PORT OF THE DALLES

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

PORT COMMISSION MEETING
WEDNESDAY, NOVEMBER 18, 2026, 5:30 P.M.
PORT OF THE DALLES ADMINISTRATIVE OFFICE

AGENDA

A. CALL TO ORDER

B. ROLL CALL Executive Assistant Toepke

C. PLEDGE OF ALLEGIANCE All

D. AGENDA CORRECTIONS OR ADDITIONS Executive Director Klaas

E. PUBLIC COMMENT OR QUESTION 3-minute limit per person per subject

F. COMMUNITY PARTNER PRESENTATION Dr. Kenneth Lawson, President, Columbia Gorge Community College

G. CONSENT ITEMS (Items of routine nature: minutes, documents, items previously discussed, etc.)
   1. October 14, 2026, Regular Session Meeting Minutes Executive Assistant Toepke

H. REPORTS
   1. Director's Report Executive Director Klaas
   2. Financial Report: October 2026 Bookkeeper Toepke
   3. The Dalles Community Outreach Team Executive Director Klaas
   4. Columbia Gateway Urban Renewal Agency Board Commissioner Amery
   5. Wasco County Economic Development Commission Executive Assistant Toepke No meeting, no report.

I. EXECUTIVE SESSION Pursuant to ORS 192.660(2)(e) To conduct deliberations with persons designated by the governing body to negotiate real property transactions, and pursuant to ORS 192.660(2)(h) To consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed **Media representatives are instructed not to report or disclose matters discussed in Executive Session*

J. ACTION REQUIRED FROM EXECUTIVE SESSION

K. DISCUSSION ITEMS
   1. PORT OF THE DALLES MARINA Executive Director Klaas

L. ACTION ITEMS
   1. PORT OF THE DALLES MARINA POLICIES

M. UPCOMING MEETINGS/EVENTS
   - December 9, 2026, 5:00 p.m.: Port of The Dalles Commission Meeting & Christmas Dinner

N. COMMISSION CALL

O. ADJOURN

PORT OF THE DALLES AGENDA ITEM

MEETING DATE	November 18, 2026
COMMUNITY PARTNER PRESENTATION ITEM F.)	Dr. Kenneth Lawson, President, Columbia Gorge Community College



COLUMBIA GORGE
COMMUNITY COLLEGE

OPPORTUNITY THAT STAYS HERE



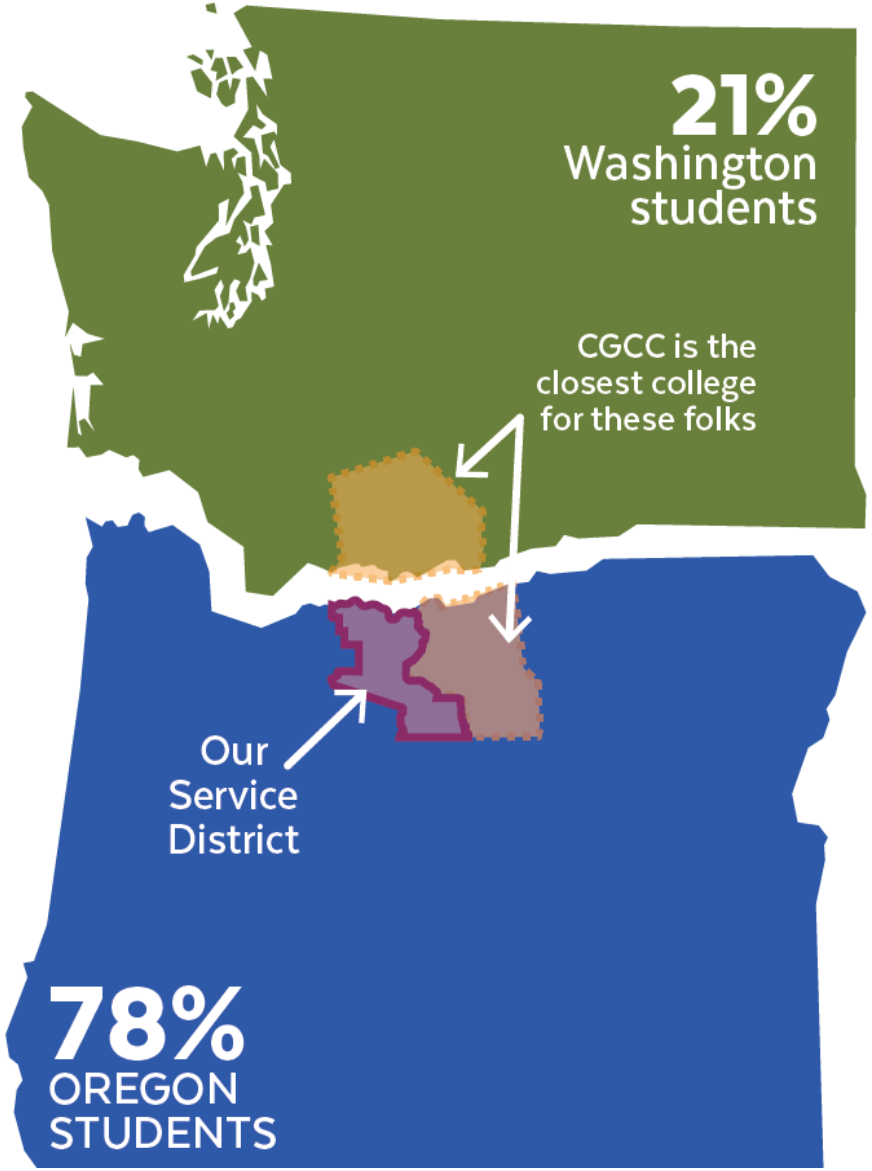




COLLEGE PRIORITIES

CGCC prioritizes educational equity by:

- ➔ Ensuring equitable access to education
- ➔ Advancing equitable student learning and educational outcomes
- ➔ Fostering economic growth, inclusive prosperity, and a thriving community



→ **$65.2 million** *added to the regional economy*

→ **830 jobs** *supported across the region*

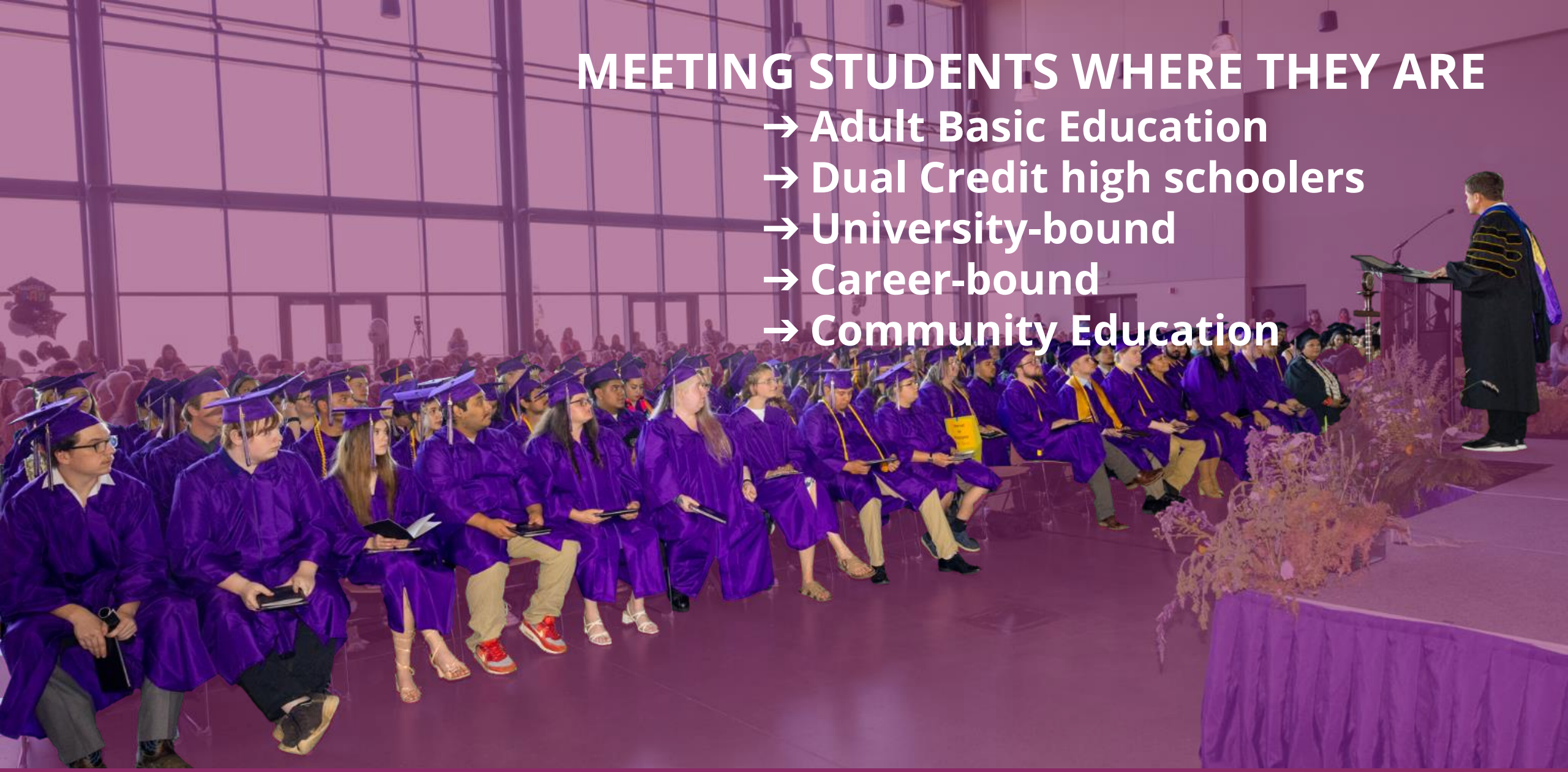
→ **$51.3 million** *from CGCC students & grads*

→ **$7,400 more** *in annual earnings for grads*



COLUMBIA GORGE COMMUNITY COLLEGE

STUDENTS ARE THE STORY



MEETING STUDENTS WHERE THEY ARE

→ Adult Basic Education
→ Dual Credit high schoolers
→ University-bound
→ Career-bound
→ Community Education

COLUMBIA GORGE COMMUNITY COLLEGE

MANY PATHS, ONE COLLEGE



Lucille Begay, GED Graduate of the Year 2026

UNLOCKING THE NEXT STEP

➔ GED/ESOL: Each year, 200-250 learners build foundational skills, complete a GED, and gain the math and English skills they need for college or careers.

COLUMBIA GORGE COMMUNITY COLLEGE

MANY PATHS, ONE COLLEGE



Jordan MacCormack, CGCC Class of 2026

GETTING AHEAD IN HIGH SCHOOL

- ➔ Dual credit options let more than 500 students per year earn college credits while still in high school.
- ➔ CGCC offers more than 20 dual-credit programs through public and private schools across Hood River, Wasco, Sherman, Klickitat, and Skamania counties.

COLUMBIA GORGE COMMUNITY COLLEGE

MANY PATHS, ONE COLLEGE



Josslyn Blue, CGCC Class of 2026

STARTING SMART CLOSE TO HOME

- ➔ About **200 students per year** come to CGCC planning to transfer to a 4-year university.
- ➔ CGCC costs less than half as much per credit as a public university for many transferable math, general education, and prerequisite courses.
- ➔ Student athletes can now stay local!

COLUMBIA GORGE COMMUNITY COLLEGE

MANY PATHS, ONE COLLEGE



Daniel Sanchez, class of 2026

CONNECTING SKILLS TO LOCAL DEMAND

➔ 100+ students per year train for skilled careers in the gorge economy and beyond.

- Electro-Mechanical Technology
- Advanced Manufacturing
- Construction
- Nursing & Health Occupations
- Aviation Maintenance
- *Integrated Agriculture & Technology*
- *Bachelor of Applied Science-Education*

COLUMBIA GORGE COMMUNITY COLLEGE

MANY PATHS, ONE COLLEGE



Kalie Brunton, CGCC alumni and instructor

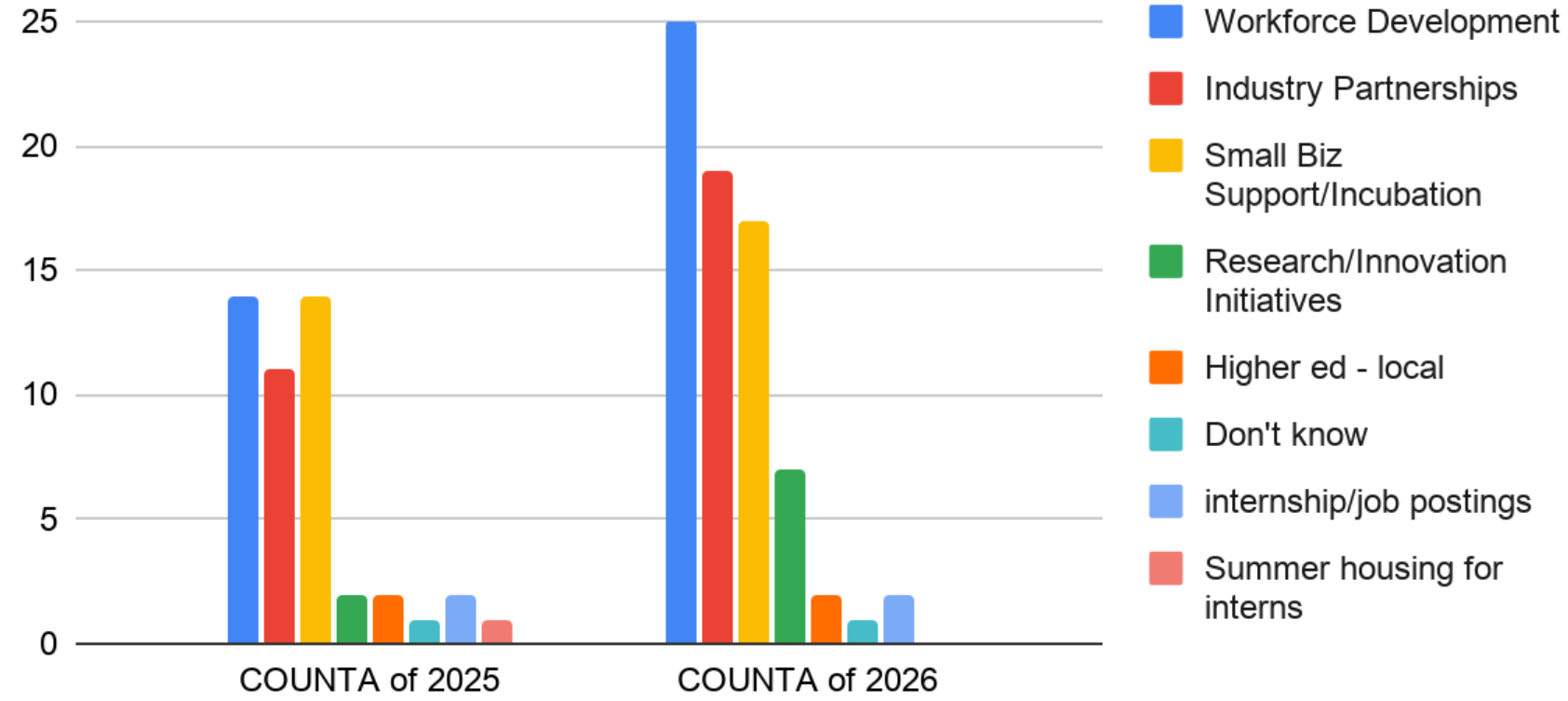
"My employment opportunities with GE and USACE were only accessible to me because of the education and skills I received here at CGCC."

*~**Kalie Brunton**, CGCC Class of 2015*
~GE Wind Technician 2016-2021
~Corps of Engineers Electrician 2021-22
~CGCC Instructor 2022-present

COLUMBIA GORGE COMMUNITY COLLEGE

MANY PATHS, ONE COLLEGE

Economic Growth





AVIATION MAINTENANCE

➔ In-demand, well-paying careers

➔ Instructors providing a needed service

Columbia Gorge Regional Skills Center



COLUMBIA GORGE
COMMUNITY COLLEGE

MANY PATHS, ONE COLLEGE







LOOKING AHEAD

IMPROVING CONNECTION

➔ Connecting students to opportunity

➔ Connecting business to talent

➔ And connecting our community to a more prosperous future

MEETING DATE November 18, 2026

CONSENT ITEM G.-1.) October 14, 2026, Regular Session Meeting Minutes Executive Assistant Toepke

PORT OF THE DALLES COMMISSION
Regular Session Meeting Minutes
Wednesday, October 14, 2026, 5:30 p.m.
Port Administrative Office
3636 Klindt Drive, The Dalles, Oregon

CALL TO ORDER The Regular Session Meeting of the Port Commissioners was called to order by *Commission President Coburn at 5:30 p.m.*

ROLL CALL Executive Assistant Toepke

- COMMISSION Staci Coburn, President; Greg Weast, Vice-President; Jill Amery, Treasurer; John Willer, Secretary; Ed DeVlaeminck, Assistant Secretary-Treasurer
- STAFF Andrea Klaas, Executive Director; Jennifer Toepke, Executive Assistant/Bookkeeper
- LEGAL Bill Dick, Attorney, Dick, Dick & Corey, LLP
- GUESTS Jacob Anderson, Economic Development Officer, City of The Dalles
-

PLEDGE OF ALLEGIANCE *Vice-President Weast*

AGENDA CORRECTIONS OR ADDITIONS *Executive Director Klaas added under Director's Report, Annex 1., an email response to Mr. Hoefer, Commodore, The Dalles Yacht Club*

PUBLIC COMMENT OR QUESTION *None*

COMMUNITY PARTNER PRESENTATION *Jacob Anderson, Economic Development Officer, City of The Dalles*
Economic Development Officer Anderson provided an overview of The Dalles' economic conditions, downtown revitalization efforts, and ongoing urban renewal projects. Key challenges include an aging housing and commercial building inventory, housing affordability, redevelopment costs, and limited available industrial land. The local economy continues to demonstrate strength, with approximately 4% annual wage growth over the past decade, supported in part by significant data center and industrial investments.

Several downtown improvement initiatives were highlighted, including the $7 million First Street Streetscaping Project, the $5 million Federal Street Plaza, brownfields assessment and cleanup efforts, and incentives for building improvements and upper-floor residential development. The proposed Basalt Commons project is expected to add 116 residential units downtown.

Additional business retention and expansion incentives are being explored, including assistance with commercial system development charges. Work is also underway with University of Oregon student interns to develop strategies for attracting and retaining downtown businesses.

With urban renewal scheduled to sunset in 2030, the focus remains on maximizing available funds to complete priority projects, encouraging private investment, and establishing a sustainable downtown economy. The importance of continued coordination between the City and Port regarding industrial land availability, infrastructure investments, business development, and long-term economic growth was also discussed.

DISCUSSION ITEMS *None*

CONSENT ITEMS *Motion to accept as presented: M/E. DeVlaeminck, S/G. Weast, Motion passed unanimously. Voted Yes: S. Coburn, G. Weast, J. Amery, J. Willer, E. DeVlaeminck Voted No: None; Abstained: None*

1. September 9, 2026, Regular Session Meeting Minutes Executive Assistant Toepke
2. September 9, 2026, Strategic Planning Workshop Minutes Executive Assistant Toepke
3. Strategic Planning Workshop Projects Executive Director Klaas

ACTION ITEMS *None*

REPORTS

1. Director's Report Executive Director Klaas *Stands as included in meeting packet, plus Executive Director Klaas highlighted the current Port property status: Lots 8, 9, 10, 25 on River Trail Way and 3801 Klindt Drive, totaling 9.13 acres are all leased, leaving lots 1, 2 & 6 totaling 6.26 acres, available for lease. All Port lots listed are still for sale. Additional property matters are scheduled for discussion in Executive Session. Northern Wasco County Parks and Recreation District have been facilitating installation of signage along the Riverfront Trail that has a QR Code providing audio guided information/stories about the history of The Dalles and Columbia River, creating an additional educational and tourism opportunity for visitors. The Port participated by installing one of the marker signs next to our wayfinding sign, located at the Riverfront Trail head on the west side of the POTD Marina Parking Lot.*
2. Financial Report: September 2026 Bookkeeper Toepke *Stands as included in meeting packet.*
3. The Dalles Community Outreach Team Executive Director Klaas *Stands as included in meeting packet, plus Executive Director Klaas highlighted the establishment of a connection with the Portland Coast Guard District during recent meetings in Vancouver, Washington, that were put on by the U.S. Department of Transportation Maritime Administration (MARAD), which are an opportunity to strengthen that relationship and support future Port projects. The collaborative efforts of the team and CFM Advocates were acknowledged, and the meeting discussion emphasized the importance of translating the Washington, D.C. meetings and site visits into meaningful follow-up assistance and tangible progress on identified projects.*
4. Columbia Gateway Urban Renewal Agency Board Commissioner Amery *Commissioner Amery commented on the great job that Mr. Anderson did on giving the Urban Renewal recap in his presentation. Adding that, Mr. Anderson is a great addition to the Urban Renewal group, bringing energy and knowledge.*
5. Wasco County Economic Development Commission Executive Assistant Toepke *No meeting, no report.*

REGULAR SESSION RECESSED AT *6:21 p.m.* & EXECUTIVE SESSION COMMENCED AT *6:21 p.m.*

EXECUTIVE SESSION Pursuant to ORS 192.660(2)(e) To conduct deliberations with persons designated by the governing body to negotiate real property transactions **Media representatives are instructed not to report or disclose matters discussed in Executive Session*

EXECUTIVE SESSION ADJOURNED AT *6:33 p.m.* & REGULAR SESSION RECONVENED AT *6:33 p.m.*

ACTION FROM EXECUTIVE SESSION *Motion directing Executive Director Klaas to work with Legal Counsel Dick on the Real Estate Purchase and Sale Agreement as presented: M/J. Willer, S/J. Amery, Motion passed unanimously. Voted Yes: S. Coburn, G. Weast, J. Amery, J. Willer, E. DeVlaeminck Voted No: None; Abstained: None*

UPCOMING MEETINGS/EVENTS *Stands as included in meeting packet, plus Executive Director Klaas added that November's meeting should have been on the 11th, but that is Veteran's Day, so accordingly the meeting was moved to the 18th. Additionally, December's meeting will be shorter, followed by Christmas Dinner.*

COMMISSION CALL None

ADJOURN There being no further business to come before the Port Commission, *the meeting adjourned at 6:36 p.m.*

PORT OF THE DALLES:

_____
Staci Coburn, President
Board of Commissioners

ATTEST:

_____
John Willer, Secretary
Board of Commissioners

DATE APPROVED: November 18, 2026
Prepared by: Executive Assistant Toepke

MEETING DATE November 18, 2026

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

Business Expansion, Retention and Recruitment

- State Lead: Project Atlas. 250+ acres of usable land for aerospace manufacturing. $500 million investment. 2000 employees.
- The Whiting-Turner Contractor Company has moved into their offices on Klindt Drive. They employ buses to move employees from site to site with parking located at the River Road data center.
- The Port, Northern Wasco County PUD (PUD), Wy'East Resource Conversation and Development Council (Wy'East RC&D) and OpConnect, are collaborating on a grant proposal for electric fleet charging to be in The Dalles. The grant application is for $4.5 million from Oregon Department of Transportation (ODOT) for medium and heavy-duty zero emission charging. The Port is not the applicant. OpConnect is applying, with Northern Wasco County PUD and Wy'East RC&D as partners. The Port would be site host at Tract B (4.41 acres) in the Columbia Gorge Industrial Center (CGIC). The Port's lease value would count as non-federal match. The Port would benefit financially through revenue share with the PUD. *Annex 1. Tract B-CGIC Plat*
    - Summary: ODOT Medium- and Heavy- Duty Charging Infrastructure Grant
        - Purpose: ODOT's Medium- and Heavy-Duty Charging Infrastructure Notice of Funding Opportunity (NOFO) will pay for public truck-scale EV charging stations along I-5 and I-84.
        - I-84 funding: The I-84 station is backed by the federal Carbon Reduction Program. Of Oregon's $82 million share for 2022–2026, ODOT set aside $4.3 million for medium- and heavy-duty refueling, enough for a single public charging station on I-84.
        - I-5 funding: The I-5 sites are funded separately through the federal Charging and Fueling Infrastructure program. ODOT's $21.1 million share of a 2024 tri-state award covers two charging stations and one hydrogen station on I-5.
        - I-84 station minimums: An October 13, 2026, NOFO revision eased the I-84 minimums to 2.5 MW of nameplate capacity (from 3.0 MW) and six ports (from eight).
- Current Port Property Status
    - Leased: Lots 8, 9, 10, 25 on River Trail Way and 3801 Klindt Drive - total 9.13 acres
    - Available: Lots 1, 2 & 6 - total 6.26 acres

Marketing & Outreach

- Executive Director Klaas presented the county-wide economic picture to the Mid-Columbia Economic Development District (MCEDD) as input to its Comprehensive Economic Development Strategy (CEDS). Jacob Anderson, Economic Development Officer for City of The Dalles, followed with the City's section. Following is a summary of the presentation included as *Annex 2. POTD on Economy, Opportunities & Challenges in Wasco County*
    - **The county:** 26,310 residents on 2,395 square miles. 59% of the land is privately owned and 64% is farmed. Population has leveled off and is aging.
    - **The economy:** 10,310 payroll jobs (does not include farm workers), led by healthcare, government and retail. Google is the largest property taxpayer paying approximately $4.8 million of a roughly $55 million tax roll, but the top ten span eight sectors: tech, utility, rail, manufacturing, ag, retail, communication, tourism. Total jobs were nearly flat over the past year.
    - **Tourism:** $110 million in visitor spending in 2025, supporting 11% of county jobs. The opportunity is turning day visitors into overnight guests.
    - **Resilience:** Six strategies were offered: house the workforce, broaden the employer base, add value to crops, train local workers, use river, rail and power assets, and plan together.
    - **The main message:** the Columbia River has powered every era of the Wasco County economy, from shipping to aluminum smelting to data centers. The next era should be broader, better housed and built to last.

- Executive Director Klaas participated in the final DEQ Rulemaking meeting related to proposed changes to stream temperature monitoring and what improvements can be made to improve water temperature.
- Port Staff met with Northern Wasco County Parks & Recreation District Executive Director Scott Baker and discussed Riverfront Trail projects, erosion along the Riverfront Trail, Klindt Cove Park improvements and The Dalles Waterfront/Riverfront Park.
- Executive Director Klaas presented at The Dalles Area Chamber of Commerce Community Affairs.
- Executive Director Klaas met with Greg Bohannon, President of 280 Earth. 280 Earth is a direct air capture (DAC) company that removes CO2 from the atmosphere using a proprietary substrate. The plant opened in May 2024 and was the first DAC in Oregon. The existing plant is designed to remove 500 tons of CO2 per year and at full build-out is estimated to be able to remove 20,000 tons per year. They are working with some other companies in Eastern Oregon to test the efficacy of injecting CO2 into the ground where it then mineralizes to calcium carbonate. Once converted to a solid the CO2 does not leak back out as gas. In a recent pilot program run by the Pacific Northwest National Laboratory CO2 was injected into a rock formation known as the Columbia River Basalt Group (the same formation as in The Dalles) and the CO2 mineralized in about two years. 280 Earth is also inviting companies interested in DAC to The Dalles to show them how the facility works and they have had interest from several industry adjacent start-ups to co-locate with 280 Earth. (280 Earth is located on River Road on what was Port Lot 24.)
- Executive Director Klaas met with Dr. Kenneth Lawson, President of Columbia Gorge Community College (CGCC), to discuss workforce, career paths and training and how the Port and CGCC can work together.

POTD Marina

- Public Boat Launch Ramp
  - Fishing: The Northern Pikeminnow Sport-Reward Program is finished for the 2026 season. All station totals for the season are not yet published.
    - The #1 ranked angler in 2026 caught 16,116 fish for a total reward of $165,100. Two of those fish had external tags. The angler in second place caught 8,474 fish, so just a little more than half that of the amount caught by the first-place angler.
    - Season highlights from 'The Dalles Boat Basin' station:
      - One externally tagged Pikeminnow was turned in over the summer for a payout of $500.00
      - The highest number of fish turned in during the last week: 1,096 NPM/30 anglers
  - Public Restrooms: The restrooms closed for the season earlier this month; accordingly, a portable toilet was installed in the parking lot for the winter.
- Transient Guest Moorage
  - The water lines and Boat Pumpout/Dump Station were closed for the season and winterized.
- Annual Moorage
  - Concessionaire, The Dalles Marina, LLC, winterized for the season.

Best Practices: Beginning this month, this section will include a short topic of Best Practices on effective board governance, drawn from special district guidance to support the Commission's work.

- **Topic:** The Board sets policy; Staff carries it out
  A special district board governs. It decides what the district will do and why, and staff decides how. Special Districts Association of Oregon's (SDAO) Board Member Handbook SDAO Special Districts Board Member Handbook puts it this way: "Generally, the board is the policy making body" (Chapter 2, p. 4), while staff implements policy and administers the district.
  - Key principles from SDAO guidance:
    - **The board acts as a body.** A commissioner has no authority apart from the board and cannot act alone unless the board delegates it. Direction to staff comes from a vote of the Commission, not from individual members.
    - **Administration belongs with staff.** SDAO recommends handing most administrative work to trained staff, especially complex tasks such as hiring, firing and contracting.
    - **Stay out of daily operations.** SDAO's model Board Duties and Responsibilities policy says no member may interfere with or engage in district operations without prior board approval. That includes personnel, maintenance, administration and enforcement of facility rules.
    - **Involvement in operations carries risk.** The handbook urges caution with administrative power because of liability, workers' compensation and staff morale concerns.

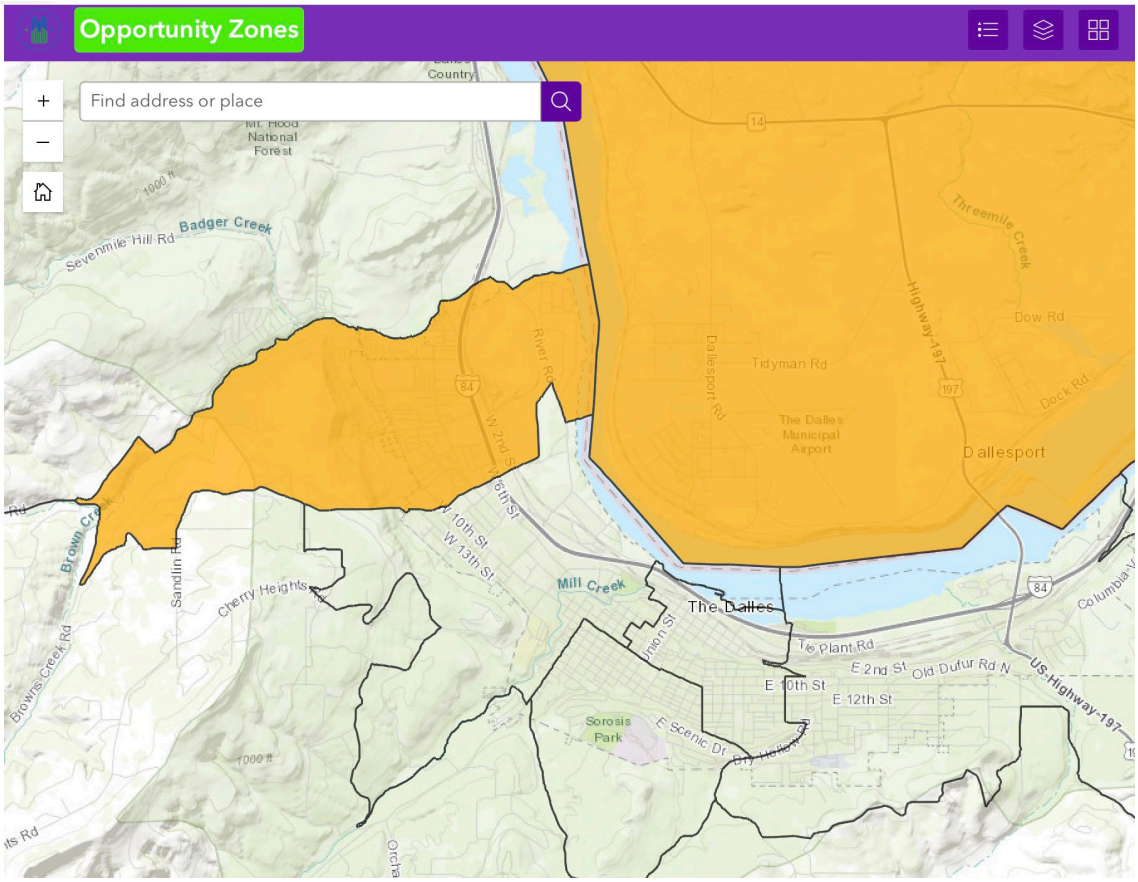
        - **Staff recommends, the board decides.** Staff brings analysis and options. The board chooses the direction.
    - A simple test for any agenda item:
        - Is the question "what outcome do we want and why?" That is the board's question - Setting policy
        - Is it "how, who, when, or which vendor?" This is staff's job - implementation

Topic	Commission decides (policy)	Staff develops (implementation)
Industrial land	Whether to acquire more land, and what types of sites to prioritize	Identifying parcels, negotiating terms, due diligence
Leases	The lease rate policy	Negotiating with tenants, drafting leases, managing renewals
Business recruitment	Which industries or job types the Port wants to attract	Outreach, responding to leads, site tours, proposals
Budget	Spending priorities and adoption of the annual budget	Preparing the budget, tracking expenses, paying bills
Personnel	Hiring and evaluating the Executive Director	Hiring, supervising and evaluating all other staff
Purchasing	The procurement rules and spending thresholds	Getting quotes, selecting vendors within the rules, managing contracts
Capital projects	Whether to build, the budget and the intended outcome	Design, bidding, contractor oversight, schedule

Other

- Port Staff completed the Special Districts Association of Oregon (SDAO) Best practices survey. By completing SDAO required policy and training requirements each year the Port receives 10% credit on its insurance renewal premium. Some examples from this year's survey: attend a regional training, be a member of the Oregon Public Ports Association, complete a public meeting checklist (meeting notice, ADA accessible, written minutes), board members have completed public meeting law training, etc.
    - Annually there is a conference in Portland called the Oregon Business Plan Leadership Summit which is taking place December 7th. If you would like to attend, we will get you registered.
        - From their published agenda:
            - Oregon's economic outlook has weakened. Job growth has stalled. Population growth has slowed. Public institutions are under growing fiscal pressure. And Oregon is competing harder than ever for workers, employers, and investment. The state needs modest, deliberate growth to sustain its workforce, tax base, public services, and opportunity.
            - In just two years, Oregon's projected 2050 population fell by 531,000 people. ***Oregon's Choice: A Roadmap for Renewal*** lays out a path to change that trajectory.
            - For most of the past half century, Oregon could assume growth and focus on managing its consequences. That era has ended. The work now is to make Oregon a place where people, employers, and investment choose to stay and grow.
            - **Oregon's Choice** outlines five pressures — and a path forward:
                - Rebalance the tax system.
                - Get Oregon students back on track.
                - Reduce catastrophic wildfire risk.
                - Turn housing policy into housing.
                - Modernize the rules that shape the economy.
            - Link for more details: 2026 Leadership Summit

- US Department of Housing and Urban Development Opportunity Zone (HUD):
  - HUD just released the newly nominated census tracts for Opportunity Zone 2.0. Following is a map showing the area in The Dalles that now qualifies as an Opportunity Zone.
  - New investments in Opportunity Zones (OZ) may be eligible for preferential tax incentives.
  - How this could benefit The Dalles:
    - **Housing:** OZ capital most often goes into multifamily housing.
    - **Reuse of older buildings:** The 50% rehab rule suits downtown and older commercial or industrial properties.
    - **Business investment:** Funds can invest in operating businesses in the zone, not just real estate, which supports recruitment and expansion.
    - **Lodging and visitor projects:** Hotels and mixed-use projects are eligible.
    - **A recruiting tool:** The rural 30% benefit is triple the standard one, which gives The Dalles an edge over urban zones when pitching developers.
    - **Stacking:** OZ equity can be combined with urban renewal, enterprise zone and grant funding to close gaps on projects.



- Oregon Business and Industry November 9, 2026, summary of the state of Oregon's economy:
  - **Oregon Falls Two Places in Annual Tax Competitiveness Index**
  - **Continued decline:** The nonpartisan Tax Foundation released its annual State Tax Competitiveness Index on Nov. 5, and Oregon continued its multi-year decline. The state's overall ranking for tax competitiveness fell two places, to 37th, and its rankings fell in three of the five subcategories that contribute to the overall ranking. Oregon's rankings remained the same in the other two. Oregon's overall tax competitiveness ranking has dropped a staggering 29 places since 2020, when the state ranked eighth.
  - **Category rankings:** The Tax Foundation ranks states in five subcategories. Oregon's rankings dropped for individual income taxes (44th), property taxes (32nd) and unemployment insurance taxes (43rd) and remained the same for corporate taxes (49th) and sales taxes (4th).
  - **Competitive disadvantages:** The Tax Foundation identified several factors contributing to Oregon's low rankings, including a complex individual income tax system whose brackets are not fully indexed

for inflation, exceptionally high-income tax rates in Portland, an overly complex corporate tax system that combines corporate income and gross receipts taxes, and an estate tax with the lowest exemption threshold among states with such taxes. Oregon's property tax burden relative to personal income is also fairly high and exceeds those in neighboring states California and Washington.
    - **Other rankings and data:** The precipitous decline in Oregon's overall ranking coincides with its performance in CNBC's annual America's Top States for Business rankings. Oregon's CNBC ranking dropped from 18th in 2022 to 42nd in 2026. Since 2020, Oregon's inflation adjusted median household income has declined, and its economy has grown more slowly than the national average. And for six straight years, beginning in 2020, employment growth has trailed the national average.
- Street Parking on Klindt Drive
    - City of The Dalles Public Works reached out to the Port about installing No Parking signs on Klindt Drive. There is a lot of vehicle and truck activity on both Klindt and Steelhead Way which is causing traffic issues at times. To start, there will be No Parking Between Signs located between the RV dump station and the north corner where Klindt and Steelhead meet, then No Parking on this Block for the entirety of Steelhead Way.
- Wasco County was asked to submit comments to the Columbia River Gorge Commission (CRGC) related to update work that CRGC is undertaking. Director Howsley-Glover reached out to the Port for our input. Her response to the CRGC is included in this packet *Annex 3. CRGC Economic Vitality Committee Questions*
- Project: Replant of Illegal Tree Cut on Port Property adjacent to the Riverfront Trail near Klindt Cove Park, The Dalles *Morelli Restitution*
    - Stands as reported in October's meeting packet.
- Executive Assistant Toepke attended the Pacific Coast Congress (PCC) Fall Leadership Conference 2026 held at the Port of Everett
    - **Conference Overview**
        - The Pacific Coast Congress (PCC) Fall Leadership Conference, titled *Transformation Through Leadership*, was held in Everett, Washington. The conference provided an opportunity to learn about the Port of Everett's organizational transformation, waterfront redevelopment, economic development strategies, and leadership experiences.
        - Everett was once viewed as a declining industrial community, historically associated with its pulp mills. Through significant investment and strategic waterfront redevelopment by Port of Everett, the waterfront has been transformed into an economic, recreational, and residential destination.
    - **Port of Everett – Key Projects and Investments**
        - The Port of Everett operates three primary business lines: seaport operations, real estate, and marina operations. Its marina is recognized as the largest public marina on the West Coast, with the North Marina slips accommodating vessels up to 150 feet and a total boat moorage slips exceeds 2,000.
        - Significant highlights include:
            - Approximately $180 million invested in the marina.
            - Construction of a new fuel dock and continued dredging and infrastructure improvements.
            - 65 commercial leases
            - Port staff increased to 90+ employees
            - 35 seasonal employees are hired
            - Approximately 300 housing units planned to be built by a private investor
            - Established restaurants, retail, and office development
        - Major waterfront developments include the Millwright District, featuring office space and housing, and Restaurant Row, which has become an important component of the revitalized waterfront. The Millwright District incorporates the area's industrial history through street names recognizing historic trades and occupations.
        - Restaurant Row was originally envisioned as a privately funded project; however, financial feasibility challenges led the Port to consider an alternative ground-lease arrangement.

- **Leadership and Development Lessons**
  - Conference discussions focused on the decisions and leadership strategies that helped move Everett's redevelopment forward. Key takeaways included:
    - **Staff and Commission Roles:** Redevelopment was staff-led, with the Commission providing policy direction and oversight while remaining informed of project progress.
    - **Financial Responsibility:** Commissioners initially expressed reluctance to construct buildings without approximately 80% of the space leased, demonstrating a cautious approach to financial risk.
    - **Community Relationships:** Successful development requires maintaining relationships with tenants, business partners, recreational users, and the public.
    - **Balanced Development:** The Port has worked to balance maritime and commercial operations with housing, restaurants, retail, and recreational opportunities.
    - **Organizational Capacity:** Hiring, employee retention, leadership, and having the right people in the right positions were emphasized as important factors in organizational success.
- The conference also included a guided waterfront tour featuring the marina, Fisherman's Harbor, Waterfront Place, Restaurant Row, the Millwright District, and the shipping terminal.
- **Additional Opportunities**
  - The Port of Everett's Maritime Training Center was highlighted as an example of workforce development through programming for high school students interested in maritime careers. This model may provide ideas for partnerships between local schools, employers, and port-related industries.
- **Relevance to Port of The Dalles**
  - The Port of Everett's experience demonstrates how strategic investment, strong leadership, public-private partnerships, and long-term planning can help transform a community's economic identity.
  - For Port of The Dalles, several lessons are particularly relevant, including the importance of diversifying revenue sources, evaluating financially sustainable economic development opportunities, maintaining strong partner and community relationships.
  - Everett's transformation illustrates that waterfront development can serve as a catalyst for broader community revitalization when approached as part of a balanced long-term vision.

PORT OF THE DALLES AGENDA ITEM

MEETING DATE November 18, 2026

REPORT ITEM H.-2.) Financial Report: October 2026 Bookkeeper Toepke

October 2026

- Savings Accounts
  - Oregon State Treasury Short Term Fund's interest rate rose to 4.11%
  - First Interstate Bank Money Market's interest rate increased to 3.94%

- Profit & Loss Budget vs Actual Reports by Fund
  - Line items are as expected for the 4th month of FY 2026-2027

- Uncommon Income & Expense
  - None

Cash Basis

PORT OF THE DALLES
Balance Sheet by Class
As of October 31, 2026

	General Fund	Marina Fund	Port Development Fund	Unclassified	TOTAL
ASSETS					
Current Assets					
Checking/Savings					
FIB Checking					
General Fund	24,208.24	0.00	0.00	0.00	24,208.24
Marina Fund	0.00	1,275.11	0.00	0.00	1,275.11
Port Development Fund	0.00	0.00	10,137.90	0.00	10,137.90
Total FIB Checking	24,208.24	1,275.11	10,137.90	0.00	35,621.25
FIB Money Market					
General Fund	21,828.95	0.00	0.00	0.00	21,828.95
Marina Fund	0.00	1,152.42	0.00	0.00	1,152.42
Port Development Fund	0.00	0.00	5,679.83	0.00	5,679.83
Total FIB Money Market	21,828.95	1,152.42	5,679.83	0.00	28,661.20
LGIP					
General Fund	1,897,461.18	0.00	0.00	0.00	1,897,461.18
Marina Fund	0.00	64,573.83	0.00	0.00	64,573.83
Port Development Fund	0.00	0.00	5,906,629.27	0.00	5,906,629.27
Total LGIP	1,897,461.18	64,573.83	5,906,629.27	0.00	7,868,664.28
Petty Cash	66.28	28.48	55.24	0.00	150.00
Total Checking/Savings	1,943,564.65	67,029.84	5,922,502.24	0.00	7,933,096.73
Total Current Assets	1,943,564.65	67,029.84	5,922,502.24	0.00	7,933,096.73
TOTAL ASSETS	1,943,564.65	67,029.84	5,922,502.24	0.00	7,933,096.73
LIABILITIES & EQUITY					
Liabilities					
Current Liabilities					
Other Current Liabilities					
Payroll Liabilities	-192.58	0.00	0.00	0.00	-192.58
Total Other Current Liabilities	-192.58	0.00	0.00	0.00	-192.58
Total Current Liabilities	-192.58	0.00	0.00	0.00	-192.58
Total Liabilities	-192.58	0.00	0.00	0.00	-192.58

Cash Basis

PORT OF THE DALLES

Balance Sheet by Class

As of October 31, 2026

	General Fund	Marina Fund	Port Development Fund	Unclassified	TOTAL
Equity					
Unrestricted Net Assets	1,683,639.21	66,148.03	6,247,092.56	0.00	7,996,879.80
Net Income	260,118.02	881.81	-324,590.32	0.00	-63,590.49
Total Equity	1,943,757.23	67,029.84	5,922,502.24	0.00	7,933,289.31
TOTAL LIABILITIES & EQUITY	1,943,564.65	67,029.84	5,922,502.24	0.00	7,933,096.73

PORT OF THE DALLES

Profit & Loss Budget vs. Actual-GENERAL FUND

July through October 2026

	Jul - Oct 26	Budget	% of Budget
Ordinary Income/Expense			
Income			
Beginning Fund Balance	0.00	1,597,882.00	0.0%
Interest from Earnings	26,218.73	55,926.00	46.88%
Other Resources			
Fire Emergency-Insurance/Other	0.00	507,301.00	0.0%
Grants	0.00	1,644,000.00	0.0%
Launch Ramp & Transient Moorage	1,140.00	4,000.00	28.5%
Leased Land & Facilities	78,228.33	150,000.00	52.15%
Loan Repayments	0.00	0.00	0.0%
Other Income-Uncategorized	16,022.32	20,000.00	80.11%
Total Other Resources	95,390.65	2,325,301.00	4.1%
Previously Levied Taxes	6,486.61	7,000.00	92.67%
Property Taxes	3,963.53	476,196.00	0.83%
Transfer from Other Funds			
Port Development Fund	300,000.00	300,000.00	100.0%
Total Transfer from Other Funds	300,000.00	300,000.00	100.0%
Total Income	432,059.52	4,762,305.00	9.07%
Gross Profit	432,059.52	4,762,305.00	9.07%
Expense			
Capital Outlay			
Facilities & Equipment	0.00	250,000.00	0.0%
Launch Ramp & Transient Moorage	0.00	1,500,000.00	0.0%
Total Capital Outlay	0.00	1,750,000.00	0.0%
Material & Services			
Accounting & Audit	0.00	15,000.00	0.0%
Contracted Services	8,363.95	85,000.00	9.84%
Dues & Memberships			
Bank Fees	208.63	0.00	100.0%
Dues & Memberships - Other	8,163.21	50,000.00	16.33%
Total Dues & Memberships	8,371.84	50,000.00	16.74%
Insurance-Property & Liability	0.00	45,000.00	0.0%
Launch Ramp & Transient Moorage	14,853.71	75,000.00	19.81%
Legal	3,438.60	20,000.00	17.19%
Maintenance-Supplies & Services	2,603.19	20,000.00	13.02%
Office Supplies & Equipment	937.17	50,000.00	1.87%
Travel, Education & Meetings	3,382.68	40,000.00	8.46%
Utilities	4,913.16	20,000.00	24.57%
Total Material & Services	46,864.30	420,000.00	11.16%

Cash Basis

PORT OF THE DALLES
Profit & Loss Budget vs. Actual-GENERAL FUND
July through October 2026

	Jul - Oct 26	Budget	% of Budget
Personal Services			
Taxes & Benefits			
Insurance	24,481.73	0.00	100.0%
Payroll Tax Expense	7,357.15	0.00	100.0%
PERS	12,603.21	0.00	100.0%
Taxes & Benefits - Other	300.00	175,000.00	0.17%
Total Taxes & Benefits	44,742.09	175,000.00	25.57%
Wages & Salaries	80,335.11	350,000.00	22.95%
Total Personal Services	125,077.20	525,000.00	23.82%
Transfers & Contingency			
General Operating Contingency	0.00	100,000.00	0.0%
Transfer to Other Funds			
Port Development Fund	0.00	1,000,000.00	0.0%
Total Transfer to Other Funds	0.00	1,000,000.00	0.0%
Total Transfers & Contingency	0.00	1,100,000.00	0.0%
Total Expense	171,941.50	3,795,000.00	4.53%
Net Ordinary Income	260,118.02	967,305.00	26.89%
Net Income	260,118.02	967,305.00	26.89%

Cash Basis

PORT OF THE DALLES
Profit & Loss Budget vs. Actual-MARINA FUND
July through October 2026

	Jul - Oct 26	Budget	% of Budget
Ordinary Income/Expense			
Income			
Beginning Fund Balance	0.00	65,689.00	0.0%
Interest from Earnings	881.81	2,299.00	38.36%
Other Resources			
Fire Emergency-Insurance/Other	0.00	507,301.00	0.0%
Total Other Resources	0.00	507,301.00	0.0%
Total Income	881.81	575,289.00	0.15%
Gross Profit	881.81	575,289.00	0.15%
Expense			
Capital Outlay			
Fire Emergency	0.00	0.00	0.0%
Infrastructure Improvements	0.00	0.00	0.0%
Total Capital Outlay	0.00	0.00	0.0%
Debt Service	0.00	0.00	0.0%
Material & Services			
Contracted Services	0.00	60,000.00	0.0%
Total Material & Services	0.00	60,000.00	0.0%
Transfers & Contingency			
General Operating Contingency	0.00	0.00	0.0%
Transfer to Other Funds			
General Fund	0.00	507,301.00	0.0%
Total Transfer to Other Funds	0.00	507,301.00	0.0%
Total Transfers & Contingency	0.00	507,301.00	0.0%
Total Expense	0.00	567,301.00	0.0%
Net Ordinary Income	881.81	7,988.00	11.04%
Net Income	881.81	7,988.00	11.04%

PORT OF THE DALLES

Profit & Loss Budget vs. Actual-PORT DEVELOPMENT FUND

July through October 2026

	Jul - Oct 26	Budget	% of Budget
Ordinary Income/Expense			
Income			
Beginning Fund Balance	0.00	6,216,205.00	0.0%
Interest from Earnings	81,170.63	217,567.00	37.31%
Other Resources			
Grants	0.00	2,000,000.00	0.0%
Land Sales & Contract Interest			
V&G	0.00	0.00	0.0%
Land Sales & Contract Interest - Other	0.00	1,500,000.00	0.0%
Total Land Sales & Contract Interest	0.00	1,500,000.00	0.0%
Loan Repayments			
City of Dufur			
Interest	979.12		
Principal	3,907.43		
City of Dufur - Other	0.00	19,546.00	0.0%
Total City of Dufur	4,886.55	19,546.00	25.0%
Total Loan Repayments	4,886.55	19,546.00	25.0%
Other Income-Uncategorized	111.22	2,000,000.00	0.01%
Total Other Resources	4,997.77	5,519,546.00	0.09%
Transfer from Other Funds			
General Fund	0.00	1,000,000.00	0.0%
Total Transfer from Other Funds	0.00	1,000,000.00	0.0%
Total Income	86,168.40	12,953,318.00	0.67%
Gross Profit	86,168.40	12,953,318.00	0.67%
Expense			
Capital Outlay			
Land Acquis, Develop & Improve	0.00	8,000,000.00	0.0%
Total Capital Outlay	0.00	8,000,000.00	0.0%
Debt Service	0.00	0.00	0.0%
Material & Services			
Accounting & Audit	0.00	15,000.00	0.0%
Contracted Services	99,449.76	500,000.00	19.89%
Land Sale Costs	300.00	150,000.00	0.2%
Legal	456.00	10,000.00	4.56%
Travel, Market Promo & Meetings	10,552.96	25,000.00	42.21%
Total Material & Services	110,758.72	700,000.00	15.82%
Special Payments			
Other Partnership Projects	0.00	2,000,000.00	0.0%
Total Special Payments	0.00	2,000,000.00	0.0%

Cash Basis

PORT OF THE DALLES

Profit & Loss Budget vs. Actual-PORT DEVELOPMENT FUND

July through October 2026

	Jul - Oct 26	Budget	% of Budget
Transfers & Contingency			
General Operating Contingency	0.00	200,000.00	0.0%
Transfer to Other Funds			
General Fund	300,000.00	300,000.00	100.0%
Total Transfer to Other Funds	300,000.00	300,000.00	100.0%
Total Transfers & Contingency	300,000.00	500,000.00	60.0%
Total Expense	410,758.72	11,200,000.00	3.67%
Net Ordinary Income	-324,590.32	1,753,318.00	-18.51%
Net Income	-324,590.32	1,753,318.00	-18.51%

MEETING DATE November 18, 2026

REPORT ITEM H.-3.) The Dalles Community Outreach Team Executive Director Klaas

The Community Outreach Team met and were joined by the CFM Advocates team. Several of the projects that were brought forward to Washington, D.C. have some movement. Based on the outcome of the mid-term elections, some strategies will require adjustment.

CFM provides D.C. insight to their clients. Here is a summary of their Federal post-election report.

December 11 funding deadline

- Congress returns next week facing a December 11 deadline to fund the government.
- Some Democrats want to use the negotiations to restrict funding for U.S. combat operations in Iran. Leaders have not decided whether to make that a formal condition.
- Republicans control both chambers through December, so a hard line raises shutdown risk without necessarily changing policy.
- A prolonged stalemate could disrupt agency operations and delay federal awards and reimbursements.
- Rep. Rosa DeLauro (D-CT) and Sen. Patty Murray (D-WA) are expected to chair the Appropriations Committees next year.

Democratic agenda starting in January

- Sen. Chuck Schumer, the incoming Majority Leader, says the economic focus will be health care, housing, childcare, energy costs and tariff effects.
- Democrats will set the House floor agenda, chair committees, and oversee Senate confirmations.
- Appropriations is likely their most practical tool, with recurring chances to protect programs and redirect resources.
- Major legislation still needs 60 Senate votes and faces a possible presidential veto.
- Narrower bipartisan deals remain possible on health care costs, housing and infrastructure.

Filibuster debate

- Progressive groups are pressing Democrats to reconsider the legislative filibuster.
- Sen. Elizabeth Warren suggests using budget reconciliation for tax and spending items, and floor votes first on everything else before considering rule changes.
- Schumer has not committed to changing the rules, and caucus support is unclear.
- Some members worry a future Republican majority would use the same power.

Oversight

- Democrats plan more scrutiny of the administration. Impeaching the president is not an opening priority.
- Rep. Jamie Raskin, expected to chair House Judiciary, has emphasized following the evidence.
- Rep. Thomas Massie (R-KY) has introduced eight articles of impeachment against Defense Secretary Pete Hegseth. The allegations have not been adjudicated, and Democrats have not decided whether to support the effort.

State results

- Democrats flipped roughly a dozen state legislative chambers and broke several Republican trifectas.
- They are expected to hold at least 28 governorships.
- The gains give the party more authority over health care, taxes, energy, voting policy and state infrastructure spending.

Bottom line

- Democrats will control the agenda but may lack the votes to enact it.
- How they handle the December deadline will signal their approach for the next two years.

MEETING DATE November 18, 2026

DISCUSSION ITEM K.-1.) Port of The Dalles Marina Executive Director Klaas

POTD Marina Policy 1

Marina Finances: Which Direction?

Question for the Commission: Should the Port receive revenue from the POTD Marina's annual moorage operations be deposited in the Marina Fund?

Where things stand

	Before the concessionaire agreement (2016)	**Today**
Annual moorage revenue to the Port	Port received Marina annual moorage revenue	Concessionaire keeps 100%; Port receives $1 per month
Reserve for improvements	About $30,000 per year after all expenses	None. Roughly $300,000 not reserved over ten years
Who pays when the Port spends on the marina	Marina annual moorage revenue	General Fund or Port Development Fund
Owner's risk (liability, aging docks)	Port	Port, including critical or unsafe conditions under the Sixth Amendment

Why decide now

- **The current concessionaire agreement ends June 30, 2027,** with no further extensions. A new arrangement must be in place by July 1, 2027.
- **Major costs are ahead.** Pile verification, interim safety measures, repairs and eventual dock replacement (see Policies 2 and 3).
- Current Concession 6th Amendment places the burden of major repairs on the Port.
- **Consistency.** Every other Port business unit is expected to break even. The marina is not set up to.

This is not about the POTD Marina's annual moorage concessionaire

The Port values its current relationship with the concessionaire. The question is how the agreement is structured, not how the Marina's annual moorage is run.

Options staff would evaluate

Option	How revenue reaches the Port
A. New concession agreement with a revenue share	Operator remits a percentage of gross annual moorage revenue
B. Port-managed, with a contracted manager	Port collects all revenue and pays the manager a fee for service
C. Competitive solicitation	Base payment plus percentage, set through competition
D. Master lease of the annual moorage area	Fixed annual rent, possibly with capital duties for the operator
E. Public partner co-management	Varies; for example, with City of The Dalles or Northern Wasco County Parks & Recreation District

POTD Marina Policy 1

Proposed Motion: I move that the Commission adopt as policy that Port of The Dalles shall receive revenue from the Marina's annual moorage operations, to be deposited in the Marina Fund, and direct staff to return with management options and a recommendation.

Background for POTD Marina Policies 2 and 3

Marina Condition: Where Things Stand

The 2026 Facilities Condition Assessment Report rated each part of the marina on the American Society of Civil Engineers' six-step scale. The marina overall is **Fair**. The steel guide piles are **Poor**.

Rating (best to worst)	What it means	Repair priority	POTD Marina
Good	No visible damage, or minor damage only	None needed	Gangways and abutments
Satisfactory	Limited minor to moderate defects	None needed	Transient guest moorage dock
Fair	Sound, with minor to moderate deterioration; capacity not significantly reduced	Low	**A, B and C Docks; utilities; boat ramp; overall**

Poor	Advanced deterioration over widespread areas; capacity not yet significantly reduced	Moderate urgency	**Steel guide piles (all docks)**
Serious	Capacity may be significantly reduced; local failures possible	High priority	—
Critical	Localized failures have occurred; wider failures possible or likely	Very high priority	—

The weakest links

- **Floats.** Newer float sections were attached to the ends of older docks when the marina was reconfigured. The oldest sections have about **10 years** of remaining life, and each dock is only as reliable as its oldest section.
- **Steel guide piles.** Significant underwater corrosion and section loss, even on piles installed in 2004.
- **No repair program.** The Port has no plan for routine repairs and no sinking fund to pay for them.

Wind load findings (draft, November 2026)

Engineers' findings

The guide piles on A, B and C Docks may fail at about 50 mph. The building code design wind speed for The Dalles is 98 mph.

- **Why:** boathouse walls catch the wind like sails, and each dock relies on four or five guide piles to hold them.
- **Conservative estimates** were used for pile size, wall thickness and soils. Field measurements will confirm or refine the result.
- **The Poor rating and the wind finding measure different things.** The rating describes what inspectors saw; the wind evaluation tests whether the piles can hold the boathouses in a severe storm.

Engineers' recommendations – action needed:

- verify the piles immediately
- reduce the load or strengthen the docks by limiting boathouse size, removing boathouses, or adding or upgrading pilings

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POTD Marina Policy 2

Safety and Verification

Question for the Commission: The engineers' draft findings indicate the guide piles may not hold the boathouses in a severe windstorm. Should the Port prohibit new, enlarged or larger replacement boathouses until the guide piles are verified by a licensed engineer to hold the structures moored to them?

Proposed direction

Policy: Public safety comes first at POTD Marina. Until the guide piles are verified to hold the structures moored to them, no boathouse may be added to the marina, enlarged, or replaced with a larger structure.

Interim safety measures under consideration

To be confirmed with the engineers, Port legal counsel and the Port's insurer:

- No occupancy of A, B or C Docks during National Weather Service wind advisories or high wind warnings

- Replace trailer-hitch boathouse connections, tighten hardware and repair pile guides
- Inspect after every major wind event
- Emergency response plan, owner contact list and dock utility shutoff procedure

Questions for Commission guidance

- **Engineers' recommended actions.** Which should staff study: limiting boathouse size, removing boathouses, adding or upgrading piles, or a combination?
- **Who pays.** If piles must be added or upgraded to hold the boathouses, should the cost fall on the owners whose structures create the load, the Port, grants, or a combination?
- **Sales.** When a boathouse is sold, may it remain in the marina at its current size?
- **Funding.** How should the Port fund verification and interim safety work before the next budget cycle?

Staff Work if Adopted: Staff shall obtain verified pile and soils data for Docks A, B and C and complete the wind load evaluation, and shall take interim safety measures as staff, Port legal counsel and the Port's insurer, find appropriate until the evaluation is complete.

POTD Marina Policy 2

Proposed Motion: I move that the Commission adopt as policy that public safety comes first at the marina, and that until a licensed engineer verifies that the guide piles can safely hold the structures moored to them, no boathouse may be added to the marina, enlarged, or replaced with a larger structure.

POTD Marina Policy 3

Plan for POTD Marina's Future

Question for the Commission: Should the Port prepare a long-term plan for the marina as part of the waterfront redevelopment plan?

Proposed policy

The Port shall prepare a long-term plan for the marina including the moorage basin, boat launch, restrooms and parking area that addresses the remaining life of the infrastructure, the basin layout, permitted uses, lease rates and terms, and the marina's role in the waterfront redevelopment plan, and shall bring that plan to the Commission for adoption.

Paired with a reaffirmation of what is already in place, so the planning period doesn't invite new building: the existing building moratorium and overnight-stay limits remain in effect until a marina plan is adopted. The marina is a recreational boating facility, not a residential one.

Background

- The POTD Marina includes the moorage basin (43 boathouses, annual boat moorage and 13 transient guest moorage slips), a public boat launch, public restrooms and a large parking area. The site is zoned CR – Recreational Commercial.
- Many boathouses have grown from boat garages into two-story structures with residential-style fixtures. No one lives at the marina full time, and leases limit overnight stays.
- The docks and utilities were not designed for the water, sewer and wind loads these structures now place on them, and the basin layout grew piecemeal rather than by design.
- Lease rates don't reflect the size of these structures or their load on Port infrastructure. All leases are one-year terms.
- The oldest dock sections have about 10 years of remaining life. Design, permitting and funding a replacement can take 3 to 5 years, so planning must start now.

Questions for Commission guidance

1. **Purpose.** What is the POTD Marina for? Public recreational boating, private moorage, a tourism and waterfront anchor, a revenue source — and which comes first? (If the Port were building a marina in this basin today, what would it build?)

2. **Facility type.** Should staff study a redesigned basin built for boats, a reconfigured basin that keeps boathouses within size limits, or replacement in the current layout?
3. **Investment.** Is the Commission willing to invest Port, grant or borrowed money to rebuild the marina? Or should moorage users fund the moorage, with public money reserved for the public launch, restrooms and parking?
4. **Rates.** Should rates reflect the size of each structure and its burden on Port infrastructure, not just slip length?
5. **Public side.** Should the Port invest in the public boat launch, restrooms and parking area, including space for food trucks and concessions?
6. **Waterfront fit.** Should the marina's future be decided as part of the Rock Fort to Lone Pine waterfront redevelopment plan with City of The Dalles and Northern Wasco County Parks & Recreation District?
7. **Maintenance and reserves.** Should the Port establish a routine repair program and a reserve fund for the marina?

What "modern marina" means here: a basin purposefully designed for its intended use, with a planned layout and slip mix, new docks with utility chase ways designed for their loads, and a layout that ties the moorage to the launch, restrooms, parking and Riverfront Trail.

Staff work if adopted: a boathouse inventory; a feasibility study comparing two or three basin futures on cost, revenue and timeline; a concept and cost for the launch, restrooms and a concession area and a draft marina plan for adoption.

POTD Marina Policy 3

Proposed Motion: I move the Commission adopt as policy that the Port shall prepare a long-term plan for the marina, including the moorage basin, public boat launch, restrooms and parking area, as part of the waterfront redevelopment plan, to be brought to the Commission for adoption; and that the existing building moratorium and overnight-stay limits remain in effect until that plan is adopted.

MEETING DATE November 18, 2026

ACTION ITEM L.-1.) Port of The Dalles Marina Policies Executive Director Klaas

POTD Marina Policy 1

Proposed Motion: I move that the Commission adopt as policy that Port of The Dalles shall receive revenue from the Marina's annual moorage operations, to be deposited in the Marina Fund, and direct staff to return with management options and a recommendation.

POTD Marina Policy 2

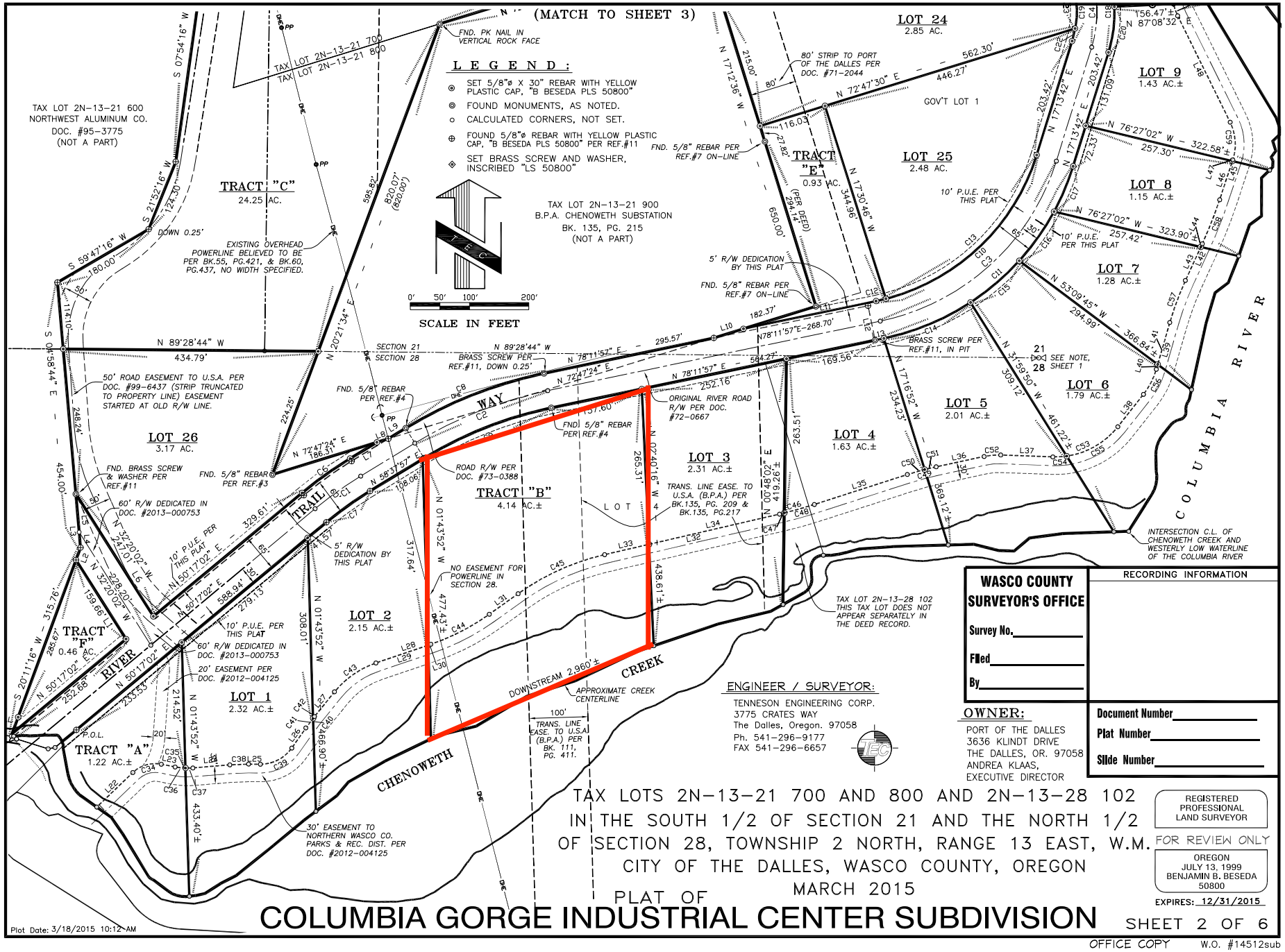
Proposed Motion: I move that the Commission adopt as policy that public safety comes first at the marina, and that until a licensed engineer verifies that the guide piles can safely hold the structures moored to them, no boathouse may be added to the marina, enlarged, or replaced with a larger structure.

POTD Marina Policy 3

Proposed Motion: I move the Commission adopt as policy that the Port shall prepare a long-term plan for the marina, including the moorage basin, public boat launch, restrooms and parking area, as part of the waterfront redevelopment plan, to be brought to the Commission for adoption; and that the existing building moratorium and overnight-stay limits remain in effect until that plan is adopted.

MEETING DATE November 18, 2026

- *Annex 1. Tract B-CGIC Plat*
- *Annex 2. POTD on Economy, Opportunities & Challenges in Wasco County*
- *Annex 3. CRGC Economic Vitality Committee Questions*



TAX LOTS 2N-13-21 700 AND 800 AND 2N-13-28 102
IN THE SOUTH 1/2 OF SECTION 21 AND THE NORTH 1/2
OF SECTION 28, TOWNSHIP 2 NORTH, RANGE 13 EAST, W.M.
CITY OF THE DALLES, WASCO COUNTY, OREGON
MARCH 2015

PLAT OF

COLUMBIA GORGE INDUSTRIAL CENTER SUBDIVISION

SHEET 2 OF 6

OFFICE COPY W.O. #14512sub

ECONOMY · OPPORTUNITIES · CHALLENGES

WASCO COUNTY

River, rail, farms and fiber: where we've been and where we're headed

MCEDD Comprehensive Economic Development Strategy • October 2026

Andrea Klaas · Executive Director, Port of The Dalles

WASCO COUNTY AT A GLANCE

2,395
square miles — 1.5× Rhode Island

26,310
residents (2025 estimate)

11
people per square mile

6
incorporated cities

64%
of the county's land is farmed

59%
of the land is privately owned

Sources: U.S. Census Bureau; USDA 2022 Census of Agriculture; USDA NRCS

WHO OWNS THE LAND?



Private

902,669 acres of farms, ranches, homes and businesses

Tribal

387,113 acres, mostly the Warm Springs Reservation

Public

Forest Service (12%), plus BLM, Corps, state and BPA

Only about 1 in 8 acres is state or federal land.

Source: USDA Natural Resources Conservation Service, Wasco County profile

FARM COUNTRY

ACRES IN FARMS

978,577

Mostly rangeland and dryland wheat

458
farms

2,137
acres, average farm

$138M
farm sales, up 47%

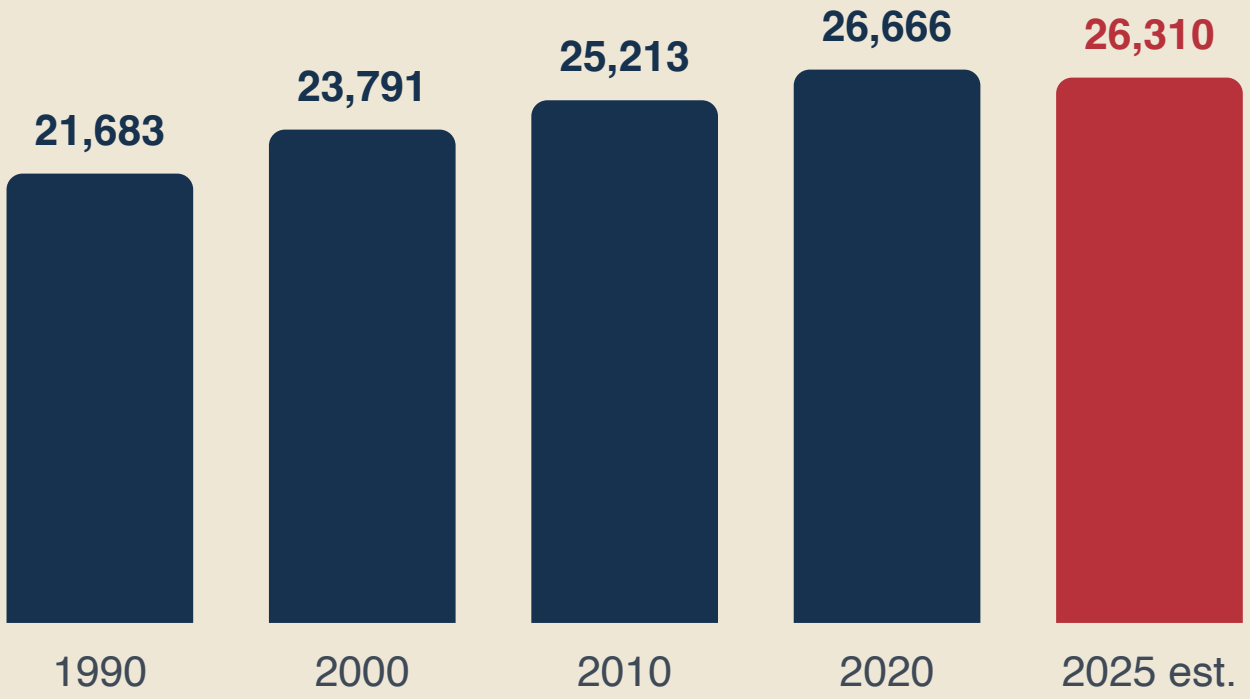
2%
irrigated, growing the fruit

#1 in Oregon for sweet cherries

#5 in Oregon for wheat

Sources: USDA 2022 Census of Agriculture (sales change 2017–2022); USDA NRCS; Oregon Farm Bureau

OUR PEOPLE: STEADY GROWTH, NOW LEVELING OFF



–1.3% change since the 2020 Census

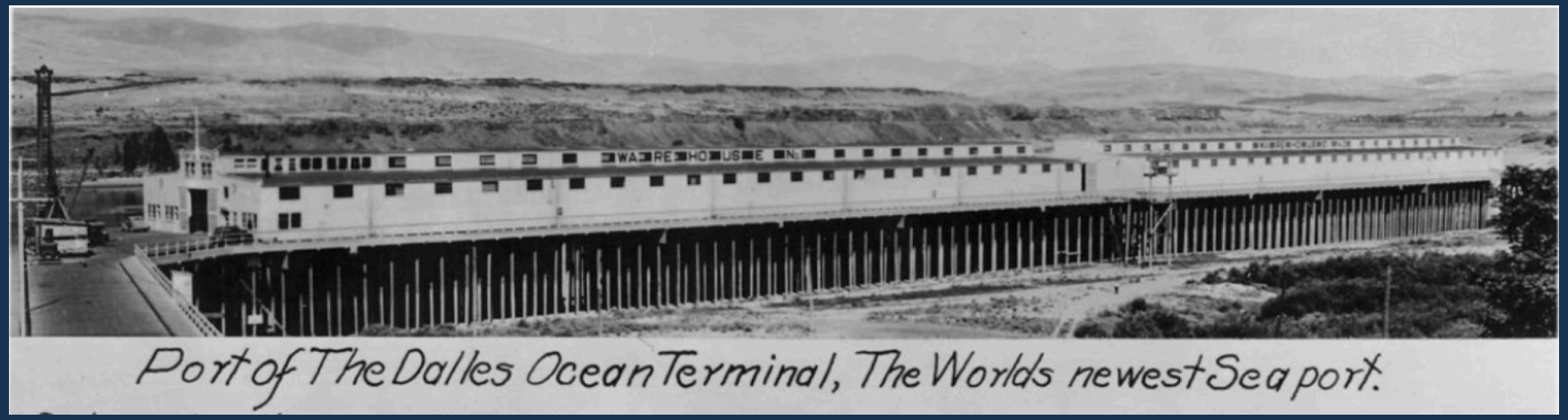
22% of residents are 65 or older

22% of residents are Hispanic

Sources: U.S. Census Bureau decennial counts and 2025 estimate; PSU Population Research Center

FROM RIVER TRADE TO DATA CENTERS

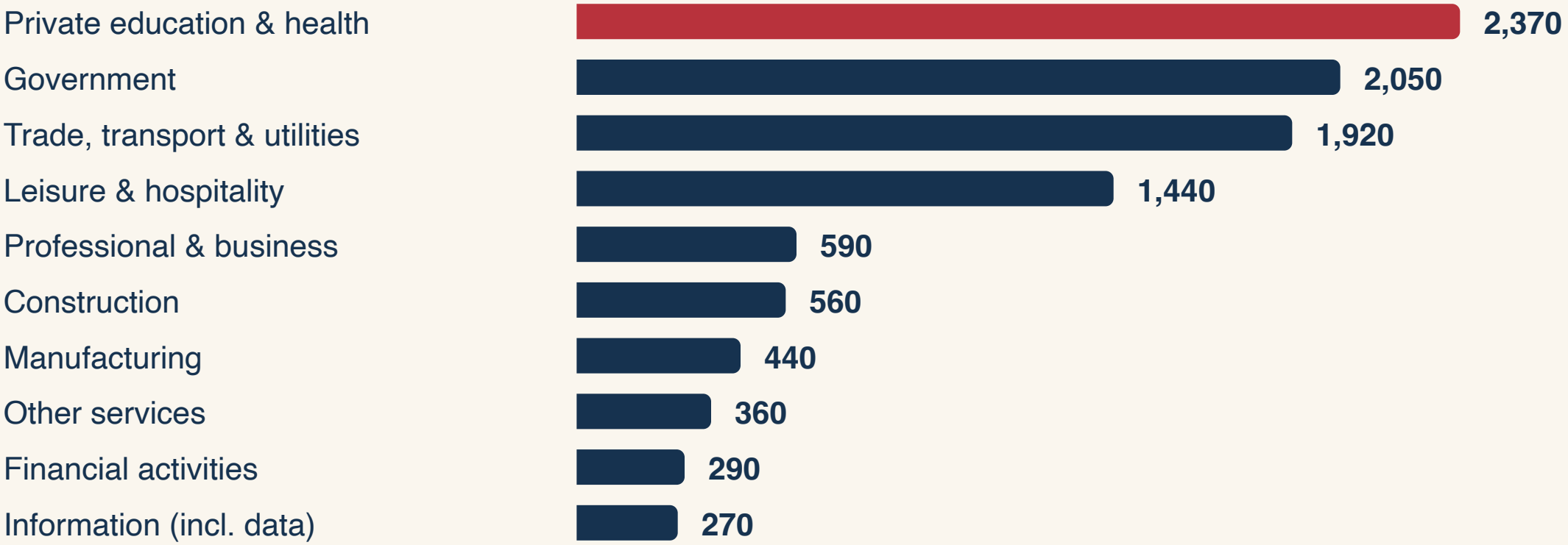
1933	1957	1958	1970	2000	2006
Port founded, wharf built. Bonneville Dam authorized	**The Dalles Dam.** Cheap power; Celilo Falls lost	**Aluminum smelter.** Heavy industry arrives	**Celilo Converter.** Our power reaches L.A.	**Smelter closes.** End of the aluminum era	**Google arrives.** Its first company-built data center



The constants: wheat, cattle, orchards and the Columbia River. The river's power has fueled every era.

WHERE WASCO COUNTY WORKS

10,310 payroll jobs by sector, August 2026 (excludes farm work)



Source: Oregon Employment Department, Employment in the Columbia Gorge, August 2026 (nonfarm payroll, by place of work)

OUR TOP 10 TAXPAYERS TELL OUR STORY

#1 · TECHNOLOGY

Design LLC (Google)

$3.01M

#2 · TECHNOLOGY

Google LLC

$1.81M

#3 · UTILITY

Northern Wasco County PUD

$1.15M

#4 · RAIL

Union Pacific Railroad

$0.87M

#5 · MANUFACTURING

Hydro Extrusion USA

$0.59M

#6 · RAIL

BNSF Railway

$0.48M

#7 · AGRICULTURE

Oregon Cherry Growers

$0.37M

#8 · RETAIL

Fred Meyer The Dalles

$0.29M

#9 · TELECOM

Lumen Technologies

$0.26M

#10 · TOURISM

American Cruise Lines

$0.24M

Source: Wasco County Assessor, Top Taxpayers for Tax Year 2025, ranked by taxes billed

WHAT'S GROWING, WHAT'S SHRINKING

Jobs, August 2025 to August 2026 · Total: **+50 jobs (+0.5%)**

GROWING

Construction	**+150**
Education & health care	**+70**
Professional & business	**+40**
Government	**+20**

SHRINKING

Leisure & hospitality	**–90**
Trade, transport & utilities	**–70**
Manufacturing	**–40**
Mining, logging & other	**–40**

Longer view: farm sales up 47% (2017–2022) · tourism earnings at a record $54.4M (2025)

Sources: Oregon Employment Department, Aug. 2026 (seasonally adjusted, over the year); USDA Census of Agriculture; Dean Runyan Associates

WASCO COUNTY TOURISM BY THE NUMBERS, 2025

$110M
in travel spending in the county

1,750
jobs supported by visitors

11%
of all jobs in Wasco County

$54M
in earnings, a record high

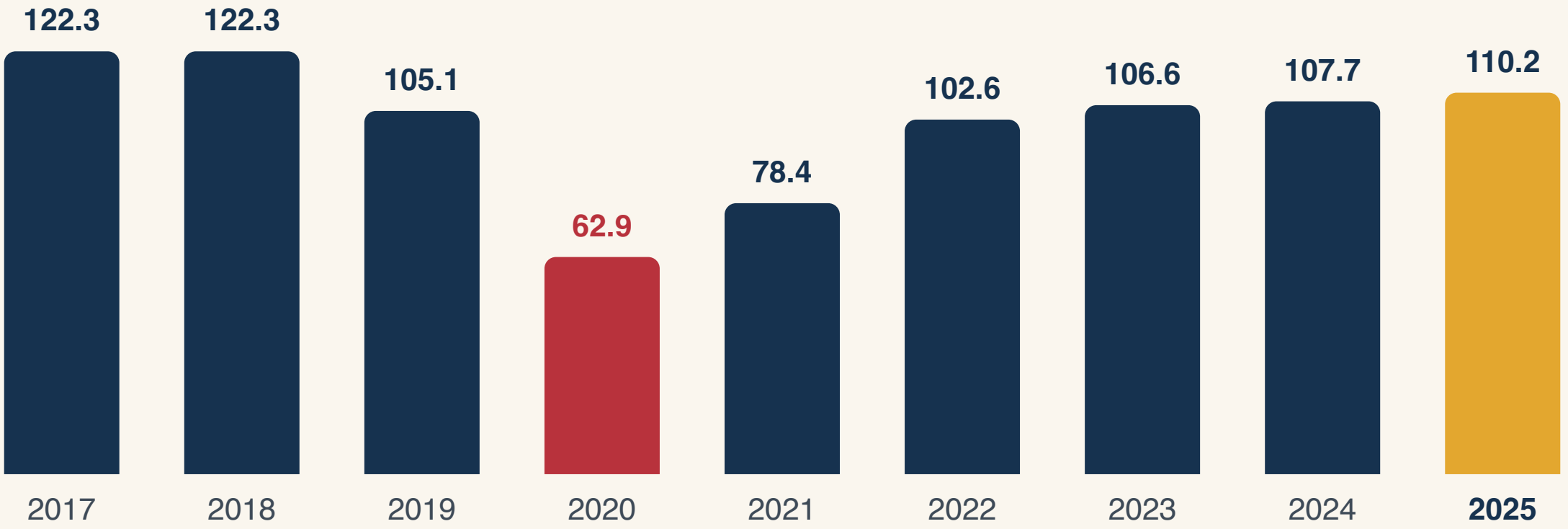
$6.0M
in state and local taxes

+11%
more people here on an average day

Source: Dean Runyan Associates for Travel Oregon, The Economic Impact of Travel in Oregon, 2025

VISITOR SPENDING IS BACK ABOVE 2019

Total travel spending in Wasco County, $ millions



Source: Dean Runyan Associates for Travel Oregon, 2025 (2020 = pandemic low)

SHOULD TOURISM BE A BIGGER DRIVER?

Yes — as one leg of the stool, not the foundation.

$36.5M

comes from day trips — about a third of visitor spending

$1.9M

in local travel taxes, flat for four years while spending grew

75%

of overnight spending goes to hotels, motels and rentals

The opportunity: turn day-trippers and I-84 pass-through traffic into overnight guests.

Source: Dean Runyan Associates for Travel Oregon, 2025

BUILDING A MORE RESILIENT WASCO COUNTY

House the workforce

Jobs go unfilled when workers can’t find a place to live.

Broaden the base

Recruit suppliers and new employers so no single sector carries the load.

Add value to crops

Packing, processing and cold storage keep more of each harvest here.

Train our own

Data center, health care and trades training with Columbia Gorge Community College.

River, rail, power

Logistics and energy businesses fit the assets we already have.

Plan together

One strategy with the cities, the County, Warm Springs and Gorge neighbors.

SHIPPING → SMELTING → SERVERS → WHAT'S NEXT?

THE RIVER HAS POWERED EVERY ERA OF OUR ECONOMY.

Our job now: make the next era broader, better housed and built to last.

Thank you · Andrea Klaas, Port of The Dalles

THE DALLES

Housing, Economic Opportunity & Infrastructure

MCEDD Comprehensive Economic Development Strategy (CEDS) Meeting

Jacob Anderson • Economic Development Officer

Discussion presentation • October 2026

Three connected growth questions

01

Housing

Can supply meet community needs?

02

Employment land

Can suitable sites support the next generation of jobs?

03

Infrastructure

How do major users affect capacity, investment, and rates?

Housing demand is substantial

~500

New units projected over 20 years

116

Basalt Commons • market-rate

76

Chenowith Loop • affordable

192 units across the two highlighted projects

That is roughly 38% of the 20-year projected need, if all units are completed and counted toward that need.

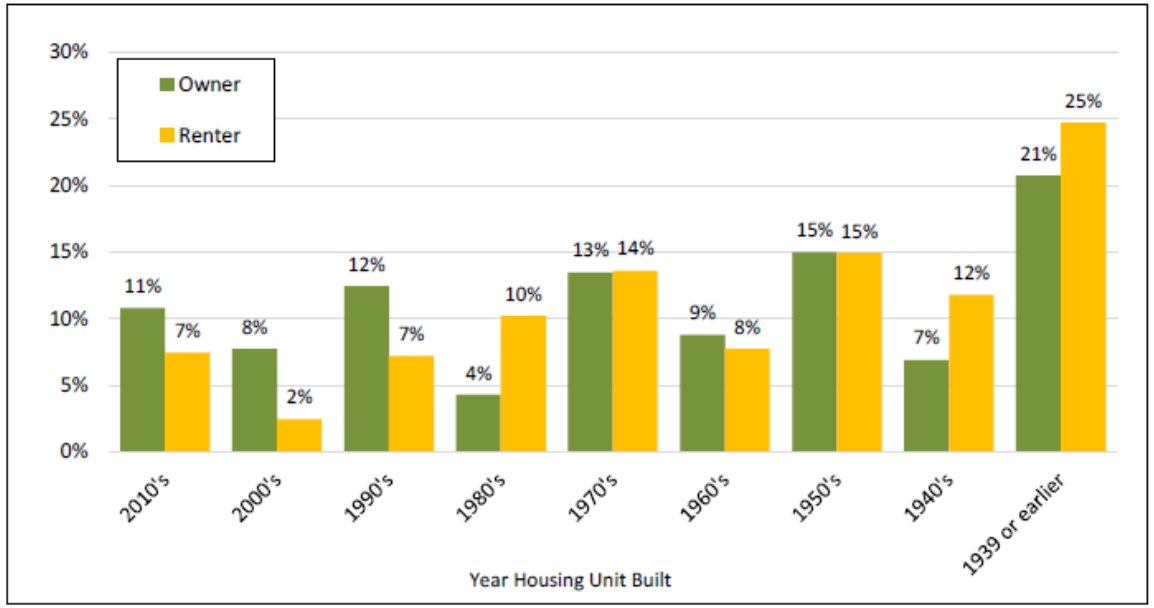
CEDS question • What infrastructure and financing constraints could delay delivery?

Older housing stock creates reinvestment needs

E. Age of Housing Stock

The Dalles' housing stock reflects the pattern of settlement in the area. Nearly 85% of the housing stock is pre-1990 with the remainder being post-1990. 45% of the housing stock dates from the 1950's or earlier. The following figure shows that owner-occupied households are somewhat more likely to live in newer housing on average, and renter households in older housing.

Figure 2.5: Age of Units for Owners and Renters



SOURCE: US Census
Census Tables: B25036 (2021 ACS 5-year Estimates)

~85%

of housing predates 1990

The source also reports 45% built in the 1950s or earlier.

Affordable housing is a regional asset

526

Subsidized units in The Dalles

537

Subsidized units in Wasco County

~98%

County total located in The Dalles

G. Publicly Assisted Housing

The Dalles has an estimated 526 affordable housing units according to Oregon Housing and Community Development (OHCS).

The 526 affordable units in The Dalles represent 98% of the 537 affordable units in Wasco County. In comparison, Hood River County offers 412 affordable units, and Umatilla County features 1,701 affordable units.

Figure 2.8: Subsidized Housing Units in The Dalles, and Comparison Communities

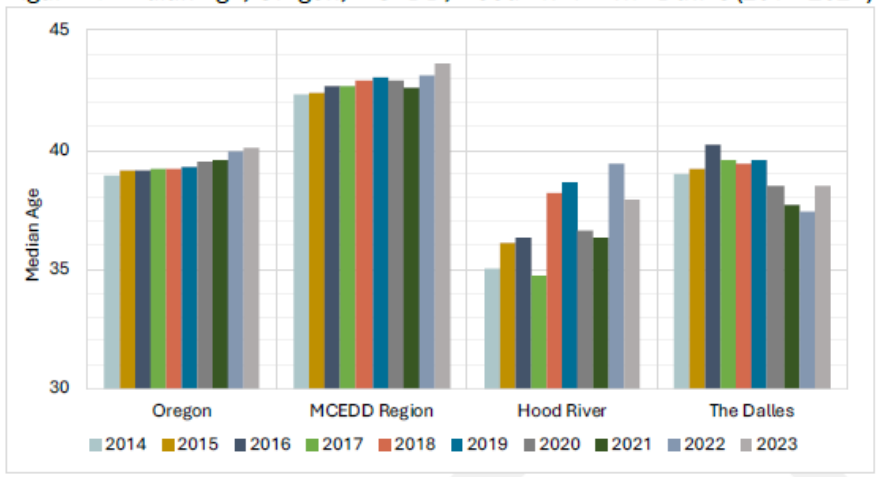
Geography	Subsidized Units
The Dalles	526
Wasco County (Total)	537
Hood River City	373
Hood River County (Total)	412
Umatilla County (Total)	1,701

Sources: Oregon Housing and Community Services

Workforce access and housing affordability are linked. CEDS implementation needs to account for both unit production and preservation.

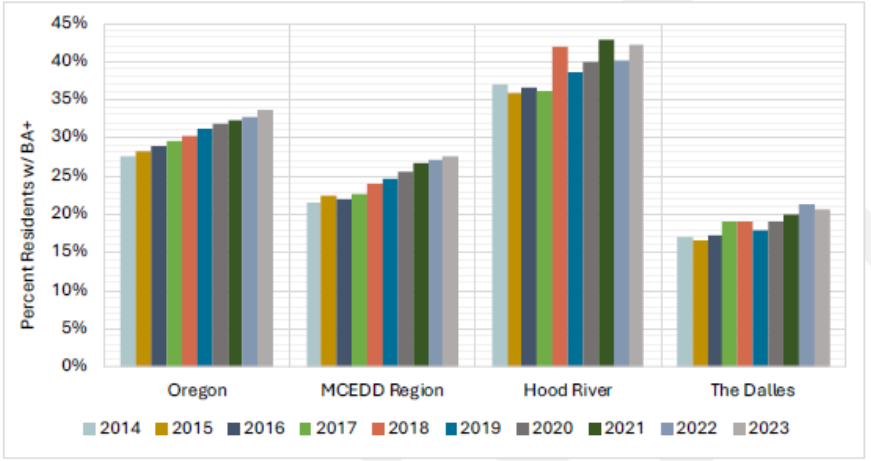
A changing workforce and economy

Figure 9: Median Age, Oregon, MCEDD, Hood River & The Dalles (*2014-2023*)



MCEDD Region Counties: Sherman, Wasco, Hood River, Klickitat and Skamania
U.S. Census Bureau, American Community Survey (ACS) 5-Year Estimates

Figure 16: Educational Attainment, Oregon, MCEDD Region, Hood River & The Dalles (*2014-2023*)



Source: U.S. Census Bureau, ACS 5-Year Estimates

Economic development depends on workforce availability, skills, and housing choices—not just available land.

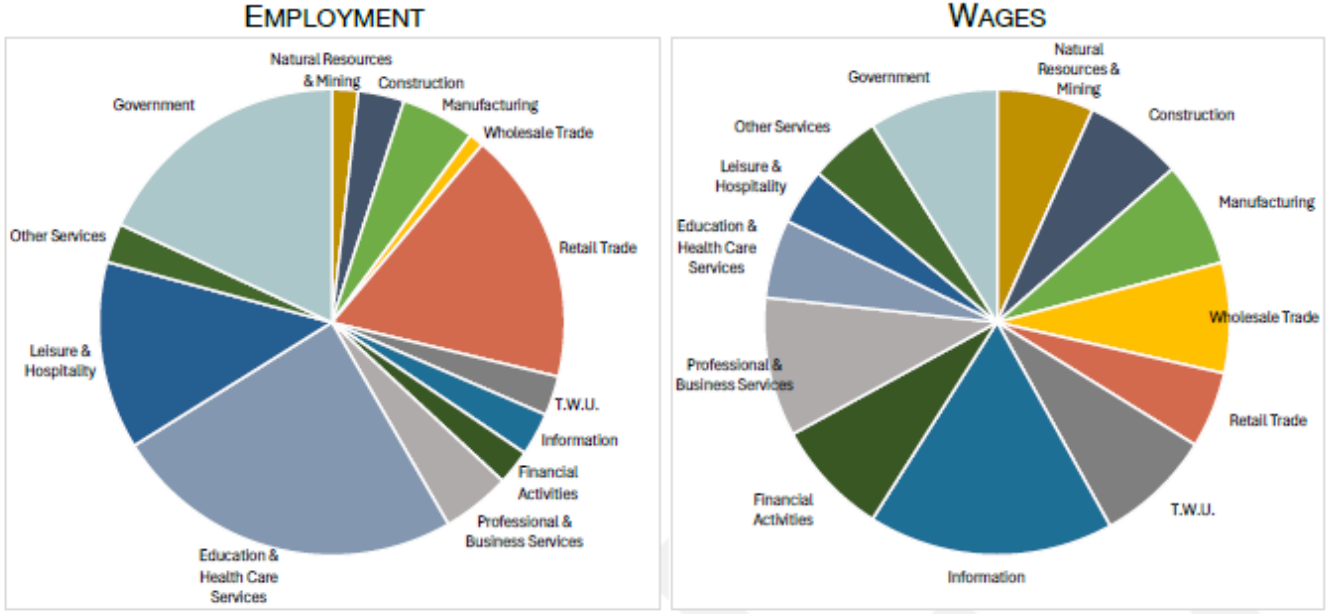
Wages and sector mix shape opportunity

4.1%

Annual wage growth over the past decade

2023 employment and wage composition vary by industry; job count is not a proxy for earnings.

Figure 11: The Dalles Share of Industry Employment and Industry Wages (*2023*)



Source: Oregon Employment Department QCEW

The Dalles is a regional employment center

4,969

Live in city • work elsewhere

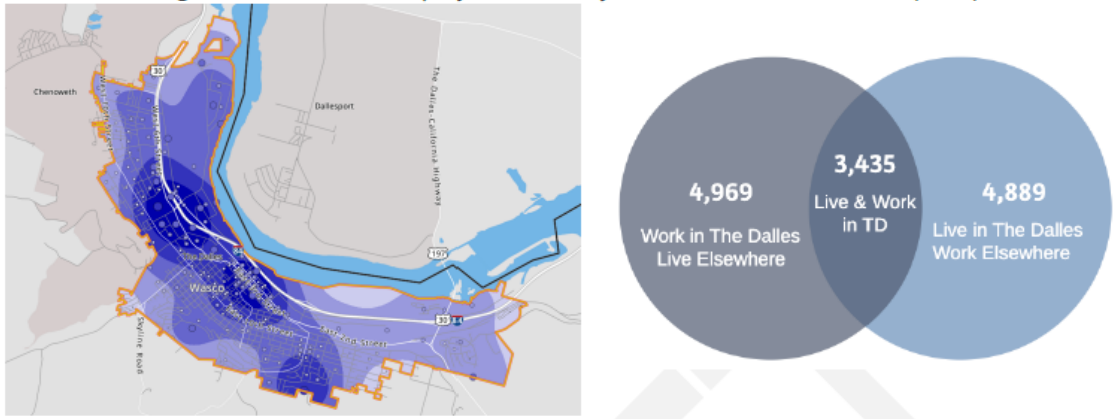
3,435

Live and work in city

4,889

Work in city • live elsewhere

Figure 13: The Dalles Employment Density & Worker Inflows/Outflows (*2022*)



Source: U.S. Census Bureau On the Map

2022 worker-flow estimates underscore the importance of regional commuting and transportation connections.

Total buildable land ≠ readily usable sites

201.6

Total buildable employment acres

TABLE 4: GROSS & NET DEVELOPABLE ACRES OF EMPLOYMENT LAND

Employment Zone	Partially Vacant Land		Vacant Land		Total Buildable Land
	Gross	Net	Gross	Net	
CBC	2.6	1.3	1.8	1.5	**2.7**
CG	4.1	2.0	19.9	15.9	**17.9**
CLI	4.8	2.4	47.1	37.7	**40.1**
CR	0.2	0.1	35.9	28.8	**28.8**
I (subtotal)	14.1	7.0	123.5	105.0	**112.0**
Google Sites	*0.0*	*0.0*	*53.0*	*45.1*	*45.1*
Other Sites	*14.1*	*7.0*	*70.5*	*59.9*	*67.0*
Total	**25.6**	**12.8**	**228.3**	**188.8**	**201.6**

The inventory includes 112.0 acres of industrial buildable land.

Key distinction: acreage, parcel size, utilities, access, and ownership all determine whether land is market-ready.

Industrial site sizes do not match forecast demand

TABLE 6: INDUSTRIAL SIZE CATEGORY SUMMARY, INDUSTRIAL ZONE

Development Type	0-2 acres	2-8 acres	8-60 acres	60-100 acres
Partially Vacant				
Number of Sites	11	0	0	**0**
Acres	14	0	0	**0**
Vacant				
Number of Sites	21	5	5	**0**
Acres	15	18	101	**0**
Total Needed Sites[1]	*77*	*14*	*10*	*1*
Total Number of Sites	**32**	**5**	**5**	**0**
Surplus/Deficit of Sites per Size Category	**(45)**	**(9)**	**(5)**	**(1)**

[1]Presents comparisons with Scenario 3 of The Dalles Twenty-Year Land Demand Forecast (2025-2045)

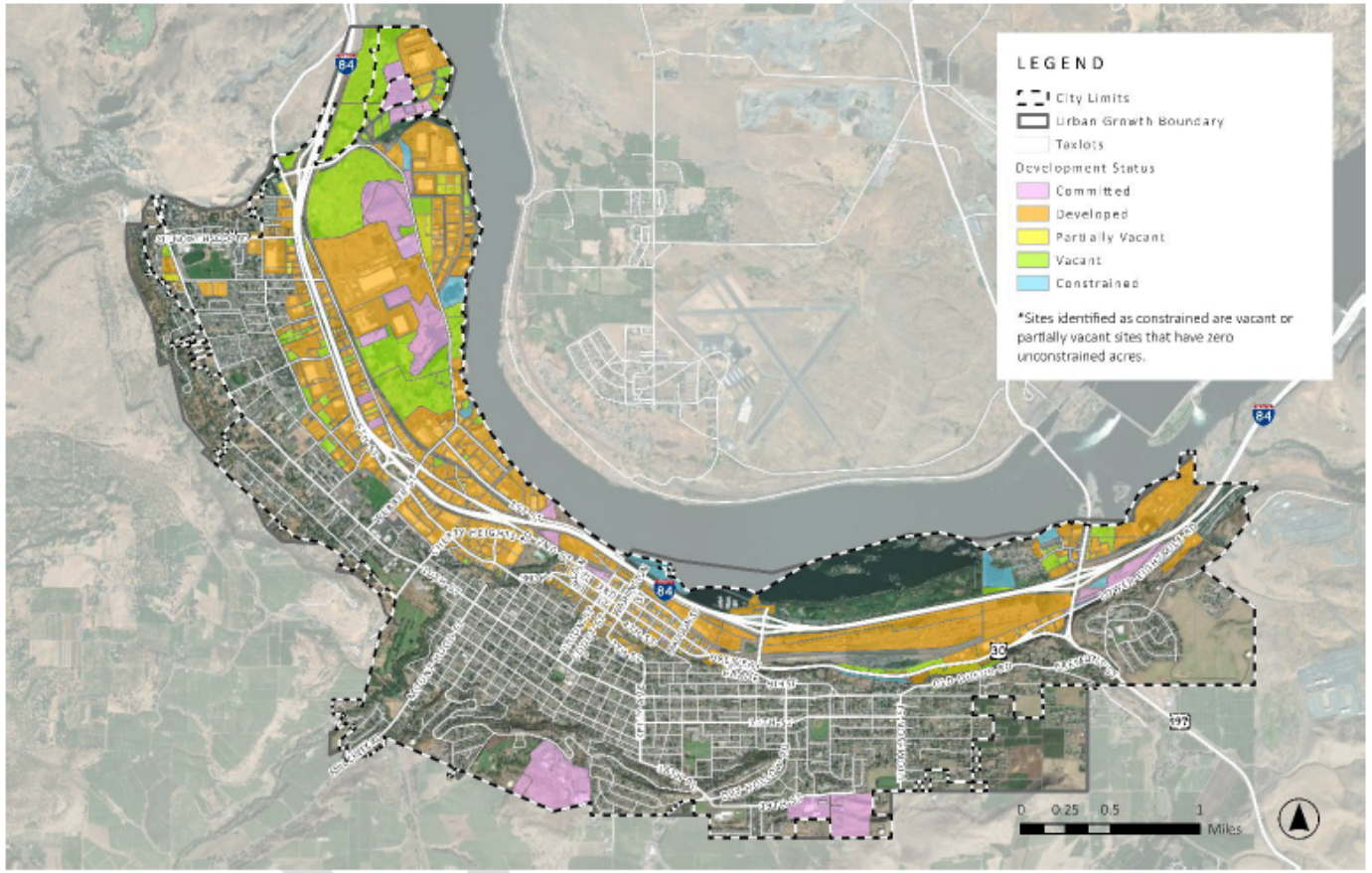
Forecast shortfall by site size

- 0–2 acres: 45 sites
- 2–8 acres: 9 sites
- 8–60 acres: 5 sites
- 60–100 acres: 1 site

Source uses the 2025–2045 Scenario 3 land-demand forecast.

Where development opportunities are located

FIGURE 4: THE DALLES EMPLOYMENT LAND BY DEVELOPMENT STATUS (2025)



BOARD OF COUNTY COMMISSIONERS

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p: [541] 506-2520 • **f:** [541] 506-2551 • www.co.wasco.or.us

Pioneering pathways to prosperity.

November 6, 2026

Columbia River Gorge Commission
PO Box #730
White Salmon, WA 98672
(Sent by email to connie.acker@gorgecommission.org; krystyna.wolniakowski@gorgecommission.org; Lach.Litwer@gorgecommission.org)

Subject: Economic Vitality Committee Questions

Dear Chair Litwer, Director Wolniakowski, and members of the Economic Vitality Committee;

Thank you for the opportunity to provide feedback on economic vitality in the Columbia River Gorge National Scenic Area. The Board sought input from several partners to carefully formulate responses that we hope will be helpful in guiding your work.

Wasco County's Economic Drivers

Wasco County's economy is driven by a diverse mix of agriculture, technology, manufacturing, education, healthcare, and government. The Dalles serves as a central regional hub, supported heavily by major taxpayers including Google, regional utilities, rail networks (UPRR, BNSF), and cruise lines. Employment sectors such as construction, professional services, and tourism are actively growing. Innovation with STEM and value added agriculture continue to also be significant economic drivers. Sustaining this economic ecosystem depends on reliable infrastructure, affordable workforce housing, and scalable opportunities for both established industries and rural agritourism.

Opportunities for the Columbia River Gorge Commission (CRGC) to Promote Economic Success

CRGC can foster greater economic vitality by balancing resource protection with accommodations for housing, business growth, and infrastructure. Specifically, the Commission could strengthen the currently thin economic development chapter by explicitly identifying and supporting specific industries appropriate for the NSA. Additionally, expanding support for agritourism by reassessing restrictive caps on event sizes, guest counts, and building footprints would allow these vital rural businesses to reach their full potential. Greater protections for diverse agricultural activity should be recognized, and balanced with resource protection.

Over the history of the National Scenic Area, much of the rhetoric and even early plans focused on recreation and tourism as a critical economic focus outside the urban areas. However, the impact of that has been to create barriers to sustainable employment and turn the Columbia River Gorge into a retirement community that places significant demands on systems like hospitals and medical care. This type of settlement also threatens agricultural producers, many who are aging themselves and needing to diversify their farms in order to survive. At the state level, representatives are talking about new programs or ideas for supporting emerging farmers -- including reducing land use barriers that made add to the cost of entry.

Similarly, antiquated ideas about forestry have resulted in overgrown forest lands that threaten all resources in the Columbia River Gorge. Acknowledging that new forest practices, mining practices, and other resource management can be positive tools to preserving our landscape and values are important considerations into the future, particularly as we become fire-adapted.

Current Friction and Barriers Created by CRGC

Rigid regulations and the cost, complexity, and unpredictable timing of multi-agency reviews create significant barriers, particularly for applicants with less resources. Key friction points include outright bans on most commercial and industrial uses outside urban areas, home-based business restrictions that stifle multi-generational growth, and overstatement of regulations that have created a cottage industry of litigation. The lack of a clear pathway to expand Urban Growth Boundaries (UGBs) severely limits community adaptability to changing economic needs, housing needs, and even resiliency and community based needs.

These barriers are an opportunity to shift the approach from a rigid, frozen in time perspective to preserving the Gorge to one that meets Gorge counties where they are today, preserving resources and offering opportunities to work together for a new future. With so much USFS land acquisition complete, and even threatened by changing federal administrations, it behooves CRGC to ask what parts of the original mission have been completed, and what might a more holistic approach into the future look like.

Considerations for the 2027 Plan Review

Heading into the 2027 Plan review, the Commission should prioritize balancing economic health with resource protection by adding metrics like jobs, wages, industrial land supply, and housing to its official monitoring program. Establishing a simplified, defined pathway for UGB expansion is critical for the health of the 13 urban areas. Additionally, the Commission should expedite reviews for low-impact projects (e.g., on-site solar, small agricultural buildings) and permit light-industrial or river-dependent uses on already-disturbed sites—such as old mills or existing rail/river access points—using scenic conditions and mitigation rather than outright bans.

Oregon has aggressive energy strategy goals that are stymied by NSA provisions, and similarly, changes to the way people live, work, etc as well as deal with a changing climate warrant CRGC to regroup. Beyond Vital Signs, which only gives isolated indications of the "success" of CRGC policy and regulations, policies should come with clear objectives and metrics for review and evaluation.

Regards,
Wasco County Board of Commissioners

Scott C. Hege, Commission Chair

Jeff Justesen, Vice Chair

Rodger Nichols, County Commissioner

Cc: Tyler Stone, Andrea Klaas, Andrew Danies, Kelly Howsley Glover, Matthew Klebes