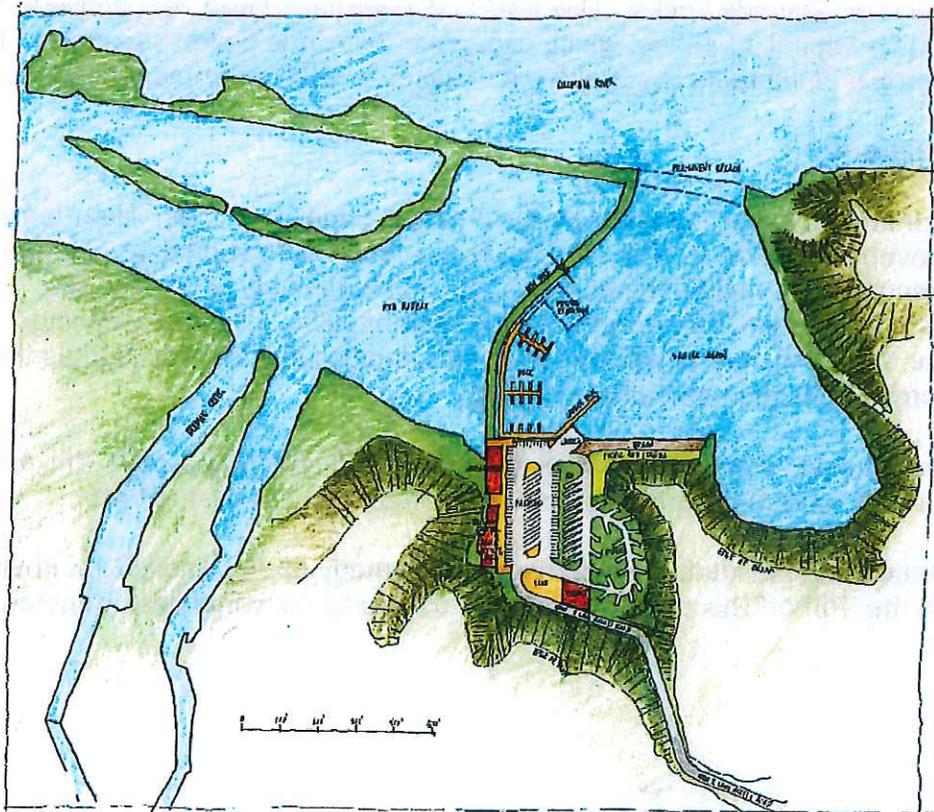
While the expanded Marina is the preferred short term solution, additional facilities are needed to serve world class sailing needs in Cascade Locks. While plans are being developed at the Marina, a parallel effort is required in order to pursue the ultimate sailing center at Herman Creek Cove.



## Herman Creek Cove – Preferred Long Term Alternative

The Herman Cove option, further detailed in Figure 6, includes:

- ❖ A new dike to separate the fish habitat of the western Herman Creek Cove.
- ❖ A breach in the existing dike to allow the eastern cove to access the Columbia River channel.
- ❖ A 4,500 square foot building remodel to house the Sailing Center, including:
  - Reception and registration
  - I.T./Security room
  - First Aid room
  - Storage for racing equipment
  - Five offices
  - Communications center
  - Restrooms and showers
  - A small gym
- ❖ A new 1,200 square foot Conference Center, including:
  - Conference room
  - Banquet Hall/large meeting room
  - Snack bar and kitchen
  - Guest services (I.T. café)
- ❖ Parking for 85 cars, and
  - 12 RV spaces, and 21 camping spaces
- ❖ 30 boat slips
- ❖ Beach and staging area



It should be noted that the preferred near term Marina Plan does not reach the base case described in Table 1. However, the long term Herman Cove plan can provide a sailboat racing facility that includes many of the additional items that enhance economic opportunities in the community and region. Note also that the original improvement cost estimates in Table 2 were revisited to reflect additional, site specific infrastructure needs discussed below.

### **Cost Estimates**

The project team used the preferred plans to give planning-level cost estimates for the Marina and Herman Cove plans. Table 4 shows that the Marina is estimated to cost about \$2M to improve in the near term. Because the Herman Creek Cove long-range plan has significant roadway and dike construction, together with new marina slips, launch and larger buildings, it is estimated to cost approximately \$4M.

### **Summary**

The market and economic opportunity exists to support a world class sailboat racing center in Cascade Locks. There is considerable momentum established through existing national and international racing events at the existing Marina. The conditions are ideal, due to consistent winds, fresh water, a long sailing season and the natural beauty of the Columbia River Gorge.

This project calls for the identification and evaluation of alternative sailing center sites, as directed by a Technical Advisory Committee and recommended by the consultant team to the Port of Cascade Locks. The TAC and team have been very active in the evaluation of the original four sites, which expanded to include seven sites total. The team had a variety of interests to consider in drawing its final recommendation.

### **Recommendation**

The final recommended sailing center improvement includes two sites. Near term (1 to 5 year) improvements at the existing Marina, estimated at \$2M should be pursued to address current sailboat racing needs and continued community use. This site presently hosts Columbia Gorge Racing Association events, which are reaching capacity. The Marina is near downtown amenities and is currently identified as the Columbia Gorge destination for sailboat racing.

The preferred, ultimate world class sail park is proposed at Herman Cove. This exciting long term (5 to 10 year) plan carries an estimated improvement cost of \$4M.

The project team has provided an implementation strategy as Appendix C to provide next steps as the Port of Cascade Locks seeks to develop its world class Sail Park.



**Table 4. Planning Level Cost Estimates**

Item	Existing Marina Expansion	Unit	Quantity	Unit Price	Total
1	Mobilization	LS	1	\$60,000.00	\$60,000.00
2	Buildings	SF	2700	\$80.00	\$216,000.00
3	Clearing and Grubbing	LS	1	\$50,000.00	\$50,000.00
4	Excavation	CY	900	\$8.00	\$7,200.00
5	Aggregate Base 1-1/2-0	CY	1200	\$28.00	\$33,600.00
6	Level 3 Asphalt Paving	TN	800	\$55.00	\$44,000.00
7	Standard Concrete Curb	LF	700	\$12.00	\$8,400.00
8	Concrete Sidewalk (includes ramps)	SY	200	\$35.00	\$7,000.00
9	Permanent Signing and Striping	LS	1	\$1,000.00	\$1,000.00
10	Lighting	LS	1	\$35,000.00	\$35,000.00
11	Jetty Extension	CY	1300	\$80.00	\$104,000.00
12	Beach Construction	CY	4000	\$60.00	\$240,000.00
13	Erosion Control	LS	1	\$15,000.00	\$15,000.00
14	Landscaping	LS	1	\$15,000.00	\$15,000.00
15	Drainage (Storm Sewer)	LS	1	\$15,000.00	\$15,000.00
16	Water	LS	1	\$15,000.00	\$15,000.00
17	Foot Bridge over Railroad	LS	1	\$400,000.00	\$400,000.00
18	Boat Dock	SF	3200	\$48.00	\$153,600.00
19	Septic System	LS	1	\$50,000.00	\$50,000.00
20	Design and Permitting Services	EA	1	15%	\$220,470.00
21	Contingency	EA	1	25%	\$422,567.50

**Total Preliminary Estimate**

**\$2,112,837.50**

Item	Herman Cove Sail Park	Unit	Quantity	Unit Price	Total
1	Mobilization	LS	1	\$60,000.00	\$60,000.00
2	New Building	SF	1200	\$80.00	\$96,000.00
3	Building Remodel	SF	4500	\$50.00	\$225,000.00
4	Boat Ramp (Single Lane)	1			\$50,000.00
5	Boat Dock	SF	3200	\$48.00	\$153,600.00
6	Clearing and Grubbing	LS	1	\$50,000.00	\$50,000.00
7	Excavation	CY	4500	\$8.00	\$36,000.00
8	Aggregate Base 1-1/2-0	CY	6250	\$28.00	\$175,000.00
9	Level 3 Asphalt Paving	TN	4200	\$55.00	\$231,000.00
10	Standard Concrete Curb	LF	450	\$12.00	\$5,400.00
11	Concrete Sidewalk	SY	900	\$35.00	\$31,500.00
12	Permanent Signing and Striping	LS	1	\$3,000.00	\$3,000.00
13	Lighting	LS	1	\$50,000.00	\$50,000.00
14	Dike Construction	CY	39000	\$35.00	\$1,365,000.00
15	Beach Construction	CY	4000	\$45.00	\$180,000.00
16	Dike Breach	LS	1	\$75,000.00	\$75,000.00
17	Erosion Control	LS	1	\$15,000.00	\$15,000.00
18	Landscaping	LS	1	\$80,000.00	\$80,000.00
19	Drainage (Storm Sewer)	LS	1	\$25,000.00	\$25,000.00
20	Water	LS	1	\$80,000.00	\$80,000.00
21	Septic System	LS	1	\$80,000.00	\$80,000.00
22	Design and Permitting Services	EA	1	15%	\$459,975.00
23	Contingency	EA	1	15%	\$528,971.25

**Total Preliminary Estimate**

**\$4,055,446.25**



