

# ANNUAL BUDGET

## Fiscal Year 2026-2027

Presented: May 20, 2026

### BUDGET COMMITTEE

#### Board Members

Staci Coburn	President
Greg Weast	Vice-President
Jill Amery	Treasurer
John D. Willer	Secretary
Ed DeVlaeminck	Assistant Secretary / Treasurer

#### Lay Members (3 - year terms)

Position 1: Sally Johnson	6/30/2028
Position 2: John Amery	6/30/2026
Position 3: Nate Stice	6/30/2026
Position 4: Allen Weast	6/30/2026
Position 5: Ryan Bessette	6/30/2028

#### Staff

Andrea Klaas - Executive Director  
Jennifer Toepke - Executive Assistant

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TO: Port of The Dalles Commission, Budget Committee, and Citizens

RE: Fiscal Year 2026–2027 Budget Message

May 20, 2026

I hereby present the recommended budget for Port of The Dalles (the Port) for the fiscal year beginning July 1, 2026 and ending June 30, 2027. I am presenting a balanced budget as required by Oregon State law.

The Port's budget consists of three funds:

- **General Fund:** Supports the Port's administrative functions, daily operations, and property maintenance. This fund also covers maintenance of the public areas of Port of The Dalles Marina, including the public boat launch ramp, restrooms, parking lot, public boat pump-out & dump station, and transient guest moorage facility.
- **Port Development Fund:** Dedicated to the Port's core mission of job creation, capital investment, and economic development activities within the Port District.
- **Marina Fund:** Designated for the private annual moorage area at the Port of The Dalles Marina. This area is accessible exclusively to annual slip leaseholders through secured gates and is not open to the general public. A concessionaire has managed day-to-day operations for the past decade.

### A Look Back

- The Port Commission welcomed two new commissioners, Ed DeVlaeminck and Jill Amery.
- A property survey and hydrologic survey were completed along the entire waterfront from The Dallas commercial boat dock located at the base of Union Street, to Riverfront Park, including Port of The Dalles marina and public boat launch. This foundational work will inform future waterfront redevelopment planning. Notably, more than 1,000 pilings from the original Port Wharf remain in the river, and the Port's property line extends a significant distance into the Columbia River.
- The Port participated in a panel at the Business Oregon Infrastructure Summit, presenting on the types of infrastructure ports use, how those projects are funded, and the community benefits of port infrastructure investments.
- Commissioners Coburn and Weast, along with Executive Director Klaas, traveled to Washington, D.C. in September as part of The Dalles Community Outreach team.

- Commissioner Coburn and Port Staff attended the November 2025 Columbia Gorge Economic Symposium, hosted by the Mid-Columbia Economic Development District, which focused on resiliency and emergency planning.
- NW Natural purchased property to construct a resource center for their Mid-Columbia operations. Construction is underway and the project is anticipated to be completed by August 2026.
- The Port is actively transitioning its files to a digital platform.
- The Port continues to pursue collaboration opportunities with the City of Dufur and its business community. The Port Commission provided a short-term loan to cover the remaining balance on a new ambulance; the loan carries an interest rate higher than the current Local Government Investment Pool rate, generating additional return for the Port.
- Port of The Dalles is now an official partner with Wasco County Emergency Operations and is included in the Wasco County Emergency Operations Plan.
- The Port continues its collaboration with Wasco County Economic Development Commission and participates on planning committees for the Wasco Innovators Initiative and the Gorge PitchFest, both aimed at fostering local tech entrepreneurship.
- Port Staff actively serve on several boards and committees, including the Wasco County Economic Development Commission, The Dalles Area Brownfields Coalition, Wasco Innovators Initiative, Wasco County Hazard Mitigation and Emergency Response, and various other state boards and rulemaking committees.

### A Look Forward

Key focus areas for the coming year:

- Review the Strategic Business Plan and Strategic Initiatives
- Update 2026–2027 Work Plan
- Conduct Port Marina master planning based on the marina’s Facilities Condition Assessment Report
- Develop a waterfront master plan from Rock Fort to the Lone Pine development
- Support business expansion, retention, and recruitment
- Acquire employment land to support job growth and strengthen the Port District economy
- Partner with the cities of The Dalles and Dufur on projects of community benefit



Small Business List 2025-2026

I always like to highlight the number of small, local companies that the Port contracts with for services to help keep the Port operating:

AquaTechnex	aquatic weed control (marina)
AKS Engineering & Forestry	surveying, mapping
ASET	security cameras (office & marina)
Bohn's Printing	copier and printing (office)
Columbia Gorge News	legal notices
Columbia River Affordable Portables	portable toilet (marina)
Columbia River Electric	electrical work (marina)
Columbia Tree Service	tree trimming (office & marina)
Dick, Dick & Corey	legal services
Gary Denney Floor Covering	window blinds (office)
Jordan Chelsa	lawn, landscape and irrigation consulting (office, marina & properties)
Mosier WiNet	internet provider (office)
RadComp Technologies	cybersecurity, IT services (office)
Rod Huante, Get 'er Done	cleanup, repair, maintenance, homeless camp removal, hauling (office, marina & properties)
RTO & Company	audit services
Simply Clean	cleaning (office)
Summit Embroidery Works	branded wear embroidery
Three Brothers Landscaping	lawn, landscape & irrigation maintenance (office, marina & properties)
Torres Window Cleaning	window & gutter cleaning (office)
Two Dogs Plumbing	plumbing (office & marina)

\*POTD uses a variety of local food establishments and caterers for meeting meals.

The Port is again budgeting funds for partnership projects with community organizations, while also pursuing State and agency funding opportunities. Projects could include: expanding the urban growth boundary in collaboration with Wasco County and City of The Dalles, engaging a grant writer, partnering with Columbia Gorge Community College, supporting downtown redevelopment, and pursuing property acquisition.

The Port continues to partner with the City of Dufur and look for opportunities to support that community.

The Port will continue to use a conservative estimate for tax revenue, applying a property valuation growth of 2.0% and a collection rate of 91%. This is conservative relative to historical norms, as Wasco County's collection rate has typically hovered around 93%.

Thank you for your time serving on the Port of The Dalles Budget Committee.

Sincerely,



Andrea Klaas, Budget Officer  
541-298-4148

Table 1: Work Plan 2025-2026



SI=Included in the 2025–2027 Strategic Initiative	
<b>Develop and Implement Marketing Plan for the Port</b>	
★★	Develop marketing partnerships
★★	Invite area economic development partners to The Dalles
★★	Continue to update all marketing material
★	Develop a presentation; schedule service club talks to keep community informed about Port
★	Community Special Districts Day
★	Host regional Ports meeting annually
★★	Host Wasco County Special Districts brown bag lunch quarterly
<b>Business Expansion, Retention and Recruitment</b>	
★★	SI Project evaluation criteria
★★★	Contact all Port area businesses
★★★★	Assist with business expansion, retention
★	Respond to State Leads
★	Evaluate emerging business opportunities for our region
★	Wasco Innovation Initiative/Gorge PitchFest
<b>Acquire employment property that supports the creation, retention, expansion and recruitment of businesses and jobs that will enhance the economy of the Port</b>	
★★	Identify potential private sector partners
★★★★	SI Look at purchasing/investing in real estate
★★★★	SI Explore opportunities in Dufur
★★★★	Support Urban Growth Boundary expansion through Columbia River Gorge Commission Management Plan Update process
★	Work with Munsen Paving to relocate batch plant to their gravel pit located off Hwy 30
★★★	SI Work with City planning to allow distilleries in the commercial zone and breweries in the industrial zone as outright uses also a waterfront zone
<b>Downtown Involvement</b>	
★★	Look for partnership/support opportunities
★★	Evaluate Electric Vehicle charging options downtown
<b>Port Admin</b>	
★★	Update Policies per SDAO recommendations
★★★★	Succession Planning
★★	Look for opportunities to leverage Port assets with State and Federal grants
★★★★	Hire additional Port Staff
<b>Waterfront</b>	
★★	SI Funding to update Port of The Dalles Marina public boat launch ramp
★★★★	SI Port of The Dalles Marina Annual Moorage Management update
★★★	Waterfront Master Plan
★★★	SI Historic Wharf Project

Table 2: Strategic Initiatives 2025-2027



Priority	Initiative Focus
★★★★	<b>Dufur</b>
	<ul style="list-style-type: none"> <li>• Coordinate with the City of Dufur on infrastructure needs</li> <li>• Identify potential development opportunities</li> </ul>
★★★★	<b>Marina Strategy &amp; Master Plan</b>
	<ul style="list-style-type: none"> <li>• Identify Port's goals, objectives, criteria &amp; values for Marina; help guide future actions</li> <li>• Comprehensive strategy for Marina area</li> <li>• Public boat launch redevelopment</li> </ul>
★★★★	<b>Criteria for Future Projects</b>
	<ul style="list-style-type: none"> <li>• Evaluation criteria to vet a land sale/development project using the Port's vision, mission &amp; values</li> </ul>
★★★	<b>Community Development</b>
	<ul style="list-style-type: none"> <li>• Inventory of developable land</li> <li>• Identify public and private partners</li> </ul>
★★★	<b>Housing Summit</b>
	<ul style="list-style-type: none"> <li>• Inventory available resources</li> <li>• Inventory potential projects</li> </ul>
★★★	<b>Waterfront Vision &amp; Master Plan</b>
	<ul style="list-style-type: none"> <li>• Develop comprehensive strategy from Rock Fort to Lone Pine</li> <li>• Stakeholder engagement survey questions, interviews, other feedback</li> <li>• Identify development/design company for conceptual drawing</li> </ul>
★	<b>History; Cultural Resources Center</b>
	<ul style="list-style-type: none"> <li>• Build on history of the community and culture</li> <li>• Space for cultural resources center</li> <li>• Develop stakeholder engagement and partnerships</li> <li>• Port to compile its own history</li> </ul>
★	<b>Communications &amp; Public Information</b>
	<ul style="list-style-type: none"> <li>• Highlight current issues &amp; notable accomplishments</li> <li>• Counter-balance misinformation</li> <li>• Build on Port's history</li> <li>• Partner with Wasco County, cities of The Dalles and Dufur, The Dalles Area Chamber of Commerce, and other community partners</li> </ul>
★	<b>Gorge Works</b>
	<ul style="list-style-type: none"> <li>• Regional internship partnership</li> <li>• Career development</li> <li>• Port as a supporter</li> </ul>

Table 3: Tax Revenue Estimate (from Wasco County Table 4a)

Port of The Dalles tax rate:		\$0.0002007
	<b>2026-2027 Estimate</b>	<i>2025-2026 Actual</i>
Total Assessed Value	\$ 2,700,308,420	\$ 2,647,361,196
Fish and wildlife	\$ 110,672,533	\$ 110,672,533
UR Excess Value	\$ (111,225,896)	\$ (110,672,533)
Value to Calculate Rate	\$ 2,699,755,057	\$ 2,647,361,196
<b>Taxes</b>	<b>\$ 541,841</b>	\$ 531,325
less M5 Compression	\$ (18,748)	\$ (18,380)
+Additional		\$87
<b>Taxes to be Received</b>	<b>\$ 523,093</b>	\$ 513,032
County Collection Rate	91%	
<b>Additional Taxes(Penalties)</b>	\$ 181	\$ 568
<b>Total to be Received</b>	<b>\$ 476,196</b>	\$ 513,600
(Line 16 General Fund budget)		

Table 4: Historical Tax Receipts (from 4a report)

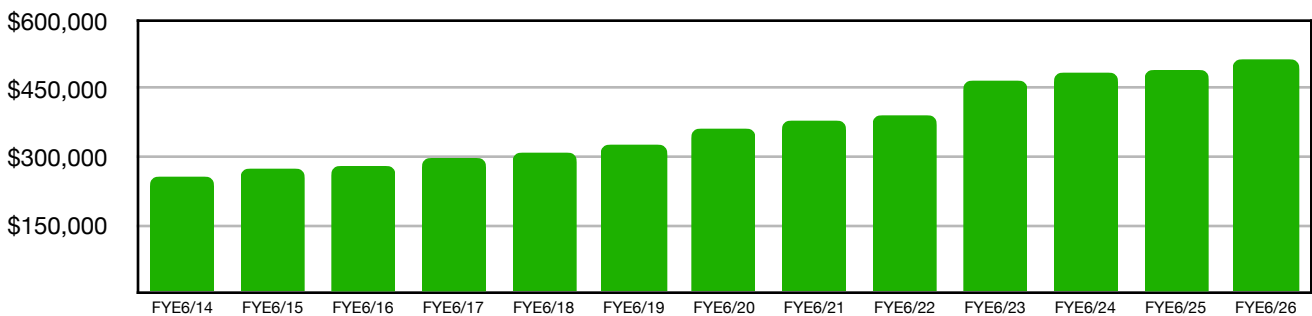
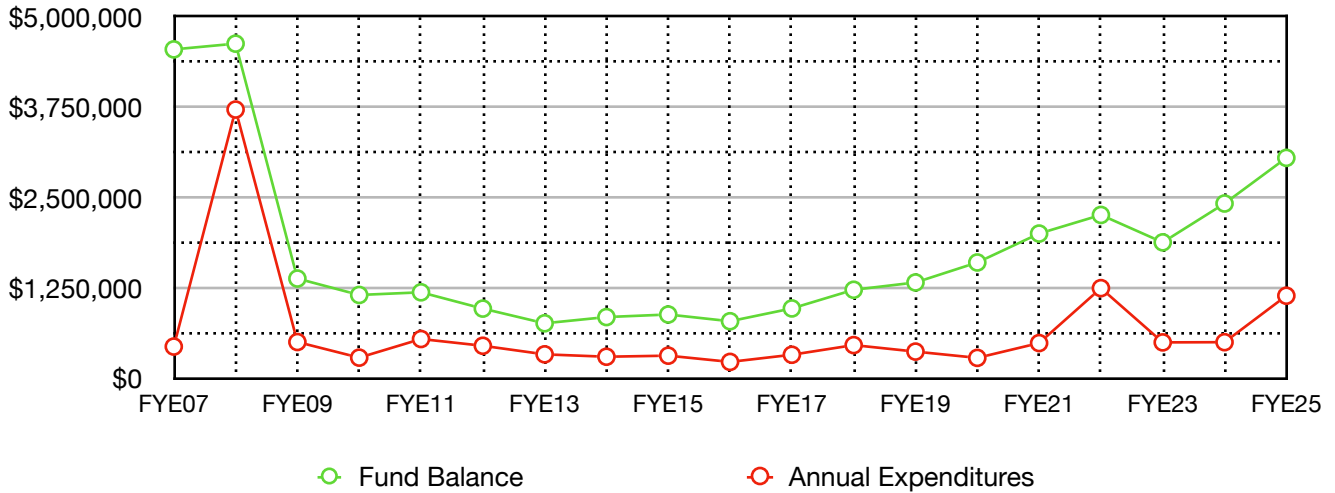


Table 5: Top 10 Wasco County Taxpayers for Tax Year 2025 (position last year)

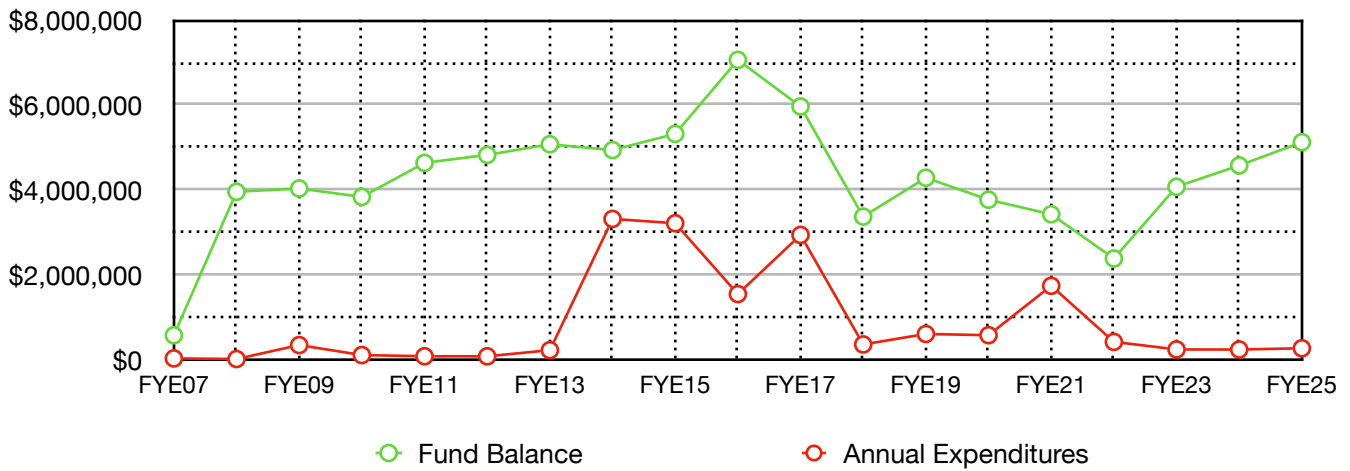
1	↑	Design LLC (2)	6	↑	BNSF Railway Company (7)
2	↓	Google LLC (1)	7	↑	Oregon Cherry Growers LLC (9)
3	NC	Northern Wasco PUD (no change)	8	↑	FM Dalles F LLC (10)
4	↑	Union Pacific RR (5)	9		Lumen Technologies Inc (new)
5	↑	Hydro Extrusion USA LLC (6)	10		American Cruise Lines Inc (new)

**Table 6: Historical Audited Resources and Expenditures - FYE06 to FYE25**

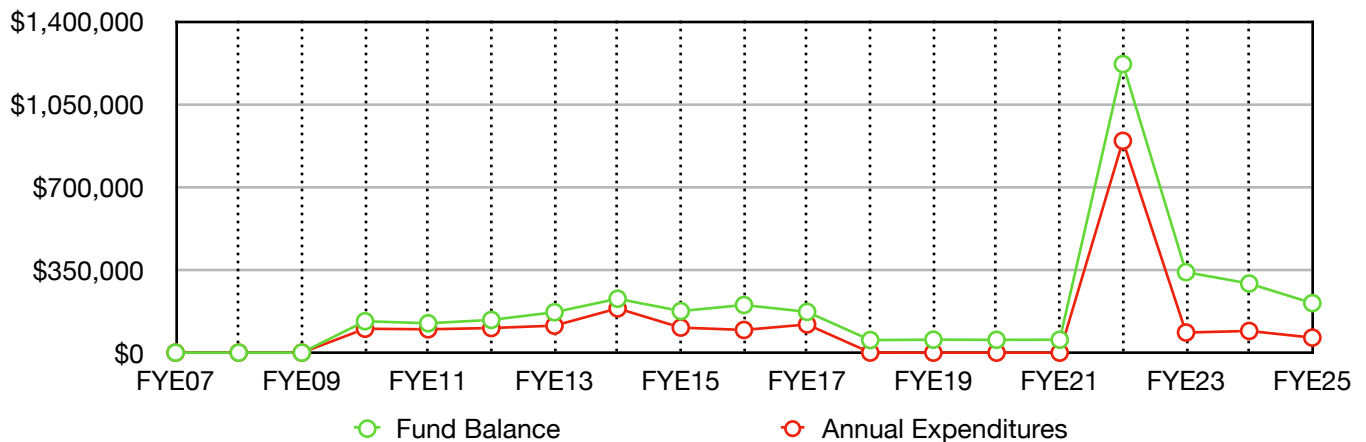
**General Fund**



**Port Development Fund**



**Marina Fund**

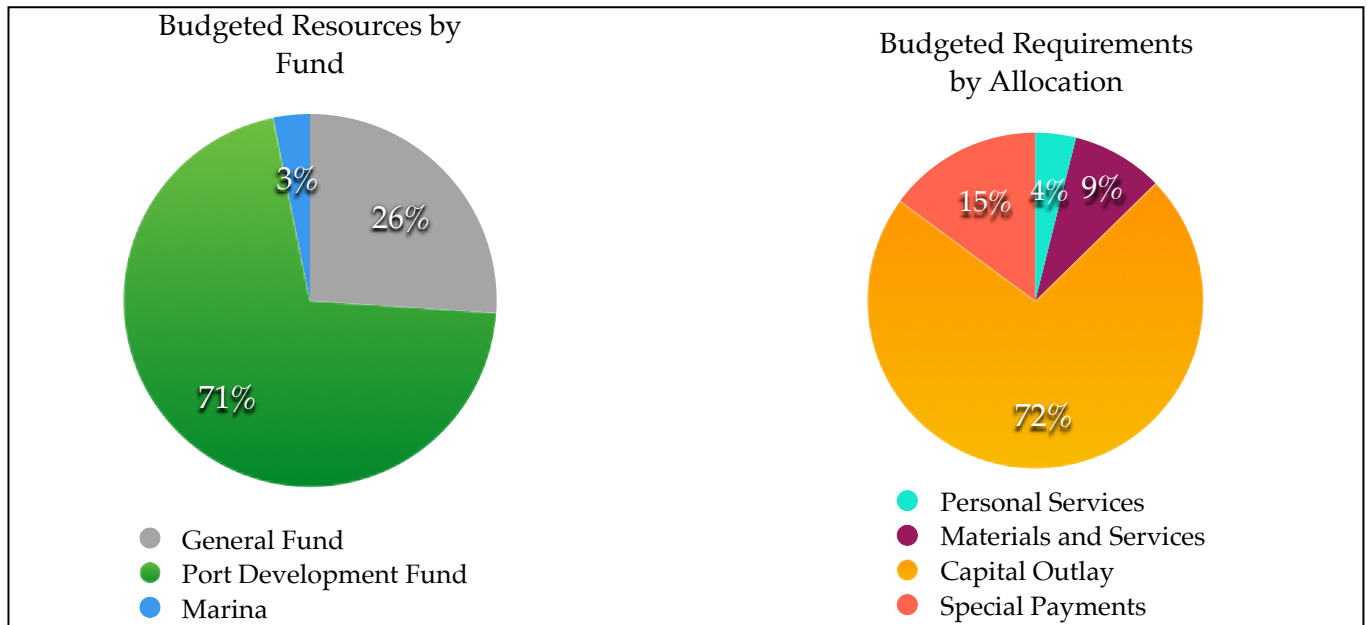


## 2026-2027 Proposed Budget Summary

Summary of all Funds, combines the proposed budget amounts for the three Port Funds and compares the totals to the 2025-2026 budgeted amounts.

Table 7: Summary of all Funds

	2026-2027 Proposed				2025-2026 Adopted Budget Totals	2026-2027 vs 2025-2026
	GENERAL FUND	PORT DEVELOPMENT FUND	MARINA FUND	Budget Totals		
<b>TOTAL RESOURCES</b>	\$4,762,305	\$12,953,318	\$575,289	\$18,290,913	\$15,553,395	\$2,737,518
<b>REQUIREMENTS</b>						
Personal Services	\$525,000	\$0	\$0	\$525,000	\$497,000	\$28,000
Materials and Services	\$420,000	\$700,000	\$60,000	\$1,180,000	\$825,000	\$355,000
Capital Outlay	\$1,750,000	\$8,000,000	\$0	\$9,750,000	\$8,250,000	\$1,500,000
Special Payments	\$0	\$2,000,000	\$0	\$2,000,000	\$2,000,000	\$0
Debt Service	\$0	\$0	\$0	\$0	\$0	\$0
Transfers	\$1,000,000	\$300,000	\$507,301	\$1,807,301	\$1,207,301	\$600,000
Contingencies	\$100,000	\$200,000	\$0	\$300,000	\$200,000	\$100,000
<b>TOTAL EXPENDITURES</b>	\$3,795,000	\$11,200,000	\$567,301	\$15,562,301	\$12,979,301	\$2,583,000
Unappropriated Ending Fund Balance	\$967,305	\$1,753,318	\$7,988	\$2,728,612	\$2,574,094	\$154,518
<b>TOTAL REQUIREMENTS</b>	\$4,762,305	\$12,953,318	\$575,289	\$18,290,913	\$15,553,395	\$2,737,518



## GENERAL FUND

The General Fund (GF) funds the Port's day-to-day operating expenses. The GF is supported by the Port's tax levy (projected to be \$476,196 this year) plus leased land, interest, and some grants. Additionally, a transfer in of \$300,000 is being budgeted from the Port Development Fund (PDF) to cover administrative expenses incurred by PDF activity.

Continuing with the current philosophy of keeping the GF as the Port's primary operating fund, all resources and requirements related to property development and the private annual moorage area are reflected in the Port Development Fund and Marina Fund (MF) respectively. The GF budget does include income and expenditures for the public areas of the marina, which includes transient boat moorage, public boat launch and public restroom facilities. Notably, \$1.5 million is budgeted in both resources and requirements for a possible redesign and upgrade to the public boat launch ramp and restroom facilities. The Port will be actively seek grant assistance for this project.

### Resources

- Line 1. Beginning Cash on Hand – Derived from the projected balance in bank accounts and the Local Governmental Investment Pool fund, less projected year-end transfer to Port Development Fund and expenses.
- Line 2. Interest from Earnings – Based on a 3.5% interest rate. Increased from 3.0%.
- Line 3. Transfer from Other Funds – Transfer to the General Fund from the Port Development Fund to cover administrative expenses associated with that fund. Increased this year in anticipation of various PDF projects and possible insurance reimbursement from the Marina Fund related to the first fire.
- Line 6. Grants – Possible funding sources: Business Oregon, Federal Emergency Management Agency, Oregon Department of State Lands, Oregon State Marine Board, Special Districts Association, US Department of Transportation Maritime Administration.
- Line 7. Transient Moorage – Transient boat moorage payments.
- Line 9. Leased Land & Facilities – Projected rent from ClimateGM, Crestline, Meadow Outdoor Advertising, The Whiting Turner Contracting Company.
- Line 10. Uncategorized – Note: this line item renamed from “Other Income” to “Uncategorized” for clarity.
- Line 16. Levied Property Taxes Estimated to be Received
  
- Line 18. TOTAL RESOURCES: \$4,762,305

### Requirements

- Line 2. Wages and Salaries – No change from last year.
- Line 3. Taxes and Benefits – Port payroll expenses, Oregon Public Employees Retirement fund, worker’s compensation, health, vision, and dental.
- Line 7. Office Supplies & Equipment – Budget includes two new computers, new boardroom chairs, a sideboard for the boardroom, standing desks and usual office supplies.
- Line 12. Dues and Memberships – This includes membership dues, association fees, and property tax payments. The Port pays the property tax bill on land that is leased, then invoices the lessee for repayment.
- Line 15. Contracted Services – Examples: computer services, facilities maintenance, landscaping, lawn care, office cleaning, property cleanup and rubbish removal, tree trimming, weed management, etc.
- Line 16. Launch Ramp and Transient Moorage – This covers the operation and maintenance of the public areas of the Marina (boat launch ramp, public parking, and transient boat moorage facilities). Examples of expenses included are: restrooms cleaning and maintenance (which is subcontracted with Northern Wasco County Parks and Recreation District), repairs to facilities, supplies, and utility expenses associated with these facilities. The Oregon State Marine Board does reimburse the Port for a small portion of these costs through a Maintenance Agreement Grant..
- Line 19. Facilities and Equipment – Note: This line item was previously named “Port Facilities”, the name was changed to better reflect expenses booked here. Budgeted for possible electric port vehicle and charging station.
- Line 20. Launch Ramp and Transient Moorage – Capital outlay to upgrade the existing public boat launch ramp and boarding floats.
- Line 23. Transfer to Other Funds – \$1,000,000 to be transferred into the Port Development Fund if funds are available at year end. This is in line with our policy of returning excess resources to the Port Development Fund.
  
- Line 28. TOTAL REQUIREMENTS: \$4,762,305

The proposed 2026–2027 budget will leave the General Fund with an unappropriated ending fund balance of \$967,305, which is sufficient to cover GF operations from July 1, 2026 – December 1, 2026, at which time the Port will receive its tax distribution from the County.



FORM LB-20		RESOURCES GENERAL FUND							
Historical Data			Adopted Budget This Year 2025-2026	RESOURCE DESCRIPTION	Budget for Next Year 2026-2027				
Actual		Proposed By Budget Officer			Approved By Budget Committee	Adopted By Governing Body			
Second Preceding Year 23-24	First Preceding Year 24-25								
1	\$1,385,010	\$1,920,016	\$2,276,137	1	Beginning Cash on Hand	\$1,597,882			1
2	\$77,504	\$101,907	\$68,285	2	Interest from Earnings	\$55,926			2
3	\$200,000	\$500,000	\$707,301	3	Transfer from Other Funds	\$807,301			3
4	\$15,393	\$8,386	\$5,000	4	Previously levied Property Taxes, estimated to be received	\$7,000			4
5				5	<b>OTHER RESOURCES</b>				5
6	\$68,419	\$5,000	\$1,519,000	6	Grants	\$1,644,000			6
7	\$3,060	\$5,309	\$4,000	7	Launch Ramp and Transient Moorage	\$4,000			7
8	\$84,466	\$145,466	\$0	8	Loan Repayments	\$0			8
9	\$102,028	\$184,678	\$80,000	9	Leased Land and Facilities	\$150,000			9
10	\$18,980	\$33,404	\$20,000	10	Uncategorized	\$20,000			10
11				11					11
12				12					12
13				13					13
14				14					14
15	\$1,954,860	\$2,904,166	\$4,679,723	15	Total resources, except Property Taxes to be levied	\$4,286,109			15
16			\$452,837	16	Levied Property Taxes estimated to be received	\$476,196			16
17	\$463,335	\$445,783		17	Property taxes collected in the year levied				17
18	<b>\$2,418,195</b>	<b>\$3,349,949</b>	<b>\$5,132,560</b>	18	<b>TOTAL RESOURCES</b>	<b>\$4,762,305</b>			18

FORM OR-LB-30		REQUIREMENTS SUMMARY GENERAL FUND							
Historical Data			Adopted Budget This Year 2025-2026	REQUIREMENTS FOR: Administration	Budget for Next Year 2026-2027				
Actual		Proposed By Budget Officer			Approved By Budget Committee	Adopted By Governing Body			
Second Preceding Year 23-24	First Preceding Year 24-25								
1				1	<b>PERSONAL SERVICES</b>				1
2	\$193,743	\$254,202	\$350,000	2	Wages and Salaries	\$350,000			2
3	\$83,487	\$97,672	\$147,000	3	Taxes and Benefits	\$175,000			3
4	<b>\$277,230</b>	<b>\$351,874</b>	<b>\$497,000</b>	4	<b>TOTAL PERSONAL SERVICES</b>	<b>\$525,000</b>			4
5	2.0	2.0	3.5	5	Total Full-Time Equivalent (FTE)	3.5			5
6				6	<b>MATERIALS AND SERVICES</b>				6
7	\$7,323	\$13,165	\$30,000	7	Office Supplies & Equipment	\$50,000			7
8	\$11,753	\$12,483	\$20,000	8	Utilities	\$20,000			8
9	\$26,054	\$27,308	\$30,000	9	Maintenance: Supplies and Services	\$20,000			9
10	\$29,143	\$17,783	\$40,000	10	Travel, Education, and Meetings	\$40,000			10
11	\$20,950	\$25,173	\$35,000	11	Insurance - Property and Liability	\$45,000			11
12	\$14,156	\$25,920	\$35,000	12	Dues and Memberships	\$50,000			12
13	\$14,498	\$28,021	\$30,000	13	Legal	\$20,000			13
14	\$12,700	\$9,139	\$15,000	14	Accounting & Audit	\$15,000			14
15	\$43,095	\$33,166	\$85,000	15	Contracted Services	\$85,000			15
16	\$16,308	\$34,987	\$45,000	16	Launch Ramp and Transient Moorage	\$75,000			16
17	<b>\$195,981</b>	<b>\$227,145</b>	<b>\$365,000</b>	17	<b>TOTAL MATERIALS AND SERVICES</b>	<b>\$420,000</b>			17
18				18	<b>CAPITAL OUTLAY</b>				18
19	\$24,967	\$49,700	\$750,000	19	Facilities and Equipment	\$250,000			19
20	\$0	\$12,595	\$1,500,000	20	Launch Ramp and Transient Moorage	\$1,500,000			20
21	<b>\$24,967</b>	<b>\$62,295</b>	<b>\$2,250,000</b>	21	<b>TOTAL CAPITAL OUTLAY</b>	<b>\$1,750,000</b>			21
22				22	<b>TRANSFER TO OTHER FUNDS &amp; CONTINGENCY</b>				22
23	\$0	\$500,000	\$500,000	23	Transfer to Other Funds	\$1,000,000			23
24	\$0	\$0	\$100,000	24	General Operating Contingency	\$100,000			24
25	<b>\$0</b>	<b>\$500,000</b>	<b>\$600,000</b>	25	<b>TOTAL TRANSFER TO OTHER FUNDS AND CONTINGENCY</b>	<b>\$1,100,000</b>			25
26	<b>\$498,178</b>	<b>\$1,141,314</b>	<b>\$3,712,000</b>	26	<b>TOTAL EXPENDITURES</b>	<b>\$3,795,000</b>			26
27	\$1,920,016	\$2,208,635	\$1,420,560	27	UNAPPROPRIATED ENDING FUND BALANCE	\$967,305			27
28	<b>\$2,418,194</b>	<b>\$3,349,949</b>	<b>\$5,132,560</b>	28	<b>TOTAL REQUIREMENTS</b>	<b>\$4,762,305</b>			28

Table 8: Year to Year GF Resource Comparison (audited)

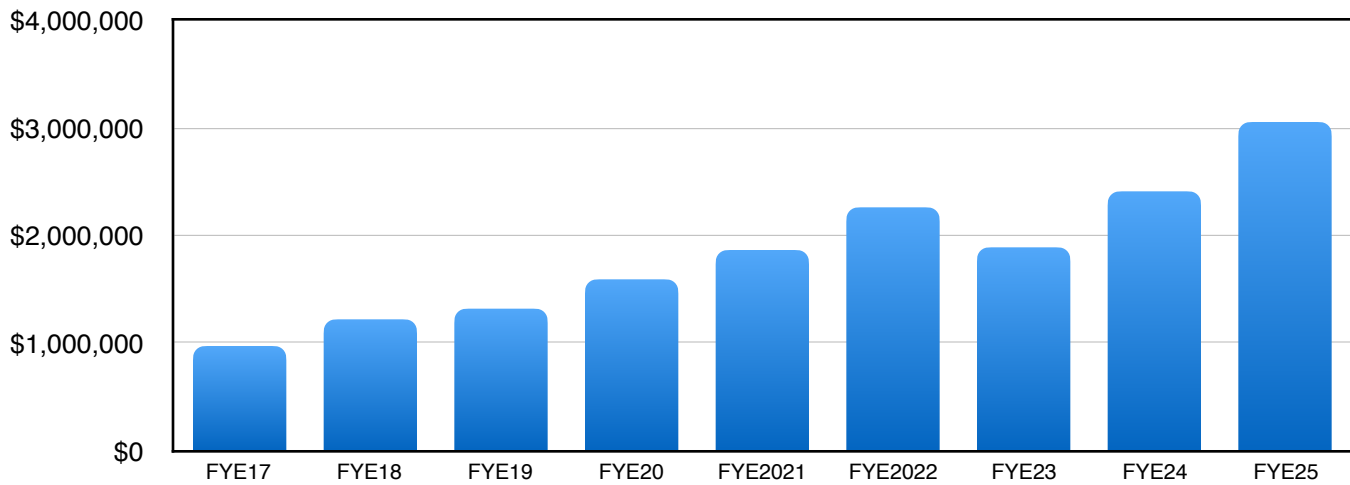
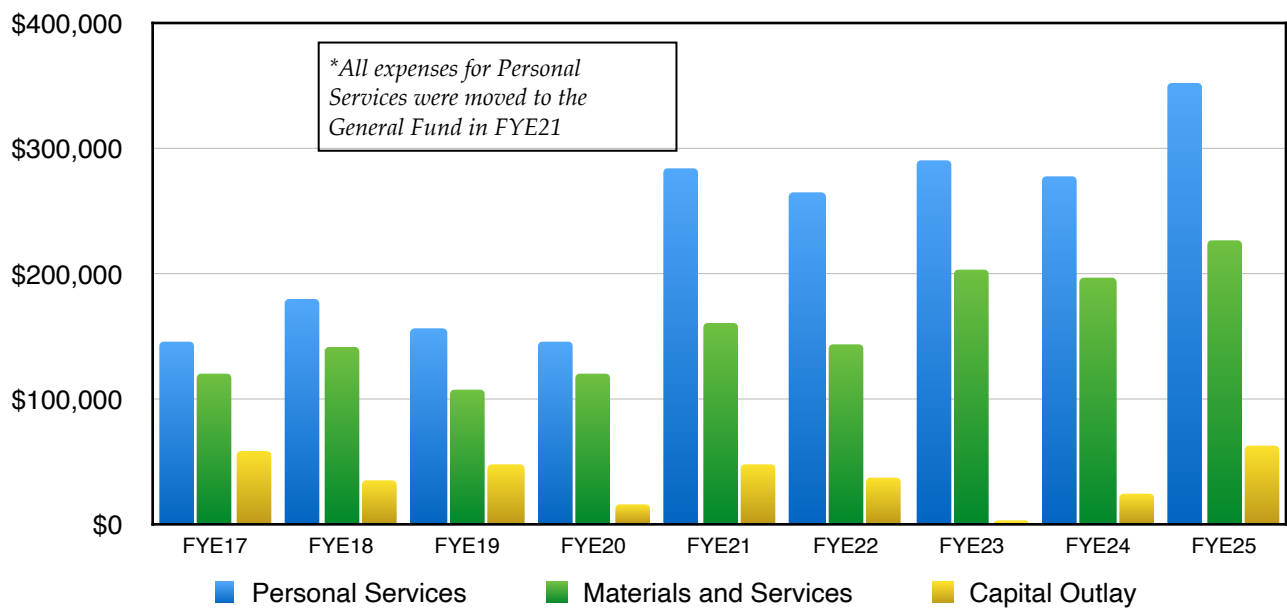


Table 9: Year to Year GF Expenditure Comparison (audited)



PORT DEVELOPMENT FUND

This fund serves as the Port's primary vehicle for economic development activities, supporting the acquisition, development, and marketing of strategic projects. In the coming year, the Port will focus on leveraging the Port Development Fund through targeted grant applications and State funding. The Port will pursue Business Oregon funding for planning and design studies related to both the waterfront and the rodeo grounds project. Also contemplated in this budget is a Port, City, and County partnership to engage a lobbying firm to assist at the State and Federal levels, with the Port acting as the fiduciary agent for the partnership. The Port remains committed to supporting the City of Dufur and addressing the needs of its growing community, while continuing to pursue industrial development opportunities. The focus remains on the Port's mission of fostering economic growth and job creation in the region.

Resources

- Line 1. Beginning Cash on Hand – Derived from the projected balance in bank accounts and the Local Governmental Investment Pool, less projected year-end expenses.
- Line 2. Interest From Earnings – Based on a 3.5% interest rate. Increased from 3.0%.
- Line 3. Transfer From Other Funds – \$1,000,000 possible transfer from the General Fund (see budget note on page 10, Line 23).
- Line 5. Grants – Budgeted as a placeholder to allow receipt of grant funds into this account. Possible grants include assistance to area businesses, property acquisition, and infrastructure investment.
- Line 6. Land Sales & Interest From Contracts – Based on the sale of 3 acres at \$500,000 per acre.
- Line 7. Uncategorized – Note: this line item renamed from “Other Income” to “Uncategorized” for clarity. Any funds received that are not grant or land sale related, such as lobbying cost-share payments from the City and County, equipment sales, rebates, or reimbursements.
- Line 8. Loan Repayment City of Dufur – Quarterly repayments of ambulance loan
  
- Line 10. TOTAL RESOURCES: \$12,953,318

Requirements

- Line 5. Contracted Services – Architects, engineers, surveyors and other professional services related to development projects. This line item also covers payments to the lobbying firm.
- Line 9. Land Acquisition, Development, Improvements – Costs associated with property acquisition, site development, and capital improvements.
- Line 18. Transfer to Other Funds – Transfer to General Fund to cover staff and office expenses related to Port Development Fund activities.
- Line 19. Contingency – Budgeted for unanticipated expenses.
  
- Line 23. TOTAL REQUIREMENTS: \$12,953,318

The proposed 2026–2027 budget will leave the Port Development Fund with an unappropriated ending fund balance of \$1,753,318, which will become the beginning fund balance for the following year.

FORM LB-20		RESOURCES PORT DEVELOPMENT FUND							
Historical Data				RESOURCE DESCRIPTION	Budget for Next Year 2026-2027				
Actual		Adopted Budget This Year 2025-2026	Proposed By Budget Officer		Approved By Budget Committee	Adopted By Governing Body			
Second Preceding Year 23-24	First Preceding Year 24-25								
1	\$3,832,821	\$4,336,401	\$4,222,834	1 Beginning Cash on Hand	\$6,216,205			1	
2	\$192,366	\$213,964	\$126,685	2 Interest from Earnings	\$217,567			2	
3	\$0	\$500,000	\$500,000	3 Transfer from Other Funds	\$1,000,000			3	
4				4 <b>OTHER RESOURCES</b>				4	
5	\$0	\$0	\$1,000,000	5 Grants	\$2,000,000			5	
6	\$547,524	\$70,663	\$2,000,000	6 Land Sales & Interest from Contracts	\$1,500,000			6	
7		\$44	\$2,000,000	7 Uncategorized	\$2,000,000			7	
8			\$0	8 Loan Repayment City of Dufur	\$19,546			8	
9				9				9	
10	\$4,572,711	\$5,121,072	\$9,849,519	10 <b>TOTAL RESOURCES</b>	\$12,953,318			10	

FORM OR-LB-30		REQUIREMENTS SUMMARY PORT DEVELOPMENT FUND							
Historical Data				REQUIREMENTS FOR: Economic Development and Marketing	Budget for Next Year 2026-2027				
Actual		Adopted Budget This Year 2025-2026	Proposed By Budget Officer		Approved By Budget Committee	Adopted By Governing Body			
Second Preceding Year 23-24	First Preceding Year 24-25								
1				1 <b>MATERIALS AND SERVICES</b>				1	
2	\$17,216	\$14,293	\$25,000	2 Travel, Marketing, Promotion, and Meetings	\$25,000			2	
3	\$1,980	\$811	\$10,000	3 Legal	\$10,000			3	
4	\$0	\$7,222	\$15,000	4 Accounting & Audit	\$15,000			4	
5	\$2,115	\$25,603	\$200,000	5 Contracted Services	\$500,000			5	
6	\$0	\$17,934	\$150,000	6 Land Sale Costs (i.e. closing, commissions)	\$150,000			6	
7	\$21,311	\$65,862	\$400,000	7 <b>TOTAL MATERIALS AND SERVICES</b>	\$700,000			7	
8				8 <b>CAPITAL OUTLAY</b>				8	
9	\$0	\$0	\$6,000,000	9 Land Acquisition and Development	\$8,000,000			9	
10	\$0	\$0	\$6,000,000	10 <b>TOTAL CAPITAL OUTLAY</b>	\$8,000,000			10	
11				11 <b>SPECIAL PAYMENTS</b>				11	
12	\$15,000	\$0	\$2,000,000	12 Other Partnership Projects	\$2,000,000			12	
13	\$15,000	\$0	\$2,000,000	13 <b>TOTAL SPECIAL PAYMENTS</b>	\$2,000,000			13	
14				14 <b>DEBT SERVICE</b>				14	
15	\$0	\$0	\$0	15 Debt Service	\$0			15	
16	\$0	\$0	\$0	16 <b>TOTAL DEBT SERVICE</b>	\$0			16	
17				17 <b>TRANSFER TO OTHER FUNDS &amp; CONTINGENCY</b>				17	
18	\$200,000	\$200,000	\$200,000	18 Transfer to Other Funds	\$300,000			18	
19	\$0	\$0	\$100,000	19 General Operating Contingency	\$200,000			19	
20	\$200,000	\$200,000	\$300,000	20 <b>TOTAL TRANSFER TO OTHER FUNDS AND CONTINGENCY</b>	\$500,000			20	
21	\$236,311	\$265,862	\$8,700,000	21 <b>TOTAL EXPENDITURES</b>	\$11,200,000			21	
22	\$4,336,401	\$4,855,210	\$1,149,519	22 UNAPPROPRIATED ENDING FUND BALANCE	\$1,753,318			22	
23	\$4,572,711	\$5,121,072	\$9,849,519	23 <b>TOTAL REQUIREMENTS</b>	\$12,953,318			23	

Table 10: Year to Year PDF Resource Comparison (audited)

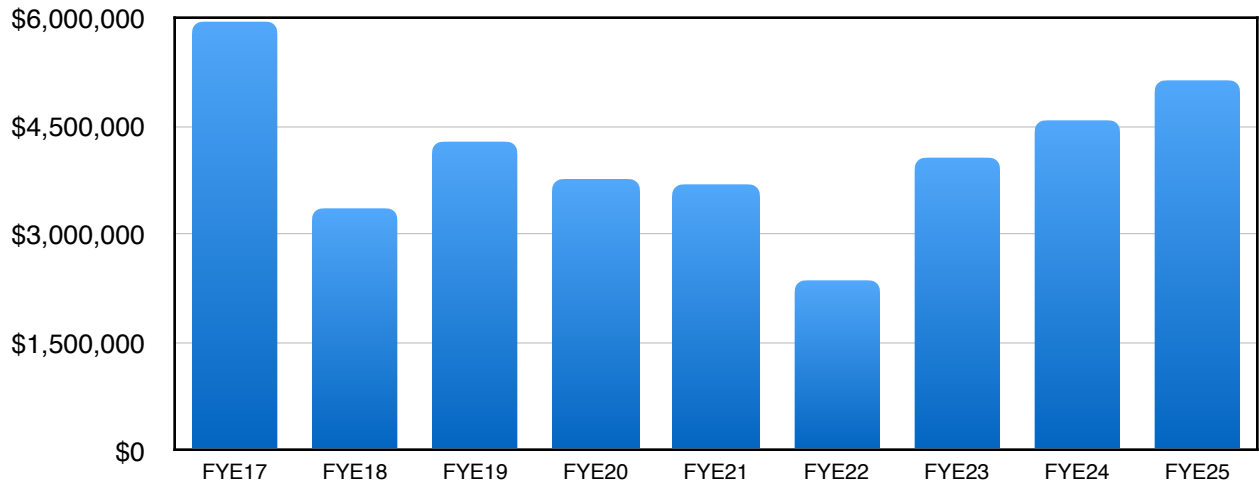
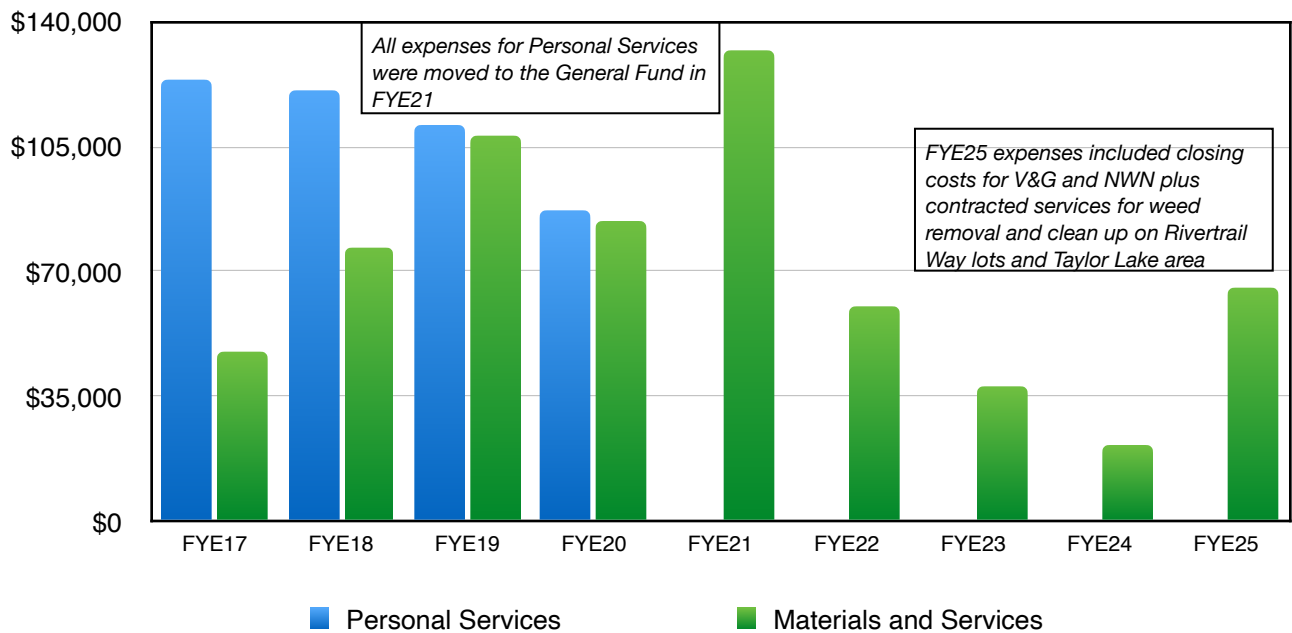


Table 11: Year to Year PDF Expenditure Comparison (audited)



## MARINA FUND

This budget covers solely the operations and maintenance of the private annual moorage for boats and boathouses in Port of The Dalles Marina. This secured-access area is currently managed by a concessionaire. The fund was established to operate as a standalone business unit for the annual moorage area, receiving all revenue from annual leases and paying all expenses from those receipts. The fund is mostly idle, as the Port does not directly receive revenue from or pay expenses for the annual moorage, but it is kept active in case a need arises — as it did during the fire emergency.

### Resources

- Line 1. Beginning Cash on Hand – Derived from the projected balance in bank accounts and the Local Governmental Investment Pool, less projected year-end expenses.
- Line 2. Interest from Earnings – Based on 3.5% interest rate. Increased from 3.0% last year.
- Line 4. Balance owed from first fire fuel spill clean up – The Port is working in partnership with the Special Districts Association of Oregon (SDAO) to seek reimbursement from the Federal Oil Spill Liability Trust Fund.
  
- Line 6. TOTAL RESOURCES: \$575,289

### Requirements

- Line 2. Contracted Services – Funds budgeted to cover expenses associated with the annual moorage area.
- Line 12. Transfer to Other Funds – Transfer of any insurance proceeds received back to the General Fund.
  
- Line 15. TOTAL REQUIREMENTS: \$575,289

The proposed 2026–2027 budget will leave the Marina Fund with an unappropriated ending fund balance of \$7,988.

FORM LB-20		SPECIAL FUND RESOURCES MARINA FUND						
Line Item	Historical Data			RESOURCE DESCRIPTION	Budget for Next Year 2026-2027			Total
	Actual		Adopted Budget This Year 2025-2026		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body	
	Second Preceding Year 23-24	First Preceding Year 24-25						
1	\$254,838	\$200,037	\$62,150	1 Beginning Cash on Hand	\$65,689			1
2	\$13,664	\$8,863	\$1,865	2 Interest from earnings	\$2,299			2
3				3 <b>OTHER RESOURCES</b>				3
4	\$23,037		\$507,301	4 Fire Emergency - Insurance/Other	\$507,301			4
5	\$0		\$0	5 Uncategorized	\$0			5
6	<b>\$291,539</b>	<b>\$208,900</b>	<b>\$571,316</b>	6 <b>TOTAL RESOURCES</b>	<b>\$575,289</b>			6

FORM OR-LB-30		SPECIAL FUND REQUIREMENTS MARINA FUND						
Line Item	Historical Data			REQUIREMENTS FOR: <u>Economic Development and Marketing</u>	Budget for Next Year 2026-2027			Total
	Actual		Adopted Budget This Year 2025-2026		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body	
	Second Preceding Year 23-24	First Preceding Year 24-25						
1				1 <b>MATERIALS AND SERVICES</b>				1
2	\$0	\$0	\$60,000	2 Contracted Services	\$60,000			2
3	\$0	\$0	\$60,000	3 <b>TOTAL MATERIALS AND SERVICES</b>	<b>\$60,000</b>			3
4				4 <b>CAPITAL OUTLAYS</b>				4
5	\$0	\$0	\$0	5 Infrastructure Improvements	\$0			5
6	\$7,037	\$0	\$0	6 Fire Emergency	\$0			6
7	<b>\$7,037</b>	<b>\$0</b>	<b>\$0</b>	7 <b>TOTAL CAPITAL OUTLAY</b>	<b>\$0</b>			7
8				8 <b>DEBT SERVICE</b>				8
9	\$84,466	\$145,466	\$0	9 Debt Service	\$0			9
10	<b>\$84,466</b>	<b>\$145,466</b>	<b>\$0</b>	10 <b>TOTAL DEBT SERVICE</b>	<b>\$0</b>			10
11				11 <b>TRANSFER TO OTHER FUNDS &amp; CONTINGENCY</b>				11
12	\$0		\$507,301	12 Transfer to Other Funds	\$507,301			12
13	\$0		\$0	13 General Operating Contingency	\$0			13
14	<b>\$0</b>		<b>\$507,301</b>	14 <b>TOTAL TRANSFER TO OTHER FUNDS AND CONTINGENCY</b>	<b>\$507,301</b>			14
15	<b>\$91,503</b>	<b>\$145,466</b>	<b>\$567,301</b>	15 <b>TOTAL EXPENDITURES</b>	<b>\$567,301</b>			15
16	\$200,037	\$63,434	\$4,015	16 UNAPPROPRIATED ENDING FUND BALANCE	\$7,988			16
17	<b>\$291,539</b>	<b>\$208,900</b>	<b>\$571,316</b>	17 <b>TOTAL REQUIREMENTS</b>	<b>\$575,289</b>			17

## Budget Committee Roles and Responsibilities



## **The Budget Committee and Approving the Budget**

*(reprinted from Oregon Department of Revenue-Local Budgeting Manual 150-504-420(Rev. 05-12))*

### Budget committee members

The budget committee is a local government's fiscal planning advisory committee. The governing body of each local government must establish a budget committee (ORS 294.414, renumbered from 294.336). The budget committee is composed of the governing body and an equal number of electors appointed by the governing body. An elector is a qualified voter who, for example, has the right to vote for a ballot measure submitted by the local government.

If, after a good faith attempt, the governing body cannot find a sufficient number of registered voters who are willing to serve, the budget committee becomes those who are willing plus the governing body. If no willing electors can be found, the governing body is the budget committee [ORS 294.414(2), renumbered from 294.336(2)].

The appointive members of the budget committee cannot be officers, agents or employees of the local government [ORS 294.414(4), renumbered from 294.336(4)]. An agent, generally, is someone who is authorized to act for the local government, or who can make commitments or sign contracts in the name of the local government. This is sometimes a grey area if an appointee candidate already serves on other advisory committees or commissions of a local government. If you are in doubt about whether a particular person is an agent, consult your legal counsel.

Spouses of officers, agents or employees of the local government may serve on the budget committee if they are qualified electors and not themselves officers, agents, or employees.

Appointive members of the budget committee are appointed for three-year terms. The terms must be staggered so that about one-third of the terms end each year [ORS 294.414(5), renumbered from 294.336(5)]. When a new local government is appointing its first budget committee, the terms may be for one year, two years and three years for each third of the appointive members. After the first two years, the local government will then be able to appoint all new members to three-year terms.

If a local government prepares a biennial budget, the appointive members have four-year terms, with about one-fourth of the terms ending each year.

Appointed budget committee members may be reappointed for additional terms, at the discretion of the governing body.

If an appointive member of the budget committee is unable to complete the term, or resigns before the term is over, the governing body must appoint another elector to serve out the unexpired portion of the term [ORS 294.414(6), renumbered from 294.336(6)].

There is no provision in budget law for "standby" or "alternate" appointed members.

All members of the budget committee have equal authority. Each member's vote counts the same. Any member can be elected by the committee as its chair.

No member of the budget committee (including governing body members) may receive any compensation for their services as a member of the budget committee [ORS 294.414(3), renumbered from 294.336(3)].

Budget committee members should develop a general understanding of the budget process, the departments or programs included in the budget document, and the legal constraints imposed on the local government's tax levy after budget committee approval. "Local Budgeting in Oregon" (150-504-400) is recommended as a good resource for budget committee members for information on the basics of taxation and budget law. This publication can be found at <http://www.oregon.gov/dor/ptd/pages/localb.aspx>. You can also request copies of the booklet by calling the Finance and Taxation analysts at 503-945-8293.

#### Duties of the budget committee

The budget committee meets publicly to review the budget document as proposed by the budget officer. The committee receives the proposed budget and the budget message and holds at least one meeting in which the public may ask questions about and comment on the budget. Notice of the first meeting held for these purposes must be published in a specific way (See "Chapter 9 – Publication Requirements"). The committee must eventually approve the budget and, if ad valorem property taxes are required, approve the amount of tax or the rate per \$1,000 of assessed value for each levy that will be certified to the assessor.

The budget committee may meet from time to time throughout the year at the governing body's discretion for purposes such as training. All of these meetings are open to the public and notice of the meeting must be given in the same manner as notice for meetings of the governing body, or through one of the local budget law publication methods [ORS 294.428(2), renumbered from 294.406(2)]. Take care not to discuss specifics of the ensuing year's budget at these informal meetings until the notice requirements for the first budget committee meeting have been satisfied.

#### Copies of the budget

The budget officer may make the proposed budget available to the budget committee at any time before the first budget committee meeting advertised in the notice. Alternatively, the budget officer may choose to make the budget available at the first budget committee meeting [ORS 294.426(6)(b), renumbered from 294.401(6)(b)]. Immediately following the release of the proposed budget to the budget committee, the budget officer must file a copy of the budget in the office of the governing body. This copy becomes a public record. The governing body must provide copies of this budget, or a means of quickly duplicating it, to any interested person. A local government may charge a fee for the copy [OAR 150-294.401(7), implementing ORS 294.426].

#### Budget committee meetings

The budget committee must have a quorum present to hold a meeting [OAR 150-294.336-(B), implementing ORS 294.414]. A quorum is a majority of the total membership of the committee. For example, if the budget committee has 10 members, six must be present to hold a meeting.

The budget committee elects a presiding officer from among the members at the first meeting [ORS

294.414(9), renumbered from 294.336(9)]. The budget committee also hears the budget message at its first meeting. One of the committee's most important duties is to hear and consider any testimony presented by the public about the budget.

The budget committee reviews and, if a majority of the committee feels it is necessary, revises the proposed budget submitted by the budget officer. The committee generally studies the budget by comparing the two previous years' actual data, the current budgeted data, and the figures proposed by the budget officer. The budget committee may reduce or increase the estimates of resources and requirements proposed by the budget officer. Among the most common items discussed are the questions of taxation (how much?) and allocating revenues and expenditures (where will the spending occur?). If the amount of tax revenue needed to balance the budget exceeds the local government's existing taxing authority, the committee may decide that the additional amount needed should be requested from the voters in the form of a local option tax. If the committee decides to stay within its existing taxing authority, and other resources cannot be found, then the committee must reduce budgeted requirements to balance the budget. The committee must ultimately balance each fund and approve the budget. Committee members may not discuss or deliberate on the budget outside of a public meeting.

The committee may ask questions of the executive officer or other staff, and request additional information. The committee is entitled to receive any information it needs to make decisions about the budget (ORS 294.428, renumbered from 294.406).

Any budget committee action requires the affirmative vote of a majority of the total budget committee membership [OAR 150-294.336-(B), implementing ORS 294.414]. For example, if only six members of a 10-member committee are present, they have the quorum necessary to meet, but they all must vote in favor of any proposed action to achieve the required majority.

The budget committee may approve the budget at the first meeting. However, it could take several meetings to do so. When the budget officer prepares the budget calendar, several budget committee meetings can be scheduled. The public notice then can include the date, time and place of each of the meetings. If more meetings are needed than were scheduled, give notice of those meetings in the same manner as notice of meetings of the governing body or by one or more of the publication methods used for the initial budget committee meetings [ORS 294.428(2), renumbered from 294.406(2)].

### Approving the taxes

The budget committee sets and approves the amount or rate of property taxes to be imposed. This is a very important responsibility of the budget committee. Less than the full amount of the available tax revenue may be needed to balance the budget. In that event, the budget committee may choose to impose less tax than the local government's full taxing authority. If that is the budget committee's decision, then the amount or rate of tax the committee approves can only be increased later by the governing body after additional process steps. That is, to increase the tax above the rate or amount approved by the budget committee, the governing body must republish the financial summary and hold a second budget hearing (ORS 294.456, renumbered from 294.435). To enforce this requirement, a statement certifying that the approved tax has not been increased unless the governing body held a

second hearing is included on the tax certification form filed with the county assessor.

The committee's motion to approve taxes under the district's permanent rate authority may state either the tax rate per \$1,000 of assessed value or the amount of taxes that the budget committee wants to impose. It must state separately the tax rate or amount to be imposed under any voter-approved local option authority. It must also state separately the amount of tax for any qualifying bonded debt levy. These statements should be recorded in the minutes of the meeting.

Once the budget committee has approved the budget, it has completed all of the duties required of it by Local Budget Law. However some local governments have a policy of including the budget committee in other parts of the process, such as adopting a supplemental budget. These are local policy decisions that are up to the discretion of the governing body.

After the budget committee approves the budget, it is turned over to the governing body and the process enters into the adoption stage. The governing body has the final responsibility for allocating the resources of the budget to the programs and departments of the local government. This authority is part of the responsibility given the governing body to adopt the budget and to make the appropriations by which the budget is administered [ORS 294.456(1), renumbered from 294.435(1)]. Chapter 11 has more details on adopting the budget and making appropriations.

If any changes are necessary after the budget committee approves the budget, the governing body may make the revisions after the budget hearing and before adopting the budget. The governing body's authority to change the approved budget is limited. It cannot increase expenditures in a fund by more than \$5,000 or 10 percent, whichever is greater, unless it publishes a revised financial summary and hearing notice, and holds another budget hearing. For a biennial budget, this limit is \$10,000 or 10 percent, whichever is greater. Also, it cannot increase the tax amount approved by the budget committee unless it publishes a revised financial summary and hearing notice, and holds another budget hearing.

Port of The Dalles Strategic Plan  
2023-2027



# PORT of THE DALLES

## Strategic Business Plan Update 2023-2027



Facilitated by:



September 1, 2023

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There are numerous additional opportunities for the Port of The Dalles to contribute to economic development in Wasco County. At various points, Port Commissioners have discussed and considered these alternatives. Commercial/Industrial Properties for Sale in The Dalles .....	19
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## 1. Summary/Introduction

The Port of The Dalles contracted with Points Consulting (PC) to produce an updated Strategic Business Plan. The plan is intended to meet the requirements of the State of Oregon and to provide guidance for the Port Commissioners and staff for the next five years, 2023-2027. Per requirements of OAR 123-025-0016, Ports in Oregon are required to complete a Strategic Business Plan every ten years, which must meet the standards and requirements laid out in the Statewide Ports Strategic Business Plan.

PC performed extensive regional research, interviewed, and held workshops with Port Commissioners and staff, reviewed area socioeconomic data, analyzed the Port's assets, and conducted several modes of community outreach to compose this plan. Community outreach included an open house community event, online survey, and one-on-one interviews with key personnel.

To avoid confusion, PC has defined several terms below.

- **The Port or The Port of The Dalles** refers to the organization, The Port of The Dalles.
- **The Port District or The Port Tax District** refers to the area within Wasco County that pays tax to the Port (see Figure 12).
- **The Port vicinity** refers to the area in which the Port has historically developed and sold properties.

### **Mission & Vision**

The Port is the principal public sector organization in Wasco County assigned to enhancing commerce and diversifying the County's economic base. The Port of The Dalles mission and vision are as follows:<sup>1</sup>

#### ***Mission:***

The Port of The Dalles mission is to support the creation, retention, expansion, and recruitment of businesses and jobs that will enhance the economy of the (Port) District.

#### ***Vision:***

The Port will be an important contributor to economic development in the region by continuing its successful public partnerships and private sector facilitation. In addition to industrial land development, the Port will explore new, fiscally responsible, employment-generating strategies that increase the prosperity and well-being of the Port District.

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<sup>1</sup> Adapted from the Port of The Dalles 2013 Strategic Business Plan





### Port Commissioners

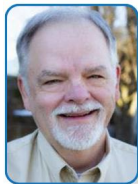
According to ORS 777, each Oregon port is to be governed by five commissioners. The commissioners have a term of office of four years. The Port Commissioners meet at least monthly and may have additional special meetings. Additionally, The Port Commissioners must have a president, vice president, treasurer, and secretary. All Commissioners for the Port of The Dalles are listed in this section, along with their positions and lengths of term.



Robert Wallace  
 Position: President, Commission Position 1  
 Term: July 1, 2022 – June 30, 2025



John D. Willer  
 Position: Secretary, Commission Position 3  
 Term: July 1, 2022 – June 30, 2025



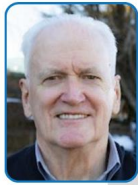
Greg Weast  
 Position: Vice-President, Commission Position 2  
 Term: July 1, 2023 – June 30, 2026



Staci Coburn  
 Position: Treasurer, Commission Position 4  
 Term: July 1, 2023 – June 30, 2026



Mary Hanlon  
 Position: Assistant Secretary/  
 Treasurer, Commission Position 5  
 Term: July 1, 2023 – June 30, 2026



**Past Commissioner involved in SBP**  
 David Griffith  
 Position: Assistant Secretary/  
 Treasurer, Commission Position 5  
 Term: July 1, 2020 – June 30, 2023



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## 2. Port Inventories and Policies

### Sites and Facilities

The Port of The Dalles properties include The Port of The Dalles Marina, the administrative offices, and buildable land available for sale. Additionally, the Port of The Dalles owns a section of the Riverfront Trail Easement on which the nine-mile The Dalles Riverfront Trails runs, as well as the Klindt Cove Park. The Port of The Dalles also owns several undeveloped parcels due to topography and environmental constraints.

#### *The Port of The Dalles Marina*

The Port of The Dalles Marina is located on the Columbia River at River Mile 190 in The Dalles on an approximately 15-acre site, adjacent to Interstate 84. The Port of The Dalles Marina has a restroom and a 41-stall parking lot with the capacity for boat trailer parking. The Port of The Dalles Marina provides moorage for all types of water vessels, accommodating vessel draft of up to 14 feet in most areas. Transient guest moorage spaces and a boat launch ramp are available at the east end of the Port of The Dalles Marina. The Port of The Dalles Marina leases dock space for boathouses and open boat moorage; at the time of print the marina is at capacity. The Port of The Dalles Marina is in the Recreational Commercial zoning district and does not allow permanent dwelling as a permitted use.

Figure 1: The Port of The Dalles Marina



Source: Port of The Dalles website, <https://www.portofthedalles.com/about-the-marina>, accessed June 2023.

Figure 2: Map of The Port of The Dalles Marina



Source: Google Earth, accessed August 2023

**Port Offices**

The Port Administrative Office is located on a 4.23-acre site at 3636 Klindt Drive in The Dalles. The site of the Administrative Office is not developable due to its location on a sloped embankment. The offices are in the administrative building, a converted residence. Also onsite is a parking lot, carport, and the Port’s maintenance shop.

Figure 3: Port of The Dalles Administrative Offices



Source: Points Consulting, February 15, 2023



### Available Port Properties

Historically, the Port has purchased, platted, and installed infrastructure then sold the improved property to businesses. The Port currently has ten properties available for sale, most located in the Columbia Gorge Industrial Center along River Trail Way. The lots on River Trail Way all have road frontage and are approximately a four-minute drive from I-84. All the lots are located in the Enterprise and Opportunity zones, with electric, natural gas, sewer, water, and fiber optics services. Furthermore, all lots are zoned for industrial use except the 3801 Klindt Drive parcel which is zoned Commercial/Recreation. However, the largest lot size is only 3 acres, and the average lot size is 1.9 acres. Lots of this size limit use, however they can be combined to form larger parcels.

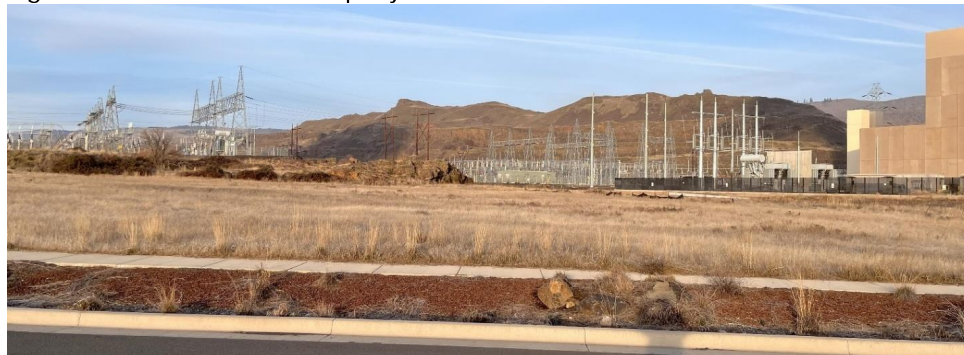
The Port of The Dalles also owns a larger parcel of land called “Tract C.” The parcel has many challenges to development and does not have a dollar value attached to it for sale.

**Table 1: Port of The Dalles Properties for Sale**

Lot	Acreage	Sale Price	Zoning
Lot 1	2.3	\$1,160,000	Industrial
Lot 2	2.2	\$1,075,000	Industrial
Lot 4	2.61	\$1,305,000	Industrial
Lot 5	2	\$1,005,000	Industrial
Lot 6	1.8	\$895,000	Industrial
Lot 8	1.2	\$585,000	Industrial
Lot 9	1.43	\$740,000	Industrial
Lot 10	3	\$1,500,000	Industrial
Lot 25	2.5	\$1,240,000	Industrial
3801 Klindt Drive	1.1	\$525,000	Commercial/Recreation

Source: [Port of The Dalles website](#), accessed June 2023

**Figure 4: Port of The Dalles Property Lot 25**



Source: Points Consulting, February 16, 2023

Figure 5: Port of The Dalles Property Lot 6



Source: Points Consulting, February 16, 2023

### **Significant Partnerships and Programs**

In addition to contributing to the local economy by selling land and buildings to the public and private sector the Port collaborates with various public and non-profit agencies on shared projects and initiatives such as Brownfields Redevelopment, urban renewal, Center on Rural Initiatives, and The Dalles Community Outreach Team. Port leadership regularly meets with:

- Wasco County
- City of The Dalles
- City of Dufur
- Columbia Gorge Community College
- The Dalles Area Chamber of Commerce
- Dufur School District 29
- Mid-Columbia Economic Development District
- Northern Wasco County Parks and Recreation
- North Wasco County School District 21
- North Wasco People's Utility District

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### **Incentives and Abatements**

The Port and regional development bodies have various incentives and abatements designed to attract prospective businesses to the area. Additionally, the Port's website lists additional resources that may be helpful for business growth. An overview of programs available at time of print is provided below. Incentives

#### *Fees/Permit Waivers and Reductions (City of The Dalles)*

- Contact: Economic Development Officer, City of The Dalles, Dan Spatz, email: [dspatz@ci.the-dalles.or.us](mailto:dspatz@ci.the-dalles.or.us)

#### ***Real Estate Incentives (Port of The Dalles)***

- Contact: Executive Director, Port of The Dalles, Andrea Klass, email: [andrea@portofthedalles.com](mailto:andrea@portofthedalles.com)

### **Financing Incentives**

#### ***Port of The Dalles***

- Contact: Executive Director, Port of The Dalles, Andrea Klass, email: [andrea@portofthedalles.com](mailto:andrea@portofthedalles.com)

#### ***Oregon Investment Board***

- Contact: Oregon Investment Board, email: [loanapplication@mcedd.org](mailto:loanapplication@mcedd.org)

#### ***Mid-Columbia Economic Development District***

- Contact: Mid-Columbia Economic Development District, email: [mcedd@mcedd.org](mailto:mcedd@mcedd.org)

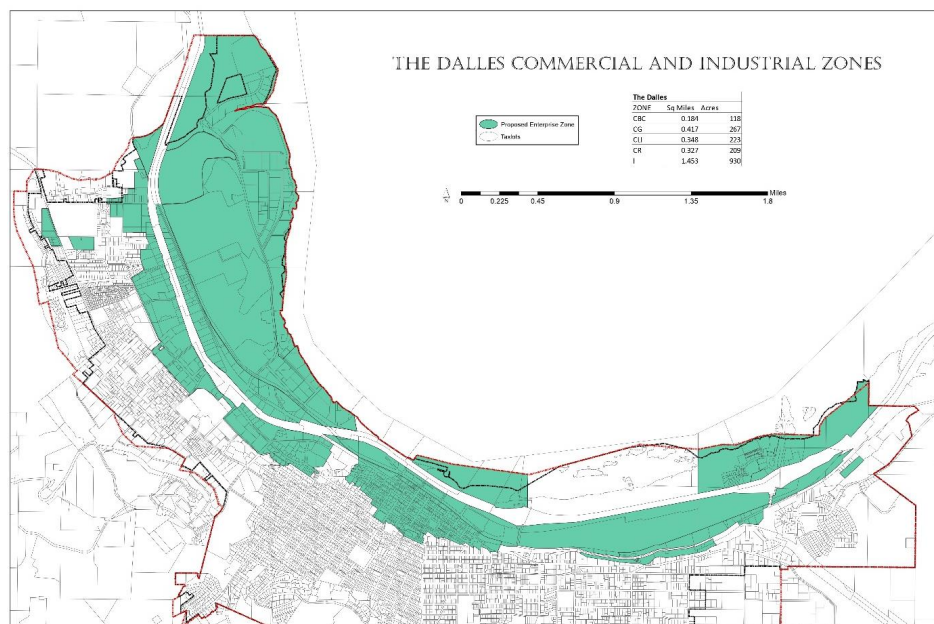
#### ***State of Oregon***

- The State has a variety of programs available through Business Oregon.
- Contact: Regional Development Officer for North Central District, Valerie Egon, email: [valerie.egon@biz.oregon.gov](mailto:valerie.egon@biz.oregon.gov)

#### ***The Dalles/Wasco County Joint Enterprise Zone***

- Contact: Economic Development Officer, City of The Dalles, Dan Spatz, email: [dspatz@ci.the-dalles.or.us](mailto:dspatz@ci.the-dalles.or.us)

Figure 6: The Dalles/Wasco County Joint Enterprise Zone



Source: *Business Oregon* website, [https://www.oregon.gov/biz/Publications/Enterprise\\_Zone\\_Maps/TDW.pdf](https://www.oregon.gov/biz/Publications/Enterprise_Zone_Maps/TDW.pdf), accessed July 2023.

### Port Policies

Just as it is important to outline the economic opportunities of the Port, it is important to outline its constraints and responsibilities in its business operations. As a Port district, the obligations and restrictions on the Port are clearly outlined in Oregon Revised Statutes (ORS) Chapter 777. Chapter 777 provides guidance to Ports and outlines their goals and responsibilities.

Not all ORS 777 topics are relevant to the Strategic Business Plan, but those relating to Port taxation and borrowing, allowable activities, and Port Commissioners are worthy of highlighting. ORS 777 serves as the primary policy document for The Port of The Dalles on these topics. This should not be seen as an exhaustive list, but as a summary of points related to the current operations and opportunities of the Port.

#### **Taxation, Bonds, and Borrowing**

- Ports may borrow money and issue bonds. In relation to taxes, Ports may “assess, levy, and collect taxes” on taxable real and personal property situated in the Port district. Further details on the financial opportunities and constraints of Ports are difficult to summarize. Refer to ORS 777.4, which is in Appendix B of this plan.

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### ***Required and Allowable Port Activities***

- The Port may operate and maintain a marina and other recreational facilities. This includes managing and improving bays, rivers, and harbors within its limits. Facilities constructed in these spaces may be sold or leased to private or other public organizations.
- The Port may also employ staff that it finds necessary and determine just compensation for those staff.
- The Port may acquire real and personal property, conditioned on receiving an appraisal of fair market value (FMV) from a state certified appraiser. This includes the ability to purchase property on a “contractual basis” (such as a mortgage) provided the term does not exceed 20-years.
- The Port has the authority to lease and sell buildings, improvements, personal property and associated lands. Specific possible uses outlined include: “research and development parks” and “sports, recreation, convention and trade show facilities.”

### ***Port Commissioners***

- The Port is to be governed by five commissioners. Terms of office will be for four years. Commissioners’ seats may be vacated if they fail to appear at four or more consecutive Port Commissioner meetings.
- Port Commissioners shall consist of a president, vice president, treasurer, and secretary, who have the responsibility of filing annual reports to the board.
- Port Commissioners must meet at least once monthly, and may have additional special meetings. Materials used at the meeting pertaining to business of the Port are all public record, unless in executive session.

### **Spatial View of Port Properties<sup>2</sup>**

Figure 7 displays the locations of each property currently for sale by the Port of The Dalles, while Figure 8 those properties in an aerial view and in proximity to the City’s urban growth boundary (UGB). As shown, the properties are clustered on the border of the current city limits of The Dalles.

Figure 9 illuminates further the geographic constraints present for both the Port and the City of The Dalles, as the UGB is hemmed in on one side by the Columbia River and on the other three sides by the National Scenic Area (NSA). Building upon this, Figure 10 displays both vacant lands and those parcels that are committed to future development, while also displaying the zoning for each of these districts within each of these districts. This conveys a similar story, namely, that the majority of industrially zoned lands which could be developed, have either been developed, are slated to be developed, or are currently for sale by the Port.

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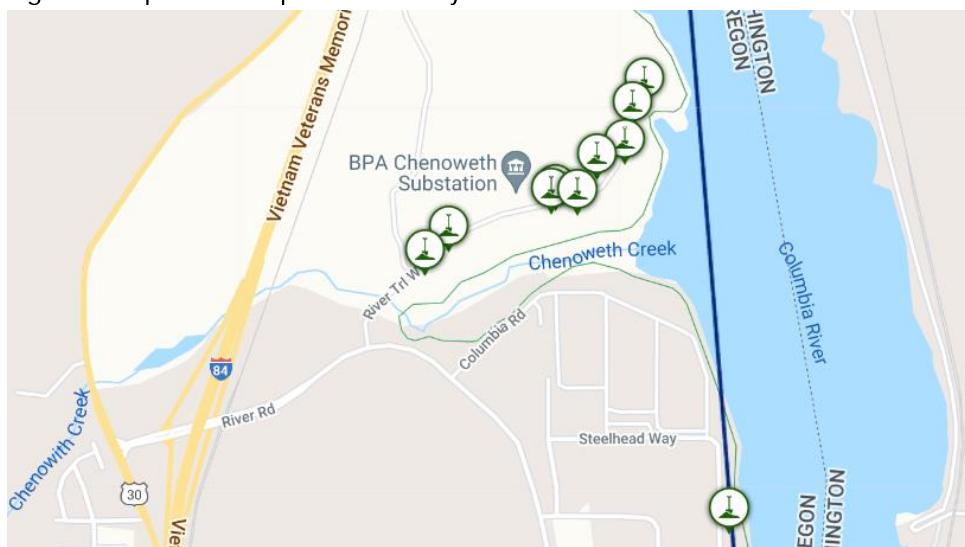
<sup>2</sup> Full versions of the maps, where available, including dates of creation, are included in Appendix E.



Please note that aerial maps shown here have been condensed to fit into the body of this report, but larger versions have been provided in Appendix E.

Figure 11 displays how the Columbia Gorge National Scenic Area most prominently affects areas on the north side of Wasco County. As shown in Figure 12, while the Port’s Taxation District includes the top third of Wasco County, including the City of Dufur. It should be noted that the city of Maupin is not part of the Port District.

Figure 7: Map of Port Properties Currently Available<sup>3</sup>



Source: [Port of The Dalles website](https://www.portofthedalles.com), accessed June 2023.

<sup>3</sup> Markers indicate Port of The Dalles-owned properties currently for sale.



Figure 8: Port Owned Property by Improvement Value<sup>4</sup>



Source: Nexus Planning Services using Wasco County GIS Data, 2023

Figure 9: Geographical Constraints to Growth

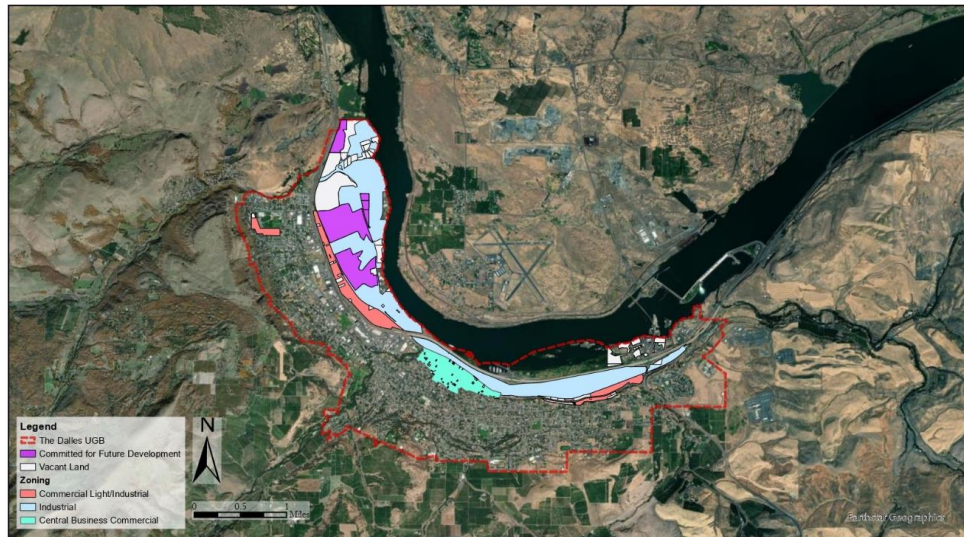


Source: Source: Nexus Planning Services using Wasco County GIS Data, 2023

<sup>4</sup> Improvement Value is the technical term used by the Wasco County Assessor’s office when determining property taxes.

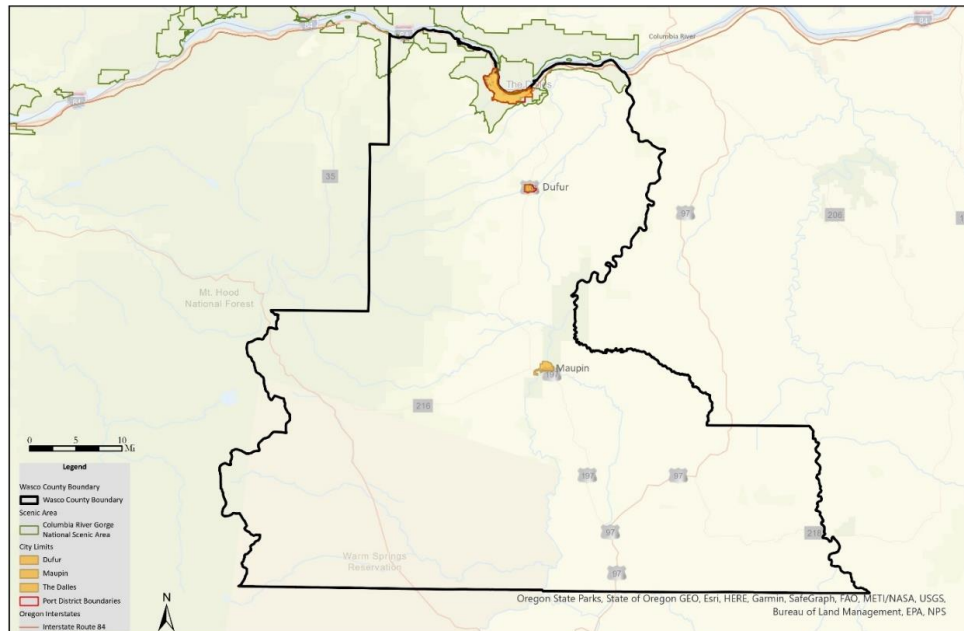


Figure 10: The Dalles Vacant Lots Within Industrial Zoned Districts



Source: Nexus Planning Services using Wasco County GIS Data, 2023

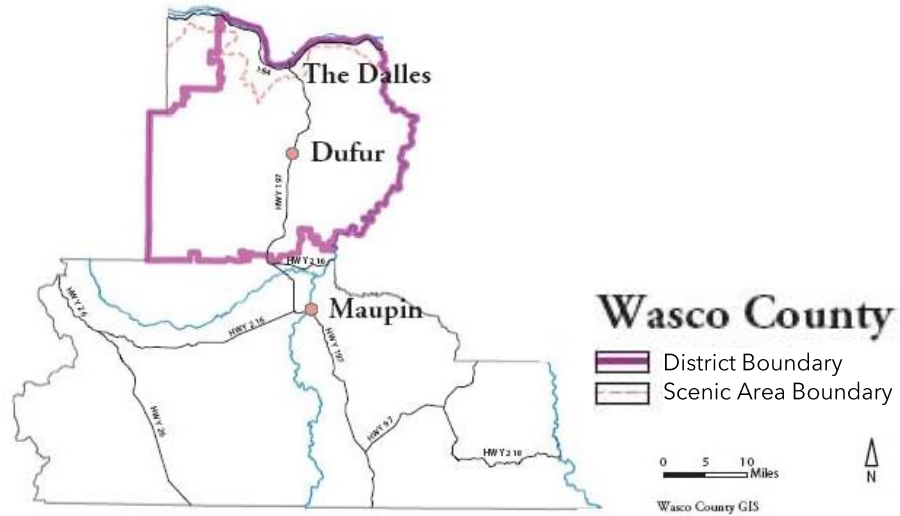
Figure 11: Wasco County and the Columbia Gorge National Scenic Area



Source: Nexus Planning Services using Wasco County GIS Data, 2023



Figure 12: Port of The Dalles District Boundary



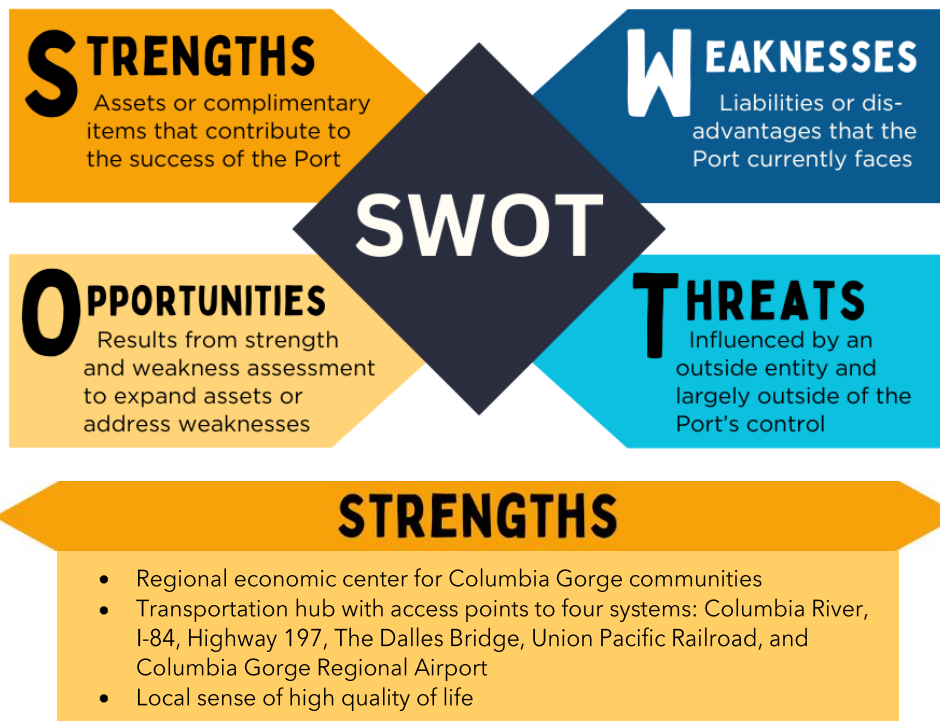
Source: Port of The Dalles, 2023

### 3. SWOT

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis is a strategic planning tool which provides guidance for businesses, organizations, and other entities to understand their competitive advantage in the marketplace. The project team, with guidance from the Port of The Dalles Commissioners, reviewed the Port’s current situation and identified meaningful SWOT components.

A few caveats are necessary as an introduction to the SWOT. Firstly, the Port exists in a socioeconomic context that includes The Dalles, Wasco County, and various other communities along the Columbia Gorge. Although this plan is focused on the Port particularly, the Port is affected by certain economic factors that are outside of its control. Hence, the SWOT includes some issues that relate directly to the City of The Dalles or Wasco County rather than the Port itself. As a leading economic development organization for the region, the Port can influence many of these issues, but some are clearly outside of its purview (e.g., road and street improvements). Wherever this is the case, the issues are labelled as such. Secondly, it is possible for the same or similar issue to appear within more than one SWOT category if different dimensions of that issue qualify according to the criteria.

The following are definitions of the SWOT components:



- Attractive scenic environment and climate in a unique historical setting
- Affordable and low-carbon impact energy via hydro-electric power
- Access to/from Portland metro area and PDX airport
- Workforce concentration in advanced manufacturing, transportation, and agriculture
- Robust broadband infrastructure
- No state or local sales tax and shared border with Washington, which has a sales tax
- Within Port vicinity, healthy blend of recreational and commercial/industrial land
- Unique ability to leverage funding in partnership with other government agencies
- Surrounded by natural beauty of the Columbia Gorge National Scenic Area
- Collaboration with other local economic development organizations

## WEAKNESSES

- Limited number and size of parcels in industrial zoned area
- Perceived distance from Portland discourages business and tourism
- Revenue stream for the Port is mainly limited to property tax income
- Lack of revenue streams constrain opportunities to expand development activities
- Aging infrastructure at the marina
- Non-metropolitan location with limited population and labor force
- High cost of excavation and land development due to rocky surfaces
- Higher property taxes than some other regional cities
- Relatively high system development charges increase the cost of development
- Lack of workforce housing within the region
- Workforce shortages across all industry sectors

## OPPORTUNITIES

- Businesses' alleviating workforce shortages via technology and automation
- Available properties in the City of The Dalles for redevelopment
- Commercial corridors (W 2nd St. and W 6th St.) for infill and redevelopment
- Downtown redevelopment (E. 2nd St., E 3rd St., and E. 4th St.)
- Opportunities to purchase and redevelop underperforming land and /or buildings

- Opportunity for collaboration between Port of The Dalles' and other local partners on career and technical education programs
- Within The Dalles non-industrial areas, support mixed use development including blend of commercial and residential
- Explore improved access to the Columbia River for trade and transportation
- Develop value-added agricultural businesses
- Recent improvements to the Columbia Gorge Regional Airport in Dallesport, WA could facilitate more visitors to The Dalles
- Potential for Cascadia earthquake event and preparedness of The Dalles community
- The City of The Dalles could improve pedestrian experience to help expand cruise boat industry
- Port of The Dalles could facilitate industrial and commercial development in Dufur
- Improvement of The Port of The Dalles' marketing, communications, and website
- Marina launch ramp modernization
- Expansion of the Urban Growth Boundary

Figure 13: Cruise Boat on the Columbia River



Source: Points Consulting, August 21, 2023

## THREATS

- Columbia River Gorge National Scenic Area land-use regulation ambiguity
- Development and labor costs within the region
- Unpredictable economic conditions for next two to four years
- Continued reduction of available lands for residential and commercial/industrial needs
- Worsening employee recruitment challenges due to housing affordability
- Regulatory landscape, both State and Federal



## 4. Strategic Direction & Action Plan

The Strategic Direction & Action Plan is the most critical aspect of a strategic business plan. It accounts for the socioeconomic, community, and external factors uncovered during the SWOT analysis and aligns those factors with specific goals and objectives that Port leaders can address. The following goals and objectives are consistent with the Port’s vision for economic prosperity. Ideally, over the next five years, the Port will be able to return to these goals and objectives in order to measure the performance of the Port.

At its core, the Strategic Direction & Action Plan answers the two fundamental questions:

- “Where do we want to go as a Port?” and
- “How are we going to get there?”

There are two layers to the Strategic Direction & Action Plan:



The Port will continuously review and amend these goals and objectives as needed.

### Goal 1: Facilitate High Quality Job Growth

- Objective 1.1: Maintain reputation and practice of sound fiscal management
- Objective 1.2: Develop water, sewer, road and telecom infrastructure systems in Port-owned properties
- Objective 1.3: Continue to work with Columbia River Gorge Commission, Wasco County and the city of The Dalles on UGB expansion
- Objective 1.4: Sell or lease-out remaining vacant lots at Columbia Gorge Industrial Center

### Goal 2: Develop High Impact Industrial and Commercial Opportunities

- Objective 2.1: Monitor commercial real estate redevelopment options in commercial/industrial areas of The Dalles
- Objective 2.2: Monitor commercial real estate redevelopment options in commercial/industrial areas of Dufur
- Objective 2.3: Consider expanding the Port District
- Objective 2.5: Explore development of “industrial flex space” on remaining small Port-owned properties

- Objective 2.6: Explore development of commercial space for Port to lease out in downtown
- Objective 2.7: Pursue State and Federal grants to leverage Port assets

### **Goal 3: Enhance Tourism, Recreational, and Community Assets**

- Objective 3.1: Explore the feasibility of facilitating development of an RV park
- Objective 3.2: Explore the feasibility of recreational enhancements in the Port vicinity (such as trails, parks, wayfinding, and water facilities)
- Objective 3.3: Continue enforcement of marina policies on types and duration of use
- Objective 3.4: Work with the City of The Dalles to support the cruise ship industry
- Objective 3.5: Facilitate development of more eateries and coffee-shops in Port vicinity
- Objective 3.6: Launch ramp improvements

### **Goal 4: Support Mission of Community Partner Organizations**

- Objective 4.1: Offer gap financing for significant development opportunities through Intergovernmental Agreements
- Objective 4.2: Explore multi-agency collaboration on support services (i.e., grant writer, grant administrators, IT services, etc.)
- Objective 4.3: Enhance communication methods with community members about the Port's impact
- Objective 4.4: Collaborate with City of The Dalles Economic and Community Development staff on Columbia Gateway URA and other redevelopment projects
- Objective 4.5: Collaborate with the City of Dufur, when possible, on infrastructure improvements and other community projects.

## 5. Additional Development Opportunities

There are numerous additional opportunities for the Port of The Dalles to contribute to economic development in Wasco County. At various points, Port Commissioners have discussed and considered these alternatives.

### Commercial/Industrial Properties for Sale in The Dalles

Beyond the properties currently owned by the Port, there are several other opportunities to acquire properties for redevelopment. As noted in the Strategic Direction & Action Plan, acquiring properties for redevelopment and sale, or long-term hold and lease, are both options for the Port of The Dalles.

PC researched commercial and industrial properties currently (as of July 2023) for sale in The Dalles. Table 2 contains a summary of the parcels from the MLS view, which illuminates potential costs to purchasers, zoning districts, and estimated down payment requirements.

Table 2: Properties for Sale in The Dalles

Address	Zone	Vacancy	Acreage	Price
2519 E 2nd St	Industrial	Yes	4.5	\$799K
623 E 3rd	Commercial	No	0.29	\$1.65M
752 Lee St	General Commercial	Yes	0.2	\$165K
212 Terminal Ave	Commercial/Light Industrial	No	1.18	\$399K
500 W 9th	Commercial	No	0.13	\$399K
1012 Trevitt	Commercial	Partial	0.24	\$399K
River Rd	Industrial	Yes	7.85	\$15M
615 E 4th St	Central Business Commercial	No	0.21	\$399K
155 Southshore Ave	Recreational Commercial	Yes	0.14	\$145K

Source: Points Consulting using realtor.com, zillow.com, copperwest.com, and windermere.com, June 2023



**Economic Development in Dufur**

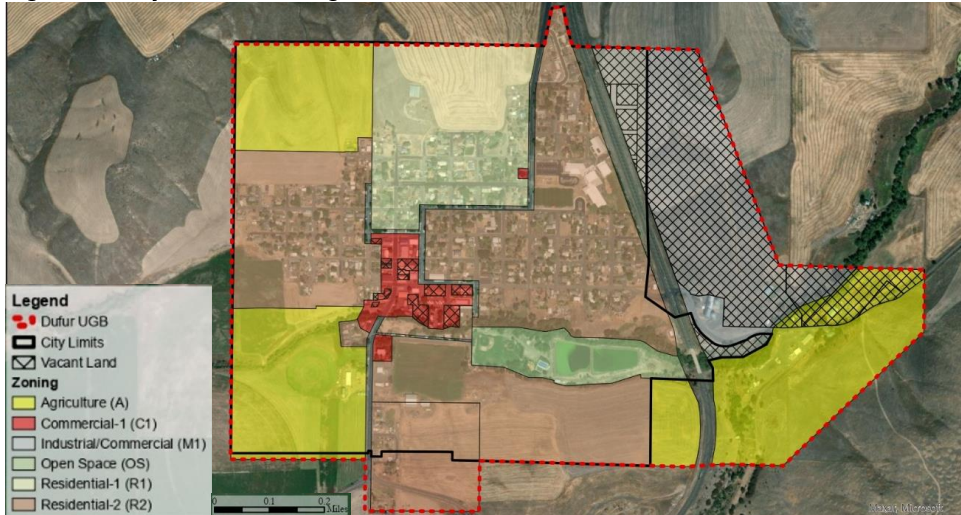
Though the Port has not yet completed a project in Dufur, the map does indicate there is lands within the UGB zoned as M1: Industrial/Commercial which are predominantly vacant, as well as some land zoned as A: Agricultural, that could theoretically be rezoned. The C1: Commercial district has vacant buildings in the downtown area.

Figure 15: Vacant Facilities in Dufur



Source: Points Consulting, May 11, 2023

Figure 14: City of Dufur Zoning and Vacant Lands



Source: Nexus Planning Services using Wasco County GIS Data, 2023