

# ANNUAL BUDGET

## Fiscal Year 2024-2025

Presented: April 17, 2024

### **BUDGET COMMITTEE**

#### **Board Members**

Robert Wallace	President
Greg Weast	Vice-President
Staci Coburn	Treasurer
Dr. John Willer	Secretary
Mary Hanlon	Asst Sec./Treas.

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

Position 1: Steve Kramer	6/30/2024
Position 2: John Amery	6/30/2025
Position 3: Nate Stice	6/30/2025
Position 4: Allen Weast	6/30/2025
Position 5: Ryan Bessette	6/30/2024

#### **Staff**

Andrea Klaas - Executive Director  
Jennifer Toepke - Executive Assistant

# Table of Contents

<b><u>Budget Message</u></b> .....	1
Table 1: Work Plan 2023-2024 .....	4
Table 2: Tax Revenue Estimate.....	5
Table 3: Historical Tax Receipts .....	5
Table 4: Top Ten Wasco County Taxpayers for Tax Year 2023 .....	5
Table 5: Historical Audited Resources and Expenditures - 2006 to 2023 .....	6
<b><u>Proposed Budget Summary</u></b> .....	7
Table 6: Summary of all funds.....	7
<b><u>General Fund</u></b> .....	8
Table 7: Yr to Yr Resource Comparison.....	10
Table 8: Yr to Yr Expenditure Comparison .....	10
Budget Detail Sheets.....	11
<b><u>Port Development Fund</u></b> .....	12
Table 9: Yr to Yr Resource Comparison.....	12
Table 10: Yr to Yr Expenditure Comparison .....	13
Budget Detail Sheets.....	14
<b><u>Marina Fund</u></b> .....	15
Budget Detail Sheets.....	16
Glossary of Terms .....	17
Supplemental Financial Information.....	19
Oregon Department of Revenue Chapter 8: Budget Committee Duties.....	18
Budget Committee Roles and Responsibilities.....	24
2023 - 2027 Port Strategic Plan .....	29



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

**RE:** Fiscal Year 2024-2025 Budget Message

**April 17, 2024**

I hereby present the recommended budget for the Port of The Dalles for the fiscal year beginning July 1, 2024 and ending June 30, 2025. I am presenting a balanced budget as required by Oregon State law.

The Port's budget consists of three funds:

- **General Fund** - This fund covers Port administrative functions and day to day operations, including the launch ramp and transient guest moorage operations at Port of The Dalles Marina.
- **Port Development Fund** - This fund is used to accomplish the Port's core mission of creating jobs through land development and sales, property acquisition, and project development.
- **Marina Fund** – Although day-to-day operations of the marina have now been contracted out, the Port will continue to retain a Marina Fund in order to have funds available for marina projects. This fund was reactivated August 2021 due to the fire.

**A Look Back:**

- This past year Port staff worked with three local companies looking to expand and diversify their operations. Unfortunately increasing interest rates made these expansion projects not viable for the businesses. All of these companies are in the manufacturing sector.
- Port staff also worked with three global companies looking at building in the Port District and three companies interested in leasing land on a short term basis. Most of these discussions are still on-going and all of these companies are in the high-tech sector.
- Port continued to look for ways to work with the community of Dufur and the businesses there.
- Port and Wasco County continued to work together to address the Port's need for additional industrially zoned land and identifying ways to preserve land options for future growth.
- The Port purchased two new power pedestals for the marina and did general repairs to transient moorage and the launch ramp.
- The Port no longer allows cruise boats to tie up to the public launch ramp. This is due to the



wear and tear on the facilities caused by the weight of the vessels.

- The Port continues to partner with Wasco EDC and support the Wasco Innovators Initiative and the Gorge Pitch Fest. Both designed to support our local tech entrepreneurs.
- Port staff are on several boards, including: Wasco County EDC, The Dalles Area Brownfields Coalition, Wasco Innovators Initiative, and Wasco County Hazard Mitigation and Emergency Response.
- The Port completed a strategic business plan update as required by the Oregon Legislature.

**A Look Forward:**

The main focus areas for the Port work plan have not changed, they continue to be:

- 1) Business expansion, retention, and recruitment
- 2) Acquire employment property to support the jobs that will enhance the economy of the Port District
- 3) Partner with the cities of The Dalles and Dufur on projects of community benefit
- 5) Port Administration
- 6) Marina

I also wanted to highlight the number of small, local companies that the Port contracts with for a variety of services to help keep the Port operating.

<b>AquaTechnex</b>	<i>marina aquatic weed control</i>	<b>Three Brothers Landscaping</b>	<i>Lawn maintenance</i>
<b>ASET</b>	<i>security camers</i>	<b>Bohn's Printing</b>	<i>copier and printing</i>
<b>Ben Bailey Carpet Cleaning</b>	<i>carpet cleaning</i>	<b>Chinook Plumbing</b>	<i>marina restrooms</i>
<b>RTO &amp; Co</b>	<i>auditing</i>	<b>Columbia Gorge News</b>	<i>legal notices</i>
<b>Jerry Vowels</b>	<i>concrete repair</i>	<b>Columbia River Electric</b>	<i>transient moorage electric</i>
<b>Number Works Bookkeeping</b>	<i>bookkeeping consultant</i>	<b>Columbia River Property Restoration</b>	<i>water intrusion remediation</i>
<b>Rod Huante</b>	<i>facility clean-up and repair</i>	<b>Elias Lawn Maintenance</b>	<i>snow plowing: marina</i>
<b>Jordan Chelsa</b>	<i>Landscaping and irrigation</i>	<b>Hire Electric</b>	<i>office</i>
<b>Simply Clean</b>	<i>office cleaners</i>	<b>Kingdom Towing</b>	<i>RV and abandoned vehicle towing</i>
<b>Streamline</b>	<i>website</i>	<b>Two Dogs Plumbing</b>	<i>office and marina</i>
		<b>Rotorouter</b>	<i>marina restrrooms sewer line repair</i>



The Port will again budget funds for partnership projects with community partners, but also will look for State and Federal funding opportunities. Projects could include: assist Wasco County and the City of The Dalles in their efforts to expand the urban growth boundary, engage a grant writer, work with the community college, downtown redevelopment, property acquisition.

The Port will also continue to partner with the City of Dufur and look for opportunities to assist that community.

This year I used a property valuation growth of 2.0% and a collection rate of 91%. Historically the collection rates have hovered around 94%, but I am again budgeting conservatively.

Finally, there are two new additions to the end of the Budget Message. The first is a section with supplemental financial information that includes the current year governmental funds balance sheet, a reconciliation of the balance sheet to statement of net position, statement of net position, and changes in capital assets. These four pages give insight to the relationship between port capital assets and net position. The other new section contains the first twenty pages of the Port's recently completed Strategic Plan, which includes information on port land inventory, development opportunities, and potential target industries. If you are interested in reading the entire plan, it can be found on the Port's website, [www.portofthedalles.com](http://www.portofthedalles.com), under Economic Development/Planning Documents & Budget.

Thank you for your time serving on the budget committee.

Sincerely,

A handwritten signature in blue ink that reads "Andrea Klaas".

Andrea Klaas, Budget Officer  
541-298-4148

**Table 1: Work Plan 2023-2024**


12/29/23		
<b>1</b>	<b>Develop and Implement Marketing Plan for the Port</b>	<b>Notes/Comments</b>
	1.1 Develop marketing partnerships	Airport
★★	1.2 Invite area economic development partners to The Dalles	On-going: include State and Federal legislators
★★	1.3 Continue to update all marketing material	On-going: website; inquiry response material; informational cut sheets and property information, newsletter, Outreach team book
★	1.4 Develop a presentation; schedule service club talks to keep community informed about Port	On-going: Lions, ORDEQ, Regional Solutions, Infrastructure Finance Authority, Kiwanis, Rotary, City of The Dalles, Wasco County, School Board,....
★	1.5 Community Special Districts Day	
★	1.6 Host regional Ports meeting annually	Arlington, Rufus, Klickitat, Hood River, Cascade Locks, Skamania
★★	1.7 Host Wasco County Special Districts brown bag lunch qtrly	Invite district managers. Set aside 1 hour to discuss operations, best practices, collaboration, etc.
<b>2</b>	<b>Business Expansion, Retention and Recruitment</b>	<b>Notes/Comments</b>
★★★★	2.1 Contact all Port area businesses	Call/meet with all businesses to check on business health, work force, anything else. Include Port Commissioners as their schedule permits.
★★★★	2.2 Assist with business expansion, retention	On-going: Partner with Main Street, City of The Dalles, Wasco EDC, Small Business Development Center; WorkSourceOR; Rural ag support
★	2.3 Respond to State Leads	On-going: Respond in a timely manner when appropriate
★	2.4 Evaluate emerging business opportunities for our region	On-going: look at trends and see if there are opportunities
★★★	2.5 CORI partnership with Wasco EDC	Wasco EDC and the Port of The Dalles are partnering with Google and Rural Innovation to work on community wide economic development planning, specifically in the technology sector. <a href="http://www.ruralinnovation.us">www.ruralinnovation.us</a>
<b>3</b>	<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>	<b>Notes/Comments</b>
★★	3.1 Identify potential private sector partners	On-going: Identify building and land owners that the Port could partner with; identify financial partners
★★★★	3.2 Look at purchasing/investing in real estate	Evaluate on a case-by-case basis; Port's investment should be recouped over time. Deal of the month
★★★	3.3 Explore opportunities in Dufur	Dufur has updated their strategic plan and is working on a waste water facilities update plan; Map industrial land and evaluate opportunities
★★★	3.4 Support UGB expansion through CRGC Management Plan Update process	At this point, completed due to the adoption of the current management plan. May transition to another phase.
★★★	3.5 Work with Randy Munsen to move batch plant up to rock pit.	Federal issues-invite Federal legislators/staff for a walking tour to see the problem/solution
★	3.6 County zoning maps with industrial land identified	
★★★★	3.7 Brownfields partnership with City and Wasco EDC	
<b>4</b>	<b>Downtown Involvement</b>	<b>Notes/Comments</b>
★★	4.1 Look for partnership/support opportunities	With City or MCEDD
★★	4.2 Evaluate Electric Vehicle charging options downtown	
<b>5</b>	<b>Port Admin</b>	<b>Notes/Comments</b>
★★	5.1 Update Policies per SDAO recommendations	On-going
★★	5.2 Community Outreach Team Support	Transition from Port to County and MCEDD
★★★	5.3 Update Port Strategic Plan	Apply for PPM funds to cover a portion of the cost.
★★	5.4 Update Employee Handbook to keep current with legislation	Divide up handbook updates to accomplish over multiple years
★★★	5.5 Port emergency preparedness plan	Develop an emergency preparedness plan for Port operations and emergency response.
★★★★	5.6 Complete office building rehab projects	Repaint office - inside.
★★★	5.7 Look for opportunities to leverage Port assets with State and Federal grants	
<b>6</b>	<b>Marina</b>	
★★★★	6.1 Fire recovery	
	6.2 Work with OSMB on funding to update launch ramp	

Table 2: Tax Revenue Estimate

<b>2024/2025</b>		
Port of The Dalles tax rate:	\$0.0002007	
	<b>2024/2025 Estimate</b>	<i>2023/24 Actual</i>
Total Assessed Value	\$ 2,643,072,639	\$ 2,591,247,685
UR Excess Value	\$ (104,262,020)	\$ (102,217,667)
Value to Calculate Rate	\$ 2,538,810,618	\$ 2,489,030,018
<b>Taxes</b>	<b>\$ 509,539</b>	\$ 499,548
less M5 Compression	\$ (17,963)	\$ (17,611)
+Additional Taxes		\$154
<b>Taxes to be Received</b>	<b>\$ 491,576</b>	\$ 482,091
County Collection Rate	91.19%	
<b>Additional Taxes(Penalties)</b>	\$ 0	\$ 5,023
<b>Total to be Received</b>	<b>\$ 448,268</b>	\$ 487,114
(Line 16 General Fund budget)		

Table 3: Historical Tax Receipts

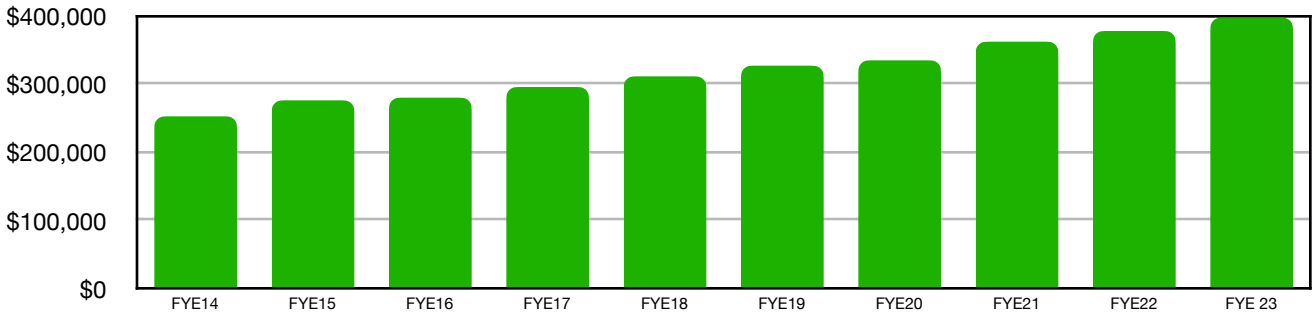
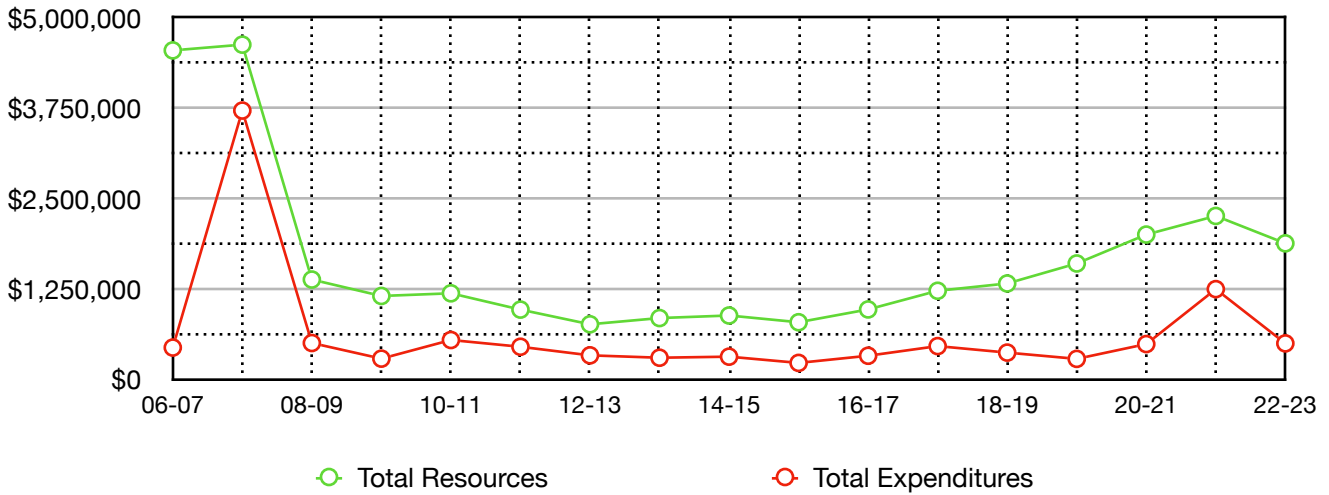


Table 4: Top 10 Wasco County Taxpayers for Tax Year 2023 (Ranked by Assessed Taxes: 'AVR')

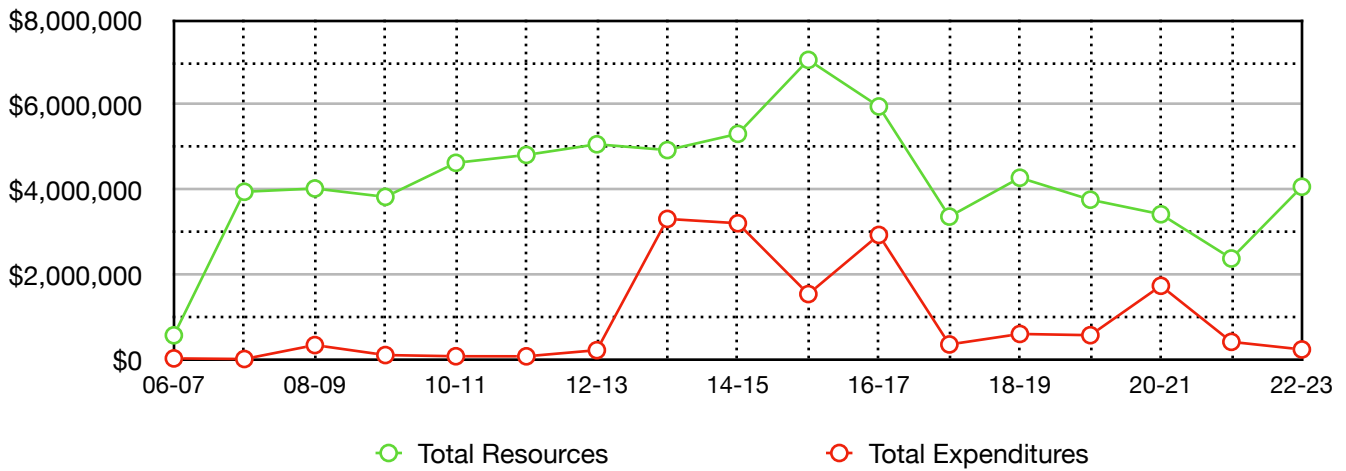
1	Google LLC (1)	6	Northern Wasco PUD (4)
2	Design LLC (2)	7	BNSF Railway Company (5)
3	Avangrid Renewables LLC (new)	8	Hydro Extrusion USA LLC (new)
4	UPRR (3)	9	Lumen Technologies LLC (Century Link and Level 3 Communications) (6)
5	Oregon Cherry Growers LLC (7)	10	American Cruise Lines Inc (new)

Table 5: Historical Audited Resources and Expenditures - 2006 to 2023

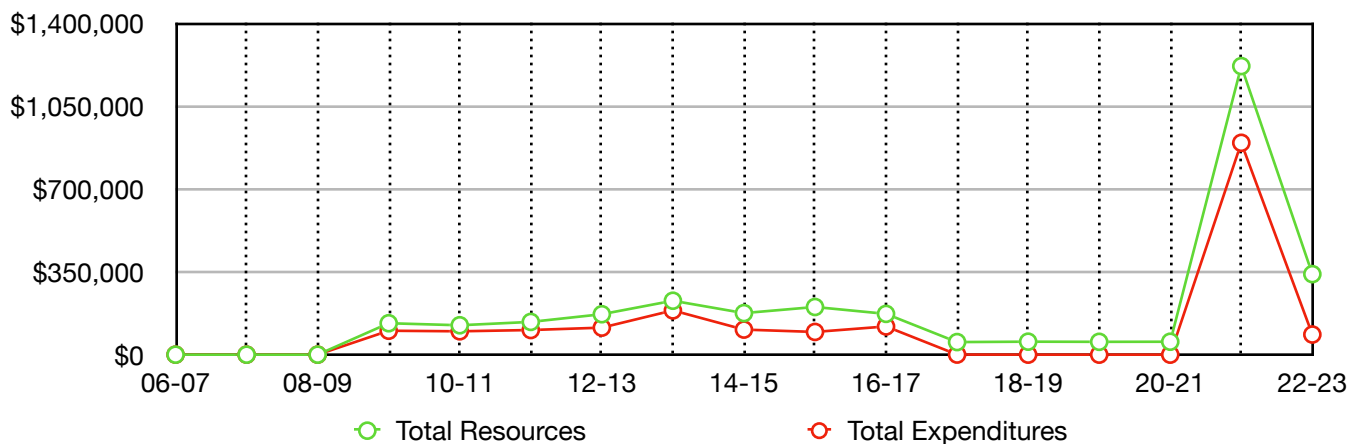
**General Fund**



**Port Development Fund**



**Marina Fund**





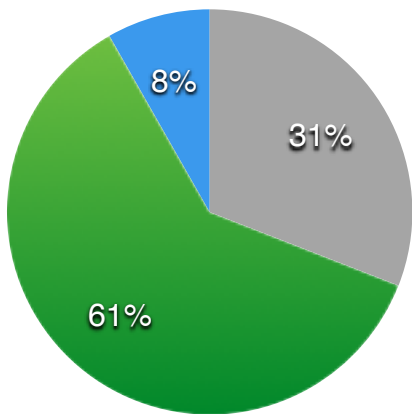
**2024/2025 Proposed Budget Summary**

Table 6: Summary of all Funds, combines the proposed budget amounts for the three Port funds and and compares the totals to the 2023/24 budgeted amounts.

Table 6: Summary of all Funds

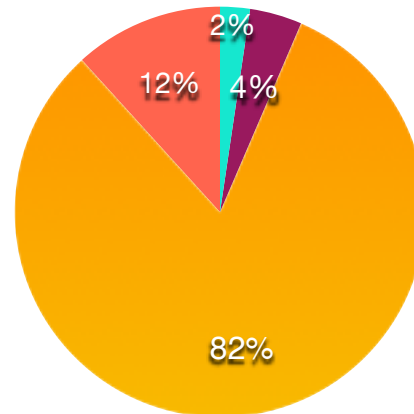
	General Fund	Port Development Fund	Marina Fund	2024/25 Proposed Budget Totals	2023/24 Adopted Budget	Proposed 24/25 Budget vs. Adopted 23/24 Budget
<b>TOTAL RESOURCES</b>	\$ 6,149,318	\$ 15,570,650	\$1,716,545	\$ 23,436,513	\$ 23,041,223	\$ 395,290
<b>REQUIREMENTS</b>						
Personal Services	\$ 470,000	\$ 0	\$ 0	\$ 470,000	\$ 400,000	\$ 70,000
Materials and Services	\$ 334,000	\$ 415,000	\$ 0	\$ 749,000	\$ 701,000	\$ 48,000
Capital Outlay	\$ 4,250,000	\$ 9,000,000	\$ 900,000	\$ 14,150,000	\$ 13,950,000	\$ 200,000
Special Payments	\$ 0	\$ 2,000,000	\$ 0	\$ 2,000,000	\$ 2,000,000	\$ 0
Debt Service	\$ 0	\$ 0	\$ 84,466	\$ 84,466	\$ 84,466	\$ 0
Transfers	\$ 500,000	\$ 200,000	\$ 675,000	\$ 1,375,000	\$ 2,308,068	\$ (933,068)
Contingencies	\$ 100,000	\$ 200,000	\$ 0	\$ 300,000	\$ 300,000	\$ 0
<b>TOTAL EXPENDITURES</b>	\$ 5,654,000	\$ 11,815,000	\$1,659,466	\$ 19,128,466	\$ 19,743,534	\$ (615,068)
<b>Unappropriated Ending Fund Balance</b>	\$ 495,318	\$ 3,755,650	\$ 57,079	\$ 4,308,047	\$ 3,297,689	\$ 1,010,358

Resources by Fund



- General Fund
- Port Development Fund
- Marina

Requirements by Allocation



- Personal Services
- Materials and Services
- Capital Outlay
- Special Payments

**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 \$448,268 this year), leased land, interest, and some grants. Additionally, I have budgeted a transfer in of \$200,000 from the Port Development Fund (PDF) to the GF. This is to cover PDF expenses that are now being accounted for in the GF. Continuing with the current philosophy of having the GF be the operating fund you will find that all resources and requirements related to property development and the marina are reflected in the Port Development Fund and Marina Fund (MF) respectively. Of note is \$4 million in both resources and requirements. This is budgeted for a possible redesign and upgrade to the launch ramp and restroom facilities. This will only occur if the Port receives funding 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 expenses and inter-fund transfers.
- **Line 2. Interest from Earnings** – Based on a 5% interest rate.
- **Line 6. Grants** – Oregon State Marine Board, Special Districts Association and launch ramp redesign and rebuild (other State and Federal grants).
- **Line 7. Launch Ramp and Transient Moorage** – Transient guest moorage payments.
- **Line 8. Loan Repayments** – Marina fire loan payment.
- **Line 9. Leased Land & Facilities** – Projected rent from ClimateGM, Crestline, and Meadow Billboard Lease.
- **Line 16. Taxes Estimated to be Received:** \$448,268
- **Line 18. TOTAL RESOURCES:** \$6,149,318

**Requirements**

- **Line 1. Wages and Salaries** - Reflects a staff of 3.5 FTE.
- **Line 2. Taxes and Benefits** - Port expenses associated with FICA, PERS, workman's comp, unemployment, health, vision, and dental.
- **Line 6. Office Supplies & Equipment-** Budget includes money for a new desktop computer and other computer hardware upgrades. Also includes money for meeting room presentation/virtual meeting system.
- **Line 11. 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 14. Contracted Services** – The Port is contracting for landscaping, lawn care, facilities maintenance, office cleaning and computer services. This also includes our costs to address the removal of homeless camps and RVs/abandoned vehicles.
- **Line 15. Launch Ramp and Transient Moorage-** This covers the costs for the launch ramp and transient moorage docks. Items included are restrooms cleaning and maintenance, which is subcontracted with North Wasco County Parks and Recreation District, repairs to facilities, and supplies and utility expenses associated with these facilities. The Oregon State Marine Board does reimburse the Port for a portion of these costs.
- **Line 18. Port Facilities** - Budgeted for new carpet in the office building, painting, and an exterior solution around the building related to the water intrusion into the boardroom.
- **Line 19. Launch Ramp/Transient Moorage** - Capital outlay to upgrade the existing launch ramp and public restroom facilities.
- **Line 22. Transfer to Other Funds** - \$500,000 to be moved into the Port Development Fund if funds are available at year end. This is inline with our policy of returning excess resources to the Port Development Fund.
- **Line 27. TOTAL REQUIREMENTS: \$6,149,318**

The proposed 2024/2025 budget will leave the General Fund with an unappropriated ending fund balance of \$495,318 which is sufficient to cover GF operations from July 1, 2024 - December 1, 2024 at which time we will receive our tax distribution from the County.

Table 7: Year to Year GF Resource Comparison (audited)

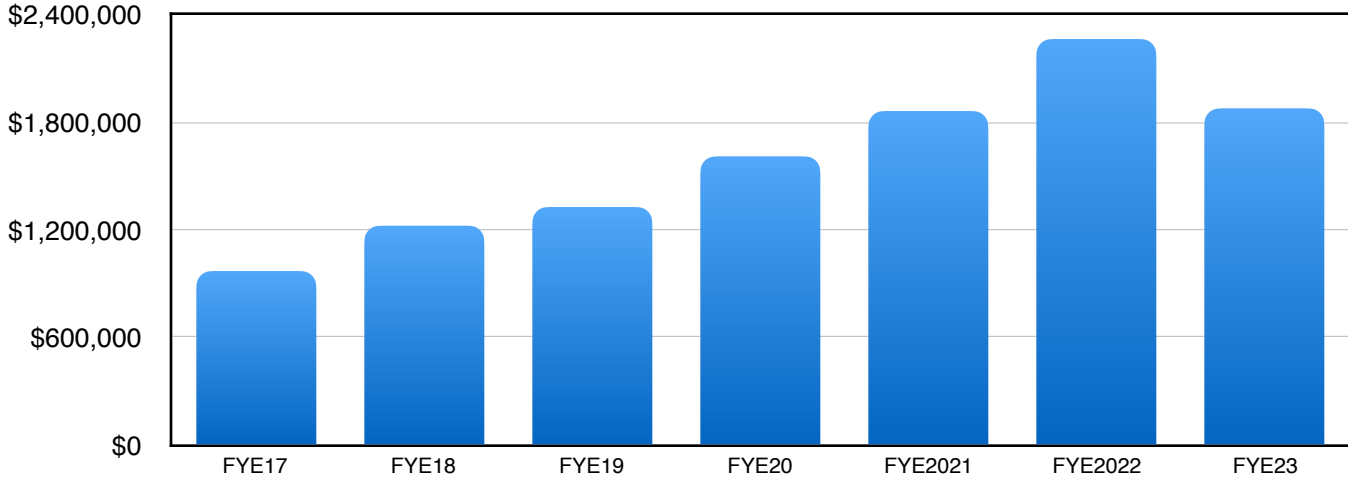
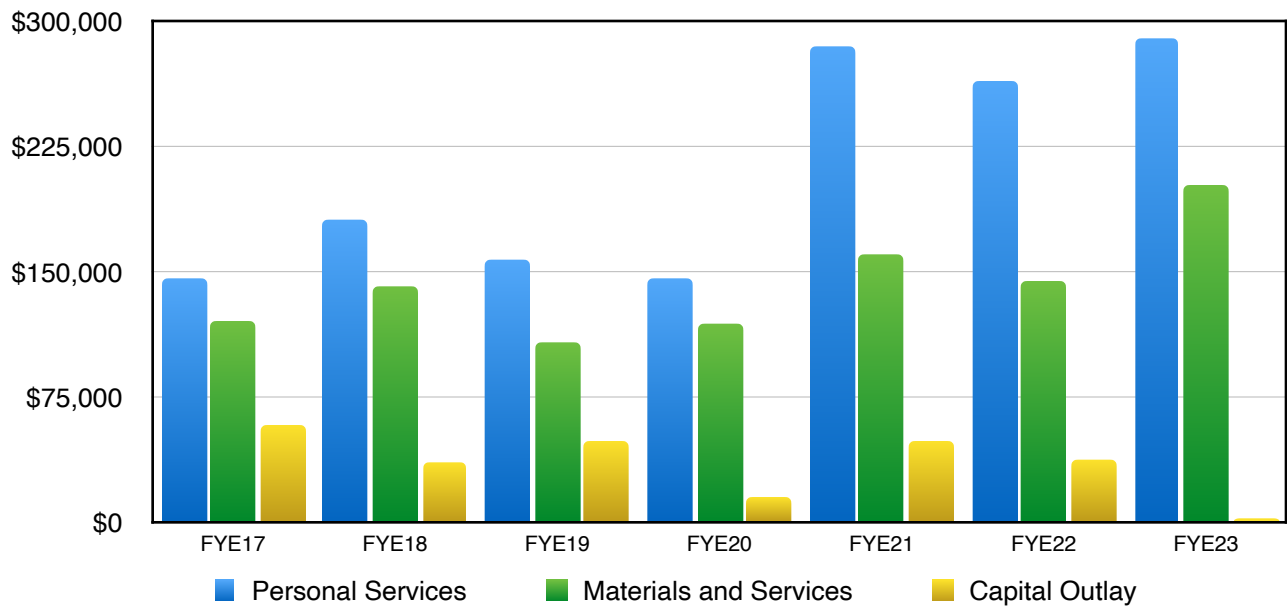


Table 8: Year to Year GF Expenditure Comparison (audited)



FORM LB-20		<b>RESOURCES GENERAL FUND</b>			Port of The Dalles				
Historical Data			RESOURCE DESCRIPTION	Budget for Next Year 2024-2025*					
Actual		Adopted Budget This Year 2023-24		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body			
Second Preceding Year 21-22	First Preceding Year 22-23								
1	\$ 1,521,940	\$ 1,013,207	\$ 1,096,994	1	Beginning cash on hand(1) (cash basis) or	\$ 555,794	\$ 0	\$ 0	1
2	\$ 8,500	\$ 34,666	\$ 32,910	2	Interest from Cash in Bank	\$ 27,790	\$ 0	\$ 0	2
3	\$ 200,000	\$ 200,000	\$ 1,008,068	3	Transfer from Other Funds	\$ 875,000	\$ 0	\$ 0	3
4	\$ 10,927	\$ 5,856	\$ 5,000	4	Previously levied taxes estimated to be received	\$ 5,000	\$ 0	\$ 0	4
5				5	<b>OTHER RESOURCES</b>				5
6	\$ 10,723	\$ 13,682	\$ 4,000,000	6	Grants (2)	\$ 4,020,000	\$ 0	\$ 0	6
7	\$ 0	\$ 2,746	\$ 3,000	7	Launch ramp and Transient moorage	\$ 3,000	\$ 0	\$ 0	7
8	\$ 101,656	\$ 84,466	\$ 84,466	8	Loan Repayments (3)	\$ 84,466	\$ 0	\$ 0	8
9	\$ 19,748	\$ 76,407	\$ 60,000	9	Leased land and Facilities	\$ 80,000	\$ 0	\$ 0	9
10	\$ 18,299	\$ 4,000	\$ 15,000	10	Other Income (4)	\$ 50,000	\$ 0	\$ 0	10
11				11					11
12				12					12
13				13					13
14				14					14
15	\$ 1,891,793	\$ 1,435,030	\$ 6,305,438	15	Total resources, except taxes to be levied	\$ 5,701,050	\$ 0	\$ 0	15
16			\$ 430,251	16	Taxes estimated to be received	\$ 448,268	\$ 0	\$ 0	16
17	\$ 367,882	\$ 445,406		17	Taxes collected in year levied				17
18	\$ 2,259,675	\$ 1,880,436	\$ 6,735,689	18	<b>TOTAL RESOURCES</b>	\$ 6,149,318	\$ 0	\$ 0	18

\* May not sum to total due to rounding 1. The balance of cash, cash equivalents and investments in the fund at the beginning of the budget year; 2. MAP,SDAO, & OSMB grants are combined; 3. Marina loan 4. Reimbursements

FORM LB-30		<b>REQUIREMENTS SUMMARY GENERAL FUND</b>			Port of The Dalles				
Historical Data			REQUIREMENTS For: <u>Administration</u>	Budget for Next Year 2024-2025*					
Actual		Adopted Budget This Year 2023-24		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body			
Second Preceding Year 21-22	First Preceding Year 22-23								
				<b>PERSONAL SERVICES</b>					
1	\$ 181,776	\$ 207,562	\$ 300,000	1	Wages and Salaries (1)	\$ 350,000	\$ 0	\$ 0	1
2	\$ 83,165	\$ 82,381	\$ 100,000	2	Taxes and Benefits (2)	\$ 120,000	\$ 0	\$ 0	2
3	\$ 264,941	\$ 289,943	\$ 400,000	3	<b>TOTAL PERSONAL SERVICES</b>	\$ 470,000	\$ 0	\$ 0	3
4	2	2	3	4	Total Full-Time Equivalent (FTE)	3.5			4
				<b>MATERIAL AND SERVICES</b>					
6	\$ 6,924	\$ 5,320	\$ 12,000	6	Office Supplies & Equipment (3)	\$ 15,000	\$ 0	\$ 0	6
7	\$ 9,552	\$ 10,371	\$ 19,000	7	Utilities (4)	\$ 19,000	\$ 0	\$ 0	7
8	\$ 7,965	\$ 15,085	\$ 20,000	8	Maintenance: supplies and services	\$ 20,000	\$ 0	\$ 0	8
9	\$ 16,181	\$ 28,287	\$ 50,000	9	Travel, Education, and Meetings (5)	\$ 50,000	\$ 0	\$ 0	9
10	\$ 15,321	\$ 17,488	\$ 25,000	10	Insurance- Property and Liability	\$ 35,000	\$ 0	\$ 0	10
11	\$ 15,095	\$ 28,196	\$ 30,000	11	Dues and Memberships	\$ 35,000	\$ 0	\$ 0	11
12	\$ 10,035	\$ 7,815	\$ 20,000	12	Legal	\$ 20,000	\$ 0	\$ 0	12
13	\$ 7,250	\$ 7,940	\$ 20,000	13	Accounting & Audit	\$ 20,000	\$ 0	\$ 0	13
14	\$ 18,287	\$ 69,763	\$ 75,000	14	Contracted Services	\$ 85,000	\$ 0	\$ 0	14
15	\$ 37,613	\$ 11,991	\$ 25,000	15	Launch Ramp and Transient Moorage	\$ 35,000	\$ 0	\$ 0	15
16	\$ 144,223	\$ 202,256	\$ 296,000	16	<b>TOTAL MATERIALS AND SERVICES</b>	\$ 334,000	\$ 0	\$ 0	16
				<b>CAPITAL OUTLAY</b>					
18	\$ 12,875	\$ 3,228	\$ 50,000	18	Port Facilities	\$ 250,000	\$ 0	\$ 0	18
19	\$ 24,429	\$ -0	\$ 4,000,000	19	Launch Ramp/Transient Moorage	\$ 4,000,000	\$ 0	\$ 0	19
20	\$ 37,304	\$ 3,228	\$ 4,050,000	20	<b>TOTAL CAPITAL OUTLAYS</b>	\$ 4,250,000	\$ 0	\$ 0	20
				<b>TRANSFER TO OTHER FUNDS &amp; CONTINGENCY</b>					
22	\$ 800,000	\$ -0	\$ 1,300,000	22	Transfer to other funds	\$ 500,000	\$ 0	\$ 0	22
23	\$ -0	\$ -0	\$ 100,000	23	General Operating Contingency	\$ 100,000	\$ 0	\$ 0	23
24	\$ 800,000	\$ -0	\$ 1,400,000	24	<b>TOTAL TRANSFER AND CONTINGENCY</b>	\$ 600,000	\$ 0	\$ 0	24
25	\$ 1,246,468	\$ 495,427	\$ 6,146,000	25	<b>TOTAL EXPENDITURES</b>	\$ 5,654,000	\$ 0	\$ 0	25
26	\$ 1,013,207	\$ 1,385,009	\$ 589,689	26	UNAPPROPRIATED ENDING FUND BALANCE	\$ 495,318	\$ 0	\$ 0	26
27	\$ 2,259,675	\$ 1,880,436	\$ 6,735,689	27	<b>TOTAL REQUIREMENTS</b>	\$ 6,149,318	\$ 0	\$ 0	27

\* May not sum to total due to rounding 1. Wages have been combined; 2. Payroll taxes and benefits have been combined; 3. Office supplies and equipment have been combined; 4. All utilities have been combined; 5. Travel, staff development, and communication have been combined

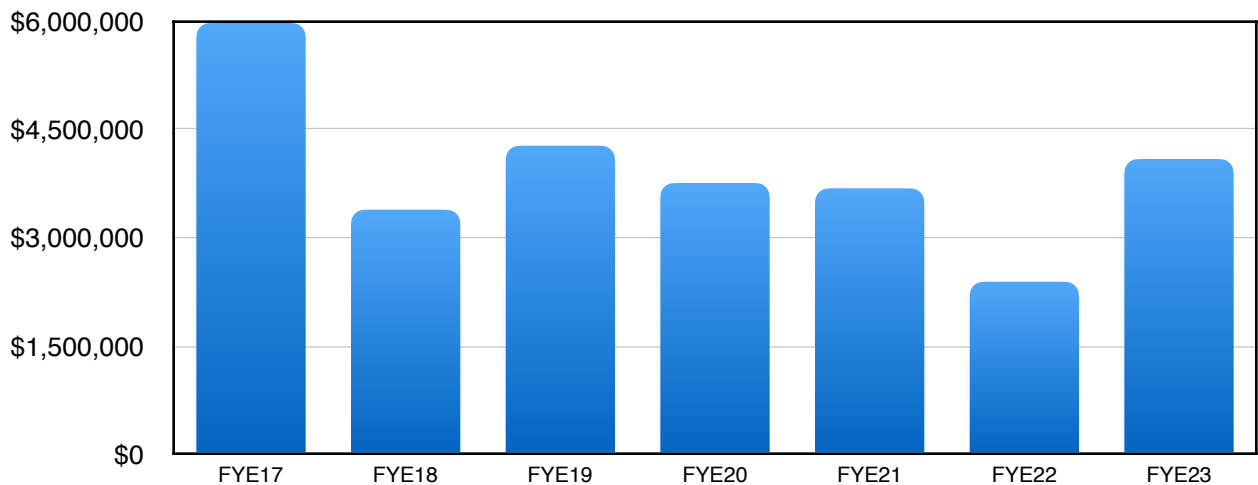
**PORT DEVELOPMENT FUND:**

This fund is the Port’s “Development” Fund (PDF) and we will be working on leveraging this fund this year through grants and appropriations requests with a focus on attaining State and Federal grants and Congressionally directed spending. This fund is intended to be used for work and expenses related to acquisition, development, and marketing of development projects. The Port continues to work with the City of Dufur to assist with needs in their growing community and will continue to look for industrial development opportunities. A strong focus this year will be on identifying opportunities for the Port to further its mission. The Port Commission is having a planning session on April 26 to refine what this might look like.

**Resources**

- **Line 1. Cash on Hand** – Projected balance in both our local bank and the Local Governmental Investment Pool fund.
- **Line 2. Interest From Earnings** – Based on a 5% interest rate.
- **Line 3. Transfer From Other Funds** - \$500,000. This is a possible transfer in from the General Fund.
- **Line 5. Grants** - This is a budgeted number so that we are able to receive money into this account. Possible grants to help area businesses, purchase property, invest in infrastructure.
- **Line 6. Land Sales & Interest From Contracts** – This is based on selling 4 acres at \$500,000/acre, plus existing land contracts.
- **Line 7. Other Income** - Identified as direct appropriations from the State or Federal governments, loans, or any other funds that are not grants.
- **Line 11. TOTAL RESOURCES: \$15,570,650**

**Table 9: Year to Year PDF Resource Comparison (audited)**

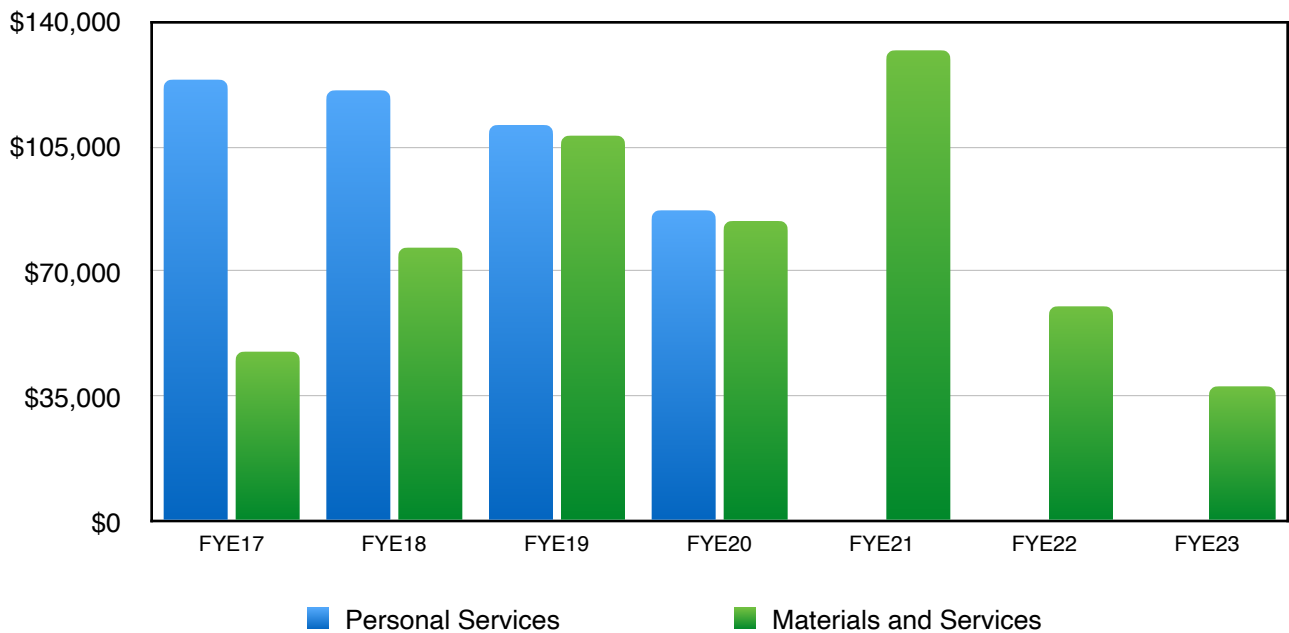


**Requirements**

- **Line 4. Accounting & Audit** - This fund’s contribution to audit costs.
- **Line 9. Land Acquisition, Development, Improvements** – Capital projects.
- **Line 10. Other Partnership Projects** – This line item is included to partner with the City of The Dalles, the City of Dufur, Wasco County, or other district/entity that the Port can legally partner with on projects related to economic development in the Port District.
- **Line 19. Transfer to Other Funds** - General Fund transfer to cover staff and office expenses related to Port Development Fund activities.
- **Line 20. Contingency** - Budgeted for unanticipated expenses.
- **Line 24. TOTAL REQUIREMENTS:\$15,570,650**

This will leave the Port Development Fund with an unappropriated ending fund balance of \$3,755,650.

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



FORM LB-20		<b>RESOURCES</b> <b>PORT DEVELOPMENT FUND</b>			Port of The Dalles				
Historical Data			RESOURCE DESCRIPTION	Budget for Next Year 2024-2025*					
Actual		Adopted Budget This Year 2023-24		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body			
Second Preceding Year 21-22	First Preceding Year 22-23								
1	\$ 1,684,954	\$ 1,963,459	\$ 2,089,343	1	Beginning cash on hand*(1) (cash basis) or	\$ 4,353,000	\$ 0	\$ 0	1
2	\$ 12,411	\$ 64,805	\$ 62,680	2	Interest from Earnings	\$ 217,650	\$ 0	\$ 0	2
3	\$ 0	\$ 0	\$ 1,300,000	3	Transfer from Other Funds	\$ 500,000	\$ 0	\$ 0	3
4				4	<b>OTHER RESOURCES</b>				4
5	\$ 0	\$ 0	\$ 4,000,000	5	Grants	\$ 4,000,000	\$ 0	\$ 0	5
6	\$ 5,041	\$ 1,430,271	\$ 2,500,000	6	Land Sales & Interest from Contracts	\$ 2,500,000	\$ 0	\$ 0	6
7	\$ 26,525	\$ 0	\$ 4,000,000	7	Other Income	\$ 4,000,000	\$ 0	\$ 0	7
8	\$ 39,310	\$ 39,310	\$ 42,225	8	Loan Repayment City of Dufur	\$ 0	\$ 0	\$ 0	8
9	\$ 612,289	\$ 572,979	\$ 464,014	9	Loan Repayment CGCC	\$ 0	\$ 0	\$ 0	9
10	\$ 2,380,530	\$ 4,070,824	\$ 14,458,262	10	<b>TOTAL RESOURCES</b>	\$ 15,570,650	\$ 0	\$ 0	10

\* May not sum to total due to rounding (1) The balance of cash, cash equivalents and investments in the fund at the beginning of the budget year

FORM LB-30		<b>REQUIREMENTS SUMMARY</b> <b>PORT DEVELOPMENT FUND</b>			Port of The Dalles				
Historical Data			REQUIREMENTS For: <u>Economic Development and Marketing</u>	Budget for Next Year 2024-2025*					
Actual		Adopted Budget This Year 2023-24		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body			
Second Preceding Year 21-22	First Preceding Year 22-23								
1			1	<b>MATERIAL AND SERVICES</b>				1	
2	\$ 3,931	\$ 11,206	\$ 25,000	2	Travel, marketing promotion, and meetings	\$ 35,000	\$ 0	\$ 0	2
3	\$ 630	\$ 13,620	\$ 15,000	3	Legal	\$ 15,000	\$ 0	\$ 0	3
4	\$ 7,265	\$ 7,940	\$ 15,000	4	Accounting & Audit	\$ 15,000	\$ 0	\$ 0	4
5	\$ 47,272	\$ 1,750	\$ 200,000	5	Contracted Services	\$ 200,000	\$ 0	\$ 0	5
6	\$ 1,396	\$ 3,488	\$ 150,000	6	Land Sale Costs (i.e. closing, commissions)	\$ 150,000	\$ 0	\$ 0	6
7	\$ 60,494	\$ 38,004	\$ 405,000	7	<b>TOTAL MATERIALS AND SERVICES</b>	\$ 415,000	\$ 0	\$ 0	7
8				8	<b>CAPITAL OUTLAYS</b>				8
9	\$ 0	\$ 0	\$ 9,000,000	9	Land Acquisition, Development, Improvements	\$ 9,000,000	\$ 0	\$ 0	9
10	\$ 0	\$ 0	\$ 0	10	Partnership Projects	\$ 0	\$ 0	\$ 0	10
11	\$ 0	\$ 0	\$ 9,000,000	11	<b>TOTAL CAPITAL OUTLAYS</b>	\$ 9,000,000	\$ 0	\$ 0	11
12				12	<b>SPECIAL PAYMENTS</b>				12
13	\$ 0	\$ 0	\$ 2,000,000	13	Other partnership projects	\$ 2,000,000	\$ 0	\$ 0	13
14	\$ 0	\$ 0	\$ 2,000,000	14	<b>TOTAL OTHER EXPENSES</b>	\$ 2,000,000	\$ 0	\$ 0	14
15				15	<b>DEBT SERVICE</b>				15
16	\$ 156,577	\$ 0	\$ 0	16	Debt Service	\$ 0	\$ 0	\$ 0	16
17	\$ 156,577	\$ 0	\$ 0	17	<b>TOTAL DEBT SERVICE</b>	\$ 0	\$ 0	\$ 0	17
18				18	<b>TRANSFER TO OTHER FUNDS &amp; CONTINGENCY</b>				18
19	\$ 200,000	\$ 200,000	\$ 200,000	19	Transfer to Other Funds	\$ 200,000	\$ 0	\$ 0	19
20	\$ 0	\$ 0	\$ 200,000	20	General Operating Contingency	\$ 200,000	\$ 0	\$ 0	20
21	\$ 200,000	\$ 200,000	\$ 400,000	21	<b>TOTAL TRANSFERS AND CONTINGENCY</b>	\$ 400,000	\$ 0	\$ 0	21
22	\$ 417,071	\$ 238,004	\$ 11,805,000	22	<b>TOTAL EXPENDITURES</b>	\$ 11,815,000	\$ 0	\$ 0	22
23	\$ 1,963,459	\$ 3,832,820	\$ 2,653,262	23	UNAPPROPRIATED ENDING FUND BALANCE	\$ 3,755,650	\$ 0	\$ 0	23
24	\$ 2,380,530	\$ 4,070,824	\$ 14,458,262	24	<b>TOTAL REQUIREMENTS</b>	\$ 15,570,650	\$ 0	\$ 0	24

\* May not sum to total due to rounding 1. Wages have been combined; 2. Payroll taxes and benefits have been combined



**MARINA FUND:**

In 2021 the General Fund loaned the Marina Fund \$800,000 to cover the costs of fire clean up and debris disposal. This budget reflects replacement projects as well as resources that may be received in this fiscal year.

**Resources**

- **Line 1. Cash on Hand** – Projected balance in banks accounts and the Local Governmental Investment Pool fund.
- **Line 2. Interest from Earnings.** Based on 5% interest rate
- **Line 4. Fire Emergency.** Reimbursement from insurance companies and others.
- **Line 5. TOTAL RESOURCES: \$1,716,545**

**Requirements**

- **Line 4. Capital Outlays.** Construction projects in the marina, i.e new dock.
- **Line 7. Debt Service.** Loan payment to the General Fund.
- **Line 16. TOTAL REQUIREMENTS: \$1,716,545**

This will leave the Marina Fund with an unappropriated ending fund balance of \$57,079. We will retain this balance to be used in case the concessionaire agreement with The Dalles Marina, LLC is terminated. This balance will cover the cost of utilities and staff time to bring the marina back online as a Port function, cover insurance costs, and other fees that are related to the marina.

FORM LB-20		<b>SPECIAL FUND RESOURCES</b>			Marina Fund			Port of The Dalles		
Historical Data			Adopted Budget This Year 2023-24	RESOURCE DESCRIPTION	Budget for Next Year 2024-2025*					
Actual		Second Preceding Year 21-22			First Preceding Year 22-23	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body		
Second Preceding Year 21-22	First Preceding Year 22-23									
1	\$ 54,498	\$ 323,706	\$ 337,157	1	Beginning cash on hand(1)	\$ 206,233	\$ 0	\$ 0	1	
2	\$ 284	\$ 7,496	\$ 10,115	2	Interest from Earnings	\$ 10,312	\$ 0	\$ 0	2	
3				3	<b>OTHER RESOURCES</b>				3	
4	\$ 1,162,641	\$ 8,506	\$ 1,500,000	4	Fire Emergency Insurance/Other	\$ 1,500,000	\$ 0	\$ 0	4	
5	\$ -0	\$ -0	\$ -0	5	Other Income	\$ 0	\$ 0	\$ 0	5	
6	\$ 1,217,423	\$ 339,708	\$ 1,847,272	6	<b>TOTAL RESOURCES</b>	\$ 1,716,545	\$ 0	\$ 0	6	
7	0.5	0	0	7	Total Full-Time Equivalent (FTE)	0.25	0	0	7	

FORM LB-30		<b>SPECIAL FUND REQUIREMENTS</b>			Marina Fund			Port of The Dalles		
Historical Data			Adopted Budget This Year 2023-24	REQUIREMENT DESCRIPTION	Budget for Next Year 2024-2025*					
Actual		Second Preceding Year 21-22			First Preceding Year 22-23	Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body		
Second Preceding Year 21-22	First Preceding Year 22-23									
1				1	<b>MATERIAL AND SERVICES</b>				1	
2	\$ -0	\$ -0	\$ -0	2	<b>TOTAL MATERIALS AND SERVICES</b>	\$ 0	\$ 0	\$ 0	2	
3				3	<b>CAPITAL OUTLAYS</b>				3	
4	\$ 893,717	\$ -0	\$ 900,000	4	Fire Emergency	\$ 900,000		\$ 0	4	
5	\$ 893,717	\$ -0	\$ 900,000	5	<b>TOTAL CAPITAL OUTLAYS</b>	\$ 900,000		\$ 0	5	
6				6	<b>DEBT SERVICE</b>				6	
7	\$ -0	\$ 84,466	\$ 84,466	7	General Fund Loan Repayment	\$ 84,466			7	
8	\$ -0	\$ 84,466	\$ 84,466	8	<b>TOTAL DEBT SERVICE</b>	\$ 84,466		\$ 0	8	
9				9	<b>TRANSFER TO OTHER FUNDS &amp; CONTINGENCY</b>				9	
10	\$ -0	\$ -0	\$ 808,068	10	Transfer to Other Funds	\$ 675,000		\$ 0	10	
11	\$ -0	\$ -0	\$ -0	11	General Operating Contingency	\$ 0	\$ 0	\$ 0	11	
12	\$ -0	\$ -0	\$ 808,068	12	<b>TOTAL TRANSFER AND CONTINGENCY</b>	\$ 675,000	\$ 0	\$ 0	12	
13	\$ 893,717	\$ 84,466	\$ 1,792,534	13	<b>TOTAL EXPENDITURES</b>	\$ 1,659,466	\$ 0	\$ 0	13	
14				14					14	
15	\$ 323,706	\$ 255,242	\$ 54,738	15	UNAPPROPRIATED ENDING FUND BALANCE	\$ 57,079		\$ 0	15	
16	\$ 1,217,423	\$ 339,708	\$ 1,847,272	16	<b>TOTAL REQUIREMENTS</b>	\$ 1,716,545	\$ 0	\$ 0	16	

\* May not sum to total due to rounding (1) The balance of cash, cash equivalents and investments in the fund at the beginning of the budget year.

# Glossary of Terms

## **Glossary of Terms**

CRGC.....	<i>Columbia River Gorge Commission</i>
EPA.....	<i>US Environmental Protection Agency</i>
FICA.....	<i>Federal Insurance Contributions Act</i>
LGIP.....	<i>Local Government Investment Pool</i>
MCEDD .....	<i>Mid-Columbia Economic Development District</i>
ORDEQ.....	<i>Oregon Department of Environment Quality</i>
QB .....	<i>Quickbooks</i>
PERS .....	<i>Public Employee Retirement System</i>
PUD .....	<i>Northern Wasco County People’s Utility District</i>
SDAO.....	<i>Special Districts Association of Oregon</i>
UGB .....	<i>Urban Growth Boundary</i>
Wasco County EDC	<i>Wasco County Economic Development Commission</i>

# Supplemental Financial Information

**GOVERNMENTAL FUNDS BALANCE SHEET - June 30, 2023**

	GENERAL	MARINA	PORT DEVELOPMENT FUND	TOTAL GOVERNMENTAL
<b>ASSETS:</b>				
Cash and investments	\$ 1,388,530	\$ 254,838	\$ 3,832,821	\$ 5,476,189
Loan Receivable Marina Fund	\$ 723,534			\$ 723,534
<b>TOTAL ASSETS</b>	<b>\$ 2,112,064</b>	<b>\$ 254,838</b>	<b>\$ 3,832,821</b>	<b>\$ 6,199,723</b>
<b>LIABILITIES</b>				
Loan Payable General Fund		\$ 723,534		\$ 723,534
Payroll Taxes Withhold	\$ 3,520			\$ 3,520
<b>TOTAL LIABILITIES</b>	<b>\$ 3,520</b>	<b>\$ 723,534</b>	<b>\$ 0</b>	<b>\$ 727,054</b>
<b>FUND BALANCES</b>				
Committed:				
Capital Projects			\$ 3,832,821	\$ 3,832,821
Unassigned	\$ 2,108,544	\$ (468,696)		\$ 1,639,848
<b>TOTAL FUND BALANCES</b>	<b>\$ 2,108,544</b>	<b>\$ (468,696)</b>	<b>\$ 3,832,821</b>	<b>\$ 5,472,669</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCES</b>	<b>\$ 2,112,064</b>	<b>\$ 254,838</b>	<b>\$ 3,832,821</b>	<b>\$ 6,199,723</b>

**Reconciliation of Balance Sheet to Statement of Net Position - 2 year comparison**

	FYE June 30 2023		FYE Jun 30 2022	
Fund Balances - Government Funds	\$	5,472,669	\$	3,300,372
Amounts reported for governmental activities in the Statement of New Position are different because:				
Capital Assets used in Governmental activities are not financial resources and therefore are not reported in the governmental funds.				
Governmental capital assets:				
Land	\$	436,554	\$	436,554
Depreciable Assets	\$	7,916,200	\$	8,168,837
Less accumulated depreciation	\$	(1,606,377)	\$	(1,538,136)
	\$	6,746,377	\$	7,067,255
Note receivables do not provide current financial resources and are not reported in the governmental funds.	\$	486,120	\$	1,053,907
Certain non-current assets and deferred outflows of resources recorded in the Statement of Net Position are not recognized in the governmental funds until actually expended.				
Deposit on Marina Improvements	\$	35,396	\$	35,396
<b>Net Position of Governmental Activities</b>	<b>\$</b>	<b>12,740,562</b>	<b>\$</b>	<b>11,456,930</b>

**STATEMENT OF NET POSITION - 2 YEAR COMPARISON**

	FYE June 30 2023	FYE June 30 2022	Change from 2022 to 2023
<b>ASSETS:</b>			
Cash and Investments	\$5,476,189	\$3,300,435	\$ 2,175,754
Notes Receivable	\$486,120	\$1,053,907	\$ (567,787)
Deposit on Marina Improvements	\$35,396	\$35,396	\$ 0
Capital Assets			
Depreciable:			
Capital Assets (Net of Accumulated Depreciation)	\$6,309,823	\$6,630,701	\$ (320,878)
Non- Depreciable			
Land	\$436,554	\$436,554	\$ 0
<b>TOTAL ASSETS</b>	<b>\$12,744,082</b>	<b>\$11,456,993</b>	<b>\$ 1,287,089</b>
<b>LIABILITIES:</b>			
Current Liabilities:			
Payroll taxes withheld	\$3,520	\$62	\$ 3,458
<b>TOTAL LIABILITIES</b>	<b>\$3,520</b>	<b>\$62</b>	<b>\$ 3,458</b>
<b>NET POSITION</b>			
<b>Net Investment in Capital Activities</b>	<b>\$6,746,377</b>	<b>\$7,067,255</b>	<b>\$ (320,878)</b>
<b>Unrestricted</b>	<b>\$5,994,185</b>	<b>\$4,389,676</b>	<b>\$ 1,604,509</b>
<b>TOTAL NET POSITION</b>	<b>\$12,740,562</b>	<b>\$11,456,931</b>	<b>\$ 1,283,631</b>



**CHANGES IN CAPITAL ASSETS FYE June 30, 2023**

	BEGINNING BALANCE	ADDITIONS	DELETIONS	ENDING BALANCE
<b>Non Depreciable</b>				
Land	\$ 436,554			\$ 436,554
<b>Depreciable</b>				
Buildings	\$ 221,447			\$ 221,447
Equipment	\$ 208,267	\$ 3,228	\$ (9,025)	\$ 202,470
Construction in Process	\$ 5,792,362		\$ (246,840)	\$ 5,545,522
Land - Other	\$ 175,954			\$ 175,954
Marina	\$ 1,770,807			\$ 1,770,807
	<b>\$ 8,605,391</b>	<b>\$ 3,228</b>	<b>\$ (255,865)</b>	<b>\$ 8,352,754</b>
<b>Accumulated Depreciation</b>				
Buildings	\$ (120,880)	\$ (5,218)		\$ (126,098)
Equipment	\$ (178,765)	\$ (3,713)	\$ 6,994	\$ (175,484)
Land - Other	\$ (33,525)	\$ (9,053)		\$ (42,578)
Marina	\$ (1,204,966)	\$ (57,251)		\$ (1,262,217)
	<b>\$ (1,538,136)</b>	<b>\$ (75,235)</b>	<b>\$ 6,994</b>	<b>\$ (1,606,377)</b>
<b>GOVERNMENTAL ACTIVITIES CAPITAL ASSETS, NET</b>	<b>\$ 7,067,255</b>	<b>\$ (72,007)</b>	<b>\$ (248,871)</b>	<b>\$ 6,746,377</b>

**CHANGES IN CAPITAL ASSETS FYE June 30, 2022**

	BEGINNING BALANCE	ADDITIONS	DELETIONS	ENDING BALANCE
<b>Non Depreciable</b>				
Land	\$ 436,554			\$ 436,554
<b>Depreciable</b>				
Buildings	\$ 208,572	\$ 12,875		\$ 221,447
Equipment	\$ 185,567	\$ 22,700		\$ 208,267
Construction in Process	\$ 5,792,362			\$ 5,792,362
Land - Other	\$ 175,954			\$ 175,954
Marina	\$ 1,770,807			\$ 1,770,807
	<b>\$ 8,569,816</b>	<b>\$ 35,575</b>		<b>\$ 8,605,391</b>
<b>Accumulated Depreciation</b>				
Buildings	\$ (115,748)	\$ (5,132)		\$ (120,880)
Equipment	\$ (174,789)	\$ (3,976)		\$ (178,765)
Land - Other	\$ (24,472)	\$ (9,053)		\$ (33,525)
Marina	\$ (1,143,525)	\$ (61,441)		\$ (1,204,966)
	<b>\$ (1,458,534)</b>	<b>\$ (79,602)</b>		<b>\$ (1,538,136)</b>
<b>GOVERNMENTAL ACTIVITIES CAPITAL ASSETS, NET</b>	<b>\$ 7,111,282</b>	<b>\$ (44,027)</b>		<b>\$ 7,067,255</b>

# 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.<sup>6</sup> 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 "stand-by" 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



## Contents

1. Summary/Introduction .....	1
Mission & Vision .....	1
Port Commissioners.....	2
2. Port Inventories and Policies.....	3
Sites and Facilities.....	3
Available Port Properties.....	5
Significant Partnerships and Programs.....	6
Port Policies .....	8
3. SWOT .....	14
4. Strategic Direction & Action Plan.....	17
5. Additional Development Opportunities.....	19
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
Economic Development in Dufur.....	20
Potential Target Industries.....	21
Partner with the Columbia Gateway Urban Renewal Agency.....	21
Rental Examples from Other Oregon Ports.....	23
6. Stakeholder Interviews and Community Survey .....	24
Stakeholder Interviews.....	24
Community Survey.....	27
7. Background Conditions.....	37
Socioeconomic Data.....	37
Appendix A: Meeting Memos.....	42
Appendix B: ORS 777.....	46
Oregon Revised Statutes (ORS) Chapter 777 – Ports Generally 2021 .....	46
Appendix C: Local Zoning and Land Use Development Ordinances .....	86
Appendix D: Maps of The Dalles and Dufur.....	105

## 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

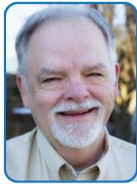
According to ORS 777, each Oregon port is to be governed by five commissioners. The commissioners have a term of office of four years. The Port Commissioners meet at least monthly and may have additional special meetings. Additionally, The Port Commissioners must have a president, vice president, treasurer, 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



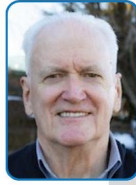
Greg Weast  
 Position: Vice-President, Commission Position 2  
 Term: July 1, 2023 – June 30, 2026



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

## 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*

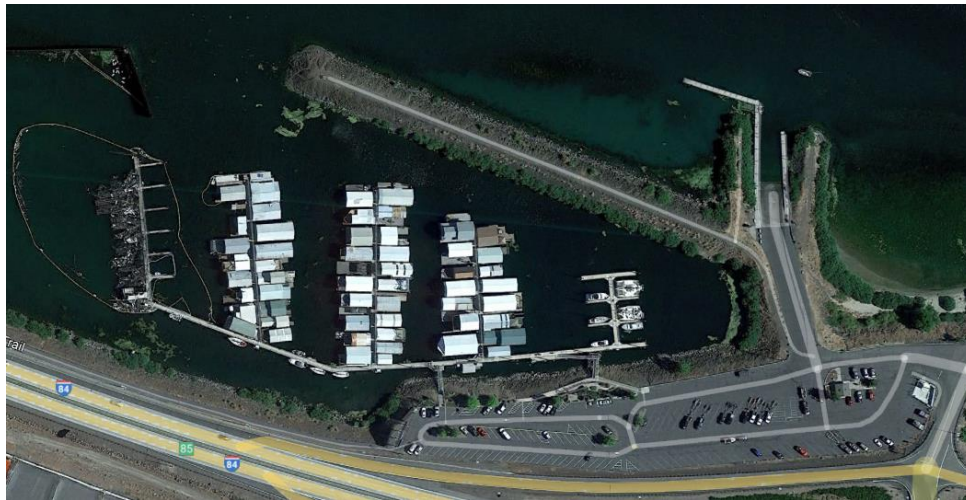
The Port of The Dalles Marina is located on the Columbia River at River Mile 190 in The Dalles on an approximately 15-acre site, adjacent to Interstate 84. The Port of The Dalles Marina has a restroom and a 41-stall parking lot with the capacity for boat trailer parking. The Port of The Dalles Marina 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.

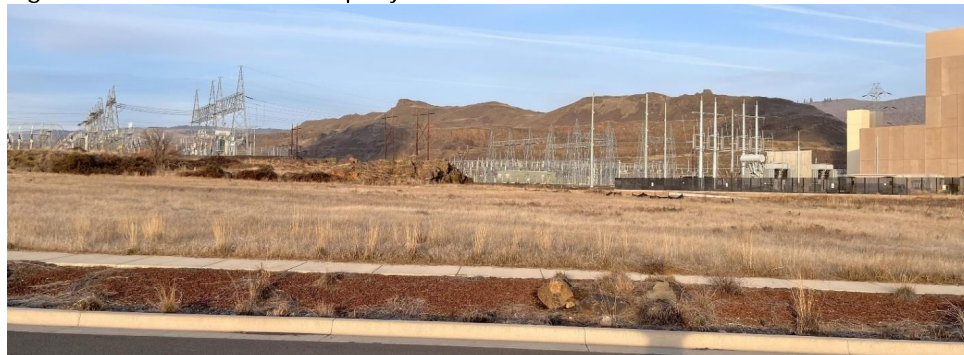
The Port of The Dalles also owns a larger parcel of land called “Tract C.” The parcel has many challenges to development and does not have a dollar value attached to it for sale.

**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*

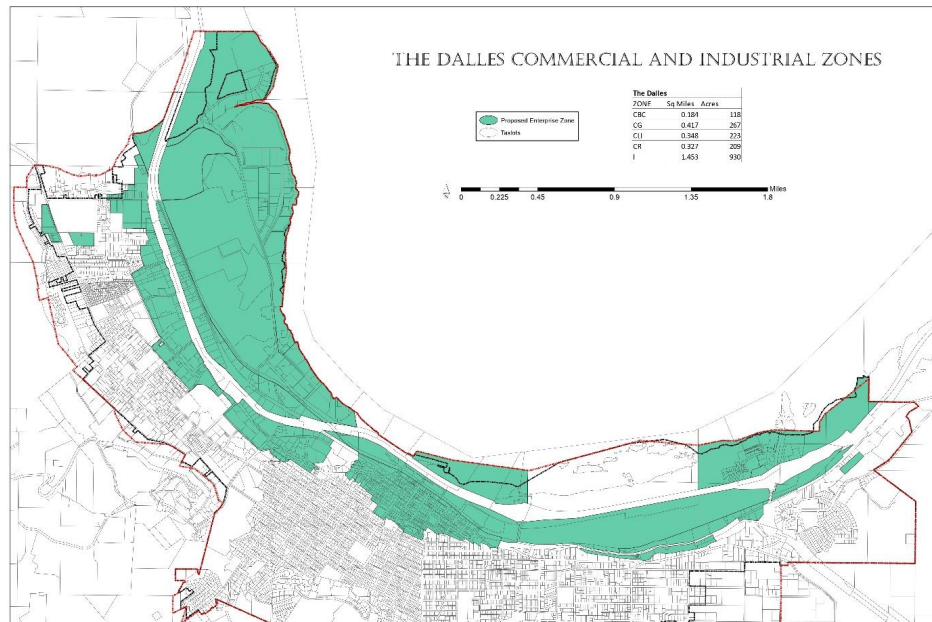
- The State has a variety of programs available through Business Oregon.
- Contact: Regional Development Officer for North Central District, Valerie Egon, email: [valerie.egon@biz.oregon.gov](mailto:valerie.egon@biz.oregon.gov)

#### *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.

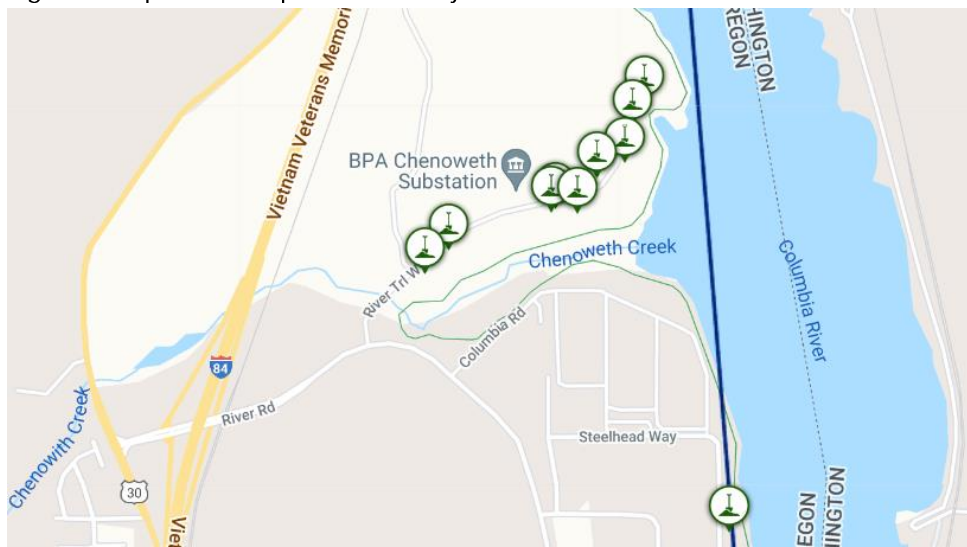
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<sup>2</sup> Full versions of the maps, where available, including dates of creation, are included in Appendix E.

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>

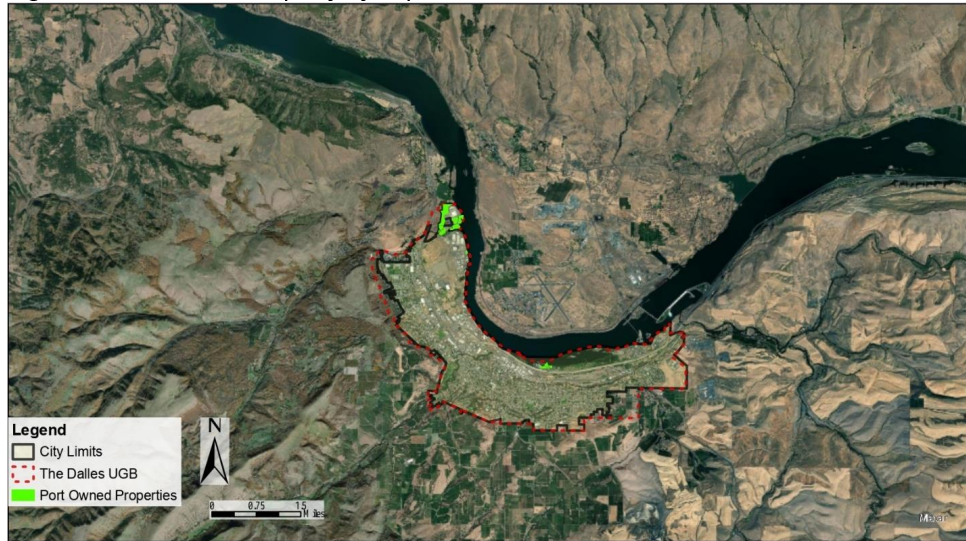


Source: [Port of The Dalles website](https://www.portofthedalles.com/), accessed June 2023.

<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

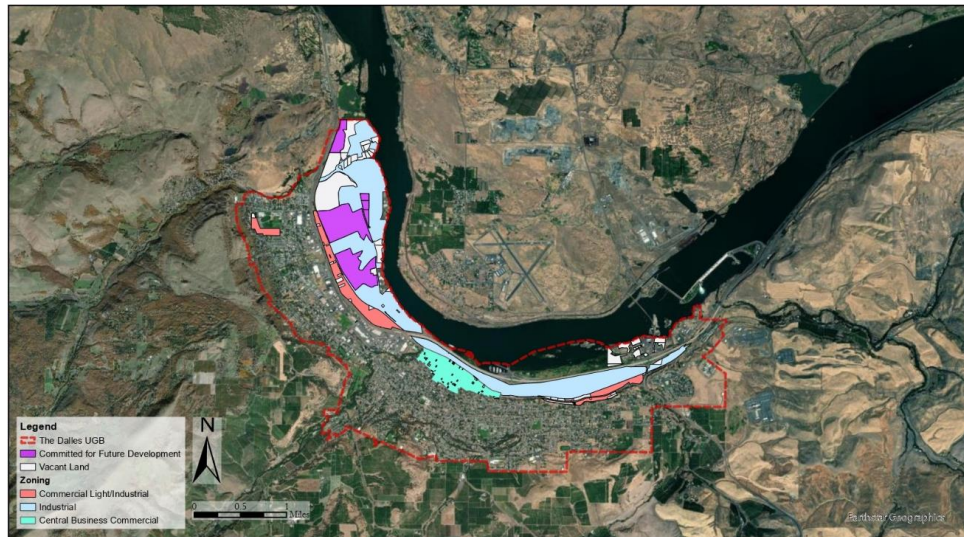


Source: Source: Nexus Planning Services using Wasco County GIS Data, 2023

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

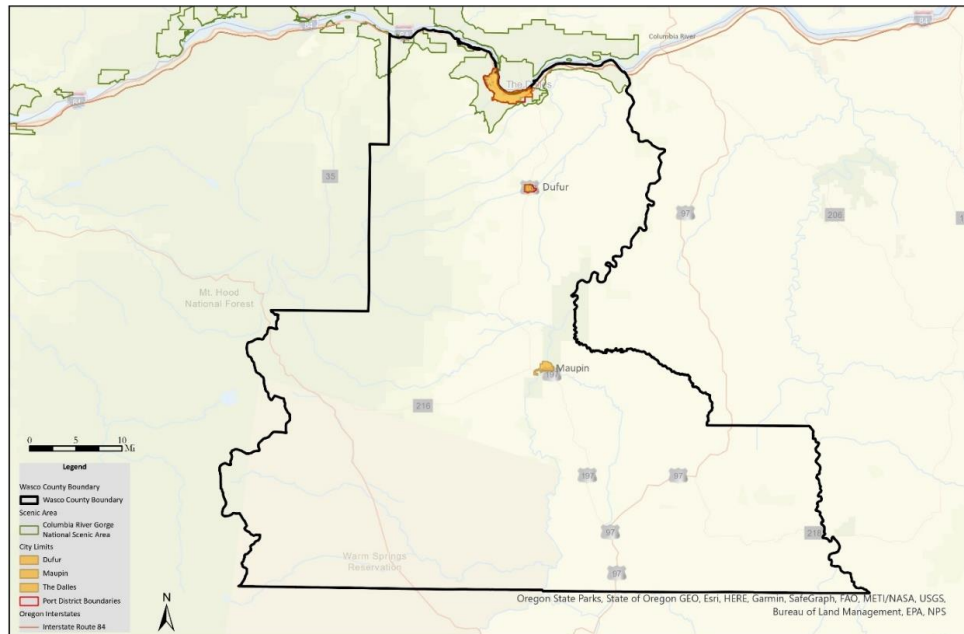


Figure 10: The Dalles Vacant Lots Within Industrial Zoned Districts



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

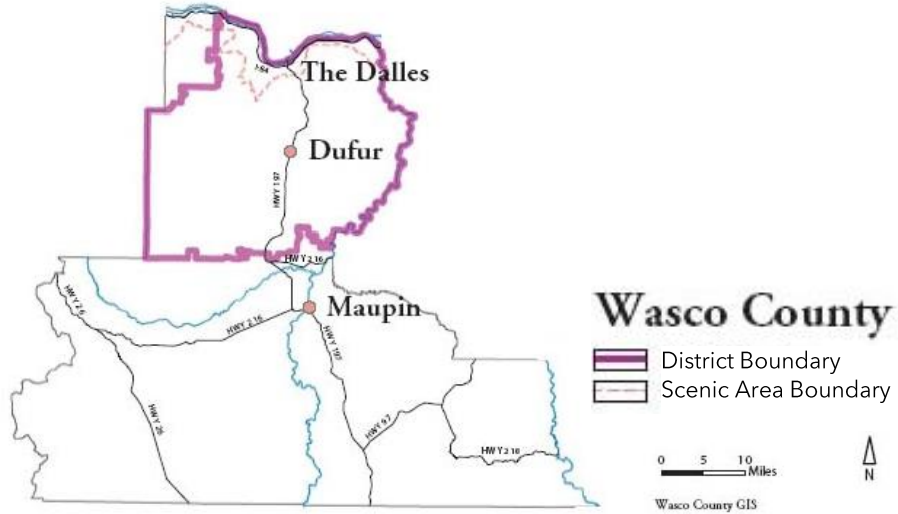
Figure 11: Wasco County and the Columbia Gorge National Scenic Area



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



Figure 12: Port of The Dalles District Boundary



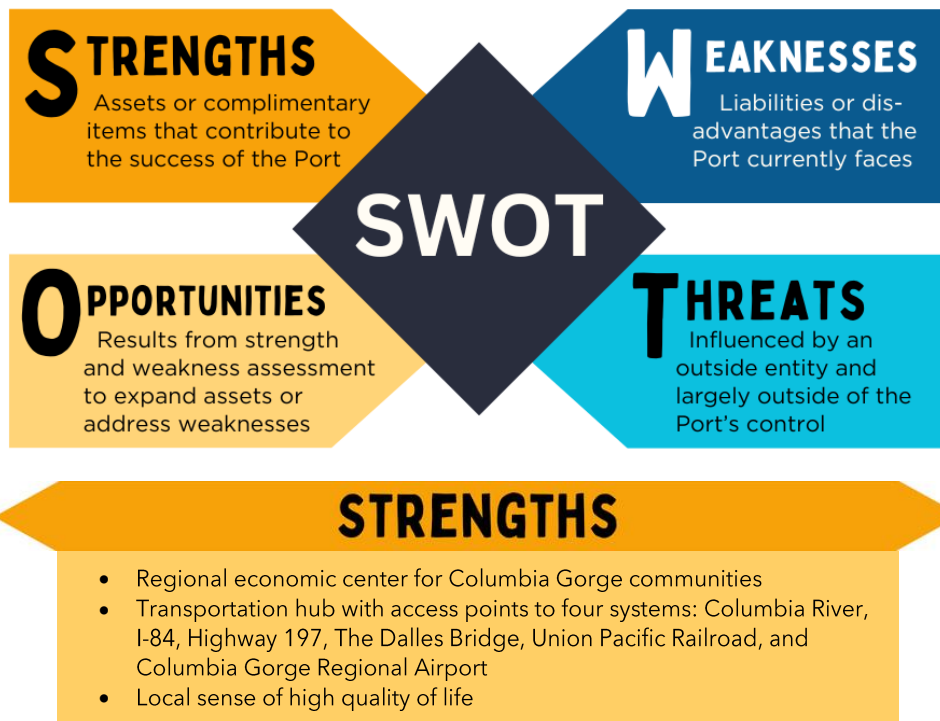
Source: Port of The Dalles, 2023

### 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**

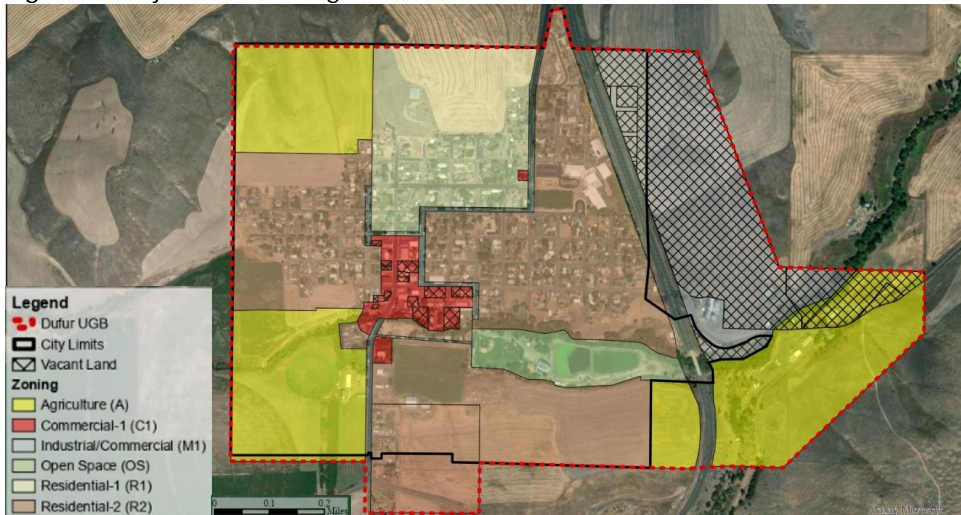
Though the Port has not yet completed a project in Dufur, the map does indicate there is lands within the UGB zoned as M1: Industrial/Commercial which are predominantly vacant, as well as some land zoned as A: Agricultural, that could theoretically be rezoned. The C1: Commercial district has vacant buildings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