

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

**Meeting Notice and Agenda  
Thursday, September 22, 2016  
7:00 PM  
City Hall Council Chambers**

1. Call To Order/Pledge of Allegiance
2. Welcome and Self-Introductions
3. Adoption of meeting minutes of August 25, 2016.
4. Citizen Input
5. City/Port Issues:
  - a. Port Economic Development Activities.
  - b. City Economic Development Activities.
  - c. Community Vision.
  - d. Discuss Transportation Strategies (hand out at mtg).
  - e. Cascade Locks Transportation Systems Plan.
6. Reports from Other Agencies.
7. Other Matters
8. Next Meeting: October 27, 2016
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.**

1. Call To Order/Pledge of Allegiance. Mayor Tom Cramblett called the meeting to order at 7:03 PM. City Councilors Richard Randall and Bruce Fitzpatrick were present. Port Commissioners present were Port Commission President Jessie Groves and Port Commissioner Brad Lorang. Citizen Member Gary Munkhoff was present and Bernard Seeger was excused. Also present were Port General Manager Paul Koch, City Recorder Kathy Woosley, Ray Cless and Dave Palais. City Administrator Gordon Zimmerman joined the meeting at 7:14 PM.
2. Welcome and Self-Introductions.
3. Adoption of meeting minutes of July 28, 2016. PCP Groves moved, seconded by PC Lorang, to approve the minutes as written. The motion passed unanimously.
4. Citizen Input. None.
5. City/Port Issues:

- a. Port Economic Development Activities. PGM Koch said the outer shell of Flex Building 3 is complete and work is continuing on the inside. He said the construction would be complete close to the projected September 1 deadline. He said there is a three year lease on that building. He said Flex Building 1 is complete and they are expecting to move forward with Flex Building 2 within the next 60 days.

PGM Koch said PCT Days had 2500 hikers and a business owner reported that he has not had such good business for three days in a row as he had this last weekend.

PGM Koch reported that Thunder Island Brewery is on track and the Port Commission is reviewing their progress monthly.

PGM Koch said a group will be meeting with the Port Commission to begin talking about a self-help Master Plan for Marine Park. He said the Port Commission will be meeting with the community and look at how to preserve the green space, community, and activity areas without over using the Park in the long run.

PGM Koch said the Port Commission has received a letter from a number of jurisdictions making the recommendation that the Bridge of the Gods be given National Highway Certification. He said this is the first step in qualifying to receive federal funds.

PGM Koch said the Port Commission has directed Staff to move forward with the Bridge of the Gods technology. He said the goal is to have the Plan for technology ready for adoption toward the end of the year.

- b. City Economic Development Activities. Mayor Cramblett said people are acquiring properties and looking for opportunities. He said this is good for Cascade Locks and that is why the water project, the substation, and all projects the City and Port are working on are important. CM Randall asked about apartment situations in Cascade Locks. He asked if the zoning is appropriate or do we need to make some changes. PP Groves said someone inquired about apartments on a property that is zoned HDR.

PP Groves said things are happening quickly and he didn't think the City was still in their Vision Plan. He said he thought the City's Vision Plan should be revisited. He said he didn't think he would be in favor of 200 apartment complexes in Cascade Locks and

thought there could be different things done with that property. PP Groves proposed a subcommittee of the Port Commissioners and the City Council to revisit the Vision Plan and what we want Cascade Locks to look like. He said people that are planning to build in Cascade Locks are on timelines and there is interest in available lands on WaNaPa. He said we need to think about what we want Cascade Locks to look like. He said there have been 25 housing starts in Cascade Locks.

PC Lorang said the Port has interest in properties and the goal is economic development for Cascade Locks and what is going to be in the best long term interest of Cascade Locks. He said some developers are speculating on the property being more valuable in the future and wanting to let property remain vacant until some point in the future. PC Lorang said the Port is being very careful in what they are doing with the property and are in the position to be selective on the highest and best use of properties. He mentioned the type of development that would be allowed on the property east of the Fire Station. He said that property is the first noticed from the east side so the Port wants to be selective as to what will be developed there. He said if the developer of the property meets the criteria for the property zoned HDR on WaNaPa that is in the CDC then that is what will happen. He said you cannot down zone property as it would have financial impacts on the purchaser. PC Lorang said the City and the Port could discuss advantages of what the City and Port see as the vision for our community.

Mayor Cramblett said that is all the City can do. He said the City has the CDC in place but that the City could discuss what they would like to see for the community.

PP Groves said the Ford Family Foundation (FFF) is interested in helping Cascade Locks professionally and financially to develop a Vision Plan and pay for a full time Community Builder position. He repeated that he would like a subcommittee of elected officials and some younger citizens to help with parking issues, transportation issues, and how much development do we want in Cascade Locks. He said he asked PGM Koch and Economic Development Manager Mann to set up periodic meetings with developers so that the Port could try to influence them with a plan for Cascade Locks. Mayor Cramblett asked how much input could the elected officials have in how the City moves ahead with future development.

CA Zimmerman explained that there is vision, mission, and policies that implement the vision and mission. He said those policies include the Transportation Plan, The Community Development Code, The Comprehensive Plan, Ordinances and Resolutions. He said there is a public process. He said he didn't think a subcommittee was necessary and that the Community Builder would have a process they would go through. PP Groves said the Community Builder would need a group to work with. CA Zimmerman said the Community Builder would define the group. He said there is community input that would take place in this process.

CA Zimmerman said the City can set up the parameters and set up the infrastructure to allow for development. He said the question then is how you prevent someone from coming in that you don't like. He said you can't do that in a vision or mission statement. He said that has to be a political process. PC Lorang said the criteria in the CDC has to be met. CA Zimmerman said the vision can give someone a picture of what we are and what

we want to be. He said a strategic plan is a worthwhile effort to get the community talking together and finding common ground but it will sit on a shelf unless activities are identified to reach the specific plan or goals.

PP Groves said Ford Family Foundation has changed their vision for funding. He said their plan is to help the City to get the Vision Statement, set a goal and visit that goal every 90 days. He said by setting goals and visiting them every 90 days you are getting people to buy into those goals. PP Groves said we are missing that right now in Cascade Locks and we need to get going down the right path. He said there needs to be a group of people that the elected officials agree on also. CA Zimmerman said it will be a problem with the elected officials choosing the group. He said the group has to be community driven.

PGM Koch said the Port has been talking with Ford Family Foundation for a couple of years. He said the Ford Family Foundation wants the City to have a clear vision about where it is going before they are going to give any money for projects. PGM Koch reminded the JWGED that the City created a Downtown Revitalization Committee in 2011. He said that group discussed having a vision statement and developed the one that the City currently has. He said the City Council and Port Commission adopted that Vision Statement. He said then the Economic Development Multi-faceted Strategy was formed and adopted by the elected officials. He said there are pieces of what needs to be done that have already been accomplished in that original Vision Statement. PGM Koch agreed with CA Zimmerman that elected officials pay a lot of money for Plans that end up sitting on a shelf.

PGM Koch said he took a process to the Port Commission to set priorities and now the Commission has accomplished many of those priorities. He said Cascade Locks is so popular now that there are some risks that are beginning to develop. He said the City can't afford for developers to purchase property and let it sit so the Port has put together a plan to assure that certain steps are taken within certain timelines.

PGM Koch said the proposal is for the JWGED to approve the concept of the Port making a proposal to get funding for technical assistance from FFF to go through a visioning process. He said this is a golden opportunity to begin community healing and maybe avoid some of the problems communities get into when things aren't done right. PCM Lorang said many of us have not always been on the same page but have found common ground. He said other communities have developed a vision and that has built up communities such as Troutdale. PCM Lorang spoke of other communities experiencing a "re-birth" and what processes they went through. He said other communities have had great downtowns and buildings already in place. He said it is harder when there is nothing to start with. CA Zimmerman said there are guiding principles in the CDC. He said as policy makers set the guidelines and developers have to follow the guidelines. CA Zimmerman said we don't want a group to decide to go in a new direction. He said the guidelines are set. PP Groves said that isn't what he is talking about. He said Cascade Locks needs a bank, a doctor, and need to make sure that we are directing development to the needs of the community. CA Zimmerman explained that just because that might be put into a vision statement does not mean that a doctor will

come here. He said a doctor will not come unless there is the demand to be here. CA Zimmerman said until there are 3,000 people here, which is going to require housing, a doctor won't come here.

CA Zimmerman agreed that creating a vision statement with the community is a worthwhile process but if the goal posts get moved then all the work that has been accomplished will have to be done again. He said the City knows that we have to amend the Transportation System Plan and the City will be applying for a grant to do that in the spring. He said the Transportation System Plan will help guide the development on the south side of town. He gave the history of Baker City and said that development there did not come from a vision plan but people coming with money. CA Zimmerman said the City's responsibility is to get the infrastructure in so the availability is there when developers come in. He said the Port's responsibility is to do the outreach and recruitment. CA Zimmerman said the incubation program has done very well for the Port. He said the community healing will take place when the City Council and Port Commission demonstrates their performance and integrity doing what they say they are going to do and celebrate those successes.

PCM Lorang said we need to find the nexus between the passion and the people that are going to be driving the development that is driven by reason. He said their numbers have to be profitable for them with amount of traffic, etc. He said it is trying to find the perfect developer that can find the certain type of development that will have the demand in our community. He said another part of that is taking past successes such as Thunder Island Brewery (TIB). He said this successful business speaks volumes to other businesses that may wish to develop in Cascade Locks. PCM Lorang mentioned Ravenwood buying a piece of property in Cascade Locks and realizing the potential for future development. CA Zimmerman said that is how economic development works as the Port did not recruit Ravenwood. CM Randall said the direction is set and the elected officials just need to control it. Mayor Cramblett said we have to be on top of all the issues including parking. CA Zimmerman said the Port needs to get all these developers talking to each other. He said the building blocks are in place and we don't need to reinvent the vision plan but we do need to reinvent the TSP.

PP Groves said he would like the community to get together and think about what they would want the undeveloped land to look like. He said Cascade Locks is going to get crowded and we need to address the TSP and parking issues. He wanted to know if Cascade Locks wants a doctor's office, a bank, and a big push to get the school back as was promised by the HRCSD once there were a certain number of students living in town. He said there are a lot of things that can be talked about other than changing the design of the downtown area. He said the Community Builder could choose the group and decide what the goals should be. CM Lorang said we would also need to know if the TSP, the CDC, the Water Master Plan, etc. could be used to help with what can be controlled by whom. He explained restrictions could be added to the CDC that would eliminate a certain type of development. CA Zimmerman said the law that is in place when the application is submitted is what governs. He said this community has already done the hard work with the Comprehensive Plan and the CDC.

CA Zimmerman said there will never be enough parking to handle the special events. He said there will be adequate parking for citizens and the normal tourist season. He said there has to be a mix of housing. He said the next piece of work is the TSP. He said ODOT will not do anything until the TSP is done. He said the purpose for the community visioning should be healing. He asked for the CDC to not be changed. He said it has taken too long to get where we are.

Citizen Member Munkhoff said the JWGED could talk with ODOT on the transportation issues. He said there isn't any reason Cascade Locks transportation issues cannot be figured out.

Mayor Cramblett asked about the idea of 200 apartments on the east side of Cascade Locks. He said this would be workforce housing and asked if that is what Cascade Locks wants. CA Zimmerman said the property is zoned High Density Residential (HDR). He said what will control what is built there is how much can they be rented for and what it will cost to build. He said a new home that has been built is going to be for rent for \$2,100 per month. He said there are standards that have to be met according to the CDC and that will help to control what is there. Mayor Cramblett asked if Cascade Locks wants to have people live here but work somewhere else. CA Zimmerman said 80% of the work force in Cascade Locks already leaves town to work somewhere else. PP Groves discussed some issues with low income apartments. CA Zimmerman said the east side property could be apartments or it could be homes and no one has said anything about low income apartments. Citizen Member Munkhoff asked CA Zimmerman what would happen with changing the zone from High Density Residential to Medium Density Residential. CA Zimmerman explained that you cannot take one piece of property and rezone it. He said the Comprehensive Plan was developed and approved by the State of Oregon with a certain ratio for the different zones. PCM Lorang said you can't down zone a property owner either. PP Groves said he thought the owner of the HDR property should be influenced to do something different than 200 apartments. Citizen Member Munkhoff said there is a code and as long as they meet those requirements influence won't matter. CM Randall said there is going to be a lot of people and money coming into this town and didn't think low income apartments would be built.

PGM Koch said we all know that the CDC has some major deficiencies and some onerous requirements that may not be in the community's best interest. He said every policy is that way. He said there is an opportunity to engage the community in a process that will get them to a point where they can trust the City Council and the Port Commission knowing they have policies in place. He said another thing to come out of the process is focusing on the current Vision Statement and figure out what is missing. He said there is a Cascade Locks that the elected officials want to preserve and find out how to do that. He explained that whatever is in the Vision Statement drives the Port's Business Plan and budget.

Citizen Member Munkhoff said we all know what Cascade Locks is and we see the changes coming. He said Cascade Locks will not be the same. He said that is why there is the JWGED. He said this is what we've asked for and the control is already in place. He said the efforts of the JWGED should be placed on the things that NEED to be done. He

said it is too late to decide that the HDR zoned property can't be high density residential. PP Groves said some drawings could be done showing what Cascade Locks would want to see developed on available properties. Again, Citizen Member Munkhoff said this group should be dealing with transportation and especially the emergency status of getting through town. CA Zimmerman said the TSP has to prove the interchange issue. Citizen Member Munkhoff said neither of those interchange options helps the emergency situation in town. He said this committee could take this issue up.

PGM Koch explained the governmental steps to go through and an emergency avenue to fight for the alternatives. CA Zimmerman said this is another reason to get the TSP done as it all works together.

PGM Koch said the next meeting could be to brief everyone on the transportation package. He said the legislature could set funds aside for communities to help make federal matches for federal funds on emergency issues.

PP Groves said we should review the Vision Plan and work on the TSP. He said the Community Builder wants the City to update the Vision Plan and move on to the next level. Citizen Member Munkhoff said he didn't think this Committee should use their time doing that.

The JWGED decided that the TSP needs to be reviewed and that an emergency route has to be reviewed.

6. Reports from Other Agencies. None.
7. Other Matters. None.
8. Next Meeting: September 22, 2016
9. Adjournment. CM Randall moved, seconded by PP Groves, to adjourn. The motion passed unanimously. The meeting was adjourned at 8:28 PM.

Prepared by  
Kathy Woosley, City Recorder

APPROVED:

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Tom Cramblett, Mayor

# **A vision statement for our future**

## **Cascade Locks, Oregon**

**Compiled by The City of Cascade Locks Downtown Revitalization Steering Committee**

**(DRSC Approved 03/29/12)**

**(Approved by the Cascade Locks City Council April 9, 2012)**

**Cascade Locks is Oregon's most livable small town.**

**Our friendly, civic minded people have capitalized on our town's unique location and beautiful surroundings to create a 21st century haven that provides prosperous, sustainable and cooperative living for all who choose to live here.**

**We are proud of our vibrant small town with its rich history, broad cultural diversity, outstanding educational facilities, world-class recreational opportunities, stunning natural surroundings, and festive downtown.**

**We welcome visitors from around the world to share our haven, for in sharing we all prosper and grow.**

# In 20 years...

- 1. Cascade Locks is an attractive community that locals and visitors like to come to and enjoy.**
  - a. We show our pride through regular upkeep of public and private property.
    - b. We conduct annual comprehensive clean up events.
    - c. We have abundant, well-maintained flowers.
    - d. Our building facades are clean and enhance the Cascadian theme of the downtown.
    - e. We invest in streetlights, seasonal décor, and public art.
    - f. Our signage is attractive and current.
    - g. We have Cascadian-themed street furniture.
  
- 2. Cascade Locks is an engaged, resourceful community.**
  - a. We work together cooperatively to leverage our human and natural resources toward overall prosperity.
  - b. We value our regional connections and partnerships with other agencies and special interest groups.
  - c. We communicate our needs to elected officials.
  - d. We are a diverse intergenerational community.
  
- 3. As the "Heart of the Gorge," Cascade Locks is the leading tourist destination in the region.**
  - a. We offer a safe, restful haven destination; a slower pace away from the urban hubbub.
    - b. We are the ultimate recreation destination in the Gorge. We offer world class, year-round outdoor recreation through a strong connection to the natural landscape, including sailing, biking, hiking, water sports, fishing, and wind-surfing.
    - c. We are the #1 small boat sailing venue in the world.
    - d. We host many trailhead connections to a large network of community and regional trails.
    - e. We are an eco-tourism destination. We offer world-class viewing, study, and photography of wildlife, geology, and flora.

**4. Cascade Locks is a proud community of ambassadors.** We market our strengths and tell our story daily to potential businesses, residents, and visitors.

- a. Our Tourism Committee ensures that all local business owners, employees, and elected officials provide consistent information to visitors.
- b. Every Cascade Locks citizen is an ambassador.
- c. We focus our marketing efforts on the Pacific Northwest and beyond.

**5. Cascade Locks is an educated community that offers accessible, enriching educational opportunities for residents during all stages of life.**

- a. Our high-ranking pre-K through 12 school adds energy, activity, and vibrancy to downtown.
- b. Our school offers strong Science, Technology, Engineering, Mathematics, and Environmental (STEM) curriculum and has a strong connection to the Community Sailing Program.
- c. Mt. Hood Community College offers a variety of courses in Cascade Locks.
- d. The Small Business Development Centers (SBDC) from MHCC and CGCC assist local businesses.
- e. We support our youth in their educational and employment goals.

**6. Cascade Locks is a historic community.**

- a. We share our heritage with others; of Native American origins, the Columbia River, the Oregon Trail, steam engines, trains, sternwheelers, the locks, logging, the dam, the Civilian Conservation Corps (CCC's), Camp 21, Lewis & Clark, the Columbia River Historic Highway, Whiskey Flats, and the mighty Bridge of the Gods.

**7. Cascade Locks supports a productive business district.**

- a. Our main street is lined with prosperous businesses in quality buildings.
- b. All vacant lots and empty storefronts have been filled.
- c. Our street designs and speeds are safe for motorists, cyclists, and pedestrians alike.
- d. We have sufficient customer parking downtown.
- e. All older buildings, including the City Hall and Fire Station, are remodeled or restored.

**8. Cascade Locks is a community of choice, defined by businesses and residents that locate here because they want to be here.**

- a. We have a well-organized, team-oriented downtown business association.
- b. Local businesses meet our every day needs and offer distinctive specialty products.
- c. Our new businesses include a hardware store, a credit union, a medical clinic, a sporting goods store, a fish market, a shared government facility, locally-made products, a micro-brewery, a sports facility, quality diverse restaurants, and other goods and services geared to community and visitor needs.
- d. We have an "Art Alley" corridor of art industry related businesses.
- e. Young families have an opportunity to locate here because housing is affordable and youth opportunities abound.

**9. Cascade Locks is a pro-active community where the community, City, and Port work collaboratively with partner agencies to provide living wage jobs with quality employers.**

- a. We recruit successful employers to town.
- b. We grow our own local entrepreneurs and businesses.
- c. We successfully use our natural resources.

**10. Cascade Locks hosts vibrant, well-attended community events.**

- a. We have constructed an outdoor amphitheater with the capacity for 2,000 spectators.
- b. Our events have a resounding reputation which draws visitors from around the world.
- c. These visitors support our local businesses year-round.
- d. Our lodging is full year-round.
- e. We have a new resort hotel on the riverfront.

**11. Cascade Locks supports green business practices in the Gorge.**

- a. We host green businesses and energy-efficient buildings downtown.
- b. We have green transportation infrastructure which includes a variety of transit options.
- c. We rely increasingly upon green energy sources.