



Dedicated to supporting the creation, retention, expansion, and recruitment of businesses and jobs that will enhance the economy of the Port District.

PORT COMMISSION REGULAR SESSION MEETING
WEDNESDAY, JUNE 14, 2023, 7:00 P.M. AT PORT ADMINISTRATIVE OFFICE

AGENDA

- A. CALL TO ORDER
- B. ROLL CALL Executive Assistant Toepke
- C. PLEDGE OF ALLEGIANCE
- D. AGENDA CORRECTIONS OR ADDITIONS Executive Director Klaas
- E. PUBLIC COMMENT OR QUESTION
- F. COMMUNITY PARTNER UPDATE Roger Kline, General Manager & Kurt Conger, Assistant General Manager Northern Wasco County People's Utility District
- G. ACTION ITEMS
 - 1. May 10, 2023, Regular Session Meeting Minutes
 - 2. May 2023 Financial Reports
 - 3. Resolution No. 2023-003 Authorizing Budget Transfers and Adopting a Supplemental Budget for Fiscal Year 2022-2023
- H. REPORTS
 - 1. Director's Report Executive Director Klaas
 - 2. Strategic Business Plan Update Report Executive Director Klaas
 - 3. Committee Reports: The Dalles Community Outreach Team, Columbia Gateway Urban Renewal Agency Board, The Dalles Area Chamber of Commerce Board, Dufur, Wasco County Economic Development Commission
- I. EXECUTIVE SESSION Pursuant to ORS 192.660(2)(e) Real Property Transactions & ORS 192.660(2)(h) Conferring with Legal Counsel regarding litigation *Media representatives are instructed not to report or disclose matters discussed in Executive Session
- J. ACTION REQUIRED FROM EXECUTIVE SESSION
- K. UPCOMING MEETINGS/EVENTS
 - June 19, 2023: Office Closed, Juneteenth!
 - June 4, 2023: Office Closed, Independence Day!
 - July 10, 2023: KIHR Radio
 - July 12, 2023: Port Commission Meeting
 - July 14, 2023: KODL Radio Coffee Break
- L. COMMISSION CALL
- M. ADJOURN

PORT OF THE DALLES AGENDA ITEM

MEETING DATE June 14, 2023

ACTION ITEM G-1.) May 10, 2023, Regular Session Meeting Minutes

STAFF RECOMMENDATION Approve May 10, 2023, Regular Session Meeting Minutes as presented

PORT OF THE DALLES COMMISSION
Regular Session Meeting Minutes
Wednesday, May 10, 2023, 7:00 p.m.
Port Administrative Office, The Dalles, Oregon

The Regular Session Meeting of the Port Commissioners was called to order by President Weast at 7:00 p.m.

ROLL CALL Executive Assistant Toepke

- COMMISSION Greg Weast, President; Staci Coburn, Treasurer; David Griffith, Secretary; John Willer, Assistant Secretary/Treasurer
- ABSENT Robert Wallace, Vice-President
- STAFF Andrea Klaas, Executive Director; Jennifer Toepke, Executive Assistant/Bookkeeper; Bill Dick, Attorney, Dick, Dick & Corey
- MEDIA Alana Lackner, Columbia Gorge News

PLEDGE OF ALLEGIANCE Commissioner Coburn

AGENDA CORRECTIONS/ADDITIONS *None*

OPENED PUBLIC BUDGET HEARING

- FISCAL YEAR 2023-2024 BUDGET APPROVED BY PORT OF THE DALLES BUDGET COMMITTEE ON APRIL 19, 2023

PUBLIC COMMENT OR QUESTION *None*

REPORTS

1. Director's Report Executive Director Klaas *Stands as presented.*
2. Strategic Business Plan Update Report Executive Director Klaas *Work session prior*
3. Committee Reports:
 - The Dalles Community Outreach Team President Weast *Earmarks are moving forward; virtual meeting with National League was successful and needed follow-up is underway.*
 - Columbia Gateway Urban Renewal Agency Board *There was no meeting this month.*
 - The Dalles Area Chamber of Commerce Board *Cherry Festival did well this year; there is a survey on the website for all to fill out so that the Chamber can do the best for the community. The tourism season is going to get busy, so we make sure we have brochures and information in our visitor lobby. The Chamber is also hosting many small bass tournaments because of last year's big one promoting our bass fishing! The cruise ships are coming, and The Fort Dalles Floozies and Friends are greeting them!*
 - Dufur Report *will be given in June.*
 - Wasco County Economic Development Commission *There was no meeting this month.*

CLOSED PUBLIC BUDGET HEARING

- FISCAL YEAR 2023-2024 BUDGET APPROVED BY PORT OF THE DALLES BUDGET COMMITTEE ON APRIL 19, 2023

ACTION ITEMS

1. April 12, 2023, Regular Session Meeting Minutes *Stand as presented.*
2. April 19, 2023, Budget Committee Meeting Minutes *Stand as presented.*
3. April 2023 Financial Reports Treasurer Coburn *Stand as presented.*
4. Banking Services Recommendation from Request for Proposals Received *M/S. Coburn, S/D. Griffith, Motion Approved Unanimously pending staff talking with listed references.*
5. Resolution No. 2023-001 Adopting the Budget, Making Appropriations, Imposing the Tax, Categorizing the Tax, Fiscal Year 2023-2024 *M/S. Coburn, S/J. Willer, Motion Approved Unanimously*

REGULAR SESSION ADJOURNED AT 7:15 P.M. & EXECUTIVE SESSION COMMENCED AT 7:15 P.M.

EXECUTIVE SESSION as allowed by ORS 192.660(2)(e) Real Property Transactions and ORS 192.660(2)(h) Conferring with Legal Counsel regarding litigation *Media representatives are instructed not to report or disclose matters discussed in Executive Session *None*

EXECUTIVE SESSION ADJOURNED AT 7:34 P.M. & REGULAR SESSION RESUMED AT 7:34 P.M.

ACTION FROM EXECUTIVE SESSION *None*

UPCOMING MEETINGS/EVENTS *Stand as included in packet.*

COMMISSION CALL *No comments.*

THERE BEING NO FURTHER BUSINESS TO COME BEFORE THE PORT COMMISSION, the meeting adjourned at 7:36 p.m.

PORT OF THE DALLES:

ATTEST:

Greg Weast, President
Board of Commissioners

David A. Griffith, Secretary
Board of Commissioners

DATE APPROVED: June 14, 2023

Prepared by: Jennifer Toepke, Executive Assistant/Bookkeeper

PORT OF THE DALLES AGENDA ITEM

MEETING DATE June 14, 2023
ACTION ITEM G-2.) May 2023 Financial Reports
STAFF RECOMMENDATION Approve May 2023 Financial Reports as presented

Notable

- The Oregon Short Term Fund Rate continues to increase, it is currently 3.88%
- Fund activity
 - General Fund
 - Expense: Northwest Pest Control Inc.-Spray Spruce Tree's-Port Landscaping on Klindt Drive: \$1,350.00
 - Marina Fund
 - Nothing unusual.
 - Port Development Fund
 - Expense: Dick, Dick & Corey LLP-Land sales legal: \$2,350.50

Cash Basis

PORT OF THE DALLES
Balance Sheet by Class
As of May 31, 2023

	<u>General Fund</u>	<u>Marina Fund</u>	<u>Port Development Fund</u>	<u>Unclassified</u>	<u>TOTAL</u>
ASSETS					
Current Assets					
Checking/Savings					
CSB Checking					
General Checking	41,711.55	0.00	0.00	0.00	41,711.55
Marina Checking	0.00	81,275.29	0.00	0.00	81,275.29
Port Development Checking	0.00	0.00	7,425.09	0.00	7,425.09
Total CSB Checking	<u>41,711.55</u>	<u>81,275.29</u>	<u>7,425.09</u>	<u>0.00</u>	<u>130,411.93</u>
LGIP					
General	1,111,267.41	0.00	200,000.00	0.00	1,311,267.41
Marina	0.00	257,078.99	0.00	0.00	257,078.99
Port Development	0.00	0.00	1,894,098.88	0.00	1,894,098.88
Total LGIP	<u>1,111,267.41</u>	<u>257,078.99</u>	<u>2,094,098.88</u>	<u>0.00</u>	<u>3,462,445.28</u>
Petty Cash	66.28	28.48	55.24	0.00	150.00
Total Checking/Savings	<u>1,153,045.24</u>	<u>338,382.76</u>	<u>2,101,579.21</u>	<u>0.00</u>	<u>3,593,007.21</u>
Total Current Assets	<u>1,153,045.24</u>	<u>338,382.76</u>	<u>2,101,579.21</u>	<u>0.00</u>	<u>3,593,007.21</u>
TOTAL ASSETS	<u>1,153,045.24</u>	<u>338,382.76</u>	<u>2,101,579.21</u>	<u>0.00</u>	<u>3,593,007.21</u>
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Credit Cards					
Visa-1429	1,548.59	0.00	-167.68	0.00	1,380.91
Total Credit Cards	<u>1,548.59</u>	<u>0.00</u>	<u>-167.68</u>	<u>0.00</u>	<u>1,380.91</u>
Other Current Liabilities					
Payroll Liabilities	184.01	0.00	0.00	0.00	184.01
Total Other Current Liabilities	<u>184.01</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>184.01</u>
Total Current Liabilities	<u>1,732.60</u>	<u>0.00</u>	<u>-167.68</u>	<u>0.00</u>	<u>1,564.92</u>
Total Liabilities	<u>1,732.60</u>	<u>0.00</u>	<u>-167.68</u>	<u>0.00</u>	<u>1,564.92</u>
Equity					
Unrestricted Net Assets	1,013,207.41	323,705.29	1,963,459.45	0.00	3,300,372.15
Net Income	138,105.23	14,677.47	138,287.44	0.00	291,070.14
Total Equity	<u>1,151,312.64</u>	<u>338,382.76</u>	<u>2,101,746.89</u>	<u>0.00</u>	<u>3,591,442.29</u>
TOTAL LIABILITIES & EQUITY	<u>1,153,045.24</u>	<u>338,382.76</u>	<u>2,101,579.21</u>	<u>0.00</u>	<u>3,593,007.21</u>

PORT OF THE DALLES
Profit & Loss Budget vs. Actual-GENERAL FUND
 July 2022 through May 2023

	<u>Jul '22 - May 23</u>	<u>Budget</u>	<u>% of Budget</u>
Ordinary Income/Expense			
Income			
Beginning Fund Balance	0.00	924,904.00	0.0%
Interest from Earnings	29,900.26	5,549.00	538.84%
Other Resources			
Grants	0.00	4,000,000.00	0.0%
Launch Ramp & Transient Moorage	2,256.00	3,000.00	75.2%
Leased Land & Facilities	68,806.80	95,000.00	72.43%
Loan Repayments	0.00	12,000.00	0.0%
Other Income	19,285.74	2,000.00	964.29%
Total Other Resources	<u>90,348.54</u>	<u>4,112,000.00</u>	<u>2.2%</u>
Previously Levied Taxes	5,453.48	5,000.00	109.07%
Property Taxes	438,533.71	357,666.00	122.61%
Transfer from Other Funds	0.00	200,000.00	0.0%
Total Income	<u>564,235.99</u>	<u>5,605,119.00</u>	<u>10.07%</u>
Gross Profit	564,235.99	5,605,119.00	10.07%
Expense			
Capital Outlay	70.02	4,050,000.00	0.0%
Material & Services	158,635.92	216,000.00	73.44%
Personal Services	267,424.82	330,000.00	81.04%
Transfers & Contingency	0.00	600,000.00	0.0%
Total Expense	<u>426,130.76</u>	<u>5,196,000.00</u>	<u>8.2%</u>
Net Ordinary Income	<u>138,105.23</u>	<u>409,119.00</u>	<u>33.76%</u>
Net Income	<u><u>138,105.23</u></u>	<u><u>409,119.00</u></u>	<u><u>33.76%</u></u>

PORT OF THE DALLES
Profit & Loss Budget vs. Actual-MARINA FUND
 July 2022 through May 2023

	<u>Jul '22 - May 23</u>	<u>Budget</u>	<u>% of Budget</u>
Ordinary Income/Expense			
Income			
Beginning Fund Balance	0.00	127,956.00	0.0%
Interest from Earnings	6,575.45	768.00	856.18%
Other Resources			
Fire Emergency	8,506.02	1,500,000.00	0.57%
Total Other Resources	8,506.02	1,500,000.00	0.57%
Total Income	15,081.47	1,628,724.00	0.93%
Gross Profit	15,081.47	1,628,724.00	0.93%
Expense			
Capital Outlay	404.00	300,000.00	0.14%
Debt Service	0.00	800,000.00	0.0%
Transfers & Contingency	0.00	473,986.00	0.0%
Total Expense	404.00	1,573,986.00	0.03%
Net Ordinary Income	14,677.47	54,738.00	26.81%
Net Income	14,677.47	54,738.00	26.81%

Profit & Loss Budget vs. Actual-PORT DEVELOPMENT FUND

July 2022 through May 2023

	<u>Jul '22 - May 23</u>	<u>Budget</u>	<u>% of Budget</u>
Ordinary Income/Expense			
Income			
Beginning Fund Balance	0.00	1,433,744.00	0.0%
Interest from Earnings	52,404.63	8,602.00	609.21%
Other Resources			
Grants	0.00	4,000,000.00	0.0%
Land Sales & Contract Interest			
V&G			
Interest	3,536.92		
Principal	4,822.15		
Total V&G	<u>8,359.07</u>		
Land Sales & Contract Interest - Other	<u>0.00</u>	<u>1,505,000.00</u>	<u>0.0%</u>
Total Land Sales & Contract Interest	<u>8,359.07</u>	<u>1,505,000.00</u>	<u>0.56%</u>
Loan Repayments			
CGCC			
Interest	3,684.80		
Principal	105,280.10		
CGCC - Other	<u>0.00</u>	<u>539,310.00</u>	<u>0.0%</u>
Total CGCC	<u>108,964.90</u>	<u>539,310.00</u>	<u>20.21%</u>
City of Dufur	<u>0.00</u>	<u>39,310.00</u>	<u>0.0%</u>
Total Loan Repayments	<u>108,964.90</u>	<u>578,620.00</u>	<u>18.83%</u>
Other Income	<u>1,363.54</u>	<u>5,000,000.00</u>	<u>0.03%</u>
Total Other Resources	<u>118,687.51</u>	<u>11,083,620.00</u>	<u>1.07%</u>
Transfer from Other Funds	<u>0.00</u>	<u>500,000.00</u>	<u>0.0%</u>
Total Income	<u>171,092.14</u>	<u>13,025,966.00</u>	<u>1.31%</u>
Gross Profit	<u>171,092.14</u>	<u>13,025,966.00</u>	<u>1.31%</u>
Expense			
Capital Outlay	0.00	8,500,000.00	0.0%
Material & Services	32,804.70	390,500.00	8.4%
Special Payments	0.00	3,000,000.00	0.0%
Transfers & Contingency	<u>0.00</u>	<u>400,000.00</u>	<u>0.0%</u>
Total Expense	<u>32,804.70</u>	<u>12,290,500.00</u>	<u>0.27%</u>
Net Ordinary Income	<u>138,287.44</u>	<u>735,466.00</u>	<u>18.8%</u>
Net Income	<u>138,287.44</u>	<u>735,466.00</u>	<u>18.8%</u>

PORT OF THE DALLES AGENDA ITEM

MEETING DATE	June 14, 2023
ACTION ITEM G-3.)	Resolution No. 2023-003 Adopting a Supplemental Budget for Fiscal Year 2022-2023
STAFF RECOMMENDATION	Approve <u>Resolution No. 2023-003 Authorizing Budget Transfers and Adopting a Supplemental Budget for Fiscal Year 2022-2023</u> as presented

Background

- Per Oregon Budget Law, Debt Service needs to be reflected as a separate category from Transfers to Other Funds & Contingency, and Transfers to Other Funds & Contingency, need to be divided into separate line items; the Marina Fund has been amended accordingly.
- In the General Fund, the Transfers from Other Funds line has been adjusted to represent the changes in the Marina Fund, and the Loan Repayment budgeted from the Marina Fund, has been reflected correctly.
- Additionally, general clerical matching up of category names/lines in the 3 funds has been accomplished.
- Finally, said changes will also carry over as applicable into the Fiscal Year 2023-2024 Budget; a supplemental budget will be proposed accordingly as needed in the 2023-2024 Fiscal Year.

RESOLUTION NO. 2023-003

A RESOLUTION AUTHORIZING BUDGET TRANSFERS AND ADOPTING A SUPPLEMENTAL BUDGET FOR FISCAL YEAR 2022-2023, FROM AND WITHIN FUNDS OF THE PORT OF THE DALLES ADOPTED FISCAL YEAR 2022-2023 BUDGET.

WHEREAS, ORS 294.463 allows for transfers of appropriations within funds or between funds, and;

WHEREAS, ORS 294.471 allows for a supplemental budget if an occurrence or condition that was not known at the time the budget was prepared requires a change in financial planning, and;

WHEREAS, ORS 294.471(3)(a) allows if the amended estimated expenditures contained in an individual fund that is being changed by a supplemental budget differ by 10 percent or less from the expenditures in the budget as most recently amended prior to the supplemental budget, the governing body of the municipal corporation may adopt the supplemental budget at a regular meeting of the governing body.

WHEREAS, in the General Fund, Resources, Line 3, Transfer from Other Funds, corrected the amount to \$1,389,520 to include the transfer of \$1,189,520 that was budgeted from the Marina Fund, and;

WHEREAS, in the General Fund, Resources, Line 8, corrected the amount to \$84,466 to reflect loan repayment from Marina Fund, and;

WHEREAS, in the General Fund, Resources, Line 15, Total resources, except taxes to be levied, increased by \$1,189,520, to total \$6,509,440, and;

WHEREAS, in the General Fund, Resources, Line 18, Total Resources, increased by \$1,189,520, to total \$6,867,105, and;

WHEREAS, in the Port Development Fund, Requirements, Line 25, Transfer to Other Funds, adding the word Contingency for consistency with other fund category titles, to be Transfer to Other Funds & Contingency, and;

WHEREAS, in the Marina Fund, Requirements, Line 12, renaming to Debt Service, and;

WHEREAS, in the Marina Fund, Requirements, Line 13, renaming to General Fund Loan Repayment and adding the amount of \$84,466, and;

WHEREAS, in the Marina Fund, Requirements, Line 14, renaming to Total Debt Service, in the amount of \$84,466, and;

WHEREAS, in the Marina Fund, Requirements, Line 15, renaming to Transfer to Other Funds & Contingency, and;

WHEREAS, in the Marina Fund, Requirements, Line 16, renaming to Transfer to Other Funds, in the amount of \$1,189,520, and;

WHEREAS, in the Marina Fund, Requirements, Line 17, adding General Operating Contingency, in the amount of \$0, and;

WHEREAS, in the Marina Fund, Requirements, Line 18, adding Total Transfers & Contingency, in the amount of \$1,189,520 and;

WHEREAS, in the Marina Fund, Requirements, Line 19, adding Total Expenditures, in the amount of \$1,573,986.

NOW, THEREFORE, BE IT RESOLVED THAT THE PORT OF THE DALLES COMMISSION:

1. Authorizing Budget Transfers. The Port Commission hereby authorizes the above transfer of appropriations between categories/lines in the Marina Fund, as included above and following.



2. Adopt the Supplemental Budget. The Port Commission hereby adopts the Supplemental Budget for Fiscal Year 2022-2023, as included above and following.
3. Clerical Changes. The Port Commission hereby authorizes staff to make necessary clerical changes to the Fiscal Year 2022-2023 Budget, as included above and following.
4. Effective Date. This Resolution shall become effective upon adoption by the Port Commission and shall remain in effect until receipt and acceptance of the Fiscal Year 2022-2023 Audit Report.

PASSED, APPROVED AND ADOPTED BY THE PORT COMMISSION THIS 14TH DAY OF JUNE 2023

SIGNED:

ATTEST:

Greg Weast, President
Board of Commissioners

David A. Griffith, Secretary
Board of Commissioners

**RESOURCES
GENERAL FUND**

Port of The Dalles

	Historical Data			RESOURCE DESCRIPTION	Budget for Next Year 2022-2023*			Supplemental Budget 2022-2023 Adopted by Governing Body		
	Actual		Adopted Budget This Year 2021-22		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body			
	Second Preceding Year 19-20	First Preceding Year 20-21								
1	\$ 957,069	\$ 1,320,750	\$ 972,081	1	Beginning cash on hand(1) (cash basis) or	\$ 924,904	\$ 924,904	\$ 924,904	1	\$ 924,904
2	\$ 29,984	\$ 12,974	\$ 5,832	2	Interest from Earnings	\$ 5,549	\$ 5,549	\$ 5,549	2	\$ 5,549
3			\$ 200,000	3	Transfer from Other Funds	\$ 200,000	\$ 200,000	\$ 200,000	3	\$ 1,389,520
4	\$ 14,449	\$ 2,721	\$ 5,000	4	Previously levied taxes estimated to be received	\$ 5,000	\$ 5,000	\$ 5,000	4	\$ 5,000
5				5	OTHER RESOURCES				5	
6	\$ 75,170	\$ 65,631	\$ 20,000	6	Grants (2)	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	6	\$ 4,000,000
7	\$ 2,810	\$ 3,494	\$ 3,000	7	Launch ramp and Transient moorage	\$ 3,000	\$ 3,000	\$ 3,000	7	\$ 3,000
8	\$ 25,785	\$ 26,104	\$ 90,621	8	Loan Repayments (3)	\$ 12,000	\$ 12,000	\$ 12,000	8	\$ 84,466
9	\$ 140,552	\$ 44,564	\$ 15,000	9	Leased land and Facilities	\$ 95,000	\$ 95,000	\$ 95,000	9	\$ 95,000
10	\$ 15,342	\$ 19,577	\$ 2,000	10	Other Income (4)	\$ 2,000	\$ 2,000	\$ 2,000	10	\$ 2,000
11				11					11	
12				12					12	
13				13					13	
14				14					14	
15	\$ 1,261,161.00		\$ 1,313,534	15	Total resources, except taxes to be levied	\$ 5,247,454	\$ 5,247,453	\$ 5,247,453	15	\$ 6,509,440
16			\$ 348,654	16	Taxes estimated to be received	\$ 357,666	\$ 357,666	\$ 357,666	16	\$ 357,666
17	\$ 340,606.00	\$ 362,040.00		17	Taxes collected in year levied				17	
18	\$ 1,601,767	\$ 1,857,855	\$ 1,662,188	18	TOTAL RESOURCES	\$ 5,605,119	\$ 5,605,119	\$ 5,605,119	18	\$ 6,867,105

* 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

**SPECIAL FUND RESOURCES
REQUIREMENTS**

Port of The Dalles

Historical Data			REQUIREMENTS FOR: <u>Marina</u>	Budget for Next Year 2022-2023*			Supplemental Budget 2022-2023 Adopted By Governing Body				
Actual		Adopted Budget This Year 2021-22		Proposed By Budget Officer	Approved By Budget Committee	Adopted By Governing Body					
Second Preceding Year 19-20	First Preceding Year 20-21										
7			7	MATERIAL AND SERVICES			7	MATERIAL AND SERVICES			
8	\$ -	\$ -	\$ -	8	\$ -	\$ -	\$ -	8	TOTAL MATERIAL AND SERVICES	\$ -	
9				9	CAPITAL OUTLAYS			9	CAPITAL OUTLAYS		
10	\$ -	\$ -	\$ 800,000	10	Fire Emergency	\$ 300,000	\$ 300,000	\$ 300,000	10	Fire Emergency	\$ 300,000
11	\$ -	\$ -	\$ 800,000	11	TOTAL CAPITAL OUTLAYS	\$ 300,000	\$ 300,000	\$ 300,000	11	TOTAL CAPITAL OUTLAYS	\$ 300,000
12				12	OTHER EXPENSES			12	DEBT SERVICE		
13	\$ -	\$ -	\$ -	13	TOTAL OTHER EXPENSES	\$ -	\$ -	\$ -	13	General Fund Loan Repayment	\$ 84,466
14				14	TRANSFER TO OTHER FUNDS & DEBT			14	TOTAL DEBT SERVICE	\$ 84,466	
15	\$ -	\$ -	\$ -	15	TOTAL TRANS, DEBT AND CONTINGENCY	\$ 1,273,986	\$ 1,273,986	\$ 1,273,986	15	TRANSFER TO OTHER FUNDS & CONTINGENCY	
16	\$ -	\$ -	\$ 800,000	16	TOTAL EXPENDITURES	\$ 1,573,986	\$ 1,573,986	\$ 1,573,986	16	Transfer to Other Funds	\$ 1,189,520
17				17					17	General Operating Contingency	\$ -
18				18					18	TOTAL TRANSFERS & CONTINGENCY	\$ 1,189,520
19				19					19	TOTAL EXPENDITURES	\$ 1,573,986
20				20					20		
21	\$ 54,114	\$ 54,498	\$ 54,738	21	UNAPPROPRIATED ENDING FUND BALANCE	\$ 54,738	\$ 54,738	\$ 54,738	21	UNAPPROPRIATED ENDING FUND BALANCE	\$ 54,738
22	\$ 54,114	\$ 54,498	\$ 854,738	22	TOTAL REQUIREMENTS	\$ 1,628,724	\$ 1,628,724	\$ 1,628,724	22	TOTAL REQUIREMENTS	\$ 1,628,724

* 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.

PORT OF THE DALLES AGENDA ITEM

MEETING DATE June 14, 2023

REPORTS ITEM H-1.) Director's Report Executive Director Klaas

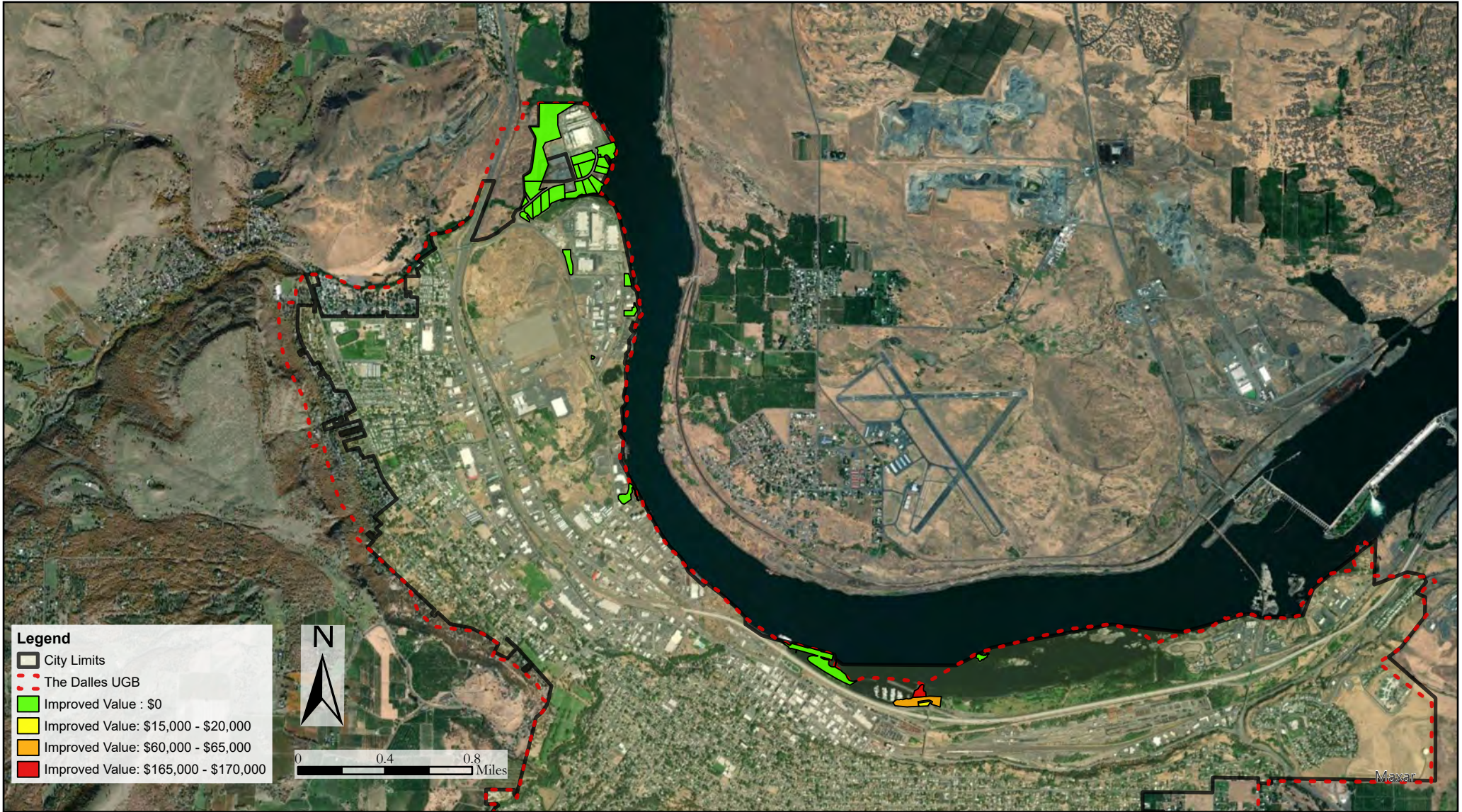
*Will be added prior to meeting.

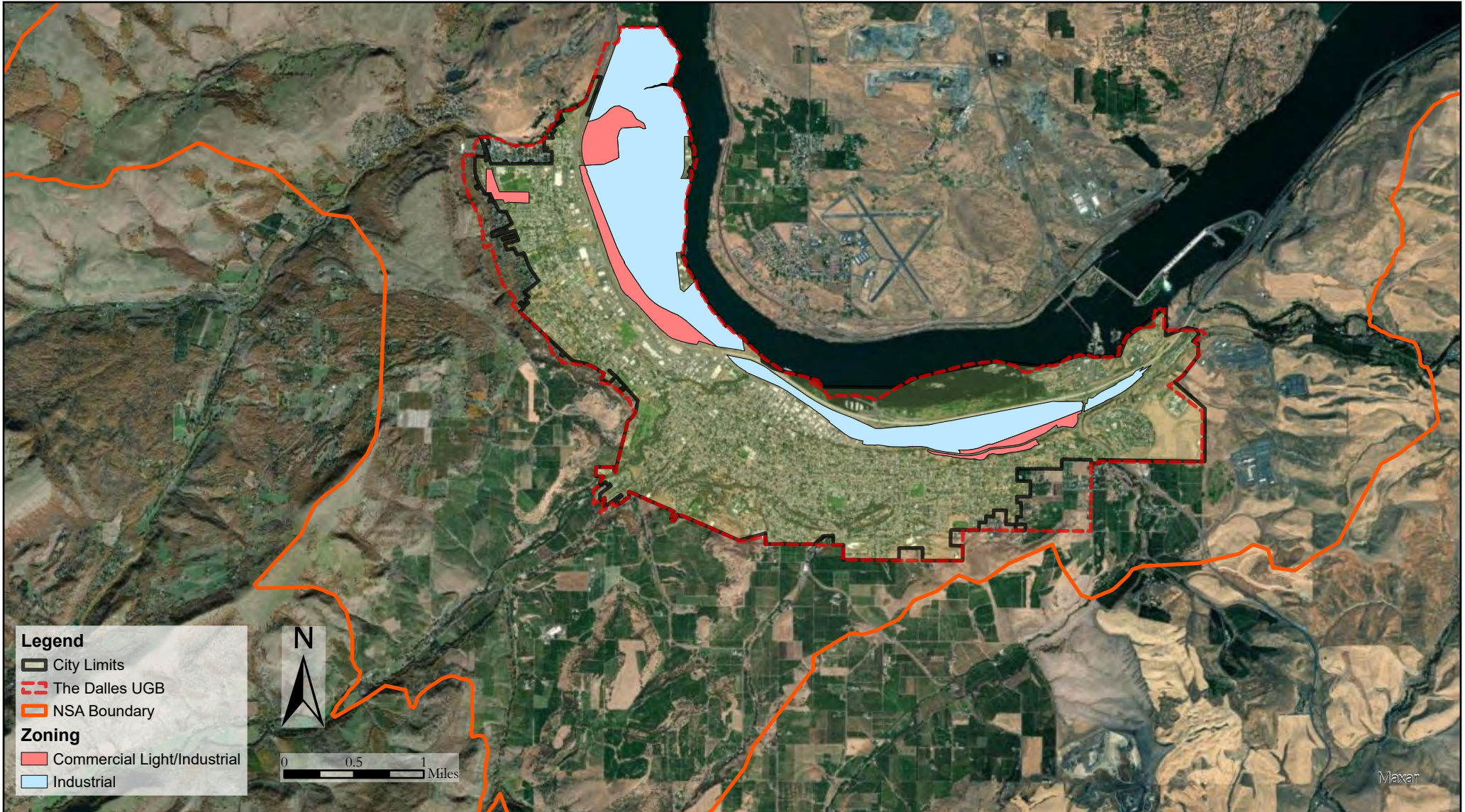
MEETING DATE June 14, 2023

REPORTS ITEM H-2.) Strategic Business Plan Update Report Executive Director Klaas

From Points Consulting:

- What we've been working on since we saw you last.
 - Updating maps with feedback from the commissioners and the community.
 - Composing a draft of the SWOT and Goals and Strategies.
 - Bringing community feedback into the narrative.
 - Formulating further recommendations.
 - Tabulating survey responses.
- For commissioner's review.
 - Updates to the three existing maps.
 - A new map for Dufur.
 - SWOT Draft.
 - Goals Draft.
 - Survey results.






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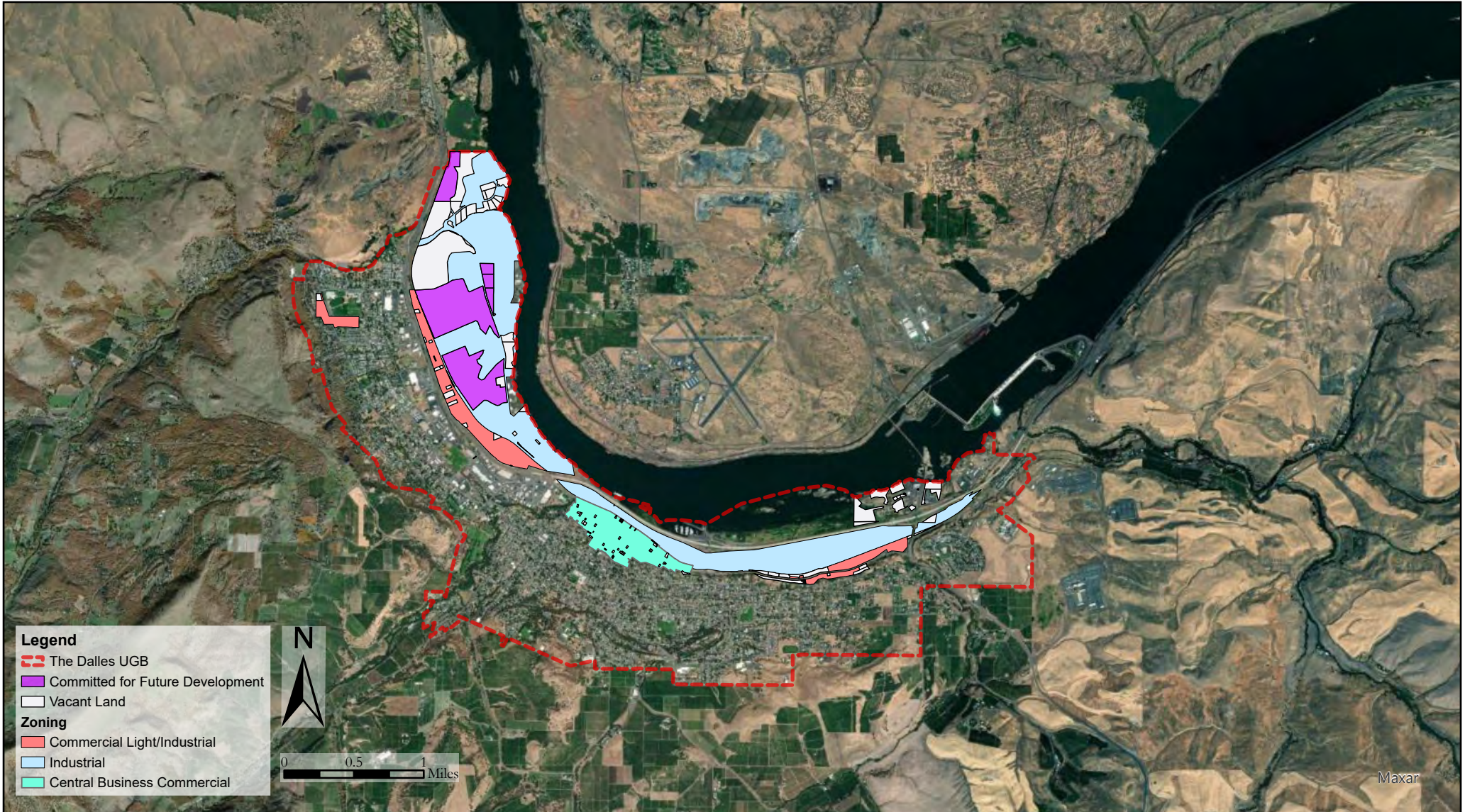

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Port of the Dalles - Strategic Business Plan

Geographical Constraints to Growth

Date of Creation:
6/2/2023

Data Sources: FS
Geodata Clearinghouse,
Oregon Spatial Data
Library

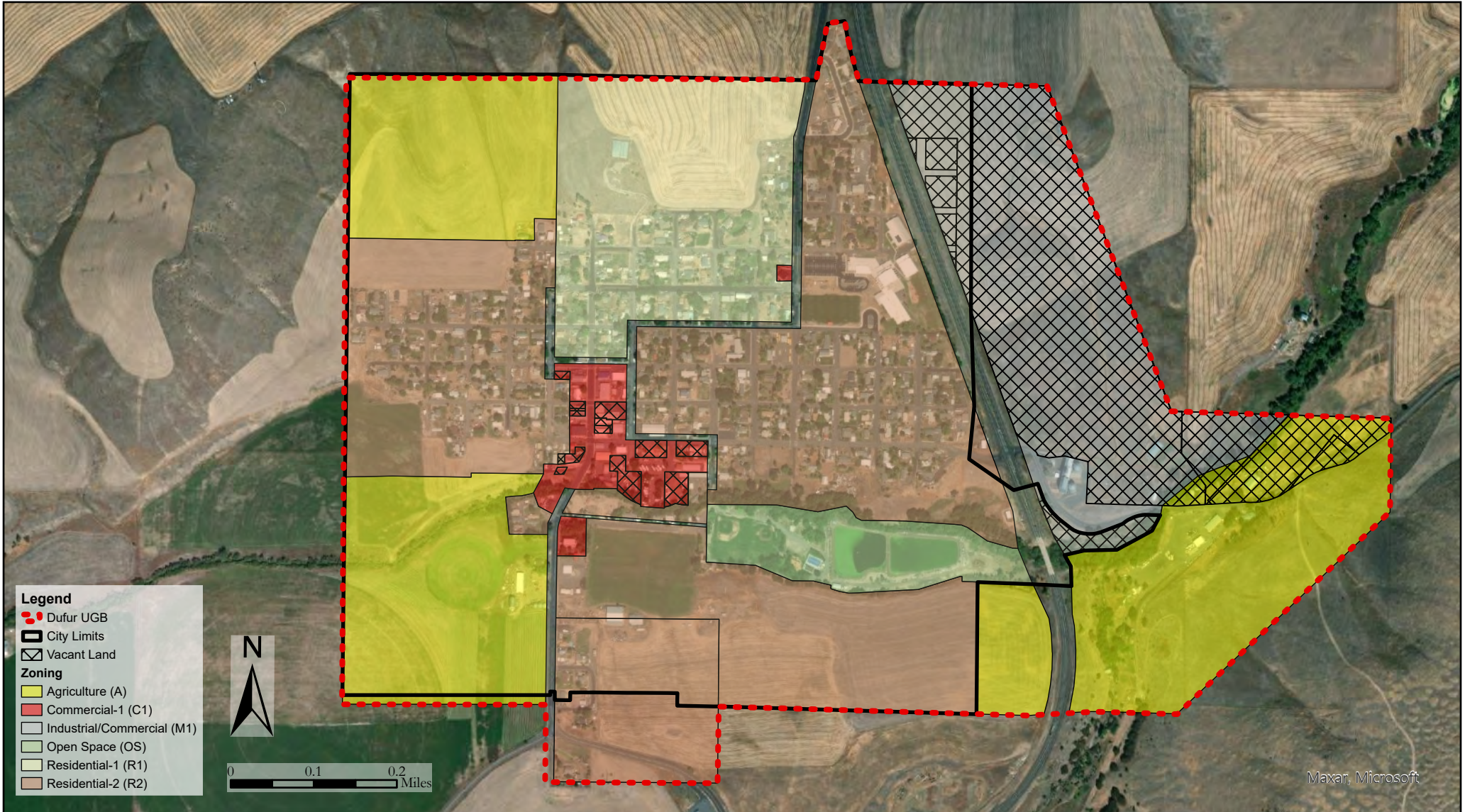
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Port of the Dalles - Strategic Business Plan

Vacant Lots Within Industrial Zoned Districts

Date of Creation:
6/2/2023

Data Sources: FS
Geodata Clearinghouse,
Oregon Spatial Data
Library



Port of the Dalles - Strategic Business Plan

City of Dufur Zoning and Vacant Lands

5. SWOT

The SWOT (strengths, weaknesses, opportunities, threats) analysis is a crucial component of the strategic business plan. Terms are defined below.

Strengths: Assets or complimentary items that contribute to the success of the Port

Weaknesses: Liabilities or disadvantages that the Port currently faces

Opportunities: Results from strength and weakness assessment to expand assets or address weaknesses

Threats: Out of one's control from some outside entity or disaster

Strengths

- Regional economic center for Columbia Gorge communities
- Transportation hub with access points to four systems: Columbia River, I-84, Union Pacific railroad, and Columbia Gorge Regional Airport
- Local sense of high quality of life
- 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 agricultural sectors
- Robust broadband infrastructure
- No sales tax and shared border with Washington
- Within Port district, healthy blend of recreational and commercial/industrial land usage
- Unique ability to leverage funding in partnership with other government agencies

Weaknesses

- Limited number and size of parcels in industrial zoned districts
- 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
- Limited size, aging infrastructure, and unintended uses at the marina
Marina fires (2021/22) caused significant depletion of cash funds and staff resources
- Non-metropolitan location with modest 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 commercial/industrial development
- Lack of workforce housing
- Workforce shortages across all industry sectors

Opportunities

- Mixed use development including blend of industrial, commercial and residential

- Businesses' alleviating workforce shortages via technology and automation
- Available properties in downtown for redevelopment
- Commercial corridors (W 2nd St., and W 6th St.) for infill and re-development
- Long-term ownership and leasing-out of commercial/industrial space in The Dalles or Dufur
- Gap funding for business and facilities expansion
- Collaborate with local partners on career and technical education programs
- Facilities for remote workers and technology workers living locally
- Shipping (historic use/underutilized)
- Collaboration with other local economic development organizations
- Enhancement of value-added agricultural businesses
- Dallesport (WA) airport improvement and expansion
- Potential for Cascadia event and preparedness of The Dalles community
- Improve infrastructure to expand cruise boat industry
- Industrial and commercial development in Dufur
- Improvement of Port marketing, communications, and website

Threats

- National Scenic Area regulations which constrain development outside of the UGB
- Overburdening of Columbia River as a freshwater source
- Oregon's environmental and land use policies present constraints to UGB expansion
- Potential future inflation affecting development costs
- Unpredictable economic conditions for next two to four years
- Further constriction of available lands to allocate between residential and commercial/industrial needs
- Worsened employee recruitment challenges due to housing affordability

6. 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 strategies and actions that Port leaders can address. These Goals and Strategies are consistent the Port's vision for economic prosperity. Ideally, over the next five years, the Port will be able to return to these Goals and Strategies 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:

- **Goals** are big-picture outcomes and intentions that provide direction based on the Vision Statement. Frequently, Goals are intangible and somewhat aspirational. They provide a structure for the more precise Strategies.
- **Strategies** fold into the Goals but are more measurable and specific. Strategies identify specific actions and tactics that can be taken to achieve the Goals.

The Port will continuously review and amendment these goals and strategies over the next five years, as needed.

Goal 1: Facilitate High Quality Job Growth

- Strategy 1.1: maintain reputation and practice of fiscal conservatism
- Strategy 1.2: develop water, sewer, road and telecom infrastructure systems in Port-owned properties
- Strategy 1.3: continue to pursue UGB expansion into the National Scenic Area
- Strategy 1.4: explore feasibility of mixed use and multi-family housing on lots too small for industrial use
- Strategy 1.5: sell or lease-out remaining vacant lots at North Chenoweth Business Park

Goal 2: Develop High Impact Commercial and Industrial Opportunities

- Strategy 2.1: monitor commercial real estate redevelopment options in commercial/industrial areas of The Dalles
- Strategy 2.2: monitor commercial real estate redevelopment options in commercial/industrial areas of Dufur
- Strategy 2.3: engage commercial realtor to explore redevelopment options within the taxation district
- Strategy 2.4: explore possibility of expanding tax district south into Maupin
- Strategy 2.5: develop business space owned and leased-out by the Port

Goal 3: Enhance Tourism, Recreational, and Community Assets

- Strategy 3.1: Explore the feasibility of expanding lodging options in The Dalles, such as an RV park or hotel
- Strategy 3.2: Explore the feasibility of recreational enhancements in the Port area (such as trails, amphitheaters, and water facilities)
- Strategy 3.3: Enhance enforcement of marina policies on usage

- Strategy 3.4: expand availability of “third-space” food and beverage businesses in industrial Port district

Goal 4: Support Mission of Community Partner Organizations

- Strategy 4.1: Offer low-interest gap financing for significant development opportunities
- Strategy 4.2: serve as grant administrator for infrastructure-related grants for The Dalles
- Strategy 4.3: enhance communication methods with community members about the Port’s impact

Community Survey

Points Consulting conducted a Port of The Dalles business community survey between April 25th and May 27th of 2023. A total of 33 unique responses were collected both via an electric survey. The survey included a mix of both fixed response questions (e.g., multiple choice, selection and scaled responses), and open-ended questions directed to active members in The Dalles' local businesses.

Survey Responses

Figure X: In what way do you represent a business?

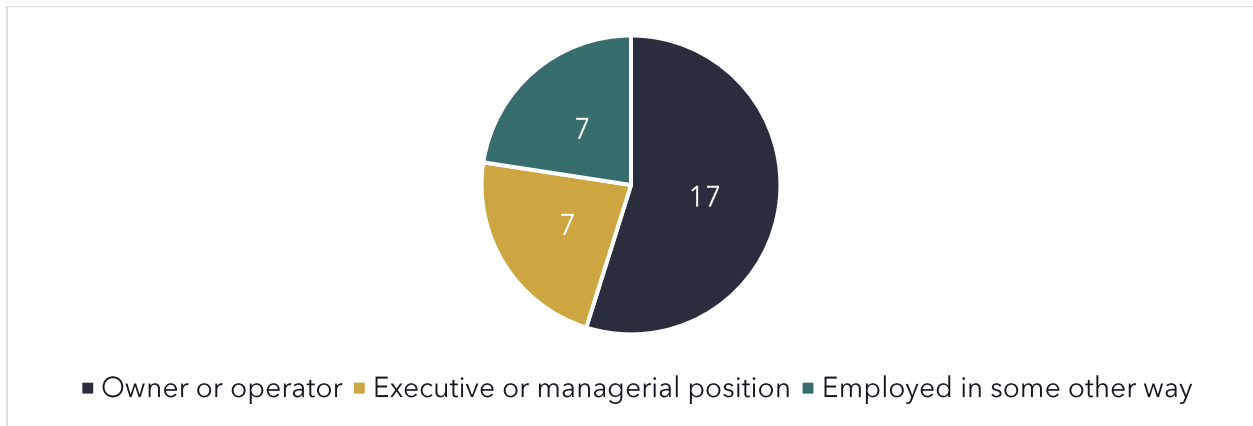


Figure X: Do you own or lease your business space?

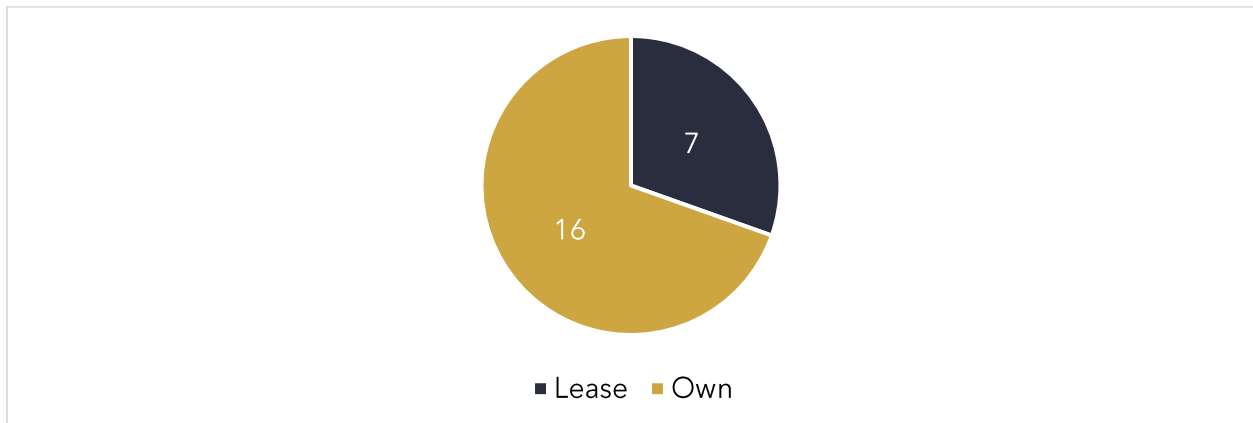


Figure X: To your knowledge, how long has the business you represent been located in the region?

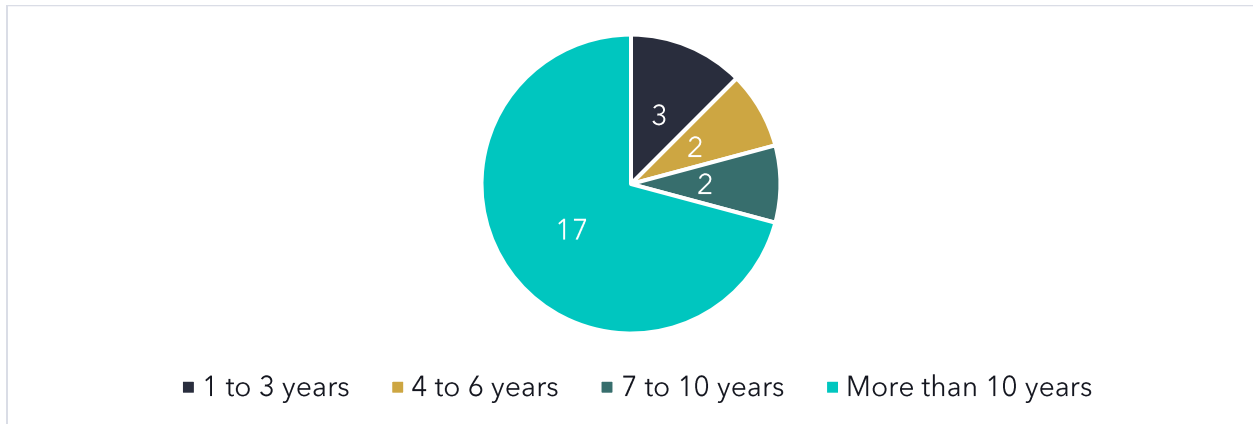


Figure X.X: Is the business you represent located within The Dalles industrial or commercial areas? If so, which specific zoning district are you located in within the City of The Dalles? (If you do not know, please reference the shaded areas of this map.)

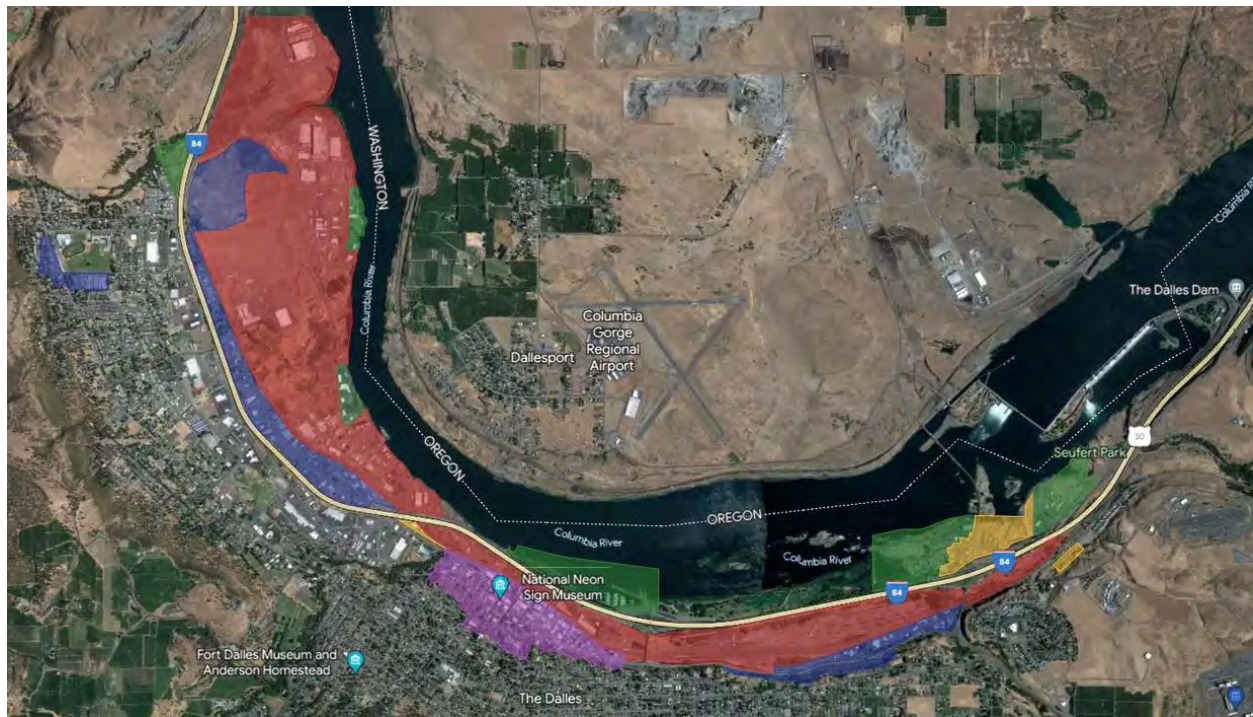


Figure X.X:

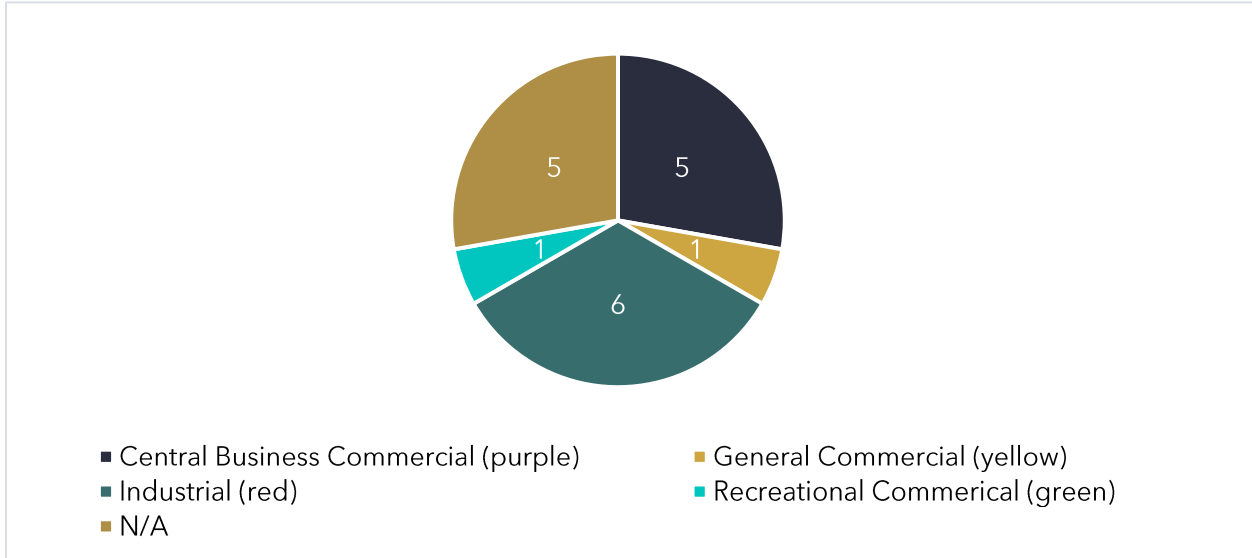


Figure X: Where is the business you represent located?

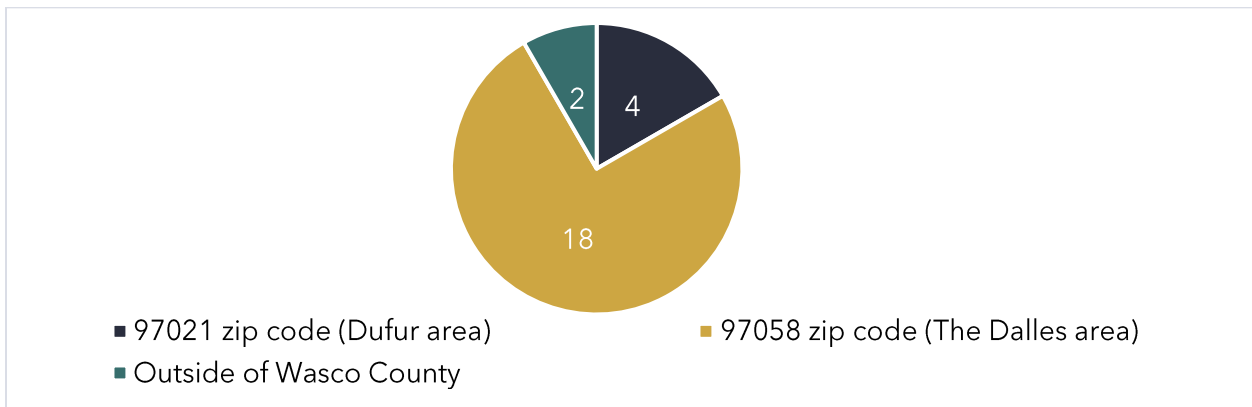
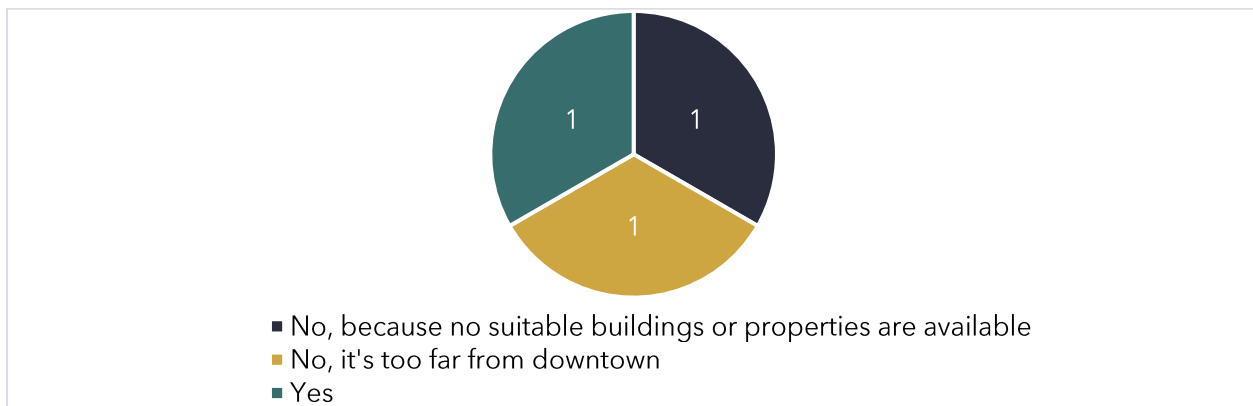


Figure X: The following are the businesses allowed in these districts 'by right.' What type of business or industry are you engaged in? (Select all that apply)



Figure X: Would it be advantageous for your business to be located closer to the Port of The Dalles?



Why would it be advantageous for your business to be located closer to the Port of The Dalles?

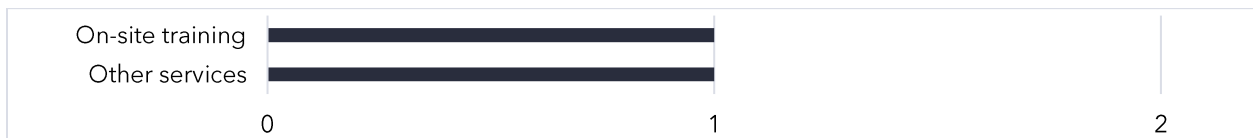


Figure X: What are the advantages of having a business located in this region? (Select all that apply)

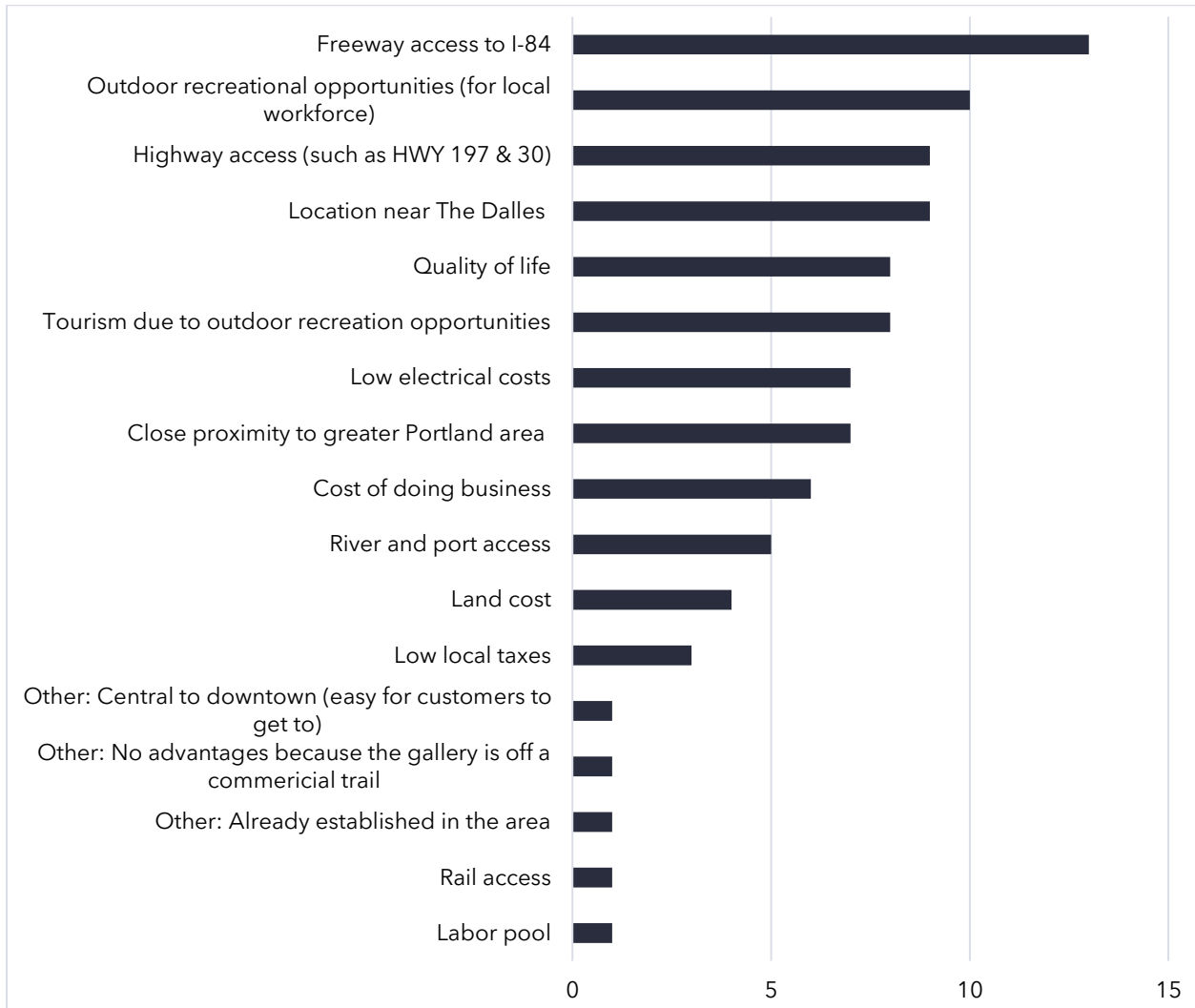


Figure X: Please describe, as best you can, your understanding of what the Port of The Dalles does as an organization:

Responses
Brings in cruise ships
Develops land for private sector job creation, particularly in industrial sectors.
Helps develop economic activity in areas near the "port"
Don't know
Land mgmt. of the port area, coordinating river traffic in and around the port
Management of the port, the port area, and business controls for area real estate
Manages the Port of The Dalles
Negotiates really sweetheart deals with Google to give away our region's water while allowing them not to pay their fair share in taxes AND letting them build giant ugly buildings on our best prime waterfront real estate that could have been better suited for tourism-oriented retail.
Oversees port property
Oversees the management and growth of the Port. Protect/ensure our regions resources.
Planning, organizing of the port
Promotes job growth
Provides industrial development to the area / boat basin, and river access
They should have developed ready sites for small business
Works to bring in businesses with new jobs
Don't know

Table X: Are there other businesses or industries within your industry or supply chain that would benefit from operating in northern Wasco County? Please explain:

Responses
Always looking to build the tourism business
Manufacturing, aviation, renewable energy, value-added agriculture.
My business is radio - so I can help a business grow if they advertise with me.
Unknown
No- I'm a beef rancher, unless you can get a cattle auction house open again then I wouldn't have to go to Madras or Hermiston to sell my calves.
Unsure

Table X: Can you think of any strategies or actions that The Port of the Dalles could utilize to help your business grow? (Open ended responses)

Responses
Advertise with my radio stations and help me grow.
Catering to the cruise ships / tourism clientele and building a strong infrastructure for tourism would be welcome.
City building requirements are so restrictive that they have stopped my development that I had planned
Get more developers started
help with signage
Keep on top of the homeless situation
No
No, keep developing all the great things you're doing
Not sure unless beautification efforts are in the port Orgs purview
Put me in contact with the cruise ships. I can NOT get any help with this.
Quit bowing down to Google
Stop giving away land to google - allow the fostering of other businesses to move in.
The port has been very supportive of our concerns and provided oversite for our future growth
Work with city, parks, college and school district to expand workforce housing capacity, which is a critical constraint on economic development.

Figure X: What types of industries would you like to see more of in the vicinity of the Port of The Dalles? (Select all that apply):

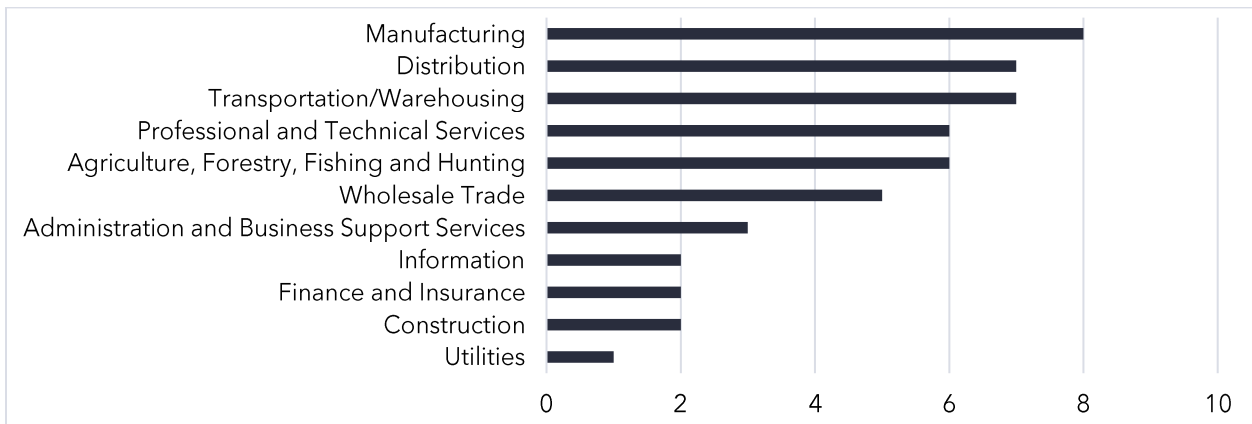


Figure X: Please rate the following statements as they relate to the strengths of the Port of The Dalles as a place to do business:

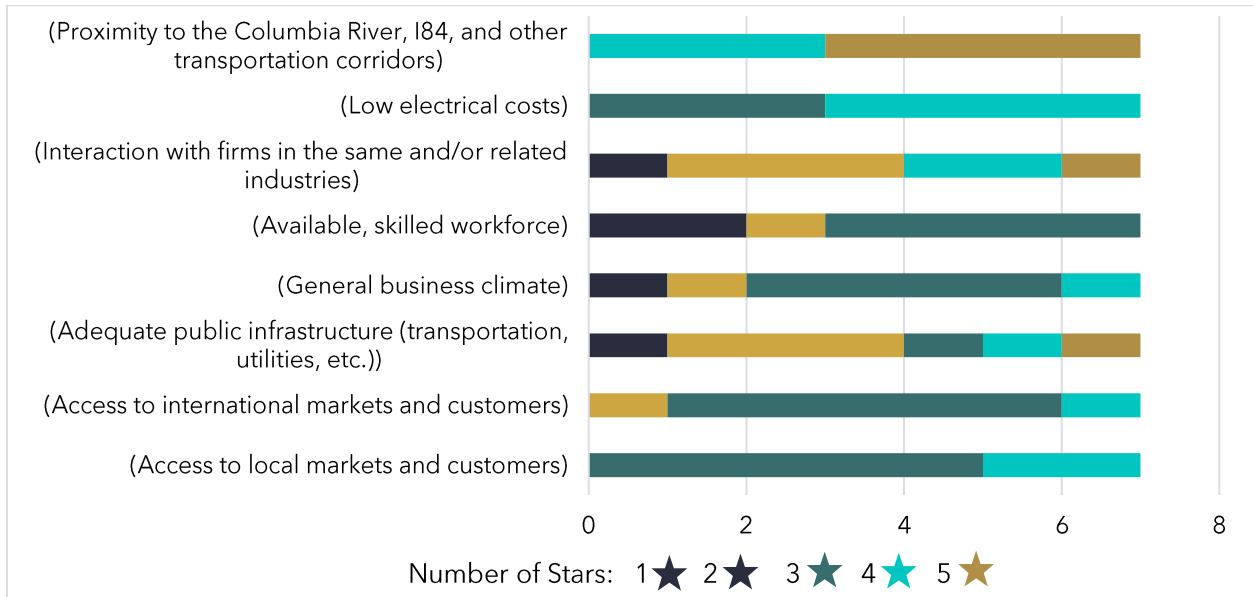
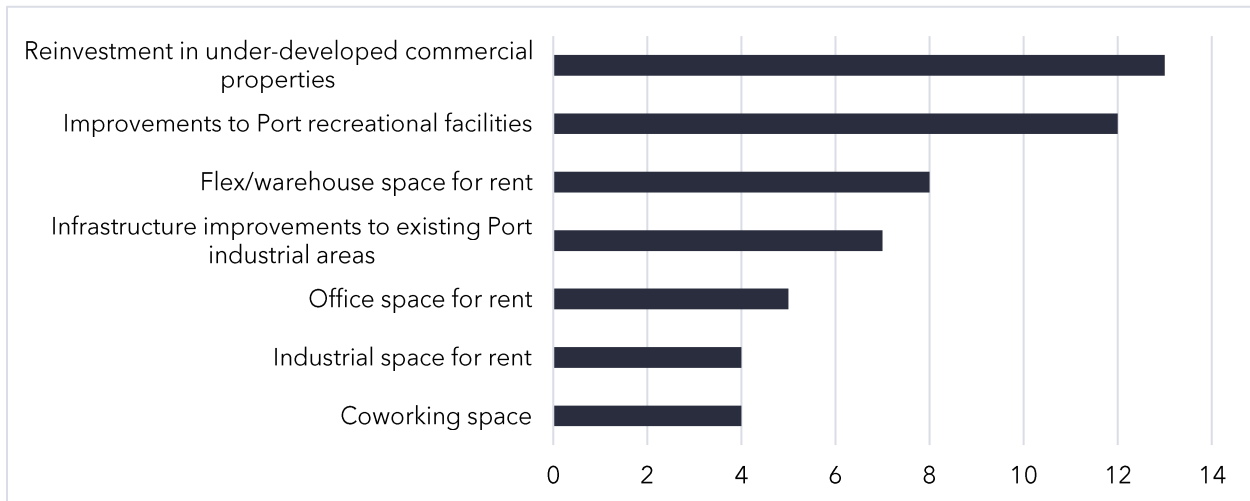


Table X: Please list the greatest barriers hindering your business growth:

Responses
Affordable housing
Away from I5
City of The Dalles
City planning/lack of development abilities
Cost of feed, fuel, supplies and maintenance to keep equipment running which I can't control.
Finding qualified people to work really want jobs and not *just checks.
Finding talented labor
I need to hire a good salesperson.
Income inequality in the United States
Keeping downtown store fronts occupied with more retail businesses.
Labor Pool
Lack of office space options
Land availability
Materials
Off the beaten track
People
We need more traffic to our website & physical location
Labor
Lack of affordable building space
Affordable child care
Demand for tourist activities
There appears to be a stuck feeling about the culture here.
The competition.
Cost of goods
Expanding in the current facility and finding affordable monies in this economic climate. Regardless of the party in office
inconsistency
Federal historic designation
Inadequate healthcare and mental health care due to a lack of a universal, government funded healthcare plan
Market price of calf sales. At mercy of the highest auction buyer price. Niche markets to private sellers are costly to run.
Keeping the city of The Dalles vibrant with park spaces, inviting walking areas with streets with beautification efforts in place

Figure X: Which of the following new business concepts would you be interested in the Port of the Dalles developing for the sake of the community? If you are unsure what the concept is, please leave your response blank. (Select all that apply):



Other responses:

Always looking to build the tourism business
Manufacturing, aviation, renewable energy, value-added agriculture.
My business is radio - so I can help a business grow if they advertise with me.
No- I'm a beef rancher, so not unless you can get a cattle auction house open again.

Table X: Are there any specific goods and services that are missing in The Dalles that you think could be successful in The Dalles?

Responses
Clothing, more variety of restaurants, local artists, a Whole Foods or Trader Joes would be amazing, Target.
Continuing diversification of family-wage jobs across all sectors.
Heated, enclosed (reticulated roof) swimming pool, bocce ball courts, mini golf, farmers market space, food hall, more diverse grocery stores, more parks, more green areas to encourage yearly festivals
Hospitality. Affordable housing
No
Recreation - there is nothing for kids and teens to do here.
Regional aircraft maintenance center/ clothing stores/ and manufacturing
Rental services for outdoor recreation. (Not talking Hood River. But we have almost nothing))
Retail especially clothing and small goods (shoes, cownetics etc.)
Retail, clothing option, there isn't much here in town, so really anything would be a great addition
We have a monopoly on grocery stores - Kroger owns both FM and Safeway. We have nothing for our youth. Pathetic we have to travel to PDX for basic needs.
We need more restaurants and pubs for tourism to thrive.
You totally missed the mark in handing off prime land to Google. You would have had much higher tax revenue by developing the area for restaurant and retail businesses.

Table X: To the best of your knowledge, what do you see as the biggest challenge for the Port of The Dalles in the next 5-10 years?

Responses
Dealing with homeless camps
Developed lots to build on
Growing houselessness due to income inequality and a poor healthcare system
Homelessness population, keeping the landscaping on the river banks under control
I would love to see the space that google occupies made a little more appealing from the drive into The Dalles off i84.
Integrating recreational and commercial/industrial areas
Making construction of facilities more affordable

Table X: To the best of your knowledge, what do you see as the biggest opportunity for the Port of The Dalles in the next 5-10 years?

Responses
Creation of build able lots
Integrating recreation in the port
Restaurants and cafés to encourage people to use walking trail
River Tail "community" development.
Tourism and raising the quality of life for The Dalles year-long residents

Table X: Please share any additional comments as it relates to business development within the Port of The Dalles, City of The Dalles, or Dufur.

Responses
Focus on what's good for your residents - not what might bring in more money for City of The Dalles. Once you figure out how to represent your residents, the residents will help take care of The City's expenses.
Helping to fix our houseless crisis and to get those that are dealing with drug addictions help to get off them
I have all the equipment to open a youth center, I just need a space. If you have any ideas please contact me - Codie 541-296-9102.
More transparency with the port
Office space for rent is the worst downtown. It would be great to have some other options. And more cute shops to get people there.
Quick licking Google's boots.
While it very important to create wage earning jobs. If we aren't careful about how we develop the spaces adjacent to the river proper, we will miss a huge opportunity for the towns ideal livability in the future. To our detriment I'm afraid.