



STRATEGIC PLANNING WORKSHOP

WEDNESDAY, SEPTEMBER 9, 2026

DIRECTLY SUCCEEDING THE 3:00 P.M. PORT COMMISSION MEETING
THE WORKSHOP WILL BE RECESSED FROM 5:00-5:30 P.M. FOR DINNER
PORT OF THE DALLES ADMINISTRATIVE OFFICE

AGENDA

- A. CALL TO ORDER President Coburn
- B. ROLL CALL Executive Assistant Toepke
- C. PLEDGE OF ALLEGIANCE All
- D. MEETING OBJECTIVES Executive Director Klaas
- E. CURRENT STRATEGIC INITIATIVES and WORK PLAN Executive Director Klaas
- F. LOCAL AND REGIONAL ALIGNMENT Executive Director Klaas
- G. BRAINSTORM All
- H. ADJOURN

Reference Documents

2024 Strategic Initiatives Work Session Summary	pg. 2
2025-2026 Work Plan	pg. 7
Local alignment between POTD and Partner Agencies Summary Chart	pg. 8
Nexus 1: River Road Land Assembly	pg. 9
Nexus 2: POTD Marina as a Regional Emergency & Safety Asset	pg. 10
Nexus 3: Waterfront ↔ Downtown Confluence	pg. 11
Nexus 4: Workforce & Talent Pipeline	pg. 13
Columbia Gateway Urban Renewal Agency Overview	pg. 14



Strategic Initiatives and Priorities Summary

Priority	Focus
★★★★★	Dufur
	• Coordinate with the City of Dufur on infrastructure needs
	• Identify potential development opportunities
★★★★★	Marina Strategy & Master Plan
	• Identify Port's goals, objectives, criteria & values for Marina; help guide future actions
	• Comprehensive strategy for Marina area
	• Public boat launch redevelopment
★★★★★	Criteria for Future Projects
	• Evaluation criteria to vet a land sale/development project using the Port's vision, mission & values
★★★	Community Development
	• Inventory of developable land
	• Identify public and private partners
★★★	Housing Summit
	• Inventory available resources
	• Inventory potential projects
★★★	Waterfront Vision & Master Plan
	• Develop comprehensive strategy from Rock Fort to Lone Pine
	• Stakeholder engagement survey questions, interviews, other feedback
	• Identify development/design company for conceptual drawing
★	History; Cultural Resources Center
	• Build on history of the community and culture
	• Space for cultural resources center

	• Develop stakeholder engagement and partnerships
	• Port to compile its own history
★	Communications & Public Information
	• Highlight current issues & notable accomplishments
	• Counter-balance misinformation
	• Build on Port's history
	• Partner with Wasco County, cities of The Dalles and Dufur, The Dalles Area Chamber of Commerce, and other community partners
★	Gorge Works
	• Regional internship partnership
	• Career development
	• Port as a supporter

Identified as High Priorities

1. Dufur

- Obtain appraisal of property(ies)
- Consult, as needed, to develop offer
- Generate narrative of vision for plan
- Coordinate with City on infrastructure needs

Status: *Meetings continued with industrial land property owners. Not interested in selling at this time. completed.*

Recommendation: *Move down in priority list to Medium. Continue outreach to City of Dufur.*

2. Marina Strategy & Master Plan

- Comprehensive strategy for Marina area (annual moorage, transient guest moorage, public boat launch ramp, restrooms, parking lot, beach, etc.)
- Identify Port's goals, objectives, criteria & values for Marina which will guide future actions
- What is the plan for future management agreement for the long-term moorage?

Status: *Annual Moorage Concessionaire Agreement extended through June 30, 2027. Construction moratorium for new boathouses implemented. Property and hydrologic surveys completed. Facilities condition assessment completed.*

Recommendation: *Schedule a one topic work session for the Marina.*

3. Criteria for Future Projects

- Generate list of criteria to be used to evaluate offers to Port
- Evaluate criteria against vision, mission and values
- Develop a template and guide for prospective businesses
- Ongoing update to criteria and process

Status: *Completed*

Recommendation: *Update and revise property sales criteria. Develop criteria the Port will use to evaluate property purchase.*

Identified as Medium Priorities

4. Community Development

- Inventory of developable land
- Identify and acquire target properties
- Inventory of potential financial partners (federal, state, local)

Status: *Completed inventory of developable land in partnership with City of The Dalles buildable lands inventory update. The inventory shows a need for mid-sized (5-30 acres) and large size (>30 acres) lots.*

Recommendation: *Complete 35-acre land purchase from Wasco County. Using property purchase evaluation criteria add Deal of the Month to monthly meeting packet.*

5. Housing Summit

- Act as host for a discussion on local and regional housing needs and solution

Status: *Housing continues to be actively addressed at City of The Dalles, Wasco County, and the State level, with Port Staff participating in discussions hosted by agencies for whom it is a primary focus.*

Recommendation: *Remove as a standalone Port initiative. Housing already has agencies for whom this is a core mandate.*

6. Waterfront Vision and Master Plan

- Develop a comprehensive strategy for waterfront (Google to Lone Pine) creating connections to downtown, history and cultural resources
- Work with City of The Dalles, Northern Wasco County Parks & Recreation District ('NWCPRD'), Confederated Tribes of Warm Springs and Confederate Tribes and Bands of the Yakama Nation ('Yakama Nation'), others

Status: *Port Historic Wharf Committee created. Port property and hydrological surveys were completed. Discussions started with City of The Dalles, NWCPRD and Yakima Nation representative*

Recommendation: *Outreach to Confederated Tribes of Warm Springs, identify planning grant(s), engage a consultant for a conceptual design and business plan (economic evaluation of the project)*

Identified as Low Priorities

7. History/Cultural Resource Center

- Overcome reputation as “The Dirty”
- Build on history of the community and culture
- What could a cultural resources center look like? Who could be involved?
- Compile history of the Port

Status: *Contacted Rodger Nichols, local writer and historian, to see if he was interested in researching and writing Port history. He is, but at the point he was contacted he did not have time.*

Recommendation: *Enter into a contract with Mr. Nichols to do this work.*

8. Communications & Public Information

- Highlight current issues and accomplishments
- Counter-balance misinformation
- Build on ‘storytelling’ of Port history
- Partner with other agencies on outreach

Status: *Community outreach is on-going through local talk shows, presentations to service organizations, community interest stories, and participation on regional and state committees to name a few examples.*

Recommendation: *Continue community outreach.*

9. GorgeWorks (regional internship program)

- Support career development and internship programs

Status: *GorgeWorks was conceptualized, funded and implemented by the Port for several years after which it was turned over to The Dalles Area Chamber of Commerce, and Eastern Oregon Works, just before the COVID Pandemic.*

Recommendation: *Port Staff recommend removing this task.*



2025-2026 Work Plan

SI=Strategic Initiative alignment

	Develop and Implement Marketing Plan for the Port
★★	Develop marketing partnerships
★★	Invite area economic development partners to The Dalles
★★	Continue to update all marketing material
★	Develop a presentation; schedule service club talks to keep community informed about Port
★	Community Special Districts Day
★	Host regional Ports meeting annually
★★	Host Wasco County Special Districts brown bag lunch qrtly
	Business Expansion, Retention and Recruitment
★★	SI Project evaluation criteria
★★★	Contact all Port area businesses
★★★★★	Assist with business expansion, retention
★	Respond to State Leads
★	Evaluate emerging business opportunities for our region
★	Wasco Innovation Initiative/Gorge Pitch Fest
	Acquire employment property that supports the creation, retention, expansion and recruitment of businesses and jobs that will enhance the economy of the Port
★★	Identify potential private sector partners
★★★★★	SI Look at purchasing/investing in real estate
★★★★★	SI Explore opportunities in Dufur
★★★★★	Support UGB expansion through CRGC Management Plan Update process
★	Work with Randy Munsen to move batch plant up to rock pit.
★★★	SI Work with City planning to allow distilleries in the commercial zone and breweries in the industrial zone as outright uses also a waterfront zone
	Downtown Involvement
★★	Look for partnership/support opportunities
★★	Evaluate Electric Vehicle charging options downtown
	Port Admin
★★	Update Policies per SDAO recommendations
★★★★★	Succession Planning
★★	Look for opportunities to leverage Port assets with State and Federal grants
★★★★★	Hire additional Port staff
	Waterfront
★★	SI Funding to update launch ramp
★★★★★	SI Marina Management update
★★★	Waterfront Master plan
★★★	SI Historic Wharf Project

Local and Regional Alignment between the Port and Partner Agencies

The following appear to be where Port of The Dalles ('The Port'), City of The Dalles ('The City'), Wasco County ('The County'), Northern Wasco County Parks and Recreation District ('NWCPRD'), Mid-Columbia Economic Development District ('MCEDD'), Northern Wasco County PUD ('NWCPUD') and Columbia Gorge Community College ('CGCC') have projects and/or strategies that overlap. These areas of overlap may provide opportunities for the Port.

Nexus	Core Connection	Anchor Project / Next Step
1. River Road Land Assembly <i>Port-Wasco County-NWCPUD-NORCOR-City of The Dalles</i>	~42-acre "Phase I" area across 3 owners. Port buying ~35 ac.; PUD looking for a ~20 site to consolidate their operations. They would vacate a 7-ac. river-front parcel.	\$50K SPWF planning grant already awarded to develop a site design that will maximize available land for business.
2. Marina as Emergency Asset <i>Port-Wasco County-NWCPRD</i>	Marina/boat launch already identified as critical emergency-response infrastructure opens hazard-mitigation funding, not just econ-dev dollars.	Reframe boat-launch upgrade in hazard-mitigation/FEMA BRIC grant narratives. Boat launch upgrade is #9 on the County's Community Enhancement Project list for 2026.
3. Waterfront ↔ Downtown <i>Port-City of The Dalles-NWCPRD-Wasco County, Urban Renewal Agency</i>	Rock Fort → Union St. (historic wharf/cruise dock) → Marina → Riverfront Park → Lone Pine. Historic wharf footprint is inside the City's Urban Renewal District.	Historic Wharf redevelopment. Boundary, hydrologic & facilities studies already done; eligible for Urban Renewal Incentive Program funding; boat launch upgrade is #9 on County's Community Enhancement Project list for 2026.

4. Workforce & Talent Pipeline <i>Port-CGCC-MCEDD-Wasco County EDC</i>	CGCC's new Skills Center trains the workforce Port-area employers need; relationship is already warm (Port ED at groundbreaking).	Formalize employer/apprenticeship role with CGCC — no capital ask, mostly a partnership decision.
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Nexus 1 — River Road Land Assembly: Port-County-PUD-NORCOR

Roughly 42 acres held across three separate owners (Port, NWCPUD, NORCOR), with the Port doing the initial planning work. Within that, the Port is in process on its own ~35-acre purchase from Wasco County. How the acreage gets divided will shape the Port's usable industrial footprint.

Agency		Connection to Port Interests
Port	Awarded a \$50,000 Special Public Works Fund planning grant (Oregon State Lottery funds, administered by Oregon IFA) to complete master planning for the River Road Property Phase I area.	This planning and design groundwork is the foundation for future funding.
Port	In process: purchasing approximately 35 acres of undeveloped industrial land from Wasco County on River Road, The Dalles (Wasco County parcel 2N 13E 33 700).	Directly expands the Port's industrial land inventory. The same limited resource flagged in the City's Economic Opportunities Analysis (roughly 205 buildable acres remaining, most large parcels already spoken for).
Northern Wasco County PUD	Owns an adjacent parcel in the same Phase I area (2N 13E 33A 1000) and has expressed interest in approximately 20 of the Port's 35 acres for a new operations facility - offices, fleet bays and equipment storage.	If it proceeds, this leaves roughly 15 acres of the purchase for the Port's own traded sector/industrial recruitment use.
Northern Wasco County PUD	Would vacate its current ~7-acre site, zoned Commercial Recreation, on the banks of the Columbia River.	A newly available waterfront parcel is a rare thing in this market — this is a natural extension of

		Nexus 1 (Waterfront ↔ Downtown Confluence)
NORCOR (Northern Oregon Regional Corrections)	Holds a portion of a third parcel in the same Phase I planning area (2N 13E 33 500) — a multi-county corrections authority (Wasco, Hood River, Sherman, Gilliam, and Wheeler counties).	NORCOR’s board has expressed a willingness to participate in the planning effort. Currently they have an active lease in place on this land.
MCEDD	Provides POTD with grant writing/administration support, legislative outreach, and county-level coordination as a standing service.	A likely partner for packaging the Phase I master plan and the SPWF grant into the next round of regional funding requests.

Nexus 2 — POTD Marina as a Regional Emergency & Safety Asset

Port of The Dalles Marina and public boat launch have been designated regional emergency infrastructure. There are two concrete, near-term decisions to be made: what the September 2026 condition assessment means for the marina's future, and what happens when the annual moorage concessionaire agreement expires in June 2027.

Agency		Connection to Port Interests
Port	Intergovernmental agreement with Wasco County Emergency Services designates the Port's public boat launch and associated facilities as critical emergency-response infrastructure.	Reframes boat-launch and shoreline upgrades as public-safety infrastructure, not just a recreation amenity.
Wasco County	“Safety and Health” is one of seven strategic pathways in the County's plan; the County also pursues FEMA/hazard-mitigation and emergency-preparedness funding regionally.	A shared emergency-management framing the Port can cite in hazard-mitigation grant applications.
NWCPRD	Riverfront Park (adjacent to the Marina) is a designated community gathering/evacuation-	Strengthens the case that the whole waterfront node, Marina,

	adjacent open space in past emergency planning conversations regionally.	park, boat launch, functions as shared emergency infrastructure.
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Nexus 3 — Waterfront ↔ Downtown Confluence

The corridor under discussion runs about a mile along the riverbank: starting at Rock Fort on W. 1st Street, east past Union Street (site of both the existing commercial cruise dock and the historic Port wharf location under contemplation for rebuild), continuing past the Port marina and Riverfront Park, and ending at the Lone Pine development near The Dalles Bridge. The Port's waterfront and the City's downtown are not just thematically aligned they are in the same physical corridor.

Agency		Connection to Port Interests
Wasco County	Rock Fort Campsite — a 5.5-acre Lewis & Clark National Historic Trail site on W. 1st Street, the western anchor of the corridor.	A County-owned historic asset that bookends the corridor.
Port	Historic Wharf redevelopment concept includes pedestrian promenade, public art, and boat tie-ups, at the historic wharf location on Union Street.	This is the anchor project.
City of The Dalles	Commercial boat terminal, operated by the City and leased to American Cruise Lines for a 5-year term ending in 2028. Lease agreement includes a provision to allow other cruise companies to use the terminal. A 15-year ground lease is in place between the Port and the City, expiring in 2027.	The historic wharf site under contemplation for rebuild adjoins the existing commercial terminal.
Port	Public boat launch upgrade: boarding floats, dock, restroom and shoreline improvements. Ranked #9 on Wasco County's 2026 Community Enhancement Project List.	Has regional-priority standing to build on.
Port	Property boundary survey has been completed identifying Port ownership from the commercial terminal to the public boat launch area. An underwater hydrologic survey of that same area has also been completed.	This technical groundwork makes requesting funding for the boat-launch design and construction and planning and design for the future waterfront and wharf credible.

Agency		Connection to Port Interests
	A facilities assessment of the physical condition and remaining life of the boat basin moorage, guest moorage, and launch ramp has been completed. The Historic Wharf Committee has met with Yakima Nation representatives, the City Manager, Northern Wasco County Parks and Recreation, and a Wasco County Commissioner.	
City of The Dalles	First Street Streetscape (under construction into 2026/27) and the Federal Street Plaza, adjacent to the vacant Tony's Town & Country site, a key downtown redevelopment parcel.	Physically links downtown investment to the waterfront. A shared visitor and investment corridor.
City of The Dalles	“Tourism and downtown vitality” and “historic preservation” are named focus areas in the 2026–2028 Strategic Plan.	Gives the City's own strategic plan language to cite alongside the Port's wharf project in joint materials.
NWCPRD	20-Year Master Plan improvements to Riverfront Park include: amphitheater, boardwalk/dock, paddle craft launch, RV park. The park sits immediately adjacent to the Port's marina, launch ramp and guest moorage. NWCPRD manages the Riverfront Trail connecting the whole corridor.	Riverfront Park and the Port marina are next-door neighbors; a joint concept plan could treat them as one visitor experience. Riverfront Park was owned and operated by the Port of The Dalles until 2005 at which time it was turned over to NWCPRD. The agreement contains a reversionary clause which would allow the Port to resume ownership.
Private sector (context, not a public agency)	Lone Pine Village . A 60-acre private waterfront mixed-use development near The Dalles Bridge, marking the corridor's eastern end. The Riverfront Trail currently has a connectivity gap crossing Hwy 197 near this site.	The corridor's other waterfront redevelopment story, and a reminder that closing the Riverfront Trail gap near Lone Pine is part of making this a continuous, walkable corridor end to end.

Nexus 4 — Workforce & Talent Pipeline

Columbia Gorge Community College's (CGCC) new campus buildings are a direct investment in the workforce the Port's traded-sector employers are trying to hire. The Port has a strong, long-standing relationship with CGCC.

Agency		Connection to Port Interests
CGCC	Treaty Oak regional Skills Center and Chinook Hall student housing are the college's largest physical expansions since 2008. Funding came through USDA Rural Development support and more recently through the Department of Energy for equipment purchases in the skills center.	The skills center is built to train the workforce Port-area employers need.
CGCC	Strategic priority: "actively engage in mutually beneficial industry and community partnerships that promote economic growth".	Possibly formalize an employer-input or apprenticeship pipeline role.
MCEDD	"Robust Workforce" (CEDS Goal #2) — family-wage career training aligned with industry needs, plus a bi-state workforce strategy.	Positions any Port/CGCC training partnership as advancing a named regional goal, useful for grant narratives.
Port/Wasco County EDC	Port of The Dalles has a seat on the Wasco County Economic Development Commission and participates in the Wasco Innovators Initiative and Gorge Pitch Fest alongside the County EDC.	Existing venues to plug a CGCC workforce partnership into without creating a new committee.

Columbia-Gateway Urban Renewal Agency Overview

- Established in 1990 under Oregon Revised Statutes Chapter 457.
- Funded through tax increment financing (TIF). District property tax revenue growth is redirected to fund district projects; the mechanism does not increase tax rates.
- 72 projects funded since the district's establishment, including the Sunshine Mill Winery, the Granada Theater, and the Commodore building.
- The Urban Renewal Plan has been amended 16 times. Minor amendments may add or remove projects without altering the Plan's goals; substantial amendments may expand district boundaries and increase maximum indebtedness.
- State law limits the district to one substantial amendment after 2010. This amendment was adopted in late 2024, expanding district spending capacity by \$6.1 million.
- The district is scheduled to terminate in 2029, upon retirement of its debt obligations.
- Remaining spending capacity as of May 2026: approximately \$4–7 million.

Goals directly relevant to the Port

- Expand access and connections from downtown to the Riverfront and provide facilities that enhance public use of the Riverfront (Goal E) — language that maps directly onto the Waterfront Corridor Framework work already under discussion.
- Expand availability of family-wage housing, including vertical downtown housing (Goal D-5) — relevant background if the Port's position on housing is revisited.
- Support the development of public spaces downtown (Goal D-6).
- Restore historically significant properties to productive use (Goal D-3) — directly applicable to the Historic Wharf.

Ongoing / pending project

- Mill Creek Greenway — Urban Renewal transferred \$300,000 to NWCPRD in 2023 for an elevated boardwalk; no immediate plans yet for the linkage across West Second Street to the Riverfront Trail, though the need is recognized by both parties.
- Property Rehabilitation / Urban Renewal Incentive Program — ongoing since 2023; provides grants and low-interest loans for business, civic, residential, cultural, and tourist-related redevelopment, including within the National Historic District.

- West Gateway Project (West Second Street corridor) — skateboard park completed; the larger street/property redevelopment component remains incomplete.

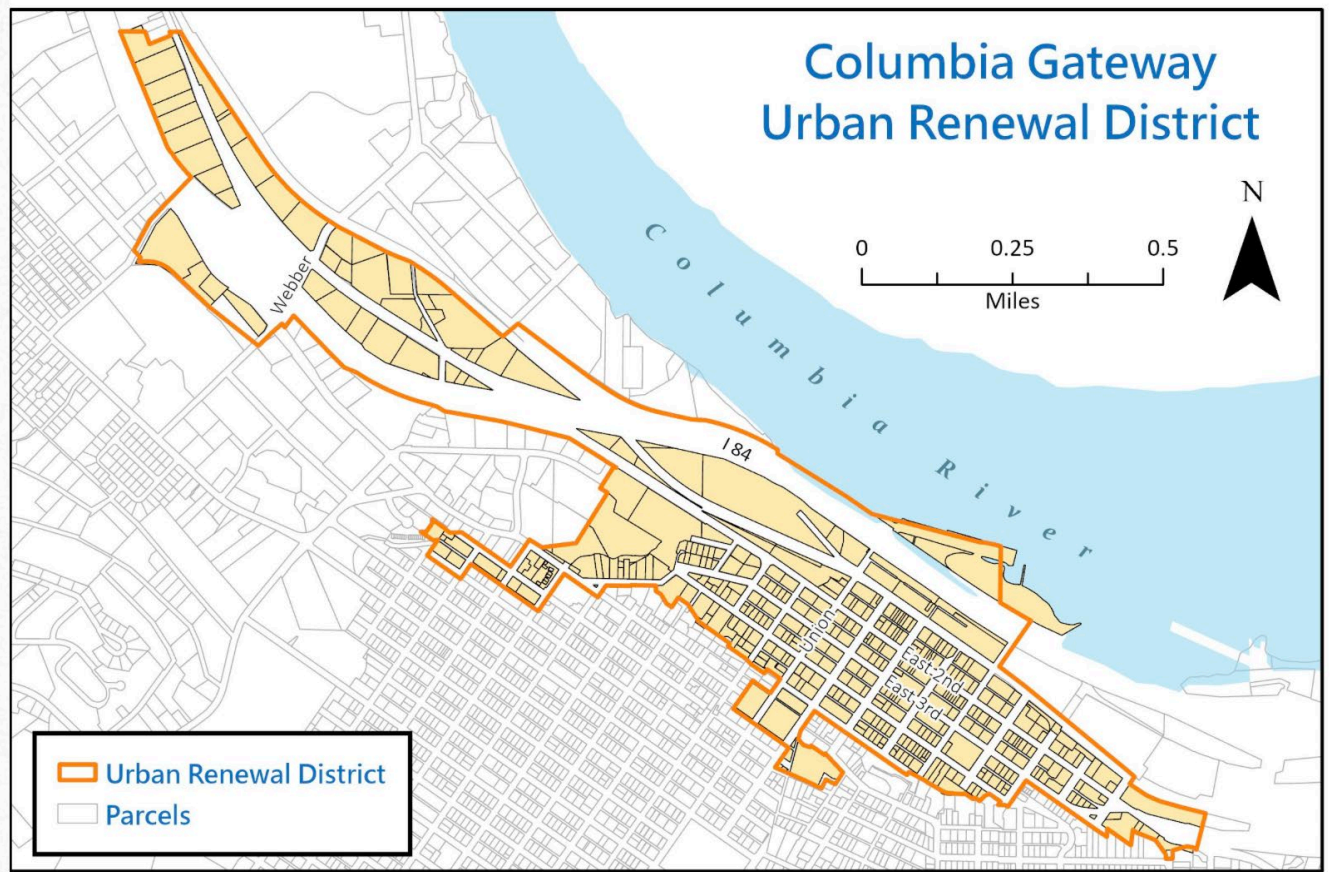
Relevant Timeline

The Urban Renewal Agency's statutory sunset in 2029 establishes a fixed timeframe within which remaining district funds must be committed. Any Port coordination with City-funded corridor projects (First Street Reconstruction, Federal Street Plaza, Tony's Lot) should account for this timeframe.

New projects added in 2024

Project	Status / Funding	Port Alignment
First Street Reconstruction	Sidewalk replacement, street and sub-street reconstruction, tree plantings, related infrastructure and public safety measures. Design was 95% complete as of April 2024; \$3.8 million already conveyed to the City, but cost escalation has created a budget gap still being resolved.	Provides the street connection between downtown and the Port area referenced as Nexus 1 (Waterfront ↔ Downtown Confluence) in the Regional Alignment Briefing.
Federal Street Plaza	New public plaza and green space between First and Second Streets; Urban Renewal funds intended as local match to leverage state and federal grants.	Located adjacent to Tony's Lot within the same downtown corridor identified in Nexus 1.
Tony's Town & Country site	Acquired and demolished by the Agency in 2023 (structure could not be salvaged); site rehabilitation and redevelopment pending.	Adjacent to Federal Street Plaza, within the corridor connecting downtown to the Port's waterfront. Relevant to any joint concept planning under Nexus 1.
Basalt Commons	Mixed-use commercial and residential development at 523 East 3rd Street; demolition of a former auto dealership and construction of a five-story complex.	Not a Port project or priority. Noted for situational awareness given proximity to the broader downtown corridor.

Port of The Dalles — Regional Alignment & Funding Opportunities briefing (Nexus 1:
Waterfront ↔ Downtown Confluence)



Source Documents

- Port of The Dalles — Planning Documents & Budget; Commission meeting packets (2025–2026) — portofthedalles.gov
- Points Consulting — Port of The Dalles Strategic Business Plan Update, 2023–2027
- City of The Dalles — Council Strategic Plan 2026–2028 & Community Vision Action Plan 2040 — thedalles.gov
- City of The Dalles — Investing in Downtown project updates — [thedalles.org/business/downtown revitalizationprojects.php](http://thedalles.org/business/downtown%20revitalizationprojects.php)
- Columbia Community Connection — “Urban Renewal Board digs into Construction Plan” (Oct. 2025) and “TD Council to consider long-term employment strategy” (Feb. 2026)
- Columbia Gorge News — “The Dalles dusts off First Street renovation project” (2025); “CGCC breaks ground” (2026); “Port updating strategic plan” (2026)
- Uplift Local — “Water projects dominate Wasco County's 2026 infrastructure priorities” (Jan. 2026), reporting on the Wasco County EDC Community Enhancement Projects list
- Wasco County — Vision, Strategic Plan, Culture; Economic Development Commission Strategic Action Plan — wascocountyor.gov
- North Wasco County Parks & Recreation District — 20-Year Master Plan, park descriptions — nwprd.org
- Mid-Columbia Economic Development District — Columbia Gorge CEDS 2022–2027 (2026 update) — gorgeeconomy.org
- Columbia Gorge Community College — Mission & Strategic Plan; CGCC Foundation — cgcc.edu, cgccfoundation.org
- Port of The Dalles — Commission meeting packet, Aug. 13, 2025 (AKS Engineering boundary survey; Historic Wharf Committee meetings with Yakima Nation, City, and County) — portofthedalles.gov
- Port of The Dalles — River Road Property Phase I Design RFP (A26-001), Dec. 2025 — portofthedalles.gov
- Port of The Dalles — Commission meeting packet, Feb. 18, 2026 (MCEDD support services; \$50,000 Special Public Works Fund planning grant) — portofthedalles.gov
- Wasco County Economic Development Commission — 2026 Community Enhancement Projects list, via Uplift Local
- Columbia Gorge News — “The Dalles enters agreement with American Cruise Lines” (2023)



- Friends of the Columbia Gorge — The Dalles Riverfront Trail guide (cruise dock, Lewis & Clark Festival Park, Riverfront Park waypoints)
- Wikipedia / Lewis and Clark Trail Experience — Rock Fort Campsite (Wasco County-owned, NRHP)
- Columbia Gorge News / Columbia Community Connection — Lone Pine Village waterfront development coverage
- Port of The Dalles — “About Us” (district boundary description) — portofthedalles.gov/about-us
- Travel Oregon — The Dalles Marina & Riverfront Park listings